



It's the end of the world as we know it—
R.E.M.

Warning: This presentation is meant to make people uncomfortable.

Those people include:

- **Call center vendors**
- **CRM vendors**
- **IT**
- **Call center managers, directors & executives**

The Sky Is Falling—Chicken Little

PERSPECTIVE



“Retention is for wimps. We measure the percentage of customers who have our name tattooed on their body.”

(Harley Davidson Annual Report)

“80% of CEOs believe their brand provides a superior customer experience...8 % of their customers agree”

(Bain & Company)

Fax:

Monday, May 07, 2009

From: EVP Customer Care

To: Call Center Executives, Directors, and Managers

Subject: Call Center Closings

Memo: The board has approved the closing of half of our call center capacity. Additionally, call center performance must double. These goals will be in place no later than twelve months from today. That you do it is up to me. How you do it is up to you. Good luck, and may the Force be with you.

CRM – What is the business goal?

Having a call center does not eliminate the barrier between you and your customer. In some cases, it represents another failure.

A large group of stylized human figures, rendered in a dark, metallic blue-grey color, are running across a light-colored floor. The floor is covered with a grid of small, dark arrows pointing in various directions. The figures are also running in various directions, following the arrows. The background is a plain, light-colored wall.

Customers are following the direction provided by the social network.

Firms are following the direction provided by the technology.

Metrics disguise reality

A background image showing two figures in trench coats and sunglasses walking on a rainy street. The figures are seen from behind, walking away from the viewer. The street is wet, reflecting the ambient light, and there are many puddles. The overall tone is dark and moody.

Name a metric that:

...increases referrals, increases resolution, increases retention, or increases recovery.

Name a metric that focuses on an individual customer.

Don't many metrics monitor the CSRs?

Metrics track call reasons—they don't make the call reasons go away.

thinking



CRM as we know it is DEAD

- You can't manage what you can't measure
- You can't measure relationships
- You can measure:
 - Customer resolution management
 - Customer retention management
 - Customer recovery management
 - Customer referral management

A photograph of a man with a beard and a blue turban, wearing a blue shirt. He is looking down and appears to be getting sprayed with water from a high-pressure hose. The water is creating a mist around him. In the background, there are some blurred figures and structures, suggesting an outdoor setting like a protest or a public gathering.

What do call centers manage?

CALLS

It's not about the calls, it's about
the **people.**

Want proof—Read on

Who Benefits from CRM technology ?

- The firm—how? The standard argument is that it lowers the average cost of customer interactions
- The customer???
- The CSR

The 4 R's of Customer Contact

Is there a Better Way...

...to resolve

...to refer

...to retain

...to recover



How can we get more from Contacts with less?

...less calls

...less CSRs

...less churn

& more results?

CUSTOMER
(self-sufficient
customer care)

WEB
(COMPUTER
TO
COMPUTER)

PHONE
(PHONE
TO
PHONE)

Re-engineer CRM

Customer Management should focus on value creation, not cost reduction, effectiveness, not efficiency. CRM should have revenue targets.

Value creation through CRM initiatives comes from...

...Customer Equity Management (CEM)

Change the Focus

The focus is changing from enterprise to single customer, from technology to process, to...


- **Self-sufficient customer care**
- **Problem elimination upstream**
- **Web-based care solutions**





Customers are more connected to each other than to your firm.

Customers Solicit Bids



I want to notify the whole market that I want to buy a SONY plasma TV. In effect, I want to issue a personal RFP that goes out to every retailer of SONY plasma TVs.

**Customers have many purchase
and channel choices...**




**...they should have many care
channels**

The customer purchase is channel agnostic.

How the customer is cared for must be infrastructure agnostic.

Customer Experience Management is the New Marketing

Roll out the **RED CARPET** to current and exiting customers

A conceptual image showing several men in business attire interacting with large, light-colored puzzle pieces. One man is standing on a piece, another is pushing a piece into place, and two others are standing together, one pointing towards the puzzle. The puzzle pieces are arranged in a way that suggests a complex problem being solved.

How do we add channels, double performance, and significantly reduce the number of callers and CSRs?

...Reengineer



From what to what?

Customer Care Evolution

- Customer Care to ...
- Customer Service to...
- CRM to...
- CEM
- $\text{Customer Experience} = \text{Vendor Performance} - \text{Customer Expectations}$
- The value add is transforming CEM to Customer Equity Management – the total lifetime discounted value of all the firm's customers.



Customers vs. Vendors – who is winning?

How many hits do the following display for your firm?

- How many for FaceBook?
- MySpace?
- YouTube?
- Google Reader

How many of those interactions
are you managing?

Are there interactions you're better off
managing without being seen?



herd of cats?

Managing customers is like herding
cats...let some of them manage
themselves

(of course I've heard of cats)

It's not a fair fight...



While you manage them, they are managing you

Still with us?



Dogs look up to us, cats look down on us, pigs treat us as equals—I like pigs
Sir Winston Churchill

Two worlds have collided,
customers and vendors

Did either survive intact?

It's not easy...

but important ventures rarely are.

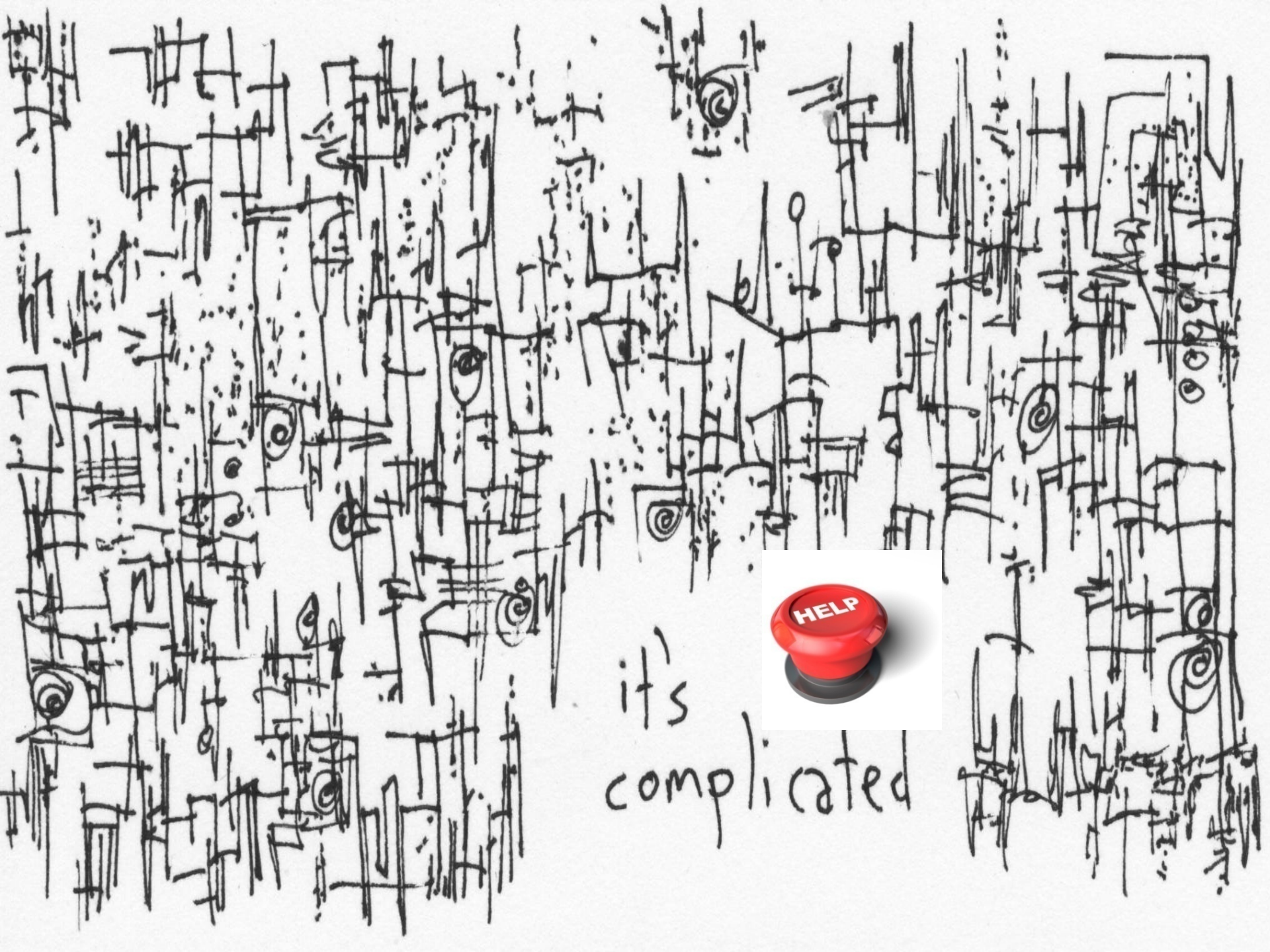
The background of the slide is a photograph of a vast warehouse filled with thousands of rolls of paper or cardboard. The rolls are stacked in neat rows, creating a dense, repetitive pattern of cylindrical shapes. The lighting is bright, highlighting the texture and color variations of the material.

Where do you need to go?

How do you get there?

*(EASY button
not included)*





it's
complicated



First, write the playbook...

CRM to CEM:

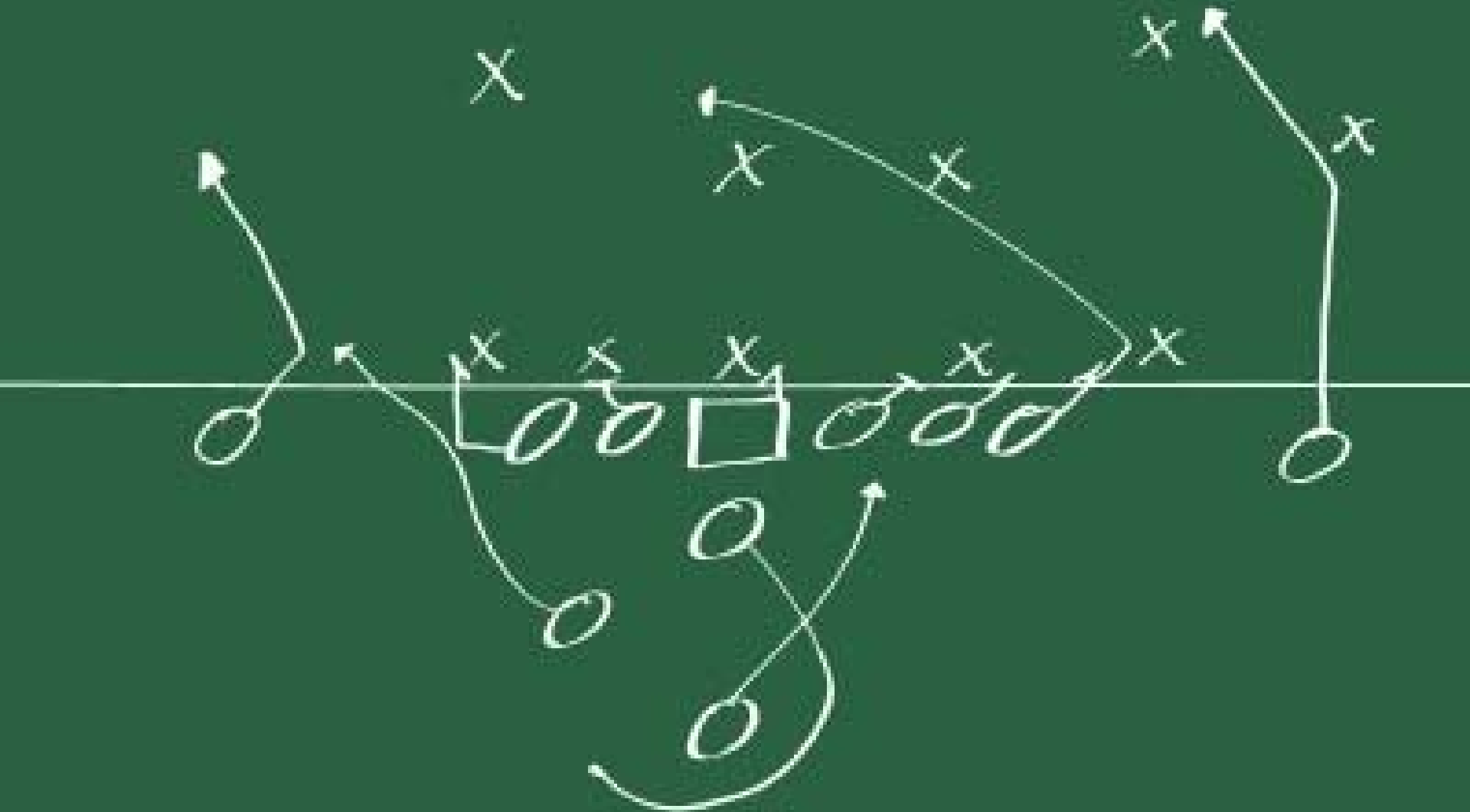
- Define goals/objectives
- Evaluate the situation
- Define expectations
- Develop a plan
 - CRM
 - CEM
 - Social networking
- Implement



Evaluate your situation



Develop a plan



CRM—plan

... to resolve

... to refer

... to retain

... to recover



CEM





YOU CAN DO IT!

How?

Get the monkey off the call center's back

Shift resolution upstream

Decide where you want the resolution to occur...

...call center

...web

...customers

Stop doing things twice...

DIRT-FIT Do It Right The First Time

Need Help?





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