

CRM Without Tears

- Some learning experiences

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This document provides an outline of a presentation and is incomplete without the accompanying oral commentary and discussion.



CRM without tears

We all have heard about those horror stories about extremely costly CRM failures.

Some research suggest that even 80% of the CRM projects fail to meet the expectations.

Now, with some years of history and after we have passed the hype-phase...

...have we learnt anything?

This presentation is about four learning points mainly based on the experience together with a Nordic Telecom Operator.



1. Think your thinking

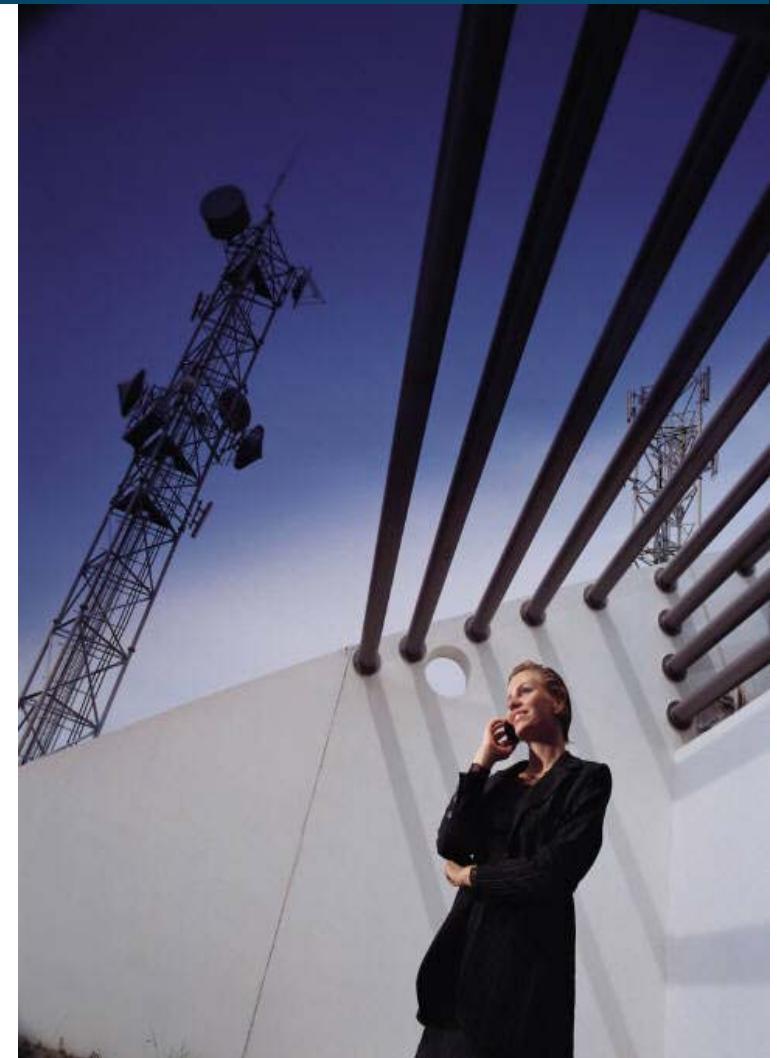
- Gartner defines CRM in the following way: “CRM is a customer-focused business strategy designed to optimise profitability, revenue and customer satisfaction.”
- The question is how should you define your CRM and what does it mean in your very own specific case and situation?



Case Nordic Telecom Operator

- A Nordic Telecom operator with mobile-, fixed-, broadband access- and I-net services
- Corporate CRM team and some “CRM-minded” people in the business units
- A CRM strategy was developed
- A fair amount of CRM related activities for some years but with very modest results
- And eventually the whole CRM was questioned

➔ The main problem turned out to be the missing link between the “generally good” and the daily business



Case Nordic Telecom Operator

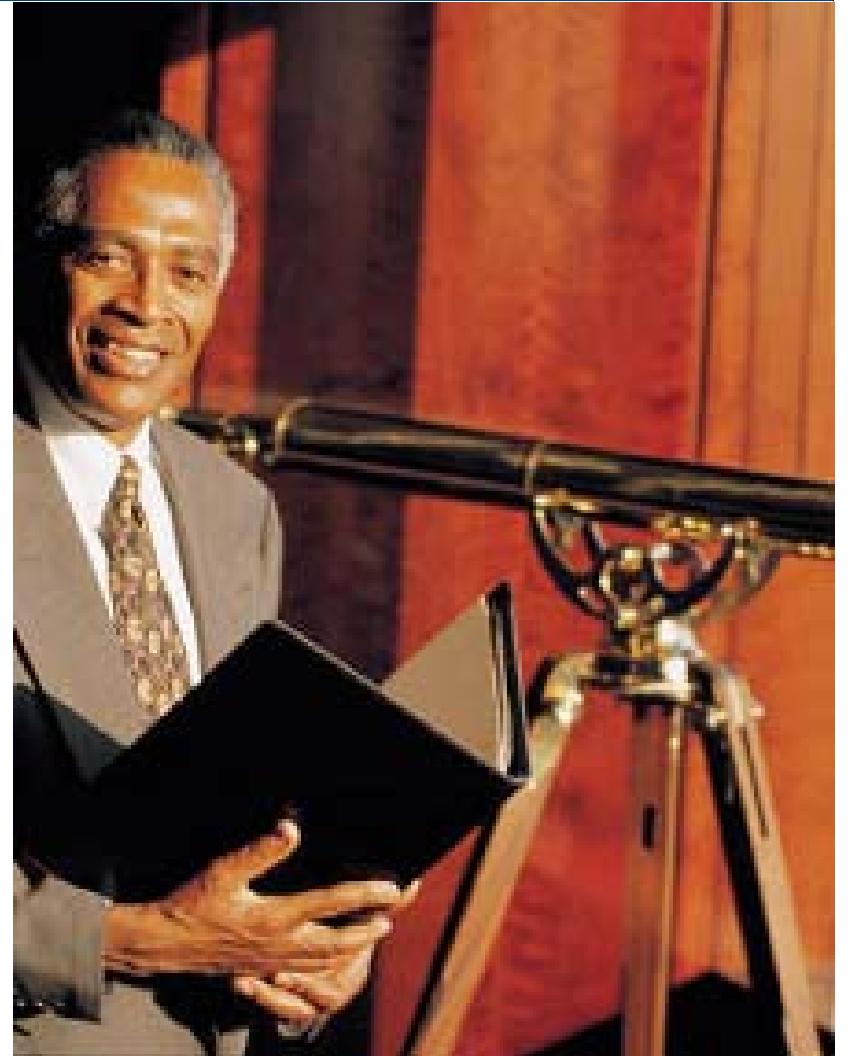
- We **redefined** CRM into key elements we need to achieve or influence – Keeping your customer was one of these
- We defined the key drivers behind these elements – how to influence
- We put it all together – a frame work and business cases
- And suddenly we had a story with strong relevance
- Retention is now one of the key corporate strategies
- Operative measurements and reporting up-dated and in place (BSC)
- Part of personal performance evaluation and incentive systems
- CRM has become daily business



1. Think your thinking

When you get your thinking in place you can

1. Formulate a rigid CRM vision your organisation can be passionate about
2. Define clear business objectives
3. Make sure you have a solid justifying business case
4. Define key activities that will deliver the desired future state
5. Use the above as cornerstones to create your CRM strategy and road map



2. Secure commitment and buy-in

- Top management commitment – for real
 - Making your home work with your thinking helps a lot
 - Don't under estimate the required effort, cost and complexity

- Organisational buy-in – easier said than done
 - Understand the challenge of change
 - Know the key people, stakeholders and advocates you have to win
 - Communicate repetitively and keep the messages simple



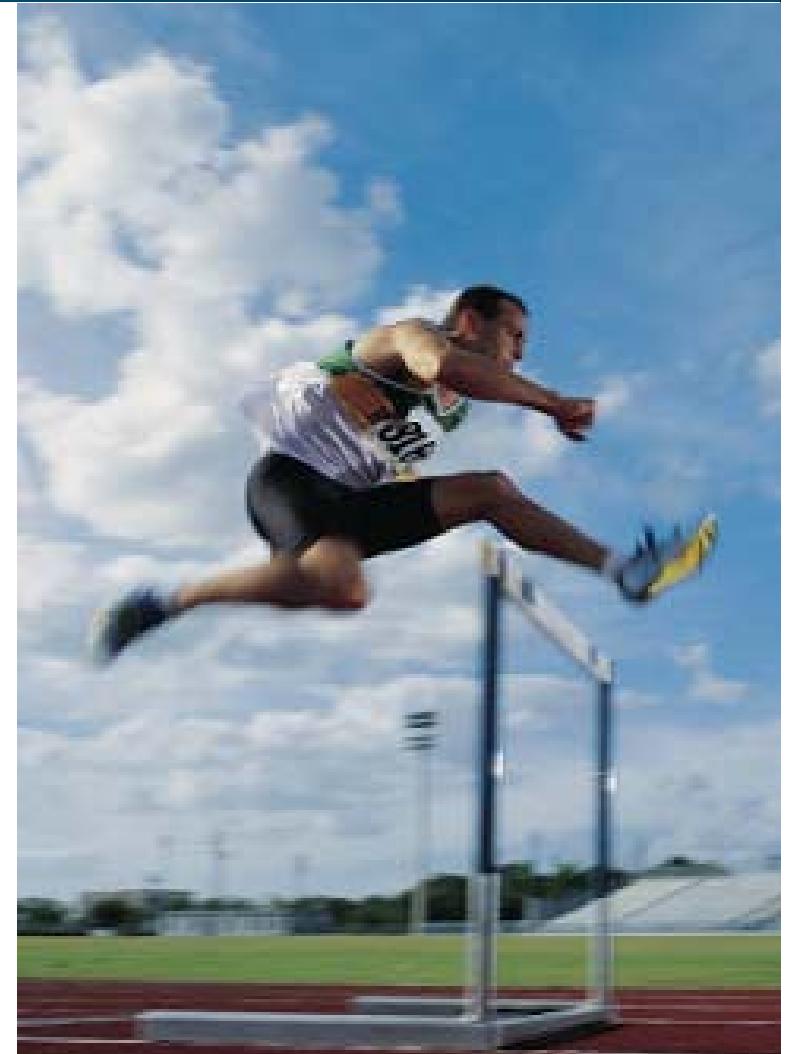
Case Nordic Telecom Operator

- We had a strong compelling story with
 - Relevance
 - Urgency
 - Benefits and business case
 - etc
- We knew that we had a buy-in challenge
- We did a stakeholder map
 - Who do we need to win
 - Where does he stand
 - How do we handle
- We developed a rigorous communication plan
 - Key messages
 - Key targets
 - Media and vehicles
- Which we still execute



3. Have the business drive the CRM development

- We want to change and develop business processes – owned by the business
- We want to achieve the set CRM objectives – objectives business is accountable for
- We need to create pride and ownership of the solutions – for sustainable change



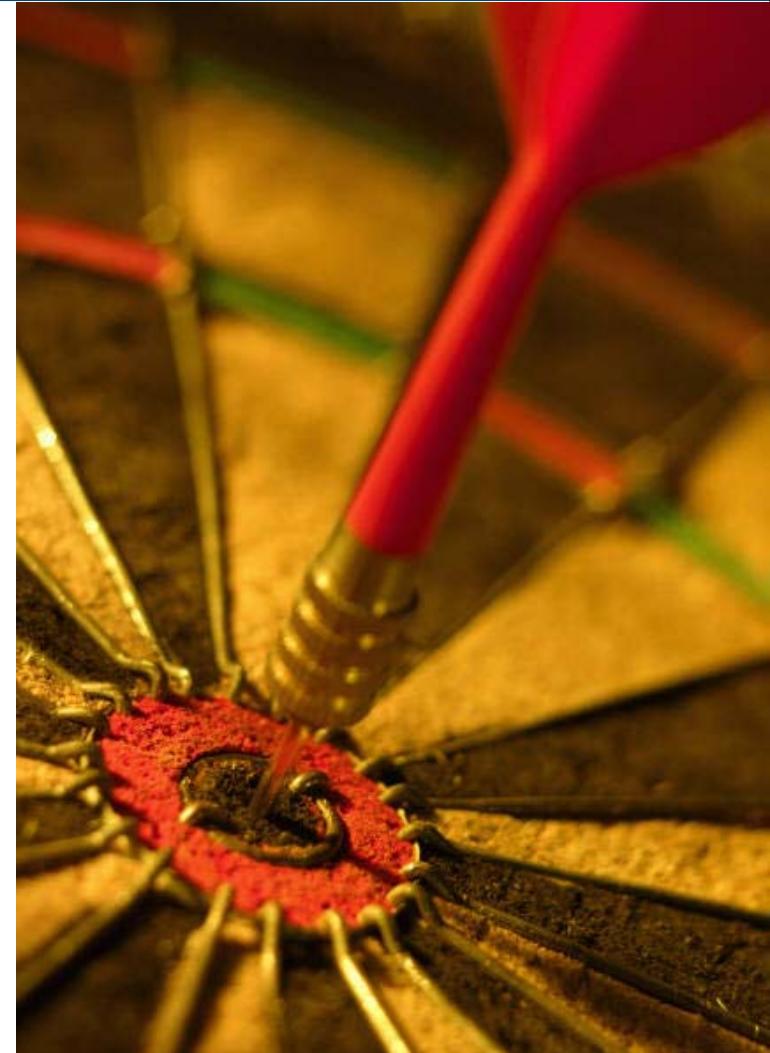
4. Staff your project teams wisely

- Again easier said than done
- Your best people is a scarce resource
 - Can you afford to assign them to the project?
 - Can you afford not to assign them?
- Determine what kind of skills and experience is needed
- Choose your partners wisely
 - External business partners
 - Technology partners
 - Vendors



To summarise

- Is there CRM without tears?
- At least there is a lot less tears if you make sure you
 1. Think your thinking
 2. Secure commitment and buy-in
 3. Have the business drive the CRM development
 4. Staff your project teams wisely
- But still...



Any questions?



Thank You!

