



**Thinking About  
311/CRM Systems –  
Readiness Assessments**

# Two Key Questions



## “As Is” Scenario

- What exists now?

## “To Be” Scenario

- What do we want to build?

# “As Is” Scenario



- Governance
- Processes and Operations
- People
- Technology
- Facilities

# “To Be” Scenario



- Customer service
- Citizen engagement
- Performance measurement & management
- Budgeting and resource allocation
- Disaster response & recovery
- Community & economic development

# Financial Impact by Communication Method



- According to two recent studies from IT research firms (*The Gartner Group* and *The Yankee Group*), the average transaction costs per communication method range from:

| Channel                    | Cost Per Transaction |
|----------------------------|----------------------|
| Walk-in                    | \$9.00               |
| Web Chat                   | \$7.00-\$7.50        |
| Live Phone Agent           | \$4.50-\$5.30        |
| Email                      | \$2.50-\$3.00        |
| Phone Self-Service         | \$0.45-\$1.85        |
| Web Self-Service (on-line) | \$0.24-\$0.65        |