



HARLOW DISTRICT COUNCIL

District council serving a population of 80,000 in Southeast England.

Industry: Government
Geography: United Kingdom

Deployment Summary

- TIBCO's BPM software enabled joined-up government at Harlow DC by integrating information and processes between departments and services.
- Harlow developed a customer-focused culture by automating business processes from frontline staff to executive directors.

Benefits

- TIBCO helped Harlow increase its customer satisfaction to 94 percent.
- Harlow operates more efficiently because TIBCO has automated key business processes, resulting in a 30 percent increase in first-point-of-contact resolution rates. Back-line service responsiveness increased from 39 percent to 88 percent.
- TIBCO's BPM software has promoted a greater level of transparency, enabling Harlow to log, trace, and monitor all customer interactions via any contact point.



"TIBCO played a key role in our customer-care project. If I look back at where we started and how far we have come in delivering our customer-care strategy against the backdrop of the modernization agenda, the best accolade I can give is that the strategic direction was perfect."

Asha Bhardwaj, Business Development Manager at Harlow District Council

TIBCO Helps Harlow DC Turn Joined-Up Government Into a Reality

Harlow District Council (DC) is located in the heart of the Essex and Hertfordshire countryside and serves a population of 80,000. The council provides more than 35 different services to its citizens, such as housing benefits, environmental health programs, planning and building control, and parking services.

To improve service quality and make it easier for citizens to contact relevant government bodies, the UK government has been driving a vision of "joined-up government" – whereby government organizations and services are linked across local and national levels.

Prior to implementing an e-government solution, most services operated in silos. If a customer wanted to access a service at Harlow DC, he or she had to approach the individual service directly. If the inquiry required a response from more than one service, the customer had to approach the other service separately as well.

"We had seven neighborhood offices, each of which was run like a 'family unit,' whereby the level or choice of service was governed by the individual managers," explains Asha Bhardwaj, Harlow DC's business development

manager. "This generated a whole host of inefficiencies in both service provision and service standards, not to mention confusion among customers."

To improve service provision and delivery, Harlow began pursuing a new customer-care strategy aligned with the e-government modernization agenda. To do this, it first consolidated the different channels of communication into one contact center operation, which gave customers a focal point of contact and offered a professional level of service. To make this possible, a fully integrated back-end system linking data from all departments and services was required to break down information silos across departments. Harlow further recognized that it needed to change the culture of its organization to make it more customer-focused to ensure that its customer-care strategy worked.

A BPM-driven customer-care solution

In line with these objectives, Harlow began a program of reviewing the council's business processes to ensure they were being delivered efficiently, economically, and effectively. It also identified the need for a new technology platform to realize the district's customer-focused vision.

Partnering with business technology solutions provider Transputec Business Solutions, Harlow conducted a major review of the technology infrastructure that would be required to support the council's vision and objectives. At the heart of the technology platform, Harlow planned to develop a customer relationship management (CRM) application with Transputec, which would integrate with TIBCO's business process management (BPM) software.

"Using TIBCO's BPM software, we performed business process audits and amended old processes to optimize them and make them more robust," Bhardwaj says. "We stayed clear of applications with embedded workflow processes because we want to be able to control the processes independently. Our end goal is to have seamless system integration with all business applications in the organization, and TIBCO is helping us achieve that."

Lifting performance to new highs through Contact Harlow

"TIBCO injected intelligence into our processes, and our CRM system now stretches across more than 1,000 processes including integrated document management and queue management," Bhardwaj says. "Information is seamlessly routed from frontline staff all the way to the executive director level using clearly defined and proven processes."

Contact Harlow is the name given to the new central point of contact for all citizens' interactions with the council. It handles more than 9,000 queries each month for dozens of services – and the feedback from customers has been excellent.

"Before TIBCO helped us develop our BPM-driven customer-care infrastructure, there was a basic level of dissatisfaction from citizens because of all the baton-passing between departments, which increased inquiry resolution times," Bhardwaj says. "TIBCO's BPM software has promoted a greater level of transparency, reinforced the culture change, and made task ownership much clearer."

BPM helps improve customer satisfaction and efficiency

Contact Harlow now has the ability to log, track, and monitor all customer interactions via any route of entry, and all inquiries are monitored in accordance with predefined target delivery timescales.

"Customer satisfaction has risen dramatically, and in our last survey, satisfaction stood at an all-time high of 94 percent," Bhardwaj reveals. "In the first year, first-point-of-contact resolution rates increased 30 percent and back-line service responsiveness – whereby inquiries were handled by other departments – increased from 39 percent to 88 percent. TIBCO's BPM software has played a vital role in improving these figures because it does not just encourage people to be efficient, it also strongly enforces roles and responsibilities."

Harlow has enjoyed significant efficiencies and cost savings, but Bhardwaj is also pleased to see Harlow leap ahead of its larger counterparts, many of which have become bogged down in technology while trying to get their house in order.

"Our development program was ambitious and aggressive. From our experience in contributing to national

and county forums, and through benchmarking with other local authorities, Harlow DC is recognized as a pioneering authority due to the manner in which we have developed our customer-care solution," Bhardwaj says.

Harlow is now realizing the true ethos of joined-up government that the UK government envisioned when it laid out its e-government plans. In addition, its TIBCO-integrated CRM platform now forms a vital part of the Enterprise Workflow National Project (EWNP) – a program funded by the Office of the Deputy Prime Minister to facilitate the development of enterprise workflow in a local authority context by delivering guidance and support to the wider local government community regarding enterprise workflow methodologies.

In addition, Harlow has extended the work principles developed in-house to create a model for the management and reduction of antisocial behavior. Harlow has developed this model in partnership with 17 other agencies including Essex Police, Crown Prosecution Service, Social Services, the Primary Healthcare Trust, and other local authorities.

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TIBCO Software Inc. (NASDAQ: TIBX) is the leading independent business integration software company in the world and a leading enabler of real-time business, helping companies become more cost-effective, more agile and more efficient. TIBCO has delivered the value of real-time business, what TIBCO calls The Power of Now®, to thousands of customers around the world and in a wide variety of industries.

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