A CRMS IMPLEMENTATION FRAMEWORK:

CASE STUDY OF

A SEMI-GOVERNMENT ORGANIZATION

IN SRI LANKA

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239111T

Degree of Master of Business Administration in Information Technology

Department of Computer Science and Engineering

University of Moratuwa

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DECLARATION

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Anuradha Jayasekera

The above candidate has carried out research for the Master's thesis under my supervision.

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Dr. Adeesha Wijayasiri

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ABSTRACT

Background: In the global scenario, public utilities are experiencing growing demand to improve their service delivery to customers, whilst managing efficiency in their own operations as well as complying with regulations. The problem is that the solution as in Customer Relationship Management Systems (CRMS) is offered, and their introduction into the work of a public sector organization is a challenge that is not received by them as easily as it could be by those companies that are oriented to the work in the business sphere.

Objective: The research paper investigates the process of implementing CRMS at the National Water Supply and Drainage Board (NWSDB) in Sri Lanka and acquisition the factors interceding its achievement, execution issues, and its obvious success procedures in public utility organizations.

Methodology: The study was conducted as a qualitative case study with People-Process-Technology (PPT) framework as theoretical ground. The methods included 15 semi-structured interviews with the most significant stakeholders of the organization on numerous levels, document analysis, and observational studies. Data analysis was conducted using thematic analysis based on six steps outlined by Braun and Clarke.

Results: A total of 20 sub-themes were found in the three dimensions of PPT with intricate interdependencies of the three elements of people, process, and technology. The major findings were: (1) organizational culture and management support turned out to be critical people-related factors; (2) business process reengineering and strategic alignment moved into the center of essential process-related issues; and (3) system integration and infrastructure adequacy appeared to be the most important technology related issues. The researchers found that typical PPT models need to be expanded into the worlds of the public sector and uncovered other dimensions such as compliance with regulations, democratic accountability, multi-stakeholder complexity, and tension between mandates in service delivery.

Conclusions: Implementation of CRMS in the field of public utilities requires the comprehensive approach, which will take into consideration all the dimensions of PPT but consider challenges that are characteristic of the sphere. Strong leadership commitment, breadth of change management, stakeholder engagement, and methodical integration preparation can be listed as the critical success factors. The study has evidence-based policy recommendations to NWSDB, other public utilities, policymakers, and academic researchers.

Significance: There is a scant body of literature on the implementation of CRMS in the public sector and, thus, the proposed study will be a valuable source of practical CRMS implementation advice on the modernization of a public utility and expand the theoretical knowledge base of technology uptake in bureaucratically oriented organizational cultures.

Keywords: Customer Relationship Management Systems, Public utilities, People-Process-Technology Framework, Change management, System implementation, Water supply and Drainage Board, Sri Lanka

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LIST OF ABBREVIATIONS

Abbreviation	**Full Form**
AGM	Assistant General Manager
AI	Artificial Intelligence
API	Application Programming Interface
CAM	Customer Account Management
CRA	Consumer Relations Authority
CRM	Customer Relationship Management
CRMS	Customer Relationship Management System
DGM	Deputy General Manager
CAM	Consumer and Asset Management
GM	General Manager
ICT	Information and Communication Technology
IoT	Internet of Things
ISO	International Organization for Standardization
IT	Information Technology
KPI	Key Performance Indicator
NWSDB	National Water Supply and Drainage Board
PDF	Portable Document Format
PPT	People-Process-Technology
RFC	Request for Comments
SMS	Short Message Service
URL	Uniform Resource Locator
UTC	Coordinated Universal Time