

Case Study: City of Amsterdam

Government of Amsterdam Increases Citizen Satisfaction with KANA Solutions



THE COMPANY

City of Amsterdam

THE CHALLENGE

Increase availability, accuracy and consistency of information provided to City residents

THE SOLUTION

KANA Contact Center, KANA IQ, and KANA Response

THE RESULTS

Call time reduced 40%

Citizen satisfaction increased nearly 15%

Web self-service reduced calls by 50%

Self-service adoption up 400%

Citizen Satisfaction Increases 15% with Web-Self Service Adoption Up 400%

The City of Amsterdam is renowned for its picturesque canals, vibrant culture and dynamic economy. When it comes to serving its citizens, the City relies on KANA multi-channel solutions to help it substantially improve the quality and efficiency of service offered to residents.

The City's efforts to deliver a higher standard of citizen service have been recognized across Europe for being at the forefront of digital government. The City was honored with the 2007 Dutch KING award — the Netherlands' highest honor for innovation and quality in public service — as well as the 2007 European eGovernment award for its outstanding achievements in this area.



"The KANA solution has delivered real results for the people of Amsterdam. We've seen that our citizens enjoy using our service and find it easy to use compared to our previous systems."

Ben Verleg, Director of Public Service City of Amsterdam

The eGovernment Initiative was a direct response to the needs of its 750,000 residents and business owners, who wanted faster answers to questions about local services, such as neighborhood garbage collection days, open hours for city parks, and licensing procedures. Previously,

the City provided multiple phone numbers for citizens in its 15 districts to reach its 41 administrative departments. Inquiries were routed through a complicated network of hotlines and switchboards, which was confusing for residents. Ben Verleg, Director of Public Service, City of Amsterdam, explained the problem: "Unless you knew how city authorities were organized, it was easy to be bounced from department to department when trying to find out who to call to fix a flooded basement."

Costs for providing service were high, and residents were frustrated with the inefficiency. When the local authority surveyed residents about its services, half of them responded that they could not figure out where to go. 90% of the citizens asked for better service, and 57% wanted a single number to access all information.

A Unified Strategy for Multi-Channel Service

The City envisioned a new system that would provide residents with easier ways to find information while ensuring answers were consistent and accurate across channels. “The key requirement was that no matter how the City interacted with a citizen, answers to questions must be consistent. This means that if a citizen calls, emails, or looks for information online, the same answer is served up at all times,” said Verleg.

The City selected KANA’s integrated multi-channel customer service solution to help it realize this vision and deployed KANA Contact Center, KANA Response, and KANA IQ to provide integrated phone, email, and Web self-service. KANA’s multi-channel solution has made it much easier for residents to find information about services including taxation, social services, passports, and marriage and driving licenses. With a central information hub for answering inquiries for citizens and contact center agents, the City can now deliver consistent answers across all channels.

Agent Efficiency Increases Dramatically

Citizens can email questions to the City via KANA Response or call the City hotline. To effectively track inquiries, each interaction is logged, categorized, and assigned a resolution status in KANA Contact Center regardless of the inbound channel.

This year, the City expects to handle 1.5 million calls in its 90-seat contact center. Since the project was completed in early 2007, the average call time has dropped 40% from 4 minutes to 2.4 minutes. The completeness and accuracy of answers has increased from 30% to 75%. And, most significantly, citizen satisfaction has risen from a 6 to a 7.1 rating on a scale of 1-10, nearly a 15% increase.

KANA Contact Center fit the City’s needs for a full-featured case management system that delivered the scalability to support thousands of citizens but would not demand the time, resources, and costs of a full-scale CRM implementation. Agents can quickly identify residents based on phone numbers, emails, or social security numbers.

The centerpiece of the system is a shared knowledgebase that provides consistent, validated answers through every channel, helping both agents and customers answer and troubleshoot a wide range of issues. Powered by KANA IQ, the knowledgebase contains 3000 questions and answers (Q&A) and provides guided search facilities to solve any type of problem.

Before implementing the knowledgebase, the City estimates that 80% of the city council knowledge had not been properly captured. The knowledgebase is seamlessly integrated with KANA Contact Center so that agents do not have to step outside their case management activities to find answers.

“With our KANA solution, we’re able to offer our citizens a seamless service experience, with fast responses to their questions — regardless of which channel they use to contact us,” Verleg noted.

Self-Service Use Up 400%

As it looked for ways to improve service, the City realized that it had a distinct advantage as 85% of its population was already connected to the Internet. The City promotes Internet connection with a program called “Glas naar de meterkast,” which translates to “Fiber to every home.”

The City has leveraged this connectivity with Web self-service that offers direct access to the knowledgebase. Because the same knowledge- base is used by agents and citizens, answers are consistent across all channels.

Given the wide range of residents' questions, the City realized it needed more than a simple search engine to provide a good service experience. KANA IQ provides complete search capabilities, along with the extra guidance many citizens need.

Verlag cited a typical example: "We use guided search to help users complete tasks. For example, when you need to file for a permit, a decision tree offers guidance through your plan that is similar to a checklist. Based on your choices, the solution recommends the appropriate forms to fill out, which you can then submit online. As a result, the permitting process is much easier for our residents, and each step is completed correctly — which also means faster service and lower processing costs for the City."

The site aggregates information from multiple sources, and incorporates multimedia in situations where it will enhance the service experience. For example, Google Maps is used to help illustrate daily garbage collection routes. News and events are posted on the self-service home page — increasing "stickiness" by giving residents a reason to check back frequently. Citizens can also report issues in their neighborhoods. When they do so, the site presents a map of the neighborhood with red balloons. Clicking on a balloon displays information about a previously filed report, its date, and the type of incident to prevent doubled reports.

Residents have embraced the new self-service site. Since the start, the number of self-service inquiries has risen 400% to 3 million in 2007, while the number of contact center interactions has been reduced by 50%. The initiative has proven to be a win-win for City of Amsterdam officials and residents alike: residents appreciate the ease and convenience of the service, and the City is now able to deliver that service at a greatly reduced cost.

"The KANA solution has delivered real results for the people of Amsterdam. We've seen that our citizens enjoy using our service and find it easy to use compared to our previous systems. Before implementing KANA IQ, we were not getting anything near this level of traffic on our Web site. I think the results speak for them- selves," Verleg concluded.

The City of Amsterdam's success with KANA solutions has been noticed by other cities in the Netherlands. Both the City of Ede and City of Tilburg are considering incorporating KANA technologies to enhance the level of service provided to residents.

To learn more about how the KANA suite of multi-channel solutions can help you create customers for life, call 1-800-737-8738 or visit www.kana.com.