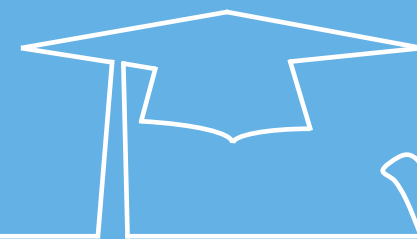
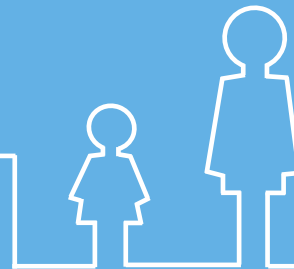
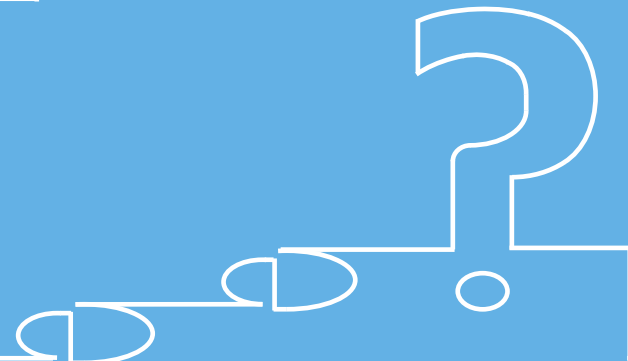
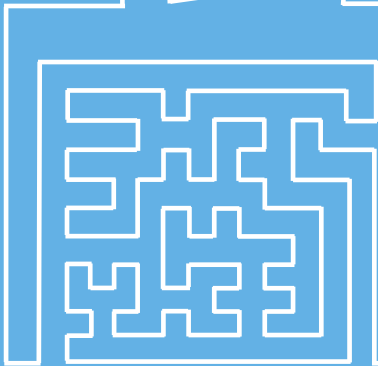
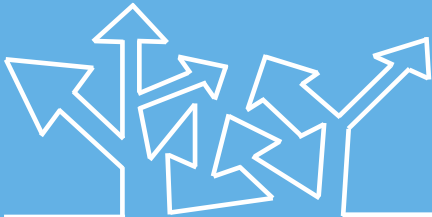




The Professional Services CRM eBook

a collier pickard publication



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www.metiscrm.co.uk

info.metiscrm.co.uk/blog

info@metiscrm.co.uk

+44 (0)1959 560410

“In spite of constant upheavals in markets, regulations and compliance, Client Relationship Management (CRM) continues to define the competitive performance of professional firms.”

Richard Chaplin, CEO & Founder of [Managing Partners' Forum](#)



In the real world

In a world dominated by local and global standards, changing business structures, mergers and economic conditions—client **acquisition**, development of **cross-sell** and **up-sell** opportunities and client **retention** procedures have become critical to survival.

But CRM—Client Relationship Management—has a dubious **reputation**.

“It doesn’t work.” “It’s very expensive.” “No-one keeps the thing up to date, so what’s the point!”



If you’re concerned with acquiring, retaining or developing client relationships, then improving that reputation is the new imperative. There are economic benefits to be derived from embracing CRM across the whole firm—Business Development, Partners and Professionals—but there are some things to bear in mind:

- There’s a **science** behind getting it right
- There are some **cultural** issues to address
- And you need to focus on it over a long period
- **learning** from its output

So it may be time to take advice from the commercial world, rather than IT experts. Because the practice of professional services and best practice in CRM are not the same.



Grow revenues

Win new clients. Enhance cross-selling. Improve client satisfaction.

Well-known research organisations like Aberdeen, Forrester and Gartner have printed many pages on the subject of the benefits of CRM. There is evidence to show that, when properly deployed, a successful CRM system will **increase your revenues** by somewhere between 5 and 15%.

The challenge is to create a client-centric culture within your business. To have a **360° view** of the client.

Every Professional throughout your firm must see the significance of this relationship and act in a manner which is commensurate with that relationship—and not work with their own angle on targets and deadlines.

Now, Marketing can target events and campaigns effectively, enquiry-to-revenue conversion rates are improved. Partners and Professionals can work with contented clients and develop up-sell and cross-sell opportunities. And they **improve** client knowledge and client profiling for even more effective future marketing, by simply using the system.

It's a **perfect** circle.

Client acquisition



Client knowledge



Manage through CRM

Optimise procedures

Data accuracy

Visibility of client communications

Effective profiling

Client retention



Client satisfaction



Choosing a direction

One look at the CRM market and confusion reigns. So many approaches. So many products and services. Which way is best?

Well—installing a CRM system and providing some user training doesn't work. Building CRM into your business with management and user **buy-in** does.

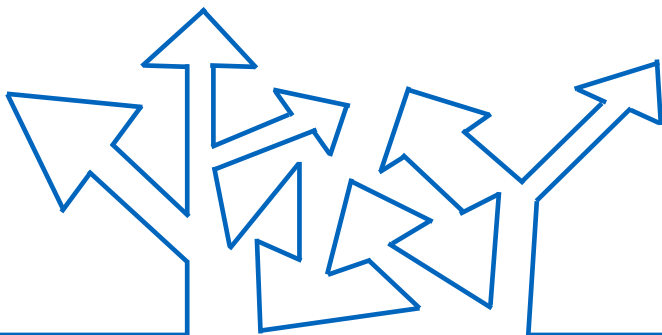
Making Phase 1 of the CRM project the biggest and most complex step doesn't work. **Evolving** the CRM system and bringing the user population with you works.

Believing CRM should only be used by Marketing, Business Development and Support staff doesn't work. Leading everyone from the front by **managing through CRM** works.

Turning Professionals into data entry clerks doesn't work. But **empowering** them with the right information at the right time does.

Assuming that a documented process is the best way to do things and configuring CRM to mimic this path doesn't work. Using **built-in** software functionality to deliver an end result does.

To choose a direction, you must consider your level of **CRM maturity** at the outset.



CRM maturity

We talked about the perfect circle where Marketing gets more refined and more effective through feedback from all the other functions of the business. This ensures **revenues grow** as targeting gets better and client retention improves and **costs decrease** as less effort is wasted.

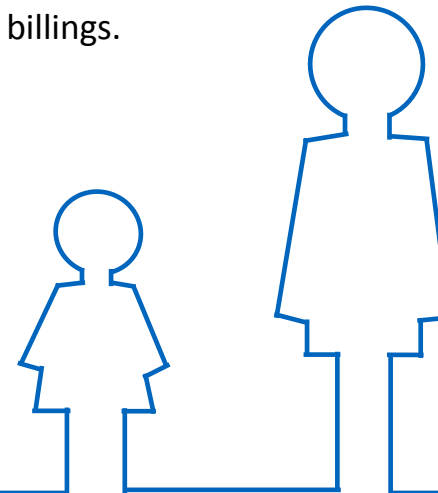
But there are some cultural “**musts**” that need to be in place before you can realise the “performance guided” culture of the perfect circle.

Firstly, you need accurate data so that **keeping track** of prospect clients and client contacts is easy and up to date.

Then you need the collaborative mindset that allows people to **work together** really effectively—without departmental imperatives getting in the way of true focus on the client’s needs.

Once this culture exists, you can start mapping “best practice” from the wide world of CRM onto the specifics of your firm. This means **doing better things** ... not just doing things better.

And finally, achieve a level of client focus, which means the business can be managed by looking at trends, KPIs and other measurements—all derived as an **automatic by-product** of people just doing their jobs through the CRM tool. Demonstrating the value of the organisation as greater than the sum of the Professionals’ billings.



The big question

WIIFM ... What's in it for **me**?

So you've embarked on a CRM path and explained the benefits to the user community. The **firm** optimises its business processes, the **client** is the focus of measurement and KPIs, retention improves, acquisition becomes easier and up-selling and cross-selling increases.



But **is that enough** to create the buy-in that's essential? Have you given your people enough motivation to focus on the accuracy of the information resident within the CRM system? Because if you haven't, then buy-in will wane, **data accuracy** will suffer and the benefits of CRM will not be realised.

To make CRM simply successful, you must focus on the user community and make sure that they get something out of it. **A personal gain**. Something gets easier, quicker, less hassle through using the CRM tool rather than otherwise.

Recognising the unique challenges associated with user adoption is essential. Building a strong argument that will be accepted by such educated professionals is not the same as "software training".

Education, not training

The purpose of **training** is to impart a **method**. A way of doing things. A set of rules designed to help the company achieve its business objectives. Deliver against the big picture.

The purpose of **education** is to explain the **rationale** behind the method, as well as the method itself. If your user community understands the rationale of the CRM culture, such as:

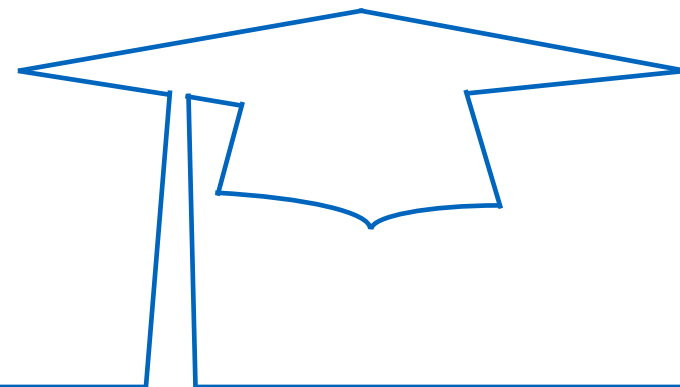
- What's in it for the firm?
- What's in it for me?
- What's expected of me?
- Who do I let down if I don't?

then they are much more likely to take **more care** and maintain accuracy. And, as we have discussed, accurate information is the life-blood of successful CRM and improvement in CRM maturity.

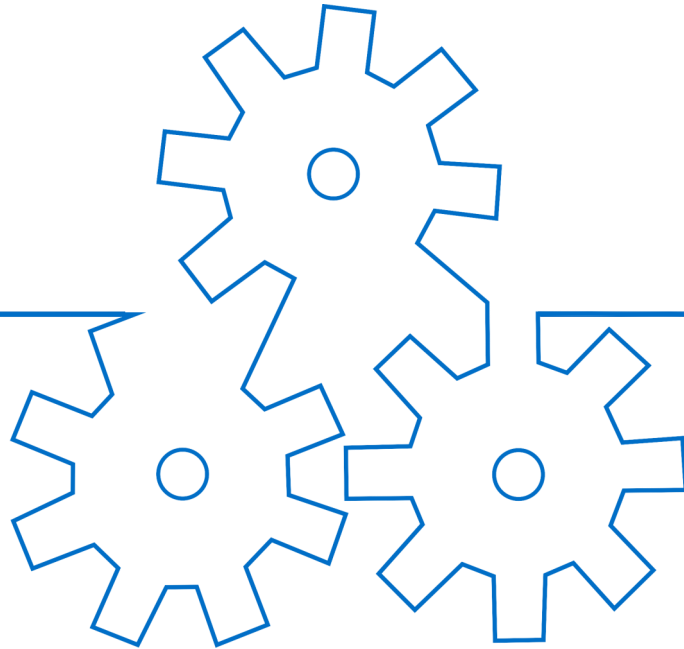
But this education is not a one-time exercise.

If you take **feedback** from the people using the CRM system, improve client focus and optimise processes, then the wider community must be re-educated, the new rationale explained and expectations managed.

Successful CRM never stops **evolving**. You keep taking steps which improve the user experience and client outcomes.



CRM components



So far in this eBook we've talked about processes and feedback. We even mentioned "best practice". In the CRM world there are three inter-locking cogs within the whole machine:

- **Operational CRM** software handles your data and day-to-day stuff
- Measurement, trends and feedback are provided by **Analytical CRM**
- **Best practice** optimises what you do, exploits emerging technology and evolves as markets change

A fourth cog in the machine has emerged in the form of **digital marketing**. Some operational CRM software already exploits inter-operability with email marketing services, pay-per-click advertising and inbound marketing tools.

So don't ignore digital marketing. It could emerge as a strong player in your strategic marketing and client acquisition policy of the future.

Selecting operational software

Now back to the question of options and **choice**. You need to work your way through the maze of technology platforms—constantly guided by the **answer** to the big question:

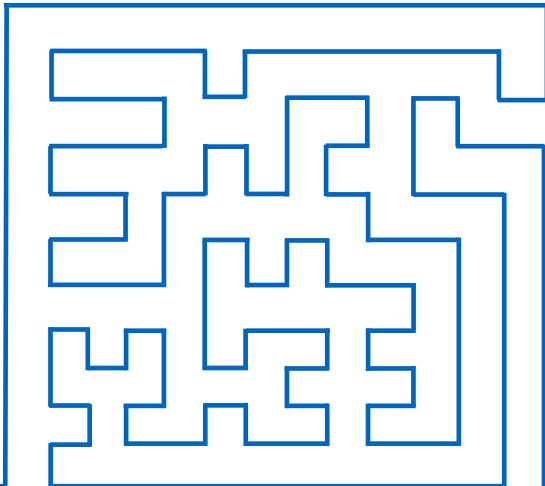
- What's in it for us?

The answer to the big question will define how each section of the user community must execute jobs and

perform day-to-day operations—in line with the **strategy** for business development.

In turn, this will inform the decision on the user interface to CRM. Some will need desktop access over a local or wide area **network**; others will need **web** access via a browser; or off-line access on a laptop; or hand-held access from a SmartPhone or **iPad**.

And finally, the mix of user interfaces required will inform your choice of operational CRM and database location—on premises, on demand and on the move.



STEP

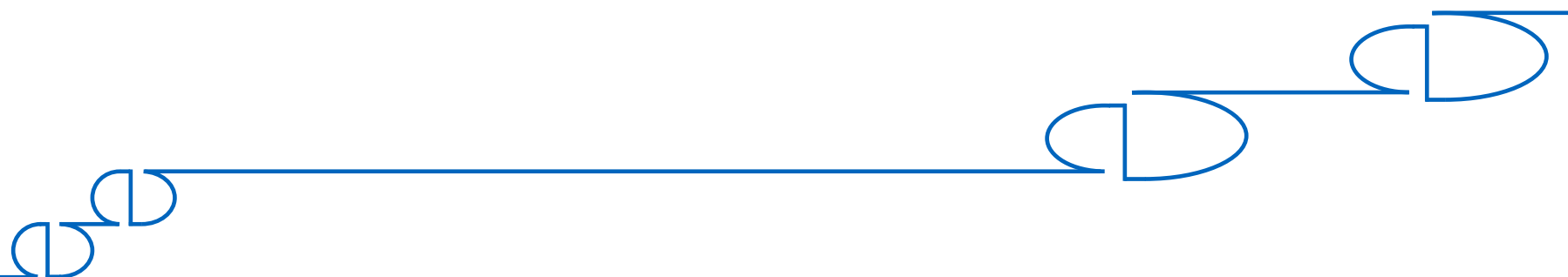
Strategy, Tactics, Execution, Platform

The platform and your choice of operational CRM tools become obvious as you determine execution. What **works** in CRM is aligning the execution of people's jobs—what they do every day—to the business development and client retention tactics you have determined to help you achieve your strategy.

In other words—you need to understand your corporate **strategy** and the marketing and business development **tactics** you have in place to deliver the strategic goal.

This, in turn, will help you make an informed choice on automation processes that will benefit the **execution** of people's jobs. Finally, the choice of **platform** for CRM becomes obvious.

Following the **STEP** approach to CRM works. Just buying an operational CRM platform does not.



What works 😊

What doesn't 😞

Building CRM into your firm with buy-in from your Professionals works...	Installing a CRM system and providing some user training doesn't.
Involving stakeholders but providing strong leadership works...	Letting everyone have their say and designing a solution by committee doesn't.
Evolving the CRM system and bringing the user population with you works...	Making Phase 1 of the CRM project the biggest and most complex step doesn't.
Assuming that your CRM initiative is never finished works...	Signing off a CRM project as "done" doesn't.
Empowering your teams with the right information at the right time works...	Believing CRM should only be used by Marketing and Support staff doesn't.
Using built-in software functionality to deliver an end result works...	Turning Professionals into data entry clerks doesn't.
Answering the big question and configuring CRM for personal gain works...	Assuming that a documented process is the best way to do things and configuring CRM to mimic this path doesn't.
Professionalism and passion works...	Mandated change doesn't.
Following the STEP methodology works...	Just buying operational CRM software doesn't.

What gives us the authority to write this eBook?

Well, it's certainly not a wealth of knowledge in professional services.

But **how to conduct professional services is not the issue here.**

The professional services landscape is changing at a faster pace than ever before. What we offer is experience in systems to assist in the acquisition, retention and development of client relationships.

We've been doing it successfully for a **very long time**. In the 1990's we worked with leading banks to maximise the opportunities created by Big Bang—another market liberalisation.

You could say our team of sales and marketing professionals, client service specialists, solutions architects, technology consultants and project managers at Collier Pickard has a **wealth of experience** in CRM.

At the turn of the century, we were helping clients deal with recession, ensuring that as the decade progressed they were able to recover faster and stronger than their competitors.



Making CRM and business automation deliver – in bull markets and in recession – has evolved from a “black art” into a **structured science** at Collier Pickard. Our STEP methodology is the culmination of a deep understanding of what works and what doesn’t in CRM.

As you respond to a tough and rapidly changing market, we offer our clients advice, guidance and expertise, in the same way you offer support to your clients.

Collier Pickard is a niche player in the specialist world of CRM. We provide **CRM Best Practice** advice and guidance, and we implement simply successful CRM—both operational and analytical systems.

Our experience in CRM spans the whole gamut of solutions from SMEs to global solutions. And it includes a fair number of professional services firms 😊

Bevan Brittan, Citibank IPB, IBB Solicitors, Paris Smith, Pinsent Masons, Russell-Cooke, SGH Martineau, The Wilkes Partnership, Veale Wasbrough Vizards, Ward Hadaway

Arthritis Research UK, BBC, Boosey & Hawkes, Brammer, Cambridge University Hospitals NHS Trust, CGGVeritas, The College of Law, Darley Stud Management, emap, Griffiths & Armour, Langleys, Macdonald Hotels & Resorts, SolarCentury, and many more.



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The Old Calf House, Chevening Road, Sundridge, Kent TN14 6AB

T: +44 (0) 1959 560410 F: +44 (0) 1959 569364

info@metiscrm.co.uk

info.metiscrm.co.uk/blog

www.metiscrm.co.uk

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