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ASEZA PUBLIC SECTOR CRM SYSTEM DESIGN

AQABA COMMUNITY and ECONOMIC DEVELOPMENT (ACED)

PROGRAM

October 2010

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development, AECOM International Development or the ACED Program.

ACED Program Frequently-Used Acronyms and Abbreviations

(Not all of the following will appear in every ACED Program document)

ACED Program	Aqaba Community and Economic Development Program (USAID)
ACT	Aqaba Container Terminal
ADC	Aqaba Development Corporation
ADS	Automated Directive Systems
AIDAR	USAID Acquisition Regulation
AIIE	Aqaba International Industrial Estate
ANREPCO	National Real Estate Projects Company
APC	Aqaba Ports Corporation
ASEZ	Aqaba Special Economic Zone
ASEZA	Aqaba Special Economic Zone Authority
ASRI	Aqaba Skills Readiness Index
ASYCUDA	Automated System for Customs Data
ATASP	Aqaba Technical Assistance Support Program (USAID)
AUC	Aqaba University College
AZEM	Aqaba Zone Economic Mobilization Project (USAID)
AGDTF	Aqaba Garment Development Task Force
BAFO	Best and Final Offer
BDC	Business Development Center
BDS	Business Development Services
CAI	Changi Airports International
CBO	Community-Based Organization
CEDAW Women	Convention on the Elimination of All Forms of Discrimination Against Women
CMT	Cut-Make-Trim
CO	Contracting/Contracts Officer
COB	Close of Business
COP	Chief of Party
CP	Cost Proposal
CRM	Customer Relationship Management
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CTI	Computer Telephony Integration
CTO	Cognizant Technical Officer
D&G	Democracy and Governance
DCA	Development Credit Authority
EG	Economic Growth
EGRA	Early Grade Reading Assessment
EO	Economic Opportunities
EOI	Expression of Interest
EPC	Executive Privatization Commission
ERfKE	Education Reform for a Knowledge Economy (USAID)
EU	European Union
ETF	European Training Foundation
EVR	Electronic Visa and Residency System

FAR	Federal Acquisition Regulation
FDI	Foreign Direct Investment
FDR	Fixed Daily Rate
FHR	Fixed Hourly Rate
FTA	Free Trade Agreement
FTZ	Free Trade Zone
FZ	Free Zone
FZC	Free Zones Corporation
GCC	Gulf Cooperation Council
GDA	Global Development Alliance
GDP	Gross Domestic Product
GEM	Gender Entrepreneurship Markets
GIS	Geographic Information System
GOJ	Government of Jordan (the central governing entity of Jordan)
GPS	Global Positioning System
HR	Human Resources
ICDL	International Computer Driving License
ICT	Information and Communications Technology
INJAZ	Economic Opportunities for Jordanian Youth Program
IPR	Intellectual Property Rights
IQC	Indefinite Quantity Contract
ISP	Internet Service Provider
IS-ASEZA	Institutional Support to ASEZA (EU funded project)
IT	Information Technology
JD	Jordanian Dinar
JITOA	Jordan Inbound Tour Operators Association
JIB	Jordan Investment Board
JNA	Jordan National Agenda
JNCW	Jordanian National Commission for Women
JSCED	Jordan Standard Classifications of Education
JUSBP	Jordan-United States Business Partnership
JUSFTA	Jordan-United States Free Trade Agreement
KOJ	Kingdom of Jordan (the country within its physical boundaries)
KPI	Key Performance Indicator
KSA	Kingdom of Saudi Arabia
LCDD	Local Community Development Directorate (ASEZA)
LCL	Less than Container Load
LECP	Local Employee Compensation Plan
LOE	Level of Effort
LTTA	Long-Term Technical Assistance
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MFI	Microfinance Institution
MIS	Management Information System
MOF	Ministry of Finance
MOL	Ministry of Labor
MOPIC	Ministry of Planning and International Cooperation

MOTA	Ministry of Tourism and Antiquities
MOU	Memorandum of Understanding
MSME	Micro, Small & Medium Enterprises
NCHRD	National Center for Human Resources Development
NDA	Neighbourhood Development Activity
NDC	Neighbourhood Development Committee
NET	Neighbourhood Enhancement Team
NICRA	Negotiable Indirect Cost Rate
NGO	Non-Governmental Organization
NTS	National Tourism Strategy
OSS	One Stop Shop
PACE	Participatory Action for Community Enhancement
PMP	Performance Management Plan
PPP	Public Private Partnership
PR	Public Relations
PSD	Private Sector Development
R&D	Research and Development
QA	Quality Assurance
QC	Quality Control
RFP	Request for Proposal
RFQ	Request for Quotation
SABEQ	Sustainable Achievement of Business Expansion and Quality (USAID)
SEO	Search Engine Optimization
SIYAHA	The Tourism Project (USAID)
SFU	Satellite Factory Unit
SME	Small and Medium Enterprises
SOW	Scope of Work
STTA	Short-Term Technical Assistance
SWOT	Strength, Weakness, Opportunities and Threads
TA	Technical Assistance
TBD	To Be Determined
TO	Task Order
TOT	Training of Trainers
TP	Technical Proposal
TRIDE	Trilateral Industrial Development
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development
USD	United States Dollar
VTC	Vocational Training Center
WAEDAT	Women's Access to Entrepreneurial Development and Training
WEPIA	Water Education and Public Information for Action
WTO	World Trade Organization
WTPP	Workforce Technical Transformation Program

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Introduction

Being Aqaba's special economic zone local governance entity, ASEZA and its coordinate, Aqaba Development Corporation (ADC), help manage and support the needs of its clients, whether these clients are citizens, residences , investors or tourists.

Within the scope of studying and assessing Aqaba's needs in implementing a CRM application to enhance and ease the communication and service delivery level to ASEZA & ADC's clients, and also, to assure the efficient marketing of Aqaba to investors as a special economic zone and to tourist as a touristic retreat. We started by assessing the current situation in terms of processes, organisation and systems. We covered the three main areas of CRM that are Marketing, Sales and Services management. Finally we presented our findings, suggestions and advices within the scope of improving the image of Aqaba as a special economic zone and within this context we covered the idea of implementing a CRM application that would help ease the life of Aqaba's citizens, the business of its investors and probably the experience of its visitors and tourists.

Existing, & prospected situation without a CRM

Description of the Current Situation

Marketing Management

Investors are a very important category of clients to Aqaba. Marketing activities that target investors are currently present through ASEZA and ADC where they treat this category of clients with attention. Despite of the fact that investors are one of the main economic drivers to Aqaba and hence to Jordan, the investor roadmap is ambiguous and their direction is uncertain, whether they are assessing Aqaba as a potential for their investment or if they have already invested in Aqaba and are requesting a certain service.

There are a few business units that support the marketing management process in Aqaba and they exist in ASEZA and the ADC. These business units are:

- Investment & Real-estate development Unit in ADC
- Investor Relation & Marketing Unit in ADC
- Business Development & Marketing Section in ASEZA
- Tourism Marketing Section in ASEZA
- Investment Department in ASEZA

From computer systems prospective, there are no significant business applications that exist at the ADC. Whereas in ASEZA, and from a CRM application prospective, a marketing and sales management SAGE CRM system has been implemented in the Business Development & Marketing Section and the Tourism Marketing Section but unfortunately the system has not been utilized by any of the users of either one of the directorates. Although it covers all the basic marketing management processes and it can facilitate the life of the marketing experts, it could also improve the collaboration and automate the processing of the marketing activities management in the related business units.

Marketing activities are currently present in Aqaba through ASEZA and ADC, but unfortunately marketing activities can't be managed, tracked, or evaluated because the existing marketing system is not utilized.

Services Management

ASEZA provides many services to its clients through its specialized directorates, services which in some cases follow long procedures in order to commence, bearing in mind that sometimes supporting documents are mandatory for certain entities to help process the client's needs. In some cases, these services follow long paths between different directorates in the process of fulfillment. ASEZA has been working hard to define its services fulfillment processes aiming to facilitate these services management and in this context the MIS Directorate has been implementing different case specific systems that interact with its clients and manage these services workflow fulfillment processes.

Currently, many specific purpose systems are in place helping each business unit manage its service fulfillment process, examples of these systems are ASYCUDA, ERPS, EVR and others. All the existing systems at ASEZA are described hereafter in the client facing applications annexed in this document.

There are many customer services provided by ASEZA, these services can be classified into either services that are customer initiated (requested) or customer services that are internally initiated within ASEZA as part of the regular mandatory client services operation. The services that are customer initiated can also be called "cases"; they vary in the complexity of their fulfillment and can be counted by around 200 services (cases) +- %20. Some of these services are treated in business specific applications like the ASYCUDA or the Oracle Financial System (ERP), these systems will be kept and improved and hence their services will be treated within. Most of the rest of the services will eventually be treated within the framework of the One Stop Shop at its final destination.

One Stop Shop initiative and system

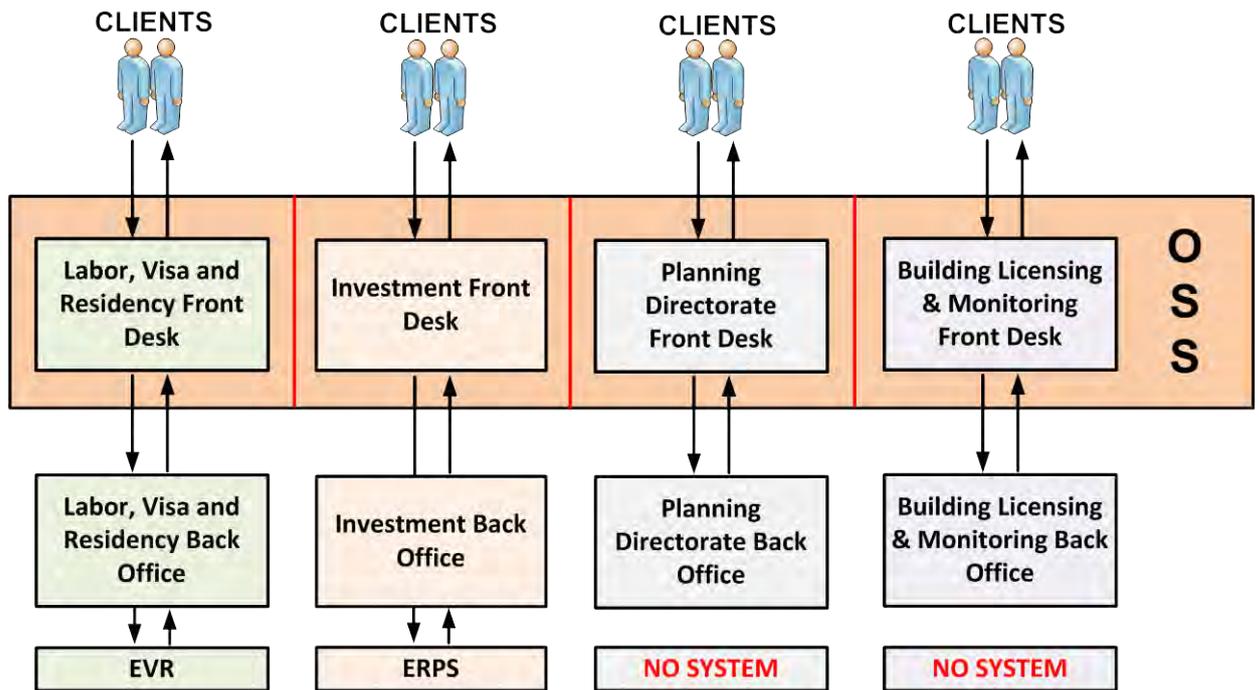
Following the new management direction of enhancing the client services in Aqaba, ASEZA has launched an initiative of implementing a One Stop Shop (OSS) methodology in delivering the services that are initiated by the client. Within the scope of the OSS implementation, and as a pilot test of the concept, ASEZA gathered under one roof the customer service people from four directorates as an initial step to approach and sense the feasibility of their initiative. These directorates are:

- Labor, Visa and Residency Directorate
- Investment Directorate
- Planning Directorate
- Building Licensing & Monitoring Directorate

Until the month of Sept 2010 the Labor, Visa & Residency directorate was using the EVR system to log its service requests and conduct the service of their clients. The Investment Directorate uses the ERPS system to log and manage and fulfill their service requests. These two systems do not fully cover the processes of their directorates and at some later point they need to be upgraded to comply with the changes that have taken place by time. The customer services which the Labor, Visa & Residency directorate and Investment directorate provide fulfill the following service requests:

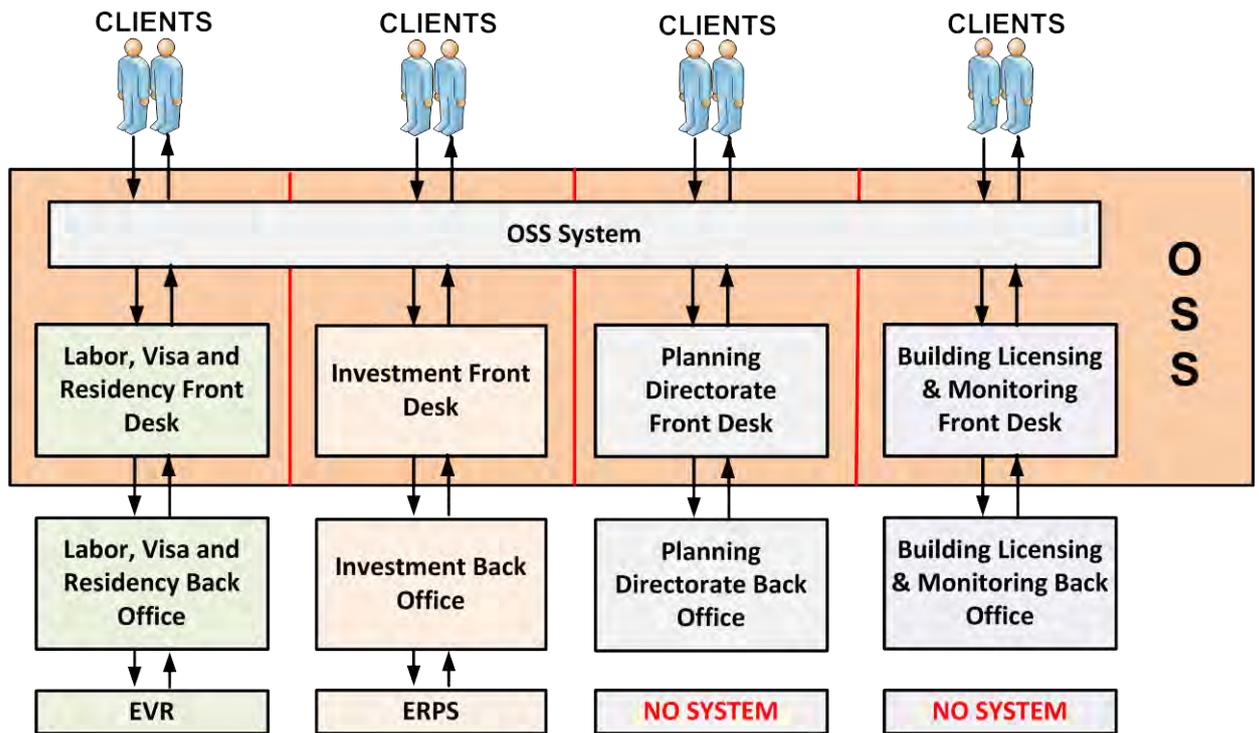
#	Directorate	System	Service (Process) Name – Arabic
1	Investment Directorate	ERPS	
2	Investment Directorate	ERPS	
3	Investment Directorate	ERPS	
4	Investment Directorate	ERPS	
5	Investment Directorate	ERPS	
6	Investment Directorate	ERPS	
7	Investment Directorate	ERPS	
8	Investment Directorate	ERPS	
9	Investment Directorate	None	
10	Investment Directorate	None	
11	Investment Directorate	None	
12	Investment Directorate	None	
13	Investment Directorate	None	
14	Investment Directorate	None	
15	Investment Directorate	None	
16	Investment Directorate	None	
17	Investment Directorate	None	
18	Investment Directorate	None	
19	Labor, Visa and Residency Directorate	EVR	
20	Labor, Visa and Residency Directorate	EVR	
21	Labor, Visa and Residency Directorate	EVR	
22	Labor, Visa and Residency Directorate	EVR	
23	Labor, Visa and Residency Directorate	EVR	
24	Labor, Visa and Residency Directorate	EVR	

The current pilot OSS is the centre where the service requests are submitted by the clients, initiated by each directorate's service representative as a front desk which is located at the OSS and fulfilled by the same directorate's back office in the same old fashioned way the fulfillment process was taking place before initiating the pilot OSS. Each directorate's service representative provide their directorate's services without any interaction with the other representative or services from the other directorates under the same OSS roof. This implementation can be described as a one door service centre or one roof service centre but not a one window OSS. Also in terms of business service management and fulfillment applications, each directorate service representative in the pilot OSS kept using their regular service management applications to record and track the service requests that they initiate. The pilot OSS is still implemented currently at ASEZA. The following diagram illustrates the situation at the current pilot OSS.



OSS Pilot Site
Mar. 2010 – Sep. 2010

Within the same context, the MIS Directorate at ASEZA started producing an OSS application that would help the customer service people at the OSS log the progress of the customer service orders. Also its objective is to provide informative reporting to the service centre management and ASEZA's high management about the performance of the OSS in terms of service quality. This newly produced system was implemented on the last week of September 2010 and is called the OSS. It is based on a Microsoft SharePoint technology and it uses Nintex technology as a workflow engine. This system can be imagined as a thin layered application that is sitting on the top of the existing applications currently used in the OSS pilot site (EVR & ERPS). The main objective behind it, is to give the customer service representative in the pilot OSS unified screens that would allow any service representative from any directorate to log the service request of any directorate within the OSS pilot site. In other words, an OSS organization unit will be initiated with representative that will be serving in the place of each directorate's front desk, all representatives will be using the same OSS system and all will be serving the customers of the four OSS directorates at the same time.



**OSS Pilot Site & OSS System
Oct. 2010**

AWAD Phase I Project

Within the framework of improving customer services and automating the internal processes at ASEZA, the MIS team at ASEZA started producing a system called AWAD, it incorporates the following systems:

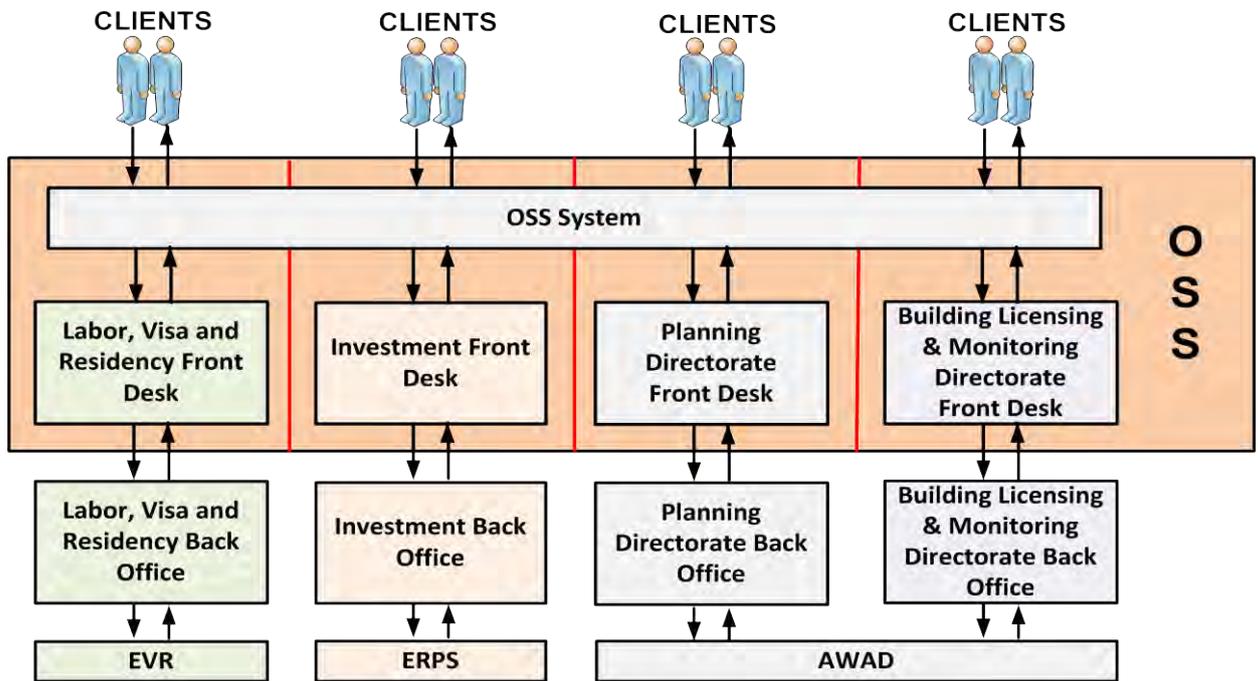
- Workflow Management System: a system that manages and defines a series of tasks within an organization to produce a final outcome or outcomes. Workflow Management Systems allows the definition of different workflows for different types of jobs or processes and it is very useful to eliminate or minimize the use of paper.
- Document Management System (DMS): a system that is used to track and store electronic documents and/or images of paper documents.
- DiWAN: a set of integrated programs that manage the incoming and outgoing communications in ASEZA, it handles the internal diversion of documents within a secure manner.
- Geographical Information System (GIS): a set of tools that capture, store, analyze, manage, and present data that are linked to locations. GIS is the merging of cartography, statistical analysis, and database technology.
- Portal: the web interface of AWAD, all the features of the AWAD system are accessed through this interface, a collaboration tool for all the employees of ASEZA. Its web platform will also be used to publish e-services that are related to the infrastructure directorate.

Within the scope of AWAD Phase I project, an agreement with the delivering company has been reached to electronically scan one million paper documents, archive them and link these e-docs to the DMS part of AWAD so that it can be easily accessed once needed.

AWAD phase I project was launched on the first quarter of 2009 and will be delivered by the end of Oct 2010. Within the framework of this phase of the project, 30 customer service processes are automated and will be delivered as 30 e-Services on ASEZA's website. These services cover the customer service processes in both the Planning Directorate and the Building Registration & Auditing Directorate. These services are:

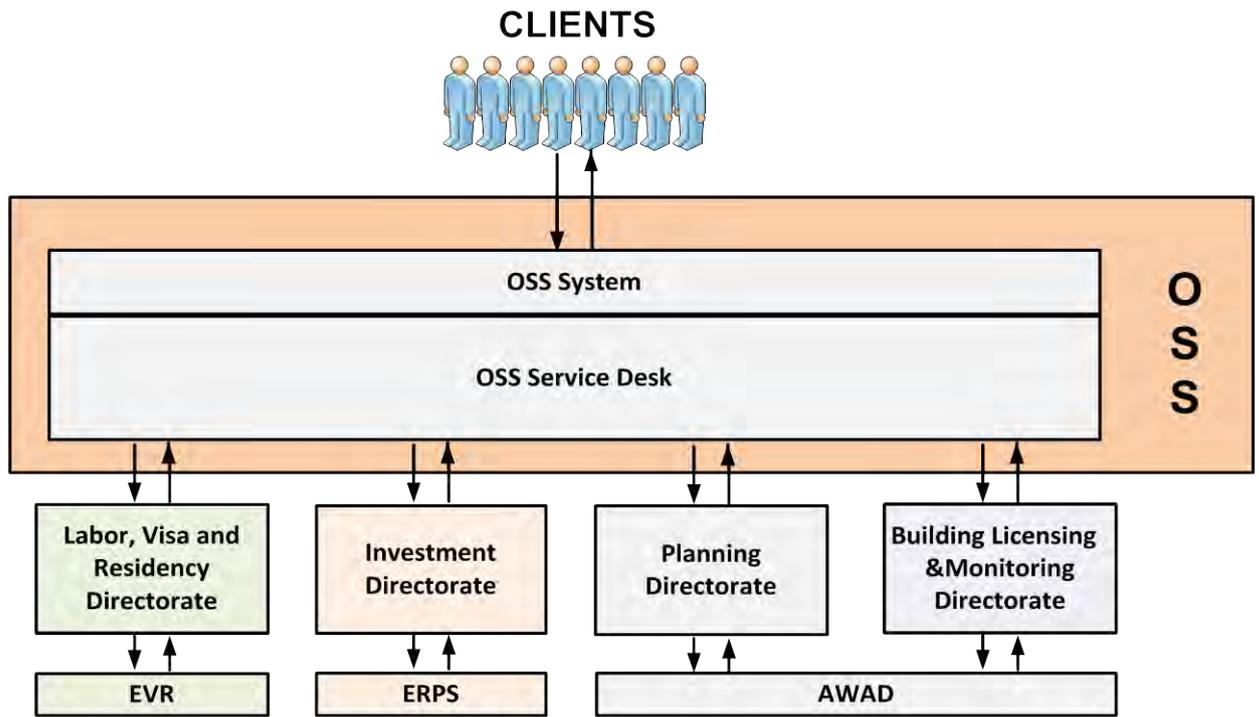
#	Directorate	System	Service (Process) Name – Arabic
1	Planning Directorate	AWAD I	
2	Planning Directorate	AWAD I	
3	Planning Directorate	AWAD I	
4	Planning Directorate	AWAD I	
5	Planning Directorate	AWAD I	
6	Planning Directorate	AWAD I	
7	Planning Directorate	AWAD I	
8	Planning Directorate	AWAD I	
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10	Planning Directorate	AWAD I	
11	Planning Directorate	AWAD I	
12	Planning Directorate	AWAD I	
13	Planning Directorate	AWAD I	
14	Planning Directorate	AWAD I	
15	Planning Directorate	AWAD I	
16	Planning Directorate	AWAD I	
17	Building Licensing & Monitoring Directorate	AWAD I	
18	Building Licensing & Monitoring Directorate	AWAD I	
19	Building Licensing & Monitoring Directorate	AWAD I	
20	Building Licensing & Monitoring Directorate	AWAD I	
21	Building Licensing & Monitoring Directorate	AWAD I	
22	Planning Directorate	AWAD I	
23	Building Licensing & Monitoring Directorate	AWAD I	
24	Building Licensing & Monitoring Directorate	AWAD I	
25	Building Licensing & Monitoring Directorate	AWAD I	
26	Building Licensing & Monitoring Directorate	AWAD I	
27	Building Licensing & Monitoring Directorate	AWAD I	
28	Building Licensing & Monitoring Directorate	AWAD I	
29	Building Licensing & Monitoring Directorate	AWAD I	
30	Planning Directorate	AWAD I	

Once Awad Phase I is fully implemented, it will be integrated with the OSS system so that all the customer service representatives in the OSS site will be logging all the services in both the Planning Directorate and the Building Licensing & Monitoring Directorate through the OSS system.



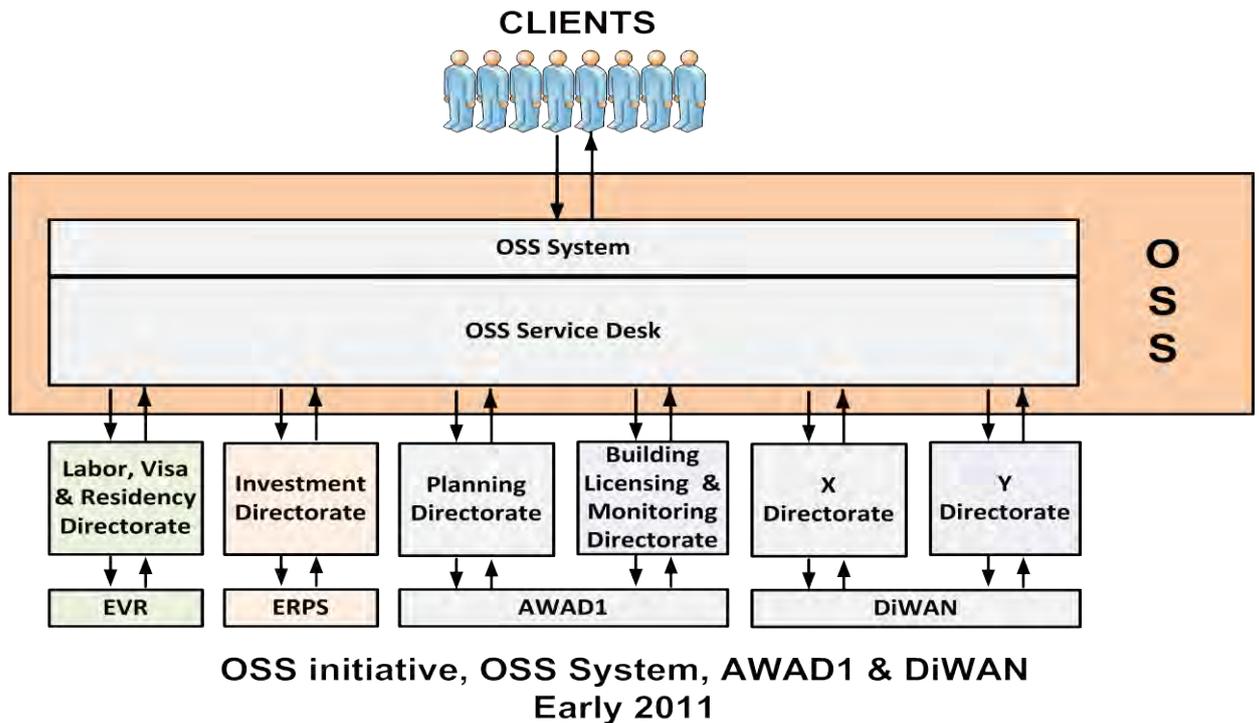
**OSS Pilot Site, OSS System & AWAD
Nov. 2010**

Once the OSS as a methodology is implemented on its both streams, business and system, the full utilization of the idea of the unified service desk will be applied.

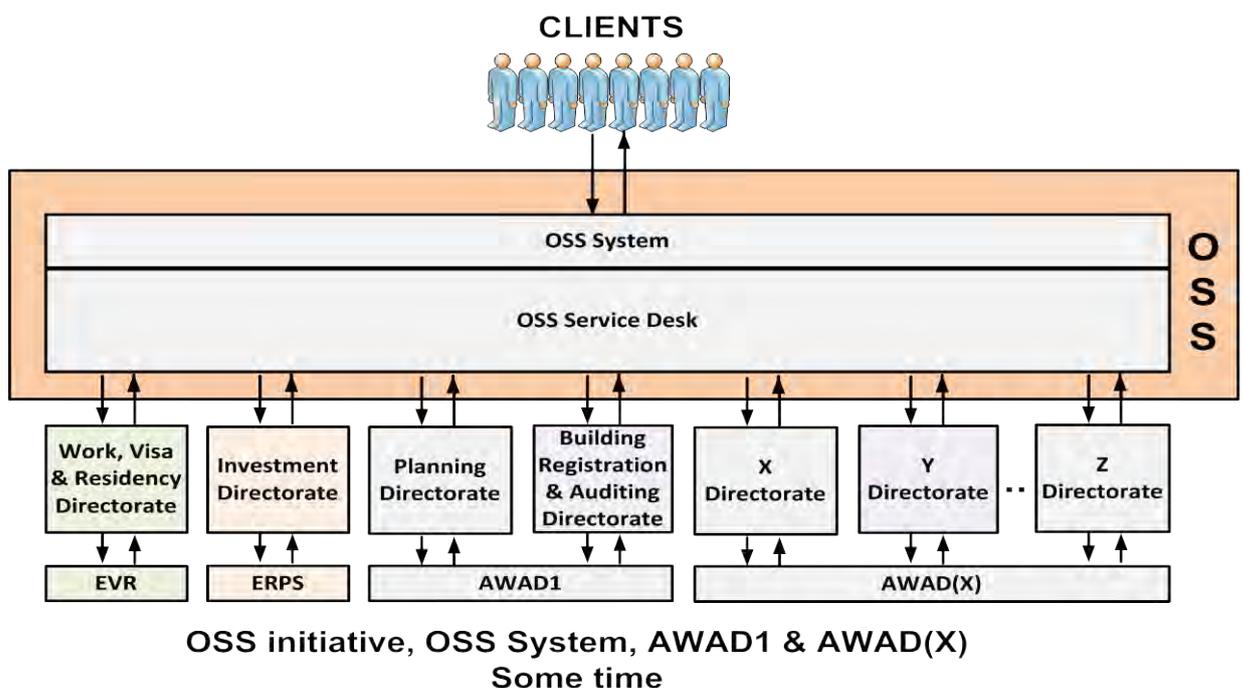


**OSS Pilot Site, OSS System & AWAD
Dec. 2010**

ASEZA's MIS Directorate is launching a second phase for the OSS system production, in which it will be linked to the DiWAN module of AWAD system, the MIS Directorate is hoping to incorporate the rest of the customer service requests that are not serviced by a system where each service can be logged within the OSS site, these service requests will be logged in the OSS system and processed and followed within DiWAN. The OSS system second phase is expected to be launched in the beginning of 2011.



It is essential to mention that on its initial state DiWAN (until AWAD phase 2 is produced) will be only handling the service requests issued by the OSS system and it will be handling them in a simple form of incoming/outgoing communications. This state will hold until other further implementation(s) of AWAD take place to cover the processes that follow to fulfil a service request. Following is the diagram representing the ultimate and optimal situation of the customer service requests treatment that will take be applied – upon ASEZA MIS Directorate.



Weaknesses in the current CRM approach

- Customers types are not well defined in both ASEZA and ADC and hence all the customer relation management is not well streamlined.
- In ASEZA, many business specific systems are supporting customers. This leads to dealing with Aqaba's customers in unstructured and non-standard way.
- Customers characteristics are not well known and customer information is not accurate as customer relation and service is handled through multiple systems and hence the customer information is handled multiple times in different states between multiple IT systems.
- Clearly, there is only one channel for the customers to be dealt with, that is, in person channel. Short Messaging Service (SMS) is utilized in communicating messages to the customer but for a minimal number of services. Web or phone channels are not really utilized despite of the fact that these channels reduce the cost of service delivery.
- In ASEZA the Marketing Management activities are not automated despite of the fact that a system that supports their activities exists since 2008.
- At ADC, no evidences were found for Marketing activities that are automated or even clearly defined.
- The services delivery activities at ASEZA are implemented in many business specific applications that are loosely integrated and hence the service delivery is not well paced.
- With the presentation of the OSS system, the covered service requests are logged into the OSS system and then treated in the business specific support system.
- The service tracking feature in the OSS system is very weak (it is not informative at all).
- Not all the existing service fulfilment business specific applications cover all the processes within their area, in other words, by time the process and business evolved, the specific business support systems need to be upgraded (e.g. EVR & ERPS).
- The OSS system does not provide any customer information access, and hence OSS customer service user is entitled to use other existing applications to get some access to customer info when needed.

Setting Objectives

As stated earlier in this document, some of the main objectives behind having the different governmental entities in Aqaba are to:

- Maintain and improve the life of Aqaba's citizens
- Enhance the investor's interest and capital flow into the zone
- Attract more tourism to Aqaba

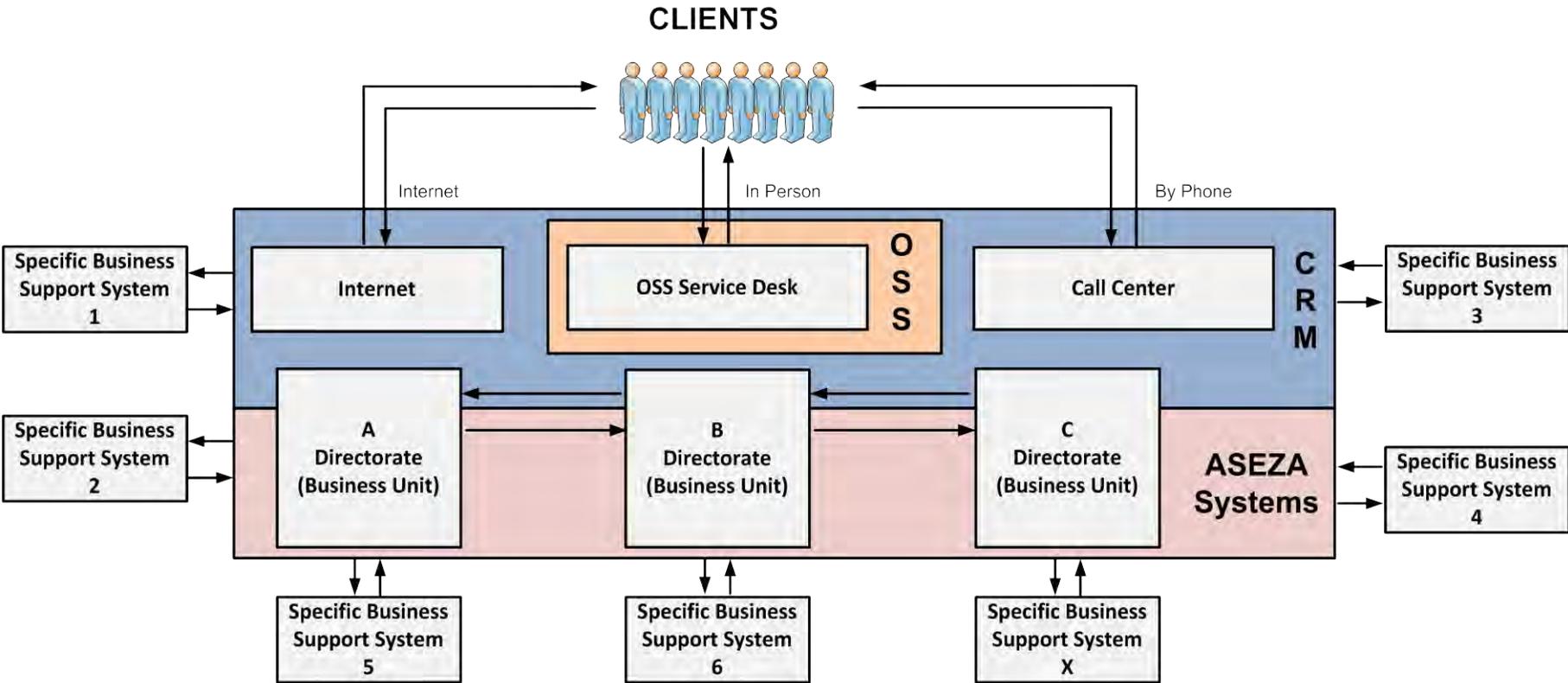
In order to achieve these objectives, the Customer Relationship Management (CRM) process needs to be improved, despite of all ongoing efforts to improve the customer support and relation management within Aqaba, and in spite of the multi-business applications implementations that support this goal on the technologies and applications level, a one homogeneous integrated CRM application is needed to assure the delivery of a quality, constant level of customer relationship by both ASEZA & ADC and later on by the other entities and partners.

System Design

The main objective is to implement a Customer Data Centric and a Public Sector CRM System that includes a Marketing Management module and a Customer Services module that covers all the customer requests management and fulfillment processes this includes field services support portion. The desired implementation will help ASEZA and its partner the ADC improve their customer relationship management and hence improve customer's experience in living, doing business or even in visiting Aqaba.

The desired CRM system is to seamlessly integrate with AWAD system Oracle technologies (in addition to other ASEZA and ADC systems) so that the CRM will be handling the management of all the customer service processes whereas AWAD system (and other ASEZA and ADC systems) will be handling the inter-organizational processes that are not of customer services nature. Certain business specific support systems will also be integrated with so that certain services are fulfilled but also tracked in the CRM, this would also be utilized for the customer interaction history tracking purposes. Following is the system conceptual design.

Conceptual CRM System Design



CRM System with ASEZA Different Systems Including AWAD

CRM: is more or less an Integration layer between the customers and the customer service related systems in the organization.

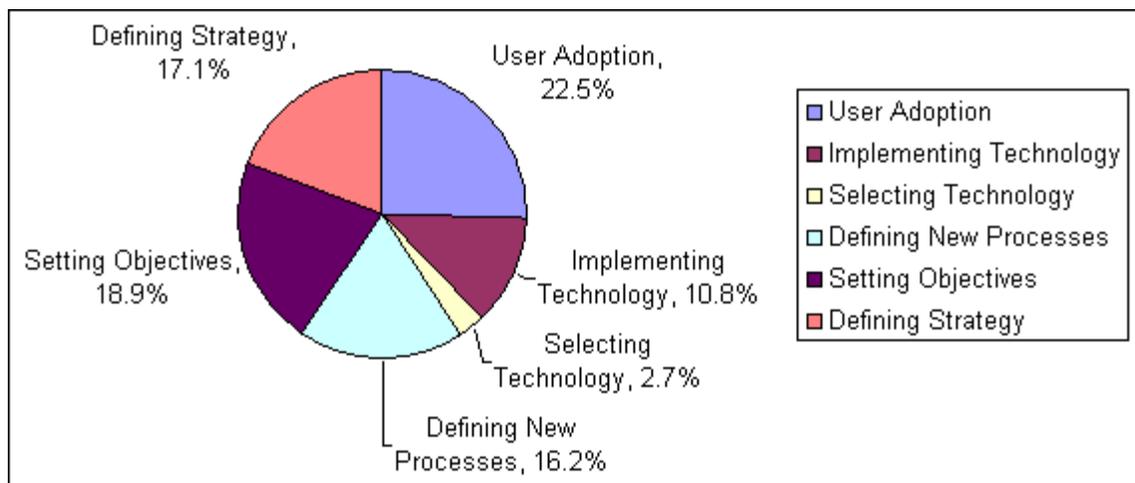
The Customer Data Centric will be used as the one true source of the customer information that is referenced in all the system that host or deal with customer and hence customer's info. Hence, it has to be integrated with all these systems in order to capture and track the updates on customer's info and feed the rest of the systems accordingly.

Suggested approach to improve Aqaba's CRM

A successful implementation of a Public CRM application would not be achieved unless a strategic complete Aqaba CRM initiative is launched and lead by effective business driven professionals supported by a dedicated IT team to deliver the product and roll it out efficiently. The initiative should not be completed by the end of the system implementation, the follow-up, qualification and improvement of the procedures, IT product and people should be the main stream of the project stakeholders. Internationally set KPI's should be adopted and measured throughout the implementation lifetime of this initiative, pre-set levels should be targeted, and the improvement on the environment should be continuous until optimised acceptable measures are achieved.

It is very essential to bear in mind the following facts about CRM projects, facts that if considered well, will essentially have a high impact on the success of this initiative. The facts are:

- Almost %70 of the CRM projects complete with a failure.
- The maturity of the organisation (people, processes and technology) play the main role is defining the destiny of such a project.



Source: Forrester Research and CRM magazine

Multiple communication channels should be utilized, as the web and call center are very cost effective compared to the current Face-2-Face channel which is not yet optimised.

The CRM product that needs to be implemented has to cover the following streams:

- Customer definition and Data Centric
- Marketing Management Activities
- Customer Support Activities
- Field Service Activities
- Services Call-Center Activities

Hereafter in this document each stream described and discussed.

Customer Definition & Information Data Centric

ASEZA and ADC do not have a clear definition of who are their customers; this exercise needs to be handled sooner than approaching any customer related programs. Questions like, are the tourists customers? How would we manage our communication with them? In case he/she was a second time customer, did we know his/her consumption trends? and are we trying to approach him/her upon what we built from a previous knowledge? In the case of a potential investor approximately the same questions apply.

From information systems point of view, in ASEZA, there are many systems that hold the customer information within their databases, each within its scope and view, but there is no such place where the customer information is held, updated and refined. As a basic building block and before even approaching a CRM Marketing, Sales or Services application, or system utilization, whether it is a part of a CRM system or as a specific purpose module, that would be linked to all the existing systems that hold customer information at ASEZA, this system need to be utilized to fulfil the following objectives:

- Consolidate & govern unique, complete and accurate master customer information across the ASEZA & ADC.
- Distributes this information as a single point of truth to all the existing applications (provide single customer view)

Once the customer is defined, the customer information is accurate across all the organisation systems, only then the rest of the CRM activities can be handled accurately and professionally. But without achieving the objective of centralizing, cleansing and unifying the customer information, the customer relation process will be left weak.

Marketing & Sales Activities

On the Marketing and Sales activities stream, it is very essential for both ASEZA and ADC to unify the approach and to define the flow and direction of each of their marketing business related entities. Existing investors should be very well known; they should be segmented and classified so that different marketing campaigns would be initiated against known segment(s) of the clients. As described in the business document, a detailed roadmap for investors should be developed; roadmaps can be developed against each segment of investors depending on their needs and expectations (for more information about the investor roadmap please refer to the Business Assessment Report). Marketing and sales activities (if any) should be well defined and distributed amongst the specialized business units so that each activity has a pre-set owner, if some activities need collaboration, this is fine, but every activity within the marketing related business units need to be well defined.

The need to implement a Marketing and Sales activities management system is high, not as high as the services management part because that area definitely needs an integrated system to be effectively handled. On the marketing and sales activities end, the main challenges are to define the activities and to set their actors, the implementation of the new healthy system (module) would be the second challenge, finally, and this is the most important challenge in this domain, the full utilization of the system, to assure the fruitful outcomes of marketing and sales activities system. The failure to utilize the existing system should be clear evidence that the utilization of this system (module) is at high risk factor that needs to be well treated within the implementation of the CRM initiative.

Services Activities

Implementing a services activities management CRM in ASEZA is inevitable. The current services fulfilment process at ASEZA & ADC and also the current systems implementation at ASEZA are the proof. Many systems handle the customer service processing, each in its specialty business field; the customer information is not well hosted within the systems, customer interaction is not well archived, a customer experience trends is not tracked, defined or even established.

Many services are not automated, although there are evidences of positive initiatives for improving the customer services experience, like presenting the OSS initiative and OSS system, AWADI project, but despite all this the customer service processes are not yet clear, systems are loosely integrated, and unless the CRM strategic initiative with one of its main objectives to monitor and improve the services delivery quality is initiated.

On the services delivery end, a specialized integrated system that handles the service delivery process is needed, a module that integrates with the current business specialty systems in ASEZA and presents a homogeneous environment for the whole service delivery process, a system that provides the ability to track the process delivery until fulfilment. In addition to the providing screens to log and track the service requests in a face-2-face communication manner, the system should have the capability to accept the Computer Telephony Integration (CTI) so that this channel is fully utilized, especially with the fact that ASEZA owns a call center (currently this is not utilized), it should be very cost effective utilizing the telephony channel.

Presenting the services to clients through the Web is another mandatory feature that needs to be available, it has to be provided within the scope of the same system and technology; the web based channel is the least costly service delivery channel, utilizing and enhancing this channel provides convenience to clients as well. Finally, the services management system should also provide informative reporting for the different levels of employees in the organisation, graphical representation in the form of dashboards that allow the representation and monitoring of the services delivery processes in comparison to pre set KPI's.

Our recommendation on the CRM application in general and on services activities management stream in particular is to add on the current ASEZA investments on Oracle technologies, bearing in mind the fact that not only Oracle is the technology utilized in most of the existing applications, but also investments on Oracle and its technologies and applications are the biggest amongst the IT investments in ASEZA, most of the IT people within ASEZA are Oracle technologies knowledgeable. In the services management stream, AWAD's technologies can be very well utilized and mingled with Oracle CRM related products so that the Oracle CRM services systems would hold the customer services related interaction and fulfilment whereas AWAD can be moved from its current state of being a services fulfilment tools to focus on the management and support of internal processes within ASEZA through its solid workflow management and other technology

tools. Due to the technologies capabilities within Oracle, AWAD technologies can be easily moulded to fulfil this objective.

The services system should incorporate the following features:

No	Feature
1	Log, assign and track the different customer requests or tasks through the defined lifecycles.
2	Ability to escalate requests and assign tasks according to the pre-defined service processes.
3	Service requests fulfillment on the field by appointment booking and optimized dispatching of service specialists.
4	Ability to utilize portable devices like laptops or PDA's to interact with the system either in online or offline modes during different field service fulfillment processes.
5	Minimize the use of paper in the services fulfillment process by facilitating technology that would facilitate achieving this objective.
6	Publish select implemented services on the internet for initiation purposes.
7	Ability to integrate the Web enabled services to the government web payment gateway so that the service fees can be collected when applicable.
8	Automatically respond to customer e-mails.
9	Utilize web and SMS technologies to interact with clients during and after the services fulfillment process.
10	The system should contain or have the ability to contain or integrate with a service survey system in order to collect and analyze the customer service experience from the client point of view.

Recommendations - Oracle CRM business Application

It is recommended to implement a one global Oracle CRM application that includes the Customer Information Centric, the Services Management featuring the three main ways of customer communication channels (Face-2-Face, Telephony and Web), it would also be beneficial to implement an Oracle Marketing Management system to automate and enhance the marketing and sales activities towards investors and tourists.

Benefits behind implementing an Oracle CRM application (Why Oracle?):

- The strength and the added value to the business as Oracle applications adopt internationally defined best business practices.
- The breadth and depth of Oracle in delivering industry specific quality applications.
- The strength of Oracle technology especially in Database systems.
- Streamline with the current investments in ASEZA in terms of infrastructure and hardware.
- Pre-built interfaces within Oracle business applications and technologies would ease the integration between the Oracle desired CRM and the existing Oracle E-Business Suite modules (Oracle Financials and Oracle HRMS).
- The technological coherence between AWAD -utilizing Oracle SOA and BPEL-technologies and the desired CRM application, whether on the Database, Middle-tier or the web. This would allow further streamlining of these two tracks to cover all the customer service and also the internal processes and workflow functions at ASEZA and possibly the ADC and other entities in the future.
- The mainstream of the current ASEZA IT competencies fall under the category of Oracle technologies based IT Professionals and hence implementing an Oracle CRM application would streamline with this trend.
- Oracle Customer Hub is one of the leading applications in the market that deal with the enterprise customer information mining and centralisation in one central enterprise repository.