

The CRM & CX Pocket Book

What works & what doesn't

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"CRM cannot be installed but, rather, it must be adopted."

Martha Rogers, Peppers & Rogers Group

Preface

Why have we added "CX" to the title of this book?

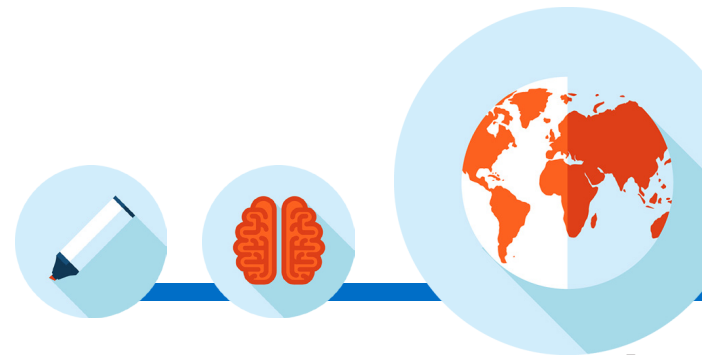
The CRM eBook (digital) and the CRM Pocket Book (printed) are well respected, software agnostic guide books written by CRM experts at Collier Pickard.

The scope of CRM technology has expanded massively over the past 20 years - and very significantly in recent times as social media and marketing automation tools have been added to the mix. As we publish this fourth edition, the term CX - *Customer Experience* - has become a recognised concept and looks like it is here to stay.



We continually monitor and evaluate changes and trends in the marketplace and have formed the opinion that the term CX defines strategy in customer engagement and positions organisations within the world of multi-media and technology. The mechanics of CX will almost always be centred on a "single version of the truth" about customers - probably held in a central database.

In this respect, CX is an extension of CRM, rather than being "something new".



In the CRM world

In the world of business to business (B2B) dealings, customer acquisition, customer management and customer retention procedures have long been managed through IT and office automation.

However, Customer Relationship Management (CRM) has a somewhat dubious reputation. You may have heard the following statements about CRM in the past – or perhaps you have said them yourself...



“It doesn’t work!”

“It’s very expensive.”

“No-one keeps it up to date -
what’s the point?”

How can I make CRM work?

You can’t just implement a CRM system into your business and expect it to do a good job for you. There are things you need to do, there’s a science behind getting it right, there are cultural issues to address and you need to focus on it over a long period, learning from its output.

We hope this pocket book will give some tips, dos and don’ts, and that you will find it useful.



Grow revenues

Increase profits. Gain market share. Improve customer retention.



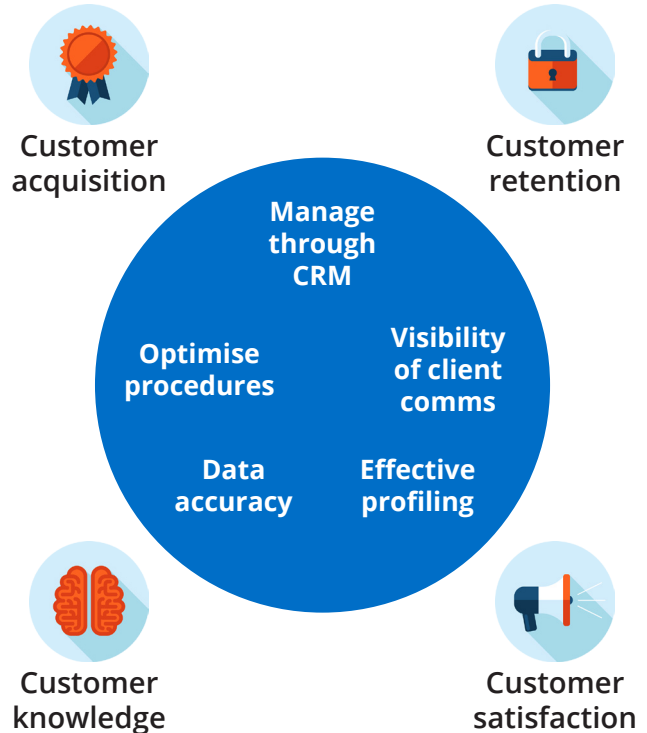
Well-known research organisations like Aberdeen, Forrester and Gartner have done a lot of research on the benefits of CRM. There is evidence to show that, when properly deployed, a successful CRM system will increase your revenues by 5-15%.

The trick is to create a customer-centric culture within your business, have a 360° view of the client and ensure the customer experience throughout their journey and touchpoints with you are optimised.

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

Your marketing team can target campaigns effectively and deliver high quality leads to sales. Your sales team can improve conversion rates and close profitable business. Your customer

service team can work with contented customers and develop up-sell and cross-sell opportunities. Support of the customer base can develop trends to improve profiling for future marketing. It's a perfect circle.



Choosing a direction

You may take one look at the CRM market and feel incredibly confused. So many approaches, so many products and services... Which way is best?



How can I make sure that I get things right?

The key to a successful CRM implementation lies in having the right attitude towards it across your whole organisation.

Simply installing a CRM system and providing some user training doesn't work, but building CRM into your business with management and user buy-in does.

Making the first phase of your CRM project the biggest and most complex doesn't work, but evolving the CRM system and bringing the user population with you does.

Believing CRM should only be used for marketing, sales and customer service staff doesn't work,



but leading everyone from the front by managing through CRM does.

Turning sales & marketing professionals into data entry clerks doesn't work, but empowering your teams with the right information at the right time does.

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

Isolating CRM from other touchpoints that your customer has with your organisation doesn't work, but using valuable customer data that other internal systems hold to create a bigger picture of CX does.

What steps should I take?

To successfully choose the right direction, you must consider your organisation's level of CRM maturity.

CRM maturity

We talked about the perfect circle where marketing gets more refined and more effective through the feedback from all the other functions of the business, and revenues grow as targeting gets better and customer retention improves.

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

What should I do?

Firstly, you need accurate data so that keeping track of prospects and customer contact is easy and up to date. Secondly, you need the collaborative mind-set that allows people to work together effectively without departmental imperatives getting in the way of the true focus on the customer’s needs.

Once this culture exists, you can start mapping “best practice” from the wide world of CRM onto the specifics of your own

business. This means doing better things: not just doing things better. Finally, achieve a level of customer 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.

The big question... What’s in it for me?

So you’ve embarked on a CRM path and explained the benefits to the user community. The company optimises its business processes, the customer is the focus of measurement and KPIs, retention improves and acquisition becomes easier.

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? If you haven’t, buy-in will wane, data accuracy will suffer you will not see the benefits of CRM.

To make CRM successful, you must focus on the user community and make sure that they get something out of it. Something gets easier, quicker and causes less hassle when using the CRM tool than not using it.





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. Teach your user community the rationale of the CRM culture, such as:

“What’s in it for the company?”

“What’s in it for the customer?”

“What’s in it for me?”

“What’s expected of me?”

“Who do I let down if I don’t?”

If your user community begins to take these steps, they are far more likely to take extra care and maintain accuracy. However, this education is not a one-time exercise.

How can I continue to educate my user community?

If you use your CRM system correctly and continuously work to improve on its functionality, education of your user community will never end. You must take feedback from the people using the CRM system, improve customer focus and optimise processes. As a result, the wider community must be educated again, the new rationale explained and expectations changed.



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

CRM components

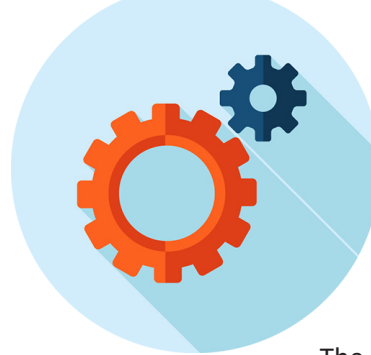
So far in this pocket book, we've talked about processes and feedback. We even mentioned "best practice". In the CRM world, there are three inter-locking cogs within the whole machine:

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

A fourth cog in the machine has come into play in the form of Social CRM or CRM 2.0. Some operational CRM software exploits inter-operability with social networking sites like LinkedIn. Don't ignore Social CRM: it could act as a strong player in your strategic marketing customer acquisition and CX policy.

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 will define how each section of the user community must execute jobs and perform day-to-day operations in line with the corporate strategy for business development.

In turn, this will help you decide 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; and some will need hand-held access from a smartphone or tablet.

What's next?

Once you know what the required mix is, your choice of operational CRM and database location can be made – 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 customer retention tactics you have determined to help you achieve your strategy.

In other words, you need to understand your corporate strategy and the sales, marketing, customer service 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 should I do now?

We've taken you through the steps of planning, selecting and implementing a CRM system into your organisation. We hope that you have found them useful and that you now have a clearer idea about the future of CRM at your company.

However, one thing is key: that you and your user community fully understand what works and what doesn't when it comes to installing CRM in order to make things easier, simple and more effective for everyone.

So, let's have a recap on the dos and don'ts of CRM...



What Works

- ✓ Building CRM into your business with management and user buy-in
- ✓ Involving stakeholders but providing strong leadership
- ✓ Evolving the CRM system and bringing the user population with you
- ✓ Assuming that your CRM initiative is never finished
- ✓ Leading everyone from the front by managing through CRM
- ✓ Empowering your teams with the right information at the right time
- ✓ Using built-in software functionality to deliver an end result
- ✓ Answering the big question and configuring CRM for personal gain
- ✓ Viewing CRM as part of the bigger picture of CX
- ✓ Following the STEP methodology

What Doesn't

- ✗ Installing a CRM system and just providing some user training
- ✗ Letting everyone have their say and designing a solution by committee
- ✗ Making Phase 1 of the CRM project the biggest and the most complex step
- ✗ Signing off a CRM project as “done”
- ✗ Believing CRM should only be used by marketing, sales and customer service staff
- ✗ Assuming that a current process is the best way to do things and configuring CRM to mimic this path
- ✗ Ignoring the “What’s in it for me?” question
- ✗ Mandated change
- ✗ Just buying operational CRM software
- ✗ Isolating CRM from other internal systems

... and finally, back to our start - CX

For CX to become a reality, it must be multi-channel. So contact through live chat on your website, via an inbound email, or from an incoming phone call must all be made available to anyone who might have the next touch with the enquirer. Real-time data of this type might also trigger an automated message to the enquirer - maybe an invitation to visit another part of your site or a blog post - something which is entirely relevant to the nature of the original enquiry, and not just a standard “thank you”.



The goal of a Customer Experience culture is to make it easier for people to do business with you.

But CX doesn't end there. Once you have a customer, you have the opportunity to develop a long term relationship through being able to offer relevant and timely service. So CX must extend into the realms of buyer profiling and selective targeting – so that your customer-base marketing delivers the best possible results over long periods of time.

A CX culture can make your customer-focused procedures more efficient.

This can give your customer teams more time to work with the customer – more time to become more effective in their roles.



What gives us the authority to write this book?

We've been in successful CRM for a very long time. The team of sales and marketing professionals, customer service specialists, solutions architects, technology consultants and project managers at Collier Pickard has a wealth of experience in CRM dating back to the early 1990s.

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 a niche player in the CRM world, Collier Pickard is a provider of CRM Best Practice advice and guidance, and an implementer of successful CRM – both operational and analytical systems. Our experience in CRM spans from SMEs to global.



We have worked with...



...and many more!

Notes

Notes



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