

CASE STUDY

Digital transformation in the public sector boosts entrepreneurship and innovation

KVK

Kamer van Koophandel (KvK) is the Chamber of Commerce in The Netherlands. Their core business is administering and monitoring the Dutch Trade Register, a database of national businesses' information, including company details, financial accounts, tax reports and corporate statements. KvK works closely with national public institutions as well as the European Business Register (EBR), the network of trade registration authorities promoted by the European Commission.

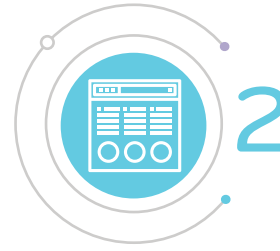
THE CHALLENGE

- Improve quality and accessibility of public services
- Drive efficiency in trade register operations
- Eliminate paper-centric and manual processes
- Develop business intelligence capabilities
- A flexible ECM infrastructure and software

The Dutch Chamber of Commerce (KvK) had an outdated, slow information system. Their trade register platform didn't allow new improvements to be implemented, was technically difficult to use and more and more costly to maintain. Compounding the problem, the organization's processes were heavily paper-centric and relied, on one side, on staff members' manual work, and on the other side, on clients' ability to navigate dense legislation and procedures.

Users of the Trade Register could submit requests in person at the Chamber of Commerce's nineteen regional offices, in notary offices or by paper mail and email. But all these channels required the manual scan, categorization and archiving of a high volume of incoming information, leading to inconsistent procedures across offices and poor data quality. The manual handling of requests was also prone to human errors, for example in cross-checking documentation for tax reports or assessing eligibility of applicants.

All these factors represented barriers to a high-quality, harmonized customer service, falling short on the strategic vision of the Chamber of Commerce. As an ambitious public service provider, they aspired to provide the best services to all companies and citizens in the Netherlands.



THE SOLUTION

Through a European call for proposals, AMPLEXOR was the selected partner to guide the organization on their mission for the highest standards of efficiency expected by businesses and the Government.. The project went beyond the digitization of services, also comprising the **redesign of systems and operational processes.**



DIGITAL TRANSFORMATION STRATEGY

On one hand, citizens and businesses need public services such as the Trade Register to be accessible, fast and close to their real needs. On the other hand, as a publicly-financed organization the Chamber of Commerce needed a cost-effective solution.

AMPLEXOR created a digital strategy framework based on a complete understanding of the requirements. Our multidisciplinary team of business and technical consultants established a sustainable roadmap with clear milestones and guidelines to improve Trade Register operational processes and to maximize the return on investment of a full technology overhaul. The roadmap included the unification of platforms and procedures, increase of efficiency and quality of operations, a staged approach to phase out legacy, as well as measures to ensure archiving compliance.

DIGITALIZATION OF THE TRADE REGISTER

Taking their legacy systems from the way of business innovation was imperative. Our strong expertise in setting up digital platforms allowed us to select the technology to a build bespoke information system that suits both the needs and budget of the organization. Documentum combines scalability with high performance processing large volumes of documents and support for modelling complex processes. The front-end composition framework D2 ensures a user-friendly interface from the start, while allowing to dramatically decrease the solution development cost.

The technical architecture AMPLEXOR set up was a huge undertaking. At the time of launch, their 19 servers hosted 60 million folders containing content, workflows, applications and databases, which have increased to 85 million by 2018.

The Chamber of Commerce employees can now manage documents and information as it's ingested in the system. They can also govern workflows, edit, archive and distribute documents, as well as extract automated reports – all from the same interface.

Other OpenText technologies completed the end-to-end ecosystem: Captiva is behind the document and data capture for new registrations, requests or changes. It also enables automation of critical processes which were previously manual tasks, eliminating human errors such as cross-checking information and validating required fields are populated. This automation also forwards the users' requests along the workflows for faster service delivery.

To provide central administration, regional managers and users with real-time monitoring of workload, we implemented myInsight, a certified Documentum reporting add-on developed by AMPLEXOR. Managers get an overview of the daily work and the volume of requests processed throughout the nineteen regional offices, while users working with the system get a real-time view on their personal KPIs and overall performance.

One year after its implementation, this robust technology infrastructure paired with optimized organizational processes allowed the Chamber of Commerce to **launch the online Trade Register platform that brought to life the full digitization of their services offering.**





CHANGE MANAGEMENT

The new Digital Trade Register implied the old, paper-based way of working would be discontinued. Its success was closely tied up with an overall acceptance of the new way of working and a high adoption of the new system.

Our end-to-end project lifecycle management included a user adoption strategy through performance management, testing, performance review and change management. Super users were identified in the different divisions to get involved in the development process but also during implementation. The phased realization and roll-out was planned in very detail, with the super users acting as change champions among their colleagues. They were also fully trained by AMPLEXOR and responsible for training their colleagues. These factors were instrumental in driving change and smooth user adoption in the entire organization.



ECM ONGOING SUPPORT SERVICES

The certified engineers from our international Documentum support service center are focused on the Trade Register input and digital archive maintenance and optimization. With remote and on-site assistance, we ensure continuous compliance, process continuity and high availability of the whole platform.

As our 3-year contract is extended for another 3 years, AMPLEXOR works daily with KvK to keep developing new features and new reports, enhance user experience, or tweak the system to improve performance. The Documentum and Captiva have also since been upgraded to maximize performance and provide consistent functionality.

THE RESULT



As companies race to digitalization, added pressure is felt by public sector organizations like the Dutch Chamber of Commerce. With the guidance of AMPLEXOR and by embracing digital transformation, they found a cost-effective way to operate, becoming more competitive and providing citizens and businesses with **accessible, faster and competent public services**. Simpler operations for workers and easy access to Trade Register services transformed the country into **a hassle-free environment for business and entrepreneurship**. This fulfils the organization's strategic vision of promoting innovation, improving the Dutch internal market and boosting the national economy.

Through this technology overhaul, the Chamber of Commerce has brought tangible benefits to the Trade Register and its users. The result is an information system that provides all-round services for the entrepreneurial market, collecting statistical data and generating high-quality economic forecasts for the public and government institutions.

An advanced and secure tool allows entrepreneurs to register new business online in just minutes without having to go to a notary or other officials. **Since the launch of the online Trade Register, most companies have been established over the internet** and this process has come down from several days to a couple of hours. The online Trade Register became the Chamber of Commerce's most important service channel for fast and easy access to registrations, information and advice, contributing to an overall **14% increase in new business registrations** in its first year.

Three months after the launch of the online Trade Register there were already 50,000 change requests submitted through this channel. Every day there are five hundred fewer envelopes inside our offices and there are more than a thousand change requests submitted online. These numbers surpassed our expectations and show we are heading for a significantly larger reach among entrepreneurs.



KVK Annual Report 2017

Digitalization eliminated paper processes and enabled the automation of 70% of the archiving workflows, leading to less manual work for employees, and thus less errors. On top of this, digitalizing the incoming documents made it possible to optimize human resources. Previously, all offices needed to be prepared for toplod, and today **teams can be reallocated into more value-added services**. This has allowed KvK to develop a new service strategy, further customizing their offer to address the specific needs of their target market segments: individual entrepreneurs, start-ups, small SMEs, large SMEs and corporate accounts. On the other side, face-to-face and telephone service teams are dedicated to the stages of the customer journey where digital support alone are not enough.

The new ECM system provides **seamless management of all services within a single application**, facilitates speedy proceedings and generates legitimate decisions without bureaucracy. All of which improve the way of working for the back office, translated into improved service quality for Trade Register users, with the online service channel recording a substantially **higher customer rating** (8.5 to 9) than phone (8) and email (6.9).

All businesses and legal entities in the Netherlands are registered in the digital database. National or international entrepreneurs as well as public authorities can **consult business information from the Trade Register online**, search for business partners or validate any information received.

The Dutch Chamber of Commerce became the leading source of information on companies and legal entities, **reducing the administrative burden for Dutch public organizations** such as Netherlands Enterprise Agency (RVO), Dutch Tax and Customs Administration, Immigration and Naturalization Service (IND) and Statistics Netherlands, so that they no longer need to make enquiries with entrepreneurs.

The unification of workplace collaboration also transformed the dispersed offline office organizations into **one large, online result-driven organization**. Thanks to this safe, convenient and flexible digital ecosystem the Dutch Chamber of Commerce can now be a **benchmark of next generation citizen engagement and online public services**.



The Dutch Chamber of Commerce ECM system was the fastest Documentum workflow system at the time of launch. With 800,000 processes per hour, 8 million a day, it was even named a "golden nugget" by OpenText.

ABOUT AMPLEXOR

AMPLEXOR is a leading digital solution provider offering global compliance, digital experience and content solutions. Established in 22 countries with more than 1,850 employees across three continents we deliver innovative solutions to tackle content-based challenges in the fields of aerospace and defense, automotive and manufacturing, consumer products, retail and distribution, energy and environment, finance, life sciences and the public sector.



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