

Diagnostico de CRM

Quito, Ecuador 1 de Abril de 2003



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- Enfoque integral
- Ejemplos de diagnóstico
- Estados de evolución de CRM en su empresa
- Diagnóstico y alineación hacia CRM
- Beneficios y enfoque en los Resultados



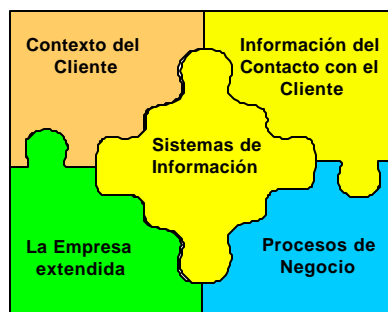
Enfoque integral



La Meta: Integración

- Datos Cliente
- Datos Productos
- Faxes
- Teléfono
- Archivos históricos

- Comparte información del cliente con socios de negocio



- De distintas fuentes
- Accesible a todas las áreas

- Enfocada a Solución no a problemas
- Toca todas las áreas de la empresa

- Back Office + Front Office
- Telefonía (IVR, CTI, CRM)
- Data Warehousing



La siguiente metodología logra resolver, los retos presentados por los proyectos de CRM en tres perspectivas base: Procesos, Cambio en la gente y Tecnología

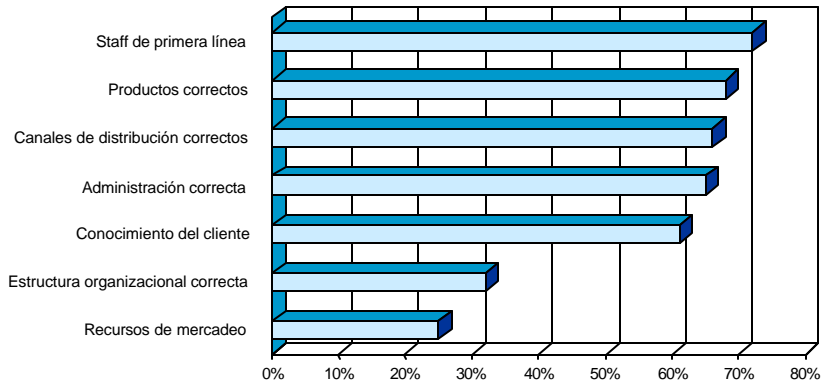


El proceso



Retener a clientes leales requiere establecer una relación, lo cual nos sugiere pensar formas de habilitar a la organización para realizarlo.

Porcentaje de ejecutivos que responden sobre los siguientes factores como de "primera importancia" en la relación con el cliente



Fuente: Competing for your Customers: The Future of Retail Financial Services; Deloitte Research Analysis



Es necesario asegurar el desempeño a través de todos los puntos de contacto

Canales de interacción de Clientes	Procesos administrativos de Clientes			Unidades de Negocio #1	Unidades de Negocio #2	Unidades de Negocio #3
	Marketing	Ventas	Servicio			
Radio difusión	✓	✓	✓			
Correo	✓	✓	✓			
Personal de Campo	✓	✓	✓			
Agentes/Distributores	✓	✓	✓			
Call Centers	✓	✓	✓			
Autoservicio	✓	✓	✓			
Internet	✓	✓	✓			



Ejemplo de diagnostico



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HELP

WORD OF KNOWLEDGE
The four Stages of Excellence take companies along the spectrum of e-business maturity – from Stage One, “Informal,” to Stage Four, “Collaborative.”

STAGE ONE: INFORMAL
Organizations at this Stage of Excellence must focus on developing and nurturing the customer relationship. Addressing internal readiness and managing customer interactions are vital. Most focus toward creating long-term customer relationships.

STAGE TWO: TRANSACTIONAL

STAGE THREE: FUNCTIONAL

STAGE FOUR: COLLABORATIVE

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HELP

STAGE ONE: INFORMAL

STAGE TWO: TRANSACTIONAL

STAGE THREE: FUNCTIONAL

STAGE FOUR: COLLABORATIVE

In this Stage of Excellence, an organization's customer relationship management policies and processes are defined with all key relationship enablers. These companies operate without formal, integrated marketing, sales, and service tools.

Characteristics:

- o Lack of centralized customer and market data
- o Internally focused core competencies
- o Customer interactions not prompted or scripted
- o Product-centric vision, transaction-centric customer relationships

[Continue](#)

WORD DEFINITION

The four Stages of Excellence take companies along the spectrum of e-business maturity - from Stage One, "Informal," to Stage Four, "Collaborative."

STAGE ONE:
Organizations at this Stage of Excellence must focus on developing and nurturing the customer relationship. Addressing internal readiness and managing customer interactions are vital. Most toward creating long-term customer relationships.

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HELP

STAGE ONE: INFORMAL

STAGE TWO: TRANSACTIONAL

STAGE THREE: FUNCTIONAL

STAGE FOUR: COLLABORATIVE

In this Stage of Excellence, an organization's customer relationship management policies and processes are defined across all key relationship enablers. These companies operate with re-integrated customer, sales, and marketing data, which is leveraged across business units.

Characteristics:

- o Non-integrated customer and market data
- o Bottom-up, transaction optimization focused
- o Structured, view-free customer interactions
- o Product feature based customer service, some technology-based interface

[Continue](#)

WORD DEFINITION

The four Stages of Excellence take companies along the spectrum of e-business maturity - from Stage One, "Informal," to Stage Four, "Collaborative."

STAGE TWO:
Organizations at this Stage of Excellence need to focus on the integration of customer marketing, and sales data across all business units. Structuring integrated channels that allow customers to choose their interaction points will create a personalized, customer-for-life relationship.

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HELP

STAGE ONE: INFORMAL

STAGE TWO: TRANSACTIONAL

STAGE THREE: FUNCTIONAL

STAGE FOUR: COLLABORATIVE

In this Stage of Excellence, an organization's customer relationship management policies and processes are defined across all business functions. These companies service their customers from a company profile with integrated tool sets and technology-based touchpoints.

Characteristics:

- Integrated tool sets are used across customer profiles.
- Personalized, technology-based touchpoints have been deployed.
- Business-specific promotion development and campaign management tools.
- Customer value-oriented, information-enriched customer interactions.

WORD DEFINITION

The four Stages of Excellence take companies along the spectrum of e-business maturity - from Stage One, "Informal," to Stage Four, "Collaborative."

STAGE THREE:

Organizations at this Stage of Excellence need to focus on operational, internal and external integration. Developing relationships with ecosystem partners gives companies the flexibility to react to market changes and leverage its relationships with customers for greater value.

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HELP

STAGE ONE: INFORMAL

STAGE TWO: TRANSACTIONAL

STAGE THREE: FUNCTIONAL

STAGE FOUR: COLLABORATIVE

In this Stage of Excellence, an organization's customer relationship management policies and processes are fully supported by key relationship partners. These companies have established a collaborative network of ecosystem partners and use an integrated set of tools for customer service and support.

Characteristics:

- Internet-based collaborative functionality (such as collaborative forecasting and campaign management)
- Seamless, personalized customer interactions - a single face to the world
- Real-time self-diagnostic tools, 24x7 customer self-service
- Laterally focused care competency in customer partnership management

WORD DEFINITION

The four Stages of Excellence take companies along the spectrum of e-business maturity - from Stage One, "Informal," to Stage Four, "Collaborative."

STAGE FOUR:

End-to-end integration across an enterprise to the trading partners directly with back-end and front-end systems, enabling a wide variety of self-service configurations, internal and relationship management activities. Collaborative allows customers to participate in their service and support as if they were members of a virtual network.

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Answer the following six questions to help us determine where your company is positioned in the Stages of Excellence.

Current Practices

1. What best describes your marketing and sales tools for opportunity, lead, and content management?

- No formal marketing and sales tools are employed.
- Some non-integrated, homegrown forecasting and contact tracking tools are used in business units.
- Business unit specific integrated tool sets are used to forecast, log, track, and analyze sales opportunities.
- Integrated set of marketing and sales tools for opportunity, lead, and content management are used across the entire enterprise.

WORD DEFINITION

Integrated marketing and sales tools provide closed-loop sales prospect management from lead generation through qualification, assignment, and tracking. By ensuring that all steps in the sales process are taken appropriately, these tools can produce a significant contribution to the top line.

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Answer the following six questions to help us determine where your company is positioned in the Stages of Excellence.

Current Practices

2. Describe your current capability for maintaining and using customer and market data.

- Customer and market data is not maintained.
- Customer profile data is captured but is not consistent across all business units.
- A customer has multiple profiles mostly consistent across key business units and accessible through a variety of reporting tools.
- A customer has a single profile and market data accessible to the entire enterprise.

WORD DEFINITION

In addition to standard shipping and billing information, customer profiles also include a detailed description of the customer, including purchase history. An enterprise that maintains consistent, shared customer profiles is able to offer a seamless customer experience.

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Answer the following six questions to help us determine where your company is positioned in the Stages of Excellence.

Current Practices

3. Describe your current campaign development, analysis, and tracking tools.

- No formal process for campaign management is in place.
- Campaign management is manual, using primarily standard order management and pricing modules.
- Business specific campaign management tools are employed.
- Workflow driven collaborative campaign development and execution, tracking, and profitability analysis tools are used enterprise-wide.

WORD OF MOUTH

Collaborative campaign management tools enable an organization to offer, distribute, and monitor marketing programs while giving channel partners the opportunity to request, review, or reject proposals. With the ability to analyze the effectiveness of marketing events, an organization can allocate promotion and campaign funds more effectively.

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Answer the following six questions to help us determine where your company is positioned in the Stages of Excellence.

Current Practices

4. To what degree have you achieved personalization of your technology-based touchpoints (for example, Web, ATM, POA)?

- Technology-based touchpoints have not been deployed.
- Personalized, technology-based touchpoints are deployed to some specific sites.
- Personalized, technology-based touchpoints are fully deployed within a specific region.
- Personalized, technology-based touchpoints are deployed across the enterprise.

WORD OF MOUTH

Personalization tools allow an organization to create contextual messages with special offers or promotions that are geared to each customer's specific interests.

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Answer the following six questions to help us determine where your company is positioned in the Stages of Excellence.

Current Practices

5. Describe your organization's current level of computer telephony integration (CTI).

- No computer telephony integration is in place.
- Site-specific integration exists for locating customer requests.
- Customer requests are integrated across an entire business unit or geographic region.
- Enterprise-wide integration supporting all customer touch points exists for all incoming and outgoing communication.

DESCRIPTION

Computer telephony integrates across telecommunications touchpoints supports an integral queue of customer requests and enables consistent tracking of customer activity. Because they receive a seamless and consistent customer experience, customers perceive that the entire company is supporting its products and services.

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Answer the following six questions to help us determine where your company is positioned in the Stages of Excellence.

Current Practices

6. Describe your current customer self-service capabilities.

- No customer self-service capabilities are offered.
- Customers are able to access automated self-help. Response time exceeds 24 hours.
- Automated help desk with same-day customer service interaction is enabled.
- Web-based self-diagnosis tools are deployed across the entire enterprise.

DESCRIPTION

Customer self-service provides access to frequently asked questions, self diagnosis tools, warranties, and contracts, and a means for scheduling services. Self-service improves satisfaction and loyalty by effectively meeting or exceeding customer expectations for information or action.

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Estado de evolución de CRM en su empresa

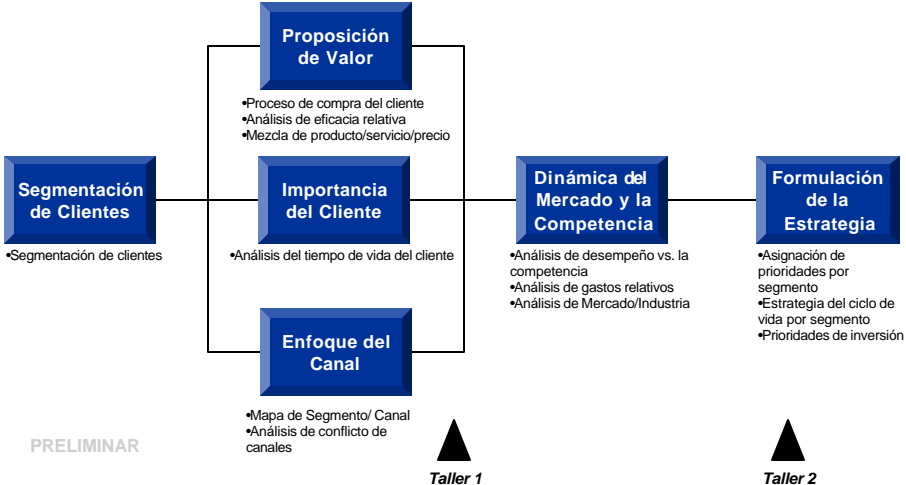


CRM Second Wave

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Enfoque del Estudio Estratégico de CRM



```

    graph LR
      A[Segmentación de Clientes] --- B[Proposición de Valor]
      A --- C[Importancia del Cliente]
      A --- D[Enfoque del Canal]
      B --- E[Dinámica del Mercado y la Competencia]
      C --- E
      D --- E
      E --- F[Formulación de la Estrategia]
  
```

Segmentación de Clientes

- Segmentación de clientes

Proposición de Valor

- Proceso de compra del cliente
- Análisis de eficacia relativa
- Mezcla de producto/servicio/precio

Importancia del Cliente

- Análisis del tiempo de vida del cliente

Enfoque del Canal

- Mapa de Segmento/ Canal
- Análisis de conflicto de canales

Dinámica del Mercado y la Competencia

- Análisis de desempeño vs. la competencia
- Análisis de gastos relativos
- Análisis de Mercado/Industria

Formulación de la Estrategia

- Asignación de prioridades por segmento
- Estrategia del ciclo de vida por segmento
- Prioridades de inversión

PRELIMINAR

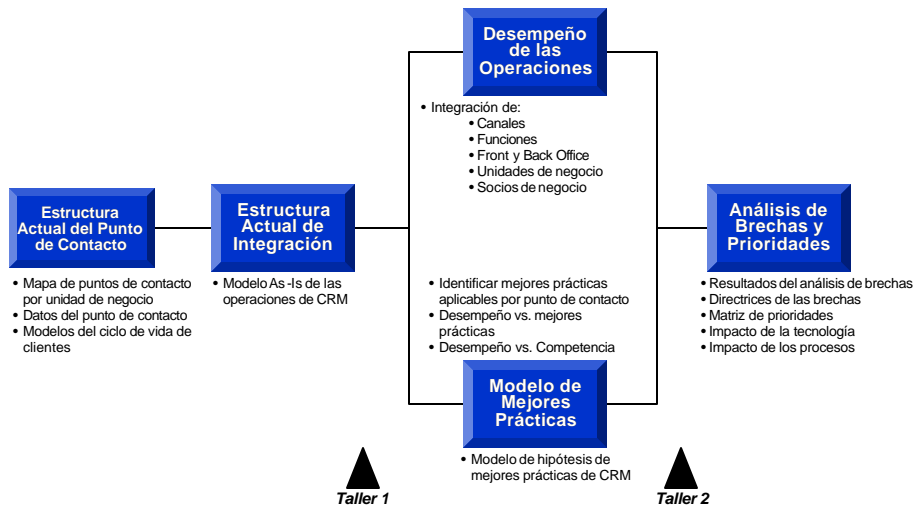
▲ **Taller 1**

▲ **Taller 2**

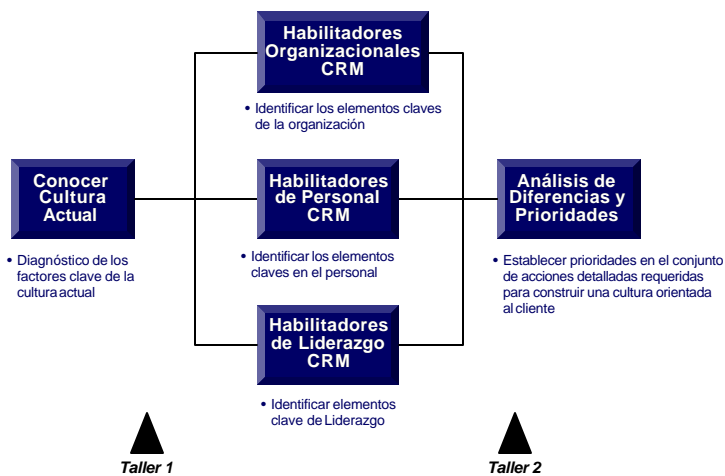
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Enfoque del módulo de Operaciones de CRM



El enfoque de la evaluación de Cultura de CRM

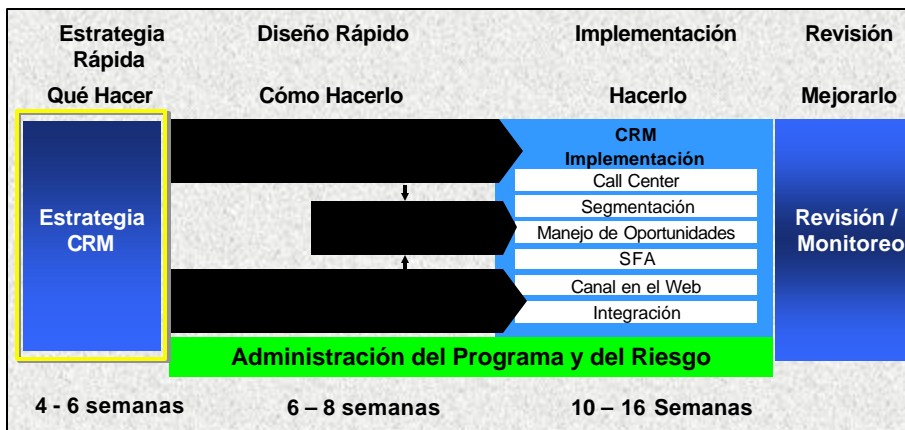


Dimensiones de medición de la Cultura

La cultura se debe medir en 20 dimensiones, cada una organizada en 5 orientaciones.



Pasos a Seguir: Etapas para la implementación de CRM



El enfoque se adecua a las necesidades del cliente



Diagnóstico y alineación hacia CRM



El Diagnóstico es una metodología muy rápida que se debe ajustar de acuerdo a las prioridades

- Uno o dos **Puntos Críticos CRM**

Estrategia de clientes

Infraestructura del Front Office



- Dos **Canales**

Agentes de Ventas

Detallista



- Dos **Procesos**

Ventas

Servicio



- Dos **Unidades de Negocio**

PHARMA

CONSUMER



Las ideas es obtener una visión de alto nivel respecto al estado actual de CRM en la organización

- La guía del análisis es utilizada para evaluar cada Estrategia, Operación y Cultura de CRM en la organización
 - Cada área tiene cuestionarios y hojas de evaluación que permiten determinar su estado de evolución
 - Se modifican las preguntas y la guía de evaluación de acuerdo a cada industria y modelo de negocio
 - Se utilizan ejemplos de la industria
 - Se desarrolla un documento de resumen basado en una fotografía completa de la Organización desde el punto de Vista de CRM

		Resultado	Estado 1	Estado 2	Estado 3
Estrategia	Segmentación de Clientes				
	Valor del Cliente				
	Propuesta de Valor				
	Competencia y Mercado Dinámico				
Operaciones	Estructura de Contacto Puntos/Canal				
	Estructura Integración				
	Sistemas/Tecnología				
	Procesos				
	Información/Datos				
Actitud CRM®	Organización				
	Gente				
	Liderazgo				



Estados de evolución

		Etapa 0: <i>Fragmentada</i>	Etapa 1: <i>Silos Optimizados</i>	Etapa 2: <i>Empresa Integrada</i>
Estrategia	Segmentación	Macro Factores	Caract. Observables	Reacc. Comportamiento
	Valor del Cliente	Basado en Ventas	Basado en Utilidades	Basado en el Valor
	Propuesta de Valor	Generalizada	Personalización Masiva	Única
	Competencia y Dinámica del Mercado	Reactivo	Proactivo	Predictivo
Operaciones	Estructura de Canales y Puntos de Contacto	"Una solución pa' todos"	Por objetivos Concretos	Adaptativo
	Estructura de Integración	P. de Contacto aislados	Integración Funcional	Totalmente Integrada
	Tecnología y Sistemas	Soluciones puntuales	Tácticas	Estratégicas
	Procesos	Políticas y Proced.	Flexible	Habilitadores
	Datos - Información	Captura limitada	Silos de Datos	Centralizada
Cultura	Organización	Conciente del Cliente	Conoc. Intimo del Cliente	Colaborativa
	Gente	Orientada a tareas	Orientada a Equipo	Orientada a Relación
	Liderazgo	Centrado en Costos	Mensajes Mezclados	Centrada en Lealtad



Aquí están la mayoría de las Organizaciones



Estados de evolución


		Etapa 0: <i>Fragmentada</i>	Etapa 1: <i>Silos Optimizados</i>	Etapa 2: <i>Empresa Integrada</i>
Estrategia	Segmentación	▲ Macro Factores	Caract. Observables	Reacc. Comportamiento
	Valor del Cliente	Basado en Ventas ▲	Basado en Utilidades	Basado en el Valor
	Propuesta de Valor	Generalizada ▲	Personalización Masiva	Única
Operaciones	Competencia y Dinámica del Mercado	Reactivo ▲	Proactivo	Predictivo
	Estructura de Canales y Puntos de Contacto	"One Size Fits All" ▲	Por objetivos Concretos	Adaptativo
	Estructura de Integración	P. de Contacto aislados ▲	Integración Funcional	Totalmente Integrada
	Tecnología y Sistemas	Soluciones puntuales ▲	Tácticas	Estratégicas
Cultura	Procesos	Políticas y Proced. ▲	Flexible	Habilitadores
	Datos – Información	Captura limitada ▲	Silos de Datos	Centralizada
	Organización	Conciente del Cliente ▲	Conoc. Intimo del Cliente	Colaborativa
	Gente	Orientada a tareas ▲	Orientada a Equipo	Orientada a Relación
	Liderazgo	Centrado en Ventas ▲	Mensajes Mezclados	Centrada en Lealtad

 Aquí están la mayoría de las Organizaciones



Determinar el estado de evolución permite identificar el punto de partida para el proceso de transformación de la empresa

	Estado 1: <i>Conciencia</i>	Estado 2: <i>Preocupación</i>	Estado 3: <i>Construcción</i>	Estado 4: <i>Implantación</i>	Estado 5: <i>Renovación</i>
CRM Imperativo	• La iniciativa de CRM es entendido por la alta gerencia	• Los directivos clave apoyan las iniciativas de CRM	• Las iniciativas de CRM se convierten en una prioridad para la organización	• Las iniciativas de CRM son comprendidas por toda la organización	• Las iniciativas de CRM son cuestiones cotidianas
CRM Evolución		• Las áreas se inquietan por la falta de compromiso y soluciones	• La gerencia diseña los habilitadores clave	• La organización participa en la creación de la relación con el cliente	• Administración de la Relación con el cliente es el nombre del juego
CRM Estrategia	• Los agentes de cambio son comprendidos y aceptados por la alta gerencia	• Se formula una estrategia que atienda las necesidades de cada segmento	• Se determina la dirección estratégica de CRM	• Se implanta la primera estrategia de CRM	• La estrategia de CRM esta operando con revisiones periódicas
CRM Operaciones		• Surgen dudas en relación a la validez de los procesos de atención al cliente	• Se diseña la estructura de operaciones de CRM	• El prototipo de operaciones de CRM se implanta y se evalúa	• Se opera el modelo de manera consistente
CRM Cultura		• Se cuestiona si la cultura esta alineada con las iniciativas de CRM	• Se identifican las implicaciones culturales		• Se tiene definido un camino claro de evolución
CRM Roadmap		• Surge la pregunta: Que debo hacer, como y cuando?	• RoadMap	• Decidiendo como ir hacia adelante	• Se implementan niveles avanzados de la estructura de CRM
CRM Construcción	• Se han desarrollado algunos puntos de solución aislados para atender los problemas	• Se han desarrollado esfuerzos para integrar las soluciones aisladas	• Construir el modelo integral de CRM	• Implantar el modelo integral de CRM	• Se evalúa y mejora el modelo integral

 Mayoría de las Compañías



La **Actitud CRM**® es un resultado de la alineación entre la estrategia del negocio y la posibilidad de la organización de apoyar la relación con los clientes

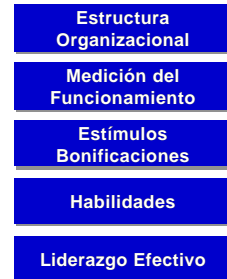
La visión de compañías enfocadas a los clientes es construir por medio de la estrategia de CRM y las posibilidades de la organización

Estrategia de Negocio



**ACTITUD
CRM**®

Posibilidades



* Actitud = Mind Set



Beneficios y enfoque en Resultados



Beneficios Potenciales de CRM

- Incremento de las ventas (hasta el 50 %)
- Mejora del margen (hasta el 2%)
- Reducción de costos de ventas (hasta el 46%)
- Reducción en el ciclo de ventas (hasta el 25%)
- Incremento en el ranking de satisfacción del Cliente (hasta el 20%)

El éxito depende del enfoque correcto



Modelo de diagnostico

Ventas Anuales	\$ 2,100,100	Subtotales
Incremento de las ventas (hasta el 50 %)	10 %	\$ 200010
Mejora del margen (hasta el 2%)	3 %	\$ 40002
Reducción de costos de ventas (hasta el 46%)	5 %	\$ 100005
Reducción en el ciclo de ventas (hasta el 25%)	3 %	\$ 60003
Incremento en satisfacción del Cliente (hasta el 20%)	2 %	\$ 40002

Calcular

TOTAL \$ 440022



Beneficios Potenciales de CRM

Años Proyectados		<input type="text" value="3"/>
Ventas Anuales	\$	<input type="text" value="2.000.300"/>
Costos de Ventas	\$	<input type="text" value="200000"/>
Ventas Mensuales	\$	<input type="text" value="300.000"/>
Incremento en Ventas	<input type="text" value="4"/> %	\$ <input type="text" value="189691.63257"/>
Margen en ventas	<input type="text" value="2"/> %	\$ <input type="text" value="126461.08838"/>
Reducción de costos de ventas	<input type="text" value="2"/> %	\$ <input type="text" value="12000"/>
Incremento de Satisfacción de Cliente	<input type="text" value="3"/> %	\$ <input type="text" value="7456.83"/>
Costo del Proyecto	\$	<input type="text" value="300000"/> \$ <input type="text" value="335610"/>
Beneficios	\$	<input type="text" value="35610"/>
Total de ahorros	\$	<input type="text" value="35610"/>

Calcular



Estamos para servirle en:

Ecuador:

Quito:

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Teléfonos: 2229051, 099375737

Guayaquil:

Edif: World Trade Center

E-mail: holdingkheops@terra.com

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“Trabajamos en su mundo y

aseguramos su éxito”

