



ESSENTIALS OF Management Information Systems

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Chapter 3 Information Systems, Organizations, and Strategy

Case 2: Customer Relationship Management for San Francisco's City Government

Tags: Customer Relationship Management; CRM; San Francisco; data database; phone operator call center service; 311; government information systems

Summary

When you call a city department for help, CRM is the infrastructure behind the answers you receive. CRM allows operators to route your service request and to follow up to see if any action was taken. This also creates a database of problems and solutions, so that changing trends can be addressed. This video describes the changes brought in basic government/business processes by the implementation of a customer relationship management system for the City of San Francisco. L= 4:05

URL: <http://www.youtube.com/watch?v=2eoEoaev9BI>





Case

San Francisco is the fourth largest city in California by population and one of the most populous cities in the United States. With approximately 800,000 residents, local government has a tall order in responding to the needs of San Franciscans every day. So it's important that government agencies use information systems designed for maximum efficiency and ease of use for citizens.

As anyone that's been held up at the DMV for hours knows, government services are not always models of efficiency. San Francisco was no exception. The example shown in the video is the abandoned vehicle detail process. San Franciscans called in with complaints, or reports, of vehicles that had been abandoned for 72 hours or longer. Then a patrolling officer would locate the vehicle and mark it for towing.


But the city of San Francisco's voice mail system was overly complicated and difficult to use. It was difficult for citizens to successfully provide the city with information about abandoned vehicles, and often the city would have trouble dealing with multiple reports about the same vehicle. San Francisco needed a better system for managing abandoned vehicle reports.

The Department of Telecommunications and Information Services (DTIS) helped solve the problem by identifying the existing business processes, beginning with the complaint intake process and ending with the resolution of an abandoned vehicle complaint, and provided an overhaul of the existing CRM system based on the needs of government employees.

Callers would now use the existing 311 service, allowing them to place a one-contact phone call with a human being in order to report a vehicle. And by providing applications that were similar to applications performing other government functions, the CRM systems fostered greater interdepartmental collaboration and provided the benefits of Web accessibility, tracking of work, and better customer service. San Franciscans can be confident that they will have a similar experience and receive similar service whether they call for library hours or to report an abandoned vehicle.

Case Study Questions

1. How did the DTIS CRM team change the business process for dealing with abandoned vehicles in San Francisco? How did the old business process work, and what kinds of problems arose? Why was it necessary to change the business process before developing a new CRM system?

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2. Why is a CRM particularly useful for the support of “interaction” jobs (described in the text chapter) as opposed to “transaction jobs?”
 3. How does this city-wide system help different agencies collaborate with one another?
 4. How has the system installed by DTIS helped integrate information among city agencies? What difference would this make for customer service?
 5. Considering the types of information systems discussed in the chapter, what type of system is this? How would you characterize this system?

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