Chapter 1

Innovation in Public Systems: Analyzing Fast Track Legal Systems

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ABSTRACT

The purpose of this paper is to establish Customer Relationship Management (CRM) as an effective approach for collecting, analyzing, and translating valuable customer information into managerial action for examining fast track legal systems i.e., Online Public Grievance Redressal System (OPGRS) in the Indian context. This e-government initiative is based on the government’s long term strategic policy that aims to innovatively reform the Indian Judicial System. So far, the potential of CRM has been investigated only in the context of existing products/services. CRM’s potential to aid in future New Service Development (NSD) has been under studied. Current research model is based on Resource Advantage (R-A) theory and includes the constructs such as CRM process, CRM technology, New Service Development, system efficiency, performance expectancy and effort expectancy under one umbrella. It measures CRM Process under the dimensions of; innovation management, value management and multiple channel management. This model has been tested based on applications filed at multi source complaint depository consisting of 173 applicants from diverse case backgrounds. The empirical outcome provides the positive significant relationships for all 5 hypotheses established using nine (9) constructs. The results provide evidence that CRM has a positive effect on new service performance.

INTRODUCTION

The worldwide expansion and acceptance of Internet based services has put several implications for the government to shape up their policies and its implementation (Cohen and Eimicke, 2002; Jorgensen and Cable, 2002). Rather than duplicating their traditional brick and mortar equivalents, government agencies and corporations are looking for e-delivery systems with more transparency and speedy actions (Schaupp et al., 2010; West, 2008). In countries like India, the current state of development of e-government services has opened new opportunity to deliver information and services more conveniently and cost effectively to the citizens (Wang and Shih, 2009). Online Public Grievances Redressal System
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(OPGRS) is one such specific e-government system which is dedicated for registering complaints by citizens of India that subsequently resolved by the designated government officials. The team constitutes legal experts those who have been authorized by the government. The purpose of OPRGS is to deliver the verdict in a time bound manner.

In each State as well as Centre, Department of Administrative Reforms and Public Grievances or its equivalent is the nodal agency in respect of policy initiatives on public grievances redress mechanism and citizen centric initiatives. This system is largely meant for addressing the grievances, issues, and problems of citizen’s day-to-day life in a time bound manner. It provides a huge benefit to the citizens and eventually the society by resolving their problems in a time bounded manner and without getting into the traps of conventional legal mechanisms.

However, coming up with these innovative services is not possible without the active support of State government. It is the state role to provide technological backbone along with dedicated team of employees. The technological backbone is in terms of dedicated MIS, ERP systems majorly in-term of deploying a dedicated Customer Relationship Management (CRM) systems in the far-reaching areas that can support the existence of new service development process. Hence, the continuous development and launching of new service is an important determinant for sustained organizational performance (Atristain and Rajagopal, 2012; Sorescu and Spanjol, 2008; Zhou et al., 2005). However, while new products/ services open up new growth opportunities, they also involve a substantial amount of risk in terms of technology adoption. Interestingly, the failure rate of new products and services has remained high over the years (Rajagopal et al., 2011; Crawford and DiBenedetto, 2003), and organizations are searching the right solution to address the issue.

In the context of public sector organizations, one effective strategy for reducing the failure rate would be proper training and development opportunities for employees and capacity building opportunity for other stakeholders. Previous research shows a positive impact of CRM activities on customer orientation and hence new product success (Gruner and Homburg, 2000). Similarly, Ernst (2002) suggest to align new product development (NPD) process with market requirements.

Previous studies on CRM have focused on analysing how customer programmes etc. affect performance (e.g., Reinartz et al., 2004). However, there has been dearth of studies that talks of enablers of Customer Relationship Management. Although the previous literature has neglected CRM potential to aid in the future value creation process through NPD, some authors have recently called for more research in this domain (Boulding et al., 2005, p. 161). Therefore, the goal of the present study is to address this important gap in this service domain.

In the context of public services, the important enablers for CRM includes, innovation; value management and channel management (Ernst et al., 2011, Boulding et al., 2005; Reinartz et al., 2004). However, empirical finding is yet to establish the relationship.

Looking into the context of e-services, such as OGRPS, the need for CRM is felt more for smooth, transparent and impartial running of the governments. However, the success of the system depends largely on whether or not people are willing to adopt this relatively new system.

Many prior research studies (Rana et al., 2013; Lean et al., 2009; Lin et al., 2011; Loo et al., 2011) have examined the factors of specific e-services adoptions. However, no research has yet examined the factors influencing the adoption of OPGRS in the context of New Service Development. Further the role of CRM in NPD is either ignored as it is assumed that companies/ organizations have a given service/ product portfolio and that CRM can be leveraged without the awareness and capacity building of its major stakeholders.
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