Abu Dhabi Government Contact Centre
Our Vision of Customer Service

Abu Dhabi
June, 2013
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- Snapshot of the Abu Dhabi Government Contact Centre
- Our Vision of Customer Service
- The Road Ahead
The Abu Dhabi e-Government’s strategic vision is focused on customers, and aims to enhance their interaction experience.

Abu Dhabi e-Government Strategy Focus on Customers

Enhanced Interaction Experience

Government Customers
- Government Employees
- Government
- Businesses
- Citizens
Based on this strategic vision, a Contact Centre was envisioned to allow the Gov. to provide world class services to its customers

Abu Dhabi Government Contact Centre

Constituent Care will allow the Abu Dhabi Government to provide world class service to its citizens, through:

- Contact Center allowing the delivery of services to citizens through multiple communication channels
- Customer Relationship Management supporting the contact center and allowing citizen-centric performance analysis and service optimization
As such, the Abu Dhabi Government Contact Centre was launched in Mar 2008 under the patronage of H.H the Crown prince of AD

Contact Centre Launch

Launch Event

- Under the patronage of H.H. General Sheikh Mohammed Bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, Deputy Supreme Commander of the United Arab Emirates Armed Forces and Chairman of Abu Dhabi Executive Council, the new Contact Centre for Abu Dhabi Government was inaugurated today with H.H. Sheikh Hamed Bin Zayed Al Nahyan, Chairman of the Abu Dhabi Crown Prince’s Court making the first call during a launch event held at the Emirates Palace Hotel. The Contact Centre is being coordinated and supervised by the Abu Dhabi Systems & Information Committee (ADSIC), who is also responsible for and spearheading the Emirate’s e-Government Program and as such is custodian of Abu Dhabi Government Services Optimization Program.
To date, the Contact Centre provides services on behalf of 46 Abu Dhabi Government entities ...

On-boarded Entities

2008

2009

2010 & 2011
... and has served more than 520,000 customers, the majority of which requested information.

Customers Served to Date

<table>
<thead>
<tr>
<th>Year</th>
<th>Customers Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>23714</td>
</tr>
<tr>
<td>2009</td>
<td>74661</td>
</tr>
<tr>
<td>2010</td>
<td>79774</td>
</tr>
<tr>
<td>2011</td>
<td>181131</td>
</tr>
<tr>
<td>2012</td>
<td>161351</td>
</tr>
</tbody>
</table>

Request Types

- **Information**: 77%
- **Complaints**: 4.50%
- **Suggestions**: 4.50%
- **Compliments**: 1.70%
- **Request for Service**: 9.80%
- **Invalid**: 0.10%
- **Incidents**: 4.50%
- **Request for Service**: 2.40%

Note: The data is presented in a bar graph and a pie chart.
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Our vision for customer service is founded on our understanding of new Generation Government and a set of core principles and values.
We believe that the new Gen Governments are integrated, consistent, collaborative, multichannel and transparent.

Abu Dhabi Government Focus on Customers

Traditional Government

- ADGE1
- ADGE2
- ADGE3
- ADGEN

Customer

Disconnected
Service Centric
Inconsistent

Competitive
Single Channel
Opaque

Customer Centric Government

- ADGE2
- ADGE1
- Customer
- ADGE3
- ADGEN

Integrated
Customer Centric
Consistent

Collaborative
Multi-channel
Transparent
Additionally, our core values and principles are the key enablers to our vision of excellent customer service

Core Values & Principles

<table>
<thead>
<tr>
<th>Customer Satisfaction Principles</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Understanding of Customer Experience</td>
<td>Our ability to map the entire customer experience, and identify key drivers of customer satisfaction along each segment of this customer experience is key to delivering the envisioned customer service. Our overall customer satisfaction is the sum of satisfaction along each customer experience segment.</td>
</tr>
<tr>
<td>One &amp; Done</td>
<td>Our ability to resolve customer cases on the first contact is key to ensuring higher customer experience. For this reason, we’ve set aggressive targets for FCR.</td>
</tr>
<tr>
<td>Collaborative</td>
<td>Delivering good service at a government level, with dozens of entities, and hundreds of services involved is no minor task. Therefore, collaboration becomes automatically one of the pillar of such program.</td>
</tr>
<tr>
<td>Accessible and Transparent</td>
<td>The principle and core value of accessibility and transparency is fundamental to the realization of our vision of the next Generation Government. Living this core value involves a transformational change of business as usual.</td>
</tr>
<tr>
<td>It’s About People</td>
<td>At the forefront of every good service is an enthusiastic and knowledgeable customer service representative, and a dedicated backend employee. The program recognizes the importance of the people dimension and working with the Executive Council and the various partners on this key dimension.</td>
</tr>
<tr>
<td>Technology Helps!!</td>
<td>Once the foundation of people and process has been established, technology becomes an accelerator and a key transformational agent to the envisioned customer service.</td>
</tr>
</tbody>
</table>
The program aspires to provide a good customer experience by providing an excellent service across each segment of this experience.

Quality Control & Assurance is performed at multiple points throughout the value chain:

- Contact Handling
- Case Creation
- Case Assignment
- Case Resolution
- Case Closure
The program aspires to provide a good customer experience by providing an excellent service across each segment of this experience.

Quality Control & Assurance is performed at multiple points throughout the value chain:

- **Contact Handling**
  - Greeting, vocal quality, call control, active listening
- **Case Creation**
- **Case Assignment**
- **Case Resolution**
- **Case Closure**

### Key Performance Indicators:

- **Multiple checks per agent, per channel, every week**
- **Greeting, vocal quality, call control, active listening**
- **Call control, hold protocol, behavior**
- **>90% phone calls/web chats answered within 20 secs**
- **<5% phone calls/web chats abandoned**
- **Average handle time of phone calls <5 minutes**
- **Average handle time of web chats <15 minutes**
- **>95% emails processed within 2 hours**

**Real Understanding of Customer Experience**
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Quality Control & Assurance is performed at multiple points throughout the value chain:

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- Average case creation time <30 mins (non-FCR)
- All customer contact info accurately captured
- Requests for customer anonymity respected
- Language and channel preferences recorded
- Accuracy and completeness of case details
- One case per request, complaint or incident
- Provision of unique case ID for every channel
The program aspires to provide a good customer experience by providing an excellent service across each segment of this experience.

**Quality Control & Assurance** is performed at multiple points throughout the value chain.

- **Contact Handling**
- **Case Creation**
- **Case Assignment**
- **Case Resolution**
- **Case Closure**

**CX**

- Checks at team and individual level
- >90% cases assigned correctly
- <5% cases returned to Contact Centre for extra info
- All non-FCR cases assigned <120 mins from creation
- Assigned cases to be accepted <120 minutes
The program aspires to provide a good customer experience by providing an excellent service across each segment of this experience.

Quality Control & Assurance is performed at multiple points throughout the value chain.

- >95% response accuracy for all case types
- >90% cases resolved within agreed target times
- <3 hours to resolve information requests
- <16 hours to define target closure date

Real Understanding of Customer Experience
Real Understanding of Customer Experience

The program aspires to provide a good customer experience by providing an excellent service across each segment of this experience.

Quality Control & Assurance is performed at multiple points throughout the value chain.

- Contact Handling
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>90% Information requests closed at first call (FCR)
>95% cases closed within 48h of resolution
Multiple closure attempts made with customer
Customer dissatisfaction escalated within each entity
Voluntary participation in surveys
Through close collaboration and team-working, feedback is relayed to the appropriate team at any point during the experience segment. Government entities and commercial enterprises partner to deliver excellent customer experience.
Our target of 90% FCR is achieved through a Government-wide Knowledge Management solution and a comprehensive CS training.

Key Enablers of the Target FCR

Knowledge Management

People

Process

Technology

Comprehensive Training

Customer Service

CRM Training

- The Knowledge Management initiative aims to centralize the management of information and facilitate informational retrieval.
- The customer service training was developed to create a mindset dedicated to delivering outstanding customer service.
- The CRM Training is to assist the Abu Dhabi Government CRM users on the usage of the CRM platform and its processes leading to increased adoption and usability.

Current FCR (85.1%)
Cross department collaboration as well as collaboration with the public is essential to achieve the envisioned customer service.

Cross Government and Customer eParticipation

- The Abu Dhabi Government Contact Centre is currently working on multiple initiatives in collaboration with the Executive Council to develop a **community of customer service** practitioners across the government.
- Besides **common processes and KPIs**, the community will be trained on best practices in customer service and will share the same vision of advancing the Abu Dhabi Government customer service.
- Through **CityGuard**, **complain and incidents reporting**, the Government is reaching out to the public through multiple channels to receive feedback and include this feedback into service delivery.
- Fikra is a key project that will accelerate the plans for eParticipation by allowing the public and any member of the Government to report.
Multiple channels and the ‘No Wrong Door’ policy are at the heart of the Contact Centre’s aim to maximize its accessibility to customers...

...while bi-lingual agents ensure the majority of the population’s calls can be handled.

Accessible & Transparent
Through empowerment and training, we are working on building up a team that is enthusiastic about customer service.

The Contact Centre Team

Empowerment  Training  Reward & Recognition  Career Plan

600+ users across the government
Several technology components are key enablers of our vision & the work is still in progress to build a state of the art integrated solution.
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The program will continue to transform its services and capabilities, aiming to become the single government phone channel.