

Introduction

“CRM or Customer Relationship Management has the goal of serving the customer (or future customer) optimally via all possible communication channels (call center, internet, e-mail, direct mail, direct contact, etc.). This is achieved by re-designing processes and systems, but also by training employees and redefining the organization’s strategy.”

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The above definition makes clear that CRM is an integral approach in which strategy, process, technology and people each have an important share. It is not sufficient to establish a CRM system in an organization without also guiding the people through the change process and giving courses or assessing the existing business processes on their applicability to the new situation in which the customer is central.

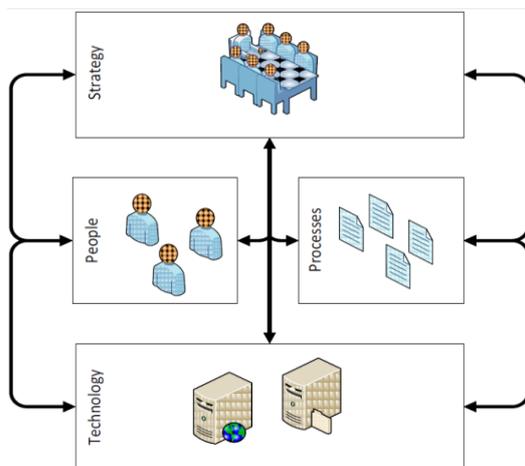


Figure 1. CRM - integral approach (Source: Prodapt Consulting)

The introduction of (parts of) CRM into an organization is a *strategic* choice which must be expressed in associated *processes* which must be supported by *systems* and *people*.

CRM area’s

The last years the CRM world has seen growth/diversification into various sub-

areas. In some cases these areas are not new and are seen as defacto part of the standard CRM scope. In other cases the areas cover new grounds.

Examples of these sub-areas are:

- ▼ *Operational CRM.* Basic CRM functionality such as central customer image and support for front-end processes for Sales, Marketing and Service employees.
- ▼ *Sales Force Automation.* Support of Sales-directed activities such as Opportunity Handling, reports, planning of sales activities. Introduction of mobile working with laptops and smartphones is also included here.
- ▼ *Analytical CRM.* Use of data built up by CRM activities for reports and data-mining for the purpose of cross- and up-selling, setting up campaigns, among other things.
- ▼ *Marketing and campaign management.* Support of organizations in the planning, budgeting, implementation and evaluation of campaigns, promotions and events.
- ▼ *Collaborative CRM.* Support of collaboration between employees and departments through for example workflow management, optimization of work allocation and making communication possible in various ways.
- ▼ *Social CRM.* Multichannel ++, in other words expansion of the traditional multichannel approach with services such as (video) chat sessions, Twitter and other new media. Social CRM also involves a more proactive approach to customer relationships like actively scanning forums, Twitter, Facebook etc. for customer interactions about your product/ company and reacting accordingly.

For all areas technology is only an enabler; strategy, process design and training of people should be central.

There exists overlap among the CRM areas above, and the categorization may also be labeled as artificial, but it does give an impression of the diversity of functionalities and that are covered by or related to CRM.

Centralized customer view

To be able to offer the customer excellent service it is important to have as much relevant customer information available as possible at the moment a customer contact happens. Customer contacts can happen across a wide variety of channels therefore a centralized customer view is the solid foundation any CRM implementation needs.

The centralized customer view, besides the customer's name and address information, consists of a central overview of all customer contacts, the customer's orders, invoices, installed bases, payments, questions, complaints, etc.

As an organization, if you know the customer, the service and sales can be harmonized with this image. This will result in better service, better sales and better retention.

Without central knowledge of the customer it will be much to offer optimal service to the customer and as a result improve sales and retention rates.

Technology as support pillar

Besides strategy and processes, technology forms an important part of a CRM implementation program: technology to

support the envisaged CRM strategy, and not technology as the most important driver for CRM strategy.

Areas where technology can be supporting to an organization's CRM vision are the following:

- ▼ Centralized customer view across all channels (call center, internet, enquiry desk/shop, e-mail etc.)
- ▼ De-duplication of customers/ improvement of data quality
- ▼ Call center application, CTI (Computer Telephony Integration)
- ▼ Overview of all customer communication (letters, mails, phone calls), customer file
- ▼ Opening up channels with new technology, transparent customer experience
- ▼ Integration with existing back-end systems
- ▼ Marketing support, planning, budgeting and analysis of campaigns, promotions and events
- ▼ Reports and dashboards to support operational, tactical and strategic decisions.

CRM Program planning

The planning of a CRM program requires that multiple milestones are laid out over the short, medium-long and long term. This seems obvious, but it often happens that a plan is only made for the first release within a CRM program, and partly due to this, too much functionality is included in such a first release. This results in a larger risk being taken resulting in deadlines not being made, cost overruns and disappointing results.

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With CRM programs it is important to strive step by step towards set-up and optimization of the customer-oriented organization. A milestone plan which covers several years, and indicates in outline what processes and functionalities will be taken up, provides peace and clarity within an organization.

Prodapt Consulting

Besides the strategic and process knowledge which is needed, Prodapt Consulting also has the technical knowledge and experience to help organizations in the planning, design and management of their CRM programs.

The deep telecommunication knowledge, linked with experience in CRM programs for different telecom organizations, can be of great added value to our clients.

Our consultants have years of experience with CRM programs and projects within and outside the telecom sector. Within these projects, they have filled roles varying from program manager to business analyst and technical architect.

In the telecom sector, besides the traditional CRM aspects mentioned, there are matters such as order orchestration, product modeling, product mastering etc. These subjects, together with billing and also provisioning problems, form a complex whole, in which knowledge of IT architecture, solutions, market knowledge and experience with CRM systems can be crucial to the success of the project.

Besides generic and also telecom-specific knowledge, we have also gained much experience in package implementations of Siebel and Amdocs.

Prodapt Consulting CRM references

We are proud of the results achieved, such as:

- ▼ Implementation of Siebel CRM and Master Data Management at KPN Business and Consumer
- ▼ Implementation of commercial orchestration using Siebel and Cordys BPM at KPN
- ▼ Architecture for the integration of Oracle Siebel and Oracle BRM with Master Data Management for customers, products and installed base with legacy OSS using IBM Websphere at XS4ALL
- ▼ Improvement of order interrogation of various products at Tele2 making use of Amdocs Clarify
- ▼ Management of KPN Sales" sales funnel using Baan Front Office (incl. Aurum Salestracker)
- ▼ Operational Audit of introduction of SAP and Clarify at T-Mobile The Netherlands.

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