



Treasury Board of Canada  
Secretariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# TELL US ONCE/SINGLE WINDOW PROTOTYPE: RESEARCH THROUGH DESIGN

## *FINAL SUMMARY REPORT*

Prepared by:

- Office of the Chief Information Officer of Canada
- Treasury Board of Canada Secretariat
- 2020



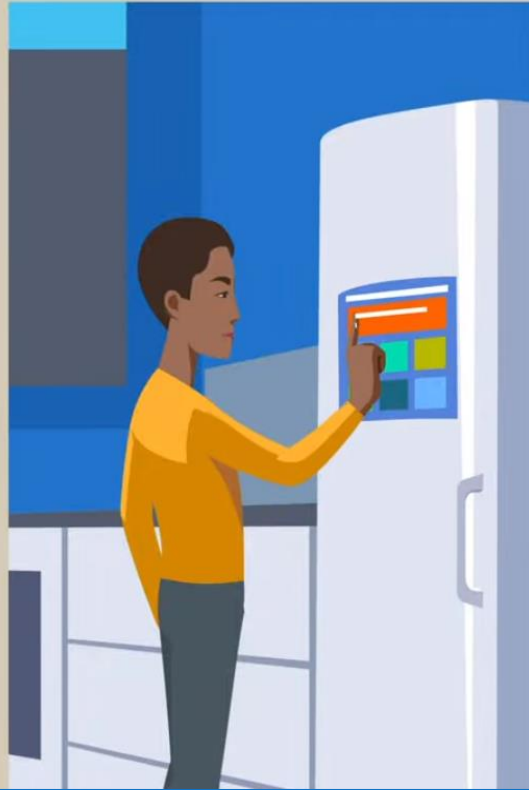
**TELL US ONCE  
OVERVIEW**

# TELL US ONCE: a key pillar of our digital future



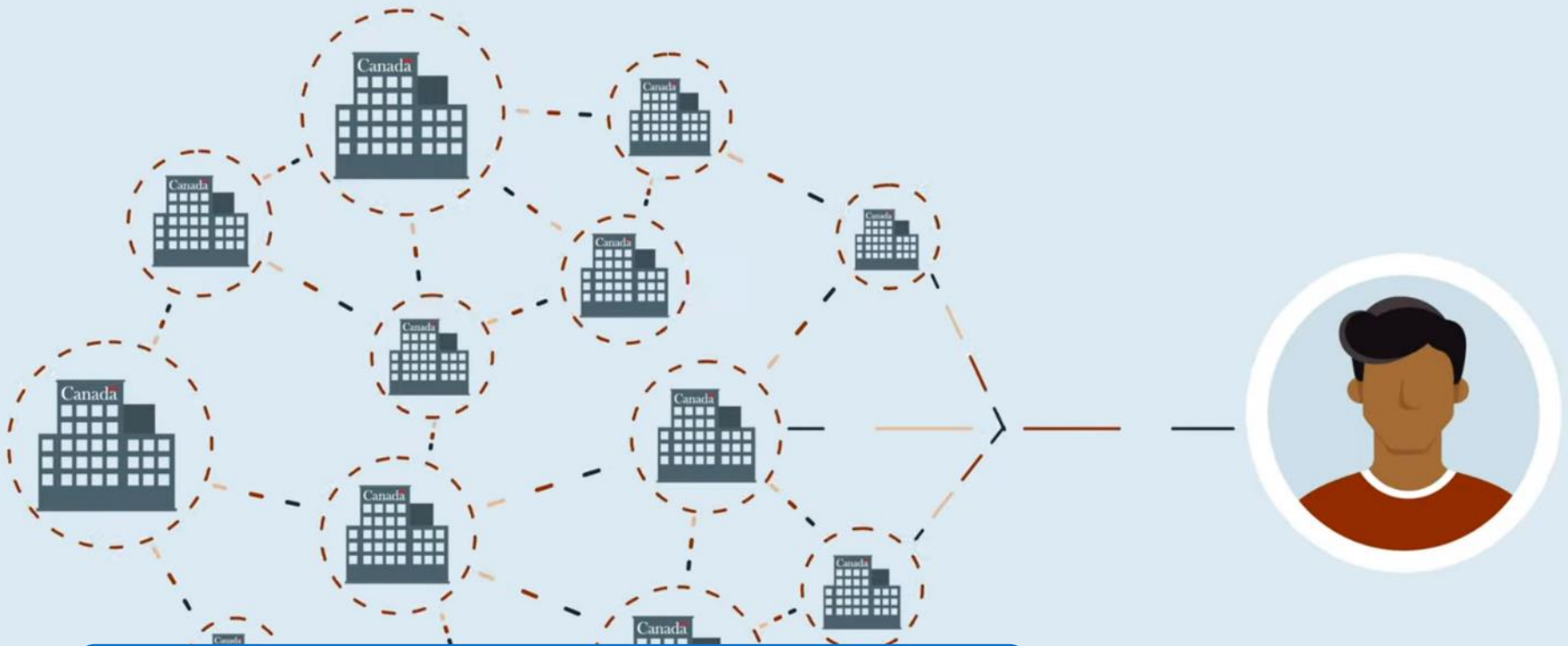
- Yesterday's government delivered **services by analog**.
- **Long wait times and siloed service delivery** were normal.
- Telling the government **key pieces of information repeatedly** was not only common – it was expected.

# TELL US ONCE: a key pillar of our digital future



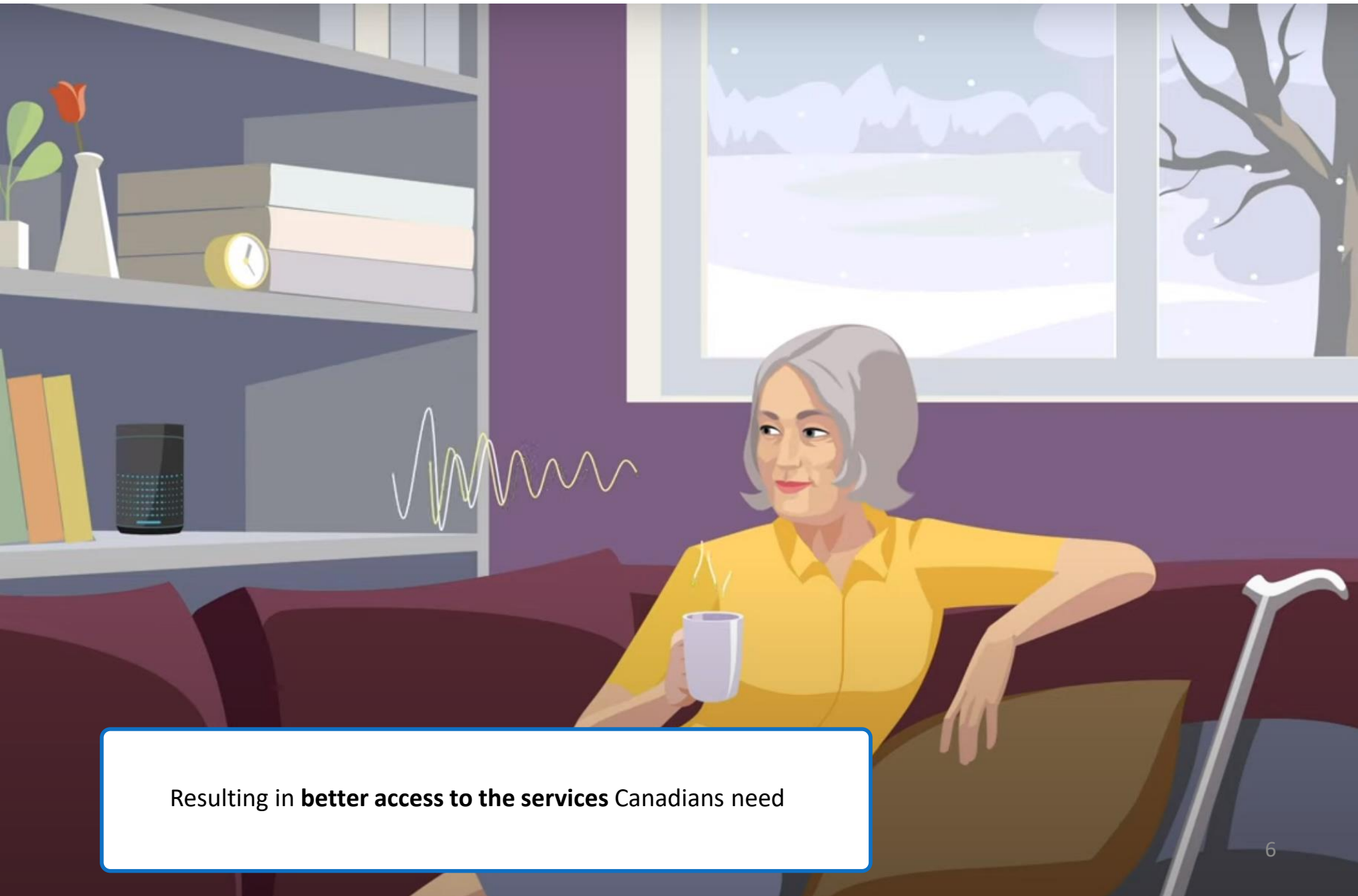
- The world has **undergone disruptive changes**, and Canadians expect **government to respond accordingly**.
- Fewer delays, real-time updates and access to the **services they need, when and where they want**.

# TELL US ONCE: a key pillar of our digital future



- What if government could **re-imagine its service relationship with citizens.**
- “Tell Us Once” is a key pillar of our digital future, this approach means **citizens only need to tell government their information once.**

# TELL US ONCE: a key pillar of our digital future



Resulting in **better access to the services** Canadians need



**PROJECT  
BACKGROUND**

# THE REASON



- Today, there are **56 different places to log in** to a government account.
- **That's pretty frustrating** for a population that's used to having everything from the latest meme to a full grocery order available in just a few clicks.
- With this initiative, we've been exploring ways to reduce those 56 login screens to **a single place that seamlessly connects Canadians to their government services.**



# THE HIERARCHY

## ONEGC

Any time, any where, any device

## TELL US ONCE

Sign In Canada, CDXP, Legislative Review

## TELL US ONCE PROTOTYPE

User experience and integration of  
specific use cases



# THE JOURNEY

## PHASE 1: CRAWL

- Experiment with four use cases
- Determine a happy path for users
  - Land on a preferred technology
  - Collect and analyze data to help inform future direction
- **Publish findings and develop list of recommendations**

AUG  
2020

WE ARE HERE

## PHASE 2: WALK

- Explore privacy, consent, and data sharing policies and legislation
- Define a data sharing model
- Expand use cases to include common features such as direct deposit
- Continue with usability testing and mapping the user journey
- Procure a client-hub integration platform
- Integrate with Sign In Canada, Canada.ca, account mgmt., and at least two GC services
- **Stand up alpha version in production**

+1  
YEAR

## PHASE 3: RUN

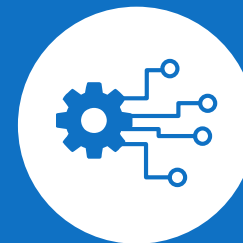
- Onboard additional GC services, encouraging dept. to make their services available through APIs
- Continue refining user experience based on usability testing
- Incorporate new common services such as notifications, forms, and wallets etc.
- Tackle necessary policy and legislative changes as required
- **Launch beta version in production**

+2  
YEARS

# WE WANTED TO BETTER UNDERSTAND



+



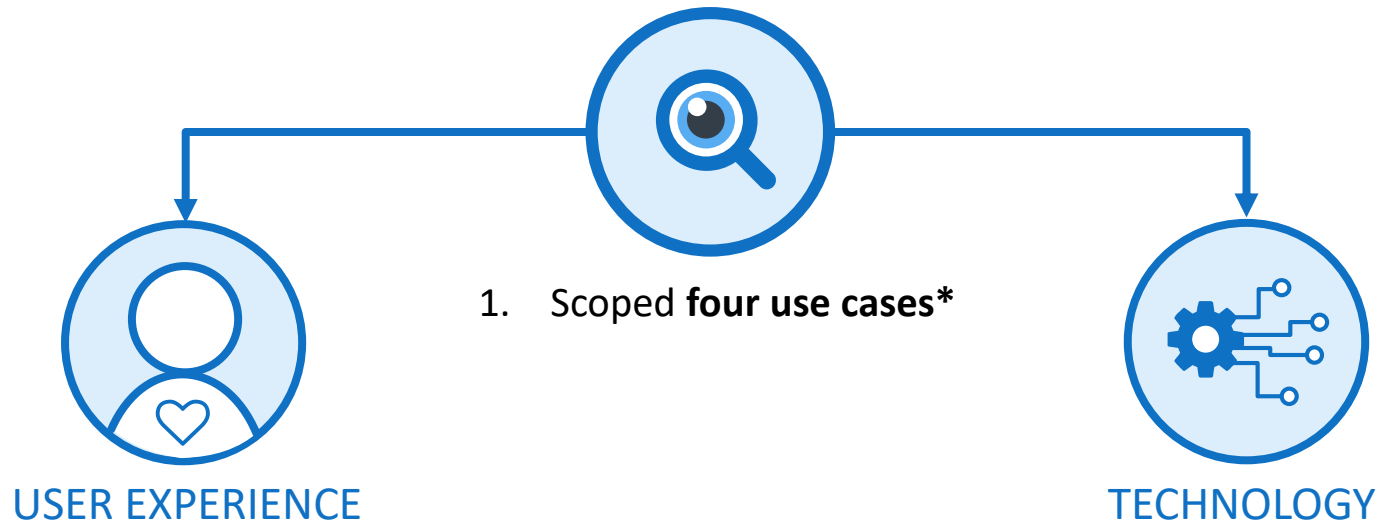
## USER EXPERIENCE (UX)

What does Tell Us Once  
**look like to the end user?**

## TECHNOLOGY

How do we best support  
**integrated and interoperable  
service delivery** across GC through  
Tell Us Once?

# OUR SIX MONTH EXPLORATION



2. **Researched** common user patterns and existing UX work (e.g., through Canada.ca)
3. **Designed wireframes** (interactive visuals) to test user expectations for each use case
4. **Conducted usability testing** on the wireframes to test user behavior (not their opinions)

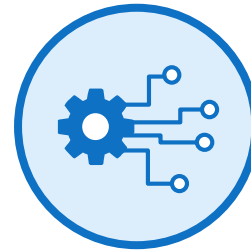
2. **Conducted an environmental scan** to determine who's doing what and how
3. **Partnered with vendors** to experiment with various modern, API-based client hub/portal solutions
4. **Explored system integration** with legacy systems
5. **Examine solution alignment** with the current Pan Canadian Trust Framework (PCTF)

# ASSUMPTIONS WE MADE



## USER EXPERIENCE

- Consent must be given prior to sharing info
- Not constrained by existing policies or legislation
- When a service is selected on the non-authenticated side this information will be passed through to the authenticated side
- Web channel only
- User triggered changes and updates
- Users consist of both individuals and businesses
- Scope is limited to Canadian residents



## TECHNOLOGY

- Leveraging APIs & messaging
- Open interop standards
- Non-production data for testing
- Cloud hosting possible
- Connectivity enabled through test services

# WHO WAS INVOLVED



## PROJECT LEAD

- TBS OCIO **Interoperability**

## PROJECT TEAM

- **TBS OCIO**
  - Identity
  - Cyber Security
  - Enterprise Architecture
  - Privacy
  - Policy
  - Talent Cloud
- OneGC Partners
  - **ISED**
  - **CRA**
  - **ESDC**
- TBS
  - **Legal**
  - Canada.ca (**SCMA**)

# CAPABILITIES EXAMINED

Find information		Manage account		Manage services		
Discovery external to GC	Site navigation inside GC	Account creation / sign in	Account maintenance	Service enrolment	Service request processing	Receive service output
		Canada.ca	Profile information maintenance	Submit a request/apply for a service		
		Portal solution	Assign representatives/ Verified relationships	Submit a request/apply for a service bundle		
		Digital wallet solution		Credential mapping		
		Sign in and mapping credentials		Information sharing and consent		
		Identity proofing				
		Create or connect basic profile information				
		Verifiable proofs				



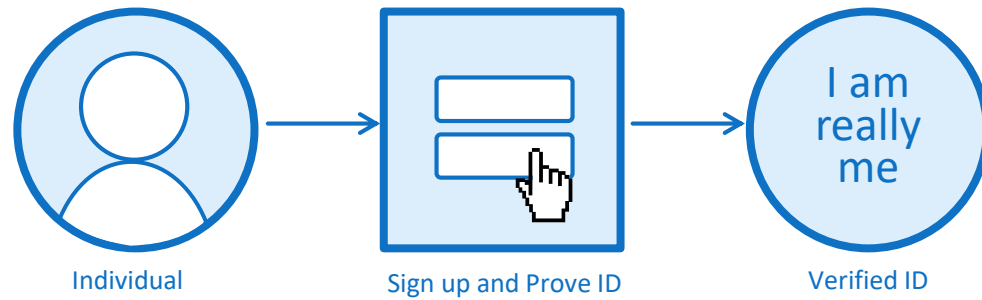
**USE  
CASES**



# USE CASE 1

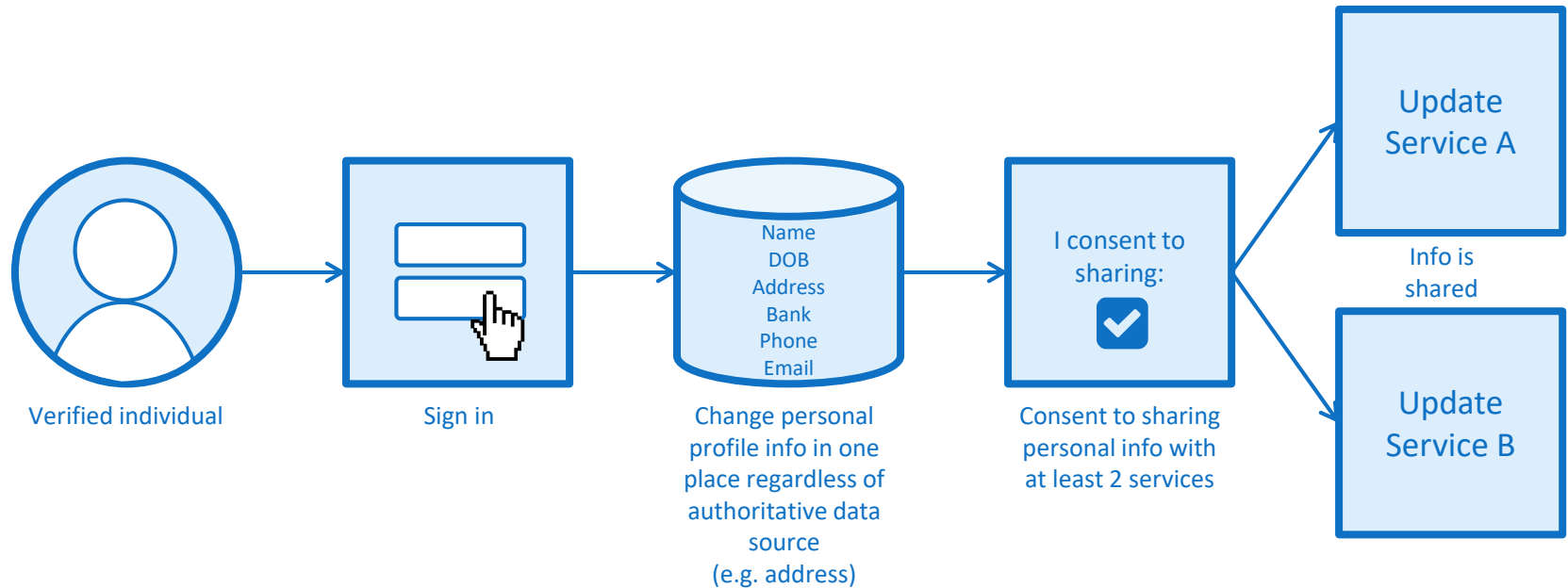
## VERIFIED INDIVIDUAL

Authenticate and prove identity of an individual



# USE CASE 2

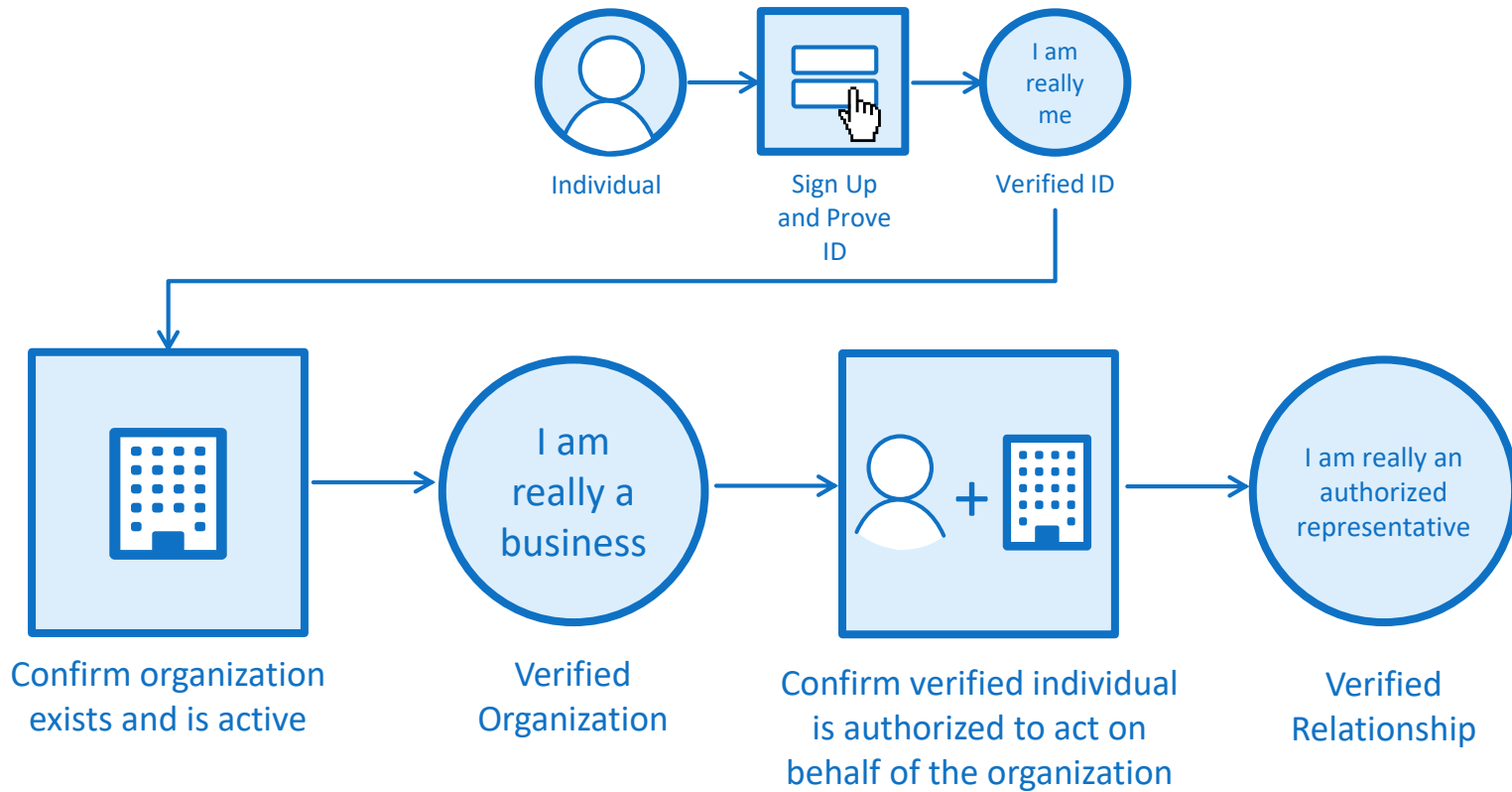
## INFORMATION SHARING Self serve client profile management\*



# USE CASE 3

## VERIFIED ORGANIZATION AND RELATIONSHIP

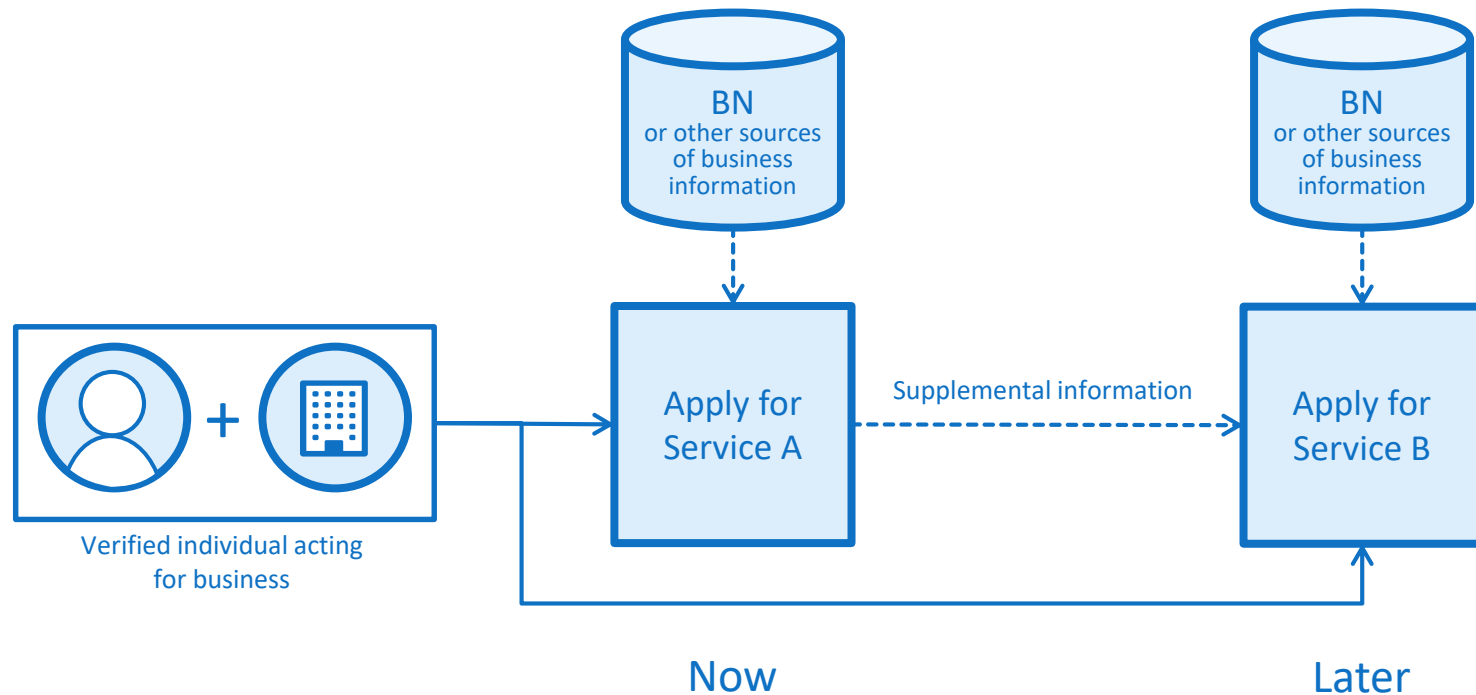
Verify the existence of an organization and link it to an individual



# USE CASE 4

## BUSINESS INFORMATION SHARING

Enrol in two business facing services leveraging the business number and other common data elements\*





**UX  
INSIGHTS**

# OUR UX APPROACH



- Designed experimental prototypes that focused on the “**happy path**” for the four use cases
- Based designs on common UX patterns and **leveraged existing research** on Canadians’ expectations
- **Recruited diverse research participants** from traditionally underserved groups including Indigenous communities, people from lower income and lower education groups, and seniors
- **Tested prototypes** during in-person sessions and through remote, online testing tools.
- Tests for UC1 and UC2 included **78 participants** (28 in person, 50 unmoderated remote). Tests for UC3 and UC4 included **25 business owners** (10 in person, 15 unmoderated remote)
- Conducted **statistical analysis** to formulate findings and recommendations for next steps

# UX FINDINGS – SUMMARY



1. Providing multiple unfamiliar **sign-in options results in confusion**
2. Most users **do not read** even extremely brief and simple **statements of consent**, but assume data is shared by default
3. Participants **reacted positively** to the convenience of **having data shared across departments** – especially for businesses
4. Successful task completion was largely driven by **participant age, their digital literacy, and their emotional state**
5. Participants were **eager for the experimental prototypes to become available**, demonstrating enthusiasm for simplified digital services from the Government of Canada



## Providing multiple unfamiliar sign-in options results in confusion

- The **target success rate** for signing into an account was **95%**
- Experimental prototypes that **presented multiple sign-in options fell short of this goal**, with success rates **no higher than 89%**, and as low as 30% in one experiment
- Sign-in options included: provincial sign-in, GC Key, CRA key, banking sign-in partners, and digital wallet
- Participants expressed confusion about:
  - Why they were being asked for banking information
  - What a digital wallet was
  - Why they were being asked to sign-in in the first place
- A prototype which presented only **one single option for signing in had a 100% success rate**. The option provided was provincial sign-in in this experiment

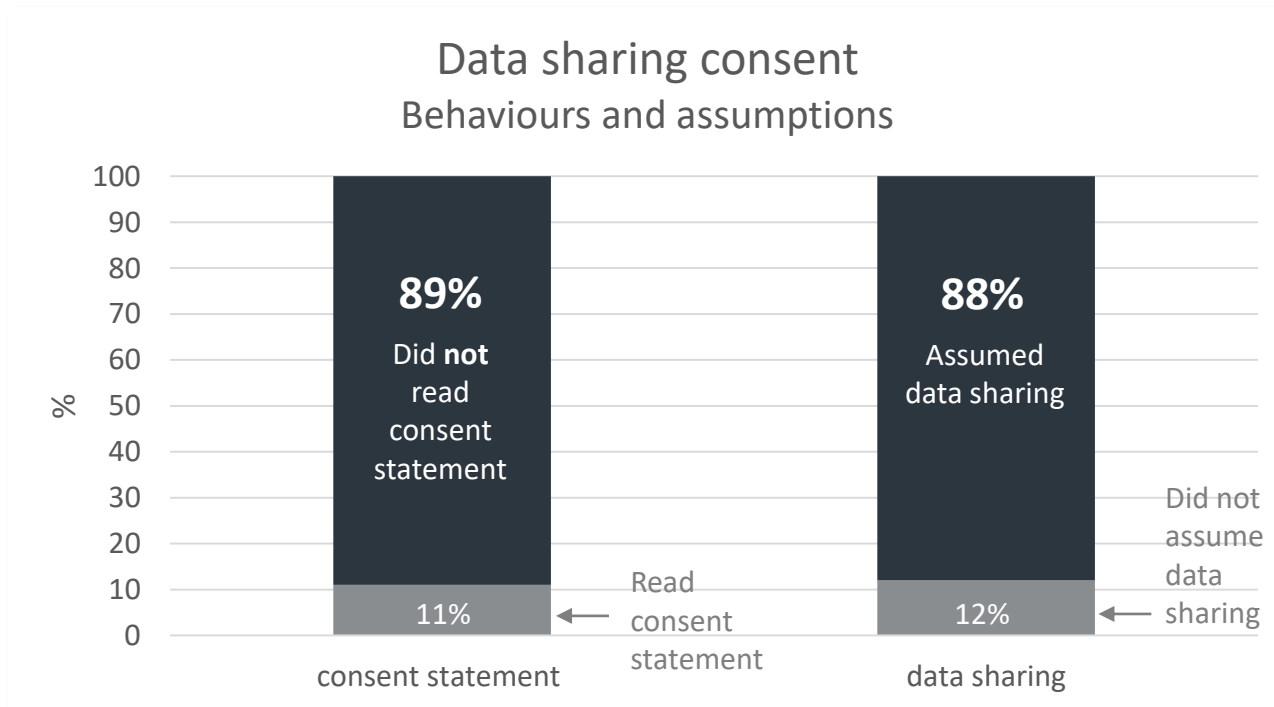


# UX INSIGHTS – DETAILS

## 2. Most users do not read even extremely brief and simple statements of consent, but assume data is shared by default



- **89% of users did not read** the statement of consent (use case 2: change of address)
- However, **88%** of them assumed that data sharing across departments was the default



Based on 56 data points  
Confidence interval:  $\pm 9$   
Confidence level: 95%

i.e. we are 95% sure that the “real” value is:  
- between 80% and 98% did not read consent  
- between 79% and 87% assumed data sharing

## 3. Participants reacted positively to the convenience of having data shared across departments – especially for businesses



- The prototypes demonstrated **how processes could be streamlined for Canadians** when **data is shared across departments**
- In individual scenarios (use case 2)
  - Although most comments were positive, there was **greater variation in responses**, ranging from very positive to very negative
- In business scenarios (use cases 3 and 4)
  - The resulting **time savings were unanimously appreciated**
  - There were **no concerns expressed** about data being shared across departments

## 4. Successful task completion was largely driven by participant age, their digital literacy, and their emotional state



- The test population was recruited to represent a wide range of **age, digital literacy, ethnic background, and socio-economic status**
- **Age and digital literacy were highly statistically significant factors** that determined task completion success rates
- These results emphasize the importance of **intentionally recruiting senior citizens and people with lower digital literacy** to participate in user testing of digital services
- The **emotional and mental state** of the participant also played a role in success rates
  - For example, several participants expressed anxiety about the session, stress about some recent life event, or were distracted with incoming calls or their small children
- These results are a timely reminder that **many government services are accessed during a time of personal stress** (such as a global pandemic). A smooth and seamless user experience is especially important in this context

## 5. Many participants were eager for the experimental prototypes to become available, demonstrating enthusiasm for simplified digital services



- A **standardized System Usability Scale (SUS) questionnaire** was administered at the end of some testing sessions. A SUS score is recognized as a standardized measure of perceived usability
- The rated prototypes received an **overall rating of 77 across three experiments**. This is considered an “average” rating, or a “B” grade
- However, **participants often expressed enthusiasm** that was unusually disproportionate to an “average” rating. For example:
  - One participant thought he had done something wrong, because “it was just *too easy*”
  - Several participants asked when the prototype would be available to use
  - Several participants expressed surprise at how quickly they were able to complete tasks
- These enthusiastic remarks demonstrate an eagerness for **digital services that simplify interactions** with the Government of Canada



**TECH  
INSIGHTS**

# OUR TECH APPROACH

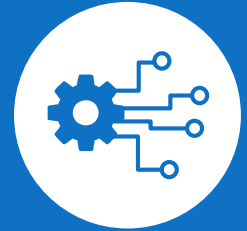


- Conducted an **environmental scan** to see who's doing what out in the wild
- Tested three **API-based single window solutions** in a sandbox
  - Vivvo CitizenOne
  - Salesforce
  - ServiceNow
- **Reviewed integration** with identity providers
- Explored the use of **digital credentials** held in digital wallets to prove identity and to exchange verifiable information
- Set up **mock services and authoritative data sources**
- Explored the **ability to integrate with legacy systems** using stubbed versions of real interfaces
- **Ran traffic through** with dummy data

# TECH INSIGHTS – SUMMARY



1. **An API-based platform** is a common technical approach for delivering a single online window
2. **Data doesn't need to be stored repeatedly** – everything can be mapped in the back end
3. Solutions advertised as low-code still require significant **tech investment for integration and testing**
4. Most challenging part of the technology is the **integration with legacy systems** – but it can be done
5. **Digital credentials and wallets** are rapidly emerging approaches and technologies worth exploring

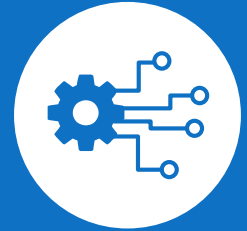


## An API-based platform is a common technical approach for delivering a single online window

- Of the three solutions explored (Vivvo CitizenOne, ServiceNow, and Salesforce) **none were set up to be the single monolithic system of record\***
- Data is retrieved (via Application Programming Interfaces (APIs)) for display to the user, **but not stored within the system**
- These platforms support **multiple authoritative or non-authoritative sources of data**
- The approach **minimizes** the need to retain multiple copies of the data
- **We are not alone.** Governments and NGOs are already leveraging API-based platforms to successfully delivery valuable services to citizens and stakeholders. For example:
  - [Province of Saskatchewan](#)
  - [State of Michigan](#)
  - [CERN \(Conseil européen pour la recherche nucléaire\)](#)

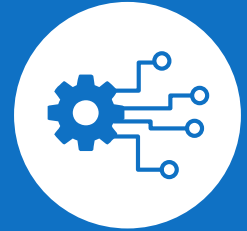


## 2. Data doesn't need to be stored – everything can be mapped in the back end



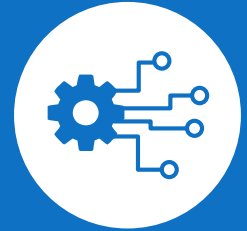
- The platforms could easily **integrate with identity providers** and data can be used from authoritative sources (e.g., provinces, territories or banks) **without being stored centrally**
- **A single unique identifier isn't required** – everything can be mapped in the back end and **anonymous identifiers** can be used to maintain that mapping
- Common identifiers, such as the **business number**, can be used to make **linking to existing services** simpler
- Platform solutions can also **manage consent** for the sharing of data. The consent settings are stored centrally and are shared with the various programs depending on the user's preference
- **Users have real-time, as needed, access to their data**, regardless of which government program holds that data

## 3. Solutions advertised as low-code still require significant tech investment for integration and testing



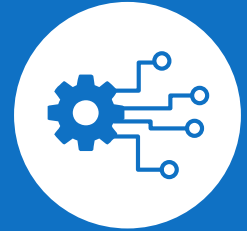
- Low-code/no-code approaches provided by the platforms can work for some business users if all the integration points are built and the **business users have some basic technical skills**
- **Developers and system integrators (SIs) will still be essential** to enable modern integration methods with legacy systems
- Commercial solutions **don't have strong support for automated testing**, so the need for manual testing remains high
- Each solution had its own jargon and way of provisioning workflows and integrations, which are not directly transferable from other technologies. This requires **platform operators to go through training**

## 4. Most challenging part of the technology is the integration with legacy systems – but it can be done



- **Getting data to/from the legacy systems** becomes the most complex part of these solutions
- **Legacy system data must be exposed** to allow for real-time data access
- Various technical solutions and patterns can be employed **aside from modernizing the legacy** solution:
  - Adapters provide native connectors and capabilities for mapping and transformation (can be deployed on different infrastructure and network zones for security purposes)
  - Legacy wrapper services are written to serve as an interface between legacy and the single window solution (and other solutions requiring data in real-time)

## 5. Digital credentials and wallets are rapidly emerging approaches and technologies worth exploring



- Some experimentation was conducted with the self-sovereign data model using **digital credentials and wallets** (which could complement a federated model using APIs)
- Standards exist and continue to evolve, but **more investment in standardization is needed** to ensure widespread interoperability
- Successful **proofs of concept** have been completed across numerous jurisdictions including British Columbia, Alberta, Canada (Innovation, Science and Economic Development Canada and Transport Canada), United States (USA), and the United Kingdom (UK)



**NEXT STEPS &  
RECOMMENDATIONS**

# ADOPT A PRODUCT-BASED APPROACH

For future phases of this initiative, it is recommended to take a product approach that:

- Is **outcomes-based**
- Puts the **user's needs and behaviors** at the center to drive decisions
- Supports an **incremental release**, agile delivery methodology
- **Ties together** the product manager, program owners, legal, policy, privacy, accessibility, identity, security, data stewards, data science, visual design, usability testers, system integrators, and developers – and has them work in unison to create a shared vision for the solution
- **Fund the product in incremental chunks**, and releases new funds based on demonstrated value



# GET A HANDLE ON DATA MANAGEMENT



- Confirm approach for **GC-wide data governance model**, aligned to organizational needs
- Articulate **common data standards** to support a consistent approach to common data across the GC. This includes reference and master data standards to help enable data interoperability
- **Prioritize standardization of person and organization data elements** to support service delivery to citizens and businesses
- Explore possible **data model approaches\*** and determine which models would work best for the GC

# EXPLORE POLICY & LEGISLATION

- Review **existing policies and legislation** against the four use cases, and **determine changes required** in order to implement a federated data model
- Unpack **privacy and consent** from a user's perspective
- Develop models for assuring **informed consent**
- **Streamline information sharing agreements** and processes





# UNDERSTAND THE USER JOURNEY



- **Map out the entire user journey**, across all touchpoints (online, in person, phone etc.) – understanding where the main points of friction exist for the users
- Invest in extensive **UX research, design, and testing** across the entire user journey
- Bake **accessibility** into the solution
- **Significantly simplify text** (e.g., consent statements) in order to reduce the interaction friction
- **Reduce the sign-in options**, where the choice of credential is remembered and reused across all GC Services

# INVEST IN TECHNOLOGY



- Invest in a modern, cloud-enabled, **API-based client hub**
- **Prioritize API development** as follows:
  - Updating and retrieving information
  - Creating service requests
- Develop digital infrastructure and standards to further explore **digital credentials** and wallets
- Adopt an **agile approach to establishing connectivity** between the solution and existing departmental systems
- Support data exchange with legacy systems by **creating translation layers**

# START SMALL



- Continue partnership with **TBS, CRA, ESDC, and ISED** to start
- Fully enable **Digital Identity through Sign In Canada** in accordance with the Pan-Canadian Trust Framework
- **Identify flagship projects** and release a **Minimum Viable Product (MVP)** with at least two services connected to Canada.ca, Sign-In Canada, account management, and program-specific systems and case management solutions
- **Expand public-private sector initiatives** on digital credentials and wallets working with federal, provincial, territorial, and municipal partners
- Provide **simple services to verify information** such as address, Business Number (BN), Social Insurance Number (SIN), banking information, etc.

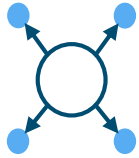


**ANNEX**

# DATA MODELS\*

## CENTRALIZED

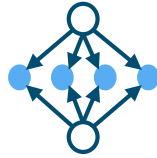
DATA AUTHORITY



A single central solution stores and manages core citizen profile data (legal name, gender, address, marital status, dependents, citizenship). A single organization is responsible for administering this data, including providing support services such as help desk, data verification, and data quality management.

## FEDERATED

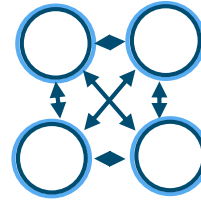
DATA AUTHORITIES



A single data authority will be designated for each context portion of citizen data (life data, residency/citizenship data). Each data authority is responsible for administering their portion of the citizen data and mapping that data to records in other data authorities through some form of a record key (single or federated). This model has been used by Estonia.

## DISTRIBUTED

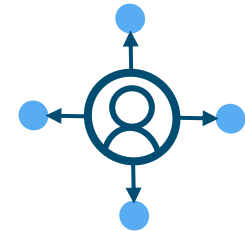
DATA MANAGEMENT



Each Department manages their own version of the citizen's data. A central service hub can still provide a common interface for the citizen and some mechanisms to broker data sharing between Departments. Each Department makes the determination on what to do with an update.

## SELF-SOVEREIGN

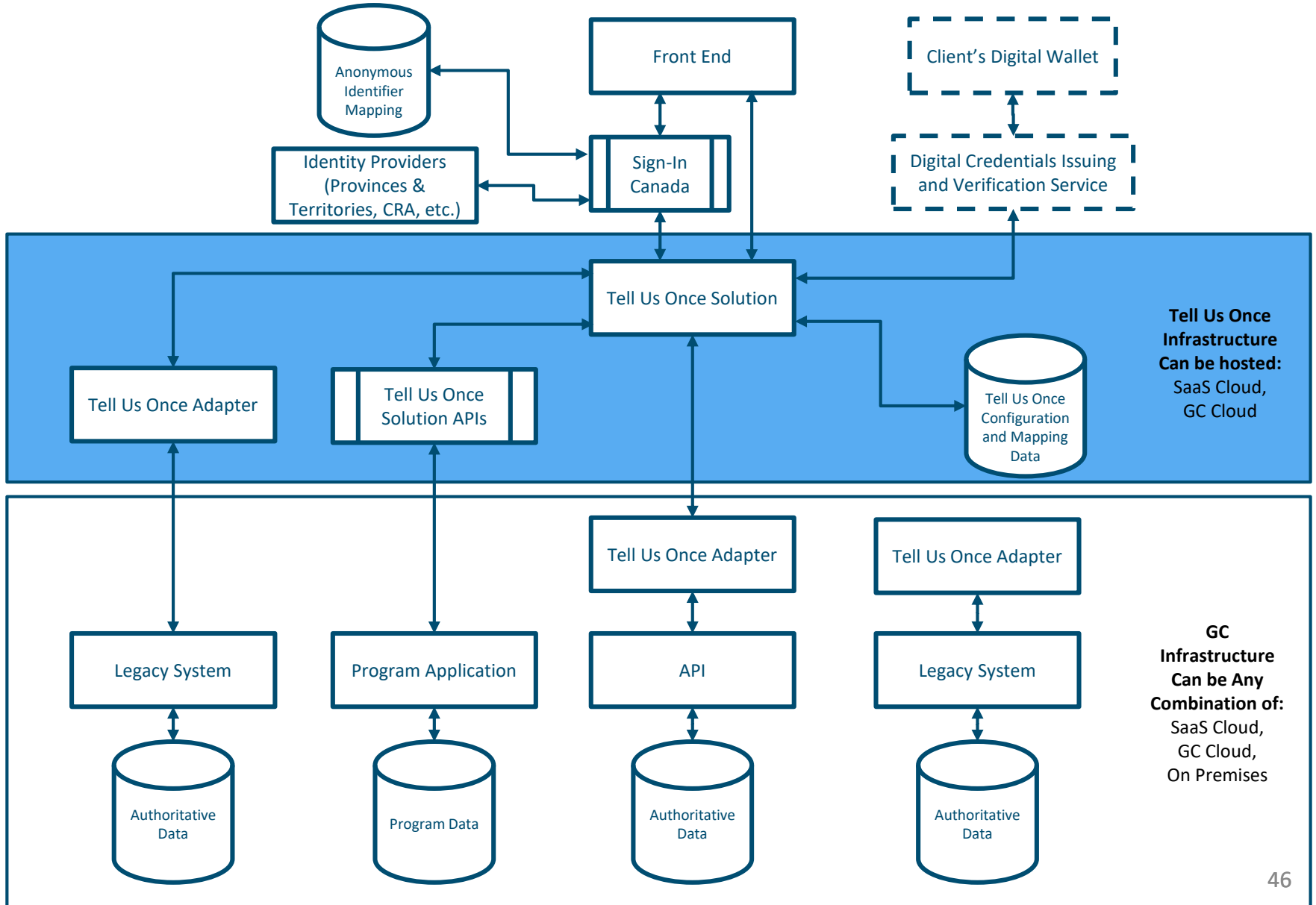
DATA AUTHORITY



The individual/businesses manages their own version of verifiable proofs for identity and associated information. They present their proof(s) to departments based on enrollment in services and level of assurance required, and the departments verify their claim.

Departments continue to operate as-is with data sharing as required (e.g. legal/public safety reasons).

# ARCHITECTURE



# CHANGE ADDRESS (USE CASE 2)

## Sign in to Government of Canada services

Sign in to easily view and manage your Government of Canada services and benefits.

### Government account

If you already have an online account with the Government of Canada, a province, or a territory, you can use it to sign in.

Choose a government account:

No selection

Sign in

### Online banking account

The Government of Canada partners with Canadian banks and credit unions to make it easier to access services online.

Choose a bank or credit union:

No selection

Sign in

### Digital wallet

A digital wallet or e-wallet is an app on your phone or computer that securely stores your online accounts and digital IDs.

Sign in with a digital wallet provider:

Sign in



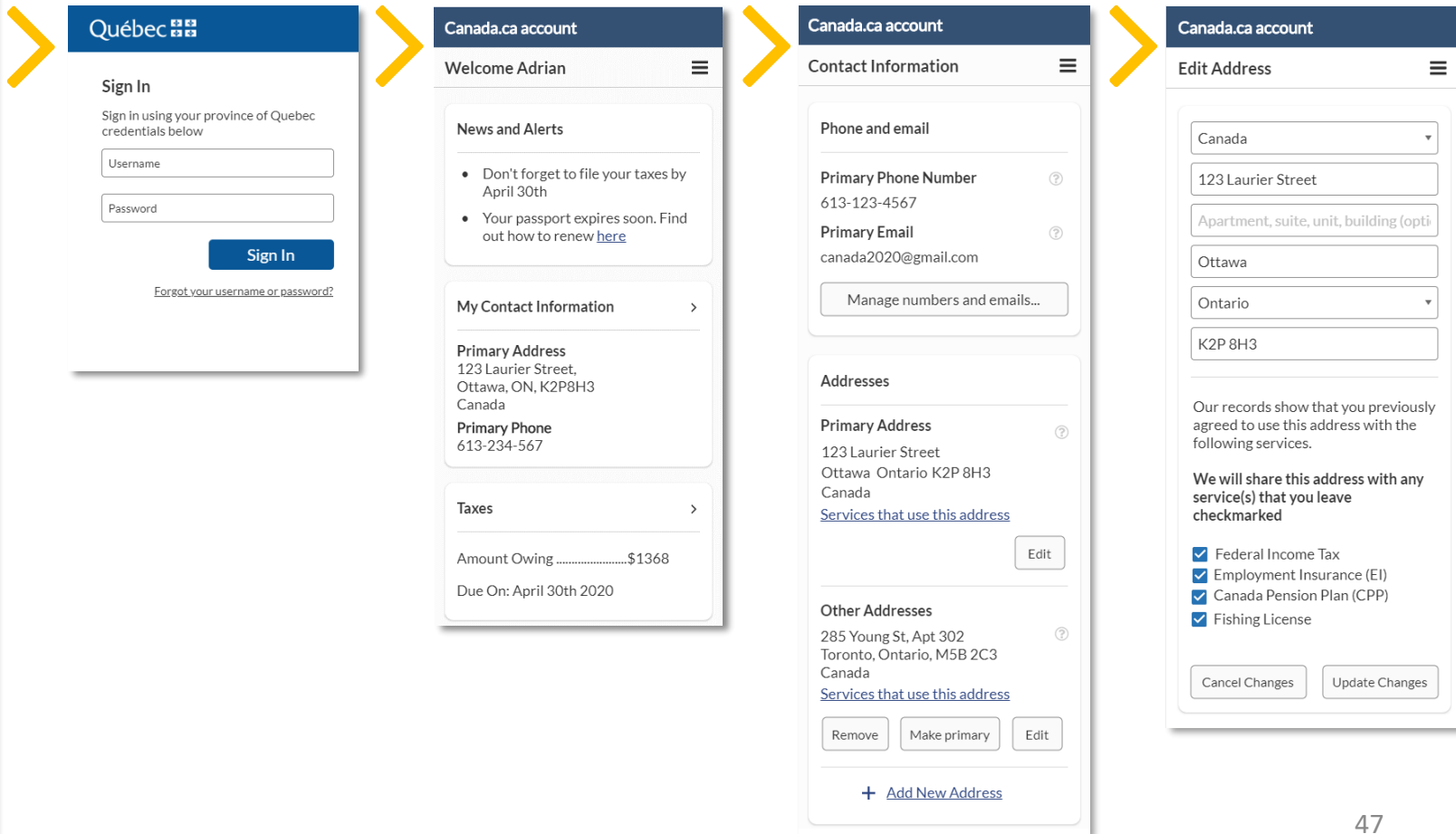
### I don't have any of these

If you do not have any of these accounts, or you aren't sure if you do, we can help you register for access to Government of Canada online services.

Register

## Version 1 – Account Based:

- User signs into a dashboard to change address (mobile prototype)



# CHANGE ADDRESS (USE CASE 2)

## Version 2 – Service Based:

- User changes address in context of another task (filing a labour standards complaint)

The screenshot shows the 'Labour standards complaint' page. It includes a search bar, a 'MENU' dropdown, and a heading 'Labour standards complaint'. Below the heading, there is a sub-heading 'File a labour standards complaint by filling out the form below'. The main content area contains text explaining the purpose of the form and 'Time limits for filing a complaint'. At the bottom, there is a 'File a complaint' button.

The screenshot shows a 'Sign in to get started' modal window. It contains three sign-in options: 'Government account', 'Online banking account', and 'Digital wallet'. Each option has a brief description and a 'Sign in' button. There is also a 'Register' button at the bottom for users who do not have any of these accounts.

The screenshot shows a 'Sign In' page for Québec. It has a blue header with the Québec logo. The main content asks the user to 'Please sign in using your province of Québec credentials below to continue'. There are input fields for 'Username' and 'Password', and a 'Sign In' button. A link for 'Forgot your username or password?' is at the bottom.

The screenshot shows the 'Labour standards complaint' form, Step 1: Personal info. It includes a progress bar with five steps: Step 1 (Personal info), Step 2 (Work History), Step 3 (Employer Info), Step 4 (Complaint Details), and Step 5 (Review and Submit). The main content asks the user to 'Choose the contact information you would like to use for this labour complaint'. It lists 'Primary Address' and 'Other Addresses' with 'Use this address' buttons for each.

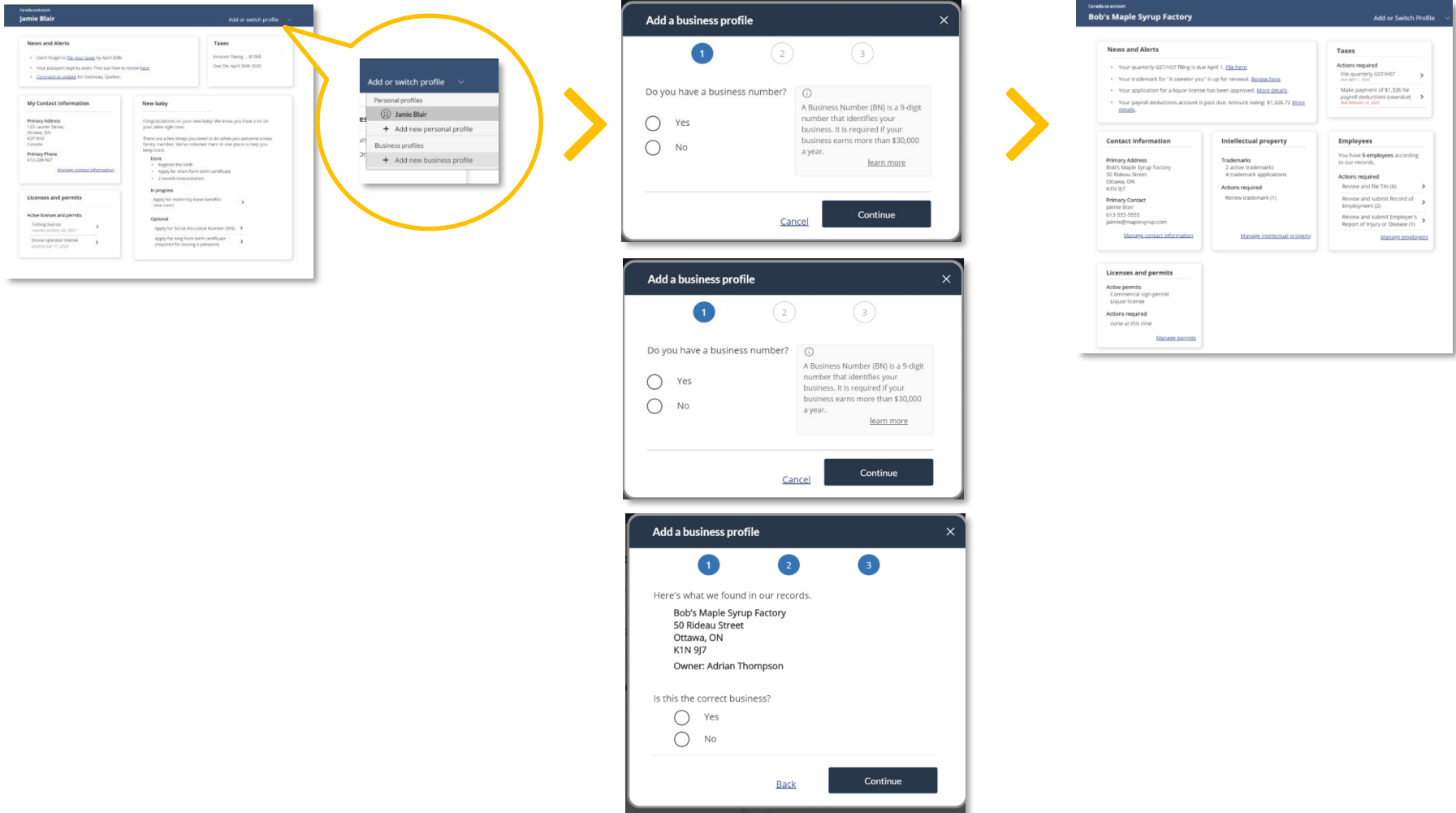
The screenshot shows an 'Edit Address' modal window. It has input fields for 'Address line 1', 'Address line 2', 'City', 'Province', 'Postal Code', 'Country', 'Phone Number', and 'Email'. Below the form, there is a section 'Services that use this address' with checkboxes for 'Federal Income Tax', 'Canada Pension Plan (CPP)', 'Employment Insurance (EI)', and 'Registered Education Savings Plan (RESP)'. A 'Save' button is at the bottom.



# VERIFIED RELATIONSHIP (USE CASE 3)

## Version 1 – Account Based:

- User signs into a dashboard to verify their relationship with a business



# VERIFIED RELATIONSHIP (USE CASE 3)

## Version 2 – Service Based:

- User verifies their relationship with a business in context of another task (filing HST return)

Government of Canada / Gouvernement du Canada

File a GST/HST return

Who will you be filing a GST/HST return for today?

My own business  
 My employer's business  
 My client's business

Sign in to continue

Sign in to get started

Choose how you would like to sign in:

Government account | Online banking account | Digital wallet

I don't have any of these  
Register for a government account

Québec Sign In

Please sign in using your province of Québec credentials below to continue

Username  
Password

Sign In

File a GST/HST return

Hello Adrian,  
It looks like we don't have a business connected to your account yet.  
We can look it up easily with your Business Number (BN).

\* Business Number (required)  
a 9-digit number that identifies your business. You need it in order to file a GST/HST return.

Continue | I don't have a Business Number

File a GST/HST return

Here's what we found in our records.

Bob's Maple Syrup Emporium  
50 Bobala Street  
Ottawa, ON  
K1N 5J7  
Owner: Adrian Thompson

Is this the correct business?

Yes  
 No

Continue

File a GST/HST return

Business Name: Bob's Maple Syrup Emporium  
Business Number: 55555555 870001

Reporting period  
What time period would you like to file for?

\* From: (required)  
yyyy-mm-dd

\* To: (required)  
yyyy-mm-dd

Continue

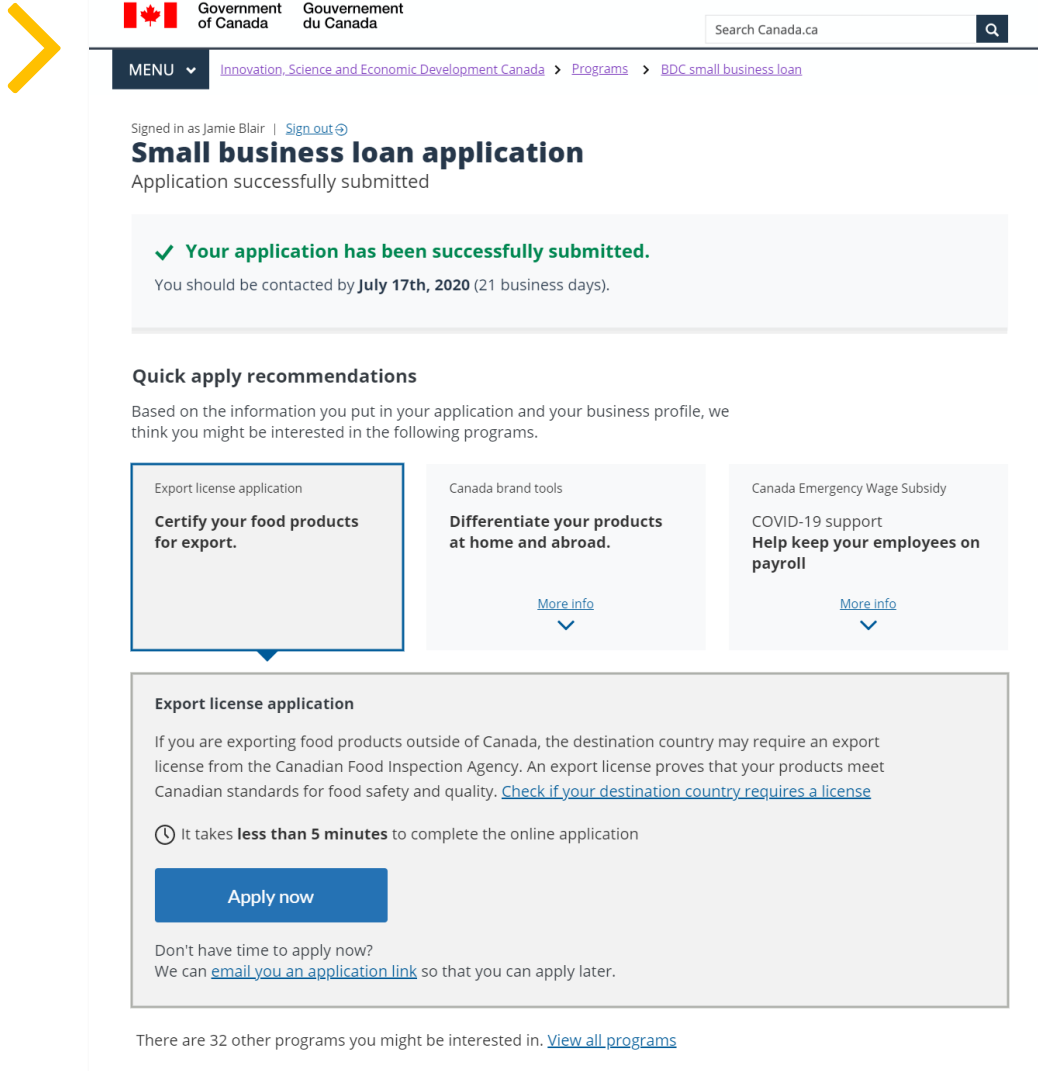
# ENROL IN MULTIPLE PROGRAMS (USE CASE 4)

1<sup>ST</sup> service: Small business loan (BDC)

START

The collage illustrates the user journey for applying for a Small Business Loan (BDC). The process begins with the 'Small business loan application' page, which includes eligibility criteria and a 'Apply now' button. A 'START' callout points to this initial step. The user then proceeds to a login page for 'Québec' credentials, followed by a selection of a business to apply for, such as 'Baxter's Maple Syrup'. The application is then broken down into five steps: 1. Business information, 2. Trading, 3. Owners, 4. Project, and 5. Review and submit. Each step is shown as a separate screenshot, with progress indicators and 'Continue' buttons. The 'Business information' step includes details like company name, address, and revenue. The 'Owners' step lists the Co-Owner and their contact information. The 'Project' step involves describing the project and budget requirements. The final 'Review and submit' step shows a summary of the application and banking information. A 'START' callout also points to the final review stage.

# ENROL IN MULTIPLE PROGRAMS (USE CASE 4)



**Government of Canada / Gouvernement du Canada**

Search Canada.ca

Franglais

MENU > Innovation, Science and Economic Development Canada > Programs > BDC small business loan

Signed in as Jamie Blair | [Sign out](#)

## Small business loan application

Application successfully submitted

✓ **Your application has been successfully submitted.**

You should be contacted by **July 17th, 2020** (21 business days).

### Quick apply recommendations

Based on the information you put in your application and your business profile, we think you might be interested in the following programs.

- Export license application  
**Certify your food products for export.**
- Canada brand tools  
**Differentiate your products at home and abroad.**
- Canada Emergency Wage Subsidy  
**COVID-19 support Help keep your employees on payroll.**

### Export license application

If you are exporting food products outside of Canada, the destination country may require an export license from the Canadian Food Inspection Agency. An export license proves that your products meet Canadian standards for food safety and quality. [Check if your destination country requires a license](#)

⌚ It takes **less than 5 minutes** to complete the online application

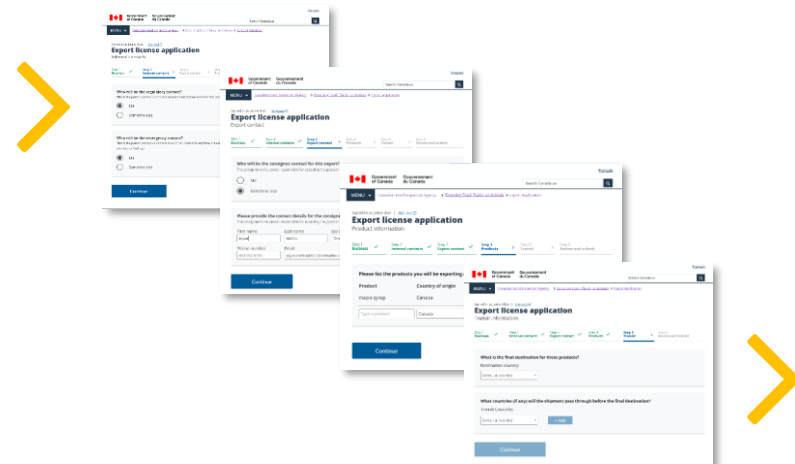
[Apply now](#)

Don't have time to apply now?  
We can [email you an application link](#) so that you can apply later.

There are 32 other programs you might be interested in. [View all programs](#)

## 2<sup>nd</sup> service: Export license (CFIA)

- Data entered in previous application is **pre-filled** in this one.
- There is **no need to create a new profile** with CFIA because single window makes business information accessible through the original sign in.



The screenshots show the 'Export license application' form with various fields and sections, including 'What is the origin of your product?', 'What is the destination for these products?', and 'What country(ies) will the shipment pass through before the final destination?'. The form is pre-filled with data from a previous application, and the 'Continue' button is visible at the bottom of each screen.

# ENROL IN MULTIPLE PROGRAMS (USE CASE 4)



The screenshot shows the Government of Canada website with the user signed in as Jamie Blair. The main heading is "Export license application" with a sub-heading "Application successfully submitted". A green checkmark icon is followed by the text: "Your application has been successfully submitted. You should be contacted by July 10th, 2020 (10 business days)." Below this, there are "Quick apply recommendations" for three programs: "Small business loan" (Borrow up to \$100,000), "Canada brand tools" (Differentiate your products at home and abroad), and "Canada Emergency Wage Subsidy" (COVID-19 support). The "Canada brand tools" recommendation is highlighted with a blue border and a blue arrow pointing to a detailed section below. This section includes the heading "Canada brand tools", a description of the tools, "Who can apply?" criteria, and a blue "Apply now" button. At the bottom, it says "There are 32 other programs you might be interested in. View all programs."



## 3<sup>rd</sup> service: Canada Brand (AAFC)

- Test participants were able to complete the three different applications in less than 15 minutes

A stack of four screenshots showing the "Canada brand application" process. The top screenshot shows the "Process" overview. The second screenshot shows a "Marketing use" section with checkboxes for "Product packaging", "Point of sale", "Retail display", "Promotional material", "Video or television advertising", and "Other brand equity". The third screenshot shows a "Export markets" section with a "Continue" button. The bottom screenshot shows a "Country" selection dropdown and a "Continue" button.

