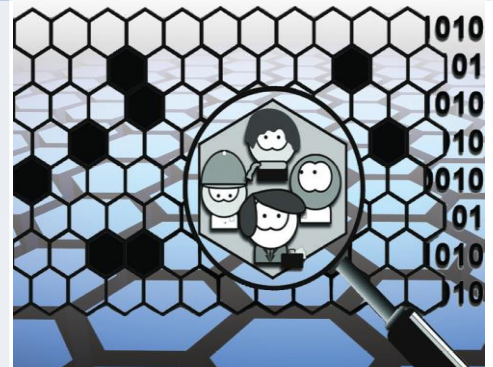


CRM Work Streams



Introduction

CRM capabilities could be summarized into the following six work streams:

1. Customer Insight

Understanding of drivers of customer behavior and specific value of activities relating to churn, cross/up sell and customer satisfaction.

2. Data Issues

The acquisition of necessary Customer Data and the ability to process and aggregate the Data for commercial exploitation and the provisioning of the Data to other systems/departments of the Company for own CRM utilization. Development of a marketing database that will be used for reporting, data mining and campaigning.

3. Touch points/call centre

The ability to organize a network of Customer - Company touch points so as to establish efficient and reliable communication to and from the customer.

4. Campaigning

Multi wave, multi- channel campaign execution to deliver retention and development initiatives and delivery of a customer experience, which maximizes value.

5. Propensity Modelling and Next Best Activity (NBA)

The ability to predict in advance, future trends of segments or the whole of the Company's Customer base in terms of churn or response to campaigns compute and suggest a series of activities for the specific segments or per customer called Next Best Activity (NBA).

6. Customer Feedback

Capability to capture the "voice of the customer" and customers' experiences through different sources as call centres and loyalty schemes, process them and use them for commercial design purposes.

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Work Streams Initiatives

Each of the above work streams is structured around a set of Initiatives:

Customer insight

- Understand customer base
 - Create value (profitability) curves and binning
 - Conduct and use cohort analysis
 - Create profitability segmentation
 - Conduct and use affinity analysis
- Understand key drivers of churn and development
 - Use of conjoint analysis
 - Understand key activities to impact drivers and costs and benefits in managing key activities

Data issues

- Collect socio-demographic data for selective customers through different channels
- Increase speed of data extraction
- Understand value of data elements
- Create monthly aggregated tables to support marketing needs for Reporting and campaigning

Touchpoints / Call center

- Bring customer information to the call center operator and enhance hint management (Product info, Contact info, Value info, NBA)
- Implement scripting for cross selling and turning inbound calls into outbound opportunities
- Differentiate customer treatment based on customer profitability

Campaigning

- Increase the number of campaigns using different channels and offers
- Use Data Mining models for executing more targeted campaigns
- Develop a Campaign Library
- Use test, control cells in campaigns and evaluate the campaign success
- Automatically capture campaign responses and automatically evaluate campaign response when possible, otherwise predefine campaign success criteria and capture the usage response manually
- Device and implement a contact strategy

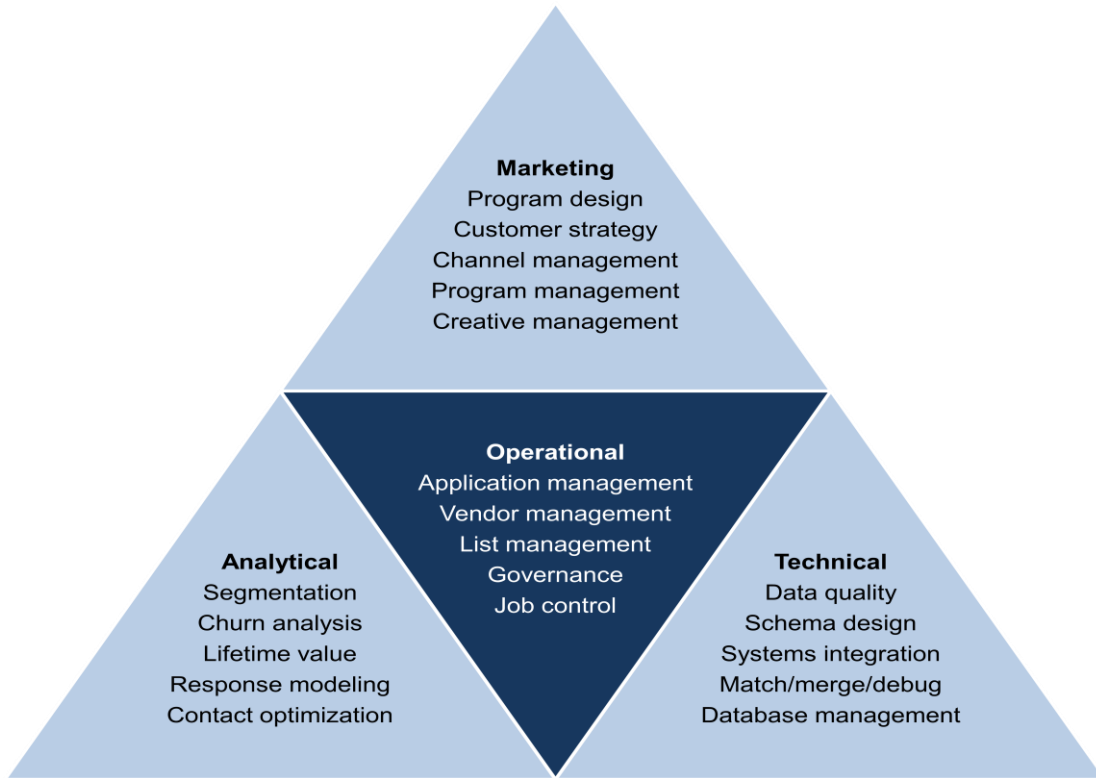
Data mining

- Create propensity models (attrition, product, migration, credit risk, etc)
- Build multiple segmentation schemes (behavioral, based on models, etc)
- Identify NBA combining information by multiple sources

Customer feedback

- Implement surveys (mail and phone) to evaluate customer experiences / importance / priorities to improve on selective customers
- Improve systems to capture immediate feedback on call center friendliness and complain handling from selective customers





Customer Centricity starts from authorizing people to support the whole CRM pyramid as shown above

Skills Requirements

A first step to customer intelligence should be the recruitment of people with the following skills:

Skills required	Examples of role played
Analytical skills	<ul style="list-style-type: none"> Develop models used to generate lists of target customers, determine propensities, etc. Perform segmentation analysis Analyze program results
Marketing skills	<ul style="list-style-type: none"> Create campaigns for different segments Determine parameters for campaign execution – e.g., time of day Monitor call center and direct mail – e.g., Write script for call center staff and determine tone of letters
Technical skills	<ul style="list-style-type: none"> Detail knowledge of the available data sources Detail knowledge of the availability and quality of data Some knowledge on data management & systems integration

