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Digital transformation

Dear Reader,

Today's IT leaders are aware that a digital transformation is vital to achieving and maintaining success. An organisation's IT and finance department and other stakeholders have a shared commitment toward the business in making this revolution happen – sometimes supported by new laws and regulations. All this necessitates rapid action in order to keep up-to-date and remain relevant.

Individual companies and organisations are also looking for opportunities to forge new partnerships, improve digital collaboration and explore new business and supply-chain models.

This publication tells the story of how five Dutch industry leaders are not only putting their IT resources at the service of their organisations, but also how IT serves as an enabler and helps to create innovations, streamline processes and – above all – allows employees to collaborate more smoothly and securely by giving them access to valuable tools and resources.

We make a point of highlighting the 'digital journey' in our publication, as we feel this is the key to inspiring you and can provide you with fresh new insights.

You will find that all of the solutions described are based on Microsoft and HPE technologies. In partnering with InSpark and Microsoft, we seek to provide our clients with superior solutions that meet their business needs.

We would be happy to discuss the options available with you any time – until then, we hope you enjoy reading this publication.

Yours sincerely,

Arie den Boer
Alliance Business Manager
Hewlett Packard Enterprise

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Provincie Fryslân Story

**The transformation of the
Customer Contact Centre**

2. The transformation of the Customer Contact Centre

Provincie Fryslân | Jenno Terpstra, Customer Contact Centre Coordinator

Provinsie Fryslân (the Friesland Provincial Authority), which fields numerous questions a day from the public, businesses and non-profits, recently opened its brand-new Customer Contact Centre (CCC). After implementing a smart CRM system and introducing a customer-friendly service desk for the public, the organisation scores a highly respectable 7.4 in customer satisfaction surveys.

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The conversion process at the Friesland Provincial Authority was supported by the management and other provincial authorities. "While our policy officers were all extremely good at their jobs, answering questions from the public turned out to be a different ballgame altogether." A single service desk was introduced to change this, and when the CCC was opened in October 2016, it became a great success.

Microsoft Dynamics and information database

Terpstra is proud of the new Customer Contact Centre, which he describes as the Friesland Provincial Authority's 'baby'. The process from concept to launch was carefully planned, during which time the organisation worked with a project team and their partner InSpark. "We used to simply transfer callers to the appropriate person within the organisation, as knowledge was dispersed among six-hundred

people in all these different departments. We already agreed on a set of service guidelines back in 2013 – call people back the same day, respond to emails within two days, and reply to letters within five days – but the reality was that few people actually followed those guidelines or were even aware of them. That caused its share of stress across the provincial government system." Ranging from information about permit

applications to questions regarding the colour of the Frisian flag and just about everything in between: 80 per cent of the questions received by the CCC are currently answered on the spot, while the remaining 20 per cent are promptly forwarded to colleagues with expertise in that particular area. What really helped the organisation to improve its efficiency more than anything is the smart Customer Relationship

Management (CRM) system supporting the CCC. "We use Microsoft Dynamics to enter and update customer data and assorted business data. The system automatically sends out reminders whenever there are any outstanding queries.

We also created a link with the information database for the Provincial Authority, to which new data items are added constantly." Any information supplied by employees is integrated into this database, so that the CCC can provide an appropriate answer, in some cases even send the information item to the applicant directly. If the case needs to be referred to a colleague in second-line support, the CRM Portal is used: this platform enables policy officers to view the business data, communicate with the Customer Contact Centre, and search the information database. Employees respond to customer questions efficiently and within the agreed period; members of the public making the queries know what to expect throughout the process, and the Friesland Provincial Authority maintains the necessary control by keeping track closely of the queries received. "That's what makes the system so strong: we have the full picture and know exactly what's going on at all times."

Communication channels

The Provincial Authority can be reached through a variety of communication channels: "We started out with just a general phone number, email address and website, but we have since added two external phone numbers: the Waddengebied Regiecollege (Wadden Sea Management Board) and the Waddenfonds (Wadden Sea Fund). Our IT department is pleased with us as well: we've been working closely within the company to ensure that no more strictly job-related email addresses are issued. There are fewer of these types of email inboxes now, as the questions can be sent to the general email address instead and are handled by the CCC. A pilot project using WhatsApp persuaded the Provincial Authority to continue, while the CCC will soon also be handling questions submitted through Facebook and Twitter. "Our centre is open from Monday to Friday from 8:30 a.m. to 5:00 p.m., and the average waiting time is just twelve seconds. We still receive the vast majority of questions by phone. A live chat function is an option which may be added in the future, although Terpstra says he feels a little sceptical about that. "People applying for a grant or

permit should really be guided through all the various steps involved – the process should be as clear-cut as possible. If someone can't find the answer to their question, this shows there's a weakness in our site's design."

Callers with urgent issues that require immediate action are always assisted promptly: "Calls to the environmental emergency number are diverted to us during the daytime, but there's a small organisation that takes over from us after hours."

External helpdesks will also be integrated into the CCC in the future. "The main event for our province in 2018 is that our capital city, Leeuwarden, will be European Capital of Culture, and we're looking at opportunities to team up with the City to provide information about that to the public."

Learning as you go along

While the Provincial Authority may have started out on a small scale and using a hands-on approach, it is definitely open to adapting its methods based on any new knowledge it picks up along the way. "When our field

representatives receive a request from, say, someone reporting road kill, they need to use a special application to process this report, using a system linked to the police and the traffic control centre. They previously had to use three different systems to complete the process, which was a huge hassle. Our technical people are now creating a link in the CRM system which provides us with automatic feedback – that really reduces the number of operations required. We deal with these types of situations all the time, and particularly the 20 per cent of requests we're unable to handle in the CCC keeps us busy round the clock. In that sense, I suppose we've become experts in process improvement of sorts.

Once a question has been answered, it's saved to the CRM system – that way, we can make our processes smarter all the time. We've also established a link with the Chamber of Commerce. We're all about serving the public; we aim to assist our customers with their questions with the least possible delay and provide them with accurate information. The fact that everything is now stored in the same system and easy to find has been a tremendous help in that regard." Another challenge has been adopting the system across the entire organisation. "Getting our colleagues involved has been an ongoing process", Terpstra says. He and his team celebrated the first anniversary of the system's go-live with a typically Frisian treat called oranjekoek, a new slogan, "Your knowledge is our answer" was introduced, and employees were offered the opportunity to attend information sessions and were given encouraging instructions such as "Got a new project? Tell CCC about it now!" Terpstra and his team are doing everything they can to make sure everyone knows the CCC is here to stay.

Bowing out

"So where do we go from here? Well, I think we've pretty much proved our value to the organisation at this point. We're currently reviewing the job structure within the CCC. We had a single role, and we will now be adding an accounting role to that as well. We need to start sharing more information within the organisation, as we've really become the organisation's expertise centre. We're currently exploring ways of adapting the information we provide to that external demand, so that we can eventually become more or less redundant and fade into the background. That might sound a bit odd, as we've only just started, but that's the plan for now." The team's ultimate goal is to build a database and eliminate all the intermediate links. But for now, customers continue to flood Provincie Fryslân with phone calls every day, and by providing efficient and friendly services, the centre's staff has gone a long way towards restoring the public's image of civil servants in the process.

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