Driving Channel Shift

Local Government Capabilities

CHALLENGE

- ✓ Achieve channel shift and modernise service delivery
- ✓ Reduce maintenance costs
- ✓ Maintain reputation for consistent quality customer service

SOLUTION

Replacement of legacy systems with a modern and fully-integrated CRM platform delivering consistent customer interactions, improving customer experience and driving efficiencies.

OUTCOMES

- ✓ Improved customer enquiry resolution
- ✓ Ease of use and advanced functionality
- ✓ 30% lower maintenance costs

> " The exisitng SAP CRM was no longer fit for purpose — creating a barrier to progress our channel shift strategy.
>
> – Southwark Council CRM Applications Manager, Anthony Shaw "

Southwark Council Introduces a New and Improved Customer Service CRM Platform

Challenge: Delivering Efficient Customer Service

As one of the largest social landlords in Europe with the ninth-highest population density in England and Wales, Southwark Council strives to maintain its reputation for delivering high-quality and consistent customer service from the initial interaction to on-going customer management. In 2011, the Council identified a number of challenges: they needed to improve citizen engagement, execute a channel shift strategy to improve service access and reduce service delivery costs.

Part of the strategy developed by the Council included the need to replace its current Customer Relationship Management (CRM) platform which ran at only 80% of uptime and functionality. In addition to being expensive to maintain, the outdated platform limited customer access to services and forced a reliance on traditional and more expensive contact channels. The Council recognised their current CRM resulted in services performing below expected standards and prevented channel shift and service delivery modernisation.

Solution: A Shift in the Right Direction

Southwark Council commissioned the implementation of a new, fully-integrated CRM platform. To support Southwark's channel shift and wider customer service strategy, General Dynamics Information Technology developed and implemented a bespoke Microsoft Dynamics-based CRM solution designed specifically for local authority contact centres.

The solution utilises cloud-hosted Microsoft products and included the implementation of an interactive workflow tool which provides concise, easy-to-follow on-screen instructions to guide customer service agents through the necessary steps to manage a customer enquiry. The application facilitates consistent management of customer interactions, improves customer experience and delivers efficiencies. The team designed and delivered system training to both Southwark's front and back offices following a cascade training model for transferring system knowledge.

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The new solution included the migration and redesign of the legacy CRM processes relating to social services, environmental and leisure, complaint handling and housing repair scheduling. Aligned with Southwark's objectives, front office services were successfully integrated with back office systems and the team developed six interfaces that mapped the Process Driven Desktop, which supports customer service agents, to the Council's back office systems:

- Waste management
- Noise, antisocial behavior and public health
- Event scheduling

- Highway maintenance and cleaning services
- Complaint handling
- Multiple new resident requirements management

The applications communicate directly with the Council's CRM system, providing significant resource savings and faster service fulfilment. As a result, customer contact handling processes are more efficient as there is no need to re-key data collected by customer service agents into back office applications. This provides a faster, more efficient and positive service experience for both the caller and the call-handler.

Results: Modernised Service Delivery

Existing CRM processes were migrated to the new MS Dynamics CRM platform within the target five-month timeframe which avoided legacy CRM continuation hosting fees. The newly implemented technology improved service standards; for example the Process Driven Desktop filters customer information enabling customer service agents to view relevant customer information on screen and handle the specific enquiry. This, combined with clear on-screen guidance for the user, results in efficient and quality customer interactions.

"Customer service agents are now better equipped to handle and resolve customer enquiries, creating efficiencies and improving service standards," commented Anthony Shaw, Southwark Council CRM Applications Manager. The new platform provides advanced functionality, ease of use and system reliability, improving internal satisfaction rates to almost 100%. Additional benefits include the following:

Customer Enquiry Resolution Improvement

- **Improved rate of customer satisfaction** through faster, more efficient enquiry handling times
- **Ease of use** through easy-to-use on-screen agent instructions
- **100% CRM reliability**
- **Nearly 100% improved customer agent satisfaction**

Cost Savings

- **New platform is 30% cheaper to maintain**
- **Five-month CRM implementation process** avoiding legacy CRM continuation fees
- **Improved overall cost performance** via predictable monthly operating costs

info-uk@gdit.com • +44 (0) 207 939 3600 • www.uk.gdit.com

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