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Marijn Janssen
Delft University of Technology

George Kuk
Nottingham Business School

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Critical Success Factors for Formulating Service Delivery Strategies
Marijn Janssen¹,², george kuk²
1. Faculty of Technology, Policy and Management, Delft University of Technology, Delft, Netherlands. 2. Business school, Nottingham University, Nottingham, United Kingdom.

Abstract:
Multi-channel service delivery is increasingly used in the interactions with citizens and businesses. Some projects have been undertaken successfully, whereas others failed and the reasons for success are not entirely clear. In this paper we focus on success factors for the development and implementation of multi-channel service delivery strategy. The factors are derived based on a document analysis and expanded and validated by public sector staff working in this field. In total 21 CSF were found and the top eight critical factors concern especially institutional and macro issues related to managing the interdependencies of strategic decisions, lobbying for strong political support and management buy-in, harnessing scarce resources, determining the right channel and services mix, enhancing inter-organizational integration and coordination, and managing clients’ perceptions. The findings should help to improve the development of service delivery strategies.