



# Customer Relationship Management (CRM): Progress and Evolution

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# Our topics

- History and context
- Accomplishments and challenges
- Strategy and action plan
- Your involvement

# History and context

- VITA's customer relationship management (CRM) strategy has evolved since 2003 to support significant shifts in our business model and to reflect customer feedback
  1. Creation of VITA
  2. Integration of 90+ agencies
  3. IT Infrastructure Partnership and transformation
  4. Managed services (post-transformation)
- While “case management” is common in state government, CRM is not – VITA is the only internally facing agency with a CRM strategy and organization

# 1. Creation of VITA (2003)

## What changed?

- Merged governance and operations into one agency
- Centralized IT procurement
- Strengthened oversight and governance
- Infrastructure services no longer “optional”

## Business impacts

- Wholesale organizational redesign
- Customers lost purchasing autonomy
- More rigorous oversight (project management, security)
- Split agency IT shops into applications and infrastructure

## CRM strategy

- Shift from ad hoc, passive customer service to a proactive, visible CRM program
- Established Customer Services directorate and hired Enterprise Service Directors
- Built program from industry best practices and tailored to government

## 2. Integration of agencies (2003 – 2005)

### What changed?

- Infrastructure assets and staff transitioned over 18 months to VITA
- VITA became responsible for running agency's legacy IT infrastructure
- VITA established a customized billing methodology

### Business impacts

- Infrastructure no longer customer responsibility
- Customer loss of autonomy and control, staff
- Significant deficiencies discovered with no additional \$ to remediate

### CRM strategy

- Evolved to support the integration effort
- Enterprise Service Director roles transitioned to Enterprise Business Directors (EBDs) or Service Level Directors (SLDs)
- EBDs: overall customer relationship and strategy
- SLDs: integration activities and IT operations

### 3. IT Infrastructure Partnership & transformation (2005 – 2009)

#### What changed?

- VITA partnered with Northrop Grumman for infrastructure operations
- Launched transformation to replace and modernize the infrastructure
- Began providing standard, measured services across the enterprise
- Billing shifted from customized MOUs to standard rates

#### Business impacts

- Complex relationships among VITA, Northrop Grumman and agencies
- Significant demands for agencies' time, resources
- Mix of Northrop Grumman and state employees
- Business support model changed (procurement, service requests)
- Cost allocation created significant accounting challenges

#### CRM strategy

- Evolved to support IT transformation
- Created Customer Account Management (CAM) directorate and Agency Performance Management (APM) within Service Management Organization
- CAMs: overall customer relationship and strategy
- APMs: transformation, solutioning and operations

# 4. Managed services

## What's changing?

- Shift to steady-state operations
- Some transformation activities continue through 2010
- Agency MOU process and service level agreements
- Billing based on asset inventory
- Introduction of new/expanded services (disaster recovery)
- Merger of VEAP into VITA

## Business impacts

- Wrap up transformation and begin leveraging new platform
- Shift attention to balance of infrastructure and enterprise opportunities
- Expand service offerings to out-of-scope customers

## CRM strategy

- Evolved to support steady-state operations
- APM and CAM merger
- CAMs: overall customer relationship, strategy and service escalations
- Supported by Northrop Grumman service delivery and transformation staff
- Organized by agency size vs. secretariat

# CRM accomplishments and challenges

## Accomplishments

- Successfully helped customers navigate 6 years of non-stop change and disruption
- Evolved our strategy and organization in flight, with best practices and customer feedback
- Raised awareness within VITA and Northrop Grumman that *everyone* is responsible for customer service
- Involved customers through surveys and ongoing council work

## Challenges

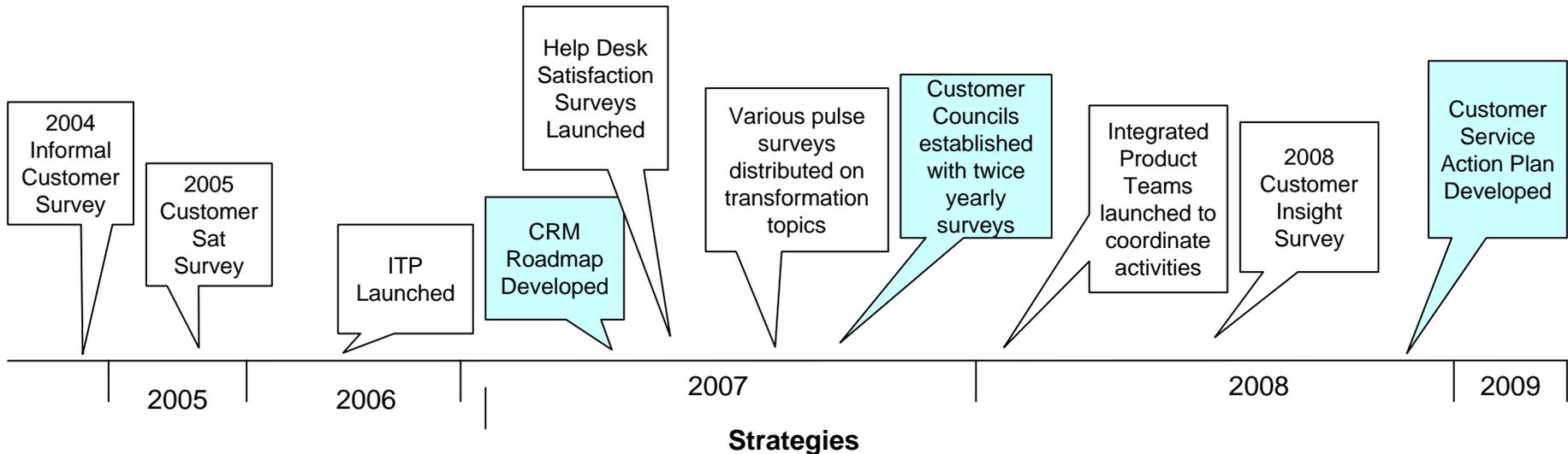
- Culture of mistrust from constant change and loss of control
- Inconsistent record of meeting service delivery commitments
- Expectations for customer satisfaction may be unrealistic
  - Sheer magnitude of change
  - VITA is governance AND operations
- Reactionary, “fire and rescue” mode of customer service
- Developing deeper understanding of agency business
- No CRM software/tool



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# CRM Strategy: We have evolved our ITP CRM activities and strategies over the years (based on customer feedback) to better align with changing program priorities and agency business needs

## Key Survey and Strategy Milestones



- ▶ 2006 Customer Communication Strategy
- ▶ 2007 CRM Diagnostic and Roadmap
- ▶ 2008 Customer Communication Strategy
- ▶ 2008 Customer Insight Survey Action Plan
- ▶ Transformation Deployment and Communication Plans



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# In 2007, we developed a Customer Relationship Management Roadmap to guide customer efforts

Capabilities

Outcomes

<b>Customer Driven Operations (Governance)</b>		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Online Acct Plans</div> <div style="border: 1px solid black; padding: 5px;">Assess CRM App Need</div> </div>		<div style="border: 1px solid black; padding: 5px;">Develop Enhanced Peregrine and/or CRM App</div>	
<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Prep "ServiceStat" Ops Reviews</div> <div style="border: 1px solid black; padding: 5px;">Execute "ServiceStat" Ops Reviews</div> </div>		<div style="border: 1px solid black; padding: 5px;">Execute "ServiceStat" Ops Reviews</div>		<div style="border: 1px solid black; padding: 5px;">Execute "ServiceStat" Ops Reviews</div>	
<b>Focused Improvement Teams</b>		<div style="border: 1px solid black; padding: 5px;">Define / Re-engineer Top 25 CSRs Integrate with Serv/Prod Catalog, Peregrine, VCCC, Field Ops; Ops Reviews</div>		<div style="border: 1px solid black; padding: 5px;">Define / Re-engineer Top 50 CSRs Integrate with Serv/Prod Catalog, Peregrine, VCCC, Field Ops; Ops Reviews</div>	
<div style="border: 1px solid black; padding: 5px;">Define / Re-engineer Top 10 CSRs Integrate with Serv/Prod Catalog, Peregrine, VCCC, Field Ops; Ops Reviews</div>					
<b>Service / Product Offerings (Portfolio)</b>		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Online Service / Product Catalog value props, SMEs, COV usage</div> <div style="border: 1px solid black; padding: 5px;">Update Catalog via new CSRs</div> </div>		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Proactively engage customers on adding new services/products</div> <div style="border: 1px solid black; padding: 5px;">Update Catalog via new CSRs</div> </div>	
<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Online Service / Product Catalog Accessible by Cust, VCCC, Field</div> <div style="border: 1px solid black; padding: 5px;">Update Catalog via new CSRs</div> </div>					
<b>Customer Direct Channel (SLD, LAC, RSD, APM, CAM)</b>		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Assess/Align Field Ops personnel (competencies, workload, experts)</div> <div style="border: 1px solid black; padding: 5px;">Transition Direct Channel personnel to new CSRs</div> </div>		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Develop Integrated Cust Service Recognition Program</div> <div style="border: 1px solid black; padding: 5px;">Transition Direct Channel personnel to new CSRs</div> </div>	
<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Peregrine used enterprise-wide (follow transformation)</div> <div style="border: 1px solid black; padding: 5px;">Transition Direct Channel personnel to new CSRs</div> </div>		<div style="border: 1px solid black; padding: 5px;">Train Cust Facing Personnel</div>		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Continue to Train / Develop competencies in cust facing personnel</div> <div style="border: 1px solid black; padding: 5px;"></div> </div>	
<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Define Cust Service Competency Dev Program</div> <div style="border: 1px solid black; padding: 5px;"></div> </div>					
<b>Customer Contact Center (VCCC)</b>		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Assess/Align VCCC personnel (competencies, workload, experts)</div> <div style="border: 1px solid black; padding: 5px;">Transition VCCC to new CSRs</div> </div>		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Assess VCCC need for CTI &amp; improved access to delivery ops/apps</div> <div style="border: 1px solid black; padding: 5px;">Transition VCCC to new CSRs</div> </div>	
<div style="border: 1px solid black; padding: 5px;">Install VCCC knowledgebase</div>					
<b>Internet / Web Channel (VITA.gov)</b>		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Define &amp; Implement Content Mgmt solution</div> <div style="border: 1px solid black; padding: 5px;">Transition new CSRs to web</div> </div>		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Assess ITP need for Knowledge Mgmt Program</div> <div style="border: 1px solid black; padding: 5px;">Transition new CSRs to web</div> </div>	
<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Post Agency Specific Content on web (friendly / searchable)</div> <div style="border: 1px solid black; padding: 5px;">Build new CSR content / transactions into the web</div> </div>		<div style="border: 1px solid black; padding: 5px;">Update Web w/CSR end-to-end steps POCs, experts, permit self-service</div>		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px;">Increase web self-service request capture &amp; tracking</div> <div style="border: 1px solid black; padding: 5px;"></div> </div>	

<b>Milestone 1 (Dec '07)</b>	<b>Milestone 2 (Jun '08)</b>	<b>Milestone 3 (Dec '08)</b>
<ul style="list-style-type: none"> <li>- Customer outcome based Ops Reviews</li> <li>- Improved performance in Top 10 CSRs</li> <li>- Increased channel integration via Peregrine</li> <li>- Online Product/Service Catalog</li> </ul>	<ul style="list-style-type: none"> <li>- Service offerings with value props &amp; SMEs</li> <li>- Improved performance in Top 25 CSRs</li> <li>- Improved customer service competencies</li> <li>- Increased web capabilities</li> </ul>	<ul style="list-style-type: none"> <li>- Complete channel integration via common workflow platform</li> <li>- Improved performance for Top 50 CSRs</li> <li>- Employee cust service recognition program</li> </ul>



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## Customer input and CRM are among VITA's top priorities

- The proposed 2009-2010 CIO Objectives include specific actions for enhancing customer service and relationship management
- VITA launched customer councils to provide agencies with channels to contribute to areas that are important to them

### Customer Council Overview

- Customer Councils were formed in April 2007
- Councils are composed of 8-12 agency subject matter experts and key VITA staff
- Council members provide input into opportunities for improvement and offer valuable feedback
- Council members are surveyed every 6 months about council effectiveness and value

#### Customer Councils

Customer Account Management

Security

Partnership Action

Customer Communications

IT Investment & Enterprise Solutions

Finance and Administration

Small Agency

Employee



## A customer insight survey was conducted in 2008 that resulted in an action plan with 13 near-term activities to improve customer satisfaction

Customer Insight Survey Action Plan		
#	Near-term Activity	Status
1	Provide Customer Account Team with priority decision rights within the Partnership and access to all necessary information for customers	Assigned to D. Secor
2	Develop and publish metrics on timelines for service provision	Assigned to F. Duball
3	Provide documentation on how key customer-facing processes work and general timelines for customers	Assigned to D. McVicar
4	Bring all customer councils together for a meeting to share ideas and best practices	Assigned to M. Williamson
5	Reorganize Customer Account Team from Secretariat segmentation to agency size segmentation and realign support roles	Completed 3/2/09
6	Integrate information via manual processes between Northrop Grumman and Customer Account Team	Assigned to F. Duball
7	Develop and implement metrics and report on performance measures for process-intensive services	Assigned to F. Duball
8	Identify easiest to improve problems/processes for earliest action (those generating most customer frustration) and develop plan to reform them	Assigned to F. Duball
9	Publish/communicate help desk services, standards, timelines and escalation process and post to Web and elsewhere for customers	Assigned to M. Williamson
10	Analyze and communicate process standards and expectations -- especially time and cost for procurements	Assigned to J. Roberts
11	Allow individual customers to identify where their requests are in the process via manual or electronic methods	Assigned to D. McVicar
12	Clarify procurement rules and standards for in-scope and out-of -scope technologies	Assigned to J. Roberts
13	Pre-order standard products and have them in stock for quick delivery and implementation	Assigned to D. McVicar



## As we work to meet these goals, we will continue to use surveys to delve more deeply into challenge areas and measure progress

### Additional Surveys Planned

#### Customer Council Surveys (Twice Yearly)

To ensure that councils remain effective and valuable to customers

#### Pulse Surveys (Quarterly)

5-10 question surveys on smaller topics within the larger insight survey to measure progress

- May 2009 – Planned survey about effectiveness of customer account structure changes
- August 2009 – Planned survey about effectiveness of purchasing improvements
- November 2009 – Planned survey about satisfaction of service operations in fully transformed agencies

#### Formal Insight Survey

- Repeat of 2008 full customer insight survey and focus groups to measure progress
- Assessment of progress against current customer insight survey action plan

*Note: While customers remain our top priority, we don't expect to achieve strong satisfaction improvements until transformation is complete and agencies are fully experiencing the benefits of the new environment*



## **While we have a strong plan in place to improve customer service, this committee can help in a number of ways**

Proposed discussion topics:

- Culture - how can we help cultural issues relating to loss of control, constant change and mistrust?
- Outreach – how can we enhance customer outreach and opportunities for customer input?
- Support – how can we drive support for using the escalation processes for service, support and billing issues?