



**Telematica**  
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# Internationale lessen voor multichannel- management

*Een studie naar praktijkervaringen in Europa,  
Canada en Australië*

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Auteurs : Erwin Fiel (Telematica Instituut)  
Marijn Janssen (Delft University of Technology)  
Bram Klievink (Delft University of Technology)  
Willem Pieterse (University of Twente)

### **Synopsis:**

*Dit rapport beschrijft internationale casussen op het gebied van multi-channelmanagement. De aandacht gaat uit naar het identificeren en beschrijven van lessen op basis van praktijkervaringen. De casussen komen uit Europa, Australië en Canada.*



# Managementsamenvatting

De internationale studie verlegt het blikveld van Nederland naar Europa, Canada en Australië. Het identificeren en beschrijven van lessen op basis van praktijkervaringen vormt een eerste stap naar het komen tot best practices. Dit voorkomt dat iedere keer het wiel opnieuw moet worden uitgevonden. Lessen uit deze internationale studie zijn gericht op klantgerichte benaderingen, samenwerking en coördinatie, veranderingsmanagement, innovatieve diensten en processen en het organiseren van de back-office. Deze diversiteit laat zien dat multichannelmanagement een integrale aanpak vereist die aandacht besteedt aan politieke, economische, sociale en technologische aspecten.

Europa biedt een breed scala aan practices op het gebied van e-government, welke door de Europese Commissie worden samengebracht op het [epractice.eu](http://epractice.eu) portal ([www.epractice.eu](http://www.epractice.eu)). Een klein deel van deze practices hebben betrekking op multichannelmanagement. Bijvoorbeeld het klantcontact project van de Ierse Belastingdienst en het integrale multichannel systeem van de regio Valencia.

Canada wordt al jaren als gidsland gezien en heeft interessante one-stop shop concepten met multichannel benaderingen. Daarnaast wordt ook daar volop onderzoek gedaan naar multichannelmanagement. De Australische overheid heeft een centraal informatiemanagement bureau dat diverse initiatieven onderneemt op het gebied van e-government en multichanneling. Daarnaast heeft Australië een unieke overheidsdienstverlener, Centrelink, die voor een groot aantal departementen de diensten implementeert en uitvoert.

Wanneer we met zevenmijlslarzen door de casussen en lessen heenlopen dan kunnen we de lessen onder vijf thema's onderbrengen. Als eerste hebben een groot aantal lessen betrekking op hoe je multichannelmanagement op een systematisch manier kunt aanpakken. In het Australische onderzoek is er nadrukkelijk gekeken naar methoden en modellen om multichannelmanagement te ondersteunen. Een tweede thema is een bedrijfsmatige aanpak waarbij er gesproken wordt van klanten. Deze klant moet centraal worden gesteld en er wordt gewerkt aan one-stop shops die het voor burger en overheid makkelijker moeten maken. Veranderingsmanagement is het een derde thema, zowel voor de interne organisatie (veel Europese lessen gaan hierover) als van de externe klant (komt in bijna alle casussen terug). Het vierde thema, kanaalconfiguratie, richt zich op de mogelijkheden en beperkingen van nieuwe kanalen maar vraagt ook aandacht voor de traditionele kanalen. Het vijfde thema betreft het goed organiseren en zoveel mogelijk delen van de informatievoorziening en IT-systemen. Alle kanalen profiteren van het op orde zijn van de back-office en een multichannel benadering vraagt ook om aanpassingen in de legacy systemen in de back-office, vooral de meer geavanceerde scenario's.



# Inhoudsopgave

<b>1</b>	<b>Introductie</b>	<b>1</b>
1.1	In het kort: De internationale studie	1
1.2	Werkwijze: Onderzoeksaanpak en de selectie van landen en casussen	1
1.3	Leeswijzer	3
<b>2</b>	<b>De Europese studie</b>	<b>5</b>
2.1	Inleiding	5
2.2	The Irish Revenue Customer Contact Project	5
2.3	Contactpunt Vlaamse Infolijn	5
2.4	Integral and multichannel citizen service system	5
2.5	Multichannel Citizen Service Centers in Greece	5
2.6	Transforming Access to Services in local government	5
2.7	Europese lessen	5
<b>3</b>	<b>The Australian study</b>	<b>5</b>
3.1	Introduction	5
3.2	The AGIMO case	5
3.3	The Centrelink case	5
<b>4</b>	<b>The Canadian study</b>	<b>5</b>
4.1	Introduction	5
4.2	Case: Canada Business Service Centers	5
4.3	Case: Service Canada	5
4.4	Research Project: Individual and Corporate Electronic Services	5
4.5	Research Project: New Partnership Models for Public Services Delivery	5
4.6	Discussion	5
4.7	Canadian lessons learned	5
<b>5</b>	<b>De multichannel lessen samengebracht</b>	<b>5</b>
	<b>Referenties</b>	<b>5</b>
	<b>Appendix A. Thema's en lessen</b>	<b>5</b>
	<b>Appendix B. Overzicht van lessen per casus</b>	<b>5</b>





# 1 Introductie

## 1.1 In het kort: De internationale studie

Multichannel overheidsdienstverlening vindt in vele landen plaats zonder dat er veel van elkaar geleerd wordt. Dit is zonde omdat er veel overeenkomsten zijn tussen de kansen en uitdagingen van multichannelmanagement. Bijvoorbeeld, veel landen hebben gemengde ervaringen met de introductie van elektronische overheidsdiensten, zowel op het gebied van het aanbieden van diensten als het gebruik ervan door burgers en het bedrijfsleven.

In dit rapport brengen we een aantal casussen uit Europa, Canada, en Australië bij elkaar en identificeren en beschrijven een aantal lessen op basis van een analyse van deze casussen. De beschrijving en analyse zijn vooral gericht op het verkrijgen van inzicht in de strategie- en coördinatieaspecten en worden ook gebruikt in de betreffende rapporten over strategie en coördinatie uit het ‘Kanalen in Balans’-project (KiB):

- De *Europese casussen* zijn vooral geselecteerd en geanalyseerd vanuit het strategisch perspectief. Deze strategische studie is ook opgenomen in de strategie deliverable (Pieterse, 2008) voor de integratie met de Nederlandse studies en om bij te dragen aan het ontwikkelen van strategische inzichten.
- De *Canadese casussen* zijn vooral geselecteerd en geanalyseerd vanuit het coördinatieperspectief. Voor het coördinatieperspectief is een deel van deze studie opgenomen in de coördinatie deliverable (Klievink & Janssen, 2008) voor de integratie met de Nederlandse studies en om bij te dragen aan het ontwikkelen van coördinatieinzichten.
- De *Australische casussen* zijn vooral geselecteerd vanwege hun interessante kenmerken. De analyse is sterk verkennend en gericht op het maken en ondersteunen van kanaalbeslissingen en op het inrichten en functioneren van kanalen. De Australische studie is meer diepgaand uitgevoerd dan de Europese en Canadese studies en wordt uitgebreider gepresenteerd in een aparte deliverable (Fiebert, 2008). Dit is ondermeer gedaan om nog een aparte discussie over de Australische casussen te kunnen voeren en in deze deliverable niet onevenredig veel aandacht aan de Australische casussen te besteden.

Kortom, internationale casussen en lessen zoals beschreven in deze deliverable bevatten waardevolle, rijke en gedetailleerde informatie over multichannelmanagement. Daarnaast zijn de lessen gebruikt om de raamwerken voor multichannelstrategieën en -coördinatie te ontwikkelen waar in de specifieke deliverable over deze onderwerpen nader op wordt ingegaan.

## 1.2 Werkwijze: Onderzoeksaanpak en de selectie van landen en casussen

In de internationale studie hebben we gekozen voor landen en casussen welke redelijk vergelijkbaar zijn met Nederland (bijvoorbeeld een vergelijkbaar welvaartsniveau), voorop lopen in het vernieuwen van de overheidsdienstverlening (op basis van de e-

government readiness to weergegeven in Figure 1), en vooruitstrevendheid van de dienstverleningsstrategie, (weergegeven in Figure 2) en die toegankelijk zijn voor onderzoek (bijvoorbeeld Engelstalige documentatie). Dit heeft geleid tot de selectie van de volgende landen/regio's: Europa, Canada, en Australië.

1	Sweden	0.9157	18	New Zealand	0.7392
2	Denmark	0.9134	19	Ireland	0.7296
3	Norway	0.8921	20	Spain	0.7228
4	United States	0.8644	21	Iceland	0.7176
5	Netherlands	0.8631	22	Germany	0.7136
6	Republic of Korea	0.8317	23	Singapore	0.7009
7	Canada	0.8172	24	Belgium	0.6779
8	Australia	0.8108	25	Czech Republic	0.6696
9	France	0.8038	26	Slovenia	0.6681
10	United Kingdom	0.7872	27	Italy	0.6680
11	Japan	0.7703	28	Lithuania	0.6617
12	Switzerland	0.7626	29	Malta	0.6582
13	Estonia	0.7600	30	Hungary	0.6485
14	Luxembourg	0.7512	31	Portugal	0.6479
15	Finland	0.7488	32	United Arab Emirates	0.6301
16	Austria	0.7428	33	Poland	0.6117
17	Israel	0.7393	34	Malaysia	0.6063

Figure 1. Top 34 Countries in the 2008 E-Government Readiness Index (United Nations, 2008)



Figure 2. Strategic shifts in service approaches (Accenture, 2006)

### De Europese casussen

Voor de selectie van de Europese casussen is er gebruik gemaakt van epractice.eu ([www.epractice.eu](http://www.epractice.eu)) portal van de Europese Commissie. Uit deze practices is een selectie gemaakt die betrekking heeft op multichannelmanagement, waarbij met name practices op het gebied van strategie nader onderzocht zijn:

- The Irish Revenue Customer Contact Project (Ierland)  
<http://www.epractice.eu/cases/2219>

- Contactpunt Vlaamse Infolijn (België)  
<http://www.epractice.eu/cases/1025>
- Integral and multichannel citizen service system (Spanje)  
<http://www.epractice.eu/cases/1018>
- Multichannel Citizen Service Centers in Greece (Griekenland)  
<http://www.epractice.eu/cases/1004>
- Transforming Access to Services in local government (Groot Brittanië)  
<http://www.epractice.eu/cases/1001>

#### *De Canadese casussen*

Canada wordt vaak genoemd als een gidsland op het gebied van e-government. Interessant zijn de service centers voor burgers (Service Canada) en bedrijven (Business Service Centers), waar een multichannelaanpak (click-call-visit) gehanteerd wordt in combinatie met een soort ‘wegwijzer’-functie voor de overheid. Daarnaast vond er in Canada de dg.o 2008, een internationale conferentie op het gebied van e-government onderzoek plaats. Dit bood de gelegenheid om twee Canadese onderzoeksprojecten op het gebied van multichanneling en e-government te bezoeken.

#### *De Australische casussen*

Australië is een ander land dat vaak vooroploopt in e-government strategievorming (rechtsboven in het kwadrant van Figure 2) en dienstverlening. Australië kent een overheidsbeleid op het gebied van multichannel dienstverlening (ondersteunt door een strategie en tools) en een aparte overheidsorganisatie die verantwoordelijk is voor het vernieuwen van de overheid met ICT: Australian Government Information Management Office (AGIMO). Deze organisatie biedt, bijvoorbeeld, een stappenplan voor de multichannelstrategie aan. Een belangrijke overheidsdienstverlener is Centrelink. Een omvangrijke organisatie welke voor meerder ministeries en overheden werkt. Interessant is dat er een breed scala aan klanten (ondermeer studenten, werkzoekenden, families, en gepensioneerden) vanuit één organisatie wordt bediend.

#### *Casus synthese*

Naast het identificeren van lessen per case, is het ook van belang de lessen samen te brengen. Voor strategie (Europese cases) en coördinatie (Canadese cases) doen we dit in samenhang met de Nederlands cases in de KiB-rapporten Kanaalstrategie (Pieterse, 2008) en Coördinatie (Klievink & Janssen, 2008). Een meer diepgaande analyse van de Australische cases is te vinden in een aparte deliverable (Fielt, 2008).

In deze deliverable brengen we de lessen van de verschillende casussen samen onder een aantal thema's op grond van hun onderlinge gelijkenissen. Deze thema's geven een goed beeld van wat er van de cases te leren valt. Doordat het aantal cases gering is en we geen uitspraken kunnen doen over hun representativiteit, zijn uitspraken over in hoeverre deze thema's de belangrijkste factoren afdekken niet mogelijk.

### **1.3 Leeswijzer**

In de overige hoofdstukken beschrijven we de verschillende cases en identificeren we de geleerde lessen. We doen dit per land/regio in de volgorde Europa (nadruk op strategie),

Australië (nadruk op ontwerp en configuratie) en Canada (nadruk op coördinatie)<sup>1</sup>. In het laatste hoofdstuk beschrijven we de thema's waaronder we de lessen hebben samengebracht. Appendix A bevat een overzicht van alle lessen per case.

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<sup>1</sup> De hoofdstukken over de Australische en de Canadese cases zijn in het Engels geschreven omdat het bronmateriaal ook in het Engels beschikbaar was.

## 2 De Europese studie

### 2.1 Inleiding

Een aantal andere Europese landen en/of organisaties heeft al behoorlijk veel ervaring met Multichannelmanagement. In dit hoofdstuk wordt een aantal Europese best practices op het gebied van multichanneling geanalyseerd. Er is een selectie gemaakt van best practices uit de epractice.eu database, een kennisbank met best practices op het gebied van de elektronische overheid. Hieruit zijn de volgende best practices geselecteerd:

- The Irish Revenue Customer Contact Project (Ierland)  
<http://www.epractice.eu/cases/2219>
- Contactpunt Vlaamse Infolijn (België)  
<http://www.epractice.eu/cases/1025>
- Integral and multichannel citizen service system (Spanje)  
<http://www.epractice.eu/cases/1018>
- Multichannel Citizen Service Centers in Greece (Griekenland)  
<http://www.epractice.eu/cases/1004>
- Transforming Access to Services in local government (Groot Brittanië)  
<http://www.epractice.eu/cases/1001>

Deze best practices zijn geselecteerd op grond van de volgende criteria. In de eerste plaats moeten de casussen een duidelijk multichannelkarakter hebben. Multichanneling hoeft niet per sé het hoofddoel te zijn van de practice, maar daar wel een belangrijk onderdeel in zijn. In de tweede plaats moet er een duidelijk resultaat op strategisch niveau uit de casus te destilleren zijn; projecten die nog in een beginfase zitten zijn te weinig bruikbaar om lessen uit te leren. In de derde plaats moest documentatie, of contactinformatie van de initiatiefnemers aanwezig zijn om een goed beeld van de casus te kunnen vormen.

Van elke casus is de documentatie doorgenomen en eventueel contact opgenomen met de contactpersoon voor aanvullende informatie. Vervolgens is een beschrijving gemaakt, wordt inzichtelijk gemaakt wat de resultaten van het project zijn en wordt een overzicht gegeven van de succes- en faalfactoren. Aan het einde van het hoofdstuk worden in meer algemene termen een aantal conclusies getrokken en wordt ingegaan op de implicaties van de best practices binnen Kanalen in Balans.

### 2.2 The Irish Revenue Customer Contact Project

#### 2.2.1 Beschrijving

In het begin van het millennium was de klanttevredenheid van de klanten van de Ierse belastingdienst (The Irish Revenue) aan het afnemen. Onder druk van de overheid is de Irish Revenue een project gestart om de klanttevredenheid over de dienstverlening te verbeteren en de druk op de traditionele kanalen te verlichten. Concrete aanleiding voor het project was een organisatieverandering, waardoor er aandacht voor de dienstverlening in de organisatie ontstond.

Kern van het project was het online toegankelijk maken van dienstverlening (online self-service). Vervolgens zijn verschillende andere kanalen (e-mail, sms, interactive voices response (IVR) en papieren formulieren) aan het systeem gekoppeld. Het systeem is gericht op transacties voor burgers. Alle kanalen in het systeem maken gebruik van een gemeenschappelijke web service infrastructuur en alle kanalen zijn uiteindelijk aan één back-office gehangen (Integrated Contacts). Dit maakt het mogelijk om een volledig klantbeeld te creëren dat aan de medewerkers aan de balie en telefoon ontsloten kan worden. Het unieke van dit systeem is dat burgers via sms en e-mail een update kunnen krijgen van de status van hun proces.

### 2.2.2 Resultaten

Het systeem is in 2005 voor het eerst ingezet met beperkte functionaliteit. In dat jaar zijn in totaal 90.000 self-service transacties door burgers afgehandeld. Hoewel dit niet direct terug te zien is in een daling van het aantal telefoontjes en baliebezoeken, ligt het voor de hand om aan te nemen dat deze transacties anders via één van de traditionele kanalen zouden zijn afgehandeld. Eind 2006 was het systeem volledig operationeel en alleen al in februari 2007 zijn 80.000 transacties afgehandeld. Het totaal aantal transacties over 2007 was 330.000. Het totaal aantal telefoontjes over 2007 daalde met 6% ten opzichte van 2006. Hier moet wel opgemerkt worden dat er een lichte stijging van 3% in het baliebezoek was. Ook het aantal papieren formulieren daalde met 2%. De afhandeltijden zijn ook versneld met het nieuwe systeem en zijn onder de 20 werkdagen gekomen, waardoor The Irish Revenue nu aan de service doelstellingen voldoet.

### 2.2.3 Succes- en faalfactoren

- Commitment van het management, waardoor support te verkrijgen was
- Relatief kleine werkgroep kwam slagvaardigheid ten goede
- Incrementeel ontwikkelproces, stap voor stap implementatie maakte een goed leertraject mogelijk
- Het veranderproces in termen van implementatie van het systeem en cultuurverandering in de organisatie duurde langer dan verwacht. Er bleek toch veel (onvoorziene) weerstand te zijn.
- Niet altijd was de juiste bemensing en kennis voorhanden in de organisatie, dit vertraagde het proces
- Omdat het een relatief nieuw systeem was, moest alles op technisch vlak nieuw uitgedacht worden. Consequenties hiervan in termen van bijvoorbeeld support waren onvoorzien
- Marketing van de diensten bleek moeilijker dan gedacht, burgers gaan niet automatisch het nieuwe systeem gebruiken, ook al heeft het wel duidelijke voordelen.

## 2.3 Contactpunt Vlaamse Infolijn

### 2.3.1 Beschrijving

Contactpunt Vlaamse Infolijn (CVI) is een geïntegreerd klantcontactcentrum van de Vlaamse Overheid. Via verschillende kanalen (telefoon, e-mail, chat, co-browsing<sup>2</sup>, de portal site [www.vlaanderen.be](http://www.vlaanderen.be) en het self-service kanaal) voorziet het CVI de Vlaamse

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<sup>2</sup> Ook wel “assisted web-support” genoemd, hierbij kijkt een agent mee terwijl de burger van het web gebruik maakt.

burger van informatie over de overheid. Daarnaast is een beperkt aantal transacties mogelijk binnen het CVI, zoals het aanvragen van een brochure of het opvragen van de status van bijvoorbeeld een subsidieaanvraag.

Aanleiding om het CVI te starten is gelegen in de Vlaamse wet op de openbaarheid van bestuur. De Vlaamse overheid probeert actief de kloof met de burger te dichten en het CVI wordt gezien als middel om de burger beter toegang te geven tot de informatie van de overheid. Het CVI project is begonnen in 1999 en loopt door tot op heden.

Wat betreft de techniek bestaat het CVI uit een tweetal systemen. De informatie zelf wordt in één back-office opgeslagen en wordt door middel van scripts uit het Content Management Systeem (CMS) ontsloten. Alle contacten, ongeacht het kanaal, worden geregistreerd in het Customer Relationship Management (CRM) systeem.

### 2.3.2 Resultaten

De aantallen contacten via het CVI zijn in de loop der jaren sterk gegroeid. Onderstaande tabel geeft een overzicht van de verschillende contacten per kanaal.

Tabel 2. Ontwikkeling contacten CVI

	1999	2000	2001	2002	2003	2004	2005	2006
Telefoon	57.207	163.079	421.286	583.418	583.464	1.027.426	1.024.241	1.113.792
E-mail	2.360	4.440	8.836	13.620	9.848	15.748	24.992	57.247
Chat	–	–	–	52	1.818	2.971	3.694	5.169
& Co-Browsing								
Totaal	59.567	167.519	430.122	597.090	595.130	1.046.145	1.052.927	1.176.359

Verder laten de metingen van de klanttevredenheid zien dat ruim 90% van de burgers die contact hebben met het CVI tevreden is met de dienstverlening van het CVI. Verder is een belangrijk resultaat dat het CVI een landelijke (Vlaanderen) voorziening is die overheidsinformatie op alle niveaus ontsluit, hiermee is het een unieke casus wat betreft deze schaal.

### 2.3.3 Succes- en faalfactoren

- Ondersteuning door wetgeving maakt het makkelijk om dingen geregeld te krijgen.
- Het CVI laat bestaande dienstverleningsstructuren in stand, hierdoor is het makkelijker om medewerking van de organisaties te krijgen
- Samenwerking is vaak lastig, goede communicatie is lastiger te organiseren dan vaak gedacht wordt.

## 2.4 Integral and multichannel citizen service system

### 2.4.1 Beschrijving

Het Integral and Multichannel Citizens Service System (Sistema Integral Multicanal de Atención al Ciudadano; SIMAC) is in 2007 opgezet als uitvoering van het plan om in de regio Valencia de sprong te maken van een elektronische overheid, naar een informatie-overheid. Achterliggende gedachte daarbij was gelijksoortig aan die van het CVI; de relatie met de burger verbeteren en de toegankelijkheid van overheidsinformatie verbeteren. Het SIMAC doet dit door de regionale en lokale overheidsinformatie via meerdere

kanalen toegankelijk te maken. Hiermee is ook dit project organisatieoverstijgend. Wat het SIMAC project bijzonder maakt is dat vanaf de start van het project als belangrijke doelstelling is opgenomen om ook de cultuur in de verschillende overheidsorganisaties te veranderen (richting van een burgergeoriënteerde cultuur).

Het project maakt overheidsinformatie en transactiediensten toegankelijk via verschillende kanalen (web, mobiele-web, telefoon, e-mail) én integreert bestaande websites, zodat deze dezelfde content gebruiken. Het project leunt daarmee op een drietal pijlers: 1) Integratie van systemen, 2) Interactiviteit tussen burgers en overheden en 3) Interoperabiliteit tussen overheden.

#### **2.4.2 Resultaten**

Resultaten zijn ook vergelijkbaar met die van het CVI. Het gebruik van de verschillende kanalen is enorm gegroeid en ook de klanttevredenheid met de dienstverlening is hoog. Verder is de interne efficiency enorm verbeterd, doorlooptijden en daarmee proceskosten zijn gedaald. In totaal worden op jaarbasis zo'n 29.000.000 contacten afgehandeld. Het aanbod van elektronische diensten staat inmiddels op 282. In het proces zijn 120.000 ambtenaren betrokken, waarvan 200 direct binnen de projectorganisatie.

#### **2.4.3 Succes- en faalfactoren**

- Het inbedden van de organisatieverandering in het proces, bijvoorbeeld door trainingen. Dit heeft het veranderproces versneld.
- Het betrekken van burgers in het ontwerpproces (door onderzoek, focusgroups, surveys, etc.) heeft de acceptatie onder burgers vergroot.
- Met de technologische complexiteit is omgegaan door exclusief met een softwareleverancier in zee te gaan (Oracle).
- Organisatieverandering was lastig, met name de gewenste cultuurverandering om klantgericht te werken. Om dit op te lossen zijn bepaalde organisatieprocessen opnieuw ingericht en zijn tools<sup>3</sup> ontwikkeld om te helpen bij de verandering.
- Het migreren van informatie uit de oude systemen in een datasysteem was moeilijk, vanwege interoperabiliteitskwesties.

### **2.5 Multichannel Citizen Service Centers in Greece**

#### **2.5.1 Beschrijving**

Het multichannel Citizen Service Centers (CSC) project in Griekenland is in bepaalde opzichten vergelijkbaar met het CVI en SIMAC. Ook in Griekenland bestond de wens om de publieke dienstverlening te verbeteren en hierbij werd ook vooral technologie als middel gezien om dit te realiseren. Het probleem dat in Griekenland bestaat is dat het digitale toegangs- en vaardigheidsniveau beduidend lager is dan het Europese gemiddelde. Hierom is besloten om het persoonlijke contact tot de spil van het CSC project te maken.

Door het land zijn verschillende kantoren geopend (inmiddels 1054) waar burgers geassisteerd worden bij het gebruiken van elektronische diensten (of een medewerker doet het

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<sup>3</sup> Op moment van schrijven waren de specifieke tools nog niet beschikbaar voor (onze) analyse; in het vervolg van Kanalen in Balans zullen deze meegenomen worden bij de verdere invulling van het KanaalKompas.



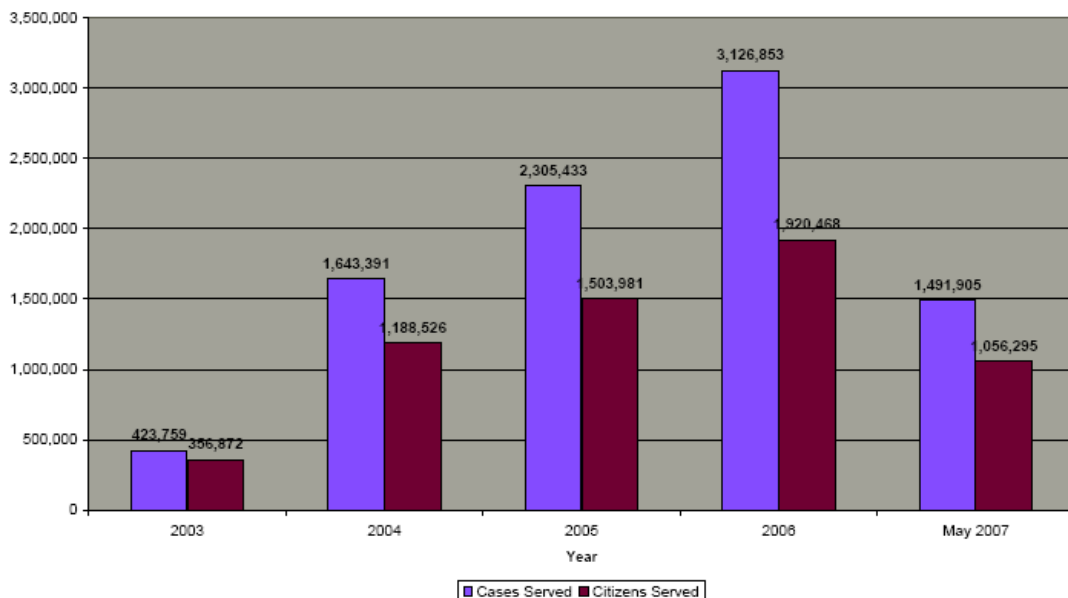
voor de burger). Daarnaast is een 24/7 call center ingesteld en is een webportaal ingericht, alle informatie en diensten via de drie kanalen komen ook hier uit dezelfde bron.

Het CSC project gaat daarbij dus uit van een integratie van de drie voornaamste dienstverleningskanalen. Belangrijke gedachte achter het concept is dat de efficiëntiewinst vooral aan de achterkant gemaakt kan worden. Als de organisatie van de back-office goed is, kunnen tevens de doorlooptijden aan de front-office gereduceerd worden; hierdoor zou de totale efficiëntie (ondanks de personele investeringen) toch kunnen toenemen.

Het project is geïnitieerd door het ministerie van binnenlandse zaken en overheidsorganisaties kunnen participeren in het CSC, mits ze hun processen zo stroomlijnen dat de dienstverlening interoperabel wordt aan die van het CSC. Het CSC is daarnaast een dienstverleningsstructuur die erbij komt en de bestaande kanalen dus niet vervangt. Voor de organisatie van het CSC is een aparte projectorganisatie opgericht die buiten de bestaande hiërarchie valt; dit heeft als grote voordeel dat de flexibiliteit in de besluitvorming enorm toenam. Met een omvangrijke campagne is de invoering van het CSC project ondersteund. Bijzonder hierbij is ook dat alle drie kanalen in gelijke mate gepromoot zijn.

## 2.5.2 Resultaten

Het gebruik van het CSC, zowel als gekeken wordt naar de contacten met de burger, alsook in termen van deelnemende organisaties is sterk gegroeid sinds de ingebruikname in 2003.



Figuur 14. Gebruik van het CSC

Verder blijkt de efficiëntiestrategie te werken; het project heeft geleid tot een reductie in de kosten van de overheidsdienstverlening, daarnaast is de klanttevredenheid van de burgers gegroeid.

### 2.5.3 Succes- en faalfactoren

- Voornaamste succesfactor is juist de baliedienstverlening geweest, hierdoor is de toegankelijkheid van de overheidsdienstverlening sterk vergroot. Daarnaast treedt door de hulp aan de balies een sterk leereffect in het gebruik van e-dienstverlening op.
- De Griekse casus laat zien dat traditionele dienstverlening een stuk efficiënter kan worden als de technologische processen goed georganiseerd zijn.
- Risico bestaat dat dit soort projecten, door de grote technologische component verworden tot een ICT-project. Daarvoor moet gewaakt worden. In dit project is dat gedaan door altijd de mix van technologie en service (dienstverlening) centraal te stellen.

## 2.6 Transforming Access to Services in local government

### 2.6.1 Beschrijving

Het Transforming Access to Services (TATS) project in de gemeente Newport is een voortvloeisel van het Britse nationale beleid om de overheid toegankelijker en klantvriendelijker te maken. Hiermee wijkt de achtergrond nauwelijks af van die van de andere best practices. Evenals het Griekse CSC project is ook TATS gericht op het integreren van de bestaande kanalen (balie, telefoon en website), maar waar CSC alle kanalen open stelt, is het uiteindelijke doel van TATS wel om de burger van de balie, via de telefoon naar het web te migreren. Dit is wel een lange termijn doelstelling waarover geen tijdspad is afgesproken. Binnen TATS worden vooral communicatie en educatie ingezet om de burger naar het web te bewegen.

De visie om toegankelijkheid en kwaliteit van dienstverlening te vergroten is in de strategie omgezet in drie pijlers:

- Totale keuzevrijheid van kanaal
- “High Quality Performance”, bijvoorbeeld door consistente antwoorden en een hoog serviceniveau
- Cultuurverandering, gericht op efficiëntie en klantwaarden, bijvoorbeeld door Business Process Reengineering (BPR) te combineren met consultatie en educatie

Voor de invoering van TATS is een projectorganisatie ingericht op twee niveaus, te weten op beleidsmatig en uitvoerend niveau. De reden hiervoor is om het waarborgen van de steun op de verschillende niveaus in de organisatie en communicatieproblemen te voorkomen. Burgers zijn veelvuldig geraadpleegd tijdens de implementatie over de vormgeving van de dienstverlening. Ook hier is gebruik gemaakt van een nauwe samenwerking met één softwareleverancier (ORACLE) om technische problemen te voorkomen.

### 2.6.2 Resultaten

Resultaten laten vooral een sterke stijging zien in de klanttevredenheid met de dienstverlening van de gemeente. Het aantal contacten is niet sterk veranderd, maar de afhandeling daarvan wel; processen gaan tot 20% sneller. Ook de snellere afhandeling heeft tot een stijging van de klanttevredenheid en een daling van de kosten van de dienstverlening geleid. De gemeente ontving in het eerste jaar 250 spontane complimenten van burgers over de dienstverlening, terwijl dit aantal in de jaren ervoor te verwaarlozen was.

### 2.6.3 Succes- en faalfactoren

- De aandacht voor technologische, culturele en organisatieaspecten maken het proces soepel
- Projectorganisatie op beleidsmatig en uitvoerend niveau om waarborgen commitment
- Het betrekken van burgers
- Met de technologische complexiteit is omgegaan door exclusief met een softwareleverancier in zee te gaan (Oracle).
- Er is nog weinig bekend over de realisatie van de lange termijnvisie. Het blijkt lastiger dan gedacht om de burger naar het web te sturen.

## 2.7 Europese lessen

De verschillende projecten zijn allemaal verschillend van aard en opzet; er zijn projecten die nationaal en lokaal geïnitieerd zijn. Het ene project is vooral gericht op nieuwe kanalen en de migratie naar de elektronische kanalen, terwijl andere projecten gericht zijn op de toegankelijkheid van alle kanalen. Er zijn echter een aantal aspecten, die alle best practices gemeen lijken te hebben en die hierna besproken worden.

### *Betrokkenheid*

De eerste factor is de betrokkenheid (commitment); hierbij gaat het om het commitment van de mensen die verantwoordelijk zijn voor de multichannelstrategie (in Nederland is de IB-Groep is daarvan een treffend voorbeeld). Het gaat echter ook om commitment op beleidsniveau, helemaal bij projecten die organisatieoverstijgend zijn is het van belang dat het management gecommitteerd is aan de doelstellingen van het project en ook een mandaat geeft voor de realisatie ervan. In nagenoeg alle best practices was het management overtuigd van de noodzaak tot verandering; dit heeft in veel gevallen de besluitvorming rondom het proces versoepeld en versneld. Commitment van het uitvoerend personeel is een laatste noodzakelijke factor; in een aantal van de casussen is specifiek aandacht geformuleerd voor de rol van het personeel en zijn bijvoorbeeld de call-center werknemers nauw bij het project betrokken geweest, enerzijds door ze tijdig te informeren en voorlichten over het project, anderzijds door hun input te gebruiken in het proces.

### *Aandacht voor organisatieaspecten*

Veel ICT-projecten, en strategische multichannelmanagement projecten zijn daarop geen uitzondering, falen door een te beperkte focus op alleen ICT (zie bijvoorbeeld Heeks, 2006). In alle best practices die in deze rapportage zijn besproken is ruime aandacht voor aspecten die minstens zo belangrijk zijn als alleen de realisatie van de technologische infrastructuur; met name de organisatieverandering en de cultuurverandering die daarmee gepaard gaat. Het veranderen van de bureaucratische en hiërarchische cultuur werd in opvallend veel best practices als belangrijk aandachtspunt genoemd dat meegenomen moet worden in de strategie en veel ingrijpender blijkt te zijn dan vooraf werd gedacht en gehoopt.

### *Aandacht voor de klant*

De meeste organisaties hebben klantgerichtheid als een van de voornaamste achterliggende gedachten om een multichannelstrategie op te zetten. De succesvolle organisaties kenmerken zich door a) veel kennis over het gedrag van de klant (net zoals de IBG), deze kennis is nodig om het klantgedrag te kunnen beïnvloeden, te voorspellen en om de

dienstverlening daarop te kunnen inrichten. Bovendien is het een manier om de klant te betrekken in de multichannelstrategie, bijvoorbeeld door onderzoek naar de wensen, behoeften en gedragingen van de klant. Het blijkt lastig om als organisatie in te schatten wat de klant wil en dat maakt het bijna noodzakelijk om de klant bij de strategievorming te betrekken.

#### *Aandacht voor de achterkant*

Opvallend punt dat we in bijna alle casussen terug zien is dat de grootste efficiëntiewinst niet aan de voorkant (bijvoorbeeld door minder fte's<sup>4</sup> aan de balie), maar aan de achterkant behaald wordt. Door goede werkprocessen en een goede front- en back-office integratie blijkt de grote winst in termen van efficiëntie te liggen in het reduceren van afhankeltijden, foutreductie en minder uitval. In Griekenland werd de dienstverlening zelfs na het openen van fysieke servicepunten efficiënter als gekeken wordt naar de totale kosten.

#### *Loskoppelen van kanalen en systemen*

Loskoppelen van kanalen en het creëren van een gemeenschappelijk infrastructuur voor alle kanalen lijkt belangrijk te zijn. Deze infrastructuur zorgt ervoor dat product en klant-informatie in alle kanalen aanwezig is. In D2.2 (Klievink & Janssen, 2008) wordt hierop verder ingegaan.

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<sup>4</sup> Full Time Equivelant

## 3 The Australian study

### 3.1 Introduction

Australia has been recognized as one of the leading countries with respect to the development of e-government strategies and the implementation of e-government initiatives. In this chapter we take a closer look at two cases in Australia: the Australian Government Information Management Office (AGIMO) and Centrelink. **A more extensive description and discussion of the Australian case studies** can be found in the deliverable D2.3.1 ‘Multichannel service delivery by Australian government organizations’ (Fielt, 2008).

Australia has a specific organization responsible for increasing the productive application of ICT in government administration, information and services: the Australian Government Information Management Office (AGIMO) (<http://www.finance.gov.au/e-government/index.html>). AGIMO worked on multichannel service delivery as part of a strategic approach for service delivery: Australian Government's Access and Distribution Strategy. Therefore, AGIMO was selected as the first case to study. For the AGIMO case study the data collection consisted of interviews with 2 senior managers responsible for activities with respect to multichannelling and documents provided by AGIMO (via the interviewees and the website). In addition other documentation was collected from other government organizations based upon references in the interviews.

One of the largest government service delivery organizations in Australia is Centrelink. Centrelink ([www.centrelink.gov.au](http://www.centrelink.gov.au)) is a multi-purpose government services delivery agency directed at assisting people to become self-sufficient and supporting those in need. It provides a ‘one-stop shop’ that offers a wide range of services to different kinds of customers on behalf of several client departments. For the Centrelink case study the data collection consisted of interviews with 4 senior managers responsible for channel strategy, business process design and ICT and documents provided by AGIMO (via the interviewees and the website). A visit to a Centrelink service centre was made and their service delivery via their website was tried, as far as possible. Also documentation from other government organizations was collected based upon searches on their website (such as one of the departments that makes use of Centrelink and the Australian National Audit Office who publishes reports on Centrelink audits). In addition, publications on Centrelink by other researchers were studied, in particular from a political and social sciences background.

More information on Australia (officially the Commonwealth of Australia) can be found via Wikipedia (<http://en.wikipedia.org/wiki/Australia>) and the Australian Government, in particular the Department of Foreign Affairs and Trade (<http://www.dfat.gov.au/geo/australia/>). This contains, amongst others, information about Australia’s system of government that is founded on the liberal democratic tradition and has many similarities with the British and North American models ([http://www.dfat.gov.au/facts/sys\\_gov.html](http://www.dfat.gov.au/facts/sys_gov.html)). While we focus on the organizational insights, it has to be taken into account that Australia differs in a number of ways from the Netherlands. There are two important differences that we want to draw attention to. Firstly, Australia has two levels of government: federal and state or territory. Responsibilities of the states or territories include education, transport, health and law enforce-

ment. Secondly, there are about 21 million Australians compared to about 16 million Dutch while Australia's total area is 7,741,220 km<sup>2</sup> compared to the Netherlands' total area of 41,526 km<sup>2</sup>. A large part of the Australian population lives in urban areas at the coast while a small part lives in rural or remote areas. Moreover, a large part of land is desert or semi-arid.

### 3.2 The AGIMO case

In this section we take a closer look at the Australian Government Information Management Office (AGIMO). We introduce the AGIMO organization and describe the AGIMO products directly related to multichannel service delivery. Thereafter, we discuss the lessons learned for the KiB project. **A more extensive description and discussion of AGIMO** can be found in the deliverable D2.3.1 'Multichannel service delivery by Australian government organizations' (Fielt, 2008).

#### 3.2.1 AGIMO organization

The purpose of AGIMO ([www.finance.gov.au/agimo](http://www.finance.gov.au/agimo)) is to increase the productive application of ICT in government administration, information and services. AGIMO is a business group of the Australian Department of Finance and Deregulation ([www.finance.gov.au](http://www.finance.gov.au)) and supports Australian government departments and agencies. AGIMO works with governments and other bodies at the local, state, national and international levels. A General Manager, also titled the Australian Government Chief Information Officer, heads AGIMO and is supported by two division managers managing five different branches: Strategic Directions, Investments and Enabling Projects, Capability Building Projects, Service Delivery Operations, and Online Service Point.

AGIMO is leading government-wide ICT strategy, standards, and technical architecture, and embraces security and resilience issues. It provides strategic advice, activities and representation. Some of AGIMO's functions and responsibilities include supporting ICT committees of the government (secretaries, CIOs, business process transformation), working with governmental agencies on integration and interoperability, government e-procurement, secure government communication, authentication framework, and managing government directories and websites.

#### 3.2.2 AGIMO and multichannel service delivery

AGIMO worked on multichannel service delivery as part of a strategic approach for service delivery: Australian Government's Access and Distribution Strategy (AGIMO, 2006b). This strategy was accomplished by conceptual and practical tools relevant for service delivery and multichannelling.

##### *Australian Government's Access and Distribution Strategy*

Next to the Australian Government's e-Government Strategy (AGIMO, 2006a), there is the Australian Government's Access and Distribution Strategy (AGIMO, 2006b) targeted at the delivery of multichannel, multi-agency (integrated) services across the Australian Government. It describes the whole of government service delivery vision in terms of a staged model towards networked collaboration and a strategic framework that can act as a high-level roadmap for service reform and integration initiatives. The Access and Dis-

tribution Strategy also provides conceptual and practical tools: Managing Multiple Channels and the Service Delivery Capability Model (both described in more detail later).

A central element of the Access and Distribution Strategy is the Australian Government Service Delivery Framework (Figure 3), which offers a high-level roadmap for service reform and integration initiatives. This roadmap can assist agencies in identifying and exploiting new opportunities for innovative and collaborative service delivery. The framework is intended to promote a strategic approach to service delivery, not to replace existing approaches at agencies. This strategic approach is targeted at ensuring the own readiness of agencies to collaborate and benefiting from the capabilities of other agencies.

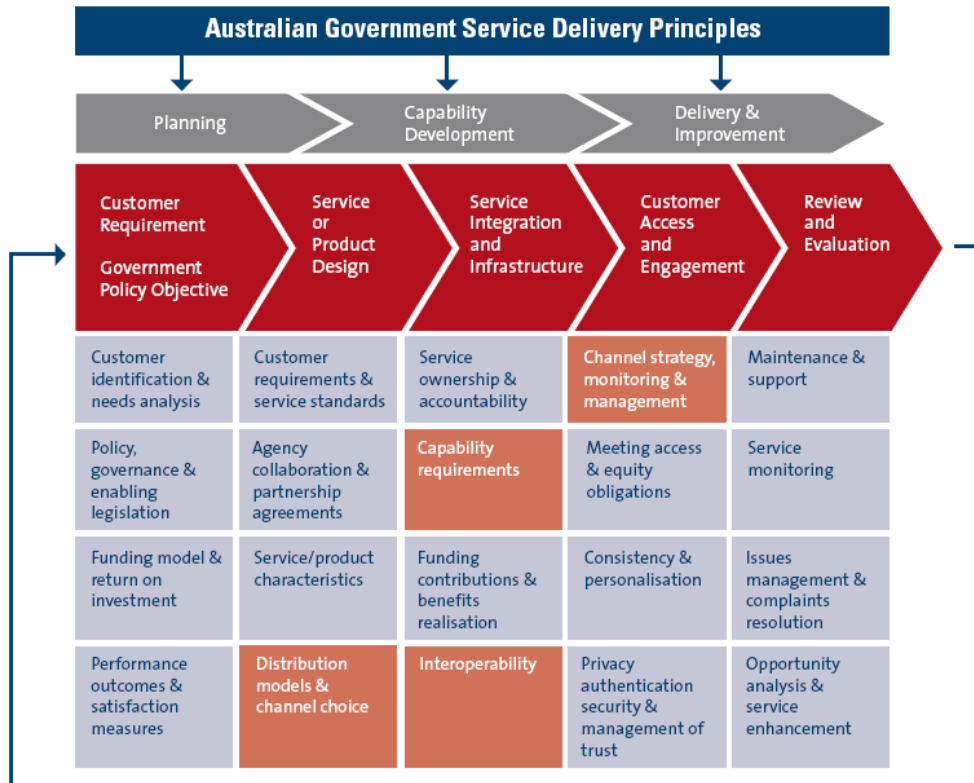


Figure 3. Australian government service delivery framework (AGIMO, 2006b)

A starting-point for the Australian Government Service Delivery Framework is the Australian Government Service Delivery Principles. These principles are commitment/trust, customer-centric, access/equity/choice, engagement, integration, collaboration, partnership, value creation, and adaptability. These principles should ensure consistency in planning and managing service delivery. While all these principles are relevant for multichannel service deliver, the access, equity, and choice principle is in particular targeted at multichannelling. It stresses maximizing technology and offering choice wherever possible. The idea of having these principles is comparable to the Citizen charter in the Netherlands (In Dutch: Burgerservicecode).

*Managing Multiple Channels (Channel Strategy)*

This tool (AGIMO, 2006b and 2006c) is intended as a guide for the strategic assessment and development of service delivery channels. It describes a method that provides insight

into the strategic considerations for developing a robust channel strategy and guidance for aligning customer needs, services outcomes and channel mix.

A channel strategy is defined as ‘a set of business driven choices aimed at delivering services to customers efficiently and effectively using the most appropriate mix of channels for the customer and the agency.’ According to the guide, benefits of a channel strategy include (AGIMO, 2006c):

- the alignment of customer needs, services, channels and agency priorities,
- improved cost efficiency of service delivery across multiple channels,
- seamless, integrated and consistent delivery of services across channels, and
- informed and prudent future channel investments.

Starting-point for the method is that agencies should base their choice of channel on the needs of the customer, the best fit with the service and the effectiveness and efficiency of each channel. According to the guide this is confirmed by studies measuring citizens’ satisfaction with government services and by government’s use of information technology.

The guide describes five elements (phases) that are the foundation for a channel strategy and that also detail possible considerations for the agency in relation to business objectives and priorities (Figure 4). In the elaboration most attention is given to phase one ‘situation analysis’ addressing the different types of services (information, interaction, and transaction), different types of channels, customer segmentation, channel usage and channel economics.

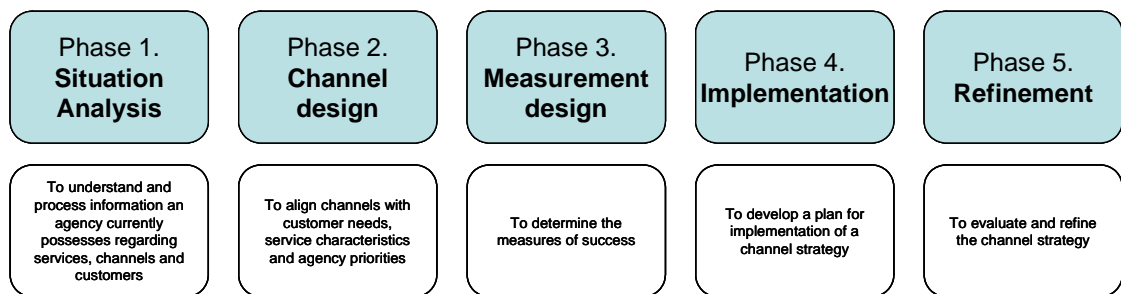


Figure 4. Channel strategy development (based on AGIMO, 2006c).

### *Service Delivery Capability Model*

The Service Delivery Capability Model (AGIMO, 2006b and 2006d) provides a guide for mapping an agency’s capability to deliver multi-agency, multichannel and customer-centric services. It is intended for policy developers as well as implementation planners and teams and meant for capability description, not for determining competence or maturity. For effective service delivery in a whole of government approach agencies need to understand their own service delivery capabilities and the capabilities of the agencies they want to collaborate with. This requires ‘a comprehensive way of ensuring that all elements that comprise capability are considered during policy development, implementation, planning and execution’ (AGIMO, 2006d).

Capability is defined by the guide as ‘the sum of all things that enable an organisation to deliver services’ (AGIMO, 2006d) with “the emphasis is on ‘all things’, ‘enable’ and ‘services.’” Services can refer to a range of services or a specific service. ‘Successful, multi-agency capability is predicated on an agreed language and framework to describe,



build and improve capability. A Service Delivery Capability Model must cover all things that enable an organisation to deliver services.’ The Australian Government model was chosen because of ‘its simplicity, its ease and breadth of application, and its balanced presentation of all elements of capability’ (AGIMO, 2006d).

The capability description is driven and bounded by an agency’s (or group of agencies’) service delivery context: government strategy and requirements, relevant legislation, budget, and customer needs. The capabilities elements that are distinguished are people, business practices (documented processes), facilities and equipment, ICT, (domain specific) knowledge and accountability & governance. Figure 5 presents the use of the capability model as strategic enabler for achieving a specific service delivery outcome.

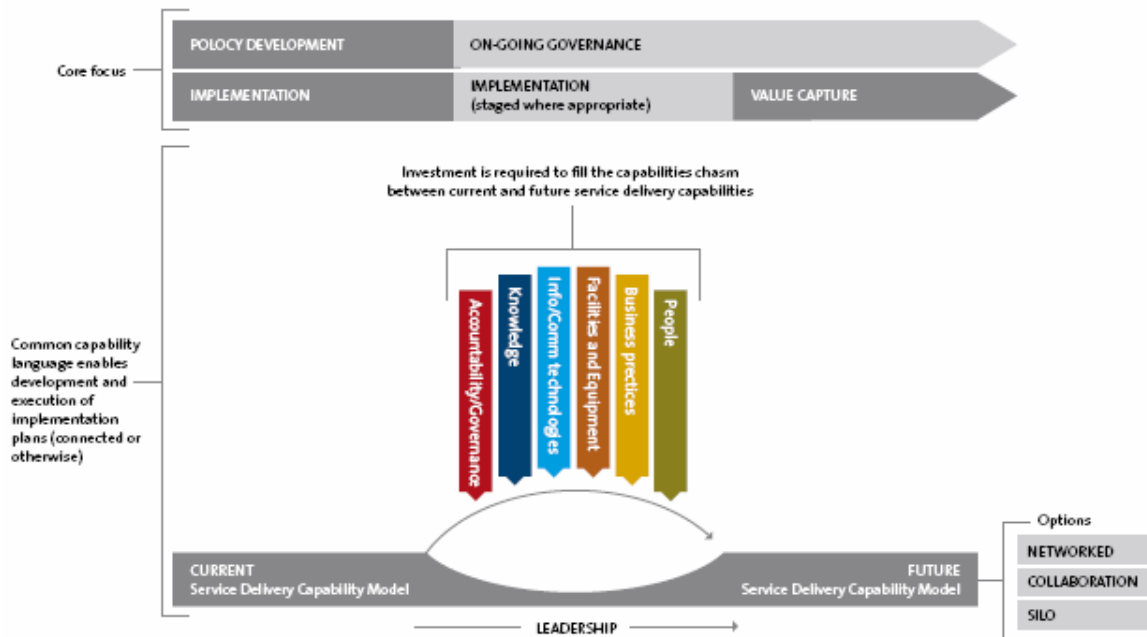


Figure 5. Australian government service delivery framework (AGIMO, 2006d)

### 3.2.3 Lessons learned

The AGIMO case highlights some interesting practices, both with respect to AGIMO as central organization for developing e-government initiatives and the specific products (strategies, models and tools) developed by AGIMO. In this study we focussed on the latter issue. The deliverable D2.3.1 ‘Multichannel service delivery by Australian government organizations’ (Fielt, 2008) discusses these products and the identification of the lessons learned more extensively.

AGIMO’s products in the area of multichannel service delivery are relevant for the KiB project, in particular Managing Multiple Channels which has already been used as starting-point for the development of the *Kanaalkompas*. Moreover, the Service Delivery Capability Model can also be applied to multichannel service delivery. The Australian Government Service Delivery Framework provides the bigger picture of multichannelling and can support identifying interdependencies for multichannel decisions. In addition to multichannel service delivery, AGIMO also offers a lot of products related to Whole of Government and multi-agent (integrated) services. This has a prominent focus in both the e-Government Strategy and the Access and Distribution Strategy and the subsequent de-

velopment of the Australian Government Architecture and the Interoperability Frameworks (see for this Fielt, 2008).

We conclude this section with some specific lessons with respect to practical insights (note that these are applicable both to a central organization or cooperative project and to a specific organization):

1. Service delivery strategy and framework

Develop a strategic approach towards service delivery. Define service delivery principles and the high level process. Pay attention to capabilities needed by the own and collaborating organizations. Provide more detailed support for key areas in the process, amongst other the channel strategy.

2. Channel strategy development method

Develop a method that describes the most important steps in developing a channel strategy. This method can guide the alignment of customer needs, service outcomes and channel mix.

3. Service delivery capability model

Develop a model to describe, build and improve the service delivery capabilities of the own organization and of the organizations one cooperates with.

4. Relate to service strategy and architecture

Link the multichannel strategy and models to the overall service (delivery) strategy and models, in particular the government architecture. In this way multichannelmanagement is consistent with and part of an overall approach.

5. The wider program and project context

Take into account the generic approaches and guidelines for program and project planning and evaluation. Program and project planning and evaluation for multichannel service delivery may have to comply with them and there is a pool of knowledge available that can be re-used for.

6. Apply general government principles wisely

General government (or organizational) principles can be used to promote multichannel service delivery. However, these generic principles can also limit the multichannel options and may not always result in the best solution in a particular situation. While the Australian ‘channel independence’ architecture principle supports multichannelling, it also may limit the multichannel options. Moreover, this principle has its origin in e-government and its underlying rationale promotes the electronic channel.

7. Responsibility for channel strategy and priorities

Consider carefully who should be made responsible for and involved in determining the channel strategy and priorities. A general question that can be raised is whether a

government agency (or an organizational unit) responsible for the application of ICT should be the focal point for developing and promoting multichannel strategies and models. This may influence the outcome in terms of the kind of channel strategy and the prioritization of strategic issues. Note that this responsibility may also have to change over time.

### 3.3 The Centrelink case

In this section we take a closer look at Centrelink. We first introduce the Centrelink organization and describe multichannel service delivery at Centrelink. Thereafter, we present the conclusions and lessons learned. **A more extensive description and discussion of Centrelink** can be found in the deliverable D2.3.1 ‘Multichannel service delivery by Australian government organizations’ (Fielt, 2008).

#### 3.3.1 The Centrelink organization

Centrelink ([www.centrelink.gov.au](http://www.centrelink.gov.au)) is a multi-purpose government service delivery agency directed at assisting people to become self-sufficient and supporting those in need. It provides a ‘one-stop shop’ that offers a wide range of services to different kinds of customers on behalf of several client departments. Centrelink was founded as a Statutory Agency in the Commonwealth Services Delivery Agency Act 1997. Centrelink’s origin lies in the service delivery organizations of the department of Education, Employment, Training and Youth Affairs and the department of Social Security.

Centrelink is part of the Department of Human Services (DHS) ([www.dhs.gov.au](http://www.dhs.gov.au)) that was established late 2004. This department brings together six service delivery agencies with the aim of improving the delivery of social and health-related services to the Australian people. Centrelink is by far the largest organization in the DHS portfolio. The other human services service organizations are Medicare Australia, Child Support Agency, Health Services Australia, CRS Australia and Australian Hearing.

Centrelink is offering a range of Commonwealth services and welfare payments to the Australian community under one roof on behalf of ten government policy departments and a number of other agencies. The policy departments Centrelink works on behalf for are:

1. Department of Families, Housing, Community Services and Indigenous Affairs.
2. Department of Employment and Workplace Relations.
3. Department of Transport and Regional Services.
4. Department of Veterans' Affairs.
5. Department of Health and Ageing.
6. Department of Education, Science and Training.
7. Department of Agriculture, Fisheries and Forestry.
8. Department of Foreign Affairs and Trade.
9. Department of Broadband, Communications and the Digital Economy.
10. Department of Immigration and Citizenship.

Centrelink was established to separate policy and implementation and to create a more business like approach with a focus on value for money. This is supported by ‘purchaser-provider arrangements’ that are the result of negotiations of Centrelink with policy departments and other government agencies. This is formalised in Business Partnership Agreements and Memoranda of Understanding. These agreements and memoranda have a strategic focus and detail the accountabilities Centrelink has to Government by specify-

ing joint program outcomes, projects, and key performance indicators. Centrelink's primary revenue source is derived from budget allocations by policy departments for service delivery on their behalf. Centrelink also receives a direct appropriation from the Government for infrastructure costs and specific compensation programs. A minor revenue source is the sale of services.

Centrelink's services are targeted at individuals and businesses/employers, in particular eligible retirees, families, carers, students, people looking for work, parents, farmers and people with disabilities. Centrelink also cooperates with non-governmental organizations like community groups, representative bodies, welfare organisations and advocacy groups. A specific area of focus is on improving services to the Indigenous community and the rural and remote areas. Centrelink supports individual persons with programs and services related the following personal situations ('life events'):

- Parent or guardian
- Looking for work
- Studying or training
- Self-employed or farmer
- In a crisis or needing special help
- Recently moved to Australia to settle
- Ill, injured or has a disability
- Caring for someone who is frail, aged, ill or who has a disability
- Help after someone has died
- Planning for or needing help in retirement

Centrelink's Service Charter informs customers about the service commitments and the service standards to be expected and what to do when they are dissatisfied with the service received. It also addresses the responsibilities of customers. To check whether it lives up to its standards, Centrelink is conducting regular surveys amongst its customers and stimulating its customers to provide feedback. In addition, Centrelink monitors its performance by talking to community organisations and other governmental agencies and departments. Centrelink commits itself to using the results to regularly update and improve the way it delivers services and publishes the results in its annual report that is freely available.

Centrelink Facts and Figures (Centrelink , 2008) states that 'Centrelink is in the top one hundred of Australian companies in terms of size and turnover. Its recurrent budget is \$2.3 billion and it distributes approximately \$63 billion in social security payments on behalf of policy departments.' Centrelink Facts and Figures also provide the following details:

- has 6.5 million customers, or approximately one-third of the Australian population
- pays 10 million individual entitlements each year and records 5.2 billion electronic customer transactions each year
- administers more than 140 different products and services for 25 government agencies
- employs more than 25 000 staff
- has more than 1 000 service delivery points ranging from large Customer Service Centres to small visiting services
- has reduced the number of letters sent to our customers from more than 87 million (in 2004-2005) to 86.4 million per year (in 2005-2006)
- provides personalised services in over 80 languages
- receives more than 30.77 million telephone calls each year
- receives 47.2 million website page views each year

- grants more than 2.8 million new claims each year.

### 3.3.2 Centrelink and multichannel service delivery

In this section we describe multichannel service delivery at Centrelink. We will first describe how Centrelink functions as a service channel for policy departments and the different channels Centrelink uses to deliver services to customers. Thereafter, we will discuss the IT support for Centrelink's processes and channels. Finally, we discuss the channel strategy of Centrelink and its implementation.

#### *Centrelink as a service delivery channel*

With the establishment of Centrelink as government service delivery organization, the Australian Government created a dedicated service delivery channel shared by different policy departments. With the establishment of the Department of Human Services, the Australian Government also centralized the responsibility for the delivery of a range of social and health-related services to the Australian public. The aim of DHS is to ensure that government services become increasingly better coordinated, more efficient and easier for the public to access. This facilitates inter-agent collaboration, for example, Centrelink cooperates with Medicare, another DHS agent, and the Australian Taxation office in the Family Assistance Offices ([www.familyassist.gov.au](http://www.familyassist.gov.au)) that are set up for face-to-face services in the centres of these organizations.

#### *The service delivery channels of Centrelink*

Centrelink itself makes use of a whole range of channels for delivering its services including service centres, call centres and electronic channels (e-services). The service centres were introduced in the 1970ties while call centres commenced in the 1990ties. Online services started only about 5 years ago. The service centres and call centres are part of the responsibility of the Deputy CEO of Customer Service while e-services is part of the responsibility of the Deputy CEO of Clients, Capability & Corporate. We will describe the main channels of Centrelink in more detail:

- *Customer Service Centres:* Centrelink has about 300 Customer Service Centres with a staff of 6-30 persons. The centres belong to a geographical area having an area head office with an administrative role and there is a national support office to administer Centrelink. One of the critical decisions for Centrelink's service centre network is location planning in relation to access and equity. Moreover, Centrelink uses its office network for centralised processing in a distributed way where some offices specialise in a certain task. Centrelink is also working on introducing scanning and digitization of paper communications in the offices. There is a huge variety in service centres because some are located in urban, high populated areas while others are located in rural, low populated areas. Also some areas have their own, specific problems. Therefore, Centrelink is working on place-based services that target families and communities (i.e. beyond the individual) in specific areas. In addition to service centres Centrelink has over 500 agents and access points in rural and remote areas with free phone and fax available for access to Centrelink services (see, for example, <http://www.wollondilly.nsw.gov.au/about/1005/1065.html>). Centrelink also has joint offices with other governmental agencies, for example, the Family Assistance Offices described before.

- *Call centres:* Centrelink handled around 30.97 million calls and had 25 networked call centres located around Australia in 2006-07. The call centres are supported with operational, financial, human resources and technical assistance by Centrelink Call Support. Centrelink offers voice services via a human advisor (around 24.2 million calls in 2006-07) and self service via interactive Voice Response (IVR) and natural language speech recognition. The call centres also provides specific services for target groups: customers in remote and regional Australia, Indigenous customers and customers whose first language is other than English. Centrelink offers a range of telephone numbers to access different services. A call centre normally takes calls Monday to Friday between 8.00 a.m. and 5.00 p.m. An exception is the Family Assistance Office line, which is open till 8.00 p.m.
- *E-services:* Centrelink's e-services comprise the online services (customer and business), the self service phone services (discussed before), online letters and SMS and e-mail reminders. Centrelink also uses EDI communication with public and private third parties. The online services are claim a payment, apply for an advance payment, report employment income, update/advise your details, view/print your details, request a document and request a replacement card (follow for more detailed information [http://www.centrelink.gov.au/internet/internet.nsf/online\\_services/index.htm](http://www.centrelink.gov.au/internet/internet.nsf/online_services/index.htm)). Customer needs to register to use online services. Their 'access level' is determined by a proof of identity test and controls the range of online services options that are available. The Centrelink Customer Portal provides a single entry point for online services and a secure online mail service. This portal can be linked to the Department of Human Services Citizen Portal, also developed by Centrelink.

#### *Centrelink's IT support for service delivery*

Centrelink's processes and channels are supported by information technology (IT), which falls under the responsibility of a separate Deputy CEO. Because of its history, Centrelink has a back-office with a substantial number of legacy applications and mainframe systems. Centrelink has been successful in integrating these different applications, which originated from different organizations that merged into Centrelink. This resulted, amongst others, in one customer record with a unique Centrelink Reference Number. Centrelink also has electronic data exchange processes with other government agencies and business organizations to share information both as large data feeds and as individual transactions. A major program, IT Refresh, has been carried out the last years to modernize Centrelink's IT systems, introduce new technologies, and improve the online infrastructure and environment.

Centrelink introduced middleware to make its back-end transactions accessible for the front-end: fan-in from different channels and fan-out to the back-end systems. This means that for each channel only 10-15% of the application development is dedicated for a single channel; most of the application development is common and suited for re-use in multichannels. There is a difference in the interface and features of the applications for employees and customers, for example, in the authorization to make historical updates. Therefore, Centrelink's normally develops different applications for its service and call centres (used by Centrelink employees) and for its online services (used by customers). For online services the same application development is used as far as possible for the website and the automated telephone service. One of the major challenges for e-services remains security, in particular identification and authentication.

To support multichannel service delivery and the need to handle multiple actions from one or more life events, Centrelink has developed a Multichannel Software Architecture. This architecture addresses requirements related to the use of re-usable shared components that should eliminate duplication and variation between processes and communication channels, enable the switching between channels within the execution of a business process (possibly involving multiple agents), and allow the incremental update of customer information independent of the completion of the business process. The result is a component architecture containing generic components, business process specific components, and channel-specific processing components (sessions/interactions). It also recognises the need for business process management functionality that separates the service request from the data collection.

### *The channel strategy of Centrelink*

The Australian Government expects Centrelink to deliver its day to day services, to make it easier for the Australian public to access services, to foster collaboration across the Human Services Portfolio, and to encourage innovation, efficiency and improved service delivery. Centrelink has committed itself to excellence in service delivery in its Strategic Directions and has convenience, integration, access, equity and value as customer objectives in its Service Delivery Strategy. Centrelink's service delivery model is designed to provide consistent and convenient service delivery choices for its customers. This is also communicated via the Service Charter, which states: 'You can expect us to make it easy for you to use our services.' Centrelink also promises in the Service Charter to offer its services via multiple channels.

To achieve its service delivery objectives Centrelink, introduces the Standard Service Delivery Model, enhances and promotes the use of e-services and self service, implements the networked organization, and takes into account customer feedback and preferences. The first three items are described in more detail below, the last item was already described in more detailed above (Centrelink organization: Service Charter).

- *Standard Service Delivery Model:* Centrelink introduces a Standard Service Delivery Model that is based on the following customer principles: (1) integrated service delivery from a customer perspective, (2) Access Services are a guaranteed service offer to the customer, and (3) Access services are delivered and completed, where possible, in the same channel which the customer has used to contact Centrelink. The model differentiates between Access, Business Line, Processing and Complementary Services to manage customer expectations and organize service delivery. The Access Services are simple services relating to generic capabilities with respect to personal interactions (e.g. explain the customer process). The Business Line Services and Processing Services are more complex and require more knowledge and experience in a particular area. Business line services are mainly available via the customer service centres because they require personal interaction, often because of mutual obligation requirements (i.e. 'giving something back to the community which supports you'). Processing services are processed in the back-office by consolidated processing teams. In combination with business line management, the Standard Service Delivery Model should drive consistency and integrate Centrelink's processes, systems, tools and communication.
- *E-services and self services:* Centrelink intends to increase and improve its e-services and stimulate their uptake by customers. E-services should become a mainstream channel, just like the customer service centres and the call centres. Centrelink is

working on building the e-services capability of its organization, extending and improving its online infrastructure and environment and increasing its online service offering. To stimulate the uptake Centrelink focuses on targeted marketing strategies, customer awareness, customer support, and employee training. Centrelink also provides dedicated computers and phones for self service at its customer service centres and has Self Service Advisers in place.

- *Networked Organization:* Centrelink has committed itself to provide greater access to and seamless delivery of services that require a long-term strategic focus and to be flexible in meeting local community needs and conditions. Therefore, Centrelink is developing a network organization to strengthen its cooperation with government and non-government organisations. An example is extending services through Medicare Australia offices.

### 3.3.3 Conclusions and lessons learned

Centrelink is a unique government services delivery organization due to its business model, the scope and scale of its business activities, its funding by ten different policy departments and its embedding in the Department of Human Services, which is leading the major government service delivery organizations. Particularly interesting models and tools for supporting the development of multichannel service delivery are Centrelink's 'policy to delivery chain,' Standard Service Delivery Model and Multichannel Software Architecture. It also shows a fruitful alternative for self service via online services: automated voice services.

The overall lesson that Centrelink teaches us about making channel strategy and configuration decisions is that these decisions require in-depth understanding of the existing channel processes and capabilities of the organization, such as decision-making at policy departments, the need for direct customer interaction and the readiness to deliver e-services. Moreover, it requires having insights into how the channels inside and outside the organization are developing and what new opportunities there are, for example, the digitization of the physical channel. In addition, one should be careful to approach the channel strategy and configuration too narrowly, such as the relative positioning based upon channel characteristics. There is a need to understand the whole service (delivery) system and relate the channel configuration to the service portfolio and service capabilities. There is also the need to understand the lifecycle of an individual service, including new service development and business process design.

We conclude this chapter with some specific lessons with respect to practical insights:

1. Understand who the stakeholders are and what their interests with respect to multichannel decisions are. Take the business model into account. Try to influence what you cannot control, for example, by close cooperation and an expert role. Centrelink has to do this because its channels decisions are made by the policy departments.
2. Channel decisions are related to decisions with respect to services and processes. Therefore, make sure that channel issues are part of (new) service development and process (re)design approaches and models. Centrelink's channel decisions are made when it is developing a new service in cooperation with a policy department to implement a policy.



3. When new initiatives happen frequently, a systematic approach for new service development can support the organization in making decisions and recommendations and help to coordinate development activities with the organization. Centrelink is working on a systematic process for the 'policy to delivery chain' for more effective and efficient service development because new initiatives put a great pressure on scarce expertise and resources.
4. Have a critical look at intra- and inter-organizational business processes before making channel decisions. What organizations really need direct customer interaction? Can customer interactions be made redundant by sharing information? These kinds of questions can result in a real transformation of the government. In Centrelink's experience it is required to take a critical look at the customer interactions in the business processes, in particular the face-to-face interactions. It is better to make interactions as redundant as possible, rather than to move them to a cheaper channel. This also requires from Centrelink determining and understanding its own role and the information it can share.
5. A service portfolio approach for differentiating and classifying services to support service and channel decisions, in particular to specify customer expectation, can be used to structure the way of working and define the required capabilities. This becomes more necessary when the number of services is large and the variety between services is high. Centrelink differentiates between different modes of service delivery: Access, Processing, Business Line and Complementary Services in its Standard Service Delivery Model.
6. Do not let the great optimism about e-government be turned into great negativism because of disappointments and barriers. Providing and using e-services is still a relatively new area that needs time to further develop and learn. Centrelink considers its electronic channel as immature in comparison to its customer service centres and its call centres. Centrelink is still working on developing its e-services capabilities and extending its e-service offering. In addition, many customers are not yet ready to start using e-services or still need considerable assistance. The availability of support (e.g. being able to directly ask a question when having problem while using an online form) and having confidence in the process and results are seen as critical success factors for making customers regular users of e-services. Moreover, there are legal and technological issues hindering e-services, in particular in relation to identification and authentication and providing documentation that supports a claim.
7. Address the challenges of physical channel not only by moving services online. Innovate the physical channel to address weaknesses and build on the strengths, for example, digitize paper processes. Location and physical presence still matter! Working from the strengths of customer centres can open new ways of creating value. For example, Centrelink is working on place-based services that go beyond the individual. This means including families and communities in the program.

8. Do not get too focussed on a channel strategy and configuration based on current channel features and characteristics. All channels are developing and creating new opportunities for service delivery. An important requirement for a channel strategy is flexibility. Centrelink's channels keep developing and changing creating new opportunities for service delivery. The e-services channel is increasing its services and experimenting with new electronic channels. The call centres keep improving their support for human advisors, increasing their automated phone services via IVR and NSLR, and there are new opportunities via voice identification. The service centres are restructuring their work processes and embracing a more digital way of working. This also means that the relative positioning of the channels can change continuously. A specific service may be more suitable via an automated telephone interaction and via a website interaction tomorrow.
  
9. Being able to identify the service capability of a service delivery organization is necessary but not sufficient. It is also required to address the service capability and the channel capability of each individual channel. Delivering a wide range of services via every channel is very challenging. For the customer service centres it is difficult to deliver every service at every location, in particular delivering uncommon services in small offices. Centrelink considers its electronic channel as immature compared to its customer service centres and call centres and it working on developing its e-services capabilities.

## 4 The Canadian study

### 4.1 Introduction

Canada is often mentioned as a good practice in electronic government. For example, Accenture has repeatedly (2005, 2006, and 2007) identified Canada as a top-ranking and trendsetting country as far as electronic government service delivery is concerned. Our explorative research shows that this view might be somewhat optimistic, but there are definitely a number of lessons we can learn from.

The political and cultural situation in Canada is quite different from the Netherlands. First of all, the country is vast and the people in it are geographically dispersed, with some major cities and many small towns. The country is split up in a number of provinces, which have a relatively large degree of autonomy and power. The overarching federal government has different ministries and the relationships with the provinces are not always good. In addition, the municipal level is different. While provinces are powerful, cities are pretty autonomous and have their own policy space, which concerns (electronic) government service delivery too.

To identify good practices in Canada, we have interviewed a number of people from federal and provincial government, as well as from a research institute. The province involved is Quebec, and while its relationship with the federal government is rather cold, it's culture is quite similar to European culture. On top of that, other provinces may not have linguistic disputes with the federal government, but if the provincial government is of different political color than the federal government, this impacts the warmth of the relationship as well.

Within this context we conducted a number of interviews with people from academia and government in Canada. Also, we discussed e-government and multichannelmanagement (MCM) in government in a workshop on these topics. Finally, we have analyzed research documents and observed daily practice in a *Service Canada* office. The research can be categorized in four case studies, comprising two research projects and two government service agencies. Next, we will summarize these cases and analyze them in four categories: *governance and collaboration*, *improving service delivery*, *implementation and transformation* and *hurdles*. We will conclude with lessons we can learn from the Canadians.

### 4.2 Case: Canada Business Service Centers

The Canada Business Service Centers offer a one-stop-shop for federal, provincial and municipal services for people that want to start a business, expand their business, take-over a business (second generation), import or export, or foreigners that want to do business in Canada. It's to make sure that clients have all the information and to give them directions on where to find what. This is helpful since many steps that are needed for businesses are fragmented over various government agencies at various levels. While local regions have differences, the system is connected to other agencies which together make up the Canada Business Network. The service is free for clients, and is paid for by the federal government.

For our study we visited Info Entrepreneurs, which is the Montréal based member of the Canada Business Network. The Canada Business Network have developed info guides for various field, like the abovementioned importing and exporting, but also for Human Resources, finance and tax. For certain domains, they have more specifics than available on fact sheets.

The face-to-face discussions with people serve to clarify ideas in order to tell clients what services they need and at what government agency they can get it. But it also serves as a reality-check, for example “someone wants to export clothing to Tunisia. They have to decide if they want just to be a buyer and seller. Is there a market for it? What do they want to do exactly? Do they need a warehouse?” The visits can help to make sure people don’t rush in business that is not viable and at the same time tell them that they might be eligible for a certain grant or a loan, or to advise them on property rights, writing a business plan, etc. The doc center allows clients to find information on this. The people there can help clients in small research. Everything of this is free of charge, except for a detailed search by the doc center, which basically comes down to a small market inventory.

The service is a multichannel one-stop-shop, featuring a *click-call-visit* approach that has been identified as a good practice (Accenture, 2005). Clients can thus contact the service by means of the web, phone or a face-to-face visit. People are not directed to certain channels, nor are they tracked through them. The path through the channels may vary; often people sent an e-mail via the website, come by the service agency for a personal visit and in the visit are directed to the website again for finding the details they now know they need. Also, people can make an appointment with the documentation center, which has a lot of specific information people can research themselves.

The Canada Business Network is seen as a win-win situation: it creates a free one-stop-shop for clients and enables them to find all the information for this field in one place. For government it reduces the number of unnecessary contacts since clients already know where to go and what they need. In addition, it also serves as a valuable central source of information for the government organizations itself.

#### 4.3 Case: Service Canada

A service that is comparable with the Canada Business Service Centers is Service Canada, which is for regular citizens instead of business people. In our research, we visited a local Service Canada office and observed its functions. Service Canada offers a one-stop-shop for certain government services, for example passports, jobs for the unemployed, information for the young, and the elderly and so on. As with the Business Network, people have the option to *click* to the website where they can find information on various government services in a one-stop-shop with step-by-step plans (for example based on life events) and links to other sites. Another option is to *call* (1-800-0CANADA) to the call center which can help people find the appropriate government information that the client needs. Finally, people can *visit* one of the numerous Service Canada offices. In the office, people can access the internet (that is, the Service Canada website) through a local portal with various domains (like filing for income support, applying for student grants or services for the elderly) that links the user to the appropriate Service Canada website. Also, people can get in touch with someone to personally discuss a situation and get directions on what to do and where to go.

The main advantages are the one-stop-shop of information, which makes it relatively easy to identify the services that someone requires or is entitled to. On top of that, the local

offices allow for easy access to the services, also for people without internet access and for people without the skills to use the internet. It is a general facility with local implementation. Since many Canadians live in rural areas, there are mobile teams and kiosks as well. The motto of Service Canada sums it up: “people serving people”.

#### 4.4 Research Project: Individual and Corporate Electronic Services

The introduction of e-government is often a cornerstone in efforts to modernize the state. In the dawn of the 21<sup>st</sup> century, a new party came into power in Quebec, which had a e-government vision on government. The *e* in e-government was an important part of a complete government overhaul, fueled by the idea of designing a new society in the information age. There was a desire to improve the public services available to citizens and businesses, for example by simplifying public service delivery, improve availability, personalize services, improve lead times and the quality of responses. Therefore, Cefrio and partners conducted a project on improving service delivery. The project includes many aspects and also includes, besides service delivery, aspects like human resources, laws and regulations, etc.

In later years, the government got a reality check, and found that they were not comfortable with the fundamental changes and concluded that a new vision required. The conclusions of the research were not really implemented by the Quebec government, but many of the results can be of interest. The main reasons for failure to realize the new vision can be attributed to the complex power structure in Canada.

The result of the research project was an integrated model for e-government. The three most important suggestions from this model are (lit. from Cefrio, 2005):

- Take into account the needs and social conditions of individuals and businesses
  - E-government officials must be concerned with the importance that citizens and businesses attach to the delivery of electronic services and the financial contribution that taxpayers are willing to make for realizing these services.
- Adopt best governance practices
  - Search for, and adopt, a clear vision of e-government.
    - *“E-governance must precede e-government”* (Jerry Mechling, John F. Kennedy School of Government, Harvard University).
  - Ensure the implementation of a common legal, administrative, political and techno-architectural framework.
  - Assemble the resources required for implementing and operating e-government and manage such resources efficiently
    - Funding, the human factor, information, and technology.
  - Introduce effective procedures to evaluate the results obtained
- Properly manage the organization's transformation and knowledge
  - Governments must be aware that the success of e-government will depend on sustained, ongoing efforts to achieve organizational change.
  - The adoption of best practices pertaining to change and knowledge management will be especially important when interdepartmental projects are implemented. Interdepartmental electronic services must be designed and adopted according to a logic that differs significantly from that guiding the usual operation of government departments and agencies

The main overall conclusion was that government agencies have lots of problems on collaborating. If a ministry wants to launch a service by itself, that is quite easy, but it becomes difficult if other parties are involved. However, more collaboration is needed and

the province is still excited about this project, but they are doing this more carefully due to the risk and dangers.

#### **4.5 Research Project: New Partnership Models for Public Services Delivery**

This projects aimed at analyzing innovative partnerships, both public-public and public-private, for the delivery of public services to citizens and businesses in a modern state (Cefrio). Public-Private Partnership (PPP) was seen as the way for the future as part of the government and society renewal agenda, illustrated before. However, it also fell victim to the reality check. PPP's are now heavily criticized. One of the few good examples of a PPP in e-government in Canada is BonjourQuebec, a partnership for tourist information.

So, while PPP's were thought of as being the future, the (Quebec) government has had political difficulties to follow up on it. Unions are opposed to it and are strong in Canada. People do not like private sector involvement; a hospital project in Montréal failed for this reason. However, health is becoming more and more expensive, therefore the financial help of the private sector could be important. Still, the answer to private involvement ranges from "a timid yes to a strong no".

Outsourcing is seen as something different than PPP. The problems in PPP's mostly concern sharing risks, ownership etc. In the research project, an example of a successful PPP was found in Indiana (United States), where a private party runs some government web-sites and makes a bit of profit.

#### **4.6 Discussion**

##### **4.6.1 Governance and collaboration**

In Quebec there exists a Ministry of Government and Services. However, the governance of e-government has been a problem. There is a Chief Information Officer (CIO), however, various levels of government have their own CIO and remain independent. It is unclear if there is a vision on who should govern e-government. Cooperation between the layers of government can be difficult in Canada, mostly due to political reasons. When the current government came into power, re-engineering the state was a popular subject, with more space for the private sector, change mentalities, and improving (e-)government service delivery. Although intentions were big, the mandate was difficult and votes were disappointed in the results. Public-private partnerships (PPP's) and the government renewal agenda didn't succeed and now politics is more business as usual. Collaboration remains hard, therefore there are still many silo's in Canadian government.

To illustrate the complexity of collaboration between government agencies; in 2003 surveys among citizens indicated that people would like to go to one place to tell they are moving to another place, and that government would distribute the address change among the ministries. The government wanted to provide this and thought it would be relatively easy, but it took many years and in the end they only got about half the ministries in, and only at the provincial level.

Organizations enter networks very carefully, due to political difficulties between the layers of government. Organizations that do succeed to collaborate between levels, like the Canada Business Service Network, go beyond politics. Although "it's a bit like two bro-

thers trying to impress dad, the brothers being Canada (federal) and Quebec (provincial) and dad is the tax payers”. Apparently this approach works for the Business Service Networks, which can be regarded as a good practice with satisfied clients. It is considered a win-win situation, in which people get (free) advice and have to go to just one place to find out what they need and where they need to go, and for the government it’s efficient. The efficiency comes from putting the information in one place with one agency, instead of having it fragmented across the entire government. If this would not be the case, each time a client would have to pray for that the first agency he will contact, will tell him what other organizations are involved. That overall information was not available. Other agencies are only contacted for a specific goal, which reduces the number of undirected questions that they get. Furthermore, creating such a network at the national level enables other levels not to have to create the same thing.

#### 4.6.2 Improving service delivery

##### *For Citizens*

There are a few noticeable things happening in Canada related to multichannel service delivery to citizens. One of them is the multichannel one-stop-shop, that is described in the Service Canada case. The one-stop-shop features related services, categorized and bundled to direct people to the right place. There are guides and websites with links for various areas, for example based on life events (e.g. getting married, retiring and traveling abroad).

Part of the one-stop-shop is the possibility to visit one of the numerous Service Canada field offices. Personal communication is important for a lot of people. The federal level puts the names of public servants first on their website, while at local levels it is often hard to find the names behind ‘the government’. One of our interviewees gave an example of how impersonal communication can be irritating; “my stepdaughter got married recently, the guy is from Russia. He needed a visa. His application was rejected at first, and the second one was accepted. The rejected one was signed without a name or department, just a small scratch with a pen. That was totally unacceptable, because you cannot find the one responsible for the decision and therefore not ask why it was rejected. I called the representative and it was fixed later on”. By providing a kind of phonebook for public servants, the government is less anonymous. Face-to-face contact, for example for assistance in the case of Service Canada, is also valued high.

Another example of keeping your clients in mind when designing the service delivery can be found in the City of Montréal. They have an easy-to-use, plain version of the website. People do not always have the capacity to read normal websites, because the language or the structure is too difficult. Since Quebec has a relatively large number of people that have trouble reading, the simple site with short text, written phonetically, may help. This might be considered a good practice for other municipalities. Cefrio has written a best-practice report for municipal websites, which features examples that other municipalities might adopt.

A last thing worth mentioning are Canada’s mass surveys, called CitizenFirst. One of the results is that people like many channels they can choose from. On a federal level, Canada has improved it’s websites by offering the same look-and-feel for all federal websites, as well as making them bilingual.

##### *For Businesses*

As with the one-stop-shop for citizens, the one-stop-shop for businesses bundles information and directs people to the right place. They have developed guides and websites with links for various fields and specifics for domains, for example on fact sheets. They center information at one place, so people know where to go to find information on doing business in the country.

In face-to-face contact, people can get personal advice and an assessment for their specific situation. This may also serve as a reality check for business ideas. But also many people e-mail them. Since the website is anonymous, there is no tracking through the channels. The website gets about 300.00 visits a year, the call center has 15.000 calls a year and the Info Entrepreneur office (the Business Center we have visited) gets about 2000 visits a year. Furthermore, the documentation center has 1500 requests for information a year. If someone visits or calls they create a file. When that person gets back in touch, they can open the file and keep it up to date. They also create a file when someone does not tell his name (for example if the conversation is too short), so they can try to track someone, for example by telephone number.

The client can choose the channel to access the service; the website has about all the information the service center can offer, but a face-to-face conversation or a phone call can help to clarify and to give a reality check. For example, “if someone wants to import ivory from Africa, they can find on the website what steps they need to take for importing goods. But if that person comes by, we can tell him right away that he’s not allowed to do that”. This is another advantage of the one-stop-shop; a client doesn’t have to contact multiple organizations only to find out at the last one that his plan is forbidden by law.

Since the website has about all the information, often people get directed to the website for the specifics on certain procedures. After a visit clients are often told that they can search the website for detailed information. It offers more information than a human being could possibly know by heart. Also, the site offers the links to the steps they need to take.

By creating a government funded information center, people don’t have to rely on the “money man” (e.g. banks) for information on starting a business. This way the government can make sure people get all the information they need. To give an example, telling someone about the contracts that are needed between the business partners and their spouses would not be something that the bank would do, as they have no business with that. The government can function as a trusted party here, while the banks do what they do best; loan the money if they think the business is viable.

The idea is that the service center might increase chances of businesses as well. Because people get better equipped with information and they have had the reality check to make sure they know what they are getting into. People now know to think first before starting the process. “Are you suited for the business”, is one of the central questions they need to ask themselves.

#### **4.6.3 Implementation and transformation**

An important result in one of the research projects is the recognition that often is started with technology, without well-defining the needs of people. To give an example: the very common term “mother” may mean different things in different contexts. A man that registers his new-born child will have a different idea of what to fill in the field next to



“mother” than someone who is handling the parents’ pensions. This is one of the reasons why people rather go to a desk than visit a website; a simple question or assessment of the situation will often resolve a semantic ambiguity.

This is also a reason why cooperation can be difficult, because standardizing of terms is necessary. Especially, if the government is fragmented into fairly autonomous layers, semantic standardization can be difficult. Another impediment on cooperating is that sharing information can be difficult in Canada, since there is a strong privacy watchdog. Still, the sharing of information is important, even if it is not automated. The exchange of information on a personal basis can ensure that the one-stop-shop has all the information it needs, and is up-to-date.

The Business Service centers show that these hurdles can be overcome. Local regions in the Business Network have differences. Therefore they feature a one-stop-shop for the different programs people may need for their region. They could also relocate a request to other regions, if there is a need for a certain company in that region. Connecting the local one-stop-shop offices in the same network to each other is important. First to allow the sharing of information at the network level, to which local specific information is added. At Info Entrepreneurs, the information on the federal level is updated automatically while the information on the provincial level is derived through their contacts and is updated by the center itself. This also applies for changes in laws and regulations.

The personal factor introduces another point. In Canada the job of the public servant has a low status in society. People quit (and are not always replaced) and take their knowledge with them. Transforming the organization also has to focus on this, because if older people don’t transfer their knowledge to younger people, that knowledge may be lost forever.

In Canada, there are currently no major transformations. One transformation that was done to represent the unity of the government was creating a same look and feel for the website. But again, this was only done at the federal level. A possible reason for the lack of transformations is that political parties will not win elections by improving service delivery. As with many countries, taking stances on other policy domains will get votes, e-government won’t. People complain at most.

The complaints of people could also in part be attributed to the high rate of failure for these types of projects. In the results of a research project, Cefrio recommended that the government should conduct experiments and learn from it. Currently, things happen on a large-scale trial-basis, without evaluation. The government is not in experimental mode, it’s not in their culture. By starting small and evaluating the results, governments can avoid the mistakes the made in the first design.

#### **4.6.4 Hurdles and work-to-do**

In the abovementioned categories, a number of hurdles were already mentioned. For Canada, the main hurdles that need to be taken to further improve service delivery include dealing with privacy and its watchdog. Furthermore, collaboration and overcoming government fragmentation is a major hurdle in the Canadian public sector. Improving service delivery means that agencies cooperate to offer their services as a package. Currently, if other organizations are involved, things become difficult and silo’s remain in place. The question then becomes if collaborating and streamlining processes will not cost more than it will deliver.

An issue is, that is quite easy to solve, is simplifying URL's of government websites. Sometimes URL's include a multi letter abbreviation of some agency (e.g. <http://www.tpsgc-pwgsc.gc.ca/>). People find that hard to remember, because it has no meaning at all. Another issue is that surveys indicated that people would like a reply to e-mail from their government within 24 hours, or at least a personalized e-mail (not an auto-confirmation) summarizing the question, indicating how long it will take to answer it, and why it will take so long. Public servants have indicated that they don't see how it would be possible to provide answers in 24 hours. There is also a Quebec specific characteristic here; because the language is a sensitive point for many French-speaking Canadians, any errors in the language will make the newspaper the next day. Nonetheless, one of the ways a 24 hour reply could be made possible is by sending replies without a redundant language check. As with everything, there are tradeoffs to be made.

A final point that was indicated by our interviewees is that, while there are a few one-stop-shops now, there is not a one-stop-for the government as a whole. One cannot go somewhere to find out which organizational one-stop-shop is needed.

#### **4.7 Canadian lessons learned**

- A real one-stop-shop can be a win-win situation. People are directed to the right agency, which reduces (irrelevant) contacts for other government organizations.
- Click-call-visit approach without steering for channels is regarded as positive; the benefits of the services are not found in the efficiency gains but in other types of benefits.
- Centralizing information within a domain is not only useful for clients, but for government agencies as well and enhances information quality.
- Not closing offices can be rewarding, people want to be able to have face-to-face contact.
- Acquiring information about clients is not only useful for management purposes, but also for the level of service, since it allows for client tracking.
- A multichannel one-stop-shop can make sure that services are available to all citizens, even to those without internet access or not having a computer.
- Take always the needs and wishes of the clients into account.
- Look for best practices to learn from each other.
- Experiment and evaluate.
- Semantic standardization is required.
- Use simple URL's and, if possible, provide a simplified version of the website.

#### **Special thanks to:**

Réjean Roy, senior advisor at Cefrio

Serge Gélinas, advisor at Info Entrepreneurs (member of the Canada Business Network)

Monique Charbonneau, president and CEO of Cefrio

Jeannette Fraser, Service Canada

**Links:**

<http://www.servicecanada.gc.ca/>

<http://www.infoentrepreneurs.org/>

<http://www.canadabusiness.gc.ca/>

<http://www.cefrio.qc.ca/>

<http://www.bonjourquebec.com/>

## 5 De multichannel lessen samengebracht

In de voorgaande hoofdstukken hebben we per land/regio een aantal casussen besproken en per casus een aantal lessen geïdentificeerd. Appendix B zet al deze lessen nog eens op een rijtje. De vraag die dan naar boven komt is wat de rode draad door al deze lessen is. In dit hoofdstuk presenteren we een vijftal thema's welke de verschillende lessen samenbrengen. In Appendix A is de relatie tussen de casussen en de thema's weergegeven. Hieronder worden de thema's besproken.

### *Multichannelmanagement benadering: Richten en inrichten*

De lessen uit de Australische casussen zijn sterk gericht op het formuleren van een multichannelstrategie en het ontwikkelen van de diensten en processen waarin kanaalkeuzes gemaakt worden. De Australische casussen geven ons ook een aantal raamwerken en methoden die het ontwikkelen van een kanaalstrategie en kanaalconfiguratie kunnen ondersteunen. Voor strategievorming is noodzakelijk de belangrijke partijen erbij te betrekken. Een belangrijke externe partij is de klant. Hier gaan we later dieper op in. In het geval van Centrelink is een andere belangrijke externe partij het departement dat als 'inkoper' van de dienst de uiteindelijke kanaalkeuze maakt. Maar ook intern is het belangrijk om te weten waar welke verantwoordelijkheden liggen en wie bij de strategievorming betrokken moet zijn. Bijvoorbeeld, is de kanaalstrategie ondergebracht bij de ICT of marketing afdeling? Meer aan de inhoudelijke kant wordt er benadrukt dat de kanaalkeuze sterk gerelateerd is aan de dienstverleningsstrategie en overheidsarchitectuur zoals het werk van AGIMO op dit gebied laat zien. Ook de dienstverleningscapaciteiten en het bedrijfsprocesontwerp spelen een rol bij de kanaalstrategie en kanaalconfiguratie zoals Centrelink laat zien.

Naast het belang van een meer gestructureerde, systematische benadering van multichannel, geven de casussen ook aan dat multichanneling een innovatieproces is waarin leren en veranderen een grote rol spelen. In de Centrelink casus wordt benadrukt dat het veranderlijke karakter van klanten, diensten en kanalen en flexibiliteit vraagt. Flexibiliteit dient als expliciet criterium mee te worden genomen bij het formuleren van de kanaalstrategie. Om te kunnen experimenteren en leren beschikt Centrelink over experimenteer- en testfaciliteiten. Het Canadees onderzoek benadrukt ook het belang hiervan en leert dat ook het onderling delen van de ervaringen een belangrijke les is. Het veranderingsproces bespreken we verderop in meer detail.

### *De klant centraal*

De klant wordt als een belangrijke partij gezien waarmee rekening moet worden gehouden vanaf de strategievorming tot en met de daadwerkelijke uitvoering. Het Canadees onderzoek benadrukt dat een klantgedreven strategie vraagt om vanuit de vraagkant i.p.v. de aanbodkant te redeneren. Dit zien we bijvoorbeeld terug in het werken vanuit life-events en het introduceren van one-stop shop concepten. In Canada kan men (via website, telefoon of persoonlijke contact) terecht bij een dienst die burgers en bedrijven op basis van hun persoonlijke situatie assisteert bij het vinden van de weg in de overheid. De kennisbank die daarachter schuil gaat is daarnaast ook een bron van informatie voor de overheid zelf.

We zien een breed scala aan one-stop shop concepten welke eenvoudige doorverwijs organisaties kunnen zijn (Canada) of organisaties die hele uitvoering van de dienstverlening op zich nemen (Australië). Ook de scope van de one-stop shop kan verschillen, bijvoorbeeld, van puur gericht op sociale zekerheid (Kruispuntbank) tot een combinatie van sociale zekerheid, werkgelegenheid en onderwijs (Centrelink). De one-stop shop hoeft niet alleen in het voordeel van de klant te zijn, ook de leverancier van de diensten kan er baad bij hebben. Bijvoorbeeld doordat het aantal onnodige contacten gereduceerd wordt zoals de ervaring van Service Canada laat zien. De Centrelink casus benadrukt het belang van het reduceren van onnodige contacten voordat er over kanaalkeuzes wordt nagedacht. Overheidsorganisaties dienen zich kritisch te gaan afvragen of direct contact met de klant wel nodig is door het anders inrichten van het proces en het delen van informatie. Het is ook belangrijk dat de interactie zo makkelijk mogelijk wordt gemaakt, bijvoorbeeld in Canada werkt men met eenvoudige URLs en websites en de Kruispuntbank stelt lokale beheerders bij bedrijven aan.

*Veranderingsmanagement: Zowel intern als extern*

Multichannel trajecten vragen vaak om aanpassingen. Het is daarom van groot belang dat zowel de interne organisatie als de externe klanten met veranderingen kunnen omgaan. Voor de interne organisatie is de betrokkenheid van het management een belangrijke succesfactor zoals de Irish Revenue laat zien. In Valencia is men de bedrijfsprocessen anders gaan inrichten om klantgericht werken te bevorderen. Tijdens het veranderingsproces moeten mensen aan boord gehouden worden, omdat anders kennis verdwijnt met alle gevolgen van dien (Canada). De Irish Revenue casus benadrukt het van belang incrementeel te werk te gaan en weerstand vroegtijdig op te sporen. Ook de rol van communicatie (Vlaanderen) en training (Valencia) moet niet worden onderschat. Kortom, veel van de gebruikelijke factoren van veranderingsmanagement in organisaties moeten ook bij multichannel trajecten niet uit het oog worden verloren. Een specifieke factor voor multichannel trajecten kan het positioneren van nieuwe kanalen als complementair aan bestaande kanalen zijn, zoals de Vlaamse Infolijn doet.

Om de externe klanten naar de nieuwe kanalen te krijgen zien we dat er zowel aandacht is van het betrekken van de klanten voordat de diensten/kanalen worden geïntroduceerd (Valencia, Newport, Centrelink) als het vermarkten van de diensten/kanalen na de introductie (Irish Revenue, Centrelink). Onvoorspelbaarheid van kanalen kan tot wantrouwen leiden waardoor die kanalen minder worden gebruikt (Canada). Ook de baliedienst kan een belangrijke rol spelen in het bevorderen van zelfbedieningsdiensten zoals bij de dienstencentra in Griekenland en van Centrelink. Hier zien we ook de relatie met het interne veranderingsmanagement, het zal lastig zijn het baliepersoneel de zelfbedieningsdiensten te laten ondersteunen als ze zelf niet overtuigd zijn van de noodzaak of het als een bedreiging ervaren. Ten slotte waarschuwt de Newport casus dat we moeten waken voor een te groot optimisme m.b.t. het directe effect van kanaalsturing en is kanaalsturing lang niet altijd vereist om toch goede resultaten te behalen.

*Kanaalconfiguratie: Aandacht voor nieuwe en traditionele kanalen*

Een belangrijke impuls voor multichannelmanagement zijn de nieuwe mogelijkheden van elektronische en telefoonkanalen, maar ook persoonlijke kanalen bieden niet te onderschatten mogelijkheden. Toegankelijkheid en zelfbediening zijn belangrijke drijfveren voor nieuwe kanalen. Ook zien we nieuwe kanalen opkomen zoals het gebruik van SMS en chat. Mobiele dienstverlening kan goed werken, mits er voor aantrekkelijke diensten gezorgd wordt. Canadezen zijn geïnteresseerd in overheidsnieuws, echter niet in nieuws

van een enkele overheidinstantie. Bovendien wordt er daarnaast locatiespecifieke weersinformatie aangeboden wat tot een groter aantal bezoekers leidt. Webcams bieden een rijker kanaal en leiden tot andere type interacties. In Canada vinden experimenten met kleine ondernemingen plaats om zo lange reistijden te vermijden. De ervaring laat zien dat ondernemers het fijn vinden om eindelijk met iemand persoonlijk te praten via een webcam in plaats van alleen het internet te browsen. Met name jonge mensen spreekt het gebruik van webcams aan wat bovendien leidt tot meer persoonlijke vragen en vertrouwen in de dienstverlening. De telefoon als automatisch kanaal (voice-response, spraakherkenning) biedt volop mogelijkheden en kan grotendeels tegelijk met de website ontwikkeld worden (Centrelink). De telefoon is op deze manier vertrouwd en gemakkelijk enerzijds en uitermate efficiënt anderzijds.

Men moet echter niet onderschatten wat het introduceren van een nieuwe kanaal van aanbieder en gebruikers vraagt. In de Centrelink casus wordt benadrukt dat het een tijd kan duren voordat de mogelijkheden volop benut worden en het nieuwe kanaal een volwaardig alternatief is. Zeker bij de introductie van nieuwe elektronische en telefoonkanalen is het veelal beter om ze als aanvulling dan als vervanging van bestaande kanalen te zien. Kanalen moeten geleidelijk aan volwassen worden en zo kan met het risico dat organisaties en personen minder bereid zijn mee te werken of het te ondersteunen omgegaan worden (Vlaamse Infolijn).

Multichannelmanagement moet zich niet blind staren op de nieuwe mogelijkheden van opkomende kanalen. Traditionele kanalen hebben ook hun sterkten (Griekenland, Australië, Canada). Bovendien valt er in de traditionele kanalen ook nog de nodige winst te behalen. Het kantorennetwerk kan vaak nog een grote slag maken op het gebied van digitalisering van processen en informatie en daardoor de kwaliteit en efficiency verbeteren en nieuwe manieren van werken mogelijk maken, zoals gedistribueerde centrale verwerking (Centrelink).

#### *De ‘achterkant’ goed organiseren en zoveel mogelijk delen*

Om hoogwaardige multichannel dienstverlening op een efficiënte manier mogelijk te maken is het noodzakelijk om de informatie en de technische systemen, die in de verschillende kanalen gebruikt worden, goed te organiseren en zoveel mogelijk door de kanalen te laten delen. Hier profiteren alle kanalen van en het maakt het gemakkelijker nieuwe kanalen te introduceren. Het delen van informatie en aanpassen van de presentatie per kanaal op basis van de kanaalmerken is goed mogelijk, leert de Kruispuntbank. Canadees onderzoek benadrukt de noodzaak om tot semantische standaardisatie te komen wanneer organisaties willen samenwerken. Het delen van informatie, zowel intern als extern, kan interacties eenvoudiger of overbodig maken. In Australië houdt Centrelink hiermee rekening bij het ontwerpen van de bedrijfsprocessen.

Het introduceren van nieuwe kanalen heeft ook gevolgen voor de achterliggende IT-systemen. Meerdere casussen, waaronder Irish Revenue, Vlaamse Infolijn en het Australische Centrelink, gaan in op de prominente rol van de back-office. Doordat systemen naast interne gebruikers (medewerkers) ook steeds vaker met externe gebruikers (klanten) te maken hebben heeft Centrelink gestimuleerd te werken aan een multichannel architectuur die, bijvoorbeeld, het *locken* van data in de back-office regelt. Geïntegreerde dienstverlening stelt hoge eisen aan de achterliggende IT-systemen, laat de ervaring van de Kruispuntbank zien. Altijd dient rekening gehouden te worden met het feit dat het uiteindelijk om de dienstverlening aan de klant gaat en dat dus voorkomen moet worden dat het ‘pure’ IT-projecten worden (leert de ervaring uit Griekenland). De internationale

practices laten zien dat niet alleen hergebruik van ICT-bouwstenen, maar ook complete diensten (shared services), zoals inkoop of rijbewijs, gecentraliseerd kunnen worden, of door een grote centrale dienstverleningsorganisatie aangeboden kan worden met een breed scala aan diensten.

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## Appendix A. Thema's en lessen

Themes	Lessons
<i>1. Multichannelmanagement approach</i>	
Strategy formulation	AUAG01: Service delivery strategy and framework AUAG02: Channel strategy development method AUAG04: Relate to service strategy and architecture AUAG06: Apply general government principles wisely AUAG07: Responsibility for channel strategy and priorities AUCL01: Stakeholder and business model analysis AUCL05: Service portfolio approach AUCL08: Flexibility as channel strategy requirement
Service and Process (re)design	EUUK01: Multi-aspects in process design AUAG03: Service delivery capability model AUCL02: Integrate with service and process decisions AUCL03: Systematic service development approach AUCL09: Service capabilities per channel
Learning	CARP03: Experiment and test before implementation CARP02: Share best practices
Change	SEE CHANGE THEME
Context	AUAG05: The wider program and project context
<i>2. Citizen as stakeholder</i>	
Customer focus	CARP01: Customer-focused strategy EUBE07: Government as trusted third party AUCL04: Be critical at customer interactions
The one-stop-shop concept	CACA01: One-stop-shop as win-win CACA06: Multi channel one-stop-shop AUCL01: Stakeholder and business model analysis
Ease-of-use	EUBE06: Assign local administrator at businesses CARP05: Use simple URL and website for access
<i>3. Change: Both internal and external</i>	
Internal change factors and practices	EUIR01: Management commitment as success actor EUIR02: Incremental approach works best EUIR03: Recognize resistance early EUVLA01: Position new channel as complementary EUVLA02: Develop a communication strategy EUVAL01: Change by training EUVAL03: Restructure to deal with resistance
External change factors & practices	EUIR04: Market new channels to citizens EUVAL02: Involve for acceptance EUGR01: Support electronic channel EUUK02: Involve for acceptance EUUK03: Be not too optimistic about steering CACA02: Click-call-visit approach without steering

<b>Themes</b>	<b>Lessons</b>
<i>4. Channel configuration: Both new &amp; traditional channels</i>	
New (electronic) channel	EUVLA01: Position new channel as complementary EUGR01: Support electronic channel AUCL06: E-services have not reached maturity
Traditional (personal) channel	EUGR01: Support electronic channel EUGR02: Organize personal service for efficiency CACA04: Offices are still needed AUCL07: Innovative the physical channel
<i>5. Back-end: Shared and organized</i>	
Role of information	EUBE08: Same information, different presentation CACA03: Centralize information as win-win CACA05: Gathering customer information CARP04: Standardise semantics
ICT necessary, but not sufficient	EUGR03: Make ICT and service central factors EUBE02: Take care of privacy and authentication EUBE03: install privacy and authentication committee EUBE04: Integrated services require back office readiness EUBE05: Integrated services require stronger back office

## Appendix B. Overzicht van lessen per casus

Case	Lessons learned	Concepts	
Europe	Irish Revenue	<i>Irish Revenue Customer Contact Project</i>	
		<b>EUIR01: Management commitment as success actor</b> The necessity of management commitment was recognized in an early stage of and proved to be a success factor.	<i>Strategy: Commitment</i>
		<b>EUIR02: Incremental approach works best</b> Take small steps; an incremental approach proved to work best.	<i>Strategy: Incremental approach</i>
		<b>EUIR03: Recognize resistance early</b> Early recognition of organizational resistance helped dealing with it.	<i>Strategy: Resistance</i>
		<b>EUIR04: Market new channels to citizens</b> Citizens do not use the new channels autonomously a good marketing strategy was necessary.	<i>Strategy: Marketing</i>
	Vlaamse Infolijn	<i>Contactpunt Vlaamse Infolijn(CVI)</i>	
		<b>EUVLA01: Position new channel as complementary</b> CVI was positioned as an extra channel, leaving existing channels intact, this helped in getting organizational cooperation	<i>Strategy: Cooperation</i>
		<b>EUVLA02: Develop a communication strategy</b> Collaboration between organizations proved to be difficult; a good communication strategy helped in solving this.	<i>Strategy: Communication between partners</i>
	Service system in Valencia	<i>Integral and multichannel citizen service system</i>	
		<b>EUVAL01: Change by training</b> Imbedding organizational change in the process, e.g. by means of training, helped in coping with it.	<i>Strategy: Organizational change</i>
		<b>EUVAL02: Involve for acceptance</b> Involvement of citizens in the design process had increased citizens' acceptance	<i>Strategy: Citizens' involvement/acceptance</i>
		<b>EUVAL03: Restructure to deal with resistance</b> Changing the structure of the organization was a lesson learned to deal with organizational resistance and cultural change.	<i>Strategy: Resistance</i>
	Service Centres in Greece	<i>Multichannel Citizen Service Centers in Greece</i>	
		<b>EUGR01: Support electronic channel</b> Enhancing personal service provision through the front desk has led to an increase in the use of electronic channels (e.g. by helping citizens).	<i>Strategy: Education</i>
		<b>EUGR02: Organize personal service for efficiency</b> Cost reduction can be achieved, even when expanding personal service provision, by good (back office) organization.	<i>Strategy: Process organization</i>
<b>EUGR03: Make ICT and service central factors</b> Important risk, that was acknowledged early on, was that, through the high involvement of ICT, the project would result in an ICT project. By making both ICT and service central factors in the project this was prevented.		<i>Strategy: Goals</i>	

Case	Lessons learned	Concepts	
Europe	Newport Local	<i>Transforming Access to Services in local government</i>	
		<b>EUUK01: Multi-aspects in process design</b> Lesson learned was that the process went smooth by paying equal attention to technological, cultural and organisational aspects.	<i>Strategy: Process design</i>
		<b>EUUK02: Involve for acceptance</b> Citizen involvement in the design of the process has increased acceptance.	<i>Strategy: Citizen involvement</i>
		<b>EUUK03: Be not too optimistic about steering</b> It proved to be more difficult than expected to steer the citizens to the electronic channels.	<i>Strategy: Marketing</i>
	Kruispuntbank in Belgium	<i>Kruispuntbank in Belgium</i>	
		<b>EUBE01: Combine collaboration with autonomy</b> Enable organizations to collaborate while retaining their autonomy.	<i>Coordination: Collaborate with autonomous partners.</i>
		<b>EUBE02: Take care of privacy and authentication</b> Privacy and authentication are the next issues in collaboration: who has access to what data and is the person who claims access really the persons he says he is?	<i>Coordination: Privacy and authentication.</i>
		<b>EUBE03: install privacy and authentication committee</b> Set up a committee that manages security and authentication centrally in a network.	<i>Coordination: Control board.</i>
		<b>EUBE04: Integrated services require back office readiness</b> Back office processes may need to be reengineered to enable integrated service delivery.	<i>Coordination: BPR.</i>
		<b>EUBE05: Integrated services require stronger back office</b> A one-stop-shop requires a stronger back office, since more parties are connected to it.	<i>Coordination: BPR.</i>
		<b>EUBE06: Assign local administrator at businesses</b> A local administrator can be assigned at businesses. That administrator connects the people within the organization to the government. The government's responsibility then ends at the organization's boundaries.	<i>Coordination: Local administrators.</i>
<b>EUBE07: Government as trusted third party</b> The government can perform the role of trusted third party in electronic interactions between citizens and businesses.		<i>Strategy: Government as trusted third party.</i>	
<b>EUBE08: Same information, different presentation</b> Information can be represented in various ways for various organizations, but it is important that the information is the same information.	<i>Coordination: Representing the same information in different ways</i>		

Case	Lessons learned	Concepts	
Canada	Canadian cases	<i>Canada Business Service Centres and Service Canada</i>	
		<b>CACA01: One-stop-shop as win-win</b> A free one-stop-shop can be a win-win situation. People are directed to the right agency, which reduces (irrelevant) contacts for other government organizations.	<i>Strategy:</i> Free one-stop-shop <i>Coordination:</i> All information in all channels
		<b>CACA02: Click-call-visit approach without steering</b> Click-call-visit approach without steering for channels is regarded positive; the benefits of the services are not in the efficiency but in other gains.	<i>Strategy:</i> No channel steering
		<b>CACA03: Centralize information as win-win</b> Centralizing information within a domain is not only useful for clients, but for government agencies as well.	<i>Coordination:</i> Centralizing information
		<b>CACA04: Offices are still needed</b> Not closing offices can be rewarding, people want to be able to have face-to-face contact.	<i>Strategy:</i> All channels available <i>Coordination:</i> All information in all channels
		<b>CACA05: Gathering customer information</b> Acquiring information about clients is not only useful for management purposes, but also for the level of service, since it allows for client tracking.	<i>Coordination:</i> Management information
	<b>CACA06: Multi channel one-stop-shop</b> A multichannel one-stop-shop can make sure services are available to all citizens, even those without internet or a computer.	<i>Strategy:</i> All services available for all citizens <i>Coordination:</i> Representing the same information in different ways	
	Canadian research projects	<i>Research projects in Canada (2 projects)</i>	
		<b>CARP01: Customer-focused strategy</b> Take the needs and wishes of the clients into account.	<i>Strategy:</i> Focus on demands
		<b>CARP02: Share best practices</b> Look for best practices to learn from each other.	<i>Strategy:</i> Learn from each other.
		<b>CARP03: Experiment and test before implementation</b> Experiment and evaluate before implementing new approaches. This may reduce failure.	<i>Strategy:</i> Experiment.
		<b>CARP04: Standardise semantics</b> Semantic standardization is required if various organizations are to collaborate.	<i>Coordination:</i> Semantic standardization.
		<b>CARP05: Use simple URL and website for access</b> Use simple URL's and, if possible, a simplified version of the website. This enables people with reduced language skills to find their information online as well.	<i>Strategy:</i> Focus on demands.

Case	Lessons learned	Concepts
Australia AGIMO	<p><b>AUAG01: Service delivery strategy and framework</b> Develop a strategic approach towards service delivery. Define service delivery principles and the high level process. Pay attention to capabilities own and collaborating organizations. Provide more detailed support for key areas in the process, amongst other the channel strategy.</p>	Service delivery strategy, channel strategy, new service development, capability
	<p><b>AUAG02: Channel strategy development method</b> Develop a method that describes the most important steps in developing a channel strategy. This method can guide the alignment of customer needs, service outcomes and channel mix.</p>	<i>Strategy</i> : Strategy method
	<p><b>AUAG03: Service delivery capability model</b> Develop a model to describe, build and improve the service delivery capabilities of the own organization and of the organizations one cooperates with.</p>	<i>Strategy</i> : Capability
	<p><b>AUAG04: Relate to service strategy and architecture</b> Link the multichannel strategy and models to the overall service (delivery) strategy and models, in particular the government architecture. In this way multichannelmanagement is consistent with and part of an overall approach.</p>	<i>Strategy</i> : Strategic alignment, urgency, consistency
	<p><b>AUAG05: The wider program and project context</b> Take into account the generic approaches and guidelines for program and project planning and evaluation. Program and project planning and evaluation for multichannel service delivery may have to comply with them and there is a pool of knowledge available that can be re-used for.</p>	Program planning, program evaluation, project planning, project evaluation
	<p><b>AUAG06: Apply general government principles wisely</b> General government principles can be used to promote multichannel service delivery. However, these generic principles can also limit the multichannel options and may not always result in the best solution in a particular situation.</p>	Service requirements, Architecture principles
	<p><b>AUAG07: Responsibility for channel strategy and priorities</b> Consider carefully who should be made responsible for and involved in determining the channel strategy and priorities. This may influence the outcome in terms of the kind of channel strategy and the prioritization of strategic issues. Note that this responsible may also have to change over time.</p>	<i>Strategy</i> : Governance, stakeholders,

Case	Lessons learned	Concepts
Australia Centrelink	<p><b>AUCL01: Stakeholder and business model analysis</b> Understand who the stakeholders and their interests with respect to multichannel decisions. Take the business model into account. Try to influence what you cannot control, for example, by close cooperation and an expert role.</p>	<p><i>Strategy:</i> Stakeholder, business model, tactics</p>
	<p><b>AUCL02: Integrate with service and process decisions</b> Channel decisions are related to decisions with respect to services and processes. Therefore, make sure that channel issues are part of (new) service development and process (re)design approaches and models.</p>	<p>New service development, business process (re)design</p>
	<p><b>AUCL03: Systematic service development approach</b> When new initiatives are frequent then a systematic approach for new service development can support the organization in making decisions and recommendations and coordinating the development activities with the organization.</p>	<p>New service development</p>
	<p><b>AUCL04: Be critical at customer interactions</b> Have a critical look at intra- and inter-organizational business processes before making channel decisions. What organizations really need direct customer interaction? Can customer interactions be made redundant by sharing information?</p>	<p><i>Coordination:</i> Business process (re)design, business network, customer interaction, information sharing</p>
	<p><b>AUCL05: Service portfolio approach</b> Adopt a service portfolio approach for differentiating and classifying services to support service and channel decisions, in particular to specify customer expectation, structure the way of working and define the required capabilities. This becomes more necessary when the number of services is large and the variety between services is high.</p>	<p>Service portfolio, customer expectations, work structure, capability</p>
	<p><b>AUCL06: E-services have not reached maturity</b> Do not let the great optimism about e-government be turned into great negativism because of disappointments and barriers. Providing and using e-services is still a relatively new area that needs time to further develop and learn.</p>	<p><i>Strategy:</i> E-services, electronic channel, innovation, capability</p>
	<p><b>AUCL07: Innovative the physical channel</b> Address the challenges of physical channel not only by moving services online. Innovate in the physical channel to address weaknesses and build on strengths. Location and physical presence still matter:</p>	<p><i>Strategy:</i> Customer centres, physical channel, innovation, location, presence</p>
	<p><b>AUCL08: Flexibility as channel strategy requirement</b> Do not get too focussed on a channel strategy and configuration based on current channel features and characteristics. All channels are developing and creating new opportunities for service delivery. An important requirement for a channel strategy is flexibility.</p>	<p><i>Strategy:</i> Channel strategy, development, innovation, flexibility</p>
	<p><b>AUCL09: Service capabilities per channel</b> Being able to identify the service capability of a service delivery organization is necessary but not sufficient. It is also required to address the service capability of each individual channel.</p>	<p><i>Strategy:</i> Capability</p>