

# Moscow dramatically decrease wait times for citizens with solutions from Qmatic

St. Petersburg's mayor gets an alert if citizens wait time for assistance exceeds a certain amount of time. That's how seriously service levels for citizens is taken. The solution is based on the Qmatic system that is targeted to serve more than 20% of Russia's population during 2014



The prime minister of Russia, Mr. Dmitry Medvedev, arriving at a newly opened MFC

## The situation and point of change

Russia is home to about 150 million citizens and is the largest country in the world. Most of the population is concentrated in major cities, the country has 14 cities with more than one million inhabitants. Moscow alone has more than 10 million inhabitants.

A strategic government project is dealing with service level improvements for all Russian residents when it comes to all public service activities such as new passport applications, checking pension fund account status, and registration of new births or property sales. The project's goal is to consolidate services into one easily available facility that's close to home or work.

Citizens were tired of waiting in line for state and public sector services, and they demanded a more modern way to manage regular public services.

## The results

The situation got addressed by creating multi-functional centers (MFC) in all regions over the country, the government managed to create a totally new, improved situation in which citizens can get assistance with more than 200 public service activities via the same office.

The solution manages the entire service chain – from appointment scheduling via internet to evaluating the quality of the visit after someone received assistance.

In Moscow alone, more than one million persons pass through Moscow's 65 MFCs every month. During 2014, stakeholders estimate that >20% of Russia's population will use MFCs in various parts of the country.

This has largely been possible thanks to implementation of the Qmatic solution. Today, the Qmatic approach is a key part of the MFCs in Russia's largest cities, i.e., Moscow and St. Petersburg – and in the Moscow region and the Leningrad region.

## The citizen's journey

### Pre-arrival

Most residents visit the nearest MFC when they're passing by, and it's also possible to book appointments via the internet. They can get their place for service reserved before they even arrive at the site. Residents use the online world to book their places for face-to-face services. When residents do so, they (i) select the services they want help with, for example, renew child-allowance applications, apply for passports, or change address and (ii) specify the office they want to visit and when they want to visit it. They then get a PIN, which they enter into touchscreen terminals when they arrive at the selected MFC at the specified time. They're assigned a numbered slip and are placed in the fast track, which basically means they're next in line to be served. Customers appreciate this control over their services, and the MFC can implement a better, more unified service process.

## SOLUTION OVERVIEW

### MFC IN RUSSIA

Multi-functional centers (MFC) for public services is a new way for Russia to improve access to more than 200 different public services.

**INDUSTRY** Government services and public sector

**REGION:** Russia

**GEOGRAPHY** About 235 MFCs in various parts of Russia are currently managed through a Qmatic solution.

### CHALLENGES

- Slow bureaucratic processing of ordinary matters that require contact with the authorities and public sector.
- Somewhat low technical level in customer services of normal Russian authorities.

### SOLUTION

- Qmatic Orchestra Enterprise platform to manage 235 MFCs in Russia.
- System for which residents sign in on touch screens and indicate what kind of help they need.
- Statistics and real-time alerts for management and staff.
- Internet-based appointment booking.

### BENEFITS

- Improved customer experience.
- Optimised staff scheduling.
- Streamlined community services management for individuals and society.

# ”If wait time exceeds 45 minutes, an alert is sent to St. Petersburg's mayor”

Konstantin Markov, Director of MFC St. Petersburg



The system carefully checks waiting times, which normally ranges from 5 to 15 minutes. During the wait, visitors can see (on large screens) who is next in line to be served. The residents' waiting times are differentiated according to employees' knowledge and expertise.

### Serving

One MFC might have up to 50 workstations in the facility. People seeking service are called to a station that's staffed by a public servant who has capabilities that correspond to the purpose of the visit. For example, employees who are pension experts deal with pension issues. When visitors require several services, then they're called to each workstation one at a time, when it's their turn for service. The host sends the visitor to another line with a waiting status such as priority, last, or somewhere in between, depending on how that particular MFC decided to organise its process.

It's a global truth that personnel constitute one of the highest costs for organisations. So staff must be used efficiently. In addition, it's also the case that when organisations must deliver great face-to-face citizen experiences, then they must have the right staff in the right place at the right time. The ability to know how many employees to schedule (where and when) means that organisations enjoy two benefits: optimal resource use and capability to deliver good public service.

MFC wait times are carefully checked. For example, in St. Petersburg, warnings are escalated when waiting times are too long and thus sent to managers at various levels. If a waiting time comes close to 30 minutes, then an alert is transmitted to the MFC's office manager. If the wait is more than 30 minutes and up to 45 minutes, then the regional manager is alerted. If wait time exceeds 45 minutes, an alert is sent to St. Petersburg's mayor.

### Arrival at MFCs

Upon entering MFC, a host greets residents and shows them how to select what they want help with. They start the process at touchscreen kiosks on which they specify the area they want help with, for example, passport, pension, social assistance, or housing. If they select pension, then they're asked to be more specific about what they want to do, i.e., report an address change, apply for retirement, switch bank accounts, and so on. Once this task is completed, they get a ticket that indicates date, time, and place in the virtual queue.

### Waiting

Length of residents' waits falls into two categories: actual and perceived. The perceived element often determines how they judge an organisation's service. Delivering useful, enjoyable messages (while they wait) has a dramatic effect on perceived waiting time – even better when the messages are relevant to services that residents need.

Delivering the right messages to waiting residents can shorten activity times, because they can be better informed when they arrive for their services and thus ask fewer questions. Qmatic Customer Experience Management means that Qmatic users can deliver targeted messages, because they know who asked for which service. So residents sense a reduced perception of their waiting times, and the MFCs can get their messages across at just the right time.

### Post-serving

When an activity is concluded, visitors can enter feedback in a specific terminal, which has a screen that displays questions and responses such as:

Are you satisfied with the service you received?

- Extremely satisfied
- Moderately satisfied.
- Not satisfied.

The system is dynamic so if the visitor isn't satisfied, then probing questions are asked to find out the reason why. The Qmatic system collects data and provides feedback to managers at various levels. This allows the MFC to show how seriously they take citizen services and to deal immediately with any complaints. Residents really appreciate this attention to their experience.

### Managing

MFC executives use the Qmatic system for (i) managing the citizen service process and (ii) monitoring many key parameters in the service process such as waiting times, services times, and employee efficiency. Qmatic systems constitute a key tool for providing operations-critical information to top management.

Regional MFCs use data in many varying ways. Employees, who've worked most extensively with the system, use statistics to (i) measure waiting and service and (ii) monitor, compare, and appraise staff, unit, and facility performance. When an operation processes these types of data, then two or three full-time employees are needed to steer the organisation. Without this approach, the MFCs can't obtain these types of data.

For the MFCs, this is more than just about data; it's about having useful information that allows them to deliver good services and to make constant improvements.



The Governor of the Leningrad Region opens a new MFC branch.

