**GPAA BID to appoint a service provider to develop Client Relations Management strategy-Q&A**

1. **Question**: What are the expected deliverables for the skills transfer?

**Answer**: The skills transfer blueprint will include amongst others a detailed plan on how the transition between strategy framework and implementation will be managed. An important element of the skills transfer is the need to ensure that the GPAA is empowered to preserve the critical success factors of the implementation plan in order to ensure that the desired end goals are achieved.

1. **Question**: What customer studies have been performed? What did these include? When were these completed? How often are these administered?

**Answer**: The GPAA has not undertaken any particular customer studies in the recent past.

1. **Question**: How is customer centricity measured today?

Answer: Customer centricity as a concept is subject to high inconsistency variation (i.e. means different things to different people). Within the context of GPAA, customer-centricity is conceived as the capability to drive strategic alignment of service delivery capabilities (people, process, technology) to enable the organization to deliver optimal customer outcomes. Theoretically speaking, the interaction between people, processes and technology occurs through a dynamic process that can either make or break the organization’s competence to deliver positive customer outcomes.

Taking the above into account, we believe that putting the “Customer” at the center of our business involves conducting inward reflection on how aligned are the service delivery capabilities to the strategic goals and objectives. This includes the question of how best the organization can utilize change management to facilitate this alignment in order to ensure that the elements of people, processes and technology are “fit for purpose”.

1. **Question**: How is customer satisfaction measured today?

**Answer**: Customer satisfaction is currently measured through a process of post-transactions survey in the walk-in and call center.

1. **Question**: Is there a service charter in place?

**Answer**: No.

1. **Question**: What is the current structure of the customer unit?

**Answer**: The Client Relations Management (CRM) unit comprises of the call and walk-in centers. Currently, there are thirteen (13) walk-in centers located across major regions in the country.

1. **Question**: May we have the organograms/alternatively FTE numbers per channel, and the staff numbers/organogram working at the fund?

**Answer**: The GPAA has approximately 1026 FTE numbers with 40% of this workforce located within the CRM unit.

1. **Question**: Will this process allow for direct engagement with Customers?

**Answer**: Direct communication links with “Customers” can be established where necessary.

1. **Question**: How was the 12-18 month (or 3 year) implementation period estimated?

**Answer**: The estimate of the implementation period took into account the worst-case scenario of uncontrollable variables beyond the control of GPAA and its implementing partners for programmes of this nature/magnitude. As clarified during the briefing session, the design/development phase can last for maximum of eight (8) months. The outcome of the design/development phase will be a strategic framework/roadmap that the organization can implement going forward.

1. **Question:** Is there a digital strategy / plan in place? If so, from when?

**Answer**: Not in place currently. This is a scope exclusion.

1. **Question:** When was the last GPAA strategy done?

**Answer**: The GPAA has just began with the implementation of its 5-year strategic plan. This plan covers the Medium Term Expenditure Framework (MTEF) period 2017/2018-2020/2021. Publications are available online at [www.gpaa.gov.za](http://www.gpaa.gov.za)