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

<table>
<thead>
<tr>
<th>PRIVATE SECTOR</th>
<th>PUBLIC SECTOR</th>
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<tr>
<td>Acquire new customers</td>
<td>Engage customers</td>
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<tr>
<td>Retain existing customer</td>
<td>Increase customer participation</td>
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<tr>
<td>Build customer loyalty</td>
<td>Build positive reputation</td>
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<tr>
<td>Raise customer profitability</td>
<td>Lower service delivery costs</td>
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<tr>
<td>Target valuable customers</td>
<td>Target neediest customers</td>
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“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
Implementation practices (National CRM Scan)

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.
Breadth of services versus depth of integration
Implementation practices (National CRM Scan)

The maturity model *

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

Joint Information Systems Committee
Main operational difficulties

- 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)
The new t-government modernisation agenda (CRM role and implications for HE)

- **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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