



# Local Governments Strengthen Service, Achieve New Operating Efficiencies with CRM

## Independent analysis shows that Microsoft Dynamics CRM drives substantial productivity and service level upgrades for local governments

Emulating the model of the private sector, local governments are stretching to improve the quality and convenience of services provided to their citizenry and other constituents. The standard for service has been changing rapidly, with a dramatic raise of the bar of expectations for the availability and responsiveness of service resources. Customers in the for-profit world have come to expect seamless and convenient self-service options as well as integrated and accurate information from their service providers. Governments are searching for better ways to meet these growing expectations but are challenged by legacy technology infrastructures, outdated business processes, and a lack of business intelligence data to drive performance improvements. Local governments across the globe are taking advantage of the Microsoft® Citizen Service Platform and Microsoft Dynamics® CRM business software to meet these ambitious goals, achieving rapid adoption from internal stakeholders and an enthusiastic response from external stakeholders.

The Microsoft Citizen Service Platform (<http://citizenserviceplatform.com/default.aspx>) enables government organizations to transform the delivery of services by improving customer service, driving service efficiency, and providing greater transparency and accountability. The Citizen Service Platform provides Microsoft partners and customers with an easier way to build and deploy modern solutions by providing “building block” templates that are designed to meet the needs of government applications. Further, Microsoft partners can provide compatible applications that integrate easily with the Citizen Service Platform to meet more specialized, complex, or region-specific requirements.

To more clearly understand how local governments are using and deriving benefits from Microsoft Dynamics CRM, Microsoft turned to IT advisory firm Mainstay Partners for an independent assessment. Mainstay Partners interviewed a number of government entities across the globe to explore their experiences with deploying Microsoft Dynamics CRM. Below are profiles of a number of these local governments, showing how each government entity has achieved a more citizen-centric approach,

Independent analysis from Mainstay Partners finds that Microsoft Dynamics® CRM enables local governments across the globe to deliver citizen-centric services that meet or exceed the quality of service and customer experience standards set in the private sector. Microsoft Dynamics CRM is a key component of the Microsoft® Citizen Service Platform and includes a single, unified data repository, integration tools that eliminate silos and connect government operating units, and an easy-to-use Microsoft Office Outlook® user interface that empowers government employees to provide accurate, consistent, and efficient services to citizens. With this integrated and flexible CRM solution, local governments can better deliver on mandates to serve citizenry, and encourage greater program usage and growth while driving efficiencies throughout their organizations.

“Before, the Câmara Municipal de Abrantes addressed citizen needs in a non-integrated way. Phone and e-mail were separate systems. Clients came to city hall to ask about things, but nobody could remember, or could just vaguely remember, the details of the interactions. Microsoft Dynamics CRM combines different communications channels. It allows us to keep in touch with historical information and accelerate service and support by reducing by more than half the number of client interactions required.”

MIGUEL CARVALHO  
ICT Consultant,  
Câmara Municipal de Abrantes

and greater satisfaction and approval from their constituencies, using Microsoft Dynamics CRM.

#### CITIZEN-CENTRIC APPROACH DRIVES SERVICE EXCELLENCE

Although government bureaucracy and inefficiency has long been a concern, citizens are growing impatient and demand more for quality service delivery. Citizens want simpler and faster processes, less paperwork, fewer interactions, and more convenience in their exchanges with government. Local governments are expanding delivery channels to better address these needs and are now challenged with integrating and consolidating across channels to provide a single view of each citizen's contacts. Câmara Municipal de Abrantes of Portugal and the London Borough of Merton turned to Microsoft Dynamics CRM to build a superior citizen service platform.

**Reduced data entry requirements from 50 entries to one.** With Microsoft Dynamics CRM, Abrantes streamlined the data management and data update process. Before, 50 different system entries were needed whenever a citizen's data, such as an address, needed to be updated. Information that was in numerous, disconnected databases is now distilled into a single data record that all organizations can update, use, and view simultaneously. Cross-system updates are completed with a single step, increasing efficiency and lowering the risk of inaccuracy.

**Cut number of interactions by 50 percent.** With a complete citizen view, Microsoft Dynamics CRM can profile clients to pinpoint issues and reveal irregularities. For example, Microsoft Dynamics CRM provides an alert if a citizen is delinquent or late with payments, and it helps identify citizens who have major debts so that Abrantes can determine how to collect. Microsoft Dynamics CRM also provides overall metrics, such as the total number of interactions per citizen, to find outliers and to help determine the reason for a high incidence of interactions and the possible solution.

**Reduced mail response time from four to six days to one to two days using e-mail.** Microsoft Dynamics CRM enables full integration with various governmental offices and contact vehicles. For example, citizens in Abrantes can file building permits online and receive status notifications and approvals by e-mail, eliminating the need for citizens to come to city hall. Before implementing this system, building permit approval took up to six days: two to three days to contact the government by mail and another two to three days to receive a reply in the mail. Now, approvals are fast and the transactions much simpler for both Abrantes and its citizens.

#### Amplifying Citizen-Centricity While Meeting the Full Range of Internal Stakeholder Objectives

Formed in 1965 by the merger of a number of different municipalities within Surrey, the London Borough of Merton (LB Merton) lies in the southwest part of London with a population of approximately 200,000 citizens. In 2005, LB Merton had a key directive: to create a single contact center for more “citizen-centric service delivery.” This effort

followed a government mandate for all local authorities to enable electronic interaction and to establish a one-stop-shop and contact center to improve telephone access to LB Merton. However, these initiatives were only partially successful in meeting the core objectives, so a more robust solution was needed.

Each internal stakeholder group at LB Merton had specific and distinct objectives, adding challenge to the selection process. The corporate management team wanted strong value for their investment and better management of risk. The operational managers wanted to improve process efficiency and performance monitoring. Customer service users and administrators wanted a CRM platform that was easy to use and would require only minimal training. And the technology team wanted simple integration with the line of business systems.

LB Merton selected Microsoft Dynamics CRM because it offered the best value of the CRM options under consideration. Installation was completed in one day, with all components installed, at a cost of only 10 percent of the other vendor alternatives. More importantly, the business results observed after implementation show clear progress toward LB Merton's goal of citizen-centricity.

**Lower cost per transaction.** With a single point of entry, users save time formerly spent logging on to multiple systems and can now spend more time addressing citizen needs.

**Shorter transaction times.** The move from manual services to online and electronic services has helped LB Merton improve response times. For example, bulky and garden waste collection bookings are now processed 50 percent faster, resulting in savings that cover the total cost of the actual software and implementation.

**Better service consistency.** With the consolidation of 10 reception areas into a single centralized area, service standards are more consistent and LB Merton now has improved insight with which to better serve its constituency.

**Reduced costs with self service.** Part of the future plan is the establishment of self-service offerings, such as bookings and parking permits. Self-service offerings are expected to lower costs by 20 percent in addition to the added convenience for citizens who use these services.

#### OPERATIONAL EFFICIENCY THAT ENCOURAGES LONGEVITY

Governments are under continual pressure to deliver more for less. The rapid aging of the population in most developed countries has increased the strain. Today, a higher percentage of the workforce is retired and needs more public services, and a lower percentage of the workforce pays taxes to support these services. With the growing demand to improve citizen service quality, the need for efficiency has never been greater. Three local governments in England, ranging from the City of London to the Royal Borough of Kingston and the Derby City Council of central England, are using

"We couldn't have asked for a better implementation experience. Installation of Microsoft Dynamics CRM was done in less than one day at a cost of 10 percent of other CRM providers. All of the components were installed at the first attempt and we haven't had to revisit since."

STEVE LAWRENSON  
Systems and Integration  
Manager, London Borough  
of Merton

“Microsoft CRM has helped us to join services across the organization. It has also offered the flexible tool we needed to run everything from the Contact Centre, to VIP event planning, and elections data management.”

SUSAN ATTARD  
Deputy Town Clerk,  
City of London Corporation

Microsoft Dynamics CRM to improve the efficiency and effectiveness of their organizations.

The City of London has the impressive status of being the oldest local authority in England, dating back to 1189. A standard for innumerable local councils, even the English Parliament—referred to as the “Grandmother of Parliaments”—derives its structure from the City of London’s Court of Common Council model.

As the originator of city government in England, the City of London holds an implied leadership role, and it felt the imperative to adopt best practices to meet the expectations of its citizens. Though the City is known as “The Square Mile” (covering only 2.6 square kilometers), more than 320,000 citizens work in the City each day and are eligible to utilize government services. Unfortunately, the citizen experience was inefficient and confusing due to the absence of a centralized contact center to sort and channel calls properly. Citizens had to navigate through a maze of departments including the Town Clerk, Community and Children’s Services, Open Spaces, Libraries, and Environmental Services. Citizens were frustrated, yet the departments were limited in their ability to share information and deliver better service.

Anxious for a robust solution, The City of London chose Microsoft Dynamics CRM because it was easy to configure and use, flexible, and integrated seamlessly with Microsoft Office software. Most importantly, the Microsoft Dynamics CRM provided a consolidated profile of customer interactions across departments, thus enabling much improved management of information and a new echelon of excellence in customer service.

**Improved management information.** With a single point of data collection in the “Contact Centre,” a picture of customer service activity across departments is available for the first time. A combination of CRM and telephony data will help with future service planning.

**Reduction in unnecessary customer contact.** Now, calls to the Contact Centre are handled in a consistent manner, across all service areas, with a CRM record for each service request. For example, calls to the street cleansing phone line were reduced by 30 percent in the first three months of transfer to the Contact Centre because calls were being answered efficiently and consistently.

**Enhanced performance management capability.** Contact Centre IT and telephony systems, including CRM, ACD telephony, call recording, and screen capture, enable consistent training and coaching of staff.

**Enhanced flexibility with the custom event management module.** The City of London runs a series of sophisticated events, including dinners and banquets for VIPs. The entire event, from invitations to table planning and security arrangements, is managed in a bespoke module within the CRM system.

With the new CRM system in place, the City of London was able to deliver a level of customer service in line with its reputation. In the second year after the City deployed the CRM system:

- More than 200,000 calls were answered.
- More than 96 percent of all Contact Centre calls were answered personally by a Contact Centre agent.
- Seventy-five percent of Contact Centre calls were resolved at the first point of contact without having to be transferred to specialists.
- More than 80 service areas are now handled by the Contact Centre.

### Delivering Improved Customer Service as Demand Increases

Although the Royal Borough of Kingston upon Thames is a small borough with just 160,000 residents, its residents are no less demanding in their expectations for customer service than residents from a much larger municipality. The Kingston council of 2,500 employees provides over 500 services to local residents. Yet a disconnected and decentralized legacy system severely hampered the quality of service the council could deliver.

A key shortcoming of the old system was the inability to make updates across the systems in one step. Many databases needed to be updated with each change in resident information, requiring multiple calls and a prolonged timeline. The lack of a central knowledge base also made it impossible for the council's directorates to respond to requests that were relevant to other departments. Residents had to wait for the right person to call back, and "back office" specialists were inundated with simple requests that were delegated to them merely because citizens called the wrong directorate.

The council selected Microsoft Dynamics CRM to address these inefficiencies and to raise the bar of service excellence. With this new system in place, the Kingston council has been able to offer impressive changes to citizen service:

**Single-step updates.** Microsoft SQL Server® data management software performs nightly exception processing to match records, identify changes, and perform system-wide updates so that each change requires only one data-entry step.

**Business intelligence leads to first-call resolution.** A new scripting engine captures back-office information in dialog boxes so that the front-office staff can reference and resolve resident inquiries directly. The council estimates an 80 percent first-call resolution achievement, even with an expectation of a much higher call volume (10,000 per month, up from 30,000 calls in six months) now that residents are motivated to use additional services following a more positive experience. For

example, if a citizen calls and indicates that their garbage bin has not been emptied, they can get the issue resolved in one call.

**Reduced backlog.** The tax department's six-week backlog has disappeared with the higher rate of first-call resolutions and more effective channeling of calls to the right expert.

### Improving Field Efficiency and Eliminating Manual Processes

Derby City Council in the East Midlands region of central England serves a city of 250,000. The council's approach to serving citizen needs relies on a large circle of partnerships with other public and volunteer agencies. With a single phone call, residents are connected to over 600 city services ranging from social and educational services to environmental and housing-related services. Though the model was intended to provide a streamlined and centralized method for residents to seek referrals and set up appointments with specialists, the reality was much more inefficient. The technology infrastructure itself was not centralized, which resulted in a highly duplicative and time-consuming process.

Each time a resident called the Derby Council about a specific service, the information about the call was stored in a separate local database so that data had to be re-collected for each type of service. Even repeated requests for the same service type were inefficient, as job sheets had to be manually recreated for each new request. Assembling the information was another source of inefficiency because it required traveling between the administration center and the specialized service centers to collect the information stored at each location. The process was tedious and frustrating for all involved, and residents showed their dissatisfaction with a high rate of abandoned calls.

In a momentous decision, the council made a significant shift in the value of its service delivery with the deployment of Microsoft Dynamics CRM and Microsoft BizTalk® Server 2006. Achieving an extremely efficient system upgrade in just two days, the subsequent operational results have been even more impressive.

**Saved 160 hours on calls annually.** With at least one minute of savings per call and more than 10,000 calls per year regarding pilot services, the timesavings for operators is significant.

**Saved 1,000 hours annually on manual paper processing.** With the Microsoft Dynamics CRM solution, job sheets are now obsolete, and eight minutes is saved per each of the 8,000 job sheets that were processed in an average year.

**Saved 90 minutes each week in travel time for each officer.** Electronic transfer of service requests between the administration center and service depots has also saved time and fuel costs. For example, Pest Control services officers each saved about 35 minutes per trip or 90 minutes per week with the elimination of the need to commute between their office and the administration office.

**Reduction in abandoned calls.** Greater productivity in job activities overall has enabled advisors to better respond to resident calls. In a pilot installation for the Pest Control depot, advisors exceeded their target of answering 80 percent of all calls within six rings, achieving an 82 percent answer rate. Overall, advisors answered 88 percent of all calls, lowering the abandoned call rate substantially.

**Valuable business intelligence gained.** The ability to measure the above operational savings is as important as their achievement. With Microsoft Dynamics CRM, the Derby Council has the insight it needs to measure performance, demonstrate efficiencies, and continue improvements.

### THE TRANSFORMATIVE POWER OF STAFF PRODUCTIVITY

Government employees are typically encumbered by manual processes, forms, and tedious administration. Valuable time is lost with the need to capture data multiple times, and the delivery of value to citizens is reduced with the lack of integration between departments and knowledge repositories. With modern CRM solutions and tools such as Microsoft Dynamics CRM, governments can transform these environments with centralization, automation, and invigorated productivity. Local governments such as the Municipality of Coamo in Puerto Rico and E-Gov of Egypt are discovering tremendous new productivity with Microsoft Dynamics CRM.

#### Building Productivity to Encourage Accountability

The Municipality of Coamo in Puerto Rico serves a constituent population of 40,000 with more than 300 employees. Since its beginning, the municipality has had a service excellence directive that has contributed to better social and cultural development for its citizens. To comply with its objectives, the municipality wanted to increase citizen satisfaction through a holistic view of the constituents and more timely and quality responses to citizen queries, requests, and complaints. Hand-in-hand with this goal, Coamo wanted the tools to measure the service levels provided to citizens so that it could foster and track higher accountability.

Coamo chose Microsoft Dynamics CRM to fulfill this vision. Using the automation and database centralization capabilities of the system enabled dramatic improvements in processing efficiency. These efficiencies and expanded capabilities in turn led to greater productivity and job engagement from employees, and a higher level of accountability for the success of each citizen interaction. Today, Coamo's employees are more satisfied with the governmental processes because they feel empowered to provide much better service. Additionally, employee satisfaction with the new CRM system speaks powerfully to its overall ease of use, as these employees had no computer experience before its implementation. The results of adopting the new system illustrate overall adoption success and enhanced productivity.

**Citizen complaints reduced by 60 percent.** Citizen satisfaction has markedly improved. Coamo citizens are pleased with the improved service and support, and a number of

"Before implementing Microsoft Dynamics CRM, all services were manual and impersonal. People were not sure the service would actually be delivered. With Microsoft Dynamics CRM we not only have accountability to our citizens, but we've been able to significantly speed up response time. We are seeing the payoff with a 60 percent reduction in citizen complaints."

ZORAIDA REYES

Department of Citizens  
Services Director, Municipality  
of Coamo

“Microsoft Dynamics CRM has changed citizens’ perception of government. It is now viewed as very responsive to citizen needs. We’ve doubled our call handling speed while handling a tenfold increase in citizen demand. In addition, we now have first-call resolution of citizen inquiries of over 80 percent.”

MIRIAM ELLIETHY  
CRM Project Manager, E-Gov

them have even made a point of calling to thank the staff of the Municipality for the fast service they received.

**Service response time reduced by 80 percent.** Citizen inquiries can now be addressed in two minutes instead of five.

The improvements have created a positive reinforcement cycle, with job satisfaction from higher productivity and better service delivery generating an increased incentive for accountability. Before Microsoft Dynamics CRM, there was no record of the services provided. Today, employees keep an online journal to record the service they have provided. In the old system, all service offerings were manual and impersonal, with little insight into whether service delivery was adequate. Now, services are automated and personalized. When a citizen calls, the citizen’s information is automatically routed to the appropriate department, where it can be addressed quickly and properly. Improved access to information means that the mayor can connect more closely with citizens during face-to-face meetings. Now, he is able to address each resident by name and refer to the pertinent information of a given issue.

Additionally the system provides business intelligence that supervisors use to monitor and track open tickets and jobs assigned to Coamo staff. Coamo has the ability to assess performance, ensuring that standards of quality service are maintained.

#### Changing the Perception of Government Value

The Egyptian Ministry of State needed to revolutionize the caliber of its service offering. In support of this goal and under the leadership of Minister Ahmed M. Darwish, the Ministry of State developed the E-Gov program.

One of the primary goals of the program was to increase labor productivity and reduce operating costs through the simplification, automation, and streamlining of tasks. When establishing its complaint system, E-Gov selected Microsoft Dynamics CRM for its flexibility, easy customization into Arabic, and efficient deployment, all of which would facilitate a successful implementation and ensure team adoption.

E-Gov’s vision was to convert the legacy system incrementally, one ministry at a time, to produce clear success metrics that could be used to promote implementation more broadly. The strategy worked, with adoption that included over 12 ministries and five government entities, which came on board eagerly after seeing radical improvements in service capabilities, internal efficiencies, and citizen satisfaction. Today, there is a fully automated system to receive, track, and solve citizen complaints, questions, and suggestions. E-Gov has almost 700 services within its footprint that are earmarked for support by Microsoft Dynamics CRM, with a plan to bring all government services in Egypt onto the powerful new system within three years.

**Tenfold increase in capacity.** Before implementing Microsoft Dynamics CRM, E-Gov received approximately 100,000 calls per year. Now, it handles over one million calls per year. In just 10 days during the Students National Placement Period “Tansik,” E-

Gov successfully responded to more than 62,000 inquiries, an impossible feat prior to the adoption of the new CRM system.

**Doubled speed of call handling.** Using the old system, employees spent between four and five minutes on each call citizen call. Now the average call takes only two minutes.

**Faster turnaround time.** With Microsoft Dynamics CRM capabilities in place, the government can resolve 80 percent of customer inquiries during the initial call. Difficult requests are also quickly resolved in just 48 to 72 hours; whereas, in the past, citizens reported that some issues took one to three months to resolve.

**Increased productivity by 35 percent.** In just three months after implementing the new CRM system, E-Gov realized a dramatic increase in productivity with the powerful online interface.

**Increased demand.** Today, E-Gov's staff has increased its call center staff from two full-time employees in 2004 to 20 full-time employees in 2008 in response to the greater demand for and usage of citizen services.

Performance measurement is a key success driver for many governments. With Microsoft Dynamics CRM, E-Gov has the necessary tool set to measure performance. E-Gov was successful in generating wide scale adoption of the new CRM system in large part due to the business intelligence the system delivered. Improvements were not only made but also measured and confirmed.

## SUMMARY

Local governments around the globe aim to be more citizen-centric in the delivery of constituent services. Innovative technology solutions from Microsoft are helping to transform process efficiency and staff productivity at these local governments to enable convenience, consistency, accuracy, and speed in the service platform, raising quality to the same high standards set by the private sector. Mainstay Partners observed that a broad subset of local governments fulfilled their charters to deliver greater value to their constituents, using the flexible tool set and functionality of Microsoft Dynamics CRM.

## MORE INFORMATION

For more information about Microsoft products and services, call the Microsoft Sales Information Center at (800) 426-9400. In Canada, call the Microsoft Canada Information Centre at (877) 568-2495. Customers who are deaf or hard-of-hearing can reach Microsoft text telephone (TTY/TDD) services at (800) 892-5234 in the United States or (905) 568-9641 in Canada. Outside the 50 United States and Canada, please contact your local Microsoft subsidiary. To access information using the World Wide Web, go to: [www.microsoft.com](http://www.microsoft.com)

## ABOUT MAINSTAY PARTNERS

Mainstay Partners is a leading provider of independent value assessment and IT strategy services to a diverse set of industry leaders. For more information, please visit [www.mainstaypartners.net](http://www.mainstaypartners.net).

Information contained in the publication has been obtained from sources considered reliable, but is not warranted by Mainstay Partners.

## ABOUT OUR MICROSOFT PARTNERS

### Rock Solid Technologies: Municipality of Coamo

Rock Solid Technologies, Inc. is a software solutions company incorporated in Puerto Rico since 1997. Known as one of the largest information system consulting firms in the country, we are distinguished by the development of solutions that meet your organizational needs.

Our commitment and dedication to our clients is expressed by the quality of our products, professional services, and the long-term partnership we build with our customers. We provide IT consulting services, design, development, implementation, and support of custom-made software applications as well as the implementation of Microsoft Dynamics business software and other third-party software.

Our customers include government agencies private enterprises in Puerto Rico and the Caribbean. Our mission is to provide superior technology solutions to organizations utilizing Microsoft technologies and other leading information technology products.

For more information, visit our Web site: [www.rocksolid.com](http://www.rocksolid.com)

### LINK Development: E-Gov

LINK Development is one of the fastest-growing software development export companies. It is based in Egypt, with offices in the United Arab Emirates, the Kingdom of Saudi Arabia, Qatar, and Italy.

LINK Development combines software development with creative design skills to provide a wide range of software solutions and services, including the development of portals and collaboration solutions, unified communications, enterprise integration, Microsoft Dynamics CRM implementations, and infrastructure services with a focus on virtualization.

The company is ISO 9001:2000 compliant and CMMI Level 3 certified in addition to being a Microsoft Gold Certified Partner in five competencies.

For more information, visit our Web site: [www.linkdev.com](http://www.linkdev.com)

### Unisys: Camara Municipal de Abrantes

Unisys is a worldwide information technology services and solutions company. We provide consulting, systems integration, outsourcing, and infrastructure services, combined with powerful enterprise server technology.

We specialize in helping clients use information to create efficient, secure business operations that allow them to achieve their business goals.

Our consultants and industry experts work with clients to understand their business challenges and create greater visibility into critical linkages throughout their operations.

For more information, visit our Web site: [www.unisys.com](http://www.unisys.com)

### I-CRM: London Borough of Merton

I-CRM, part of Touchstone Group, is a Microsoft Gold Partner specializing in Microsoft Dynamics CRM and Integrated Solutions. I-CRM offers a powerful combination of industry knowledge in a number of sectors and experience as a leading provider of Microsoft Dynamics business software.

We are focused on providing comprehensive IT solutions and system support to a broad range of clients, with a client base extending back to 1979. In addition, a number of our staff has worked together for over twenty years, thus creating a very stable team of consultants.

Being part of a wider group allows access to a broader range of services and software applications, including: ERP, Financial Management, Procurement and Spend Control, Document Management, and Business Intelligence.

For more information, visit our Web site: [www.touchstone.co.uk](http://www.touchstone.co.uk)

### MICROSOFT DYNAMICS

Microsoft Dynamics is a line of integrated, adaptable business management solutions that enables you and your people to make business decisions with greater confidence. Microsoft Dynamics works like familiar Microsoft software, such as Microsoft Office, which means less of a learning curve for your people, so they can get up and running quickly and focus on what's most important. And because it is from Microsoft, it easily works with the systems that your company already has implemented. By automating and streamlining financial, customer relationship, and supply chain processes, Microsoft Dynamics brings together people, processes, and technologies, increasing the productivity and effectiveness of your business, and helping you drive business success.

For more information about Microsoft Dynamics, go to:

[www.microsoft.com/dynamics](http://www.microsoft.com/dynamics)

This case study is for informational purposes only. MICROSOFT MAKES NO WARRANTIES, EXPRESS OR IMPLIED, IN THIS SUMMARY.

Document published April 2009