

Customer Relationship Management
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Lecture – 42
Global CRM (Contd.)

Hello everybody, welcome to the NPTEL Swayam course on Customer Relationship Management. This is Dr. Swagato Chatterjee from VGSOM IIT Kharagpur who is taking this course for you. We are in Week 8 probably this one will be your last video, where we are discussing about Global CRM.

Global CRM is the application of CRM concepts in the global marketing or international marketing situation and we have been discussing in the last video what are the — how the cultural aspects impact CRM and how the macro and micro factors can impact the CRM strategies that the companies can take. We will continue with this discussion in this video as well.

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Cultures and CLV

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To maximize CLV around the world, global managers need to understand the differences in the cultural and economic dimensions across countries.

- **Drivers of CLV** : Purchase Frequency, Gross Contribution Margin and Marketing Cost
- Individualist Countries have strengthened relationships between multi channel buying, cross-buying, and product returns and purchase frequency and contribution margin.
- However, the effect of loyalty program enrollment on purchase frequency and contribution margin is weak in countries high in individualism.
- Therefore firms in individualist countries should focus on promoting multichannel buying and buying across departments and implement a lenient return policy, with minimal focus on loyalty cards.

Most importantly the study suggests managers evaluate the net effect of the cultural dimensions on the drivers of purchase frequency and contribution margin and focus on the drivers whose net effect is the highest, after accounting for all the relevant cultural dimensions.

So, we have discussed about Haagen Dazs; we have discussed about McDonalds; Here I am talking about customers' lifetime value and culture and how culture impacts the customer lifetime value context.

So, to maximise customer lifetime value around the world global managers need to understand the difference in cultural and economic dimensions across countries. So, the social socio-cultural backgrounds are different, and also the economic backgrounds are different both have to be considered.

So, what are the drivers of CLV? The CLV drivers are repeat purchase or purchase frequency, gross contribution of margin means how much profit you can generate, and the marketing cost. So, these are, marketing cost is? It's not the net, it is a, I would say the fixed cost that you incurred and gross contribution of margin is probably price minus the variable cost that is your margin and the purchase frequency.

So, individualistic countries have strengthened relationships between multi-channel buying, cross buying, product returns, and purchase frequency and contribution of margin, because there the focus is very much on the transaction not on the relationship. So, the people will focus on that, what benefit I will get from having a long-term relationship with you or repeat purchases from you.

So, they have done whatever they have done is very, whatever relationship strategy they take is very much tangible, it is related to multi-channel buying cross, buying and product returns, purchase frequency, and contribution. These are all measurable.


However, the effect of loyalty programme enrolment on purchase frequency and contribution margin, it is weak in countries with high in individualism. So, what you are doing? What kind of loyalty programme enrolment you are doing, that will not lead to purchase frequency.

What will lead to purchase frequency of contribution towards margin is what kind of benefit that you are giving, just having a relationship is not enough. In the context of collectivistic countries just having a relationship is not enough even if you are not getting any monetary benefit.

Therefore, firms in individualistic countries should focus on promoting multi-channel buying and buying across departments and implement a lenient return policy with minimal focus on loyalty cards. So, rather than a loyalty card you focus on what benefits what kind of convenience you can provide.

Most importantly the study suggests managers evaluate the net effect of cultural dimensions on the drivers of purchase frequency and contribution margin and focus on the drivers, whose net effect is highest after accounting for the relevant cultural dimensions. So, this is how the culture impacts in an individualistic context.

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Global Account Management

Global Account Management is crucial for companies with multinational customers.

GAM is of utmost importance for suppliers initial adopters of GAM were IBM, Xerox and HP.

According to HBR only a third of the hundreds of suppliers that have adopted GAM are happy.

Illustrations for GAM

Honeywell : provides GAM to multinational customers that want to specify centrally what sorts of process-control equipment are installed in their factories worldwide in order to ensure common quality standards and to minimize variations in operating and training procedures.

The fueling service of BP's Castrol division : offers GAM to key multinational customers in the transportation industries for obvious reasons: Because international routes and their activity on those routes are constantly changing, global coordination is essential to ensure that their planes and ships don't run dry.

Next, we will talk about something called a Global account management. Now, this is a topic which is in our previous study we told in a B2B context. Till now whatever we discussed mostly Haagen Dazs or McDonalds or let's say before to that we have discussed about, I think these two we have discussed. So, these are all basically in a B2C context.

But in a B2B and IBM also we have discussed that is also B2B context. Now in a B2B context, there is something called a key account management, key account management is what? You have to find out which of your clients are your key clients or most important clients and try to manage them separately; try to have a very focused association with them often you want to do co-creation with them and etcetera.

Now, if by chance this particular key account is situated globally; that means, either the customer is situated in a different location than the company or the customer is located in multiple locations, or the company is actually located in multiple locations and giving service from multiple locations. All of these things can be considered as a global context or an international marketing context.

Now, in this kind of a situation when the global account management becomes important. So, it is crucial for companies with multinational customers, global account management is of utmost importance for suppliers' initial adopters of GAM were IBM, Xerox and, HP.

So, according to HBR, only HBR means Harvard Business Review. A third of hundreds of suppliers that have adopted GAM are happy. So, if you are adopting this strategy you are happy. For example Honeywell, Honeywell provides GAM to multinational customers that want to specify centrally what sorts of process control equipment are installed in their factories worldwide, in order to ensure common quality standard and minimise variations in operating and training procedure.

So, you have to understand that there are certain companies who have multiple presences in multiple places. There have different kinds of factories. Now if their factories are not having similar kinds of, I would say machines or similar kinds of tools, then the product quality that will be generated in multiple places are very different.

Similarly, if their life of the tools or the life of the systems or the quality of the systems are not of the similar mark, that will create a problem.

So, what Honeywell did is, Honeywell provided a global account management kind of a tool, where all of the, all these things will be monitored, discussed, consulted, and will be in sync. Now all the people who have this kind of a GAM strategy will do these actually pretty well, so they were happy.

The fuelling service of BP's Castrol division that also offers GAM to key multinational customers in the transportation industries for obvious reasons, because international routes and their activity on those routes are constantly changing. Let's say the flight, they are constantly changing and global coordination is essential to ensure that planes and ships don't run dry.

So, if you are not, so ideally BP is basically selling petrol or whatever, some fuel. But they are also coming up with a IT tool, global account management kind of tool, where that client can coordinate with each other that at what point, how much has to be source, how much fuel has to be bought, how much fuel has to be stored, how much time will be required to filling the planes or some, some other transportation products — this service transportation services and etcetera.

So, by saying that all I am trying to say is that though Honeywell is selling automation products or BP Castrol is saying fuel, by giving this kind of service which is a global account management kind of a service. They are ensuring that the overall management in a multinational environment gets smoothened, because if it is smooth then the customer will be more loyal towards these suppliers.

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Global Account Management

How to know if GAM is required

- whether your products or services need global coordination and are profitable enough to justify
- whether your multinational customers want GAM
- whether your multinational customers are important to your business
- whether you can gain competitive advantage from GAM.

Benefits of GAM

- Improve customer satisfaction by 20% or more within a few years of introduction of GAM
- Raise both profits and revenues by 15% or more.
- Mature programs—those at least five years old—can generate increases twice as large or more

How to know if GAM is required? So, whether your products and services need global coordination under profitable enough to justify that is the first one. So, if it is global in nature and if you spend money on that: whether that will be profitable enough or not; whether your multinational customers want GAM that is the second step.

So, the first part is the utility second thing is whether your customers want GAM or not. If they have their own GAM or if the — think that no, you will not be able to give us that kind of a management strategy, then you might not be in a position to impose that.


So, whether your customers want it is an important factor. Whether your multinational customers are important to your business, whether you want them to be your business and whether you can gain competitive advantage from GAM.

So, whether your competitor is giving it, your competitors giving it you have to give it. If they are not giving it you can do analysis and see that if by giving it you can do better than them. So, these are some of the drivers.

What are the benefits? You can improve customer satisfaction by 20%. This is something that came from Harvard Business Review, that you can improve customer satisfaction by 20% or more within a few years of introduction of GAM, Global Account Management strategy. Raise both profits and revenues by 15 % or more. And you can have a match your programme match your programme those at least of 5 years old can generate increases twice as large as or more.

So, they can actually create profits twice as large or more than what is not so established GAM strategy. So, as GAM strategy also gets implemented well and as time passes you get benefits more and more. So, this is something that we have to also take into account.

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CRM done right ?

Today companies are not using CRM systems to transform entire business but to solve clearly defined problems within their customer relationship cycle.

All companies before launching CRM initiatives should ask 4 questions :


Is It Strategic?

Before spending a single penny on CRM, identify the processes that most support your company's strategy and then improve those processes for improvement through CRM.

Aircraft-parts distributor Aviall Inc.

needed a well-trained sales force to achieve its strategic objective: becoming the premier industry provider of supply-chain management services.

The company installed only those CRM elements required to enhance sales-force and order-entry productivity.



Let's discuss some of the CRM done right in what kind of situation CRM was done right or wrong is discussed some of the case studies. Today companies are not using CRM systems to transform an entire business, but to solve clearly defined problems within the customer relationship cycle. So, rather than changing everything, rather than changing everything they are focusing on certain aspects.

For example, all companies before launching CRM initiatives should ask these 4 questions: **is it strategy?** For example, before spending a single penny of CRM, identify the processes that most support your company's strategy and improve those processes found for improvement through CRM.

So, you don't change everything overnight, you find out all the processes that are there. And find out which of the processes are more related to a top line and bottom line. These are your most crucial factors. Then once you have identified that you try to tackle them, rather than tackling the whole thing.


For example, aircrafts parts distributor Aviall Inc, what they do needed a well-trained sales force to achieve it is strategic objective. *What was its strategy objective?* Becoming the premier industry provider of supply chain management services.

So, the company installed only those CRM elements required to enhance sales force and order entry productivity, not anything else, because they are focusing on the supply chain management.

Where, the demand and supply becomes a more important factor rather than any other part.

So, they implemented CRM but not all the modules. They will not require the customer service module, they will not require probably the problem generating module, they will more majorly focus on a complaint handling model, they will majorly focus on the demand and sales force and order entry kind of a model; that module they have already implemented.

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CRM done right ?

Where Does It Hurt?

Consumer-goods giant Kimberly-Clark's pain point lay in its retailer promotions.

Running thousands of promotions annually, it couldn't discern which promotions strengthened retailer loyalty and sales. It installed a modest CRM system that enabled managers to track the return on investments in individual promotions.

Do we need perfect data?

Japanese equipment maker Brother International's U.S. arm faced high product-return rates stemming from customers' dissatisfaction with call-center service.

The company launched a new CRM system that enabled service reps to identify customers when they called, quickly locate their purchase records, and provide codified responses to common questions.

Call times shrank by 43 seconds, saving \$855,000 annually.

Then where does it hurt? Next question consumer goods giant Kimberly Clark's pain point lay in their retailer promotions; they were not being able to do the retailer promotion, not the customer promotion. So, running thousands of promotions annually, it could not discern which promotions strengthened their retailer loyalty and sales.

They were running, they were giving more retailer margin, they were giving free. You as free people, if you can sell this much or a free ticket to the world cup soccer match if you can probably take so many customers in our network. So, that kind of various kinds of benefits we give. Sometimes the benefits that we give to the retailers are related to tangible, sometimes intangible, sometimes monetary; sometimes non-monetary.

Now, the question is that, which kind of promotion is working? So, they were not able to track that because they are on generally B2C companies will focus on the customers more, retailers less, but here in this particular context retailers are also important.

So, it installed a modern CRM system that enables managers to track the return of investments in individual promotions, they try to track individual promotions. I run this, how much benefit I get. And sometimes these activities become, some, a little bit of analytics activity also, if again if you do a marketing analytics course you will have an idea what I am trying to say.

Do we need perfect data? That is also another question. For example, Japanese equipment maker Brother International's U.S firm faced high product return rates stemming from customer dissatisfaction and call-centre-service.

So, the company launched a new CRM system that enabled service representatives to identify customers when they called quickly locate their purchase record and provide codified responses to common questions. So, there were lots of product returns, why? Because customers were dissatisfied and they were not getting satisfaction with the customer calls; also the service centre they used to call but there also the service was not good.



So, they implemented a CRM which we used where I told in a previous class if we remember, that your call centre service has to be integrated with your backend purchase databases. So, these CRM systems can quickly fetch that and check what kind of problems are there and what kind of these things are there when we will give some automated suggestions to the service step.

Now, based on the question you can see the automated suggestions and give certain suggestions which might make this particular. So, they help customers be happy. So, they are help, taking the help of AI or data science to make the representatives or customer representatives more powerful, more enabled, more empowered to take calls for the customers.

Call times shrank by 43 seconds which is of huge savings and that savings is actually almost 1 million dollar in annually. So, that is something that you can do.

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Global CRM done right ?



Where Do We Go from Here?

Molex, an Illinois-based global manufacturer of electronic and fiber-optic interconnection systems, has a large customer base and a vast pipeline of potential orders.

At any given moment, the company is pursuing close to 15,000 different sales opportunities worldwide.

For a number of years, Molex used e-mail and spreadsheets to keep track of its pipeline, but the resulting data were often weeks out of date.

Results of out of date data :

- Difficult to consistently set sales priorities so the company could pursue the leads with the highest potential.
- The lack of updated information also made it hard to synchronize Molex's global efforts.

Then where do we go from here what is the next result? For example, Molex, an Illinois-based global manufacturer of electronic and fibre optic interconnection systems has a large customer base and a vast pipeline of potential orders.

At any given point the company is pursuing close to 15,000 different sales opportunities worldwide. For a number of years Molex used email and spreadsheet to keep track of this pipeline because the pipeline is so large it becomes very difficult. But that resulting, the resulting data were often weeks out of date. So, if you do it in Excel systems, you have to do manually, put the data, and etcetera it becomes out of date.

What was the result? Difficult to consistently set sales priorities so, the company could pursue the leads which are highly potential. So, prioritisation was not happening and the lack of updated information also made it hard to synchronise Molex global efforts.

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Global CRM done right ?

Harvard Business Review | Molex

CRM system to manage its order pipeline.


Executives can see the full range of sales opportunities in real time

And

measure the real value of those opportunities and get updated information about them 24 hours a day, rather than just a few times a year.

Benefits

- **Gains were immediate:** improved order management, more precise sales targets, and better global coordination of inventory and pricing between regions.
- Both the number and the value of potential sales in the pipeline have climbed significantly, as the sales staff has used the shared information to identify opportunities earlier.
- **End Goal met:** 5% increase in revenues



So, what did they do? CRM system to manage its order pipeline. So, executives can see the full range of sales opportunities in real-time and measure the real value of those opportunities and get updated information about them 24 hours a day rather than a few times a year.

So, this is something that they can do for the benefits it gains were immediately improved order management, more precise sales, better global coordination of inventory and pricing between regions. So, that thing helped.

Both the number and the value of potential sales in the pipeline have climbed significantly, because now you can see that, which customers have a higher probability to get turned in, that means get I would say converted and who will give more money. So, probability of conversion multiplied by the expected money that you will get, that will create the customer lifetime value.

So, you can very quickly calculate each of your potential clients customer lifetime value, and based on that you can prioritise. You, if you have a CRM system. Before that if you do it in Excel, 15,000 data in Excel, that too manually updating them becomes very difficult.

End goal was a 5% increase in revenues. 5% increase in revenue is a huge increase. It is not a child's play by only adopting a simple system. It is a very huge increase.

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Global CRM done right ?

Harvard Business Review

McDonald's

McDonald's Tech Turnaround

In January 2001, fast-food giant McDonald's launched a five-year, \$1 billion initiative to overhaul its information systems to enhance customer service at its more than 30,000 restaurants around the world.

McDonald's installed a new, Internet-based data management infrastructure for the company that would :

cover everything from electronic links with suppliers to software for tracking customer purchasing patterns to sensors for remotely monitoring the temperature of fat in french-fry vats.

After two years the CEO wrote off the initiative for \$ 170 Million (due to financial pressures and eroding stock prices)

In simple words the massive IT program of Mc Donalds failed !

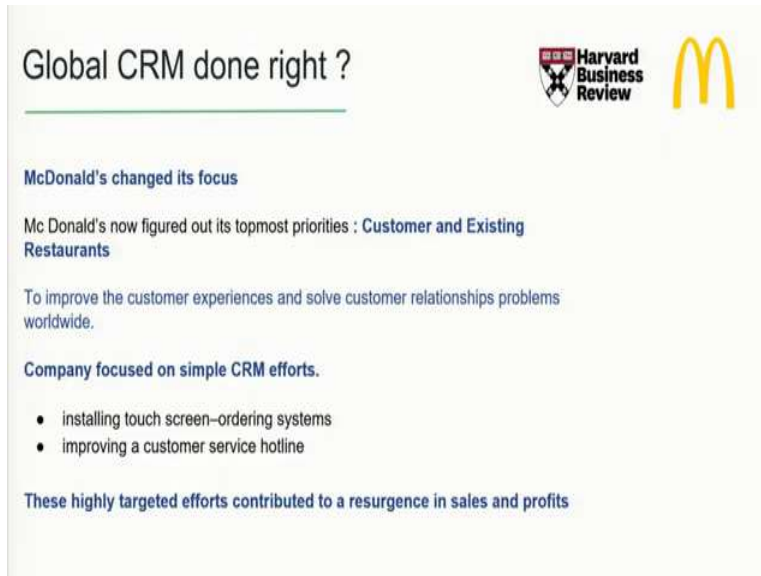
McDonald's Tech Turnaround. In January 2001, fast-food giant McDonald's launched a 5 year, 1 billion dollar initiative to overhaul its information systems to enhance customer service at its more than 30000 restaurants around the world.

Now, what did they do? McDonalds installed a new internet-based data management infrastructure for the company. What this particular infrastructure will do? It will cover everything from electronic links with suppliers to software for tracking customer purchasing.

Means how suppliers give, how customers are purchasing, every the whole supply chain process will be tracked in an electronic system. To sensors for remotely monitoring the temperature of fat in the french fry vats. So, even not there. Wherever you store your french fry vats and etcetera, exactly how much temperature is there that is also being tracked. So, the whole system of this McDonalds was being tracked.

After 2 years the CEO wrote off the initiative for 170 million due to financial pressure and eroding stock price. In simple words, the massive IT programme of McDonalds failed. Now I will stop here and ask you to think based on whatever we discussed the 4, 5 questions. *Why do you think this thing has failed?* You just think about it before you go to the next slide. Stop this video for one minute. Think about, it that why this thing failed.

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Global CRM done right ?

McDonald's changed its focus

Mc Donald's now figured out its topmost priorities : **Customer and Existing Restaurants**

To improve the customer experiences and solve customer relationships problems worldwide.

Company focused on simple CRM efforts.

- installing touch screen-ordering systems
- improving a customer service hotline

These highly targeted efforts contributed to a resurgence in sales and profits

So, McDonald's changes its focus after that. So, McDonald's now figures out its topmost priorities. I told that you have to find out which processes are your priority, you cannot probably measure everything and store everything that will be a huge data IT investment and that might not work which McDonald's did and that is the answer of why they failed. So, they first found out the priority. Their priority was customers and existing restaurants. To improve the customer experiences and solve customer relationship problems worldwide.

The company focused on simple CRM efforts. What? Installing touch screen ordering systems, in the thing you can have a touch screen, you can click there and you can order there and improve customer service hotline.

So, where you call and give an order that we improved. This highly targeted efforts contributed to resurgence in sales and profits. So, rather than creating a huge system which is useless and focuses on not-so-important processes. Try to focus on important processes that will help you. So, that is what these people have done.

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So, these are some of the references that we have from, where the, most of the concepts have been brought in and you can probably listen to the CRM videos that we have CRM, RFM kind of videos that we have covered in the marketing analytics class.

And I would also want to discuss here one single point is that CRM is a strategic concept, it is not something which can be done overnight it is a very slow process of change and you have to take a strategic call. And sometimes small, small, I would say experimental initiatives might work better than taking an overall change in the whole world.

But when you try to apply CRM in your customer situation you have to think about that, what is the most important aspect in the all the processes that are there in my organisation and try to target those aspects which are most important.

And then you have to also find out that how *customer-centricity* that we discussed before, customer, customer-focused decision makings can be used to handle these kinds of situations. This is the second thing that is most important.

Then obviously, certain calculations become more important like prioritisation. Just now I told that you can prioritise which customers to focus on and which customers to not focus on. *Who are your angels and who are your devils?* This is a classic takeaway of the whole course, that focuses on your important topics, try to be customer-oriented, try to decide that who are your, who are important customers.

Important customers come from both probability of retention, the monetary money that you have to expend, expansion to ensure that retention, and how much value you will get out of that retention.

All of these things together create your most profitable customers. You have to identify those customers very, very, very targeted way and then you have to know that what kind of cultural

problems they cultural differences they have, what kind of needs and wants they have, and based on that you have to target these particular customers very very focused way.

So, if you can do that in a very focused way then the CRM will apply, and then obviously whenever you implement something you have to first analyse then design, analyse, measure. So, implement and measure so, implement measure and then again you have to change your CRM strategy.

What are the classic CRM strategies that we took which we have discussed till now? We have discussed about certain monetary CRM strategies like the loyalty programmes that we give; in the loyalty programmes you can have multiple kinds of I would say levels; and in multiple levels, you can give multiple different kinds of discounts. And probably this discount should be non-linear, so as it goes up the benefits that you get also get increased in a non-linear way. So, that, you have to ensure that is the monetary part.

There are so many non-monetary benefits that you can give also, like certain hedonic benefits, certain informational benefits. For example, in a retail setup, you will sometimes. we get early arrivals, early arrivals of dresses, the apparels that is an informational benefit that we are giving. In the gaming setup let us say you are trying to play a game and certain features are open for only loyal customers and certain features certain levels of the game certain features of the game are not even open for the loyal customers.

So, if you are a paid customer you will get certain specific guns, let's say if you are playing something and those guns will not be available if you are not a paid customer. So, that kind of difference which is not basically a feature-related difference, that kind of thing can also be given a loyalty programme. Obviously, monetary benefits related to the purchase related to positive word of mouth can be given in case of loyalty programmes.

So, all of these things come under the loyalty programme perspective. Now there are certain aspects, these are majorly focused on the repurchase intention. *What kind of strategies?* You can take for the second one which is positive word of mouth, you can encourage people to write reviews, you can solicit reviews at the correct point of time, you can probably engage them in the reviews you can.

So, there is a leader board. In Amazon, if you go and see. In Amazon there is a leader board, leader board comes from how many reviews you have written, how many likes and dislikes in the reviews you have got, and how important, means how many people have viewed your review.

Based on that they create a leaderboard and that leaderboard gets updated. The leaderboard gets updated, means the good reviewers, the more prominent reviewers get certain gets up in the leaderboard, and not so prominent reviewers come down.

So, reviewing itself or spreading positive word of mouth itself they have done a gamification of that, by doing that they give certain prizes, certain discounts, certain I would say that even identity, they give you an identity that you are a good reviewer.

So, that many people can many brands can come and ask you that why don't you write a review for us and they pay you sometimes for writing reviews for them. The students ask people, food bloggers and etcetera to come and write reviews for them or write a blog for them. So, travel blog

would these hotels and etcetera to ask the travel bloggers or travel vloggers video bloggers also to come and create a video or create a blog for them.

All of these things are actually encouraging the positive word of mouth and you if you are, if you are actually engaging in that kind of a loyalty programme, that might also increase the lifetime value. And the last one is re-patronization; re-patronization is trying to engage the customers with your brand rather than other brands.

So, you can take lots of post-purchase behaviour for that as I told that you can create a Harley Davidson club or you can create forums or you can create various other strategies. So, these are the operational sites and then we have discussed about the IT part of the CRM. *What kind of IT initiatives have to be taken?* Database, probably call centres, and how this can be interconnected. And then we have discussed about the operational, about the strategic part, how to implement it, what is the change management issue. The moment you want to change, implement a CRM even if you only implement it for the crucial factor in a very simple way you will face change management problems.

So, that comes into a picture and the last one that we discussed is this Global CRM. So, this was the whole story of CRM. Now, it has marketing in it, it has HR in it, it has an international strategy or international marketing in it.

So, many other things come together to create the CRM strategy. You have to think from a CRM strategy perspective, for a very operational perspective like, if you only want to learn how CRM decisions are taken or CRM mathematics are done some of these videos actually covered that, some of the videos as I told in the CRM analytics part that you will find in the marketing analytics course you will find that.

So, that is all from me, thank you very much for being in this particular course with me. Hope you have enjoyed it. If you have any query you can directly write to me and see you in a different course. Thank you very much.