**The City of Athens in numbers:**

| | | | | |
|---|---|---|---|---|
| **>700,000** citizens served | up to **1,100** inbound calls per day | up to **25,000** requests per month | **20** operators per shift | **24/7** availability of services |

# How the **City of Athens** became more *efficient* and *citizen-centric* with **Novoville**

## Rolling out Novoville in Athens

The City of Athens is the capital city and largest Municipality in Greece, covering a land area of 38.96 km². It serves a population of about 700,000 people, swelling to almost 3 million when daily commuters are included. With a rich cultural heritage, Athens is one of the most popular tourist destinations in Europe, welcoming more than 5.5 million visitors per year.

Thus, efficient administration and reliable public services are imperative in order for the Municipality to respond effectively to a huge volume of requests from citizens and visitors alike.
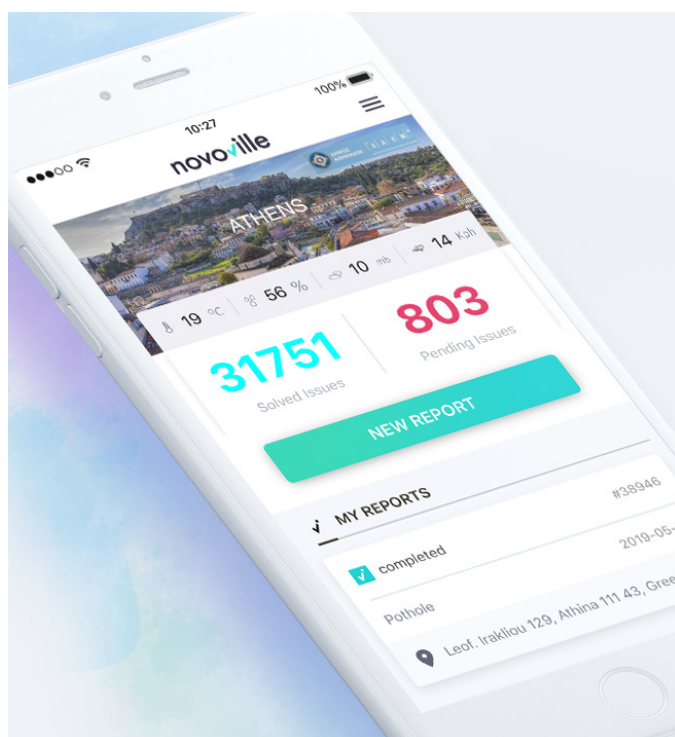


## Executive Summary

During the first phase of Novoville's implementation, the City of Athens achieved the following:

- 27,500 citizen requests handled and 22,500 resolved
- 3,500 man-hours saved
- 24% increase of efficiency due to digital interfaces and optimised workflows
- 13,000 automated messages sent

## Challenges

The City of Athens, European Capital of Innovation for 2018, wanted to make their CRM more efficient, engaging and cost-effective, while significantly increasing citizen satisfaction and engagement. They needed an agile, cloud-based solution accessible online 24/7, which would integrate seamlessly into organisational workflows, and eliminate unnecessary infrastructure and maintenance costs.

At the same time, the Municipality needed to take pressure off their call centre linked to the CRM, which received 1,100 calls a day. This required shifting customers to new digital communication channels that would enable citizens to reach them instantly and reduce response times, while reducing costs, boosting citizen engagement over time, and promoting transparency.

*"There are two crucial elements regarding Novoville: the element of transparency and the element of participation. The app is not just a technological development, a practical tool in the hands of citizens. It enhances transparency in the administration of the city and the municipal services, and provides a participatory forum for citizens, which is the answer to the lack of representativeness of our times".*

*Georgios Kaminis, Mayor of Athens during Novoville launch*

## How Novoville Helped

We started with a 3-month discovery and customisation phase, during which we trained 140 city employees across all services. We then publicly deployed the Novoville platform with a soft launch phase starting on October 3rd, 2018. Since then, all environmental & cleaning service requests from citizens, whether received by the call centre, the city's website or the Novoville mobile app, are recorded in the Novoville dashboard in real time and assigned directly to the appropriate municipal service.

Senior Managers and Executives have 24/7 access to the dashboard and real-time visibility of organisational performance, allowing them to make better, data-driven decisions.

Citizens, on the other hand, are able to submit requests through the Novoville app in just a couple of minutes, at home, on the bus or train, without putting in a call or searching the website. More importantly, they now receive automated notifications regarding the progress of their request via their preferred communication channel (in-app messages, push notifications, SMS or email), significantly impacting customer satisfaction and reducing outbound calls and letters.

## Results and Return on Investment

Within the first 4 months, during the so-called soft-launch, 27,500 citizen requests were forwarded through the new Novoville CRM (the rest of them were dealt with the traditional way). 80% of those requests were related to environmental & cleaning services. 22,500 citizen requests were resolved, achieving an 82% resolution rate. Overall, requests came in from around 20,000 people, or 3% of the city's population. By facilitating self-service and allowing citizens to submit requests on their smartphone and webapp, the municipality reduced inbound calls, letters, as well as the manual recording of requests and enquiries.

Digital interfaces and optimised workflows led to a 24% increase in efficiency, saving 3,500 man-hours to do the same job. The call centre's capacity was increased further by automatically sending over 13,000 updates to citizens (push notifications, SMS or email), resulting in a decrease in outbound calls for feedback.

With a 35% reduction of call centre volume, automatic replies and reports, enhanced workflows and reduced infrastructure maintenance costs, the Municipality saved critical human and financial resources during the soft-launch phase alone.

## The Next Phase

The official announcement of the collaboration between Novoville and the City of Athens took place on March 27th 2019. During the week following the announcement, more than 6,000 citizens downloaded the mobile app and interacted with municipal services through it, while all local and national media covered the launch.

The next phase of the implementation includes the rollout of additional online services, such as payments and consultations, along with a full-blown parking module that will allow citizens and visitors to easily pay for on-street parking right from their mobile device. It is estimated that, within 5 months of the official launch, requests submitted through the app will rise to 35% of the total requests submitted to the City of Athens. This will allow the Municipality to further improve its efficiency and save resources, generating up to an additional €80,000 in cost savings within those 5 months.

## 4 month soft-launch phase

**REQUESTS**

**27,500** HANDLED    **22,500** RESOLVED

**MAN-HOURS**

**3,500** SAVED

⬆ **24%** INCREASE OF EFFICIENCY
- AUTOMATED WORKFLOWS & PROCESSES
- REAL-TIME STATS, METRICS & PROGRESS REPORTS

⬇ **35%** REDUCTION OF CALL CENTRE VOLUME
- LESS INBOUND CALLS FOR REQUESTS AND ENQUIRIES
- LESS OUTBOUND CALLS FOR FEEDBACK

**IMPROVED COMMUNICATIONS**

💬 **8,500** SMS    📧 **2,500** PUSH NOTIFICATIONS    ✉ **2,000** EMAILS

*"We are very happy about our collaboration with Novoville. It's not just an app you can use to report issues that you encounter in your everyday life. It is much more. It closes the communication cycle between the City and the citizens, and creates a two-way relationship between these two sides".*

*Konstantinos Champidis, Chief Digital Officer, City of Athens*