

BDS-04-23 Staff Report Customer Centric Digital Architecture

March 29 2023



Executive Summary

This report follows CX-01-23 on the Enterprise Web Architecture Review from KPMG completed through the provincial Audit and Accountability Fund.

KPMG provided several options for the City to consider to enhance and modernize customer-facing technology.

Staff analysis agreed with KPMG findings and suggested options.

Staff augmented KPMG with other known requirements and viewpoints, resulting in a blueprint of the City's Customer Centric Digital Architecture.

Regarding the three KPMG options for Customer Relationship Management system (CRM), staff recommended proceeding with option 3, to transform to a new CRM platform with data and process optimization

The Customer Centric Approach

“have a community where members are engaged, empowered and well-served by their City through...a customer centric approach in all City service areas”

Enhancing City services and delivery of citizen self-service options through technology;

Investing in customer centric digital technologies;

Increasing community and customer input into how City delivers services;

Enhancing and emphasizing a customer first approach in all City service areas.



Analysis of Options in the KPMG Report

Completed by a cross-departmental team

Burlington Digital Service

Corporate Communications and Engagement

Customer Experience

Procurement

Legal

Analysis considered

Viability and feasibility

A broader enterprise architecture model

Desired business outcomes

Customer and employee experience

The prioritization of separate and related initiatives occurring across the corporation



Additional Considerations

New Burlington Digital Services strategic and enterprise architecture approach

Establishment of the Community Relations and Engagement group, and input from the new Executive Director

Specific time-critical requirements related to existing vendor relationships

Designing and evolving our organization for multiple customer-facing services (e.g., By-law Compliance)



Goals of the Customer-Centric Architecture

Reduce complexity of the City's digital landscape

Streamline future investments in digital services and reduce enterprise risk

Adopt a common technology framework, standards, and reusable components

Provide the foundation for improving business capabilities

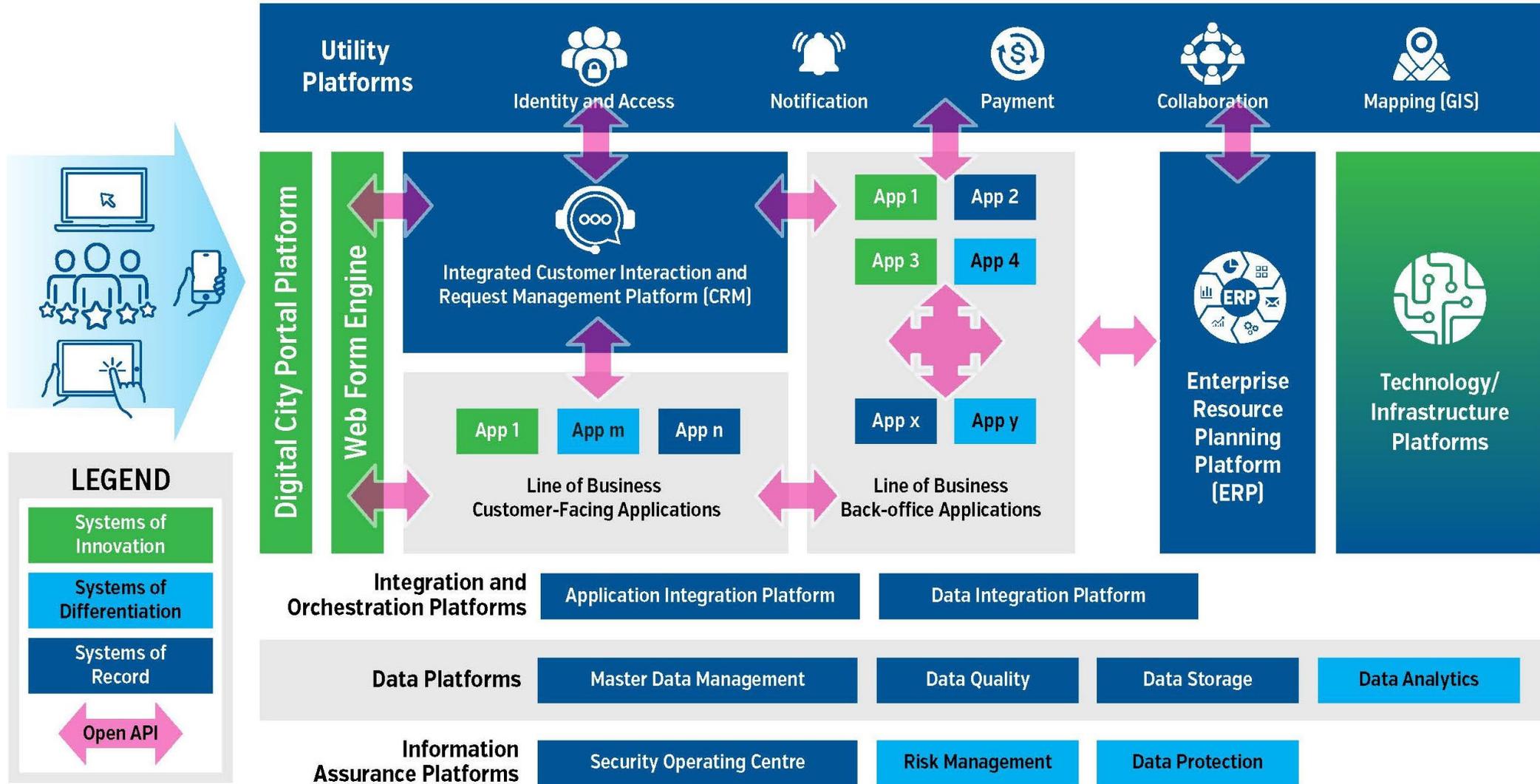
Encourage agile and flexible innovations



Enable faster response to increased customer expectations



Proposed Customer-centric Digital Architecture Blueprint



Digital Architecture Financials

Preliminary Cost Estimate

- Entire cost, excluding CRM, is projected at \$5-8M in total for the duration of 3-4 years;
- Verified cost for the key platforms will be provided as part of the next steps.

Source of Funding

- A portion of the digital transformation funding in the amount of \$750,000 will assist in executing the Customer Centric Digital Architecture Blueprint;
- Any additional funding required will be identified in future budget cycles



CRM Options and Recommendation

Option 1: Product Upgrade

Option 2: Product Upgrade & Re-architect

Option 3: Evolve to a New CRM Platform



CRM Options and Recommendation

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Not able to address many of the functional gaps identified from the current version.

Limited flexibility for supporting human-centered design and streamlined service delivery



CRM Options and Recommendation

Option 1: Product Upgrade

Option 2: Product Upgrade & Re-architect

Option 3: Evolve to a New CRM Platform

Significant effort and cost are required, and likelihood to complete all steps is low.

Will lead to a “deeply customized” product. This will in turn incur much higher support costs than what we are paying today.



CRM Options and Recommendation

Option 1: Product Upgrade

Option 2: Product Upgrade & Re-architect

Option 3: Evolve to a New CRM Platform

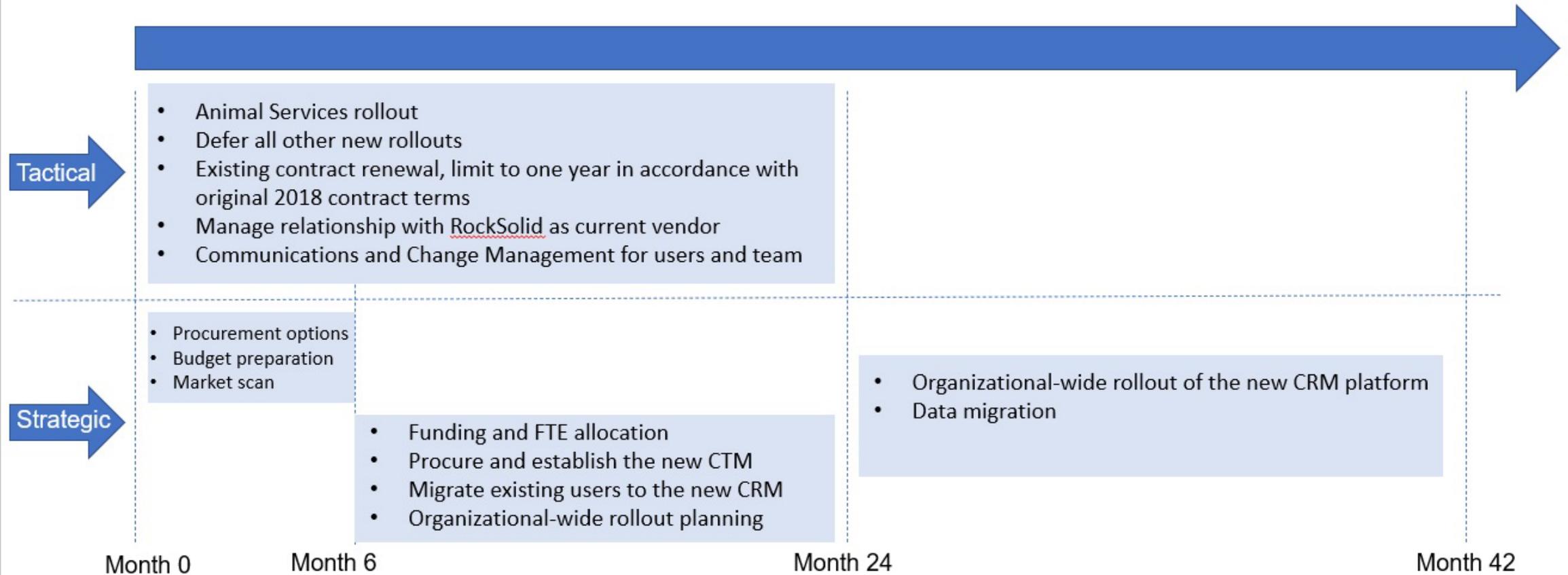


Best aligned with the City's strategic goals to respond to ever-growing demand and expectations from the City's customers for modern and effective digital services.

Past effort and investment in the City's current CRM system has significant value that will be retained



CRM Roadmap



CRM Financials

Preliminary Cost Estimate

- Total CRM implementation cost is estimated between \$3.7M and \$5.2M;
- Ongoing CRM licensing cost is projected at \$200K to \$250K annually;
- Ongoing operating costs including FTE requirement, are yet to be known;
- Verified cost estimation will be completed during the discovery phase.

Source of Funding

- Existing CRM capital order (estimated \$1.2M remaining, at the end of 2023);
- A new funding request will be made for the 2024 fiscal year once discovery phase is completed in 2023



Engagement Matters

Customer feedback was reviewed during the creation of this report, through survey submissions and user interviews

External customer feedback relayed to CX staff through members of Council and the Mayor

Customer focus groups specific to aspects of CRM (web portal and email text) will be facilitated by CX and Public Engagement in 2023



Next Steps

Align with and support the future digital business strategy

Develop a roadmap for the Digital Architecture blueprint, including time, scope and resources required, identify future cost savings

Research and provide more detail on operating and capital budget needs for evolving to a new CRM platform

Renew the current CRM contract, hold off any future deployment after animal service rollout. Select a procurement approach for acquiring new software and implementation partner(s)

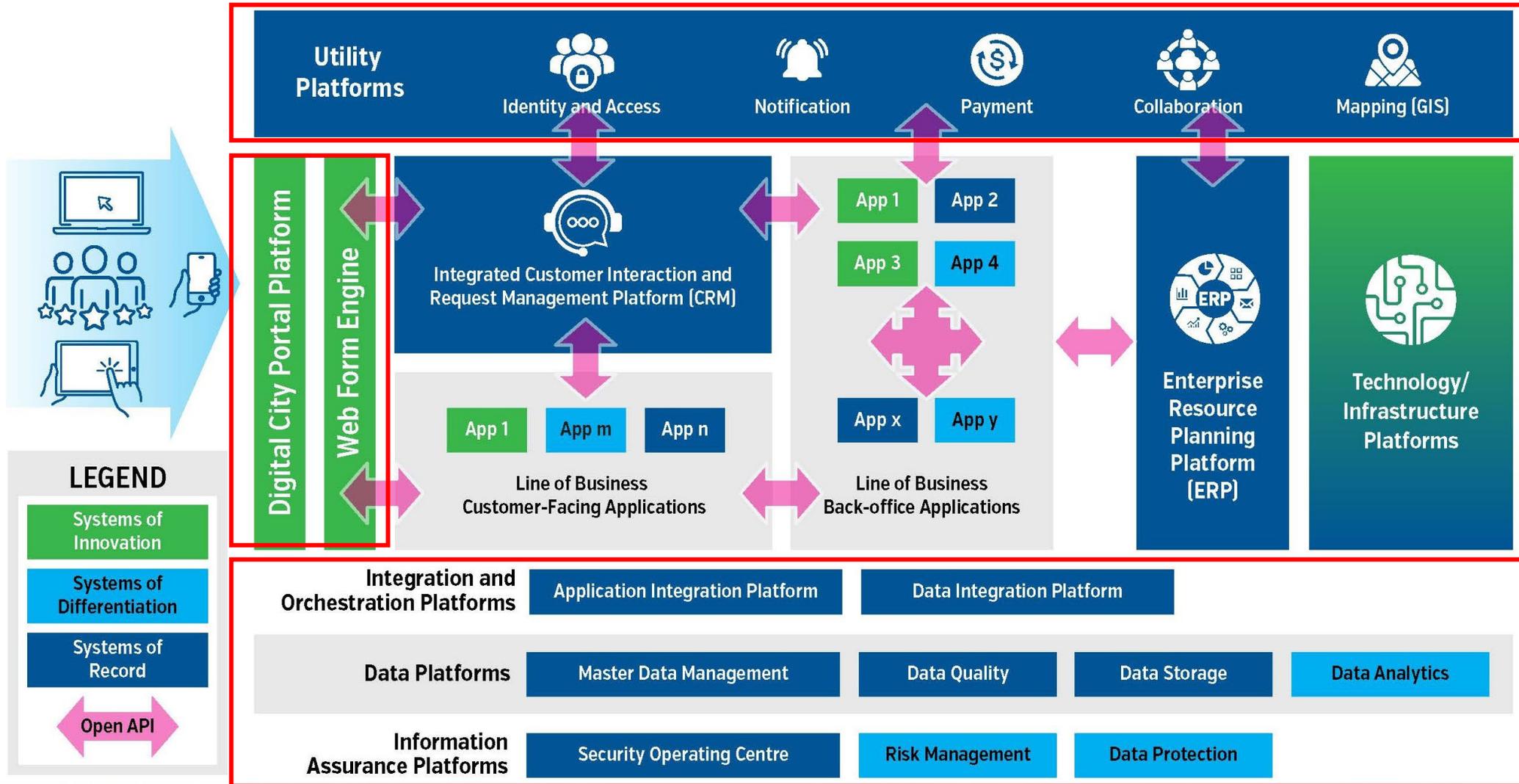
Start planning for a 2024 budget request



Next update to Council: Q3 2023



Platforms to be established from the Blueprint



Recommendation

Endorse the Customer Centric Digital Architecture Blueprint contained in Appendix A of the report, including next steps and the CRM Implementation Roadmap inclusive of option 3 of the KPMG report to proceed to adopt and migrate to a new CRM platform.

Direct the Executive Director of Digital Service and Chief Information Officer to develop plans to achieve the blueprint and verify the approach for CRM platform transformation with a report back to Council in Q3 2023.

Direct the Chief Financial Officer to review and report back in advance of the 2024 Budget on the multi-year capital and operating requirements and impacts of the new CRM Implementation Roadmap.

