

CRM in the Government Context

Strategies, operational challenges
and current environment

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- The meaning of CRM for government
- Implementation practices (National CRM Scan)
- Main operational difficulties
- Lessons learned
- The new t-government modernisation agenda

- CRM for government has another appeal



More focused on marketing and financial aspects

PRIVATE SECTOR	PUBLIC SECTOR
<ul style="list-style-type: none">Acquire new customersRetain existing customerBuild customer loyaltyRaise customer profitabilityTarget valuable customers	<ul style="list-style-type: none">Engage customersIncrease customer participationBuild positive reputationLower service delivery costsTarget neediest customers



More focused on social and performance aspects

- “Customer” has a broader meaning for government
 - Citizens (consumers, tax payers, electors, representatives, etc.)
 - Businesses (consumers, suppliers, partners...)
 - Labour unions, religious groups, military personnel, public interest groups, community associations, and so on...



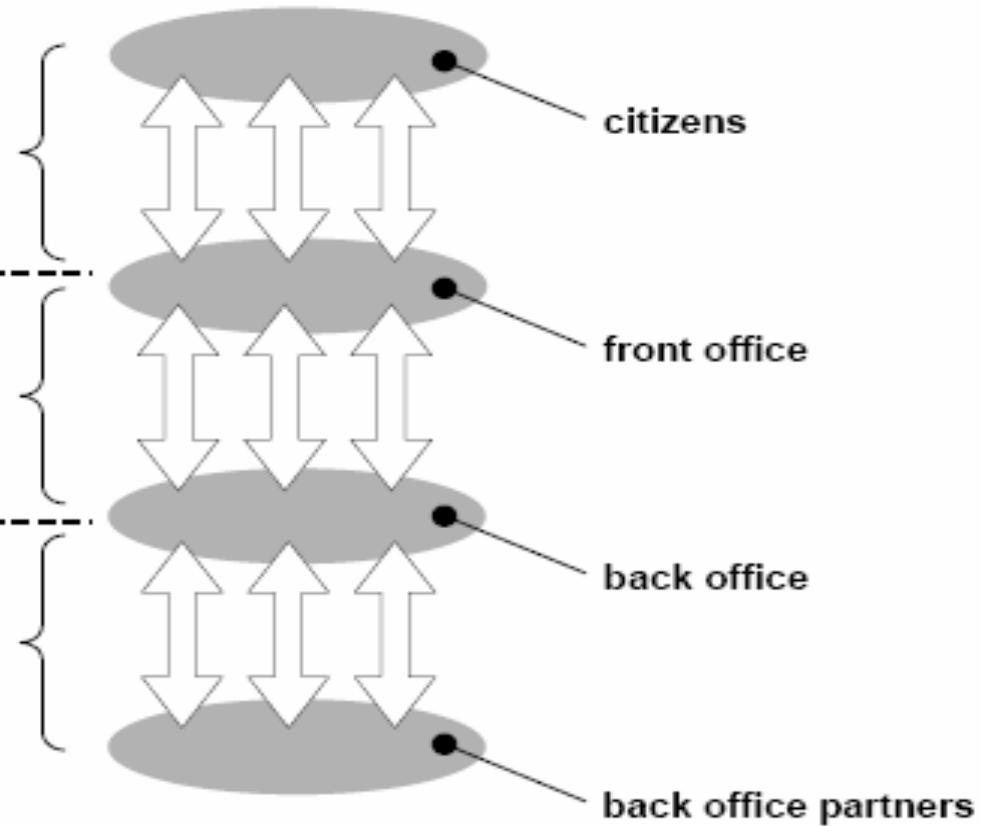
Government has a significantly broad and quite diversified universe of stakeholders to consider in an unbiased manner

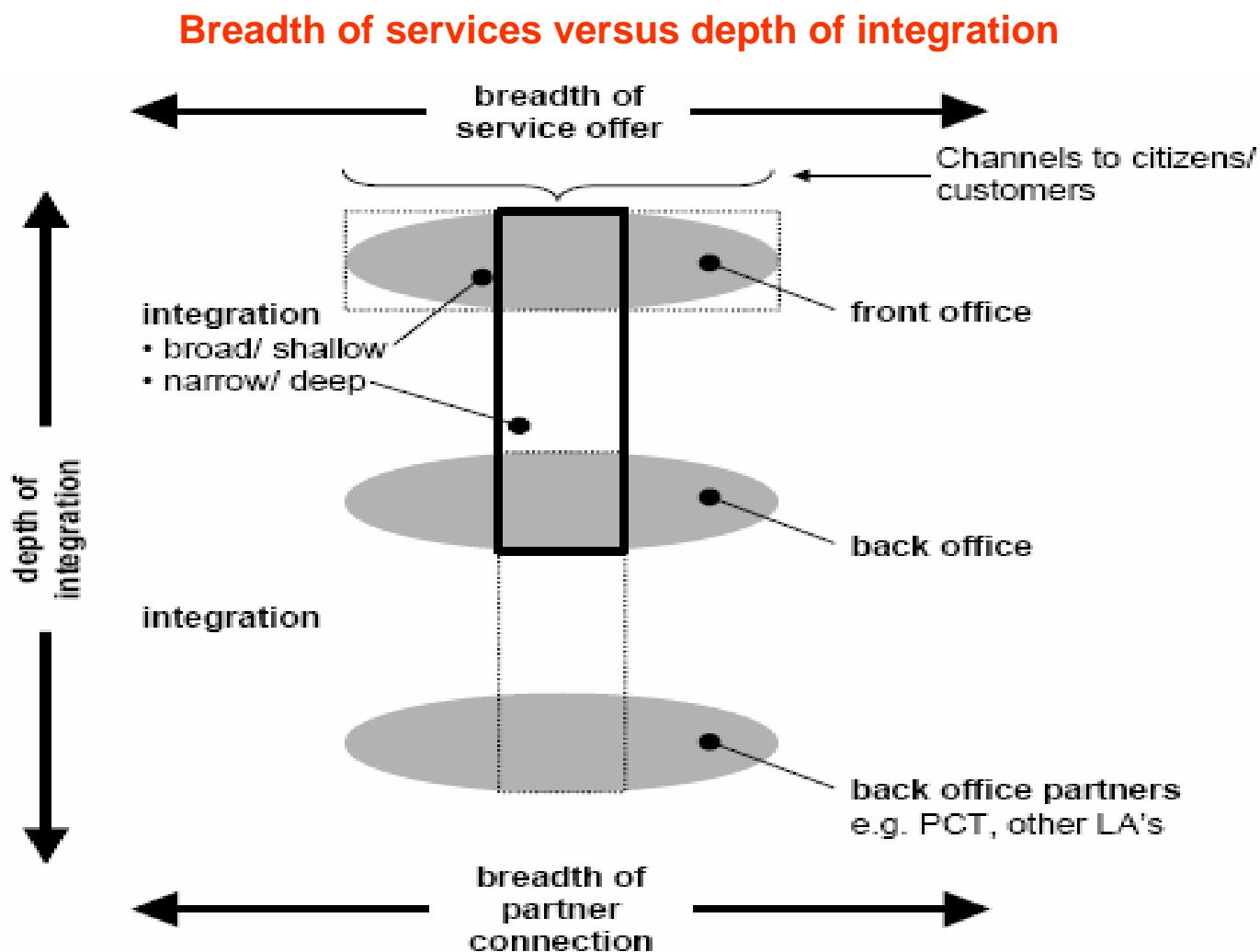
How the main players are connected up

Different access **channels** e.g. face to face, phone, web, email, kiosk, digital TV etc.

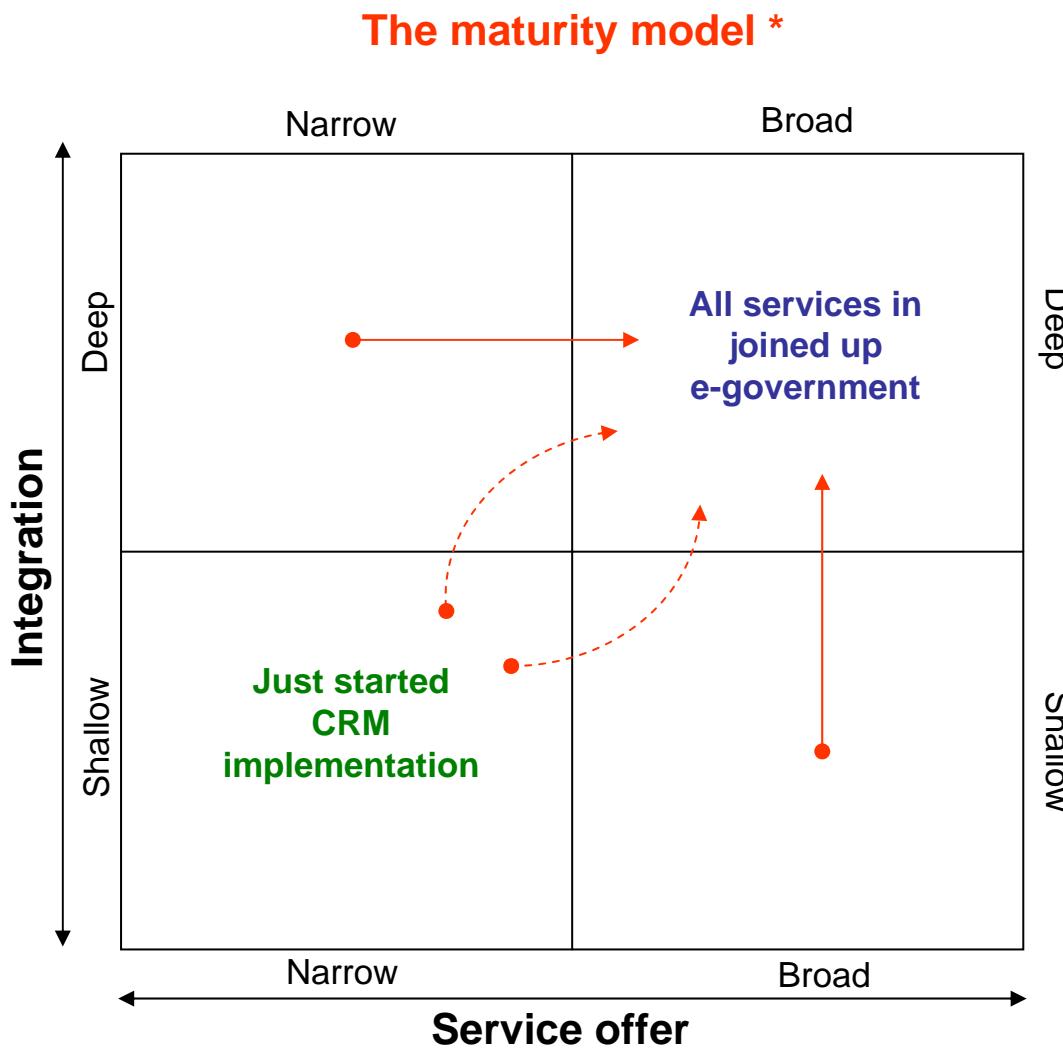
Different **front to back office connections** e.g. to different services, using different technologies (legacy issues), using different business processes etc.

Different **partnership networks** e.g. to different partners and partner types, using different technologies (network infrastructure), using different partnership themes (one county, crime, regeneration, education) etc.





Implementation practices (National CRM Scan)



* Designed by Duncan Shaw, Peter Kawalek, Luciano Batista, Ian Cottam



- Huge variety of council systems. Information on customers and services held on a number of disparate systems.
- Lack of common standards and the right technology.
- Poor capability of network infrastructure.
- Budget problems due to the demand for more resources. This problem is usually handled at a political level, which is itself politically difficult.
- Augmented complexity of the technological environment.
- Employees' resistance in adopting the new product.



- **Despite contextual differences, HE/FE can avoid the process of reinventing the wheel by learning from businesses and government initiatives. For instance...**
- CRM is not just software implementation. It should be driven by an overall strategic approach towards customers.
- Leadership from the top is key. Assure a strong implementation sponsor from the start.
- Design your customer access strategy. Different customers want different ways of interaction.
- Support and resource issues should be addressed prior to starting the implementation.
- Specify the technological and business process requirements of each service.
- **Partner connections** - councils need support in both technological and *facilitation* links to other government agencies and private partner organisations. This will allow:
 - Knowledge and best practice sharing; a common language and set of standards.
 - Joining protocols and processes for other networks (e.g. links between a small district council and a larger county council, links between a council and its suppliers)



■ **New transformational government guidelines (2005):**

1. Designing services around the citizen or business
2. Moving to a shared service culture, releasing efficiencies through standardisation, simplification and sharing
3. Improving government's ability to plan and deliver ICT-enabled change.

■ **Implications:**

1. Engagement with citizens, businesses and communities
2. Reshaping of service delivery
3. Development of skills

■ **Points for reflexion:**

- Are the transformational guidelines applied to the government context only?
- How can HE/FE support the achievement of t-government guidelines?
- What are the implications for CRM development and adoption?



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Thank you

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