Towards better quality of services - service points organized by the Krakow City Office in selected shopping malls

Krakow City Office
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Outline

1. Background and context of the organisation
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3. Process/dynamics
4. Results/outcome
5. Lessons learned & key recommendations
1. Background & Context of the organisation

City of Krakow

- second biggest city in Poland – 750,000 residents
- historical site with the biggest market square in Europe and Wawel Castle
- European Capital of Culture 2000
- strong academic and scientific centre
- 1.37 billion euro city budget
1. Background & Context of the organisation

Krakow City Office

- The City of Krakow Mayor’s supporting body
- 2 600 employees
- 17 own buildings and 25 other locations
- Mission of the office:
  „To serve the residents is the basic aim of the Krakow City Office employees“
2. Background of the case

Quality policy of the Krakow City Office: *constant improvement of services to meet the expectations and requirements of clients*

Number of quality management tools:

- CAF, benchmarking, customer satisfaction research - identifying areas to improve and strong points
- project management – improving
- ISO 9001 and 27001 – checking and confirming compatibility with the policy
2. Background of the case

Most common reasons for customers’ dissatisfaction:
- number of parking spaces,
- accessibility for people with disabilities,
- waiting time.

Strong point:
- different locations of delivering basic services
2. Background of the case

to locate service points of the City Office in shopping malls
2. Background of the case

- shopping malls are always well-equipped with parking spaces
- infrastructure is available for people with disabilities
- queue management systems in all service points
- service points in shopping malls are open on Saturday
- possibility of dealing with the official matters when shopping or going to the cinema/restaurant
3. Process/dynamics

2011 customer satisfaction research + 2011 CAF self-assessment

every third customer would like to settle official matters at a service point located in a shopping center

lack of administrative center in Krowodrza (part of the city covering 4 districts)

buildings of the City Office located in a different parts of the city = easier access for the clients
3. Process/dynamics

data regarding the number of people visiting different shopping malls +
interest of a shopping mall in collaborating with the Office +
distance to the nearest City Office building

established localization of the first service point in Gallery Bronowice (Krowodrza area)
3. Process/dynamics

Timetable:
- 11.2013 r. – opening of the first city office service point in Gallery Bronowice
- 10.2015 – second service point in Bonarka City Center
- 2017 – two more service points were opened

Main challenge - proper security of the access to government systems of information by computers at service point
3. Process/dynamics

The scope of matters handled at City Office service points:

- submission of all types of applications and correspondence to the Office,
- check-in and check-out,
- issuing identity cards,
- registration of business,
- registration of vehicles.
3. Process/dynamics

Number of clients served in shopping malls service points

- Gallery Bronowice I i II
- Bonarka City Center
- Gallery Serenada
4. Results/outcome

Results of annual customer satisfaction research

- **waiting time**
- **accessibility for people with disabilities**
- **number of parking spaces**

Comparison between 2017 and 2011.
4. Results/outcome
5. Lessons learned & key recommendations

- easily transferable solution for big cities – necessity of at least one large shopping mall
- „negative” result – raise of clients from other communes
- friendly surrounding promotes the positive attitude of customers
- queue management system – crucial element of a service point
Questions
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