

Enhancing CRM – A Shift towards Connected and Intelligent Ecosystem

Introduction

Disruptive and transformative changes have been making waves in the automotive industry of late. To remain competitive, automotive companies need to deploy connected and intelligent customer touchpoints. For touchpoints to evolve, it was imperative for these companies to put the customer at the center of everything they do, and gather a single view of that customer across all touchpoints.

Contemporary customers can interact with auto brands through multiple devices and channels to pursue their needs. These channels are also referred to as 'systems of customer engagements'. Managing the entire channel ecosystem and keeping track of the customers transitioning from one channel to another without losing the context is a complex task for any enterprise.

Following each individual across channels requires enormous collaboration within multiple functions (such as customer service, marketing, contact centers, and sales and service partners) of the enterprise. The other difficult task is preserving the 'core' of the customer interaction captured at one channel and making it available to other channels in a seamless and sequential manner. The third and final complex factor is technically integrating all the channels and keeping data definitions consistent across the ecosystem. This whitepaper discusses how customer relationship management (CRM) helps overcome the roadblocks which emerge in the process of ensuring "connected" touchpoints.

Another interesting aspect of the discussion is to bring '**intelligence**' to each touchpoint. This is essentially the reverse of a '**connected**' touchpoint where the enterprise has to return to the customer with information/offers which hold

relevance for him at that point in time. This helps both the parties (enterprise and customer) to engage in business with ease and earn mutual trust.

Enabling this initiative at the enterprise level comes with its own set of challenges, right from generating insights at the individual level to engaging with them through their preferred choice of channels and devices. How **'intelligence'** can be enabled for the enterprise by leveraging CRM is another side of the discussion in this white paper.

Defining Customer Relationship Management

The functionalities of CRM vary depending on the industry and the operating model of the enterprise. In general, CRM functionality for the automotive industry comprises contact center, lead management, marketing campaigns, and customer data management. The table below highlights the importance of each CRM function:

Core Processes	Brief Understanding
Lead and Campaign Management	<p>The objective of the lead management process is to guide the customer along the sales journey from the point of purchase intent to the sales confirmation.</p> <p>Campaigns are generally planned to reach potential customers or existing customers for new product promotions or recalls.</p>
Contact Center Management	<p>The contact center is the only touch point where customers can directly interact with an original equipment manufacturer (OEM). Therefore, dealings at this touchpoint determine brand perception and provide an opportunity to the OEM to stand out from the competition. This requires OEMs to carefully plan the customer journey without losing sight of the customers' convenience and satisfaction levels.</p>
Customer Data Management	<p>To generate insights from the data, OEMs need to maintain and manage customer data efficiently as well as update and cleanse the enterprise data.</p>

Understanding Role of CRM in Connecting Channels and Driving Intelligent Engagements

A customer may choose to interact with the brand through one channel and later switch to another for greater convenience. This requires someone to bring the collective perspective of

customer activities from each channel at one place and join the dots to understand actual customer motives and generate insights. Logically these insights should then be shared with the right stakeholders to enable **intelligent** decision-making. We may term this as **next-generation CRM**; which plays a strategic role in driving meaningful and profitable engagements.

The picture below depicts the core capabilities of next-gen CRM which help manage customer expectations in the automotive space.

Channels	Phone	Email	White-mail	Chat	Social Media	SMS	Web	Connected Car	Chatbot	Self Service		
Users	CRC		NSC		Corporate		Dealers		Customer			
Business Functions	Customer Care					Marketing Centre						
CRC Processes	Case & Task Management		Lead Generation		Knowledge Management		Reporting & Dashboards		Survey Management		Outbound Call Management	
CRC Capabilities	Agent Console		Call Scripting		Omni Channel		Predictive Search		Customer 360		Workflow Management	Agent Collaboration
CTI Components	Softphone		Screen Pop		Click to Dial		ACD		IVR		Call Routing	
Direct Marketing	Marketing Plan & Campaign Setup		Marketing Data Aggregation		Communication Response Capture		Segmentation & Personalization		Scheduling, Prioritization & Control		Reporting & Dashboards	
Web Forms Data Capture	Web Form Template		Submission Processing		Data Model Integration		Workflow & Scheduling		Output Data Flows		Google Analytics	
Social Marketing	Content Management		Communication Response Capture		Project Management		Workflow Management		Marketing Plan View		Community Management	

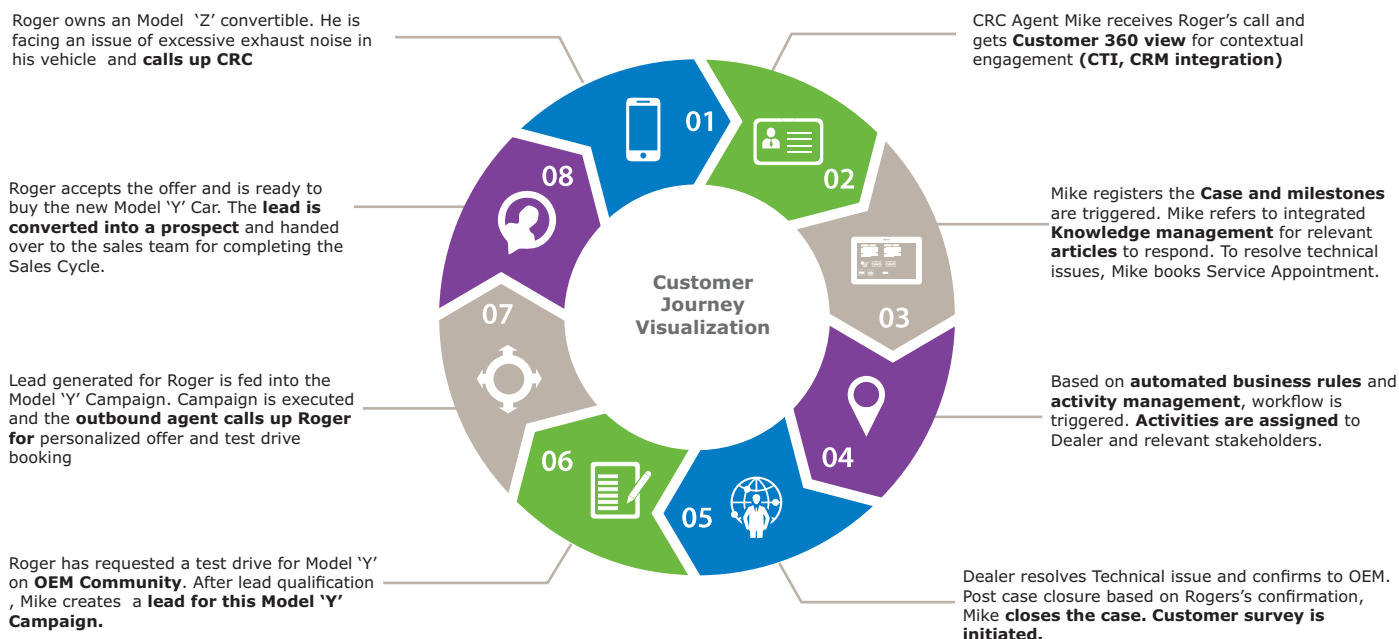
For reference: CRC – Customer relationship center; NSC – National Sales Companies (subsidiaries of auto OEMs in the market); CTI – Computer Telephony Integration; ACD – Automatic call diallers; IVR- Interactive voice responses. Web channels include brand-websites, eCommerce, customer communities, and owner’s portal.

Capabilities of Next-gen CRM:

- a) Multi-channel integration which expands customer reach (both inbound and outbound).
- b) Capturing information across engagement channels and personalizing responses along with campaigns through a 360-degree customer view.
- c) Triggering campaign or lead management process based on customer intent.
- d) Monitoring service level agreements (SLAs) to measure the performance of the processes and the stakeholders.

The illustration below explains the operating model of next-gen CRM in detail. It captures multiple intents of the customer across several touchpoints.

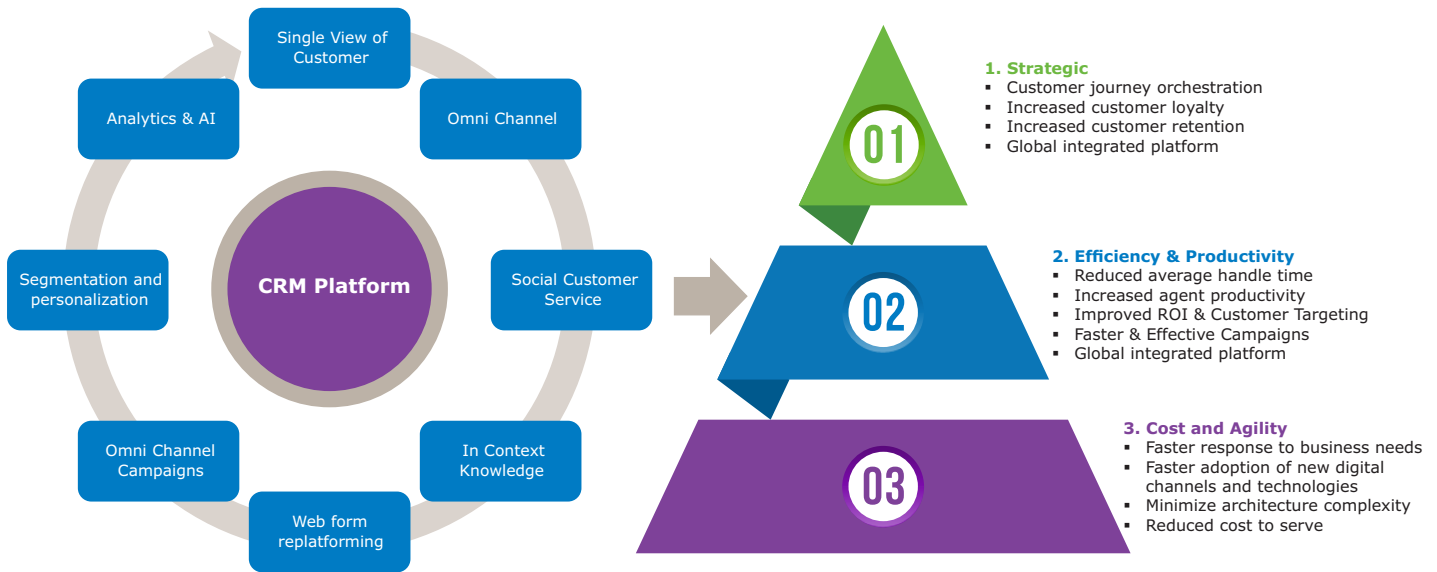
Let us understand how different CRM capabilities can be orchestrated around the customer journey to deliver best-in-class customer experience coupled with profitable engagements.



Integrated Platform	Omni Channel	Data/Insights Driven	Contextual Treatment
Targeted Marketing	Personalization	Social Media Engagement	Customer Journey Orchestration

Measuring the Success of CRM Implementation

The success of CRM implementation depends on the extent to which the pre-defined business objectives are realized. It is imperative to set measurable key performance indicators (KPIs) to monitor project success and facilitate continuous process improvement. The illustration below summarises KPIs related to CRM which are focussed around the customer and operational excellence (specific to business and IT).



CRM Maturity Framework

The illustration below explains the CRM maturity framework which automotive companies can leverage to set CRM maturity benchmarks.



Key Dimensions	Basic	Defined	Advanced	Optimized
Omni channel customer engagement across device of choice	Engagement with customer (inbound/outbound) in traditional channels (Email, Phone, Fax)	Engagement with customer in multiple channels but in silos. Not integrated with CRM	Multiple channels engagement managed through a single platform with customer 360 view	Omni-channel engagement managed through simulated interactions (chat bot, virtual assistance)
Insight driven contextual treatment strategy	Customer treatment strategy defined individually based on own experience. Differs across agents/regions	Knowledge articles for assistance. Standardization through training	Business rules driven personalized marketing content. Guided assistance	Machine learning to suggest case categorization, start, stop and restart campaigns on the fly
Proactive customer engagement through connected ecosystem	Customers identified offline and communication via outbound call	Customers identified based on algorithm with configurable parameters using enterprise data	Customer prequalified on real time basis based on configurable parameters.	Engagement based on machine learning algorithm leveraging telematics and enterprise data
Decision support and automation enabled by analytics platform	Data available to understand historic performance	Diagnostic data to support decision in drawing inferences	Analytic insight to predict likelihood of outcome (pre RoI, escalation)	Decision automation enabled by enterprise data (multi wave campaigns, auto case creation, automated follow-ups)

Every organization in the automotive space aspires to ascend the CRM maturity curve. The key challenge, however, is to match the 'like to like experiences' offered by other industries to customers. For instance, '**Apple Continuity and Google Now**' which preserve the context and blend experiences across devices and channels, dramatically raise the bar for the digital customer experience.

Why is CRM Business Strategy Important?

To lay the foundation for successful CRM, a business strategy is critical. Often, several organizations initiate CRM implementation projects without establishing a solid business case. Typically, the business case should include business needs for a CRM initiative or enhancement, business trends analysis, organizational readiness (spanning across people, process, and technology) for change, target KPIs to measure programme success, technology selection considerations, and investments required to sustain the program for at least three years.

The other key aspect to be factored in for success is 'organization change management' (OCM). The objective of OCM is to transition stakeholders from current to future state with least resistance. This can be achieved by continuous training, handholding, and explicitly demonstrating the benefits of the change.

During the finalization of the business case itself, the OCM activities should begin, and all stakeholders including customer service, marketing, sales, channel partners, and market subsidiaries should be actively involved from this stage itself. This would help reach a consensus on the business case early on, helping avoid conflicts in the CRM implementation journey.

About The Author

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