

**True Customer Dialogues are
Improving Customer Satisfaction,
Longevity and Value**

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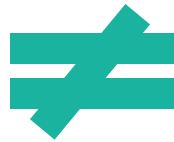
15th September 2011

“The CRM Chasm”

Expectation

- We understand them
- We value their business
- We deliver on our promises
- We remember them
- We strive for relevancy
- We are connected

“What customers expect from us”



Reality

- Product-centric campaigns
- Operationally focused
- Information & channel silos
- Independent business units
- Customer ad fatigue
- Limited capacity for engagement

“What we actually have”

“The CRM Chasm”

DATA



Customer Profile



Transaction



Channel



Lines of Business



Customer Preference

INCREMENTAL CRM

INSIGHT

Understand past behavior
Predict future needs

Infuse customer-specific
insight into touch points

ACTION

Right message, right time
Dialogue across touch points
Optimize engagement

CRM TOUCH POINTS



A True Dialogue

- A dialogue is part of an on-going conversation
- A dialogue supports strategic goals
- Tactical actions can be taken that get closer to the goal
- The context of the dialogue is important – where and how
- The unknown is catered for

Why Inbound Marketing and How does it Pay?

Why:

- Sunk CRM costs
- Turn Service into Sales Opportunity
- Cross-Channel Consistency
- Reach the Unreachables
- Manage the unknown

How it pays:

- Uplift in Sales
- Reduced Attrition
- Increased Customer Satisfaction
- Reduced Employee Turnover

Financial Services References



& 1to1 Media
**2010 CRM
EXCELLENCE
AWARDS
GOLD
WINNER**

Merrill Lynch

- 12 week implementation
- Integration with IVR, Siebel call centre and web channels
- Internet channel under development
- Increase in customer cross-sell by 26%
- Decrease in customer attrition by 20%
- Campaign Priority:
 - Retention
 - Service
 - Sales

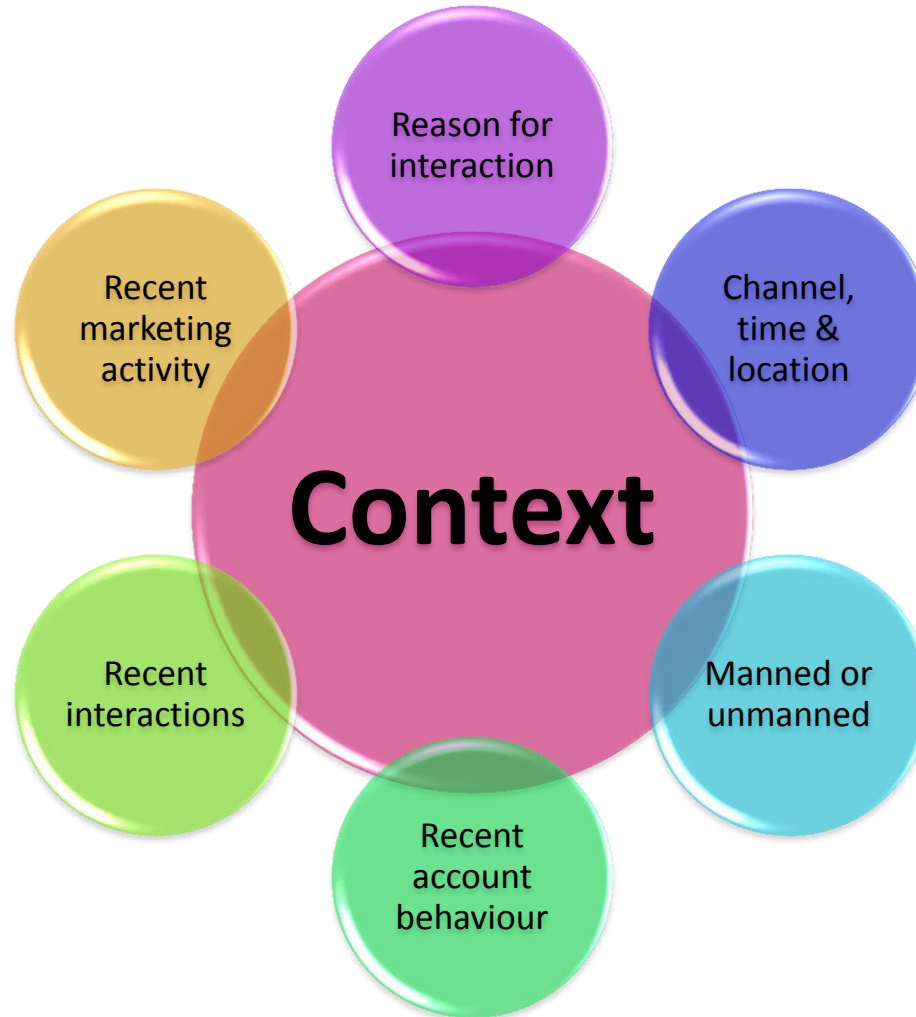


Nationwide Building Society

- Delivery of prompts in call-centre, branch and internet channels
- 15 million customers
- Millions of prompts per month
- Increased cross-product holding from 1.2 to 1.8 products per customer
- Industry leading customer satisfaction
- Campaign priority:
 - Data gathering
 - Service
 - Retention
 - Sales

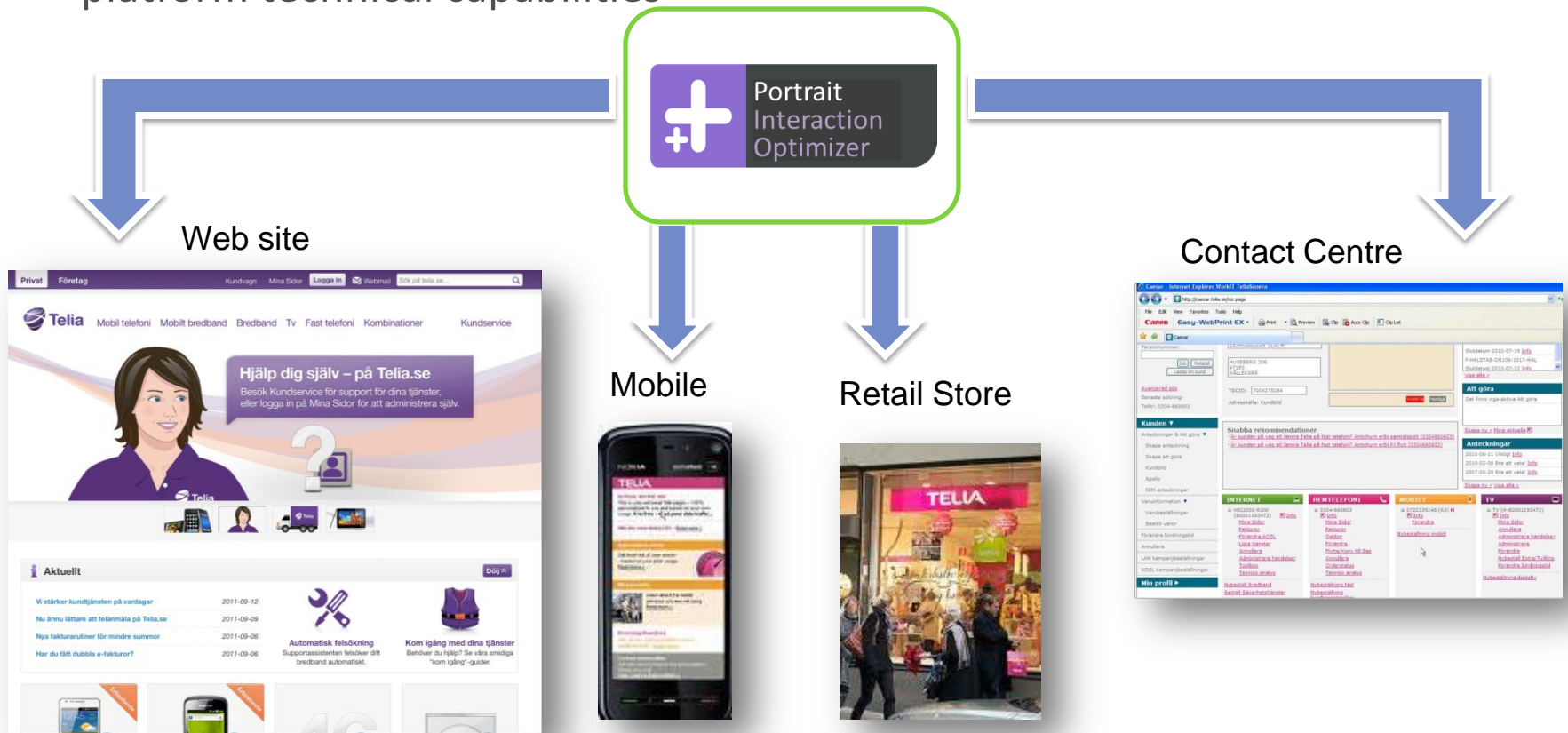
Customer Context: Informing the Single View of Customer In Real-Time

Context will change across lifecycle, across every interaction



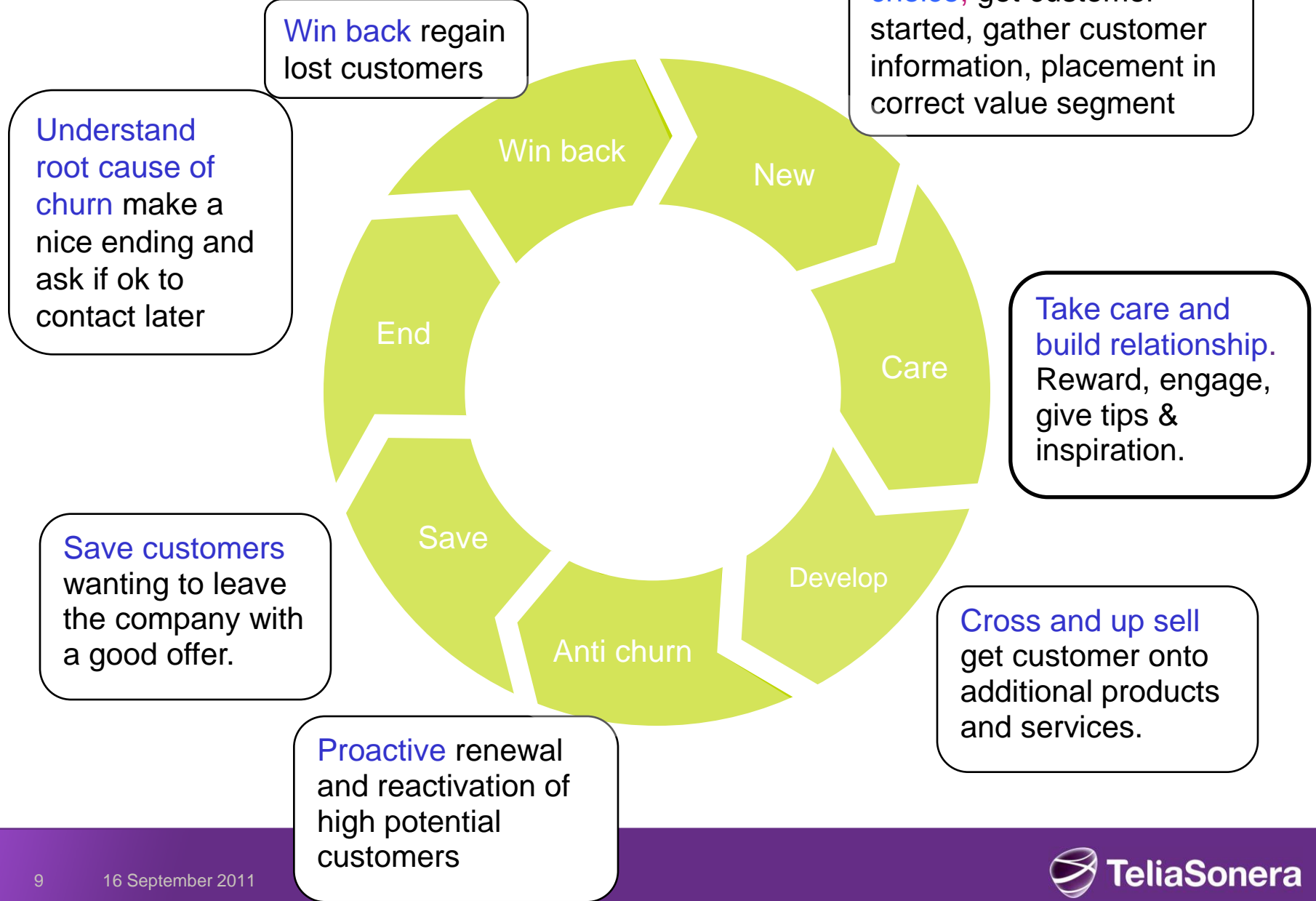
Multi-Channel Delivery

- Campaigns can be deployed **simultaneously** across multiple channels
- Once a recommendation has been made in a channel it is automatically **removed** from the other channels – if desired
- The message content (collateral) can be **tailored** to match the channel platform technical capabilities



Customer Lifecycle Strategy

for Inbound & outbound Marketing purpose



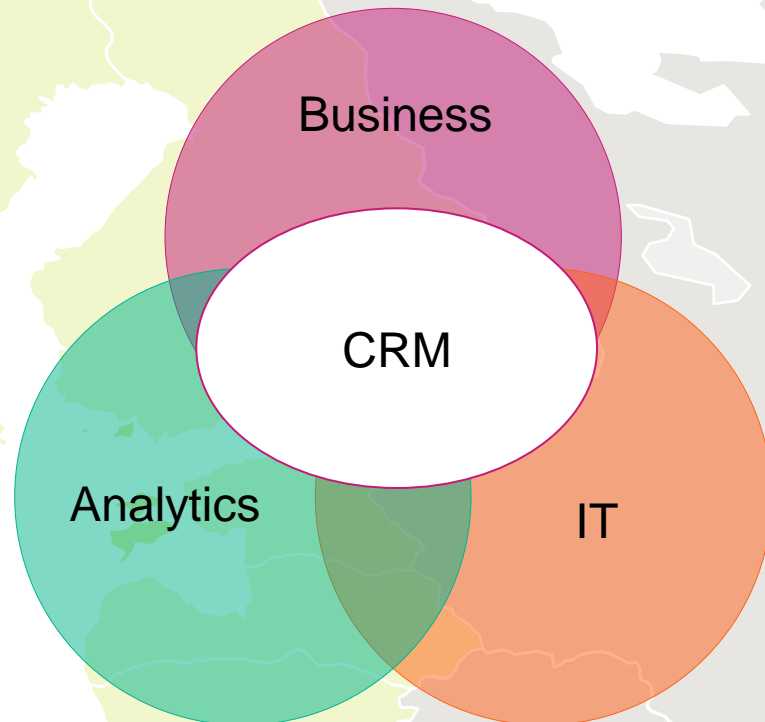
Integrate Essential Competencies and Skills in a CRM competence center

Cross function:

- Business skills
- Analytic skills
- IT skills

Cross border:

- Swe
- Nor
- Dk
- Fi
- Lith



Broadband, B2B, Halebop to be incorporrated.

Customer Recommendations

- **Vision**

- Create a personalized, relevant customer, proactive customer dialogue that is consistent and coherent across all direct channels. An improved customer experience.

- **Strategy**

- Implement Customer lifecycle management
- Implement a common view of the customer across all channels

- **Objective**

- Recognize the customer in all channels, use customer data and analytics and real time, interactive marketing capabilities to improve the customer interaction.

- **Benefits**

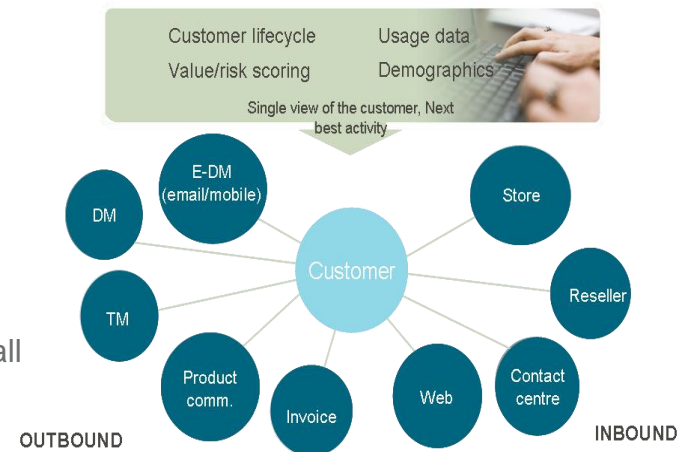
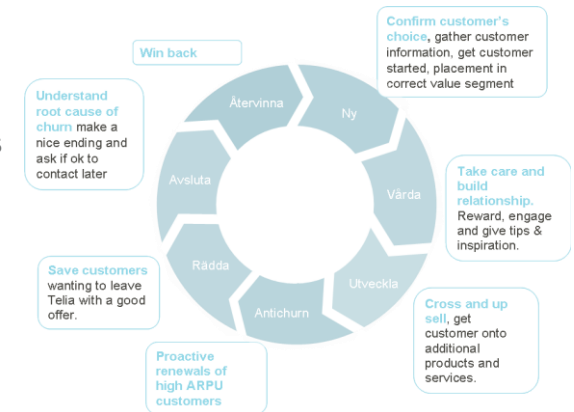
- Increased customer satisfaction and loyalty. Increased sales and arpu, decreased churn and altogether increased customer lifetime value.

- **Business Case (summary)**

- Increased yearly net benefits of 90 MSEK when fully implemented
- Total project cost of 80 MSEK
- From 2011-2019 generating a net benefit result of 400 MSEK

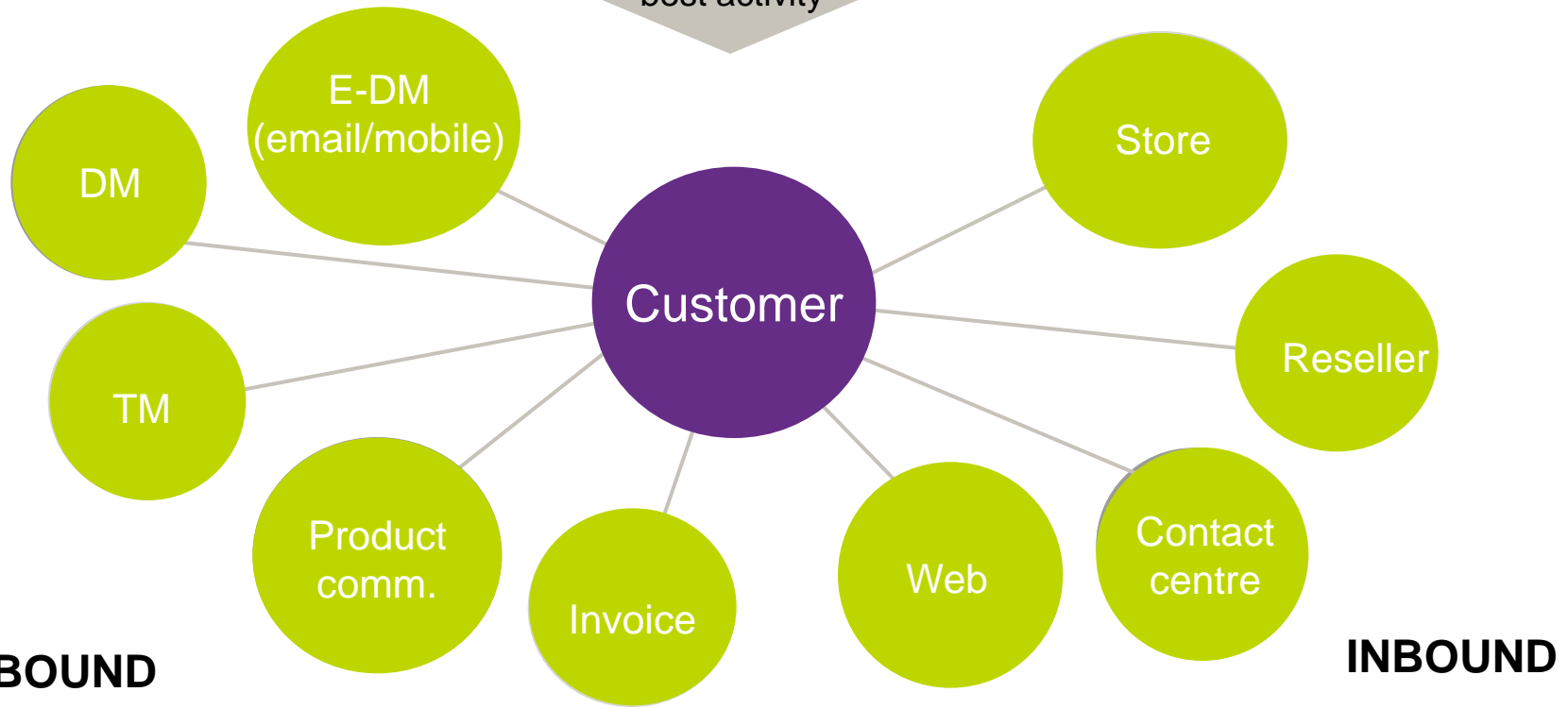
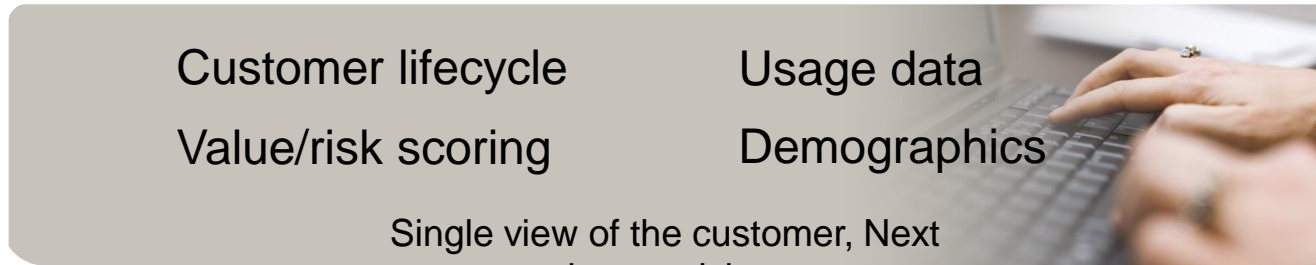
- **Business case will be met by:**

- Implementing a campaign & interaction management system connecting all inbound and outbound channels
- Connecting local data sources to the system and thereby enabling the development of "customer recommendations"
- Implementing a New way of working



Single customer view

Same customer recommendation in all channels



Same customer view for Customer services and stores.

Recommendations and history, from start

Customer value and info on usage pattern, next phase

Sök kund

Anläggning:

Personnummer:

Avancerad sök

Senaste sökning: PersNr: 197207294955

Sälja

Kundöversikt

Anteckningar & Att göra

- Skapa anteckning
- Skapa att göra
- Kundbild
- Apollo
- ISM-anteckningar

Varuinformation

- Varubeställningar
- Beställ varor
- Aktuella rekommendationer**
- Förändra bindningstid
- Annullera

Kundinformation

Magnus Holmgren

197207294955 38 år

Adresskälla: Kundbild / Kundbild

Rekommendationer - Mobilt

- [Spotify i mobilen](#)
- [Kompass i mobilen](#)
- [Walkie-talkie i mobilen](#)
- [TV i mobilen](#)

Rekommendationshistorik

- 2010-12-07 Kompass i mobilen, Nej tack, [info](#)
- 2010-12-04 TV i mobilen, Kanske, [info](#)
- 2010-12-11 Walkie-talkie i mobilen, Nej tack, [info](#)

[Visa historiska >](#) [Visa alla >](#)

Att göra

Det finns inga aktiva Att göra

[Skapa ny >](#) [Mina aktuella >](#)

Anteckningar

Det finns inga aktiva Anmärkningar

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- 0730996771 (2X) [Info](#)
- 0730996533 (2X) [Info](#)

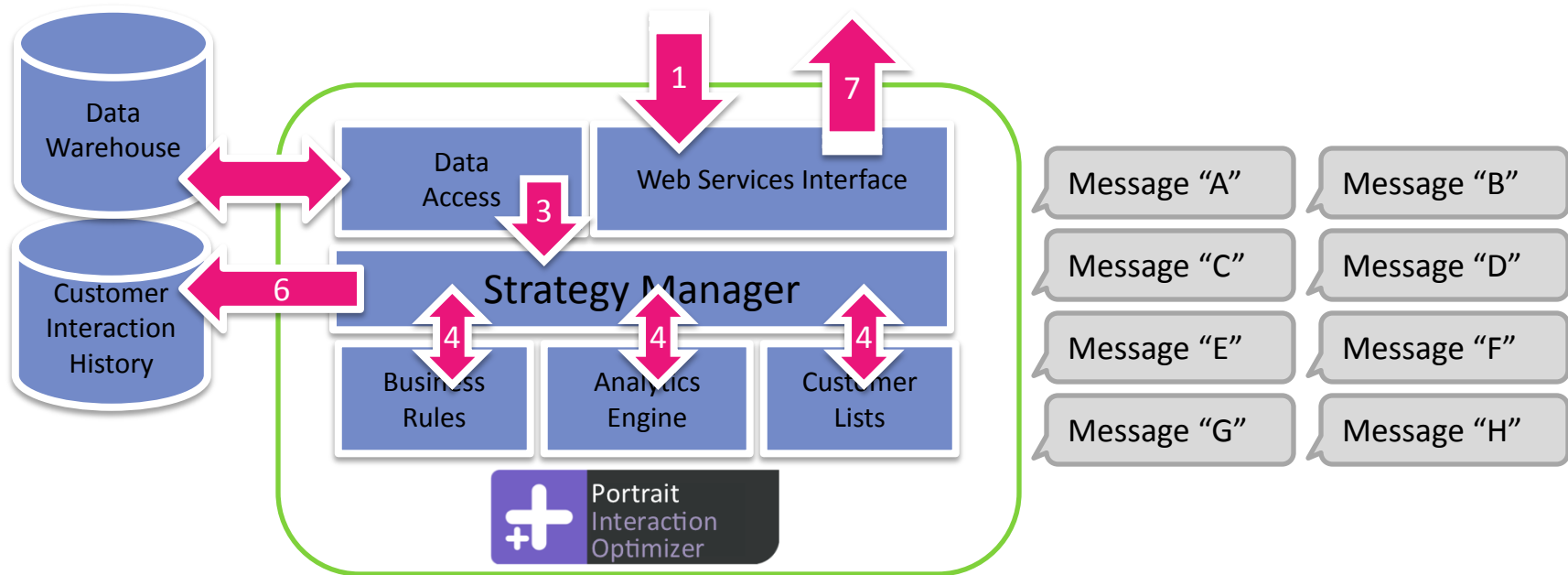
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Deployment



1. Request and any updated context comes in via web services interface
2. All available messages are loaded for the requested channel
3. Customer data is retrieved from the available (external) data sources
4. Customer data is passed to the component modules and each message is evaluated and scored
5. The messages are sorted accordingly to their score, campaign type and priority
6. The final (ordered) list of recommendations is saved into the customer interaction history
7. A response is passed via the web services interface to the caller

Consistent Recommendations



“We sell more products through inbound prompts than through all other direct marketing actions”

– Head of iCRM Nationwide Building Society



”

– Camilla Cramner,



Winner of 2010 Gartner CRM Excellence Award

- Increased new customer cross-sell by 26%
- Reduced churn overall by 20%



Questions?

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