



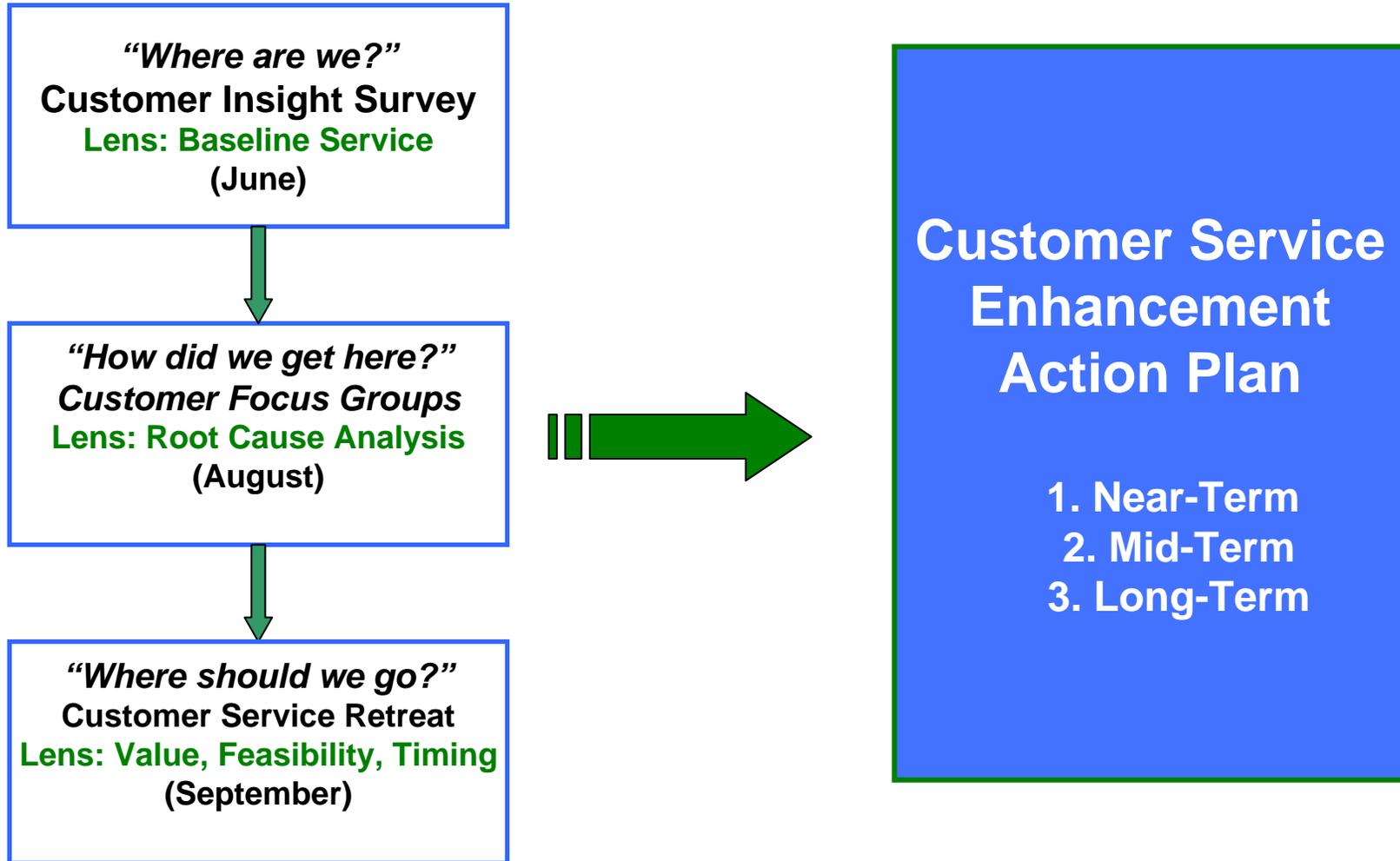
# Customer Satisfaction Enhancement Report

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# Four Phases in Program

- 1. Customer Insight Survey**  
To collect and understand customer views regarding VITA's services (April 2008)
- 2. Customer Root Cause Sessions**  
To understand root causes of customer sentiment (August 2008)
- 3. Customer Action Plan Workshop**  
To develop a portfolio of ideas that will enhance customer satisfaction (September 2008)
- 4. Customer Satisfaction Enhancement Report**  
To deliver an actionable plan that will guide VITA's customer satisfaction efforts in the near, mid and long-term (October 2008)

# Survey, Focus, Analysis, and then Action...



# Customer Insight One

- Satisfaction is dependent on the partnership's ability to maintain current operations while building and delivering new capabilities
  - Customers believe that current operations are suffering while the partnership builds new capabilities
  - Customers believe that VITA/Northrop Grumman do not listen to or understand agency business needs

## **Recommendations:**

- The implementation of new services must be in line with customer needs
- VITA and Northrop Grumman must work to improve core service delivery as a fundamental building block for enhanced customer support and satisfaction

# Customer Insight Two

- Improvement of customer satisfaction is dependent on speed and transparency of execution
  - Customer dissatisfaction is elevated when service implementation is slow AND there is a perceived lack of communication around process, timelines and customer input

## **Recommendation:**

- Through both face-to-face interaction and technology, VITA and Northrop Grumman should combine faster service delivery with clearer communication to customers on timelines and processes with faster service delivery, and measure and communicate successes regarding transition progress and customer service work

# Customer Insight Three

- There is a significant variance in satisfaction between process-oriented and technical-oriented services
  - Customer satisfaction with technical capabilities is generally stable once the service is implemented
  - Customers are generally not satisfied with the “soft-skill” areas, such as understanding agency business, procurement and project management

## **Recommendations:**

- VITA and Northrop Grumman should prioritize communication and relationship building with customers when there is a high level of process-oriented activities in motion – such as when a customer is converting to new infrastructure or implementing a new application
- Successful communication around process-oriented work will build and sustain trust in the customer/VITA relationship

# Customer Insight Four

- There is potential for service growth and extension
  - Forty-five percent of survey respondents requested more information on core services
  - The value of strategic services would be ranked higher if there was more trust that VITA/Northrop Grumman could improve the delivery of core services

## **Recommendation:**

- Moving forward, efforts should emphasize greater customer service, service execution and customer dialogue in order to actualize future growth

# Customer Insight Five

- There is greater satisfaction and perceived benefit among small agencies
  - Greater satisfaction with “soft-skill” oriented services
  - Significantly more satisfied with VITA’s understanding of their agency’s mission and the alignment of IT with the agency’s business needs.

## **Recommendation:**

- There are replicable drivers of the satisfaction that small organizations and localities observe—VITA and Northrop Grumman should make an effort to apply these lessons to the larger customer set

# Customer Insight Six

➤ Customers are actively assessing gains relative to losses

- Ranking analysis indicates that customers are in a “wait-and-see” mode and need to see tangible improvements in service design and execution

**Recommendation:**

- In the future, VITA should accelerate and increase communication and change management efforts with customers to emphasize the long-term gains in customer and public value while also acknowledging current customer sentiment and issues

# Customer Council Focus Groups

- Facilitated sessions were conducted with the Finance, Supply Chain, Security, Partnership, IT Investment and Small Agency Customer Councils
- Each session was approximately 90 minutes and designed to probe for root-causes of customer dissatisfaction
- Worked through exercises to determine what policies, processes and/or systems are driving customer dissatisfaction
- Formulated ideas and principles that would help make the service better, and generated ideas for enhancements to be vetted at the Customer Satisfaction Enhancement Workshop

## **Customer Action Area One: Increase Transparency and Communication across VITA and the IT partnership**

- Increase communication on how VITA and the partnership interact and the subsequent impacts on customers
- Improve customer visibility into service provision, policies and processes
- Ensure VITA and Northrop Grumman are sharing information and will communicate that information to customers using one voice
- Develop and implement systems that enable enhanced customer views into service and process timelines
- Ensure timely service delivery and maintain current operations while working toward transforming the infrastructure in the Commonwealth

## **Customer Action Area Two: Enhance Customer- Facing Support**

- Provide one point of contact for customers' primary issues and ensure the supporting customer account team has accurate and timely information
- Increase the amount of communication with customers to better understand their mission and business goals
- Empower the customer account team to make decisions without having to seek approval from VITA and/or Northrop Grumman

## **Customer Action Area Three: Improve Process-Oriented Service Provision**

- Simplify and improve key customer service processes to make them faster and more transparent
- Provide benchmarks and standards on key processes and improve communication on how well those are being met
- Align processes more succinctly with customer processes and timelines, and scale guidelines for areas such as project management to the size of the project

## **Customer Action Area Four: Reform Procurement and Pricing**

- Provide agility for customers in purchasing small and standardized items
- Increase speed of the procurement process and provide transparency throughout the process
- Provide clarity and more information, including the rationale for mark-ups and overhead, on pricing of products and services
- Provide more broad education on the value proposition of VITA and the partnership and how pricing will change over time

# Customer Satisfaction Enhancement Workshop

1. Generate ideas to respond to Customer Action Areas
  - Increasing transparency and communication internally and externally
  - Enhancing customer-facing support
  - Improving process-oriented service performance
  - Reforming procurement and pricing
2. Assess the impacts of ideas on objectives
  - Will the idea create value? Do we have the capacity to execute the idea? What is the timeline to achieve the projected value?
3. Assemble action items into action programs and timelines
  - Near term – immediate to 10 months
  - Mid term – 10 to 18 months
  - Long term – 18 to 24 months

# Customer Action Area One

## Increase Transparency and Communication across Partnership

Near Term	Mid-Term	Long Term
<ol style="list-style-type: none"><li>1. Provide Customer Account Team with priority decision rights within the partnership and access to all necessary information for customers</li><li>2. Develop and publish metrics on timelines for service provision</li><li>3. Provide documentation on how key customer-facing processes work and general timelines for customers</li><li>4. Bring all customer councils together for a meeting to share ideas and best practices</li></ol>	<ol style="list-style-type: none"><li>1. Develop and implement a communication program that outlines the value proposition of VITA post-transformation</li></ol>	<ol style="list-style-type: none"><li>1. Develop a customer relationship management (CRM) system that integrates help desk, request for service, procurement and project management into one interface</li><li>2. Via the CRM system, establish a unique ID that enables customers to access the status of services in real time</li></ol>

# Customer Action Area Two

## Enhance Customer-Facing Support

Near Term	Mid-Term	Long Term
<ol style="list-style-type: none"> <li>1. Reorganize Customer Account Teams from Secretariat segmentation to agency size segmentation and realign support roles</li> <li>2. Integrate information via manual processes between Northrop Grumman and Customer Account Team</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide a deeper level of customer service training for customer support teams and within partnership</li> <li>2. Map skill sets and recruit right staff for customer account assignments</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase size and/or number of Customer Account Teams to meet a new ratio of support to agency</li> <li>2. Integrate customer support processes with comprehensive CRM system</li> <li>3. Develop CRM system and plan to link VITA and Northrop Grumman needs with longer-term Commonwealth needs</li> </ol>

# Customer Action Area Three

## Improve Process-Oriented Service Performance

Near Term	Mid-Term	Long-Term
<ol style="list-style-type: none"> <li>1. Develop and implement metrics and report on performance measures for process-intensive services</li> <li>2. Identify easiest to improve problems/processes for earliest action (those generating most customer frustration) and develop plan to reform them</li> <li>3. Publish/communicate help desk services, standards, timelines and escalation process and post to Web and elsewhere for customers</li> </ol>	<ol style="list-style-type: none"> <li>1. Publish process and performance via the Web and publications such as Leadership Communique and Network News</li> </ol>	<ol style="list-style-type: none"> <li>1. Offer streamlined project requirements, approval and oversight for projects that are smaller, less complex, and/or less innovative</li> </ol>

# Customer Action Area Four

## Reform Procurement and Pricing

Near Term	Mid-Term	Long Term
<ol style="list-style-type: none"> <li>1. Analyze and communicate process standards and expectations – especially time and cost for procurements</li> <li>2. Allow individual customers to identify where their requests are in the process via manual or electronic methods</li> <li>3. Clarify procurement rules and standards for in-scope and out-of-scope technologies</li> <li>4. Pre-order standard products and have them in stock for quick delivery and implementation</li> </ol>	<ol style="list-style-type: none"> <li>1. Create ability for customers to order from online catalog of pre-approved products</li> <li>2. Enable agency flexibility in procurement for low-cost and non-critical/non-enterprise technology products</li> <li>3. Expand and document service catalog to include all items, time to installation and price</li> <li>4. Provide customers direct access to status of request for services, procurement and project management</li> </ol>	<ol style="list-style-type: none"> <li>1. Tie procurement process into CRM system in order to track procurements, requests for service and major/non-major project approvals in real time (similar to FedEx online capabilities)</li> <li>2. Seek general fund resources to cover major/non-major project approvals/oversight costs as “overhead” (as before) rather than as user fees</li> </ol>

## Next Steps as VITA Moves to Activate the Plan

## Delivery Date

Deliver Customer Satisfaction Enhancement Plan and action items to the Information Technology Investment Board

Oct. 16, 2008

Establish an oversight committee composed of a subset of executive staff who attended the Customer Action Plan workshop

October 2008

Task Oversight Committee with assigning owners accountable to each action item in the Customer Satisfaction Enhancement Plan

November 2008

Action item Owners create work plan, underlying deliverables and measures for each action item according to near-term, mid-term and long-term goals

November 2008

Deliver Customer Satisfaction Enhancement Plan and action items to Customer Councils

November 2008

Implement a dashboard to monitor activities and results of the action items

Dec. 1, 2008

Deliver Customer Satisfaction Enhancement Plan and action items to the Agency IT Resources (AITR) Communication meeting

Dec. 9, 2008

Report progress to the Executive Evaluation and Governance Committee

Jan., 2008