

Need to optimize your CRM?

Tune your CRM engine and grow your business!

No matter the industry in which you operate or the size of your organization, there is one fact that holds true across all businesses: the customer is the driving force behind every single one. As I am sure you are all acutely aware, whether you sell products or services, at high value or low value, to businesses or to consumers, your organization is dependent on customers to function. Despite this, retaining and growing customers is becoming increasingly difficult. This is where Deloitte can support you.

I am proud to say that Deloitte's CRM Practice is unique in many ways. We have one of the largest CRM business consulting capabilities in the Netherlands, recruiting top talent from a variety of different backgrounds. It is our people that differentiate us from our competitors. We encourage our practitioners to build deep industry-specific expertise alongside strong functional and technical skills. We are pragmatic and results-driven, believe in our collaborative working style and are committed to your success.

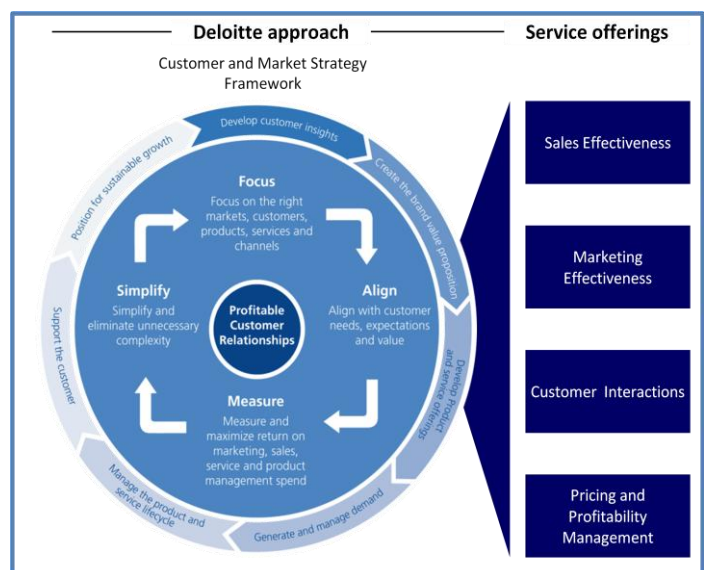
Our capability spans strategic, operational and technical issues – it is broad enough to understand the different aspects of CRM and has sufficient depth to address them. This unique blend of skills allows us to provide advisory through to design and implementation consulting in order to best meet your customer-led challenges.

This brochure outlines some of the key issues we believe our clients are facing today and how the CRM practice is able to help you overcome these.

Theo Slaats
CRM Lead Partner
Deloitte Consulting B.V.

To optimize your customer interactions and to grow your business is a challenge in today's world of cutting costs and decreasing revenues and profits. But did you know that optimized interactions can boost your revenue and decrease your costs?

Deloitte has developed a framework to address this challenge and achieve profitable customer relationships. From this framework four main service offerings are derived that deliver value to your organization.



Client service offerings

Sales Effectiveness: Developing more effective "go to market" models and determining the right mix of channels to reach target customers through the marketing and selling cycle.

Marketing Effectiveness: Increasing brand value, maximizing the return on marketing investments and improving the performance of marketing organizations.

Customer Interactions: Defining and delivering consistent customer experience through consistent quality interactions that drive customer loyalty and enable to effectively "activate" the brands of our clients.

Pricing and Profitability Management: Driving profitability and growth in our clients' business by improving the way they set and manage prices and implementing sustainable and repeatable margin improvements.

"Deloitte is a better fit for organizations that are beyond transactional solutions and want to make a step change in their approach to managing customers"

Source: Gartner, Magic Quadrant for European CRM Service Providers

Inbound Optimizer

Next to the downturn, companies are currently facing serious marketing challenges like: saturated markets, increasing legislation on marketing communication, increasing costs of acquiring new customers and decreasing effectiveness of your outbound marketing campaigns. Therefore focus is needed to reach your customers on inbound channels with suitable offers to increase revenue and realize a better customer experience. There are numerous hidden opportunities in your current customer base.

The Inbound Optimizer can be a recipe against these challenges. When you do Inbound Sales, you are contacted by people who qualify themselves. Companies can use these contact moments to strengthen the relationship with the customer and make him a real-time, tailor-made offer. Customers are more likely to accept an offer the more it is personalized and made relevant in time and context. Software which is available right now enables this for you. We offer you a benefit case that gives you full insight in the costs and benefits. After that we will start with a first roll-out of the tooling.

There are specific ways the inbound optimizer improves the performance. Expect to see:

- Higher sales conversion up to 30-40% and a direct positive impact on cash flow.
- Possibility to react quickly on changed market circumstances with communication message. (Short time-to-market by constant fine-tuning)
- Excellent cross- and up-sell possibilities
- Focus on retention of current customers
- Higher NPS, customer satisfaction and loyalty
- Better employee satisfaction

Skinny Sales

Until recently, most companies have been able to offset rising commodity, transportation, and energy costs by passing on higher prices to consumers. But given the current economic downturn, companies have limited room to raise prices and must focus increasingly on the cost side. Undoubtedly, an economic downturn requires that companies eliminate any unnecessary expenses. The average sales organization can typically reduce administrative expenses by 2-3 percent without negatively affecting pipeline or performance, at least in the short term. But beyond temporary cuts to sales administration there are more long-lasting and significant efficiencies that can be gained, again without hurting overall sales effectiveness.

However, no company ever "cost-cut" its way out of a downturn. Should a company theoretically cut out all expenses it still would not turn a profit without income. In fact, a downturn in an industry makes finding sources of income even more critical. The single most important key to your company's economic health as it emerges from this slowdown is its ability to sell.

To help sales executives through periods of downturn, Deloitte has identified 6 key priorities:

- 1 Focus on your best customers
- 2 Modify the sales organization's structure to lower costs and improve productivity
- 3 Automate to reduce the time and cost of sales administration
- 4 Centralize or outsource support processes to improve efficiency
- 5 Minimize sales expenses to save money
- 6 Invest in satisfying new demand

Marketing Resource Management

Marketing Resource Management (MRM) is the design, automation and management of marketing processes and capabilities to co-ordinate and optimize marketing planning, budgeting, execution and evaluation. MRM covers the management of internal and external marketing resources. MRM is enabled via an integrated suite of technology applications.

MRM is key in proving the value of Marketing, especially in the current economic climate, in which large budgets are hard to justify. In a recent survey conducted by Deloitte, 'marketing accountability' was ranked as the number one challenge of 2009 and beyond. Combining marketing effectiveness (resources allocation and cost cutting) and marketing efficiency (proper strategy, investments and innovation) is a challenge for any marketing professional; "Do more with less" is clearly back on the agenda.

How can you prevent effectiveness from being destroyed by efficiency? Deloitte's research and experience suggest there is a structural approach to cost cutting that allows for marketing efficiency without sacrificing effectiveness. To achieve this, everything in the marketing function – the brand and product portfolio, the marketing and media mix, spend sourcing, trade spend management, organization resources and the marketing management – must be considered in an attempt to achieve real savings, while redirecting resources from ineffective activities to growth-generating actions. Optimization in any or all of these areas involves the proper usage of MRM, for example:

- Reducing waste in marketing processes;
- Reducing administrative activities;
- Standardizing marketing language, hierarchies, reporting and metrics;
- Creating a shared calendar of marketing programs and events;
- Automation of some essential activities (e.g. approvals, routings and asset distribution).

The current economic climate could be a radically productive time, as tough decisions made today could net huge dividends tomorrow.

Case: OneCRM at KPN

KPN Business Market has the ambition to transform itself into the leading service organization in the Netherlands where you as customer are willing to recommend KPN to your friends or colleagues. To realize this goal, the leading Dutch telecom and ICT provider is currently going through a major business and IT customer transformation. Placing the customer relationship central to everything they do. At the heart of this transformation is the vision is the OneCRM and Net Promoter Score Program. Through this programme, KPN is changing the way of working for end-users across seven key channels (circ. 2000 users) in the areas of interaction, complaint, lead, outage, marketing offer and partner management. This all via the implementation of a new way of working based on a single generic CRM process and associated enterprise wide CRM system. The early results of this programme have shown improvements in customer satisfaction via better internal cross channel communication, quicker complaint management resolution and revenue enhancement through a more efficient and effective sales and lead management process.

Deloitte's work at KPN

Deloitte have supported KPN Business Market segment since the inception of the OneCRM programme in 2007, helping formulate the vision, roadmap, business case, process, Siebel functional design and test, as well as facilitating the programme and change management activities. Key to the programme success is the collaborative working style that Deloitte brings, this ensures that the change is facilitated, and driven by the KPN teams themselves, thus ensure successful embedding and adoption. Likewise, focusing on bringing in the experience from other Siebel CRM implementations to give a jump start, at the same time ensuring that knowledge transfer to KPN is a key component of the consulting approach.

"Deloitte as our CRM business consulting partner bring not a vision and deep functional CRM knowledge, but the ability to execute"

Henriette Setz, Manager Customer Excellence at KPN

Deloitte's CRM Approach

Our CRM approach is based on strong program management and a balanced consideration of people, process and technology issues. We develop and evolve our thought leadership and apply the results to generate value for our clients. Our service portfolio ranges from Strategy and Process, to Technology Deployment and Project and Change Management.

Why Deloitte?

With 6,000 exceptional people across the Netherlands, Deloitte has the broadest and deepest range of skills of any business advisory organization. Our broad business perspective means we are uniquely positioned to optimize customer interactions.

We work with our clients to translate organizational goals into executable CRM strategies, plans and actions. And to deliver this, we seek to build the required operating models and develop the underlying capabilities to deliver growth.

Partnership with Oracle

As Siebel's first Global Strategic Partner, Deloitte brings exceptional value to front-office solutions. This is done by working side-by-side with clients to achieve quick quantifiable business results. Each and every solution is specific to the unique needs and challenges of our client.

The Oracle logo is displayed in a bold, red, sans-serif font.

Contact

For further information please contact:

Deloitte

Theo Slaats, CRM Lead Partner

Tel: + 31 6 5267 2525

E-mail: tslaats@deloitte.nl

Reducing your costs to sell and serve

For many organizations, delighting customers and driving up customer revenues at the right cost is a constant tension between sales and marketing, customer service and finance. But in today's tough markets your customer and commercial strategy and the cost of marketing sales and service functions are receiving additional attention. Your challenge is to cut costs from these customer-facing functions while retaining customers and even growing market share. Without this balance, success after the downturn may well be limited. Many ways of cutting costs from customer-facing functions, such as consolidating contact centers, moving more services to outsource vendors, and increasing productivity and utilization, are not new. Others, such as increasingly sophisticated use of self service and customer analytics technologies, are more recent developments. You need to understand the impact of these changes on your customers' desire to join or remain with your company, or on their use of your products and services.

Deloitte can support you in revitalizing your commercial strategy with a fresh approach to quickly optimizing the value of your customers, through proactively managing your cost to market and sell to, and then serve those customers.