



Certified CRM & Loyalty Manager

wednesday
ACADEMY

A woman with short dark hair, wearing a blue textured top and a necklace, is smiling and clapping her hands. The background is a blurred outdoor setting with greenery and a white structure.

Anna-Karin Lofström

Ansvarig Wednesday Academy

anna-karin.lofstrom@wednesdayrelations.org

Camilla Cramner

Huvudlärare: Certified CRM & Loyalty Manager

wednesday
ACADEMY

Certified CRM & Loyalty Manager

- 11/9 Dag 1: Helhetsbild CRM & Lojalitet
Dagen avslutas med AW!
- 3/10 Dag 2: Allt börjar med kunden
- 25/10 Dag 3: Kundlivscykeln, kundresor, lojalitetsprogram
- 13/11 Dag 4: Data och marketing technology
- 5/12 Dag 5: Organisation, framgångsfaktorer
Dagen avslutas med Certifiering



Certified CRM & Loyalty Manager



Dag 1. Helhetsbild CRM & Lojalitet

- Trender, terminologi, forskning, målsättning och grundpelare för framgångsrikt CRM & lojalitetsarbete

The Park, 180911



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070 530 67 86



Camilla Cramner

Agenda fm



08.30-08.50	Frukost & Registrering
08.50-09.20	Introduktion
09.20-10.20	Trender/Omvärld & Kunder - varför blir CRM och Lojalitet allt viktigare? Begrepp & Definitioner runt CRM & Loyalty - nya begrepp som CVM och Next best action
10.20-10.50	KAFFE & REFLEKTION
10.50-12.30	CRM Barometern/Martech, Charlotte Banning, Wiraya: Så jobbar Svenska företag med CRM. Reflektion/Diskussion mognadsgrad deltagande företag
12.30-13.30	LUNCH

Agenda em



13.30-15.00

Vilka delar krävs för att lyckas idag - Målsättning och grundpelarna i CRM & Lojalitetsarbetet

15.00-15.15

KAFFE

15.15-16.30

Magnus Söderlund, Professor Handelshögskolan och prisbelönad författare delar med sig om:
Kundlojalitet och kända forskningsresultat vad gäller effekter av Lojalitetsprogram/initiativ

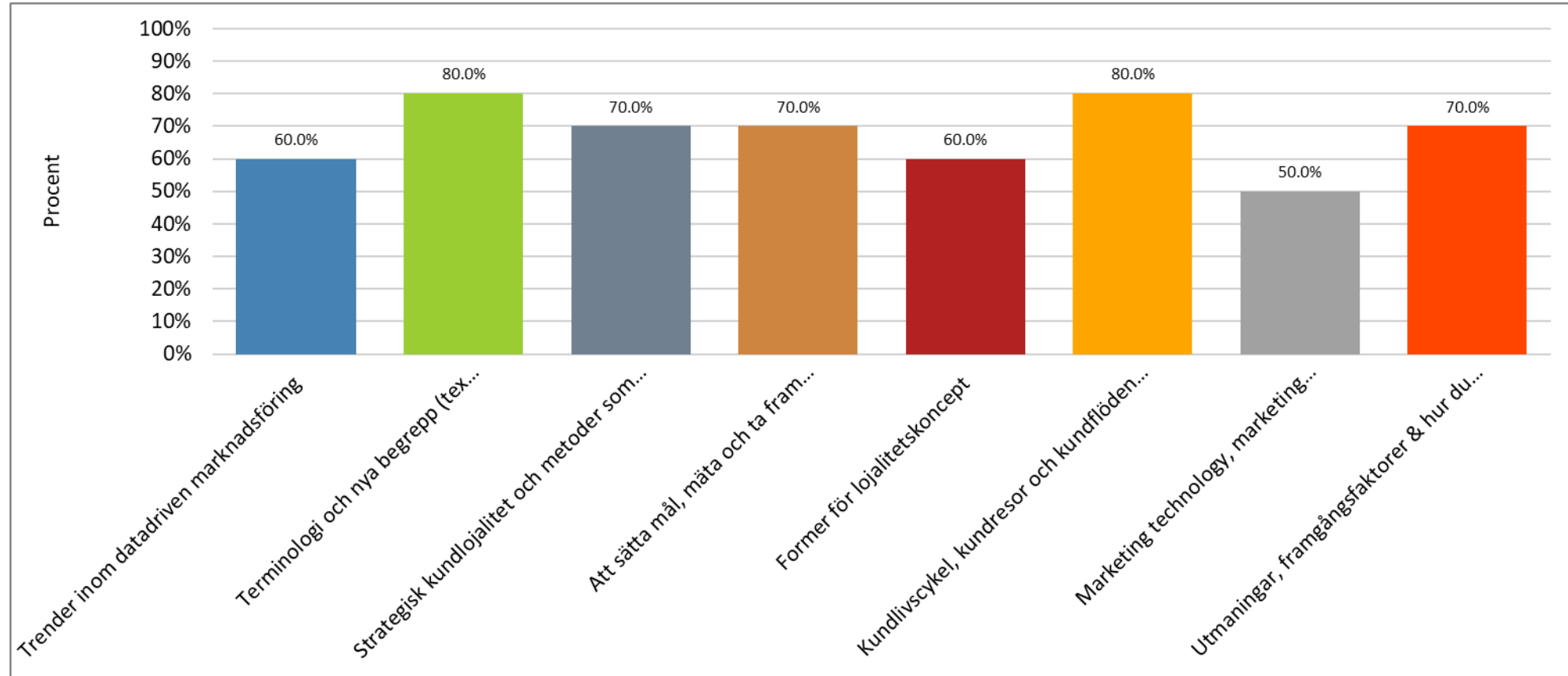
16.30-17.00

Summering och uppgift till nästa gång

Vem är vem? Kort om förväntningar och vad lockade till anmälan?

Företag	Namn	Titel
Svenska Spel	Linda Johansson	Head of CRM
Sveriges Läkarförbund	Sofia Karlsson	Marknadsansvarig
Paf	Jane Ståhlberg	Marketing Tools Specialist /Cross-Channel Communication
Brainwork Factory	Daniel Back	Konsult
SEB	Ulrica Lindeman	CRM Analytiker
Friskis & Sveltis (Sthlm)	Ellen Wennerström	Produktionsledare/projektledare
Länsförsäkringar	Johanna Herrmann	Chef Marknad & Kund
Jusek	Paulina Westberg	Chef customer operations
Skånetrafiken	Lisa Nilsson-Ödlund	CRM Manager
Preem	Maria Green	Marknadskommunikatör och projektledare/ CRM Ansvarig
Pfizer	Dusko Stojanovic	Senior Manager Customer Marketing
Formdesign Visby	Nadja Lindh	Entrepreneur - relationship marketing, creative business development
Efva Attling	Emelie Ekman	CRM Ansvarig
Folksam	Camilla Hevinder	Projektledare Specialist Kundkommunikation
Netnod	Sarah Pratt	Customer Relations Manager
Svenska Spel	Charlotte Burlin	Marknadsansvarig Nummerspel & Lotter

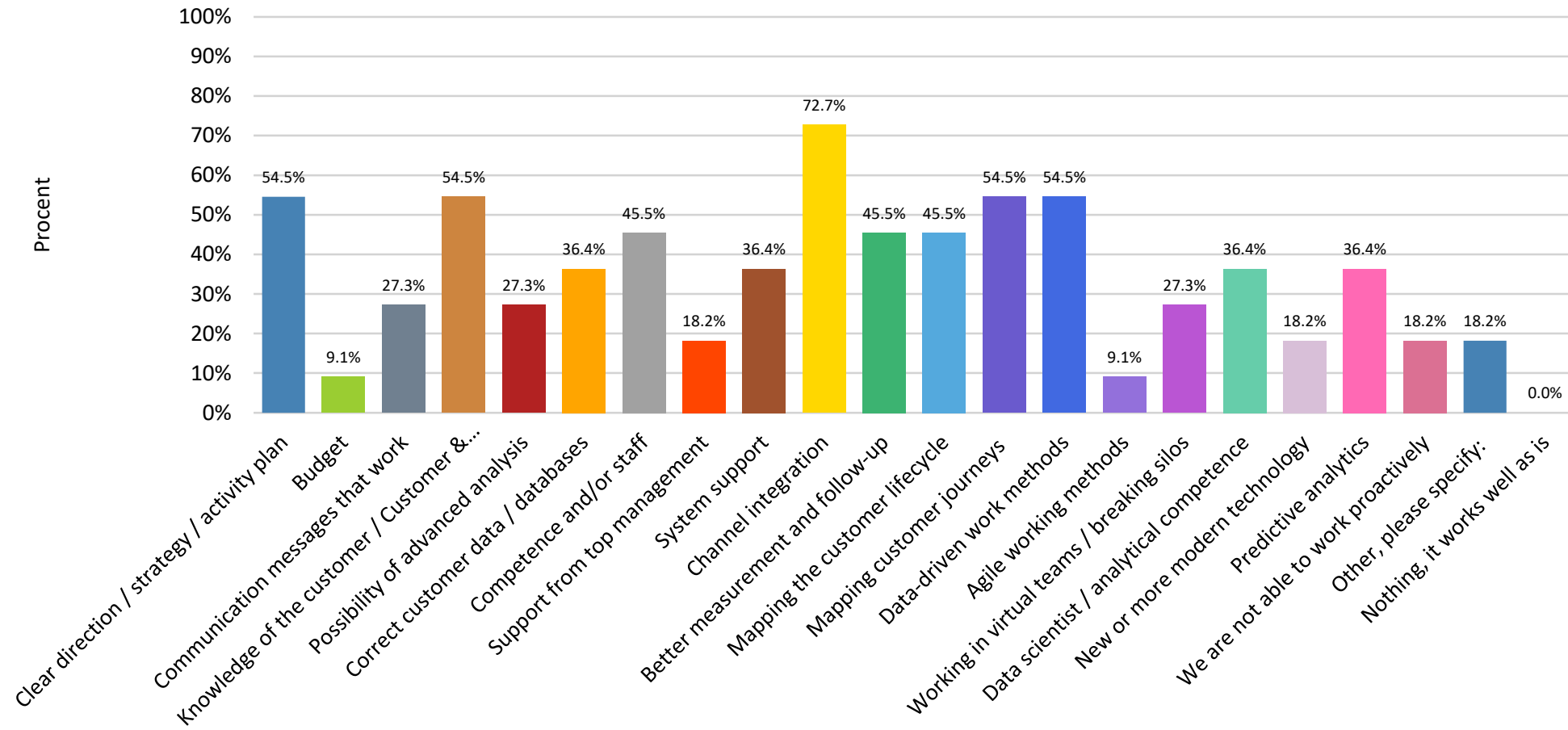
Någon speciell del av innehållet som är speciellt relevant för ditt företag?



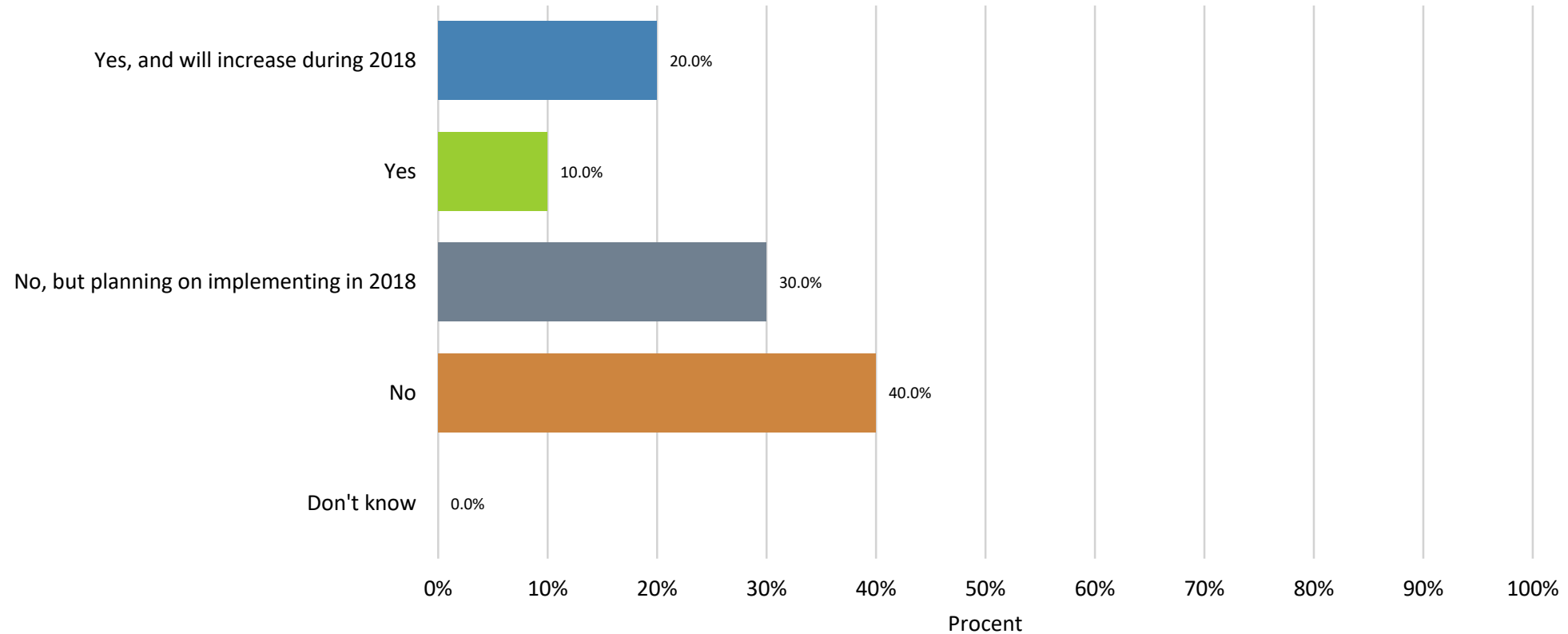
Vad lockade, förväntningar, utmaningar

- Bredda kunskaper, från “produktperspektiv till kundperspektiv”
- Implementerar CRM system och vill få kunskap
- Omfattande program
- Nätverk, kontakter
- Strategier och struktur, vision och mål för CRM-arbetet, sluta arbeta i silos. Global nivå, få med alla
- Det senaste inom CRM, termer och begrepp
- Ny i sin roll

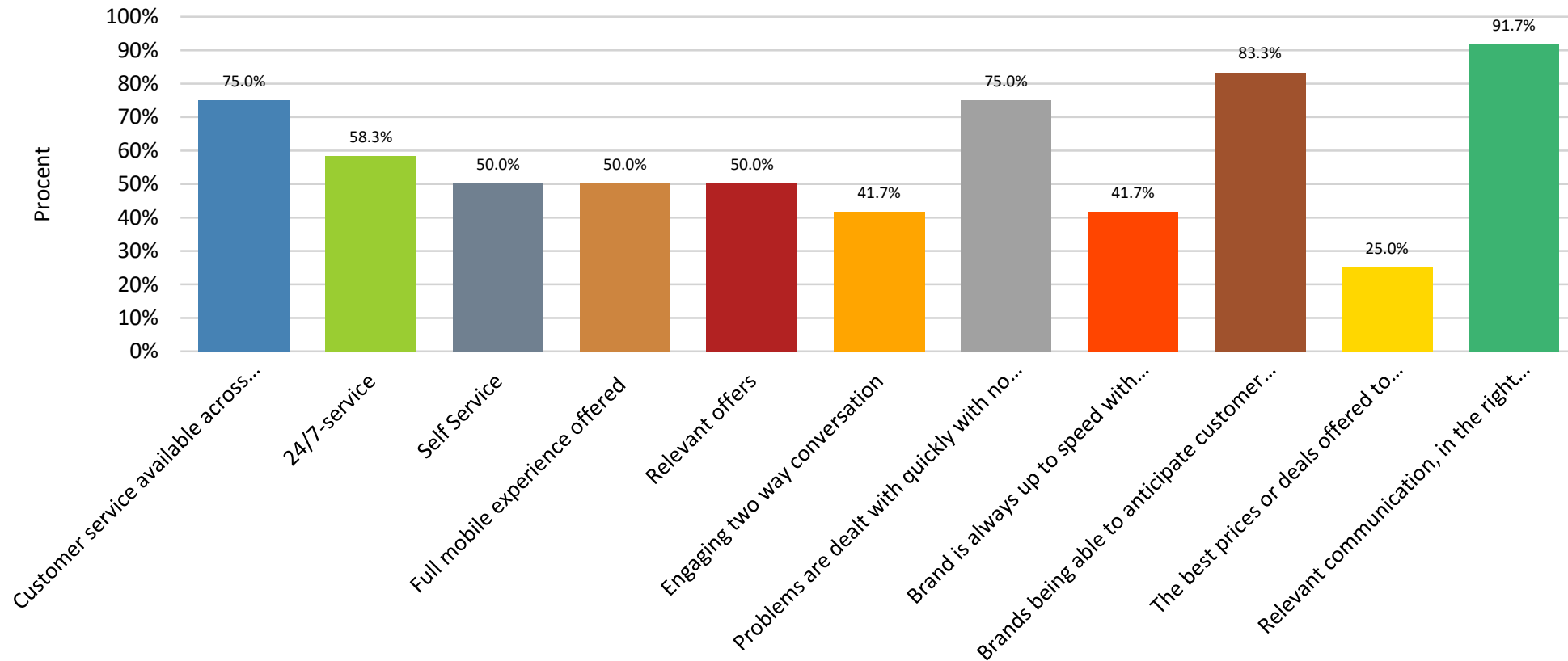
What do you believe your organisation is missing to succeed or get even better?



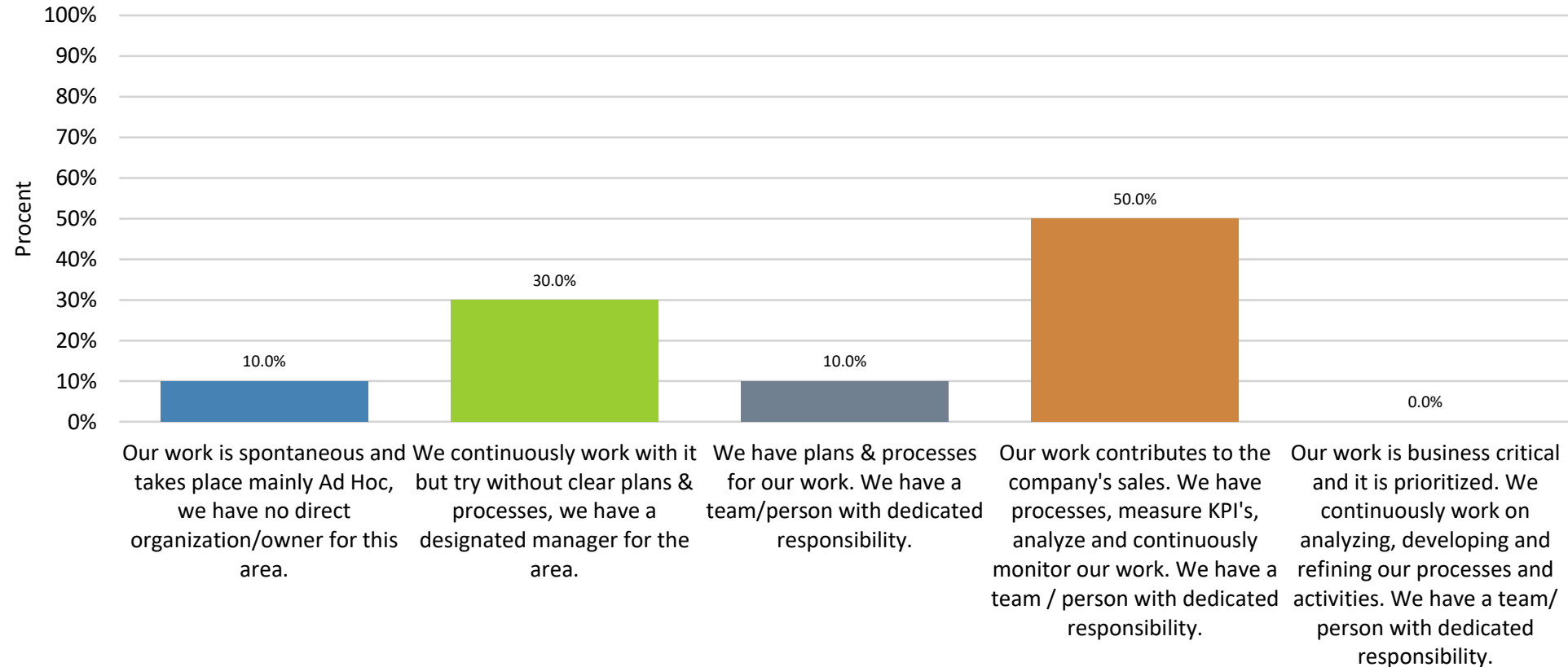
Marketing Automation & Campaign / Lead management



What do you think your customers consider outstanding Customer Experience?



Which statement best suits your current work with Customer Relationship Management / Customer Experience?



Utbildningen syfte

- **Bygg kundrelationer i världsklass i en datadriven värld.**
Det här är utbildningen för dig som vill ha ett helhetsperspektiv på kundrelationsarbetet i en datadriven, digital värld. Du får med dig kunskap, strategier, inspiration från case, konkreta metoder och verktyg för att bygga kundrelationer i världsklass för ditt företag.



Utbildningens upplägg



Dag 1. Helhetsbild CRM & Lojalitet

- Trender, terminologi, forskning, målsättning och grundpelare för framgångsrikt CRM & lojalitetsarbete



Dag 2. Allt börjar med kunden

- Kundinsikt, Customer Experience och kundstrategier / customer value management



Dag 3. Kundlivscykeln, kundresor, lojalitetsprogram

- Basen för din kundbearbetning



Dag 4. Data och marketing technology

- Ny teknik och plattformar för skräddarsydd kommunikation och kundhantering



Dag 5. Organisation, framgångsfaktorer & Certifiering

- Driva CRM & Loyalty internt, arbeta agilt, relation mellan olika avdelningar



Gäsföreläsande experter:



Big Data & Big love – trender marknaden och kunderna



Customer Obsession...the age of the customer

Customer experience management

Customer lifecycle management

Customer centricity

Customer loyalty

Customer dialogue management



Customer Journey Mapping

Customer engagement

Customer Lifetime Value

Customer Relationship Management

Customer Value Management

Customer Asset Management

Customer First Marketing

Drivers for this shift from product to customer..



1. Transparency shifts power and puts customers in control – social media and digital spreads customers words
2. Customers are increasingly a scarce resource – competition and easy to copy products
3. Technology revolution is driving customer experience industry

Source: Don Peppers, Customer Experience (book)

-89% say they compete on Customers Experience but 1% actually delivered excellent customer experiences (source: US study)

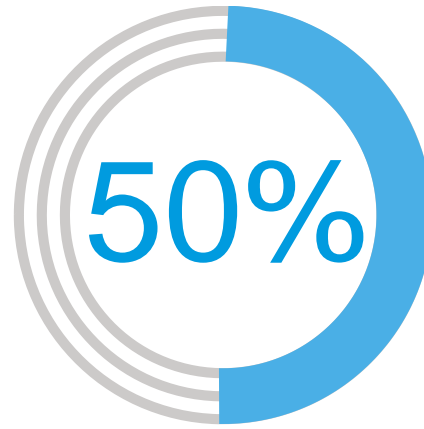
Customer experience is becoming the differentiator

- By 2020...



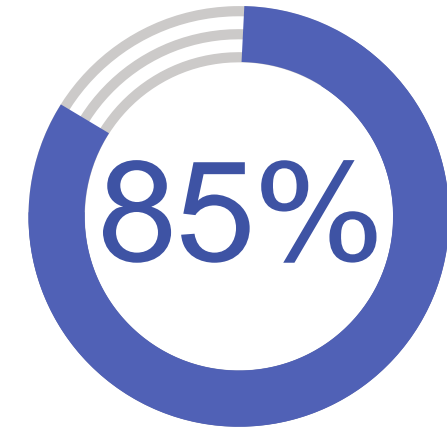
By 2020, **customer experience** will overtake price and product as the most important brand differentiator.

Source: WalkerInfo



By 2020, **50% of product investment projects** will be driven towards customer experience innovations.

Source: Gartner



By 2020, **customers will manage 85% of their relationship** with the enterprise without interacting with a human.

Source: Gartner

The art and the science of marketing...



- Relevans
- Personalisering
- GDPR
- Datadriven
- Martech

Source: DMA, CEO Saatchi & Saatchi

2011



~150

2012



~350

2014



~1,000

Growth of the marketing technology landscape over 7 years

2015



~2,000

Chiefmartec.com

2016



~3,500

2017



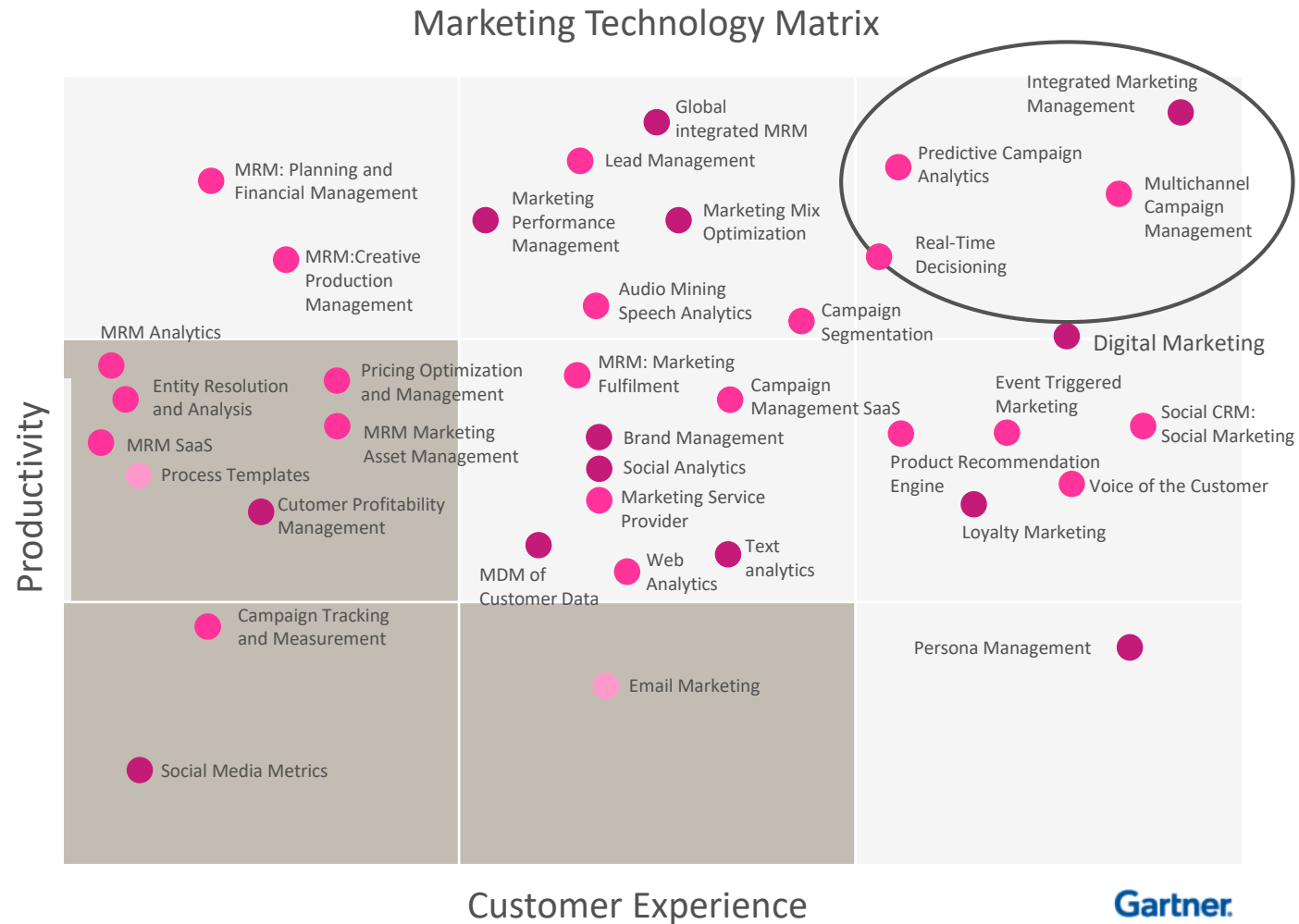
~5,000

Fun facts Marketing automation:

-49% av företag i USA har investerat i ett MA-system (källa: CMO by Adobe)

-Marketing automation ökar i genomsnitt säljorganisationers produktivitet 14.5% (källa: Nucleus)

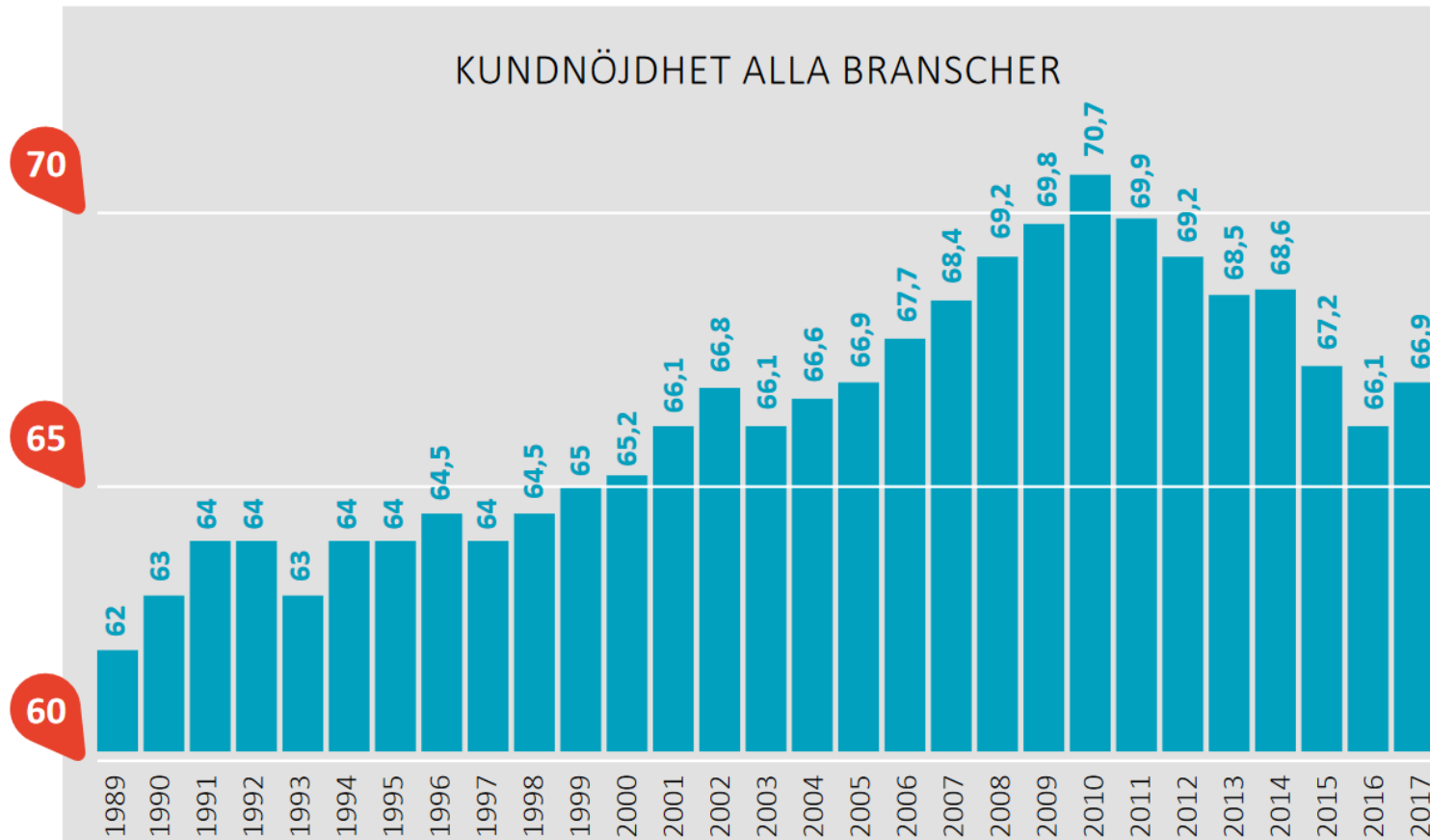
Productivity and Customer Experience Orchestration driving Multichannel campaign management and analytics



Gartner.

Kundlojaliteten dippar - digitaliseringens baksida

Kunder vill ha personlig kundrelation



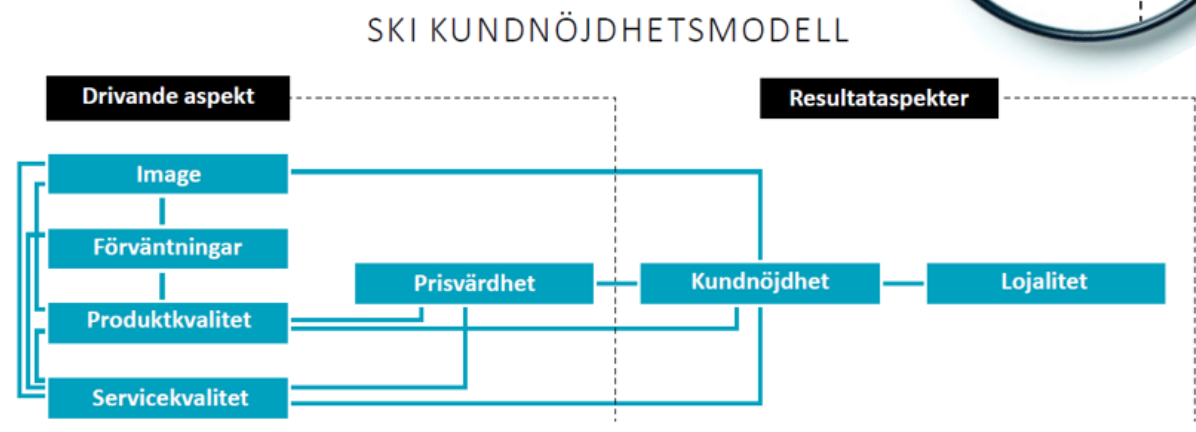
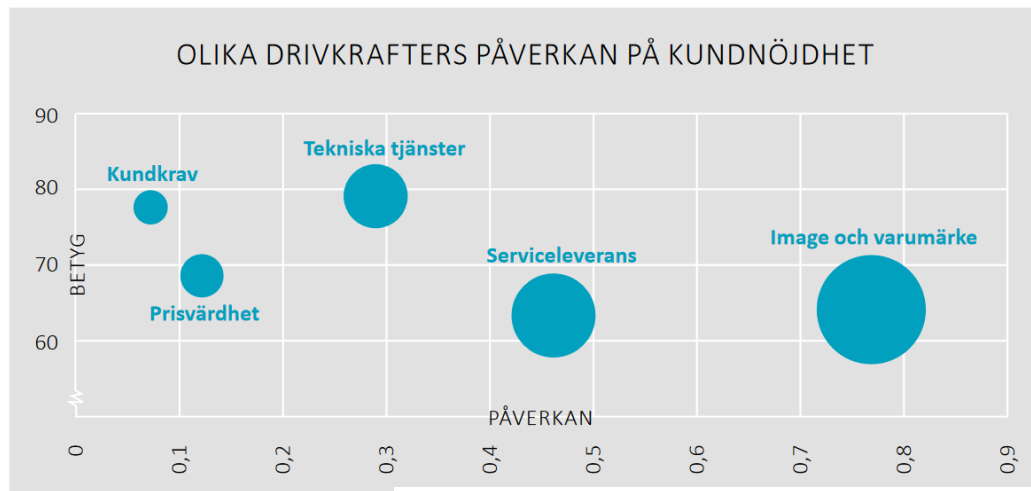
Källa: SKI

Digitalisering – funktionalisering eller relationisering. Image och personlig service viktigare än tekniska lösningar.

Närhet – mer än geografi, Handlar om emotioner Mental närhet. Närhet ger Nöjdhet. Här famlar organisationer i mörkret.

Lojalitet – ett begrepp som måste tas på allvar med tanke på ökad otrohet bland kunder.

Ändrade drivkrafter för lojalitet – Image, Service, proaktivitet allt viktigare



Källa: SKI

Vad gör de bästa?

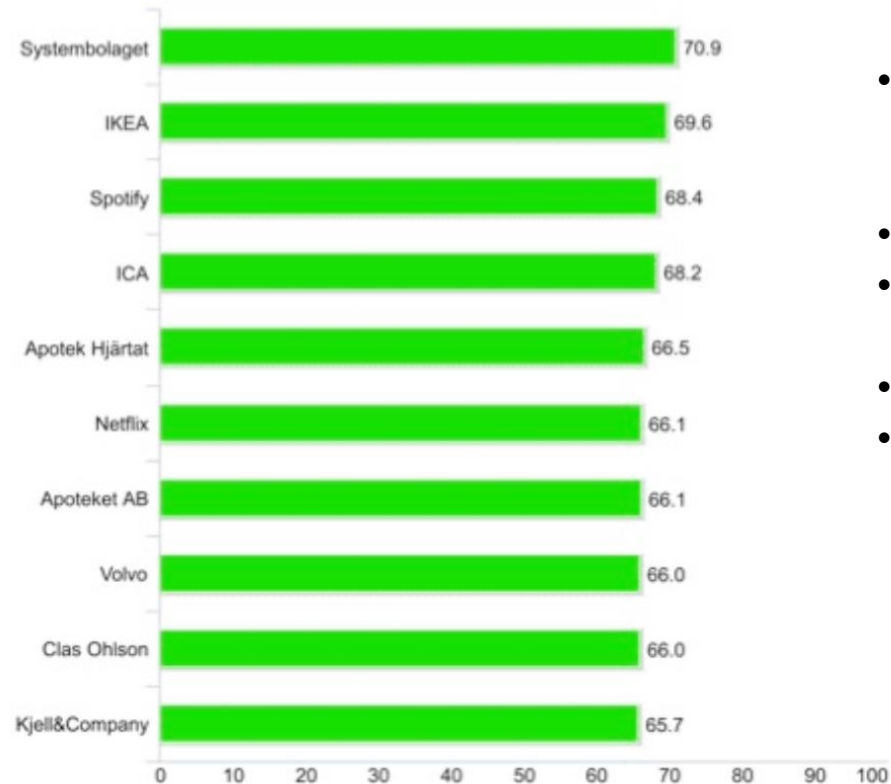


- Schysst företag
- Ansvarstagande, hållbarhet
- Lokalt engagemang
- Bry sej om sina kunder
- Förstå kundbehov, ge råd, inte kränga
- Proaktivitet, service

Bäst på Service – Systembolaget fem år i rad!



ServiceScore 2017 TIO I TOPP



- Systembolaget: Rekordnöjda kunder sommaren 2018 med över 80 i SKI index!
- Kunddriven affärsutvecklingen
- Alla i företaget ska se kundmötet som sitt prioriterade uppdrag
- Proaktivt kundmöte
- Kontinuerliga analyser och mätningar nöjdhet (SKI/NKI) samt kundernas drivkrafter

De har världens mest lojala kunder

1 Amazon

Världens största e-handlare har numera också världens mest lojala kunder. Företagets lojalitetsprogram, Amazon Prime, växer med 20 procent varje år och har nu fem miljoner registrerade kunder.

2 Apple (smartphones)

Ett steg ner i rankingen jämfört med 2011, men Apple är fortfarande det ledande varumärket bland smartphone-användare.

3 Facebook

Marc Zuckerbergs Facebook fortsätter växa. Har idag 750 miljoner aktiva användare över hela världen.

4 Samsung (telefoner)

I kategorin telefoner hamnar Samsung högst på listan. I den totala rankingen får de nöja sig med en fjärdeplats.

5 Apple (datorer)

Apples Mac har en lojal kundkrets som fortsätter vara trogna sitt varumärke.

6 Zappos

The screenshot shows the Amazon product page for the book "Customer Experience: What, How and Why Now" by Don Peppers. The page includes the book cover, a price table, a description, and a "Frequently bought together" section.

Format	Price
Kindle	\$12.99
Hardcover	\$24.99
Paperback	\$16.95

Frequently bought together

- Customer Experience: What, How and Why Now by Don Peppers Paperback \$16.95
- What Customers Crave: How to Create Relevant and Memorable Experiences at Every Touchpoint by Nicholas Webb Hardcover \$18.68
- Mapping Experiences: A Complete Guide to Creating Value through Journeys, Blueprints, and Diagrams by James Kalbach Paperback \$22.55

Total price: \$58.16

Amazon: Customer Recommendation/NBA.

Källa: Postnord/www.businessinsider.com

Extreme Service



TAILORED ATHLETE

HOME SHOP SHIRTS JEANS TEES



Harry - Tailored Athlete @SaneLater i förrgår 22:41

Wow, thank you again!
Till: Göran Adlén

Hey Goran,
You just made my day! Nothing feels better knowing you'd trust us with your business not once, but twice! Thank you. It means a lot.
And great pick getting the Tailored Athlete Jeans in Lightwash, I really like it also. As usual, if you ever have any questions I'm always here to help! You can reach out to me at harry@tailoredathleteclothing.com or contact our support team on 0843-289-6205.

All the best & train hard!

Harry Simonis
Founder & Owner of Tailored Athlete

Tel: [08432896205](tel:08432896205)
Email: harry@tailoredathleteclothing.com
Web: www.tailoredathleteclothing.com
Favourite exercise: Spider curls
Favourite cheat meal: Chicken korma



Summary



- Customer experience becoming main differentiator



- Digitalization, new marketing technology and automation is quickly growing and driving the CX industry.



- Customer loyalty is decreasing and service, caring and proactivity increasingly important.

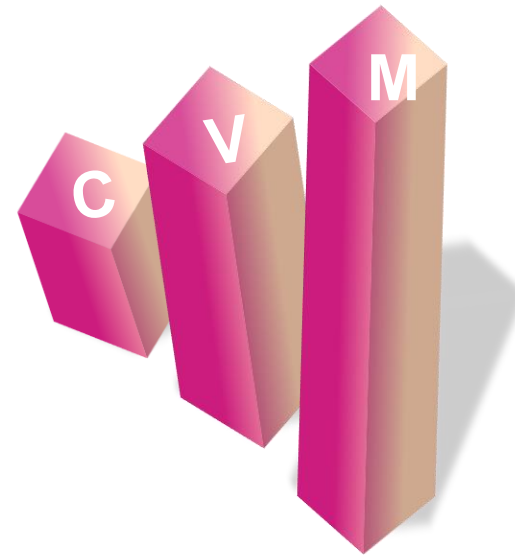


- Customer loyalty must be understood, defined and measured in order to deliver successful CRM programs and omnichannel marketing.



Begrepp och definitioner runt CRM & Loyalty CVM och Next best action marketing – för dig I framkant

From product to customer
From data to impact



Dialects on the theme of treating customers 1:1

DM Direct Marketing

1980

- Product
- Sell
- Short term

- Response rate
- Cost

RM Relationship Marketing One-to-One

1990

- Customer
- Sell
- Short term

- Share of wallet
- Duration

CRM Customer Relationship Management

2000

- Customer
 - Buy
 - Long term
- Systems
 - Campaign management
 - Analytical CRM
 - Operational CRM

- Cross sell, up sell,
- Retention

CLM Customer Lifecycle Management

2010

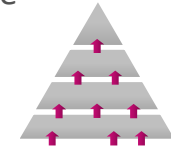


- Business process to leverage CRM technology investment
- Clear tracking of where in the lifecycle the customer is triggering treatments, Next Best Activity. Strategies per CLC phase

- Customer KPIs per CLC Phase
- CLC Campaign Reporting

CVM Customer Value Management

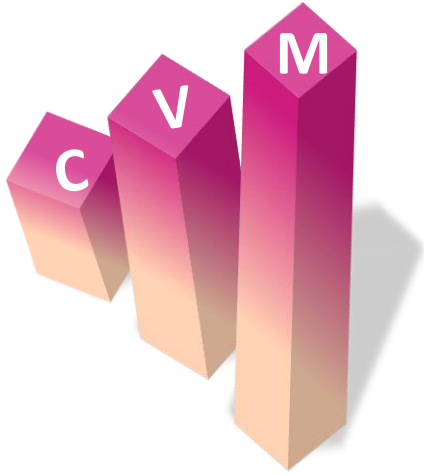
2015



- Customer value segmentation, requires Customer ID
- Strategies per value segment
- CLC treatments should include customer value data
- Data, analytics, IT heavy – enabling real time decisioning omnichannel and Next best action

- CLV
- Individual customer profitability

CVM och Next best action – för dig i framkant



Next-best-action marketing is a customer-centric [marketing](#) paradigm that considers the different actions that can be taken for a specific customer and decides on the ‘best’ one.¹

From Product to Customer and from data to impact:

CVM shifts the focus of the enterprise from managing products or marketing campaigns to managing the profitability of each individual customer over the entire life of the relationship.

Instead of asking:

- *Who will respond to a 10% off promotion?*

a customer value manager is driven to understand:

- *Who is this customer, and what can I offer to increase their lifetime value?*

CVM –optimizing the value of the firm’s customer base

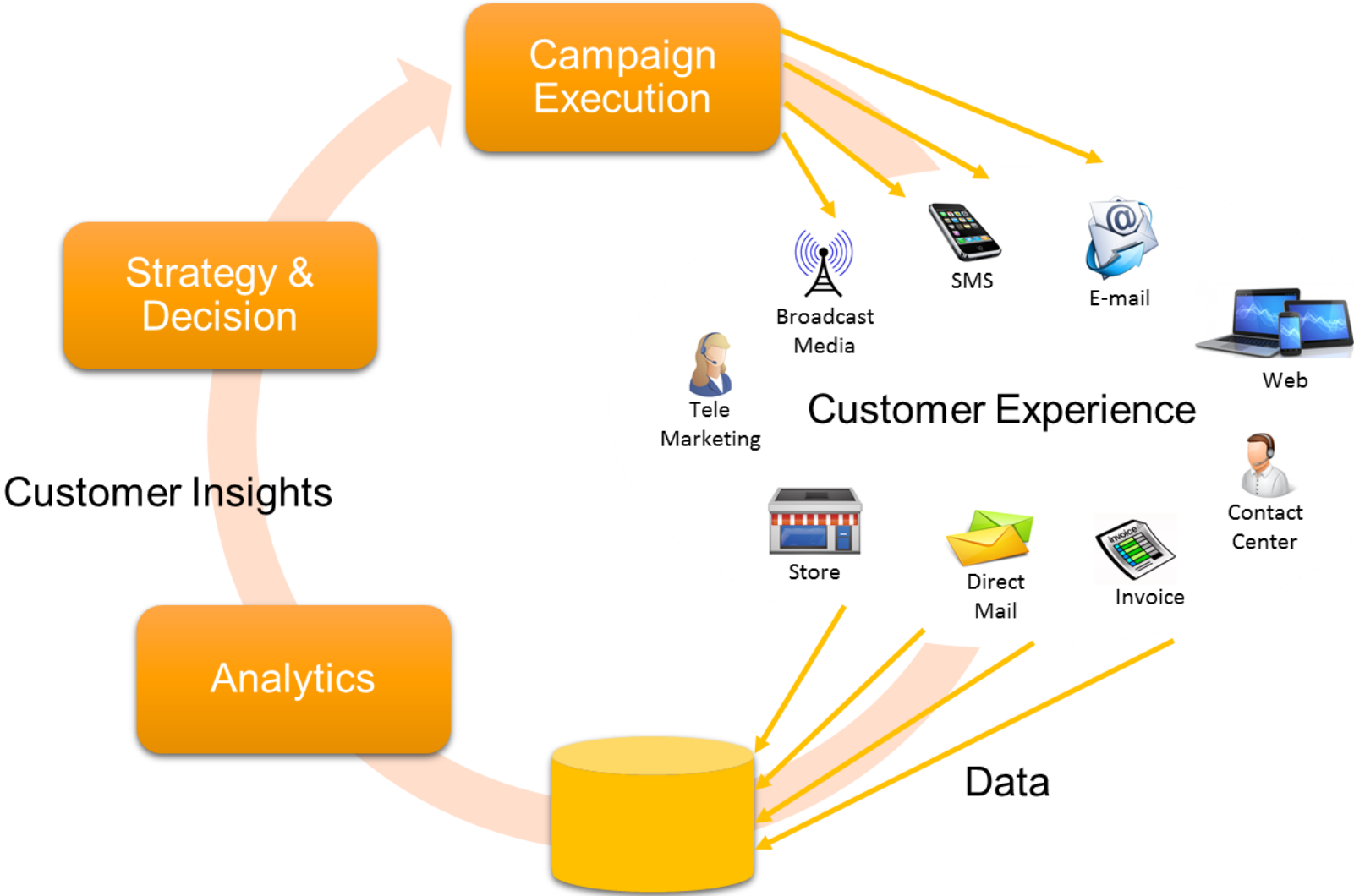
- What are the drivers for customer acquisition, customer expansion and customer retention (ie How can firms predict churn?)
- Which factors are driving the value of customers?
- How should firms allocate marketing budgets across customers?
- How to create value in the channels (omnichannel)
- How to maximize CLV (customer lifetime value core metric)



Ex Companies: Tesco, Harrah’s Entertainment, KPN. Overall telco, banks. Investments in CVM platforms and data/analytics heavy. CVM as a responsibility/title increasing.

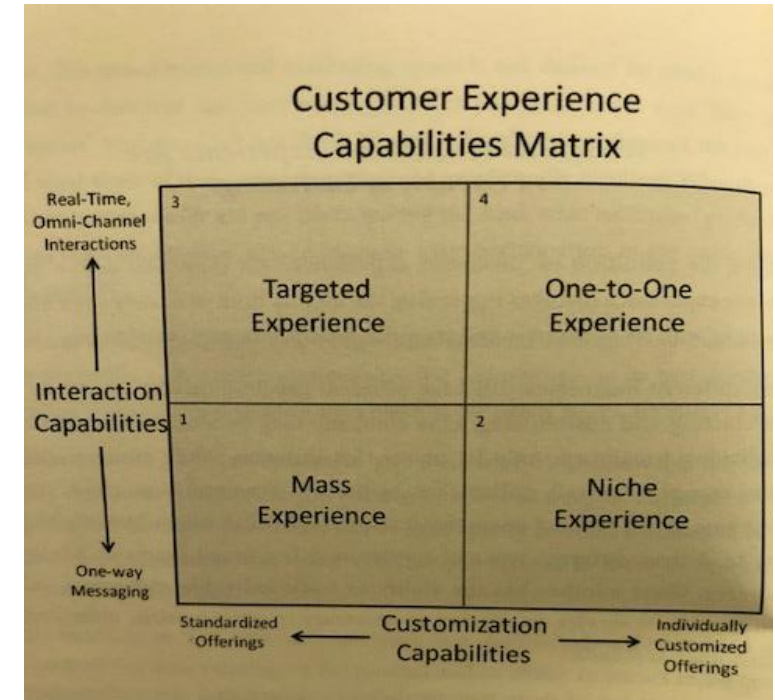
Future: Customer Experience and CRM/CVM fusion...

CRM/CVM needed to deliver relevant customer interactions



Customer Experience Capability Matrix

1. Mass marketing
2. Niche marketing
3. Targeted experience (ex loyalty programs)
4. One-to-one experience – real-time, omni-channel interactions with tailored product-service offerings



Source: Don Peppers, *Customer Experience-What, How and Why now*, 2016

CRM vs CX - both aiming for Loyalty

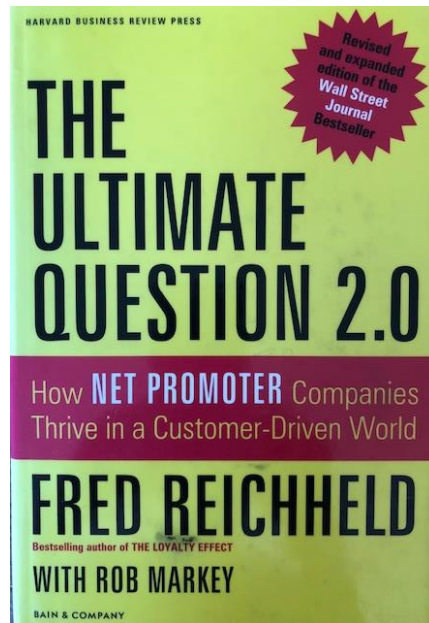


- CRM and managing the relationship is a set of business practices to put an enterprise into closer contact with its customers in order to learn about each one and to deliver greater value to each one with the overall goal of making each one more valuable to the enterprise.
- Treating different customers differently.
- It's an enterprise wide approach to understanding and influencing behavior through meaningful and analysis and communication to improve customer acquisition, customer retention and customer profit (Customer lifecycle mgmt.)
- CRM software/MA integrates and automates marketing, sales, service and overall the channels.

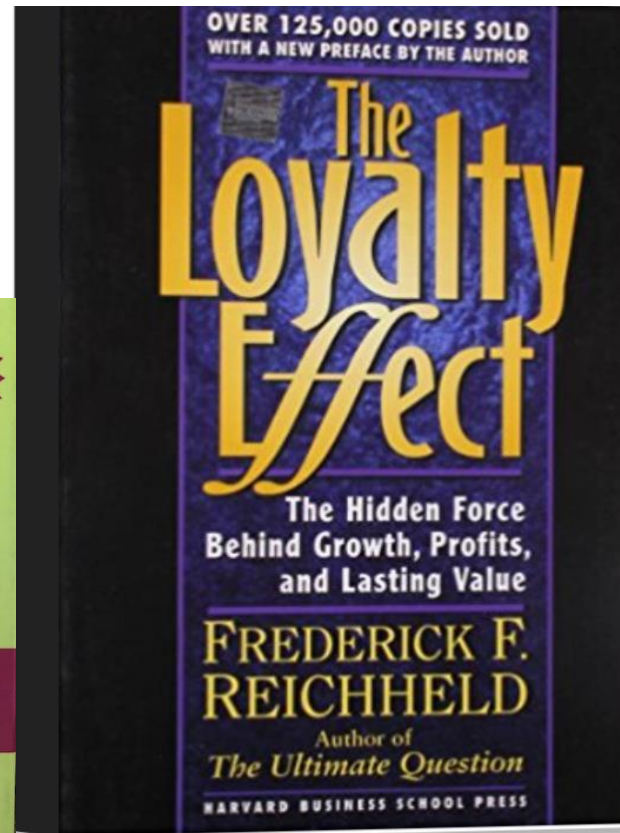
- Customer experience (CX) is the totality of a customer's individual interactions with a brand, over time.
- Customer experience (CX) includes both the individual experience in a single transaction and as well as the sum of all experiences across all touchpoints and channels.
- This interaction is made up of three parts: the customer journey, the brand touchpoints the customer interacts with, and the environments the customer experiences (including digital environment) during their experience. A good customer experience means that the individual's experience during all points of contact matches the individual's expectations.
- CX often connected with voice of the customer program and NPS key indicator.

- We could say that managing the Customer Relationship is all about what the company does and CX is what the customer feels as a result. "Don Peppers, Customer Experience-What, How and Why now , 2016"

Customer Loyalty



Emotions: NPS



Behavior: CLV & retention

- Customer loyalty refers to a customer's relationship with a brand/organization over time. Two dimensions: **behavior and emotions**.
- Research has found a 5% increase in customer retention boosts lifetime customer **profits** by 50% on average across multiple industries, as well as a boost of up to 90% within specific industries such as insurance. Companies that have mastered customer relationship strategies have the most **successful CRM programs**.

Customer Loyalty

The **loyalty business model** is a business model in strategic management in which company resources are employed so as to increase the loyalty of customers and other stakeholders in the expectation that corporate objectives will be met or surpassed. A typical example of this type of model is: quality of product or service leads to customer satisfaction, which leads to customer loyalty which leads to profitability.

The relationship can terminate if:

- the customer moves away from the company's service area,
- the customer no longer has a need for the company's products or services,
- more suitable alternative providers become available,
- the relationship strength has weakened,
- the company handles a critical episode poorly,
- unexplainable change of price of the service provided.



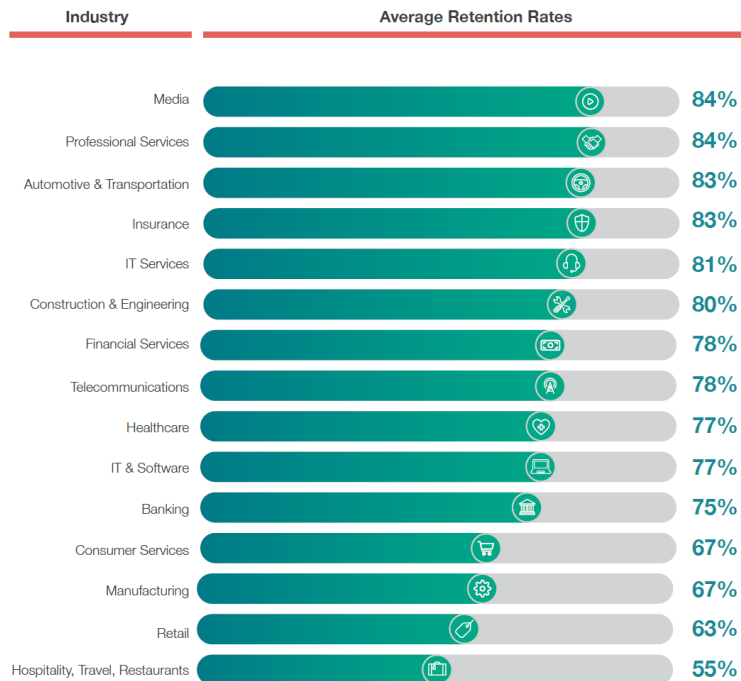
The fundamental assumption of all the loyalty models is that keeping existing customers is less expensive than acquiring new ones. It is claimed by Reichheld and Sasser (1990) that a 5% improvement in customer retention can cause an increase in profitability between 25% and 85% (in terms of net present value depending upon the industry).

Retention rate

ROOM FOR HIGHER RETENTION

Most industries contain companies with retention rates below 50%, as well as above 95%. This implies that many companies can improve retention. An increase of revenue retention by 5% means that revenues grow by at least the same 5% since retained customer may also buy more. This means the more customers that can be retained, the more revenue can be increased.

Fred Reichheld showed that a 5% increase in retention corresponds to a 25% - 95% profit increase. The industries listed below are discussed on a deeper level later in the report, specifically concerning trends in retention, NPS and innovation.

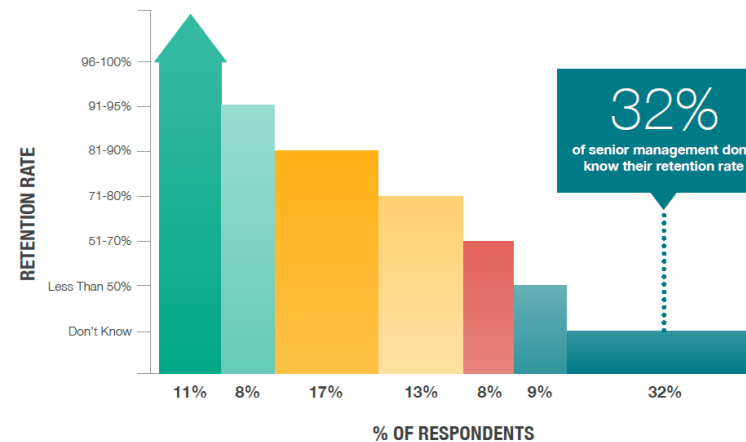


MEASURING RETENTION IS IMPERATIVE

For the second year in row, it was found that a shockingly high number of companies can't report how many customers they are losing annually. In fact, **44% of respondents didn't know their retention rate**. For senior management the number is 32%, which strongly suggests that 1 in 3 companies don't know their retention. This shows that senior management may not be transparent about the **retention rate**¹⁶ with staff or other departments, which can ultimately lead to knowledge gaps within the data.

Studies have shown that it's 5 to 25x more expensive to attract a new customer than to retain one, so knowing your retention rate is an imperative in today's business. Some companies may struggle to define retention, e.g. in non-contractual business settings, but a simple definition is better than none and still one that can be refined. As a start, CustomerGauge often suggests that a customer with no purchases for the last 12 months should be considered a churned customer.

SENIOR MANAGEMENT NEEDS TO TRACK RETENTION RATE



Source: Customer Gauge Benchmark Report 2018

Summary

- **DM, RM, CRM, CLM, CVM** are all variations on **1:1 marketing** with the purpose of knowing the customer and driving behavior and loyalty. Focus existing customers but also prospects.
- **Customer experience (CX)** discipline refers to the totality of a customer's individual interactions with a brand, over time. Often implemented with a NPS/voice of the customer concept.
- **Loyalty** refers to a customer's relationship with a brand over time; emotional and behavioral loyalty. Keeping existing customers considered highly profitable. Key KPI's are retention and Customer Lifetime Value (CLV) and Net Promotor Score (NPS).

Reflektion över kaffet

Fyra grupper – 4 pers i varje

- Vilka begrepp använder ni i ert företag kopplat till “kundarbetet” - CRM, Loyalty, CX, CVM, annat (associerade begrepp)
- Är det olika personer/avdelningar för olika delar tex CRM och CX; ansvar del av marknad etc
- Är “kundarbetet” prioriterat i företaget? Vilka är utmaningarna?

CRM Barometern/Martech, Charlotte Banning, Wiraya: Så jobbar Svenska företag med CRM

Reflektion/Diskussion mognadsgrad deltagande företag

Agenda em



13.30-15.00

Vilka delar krävs för att lyckas idag - Målsättning och grundpelarna i CRM & Lojalitetsarbetet

15.00-15.15

KAFFE

15.15-16.30

Magnus Söderlund, Professor Handelshögskolan och prisbelönad författare delar med sig om:
Kundlojalitet och kända forskningsresultat vad gäller effekter av Lojalitetsprogram/initiativ

16.30-17.00

Summering och uppgift till nästa gång



Vilka delar krävs för att lyckas idag med ett framgångsrikt CRM och lojalitetsarbete?
Målsättning och grundpelare

Why, What, How

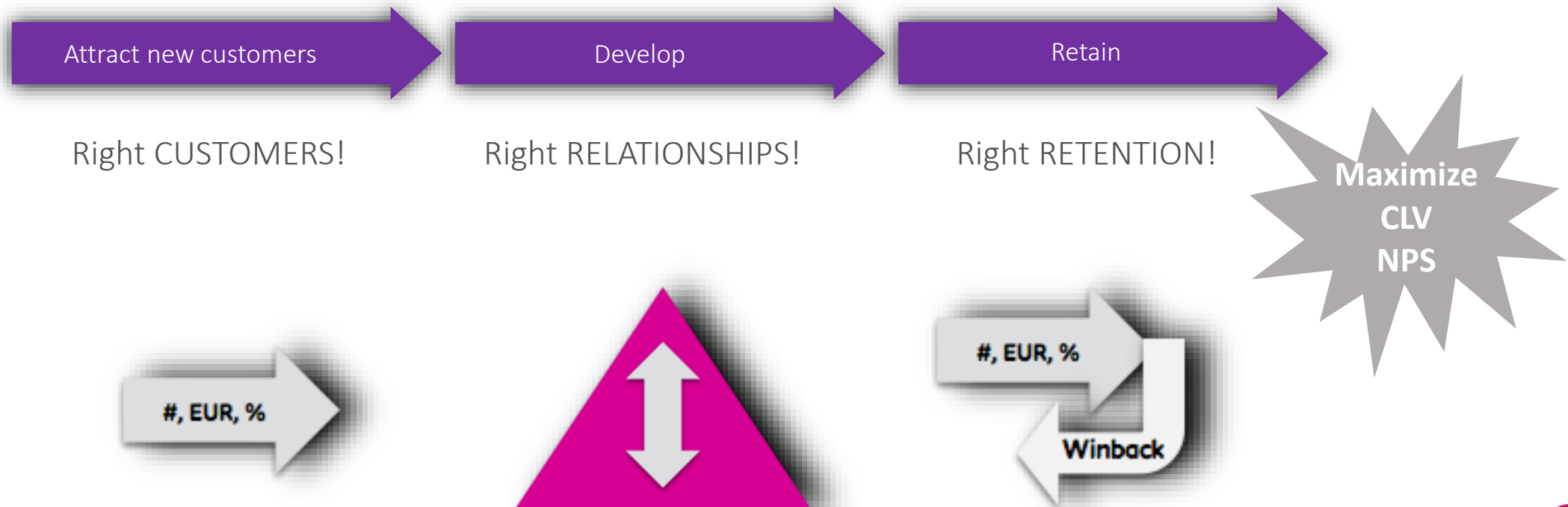
Example Strategy Content



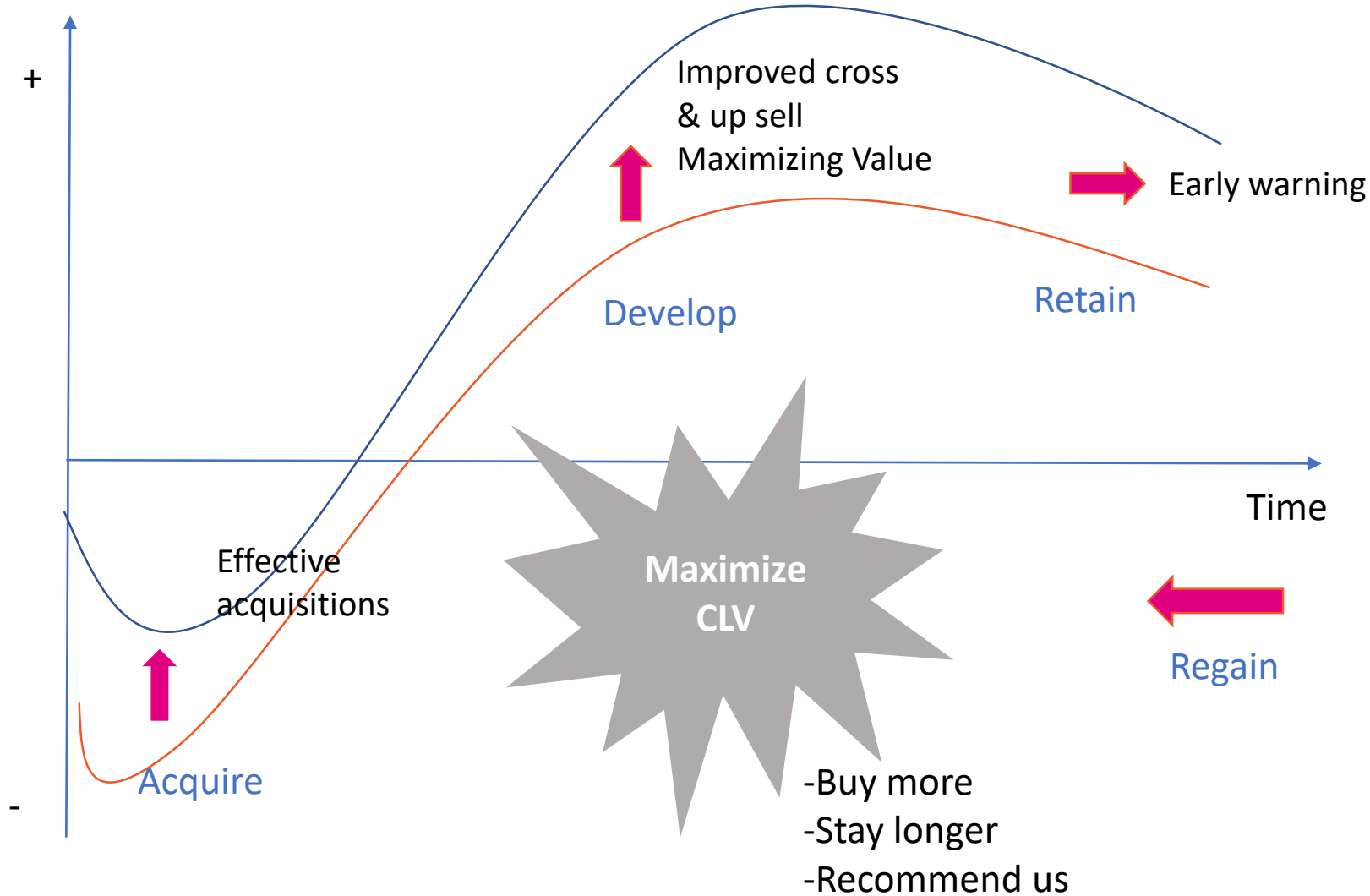
- Introducing & Defining xxx (ie CRM & Loyalty or CVM)
- WHY – the Vision
- WHAT – the pillars
 - Value based customer strategy
 - Customer lifecycle & Customer Journey management
 - Omnichannel Marketing automation & NBA
 - Analytical Eco-System
- HOW – Process, Roadmap and way of working

Customer Value management – on the customer's terms

”The right message to the right customer
at the right time in the right channel”



Maximizing revenues over time by improving acquisition, growth/loyalty, retention and winback



VISION (example)

We maximize value throughout the customer lifecycle by building mutually rewarding datadriven relationships and delivering a personalized customer experience

Value for Customer

-XXX

-XXX



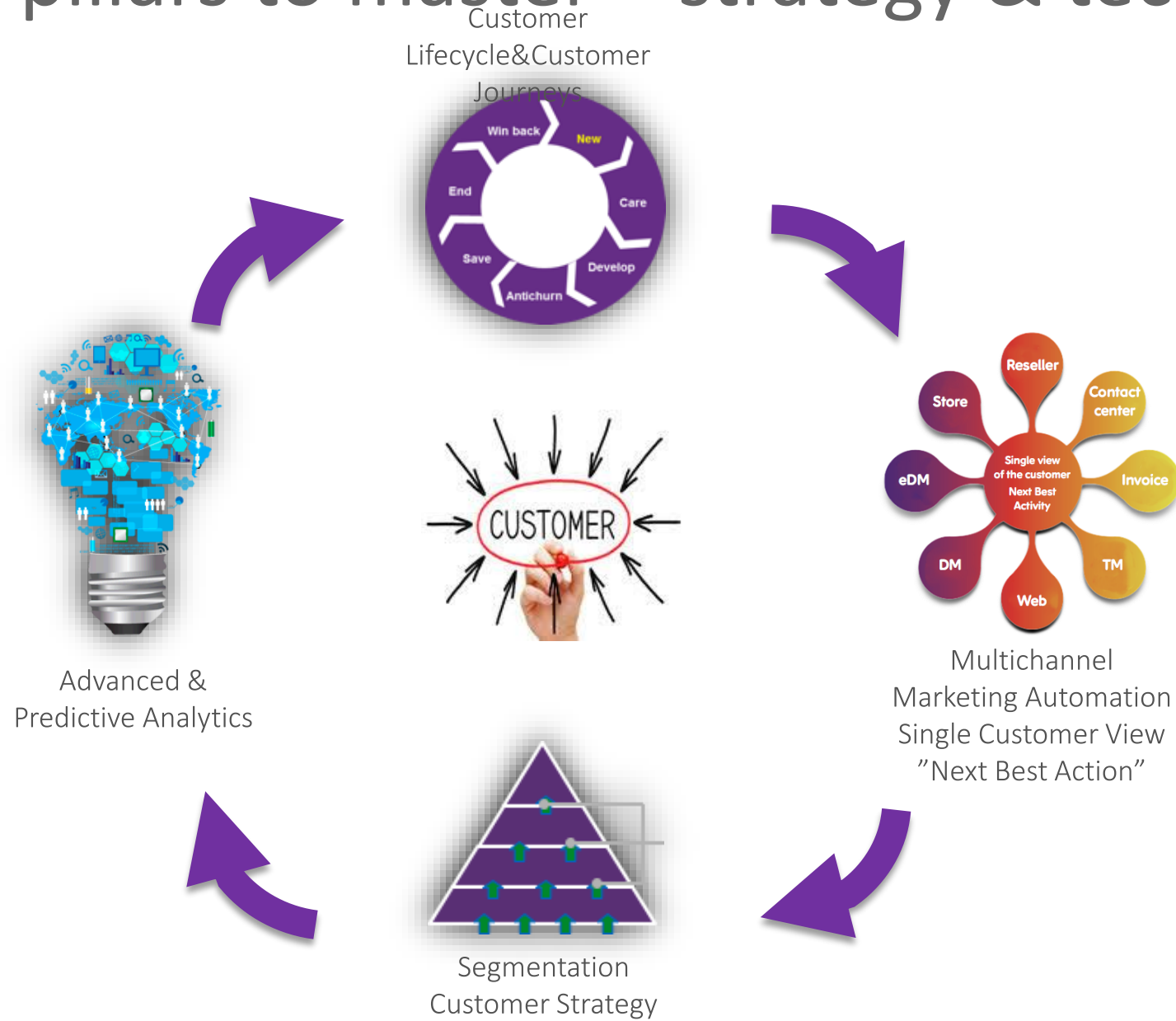
Value for the Company

-XXX

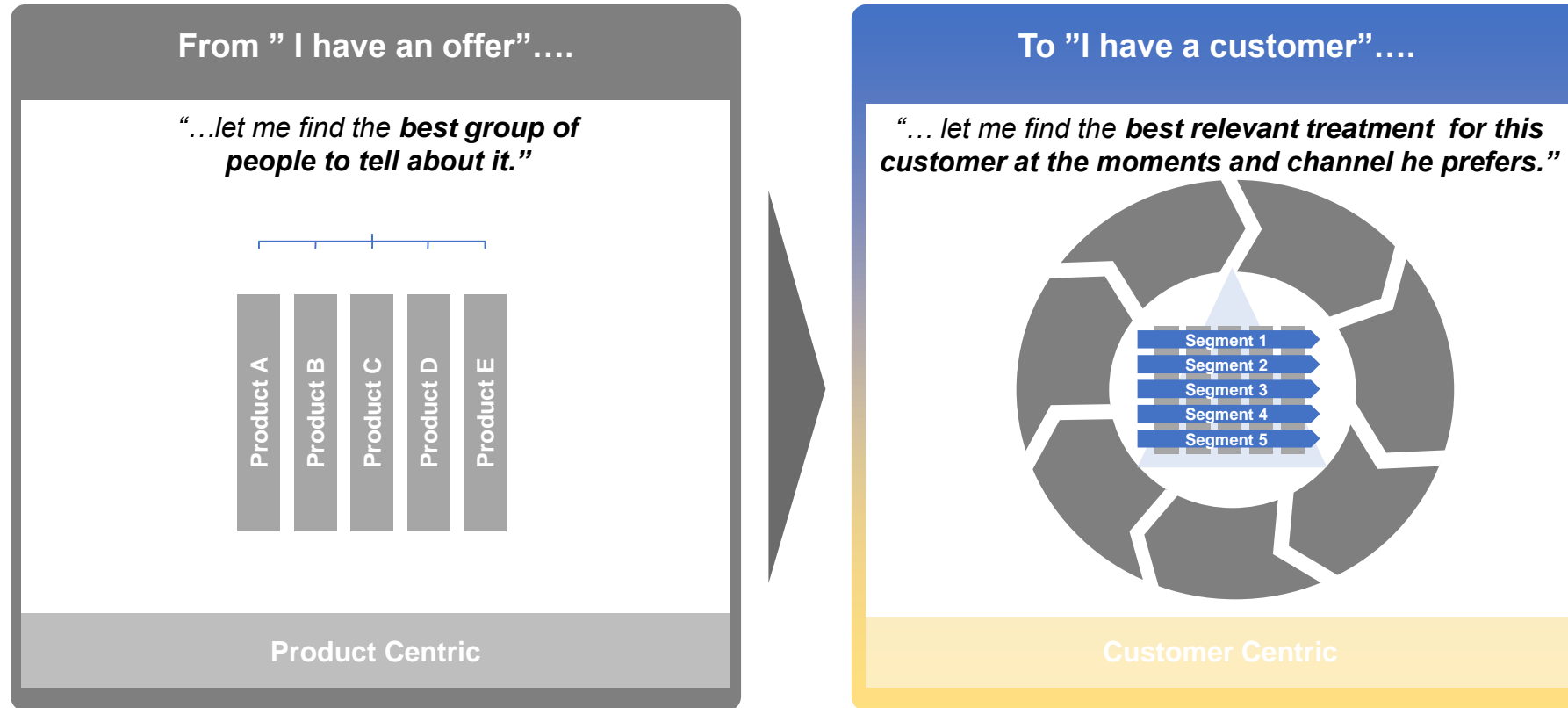
-XXX

Four pillars to master – strategy & tech

WHAT



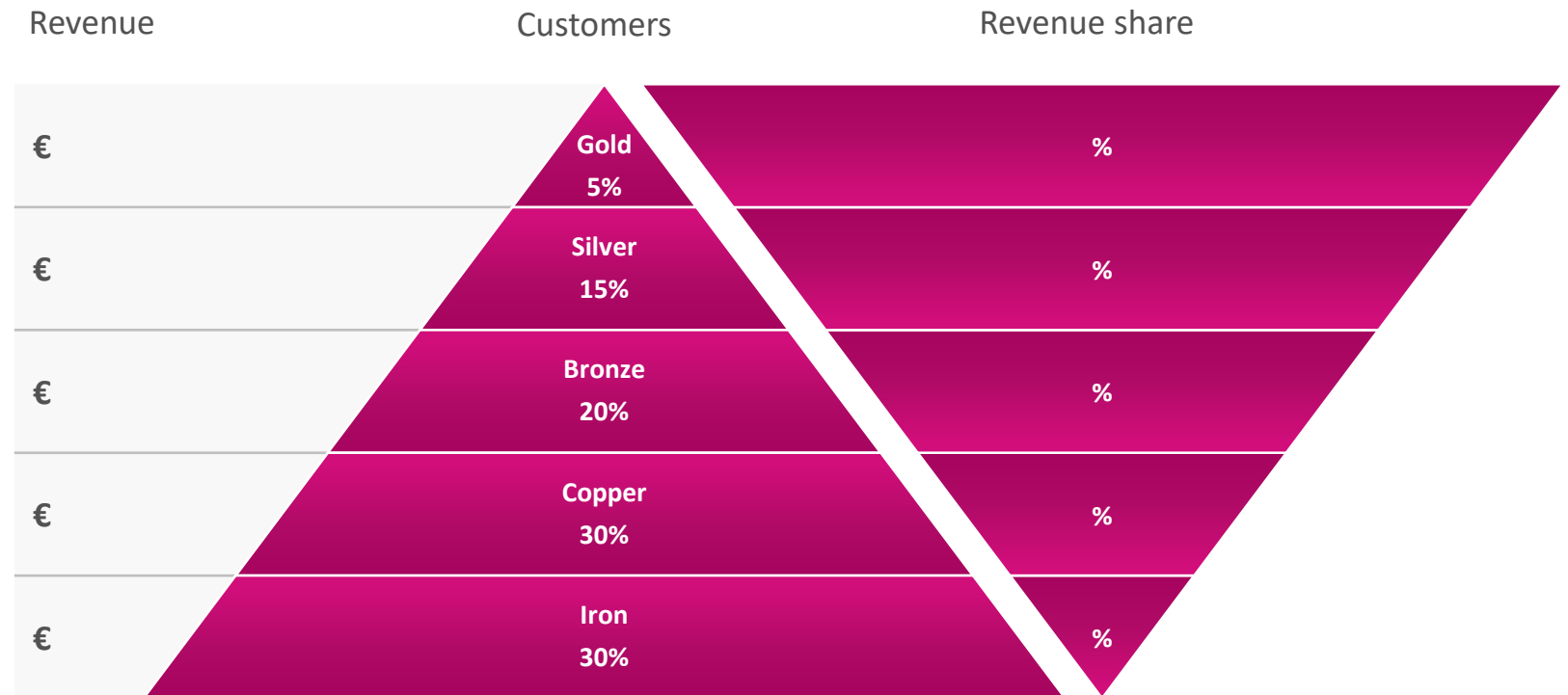
Basic concept – from product to customer



Customer/value segmentation & strategy

80/20 rule varies by industry

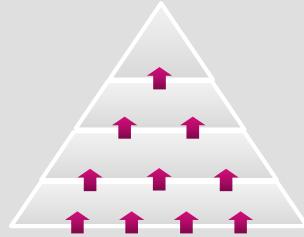
- Know your best customers! By value and needs!
- Revenues incl all products!
- Differentiated value proposition
- Measure KPIs per tier; retention/churn, NPS, no products-growth
- Top customers special dialogue flow throughout CLC and in all channels
- Invest in Loyalty marketing with top segment!
- Public or “hidden” loyalty program



Segmentering – flera dimensioner

Value/VÄRDE

Hur mycket har vi råd att investera i kunden?



GULD

SILVER

BRONS

Needs/BEHOV

Hur ska vi kommunicera med kunden/vad erbjuda?

- Familj
- UngaVuxna
- Seniorer
- Övrigt?

BEHAVIOR/Beteende

Hur ska vi bearbeta kunden?

- Produktinnehav, potential och användning
- Kanalbeteende

SITUATION/CONTEXT

Vad har hänt som vi måste reagera på

- Ny kund
- Ringer till kundtjänst
- Första fakturan
- Inte betalat fakturan
- Reklamation, lågt NPS

"Hidden" or public Loyalty programs – from points program to automated digital 1:1 smart omnichannel communication



Insurance, bank, telco focus service and helkundsrabatt

TRYGG HANSA Logga in

Om Trygg-Hansa / Kundförmåner

Kundförmåner
Här har vi samlat förmåner och erbjudanden för dig som är kund hos Trygg-Hansa. Några av förmånerna kan du ta del av oavsett om du samlat alla dina försäkringar hos oss eller inte, och några beror på vilken typ av försäkring du har hos oss.

Titta gärna in i vår Säkerhetsshop med produkter för ditt hem, till bilen och till båten. Här finns också smart utrustning som cykelhjälm med belysning, reflexspray för kläder och prylar och mycket mer.

Till Säkerhetsshopen
Vi hoppas att du hittar erbjudanden och förmåner som passar just dig.

- Kundförmåner
- Bilen
- Båten
- Familjen
- Hus och hem
- Identitetsstöd

verizon Shop Support My Verizon

Thank you for your loyalty
VERIZON SMART REWARDS
Choosing Verizon has never been more rewarding. Register and see how fast your rewards points add up just by doing what you already do. Then reward yourself with exciting deals around town or around the world. Plus, enter our sweepstakes by simply logging in or using points for a chance to become one of over 50 winners every day!
[Register for Smart Rewards](#)
Already Registered? [SIGN IN & SHOP](#)

Your REWARDS CENTER

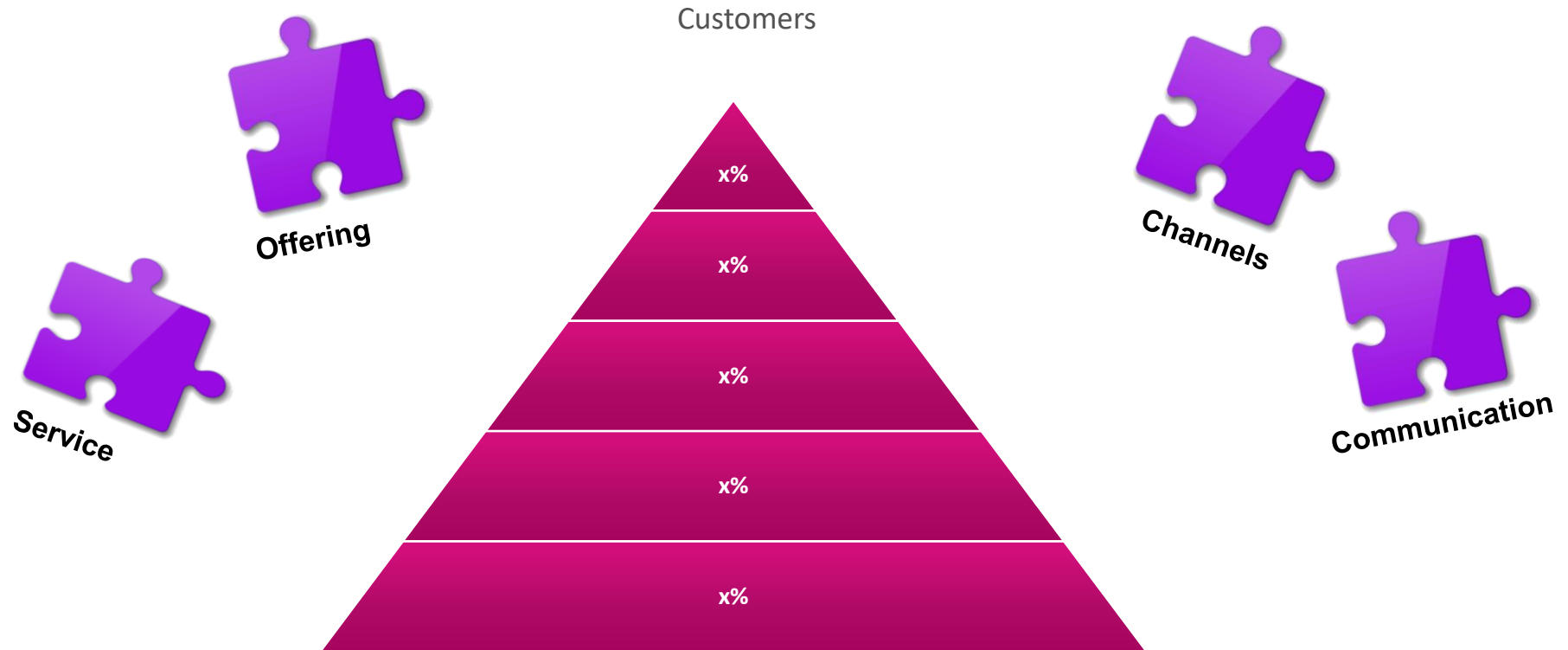
- Sweepstakes
- Auctions
- Daily Deals
- Local Deals
- Gift Cards
- Merchandise
- Travel

Sweepstakes
Over 50 winners every day. Enter for a chance to win exciting prizes like gift cards, electronics and more.
[Register Now](#)

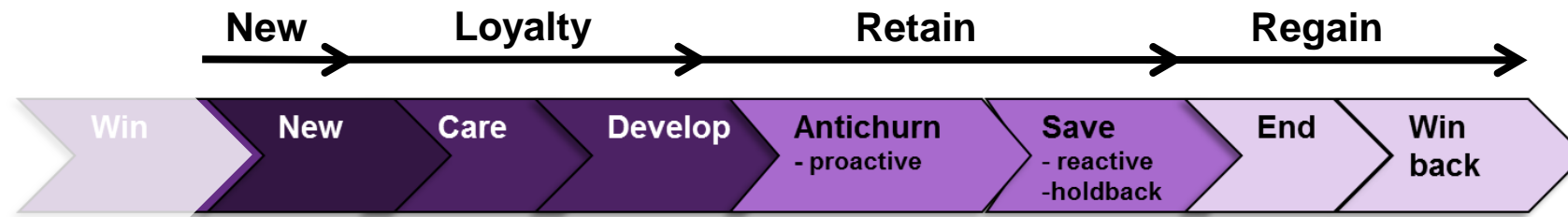
VISA
members save

Participation in Smart Rewards may require enrollment in Verizon Selects, which personalizes marketing customers may receive from Verizon and other companies by using information about customers' use of Verizon products and services including location, web browsing and app usage data.
For more details on Selects, see [www.verizonselects.com](#) or watch this video.

Differentiation parameters



Customer lifecycle – identify key customer journeys and processes (to automate)



First 100 days

Confirm choice, activate



Ongoing

Engage, Service, Cross-up sell



At risk

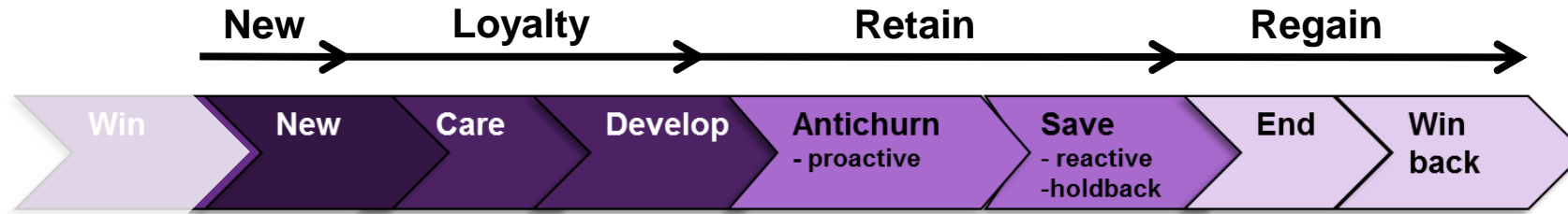
Proactive & Reactive Retention



Nice ending & Winback

Root cause churn, nice Ending, winback

Set KPI's and follow customer flows



Example KPI's:

- # New Customers
- Value New Customers
- Activation rate
- Contact information
- NPS 100 days

- Revenue
- No of products
- NPS Relational
- Engagement score

- Renewal rate
- Save rate
- Churn rate
- Retention rate
- # Retained

- #Lost customers
- Value lost customers
- Reason for leaving
- Winbacks

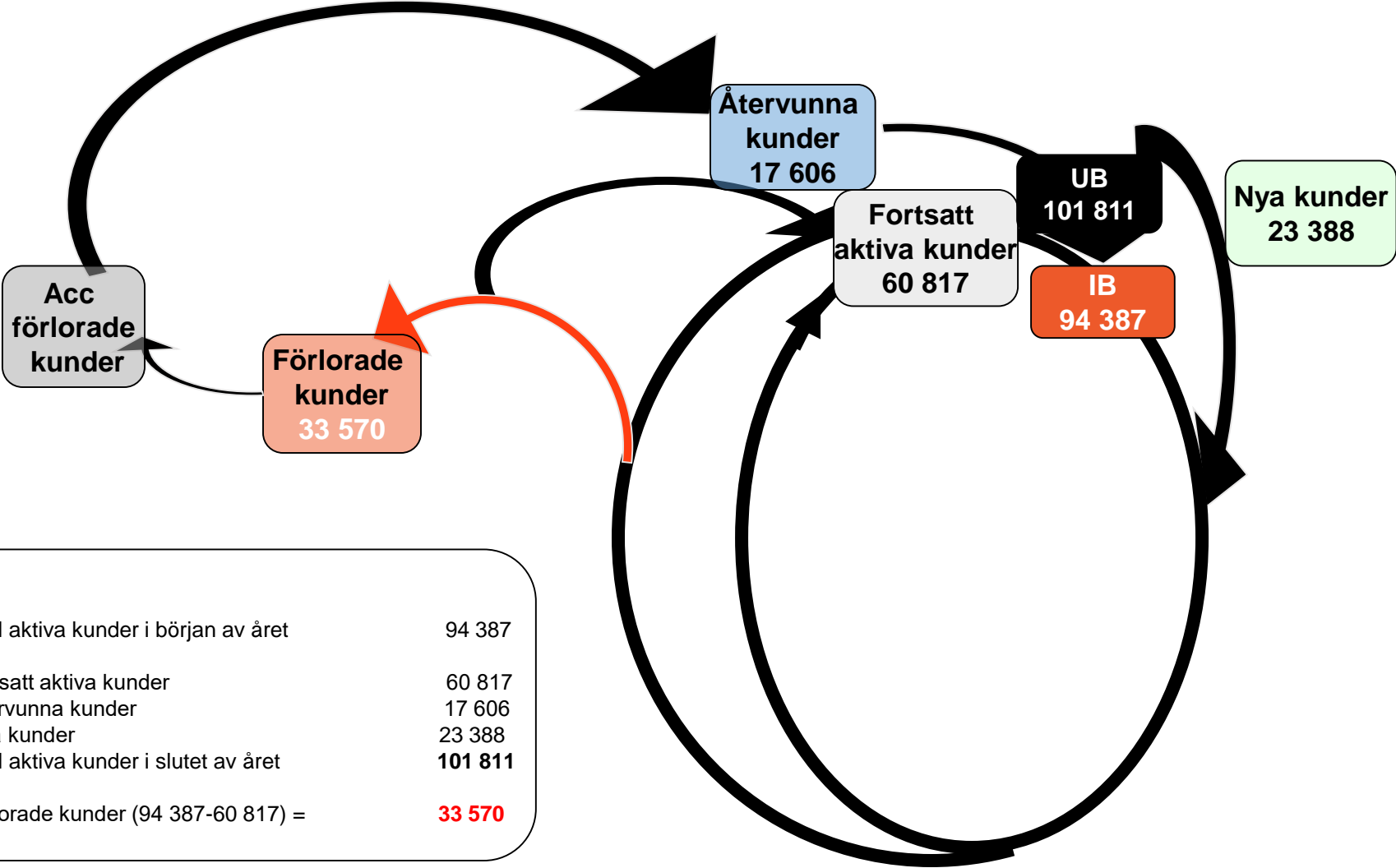
Customer portfolio value and CLV

Medlems-kategori	Medlemmar	Duration	Antal köp	Omsättning	Antal köp kund	Intäkt per köp	Intäkt per kund per år	CLV	CLV Index	Retention
Super 5%	5 091		38 626	61 738 655kr	7,59	1 598,37 kr	12 127 kr	106 196 kr	128,8	89%
		8,76								
Topp 15%	15 272		68 832	84 147 530kr	4,51	1 222,51 kr	5 510 kr	28 627 kr	34,7	81%
		5,2								
Mellan 50%	50 906		120 577	99 718 421kr	2,37	827,01 kr	1 959 kr	5 534 kr	6,7	65%
		2,8								
Botten 30%	30 542		40 075	12 090 788kr	1,31	301,70 kr	396 kr	824 kr	1,0	52%
		2,1								
	101 811	2,81	268 110	257 695 394kr	2,63	961,16 kr	2 531 kr	7 117 kr		64%

Värdet på kundportföljen

Kundkategori	Medlemmar	CLV per kund	CLV totalt
Super 5%	5 091	106 196kr	540 642 767 kr
Topp 15%	15 272	28 627kr	437 196 598 kr
Mellan 50%	50 906	5 534kr	281 701 853 kr
Botten 30%	30 542	824kr	25 172 843 kr
Total	101 811		1 284 714 061 kr

Customer flows

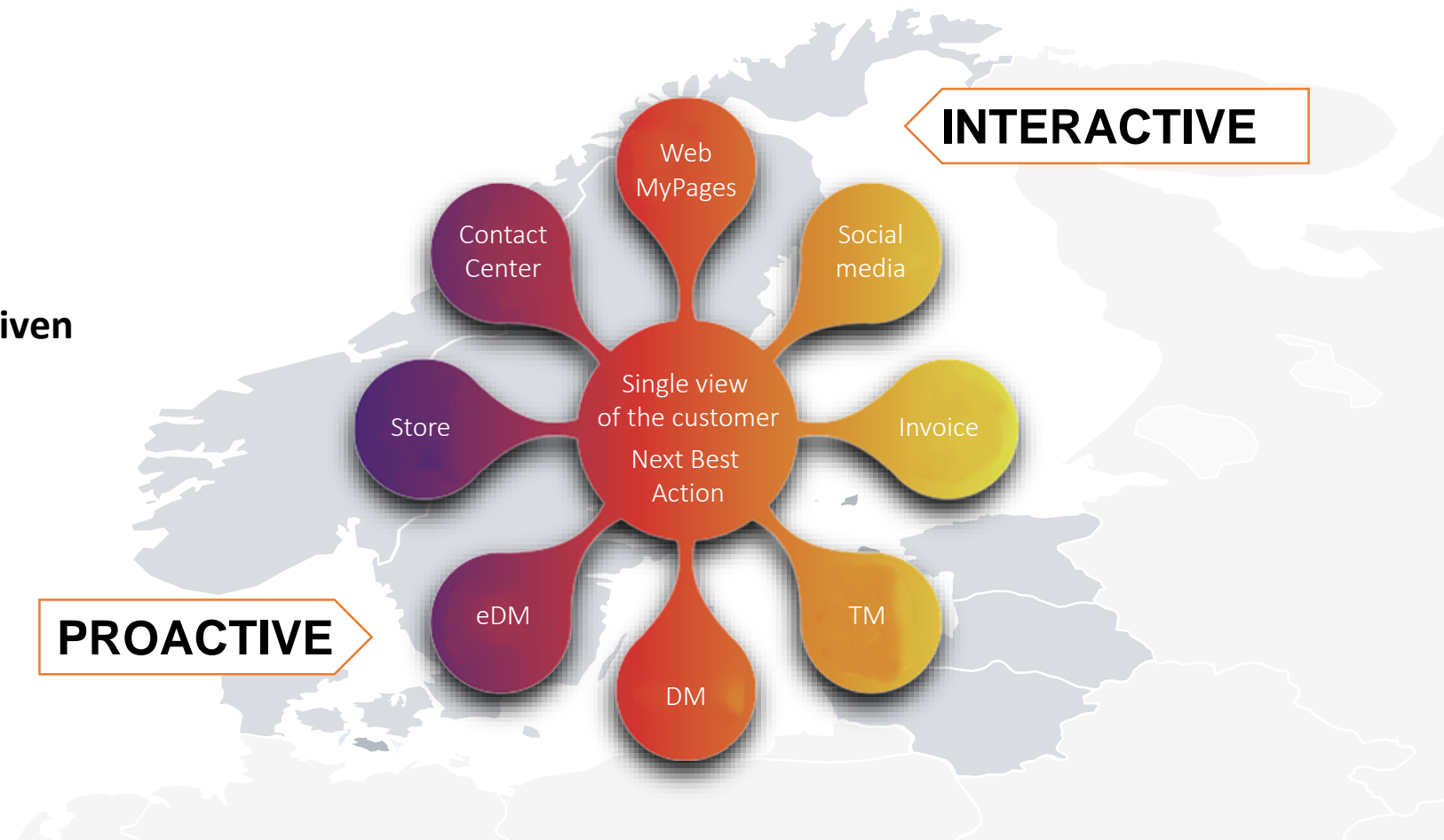


CVM - Global implementation of multichannel marketing automation for Next Best Action marketing

What is the best message for any customer at any given moment

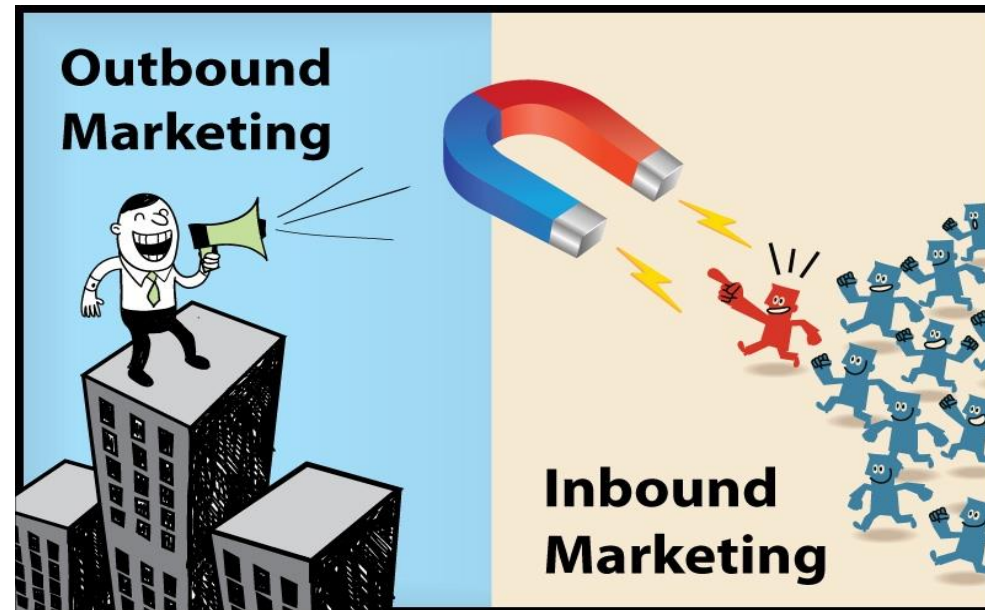
- Inbound
- Outbound

OFFLINE
ONLINE



The Case for Inbound Marketing

- The customer is actively engaged – by choice
- Customer needs are more transparent
- Turn every interaction into an opportunity
- The “right time” might be right this second



Gartner

“Inbound marketing techniques have about 10 times the response rate of non-targeted outbound campaigns.”

– Gartner, “Five Business Benefits to Be Gained From CRM Multichannel Campaign Management Inbound/Outbound Integration”, Adam Sarner, Gareth Herschel

Next best action Recommendations – inbound call center & web examples

The screenshot shows a CRM interface for Pitney Bowes. The account owner is Leah McIntosh. The 'Rekommendationer' (Recommendations) section is highlighted with a red box and contains the following items:

- Prepaid Tablet**: Check out our prepaid tablet offers.
- Free Tablet**: Spread the cost of your new tablet with a prepaid tablet subscription.
- Home Broadband**: As a mobile subscriber you can get up to 50% off on broadband cable subscriptions for at home.

The 'Rekommendationer' table below shows a list of recommendations with columns for 'Surfbånd', 'Status', 'Beskrivning', 'Nummer', and 'Slutdatum'.

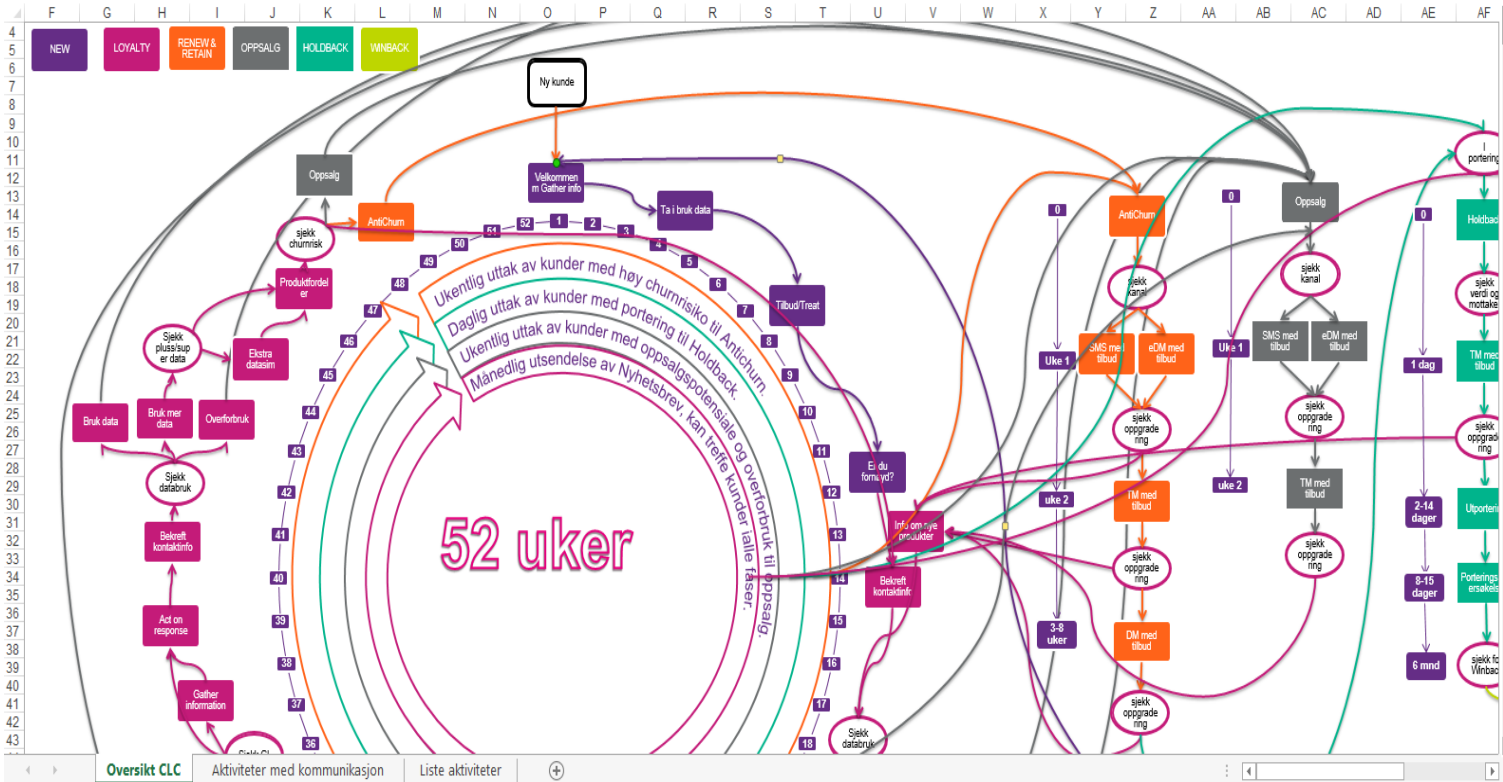
Surfbånd	Status	Beskrivning	Nummer	Slutdatum
Kundrekommendationer	Historik	Vill kund bli kontaktad senare? Klicka på i-hänappen för att spara ett lead		
		Kund har beställt Telia OPPEN FIBER. Fråga om kund har beställt tjänster till hemmet		
		Kunden KAN FA TV och bedöms sannolikt att köpa, gör behovsanalys och kolla intressen		
		Kund väntar på BYTT MOBIL NYLÖJEN, kolla om kunden är intresserad av något nytt slat eller annat TILLBEHÖR?	46702616717	
		Tipsa om att TELIA WIFI INGÅR i kundens abonnemang och att kunden kan surfa obegränsat i alla våra surfzoner		

VÅRA UTVALDA TIPS TILL DIG

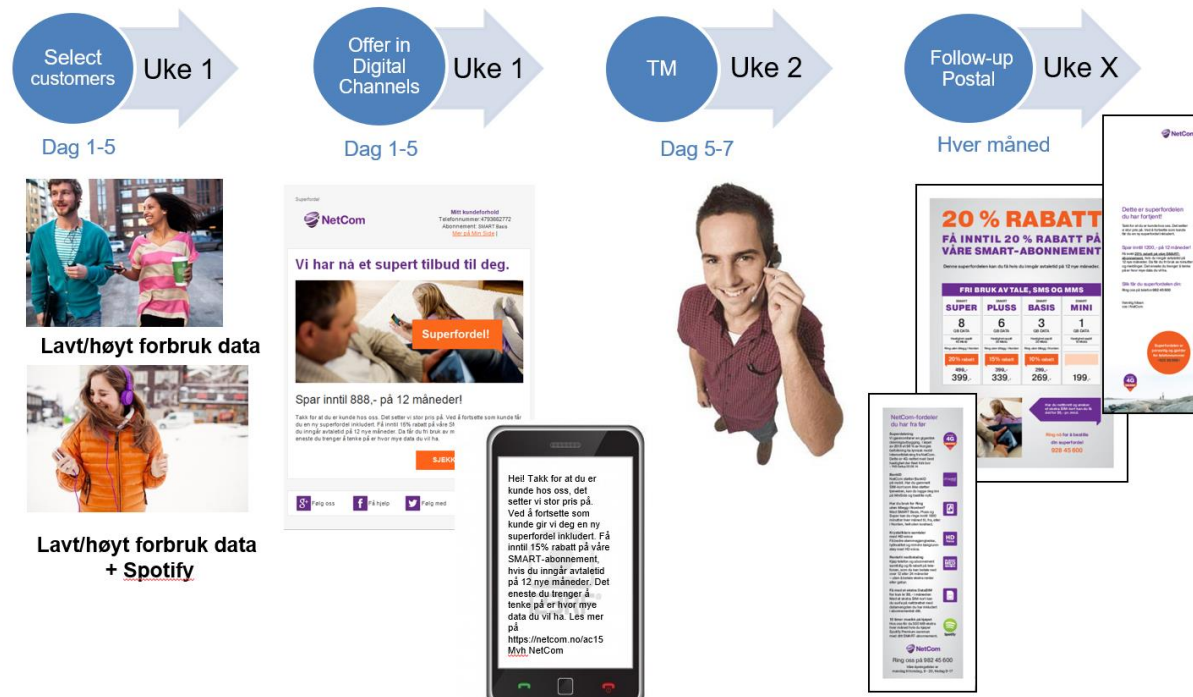
Three promotional banners are shown:

- Varsågod, testa det snabbaste vi har**: Testa vårt snabbaste bredband i 3 månader för bara 199 kr/mån. Routern som följer med ger dig ett riktigt bra wifi. [Beställ här >](#)
- Bli först med nya iPhone SE**: Nya iPhone SE bygger på en otroligt populär design som gjorts ännu bättre. Du får samma höga prestanda som i iPhone 6s men i en mindre lur och till ett lägre pris. [Förköp din iPhone här >](#)
- Behåll den surf du inte använt**: Vid varje månads slut kommer surfen du inte använt sparas i din surfpott. [Läs mer här >](#)

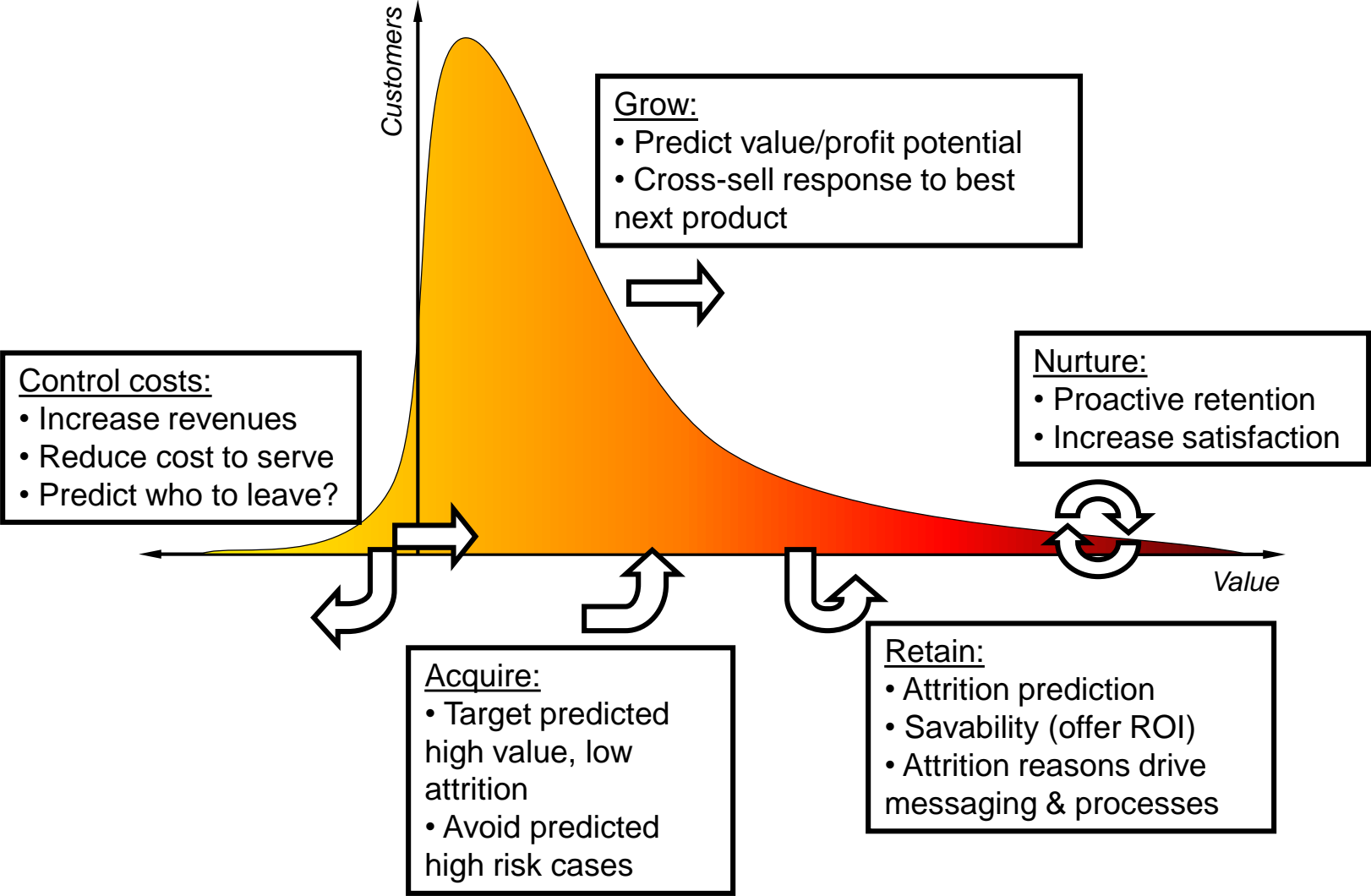
Outbound MA – example 52 weeks



Example Automated Antichurn process – multichannel, multiwave

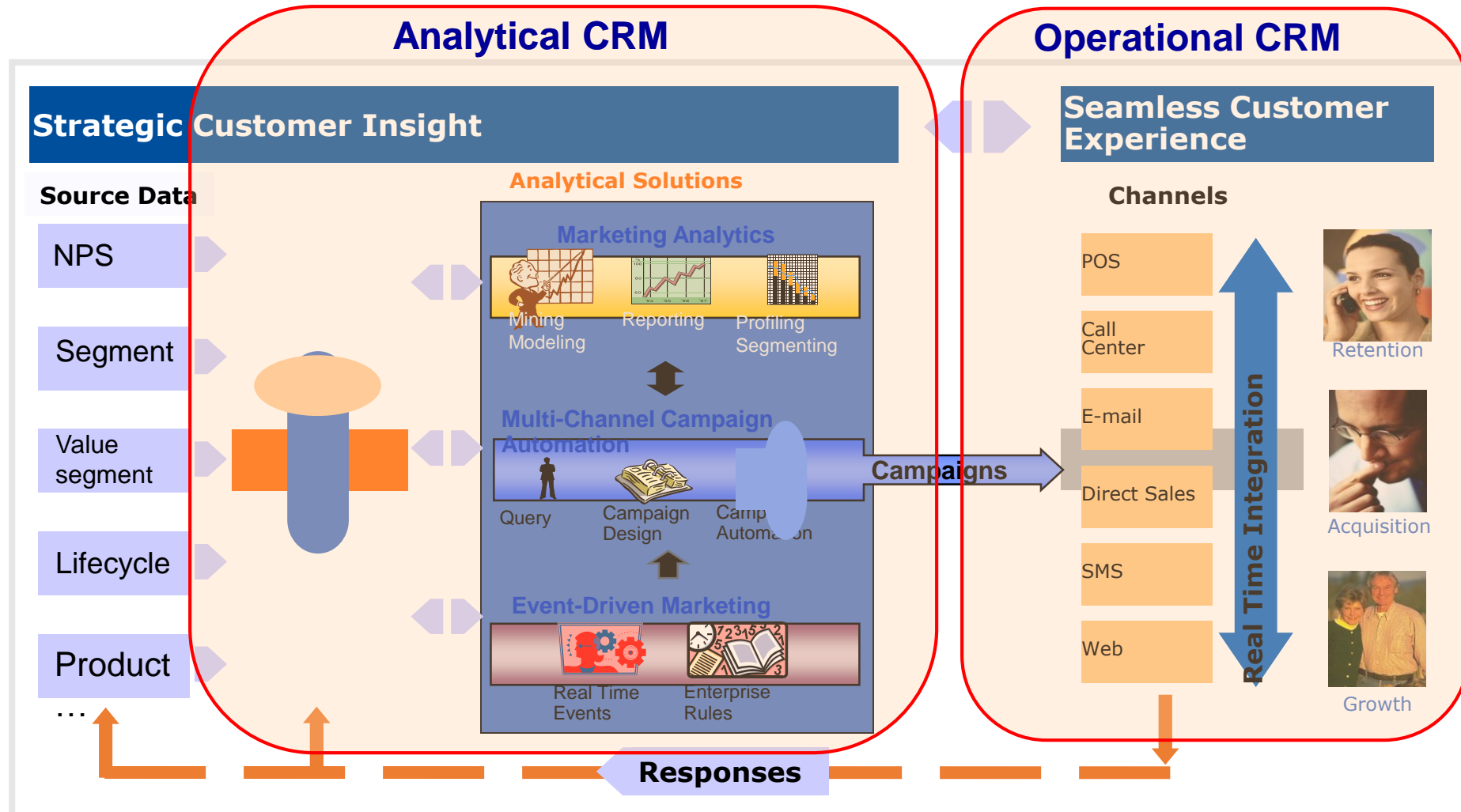


Next best action highly depending on Customer Analytics



Closing the loop!

Customer insight \Rightarrow Next Best Activity \Rightarrow Customer response



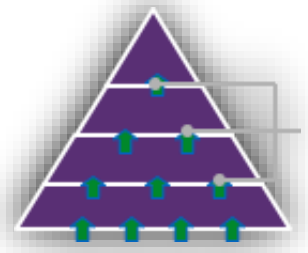
Remember - Four pillars to master

Customer
Lifecycle & Customer
Journeys



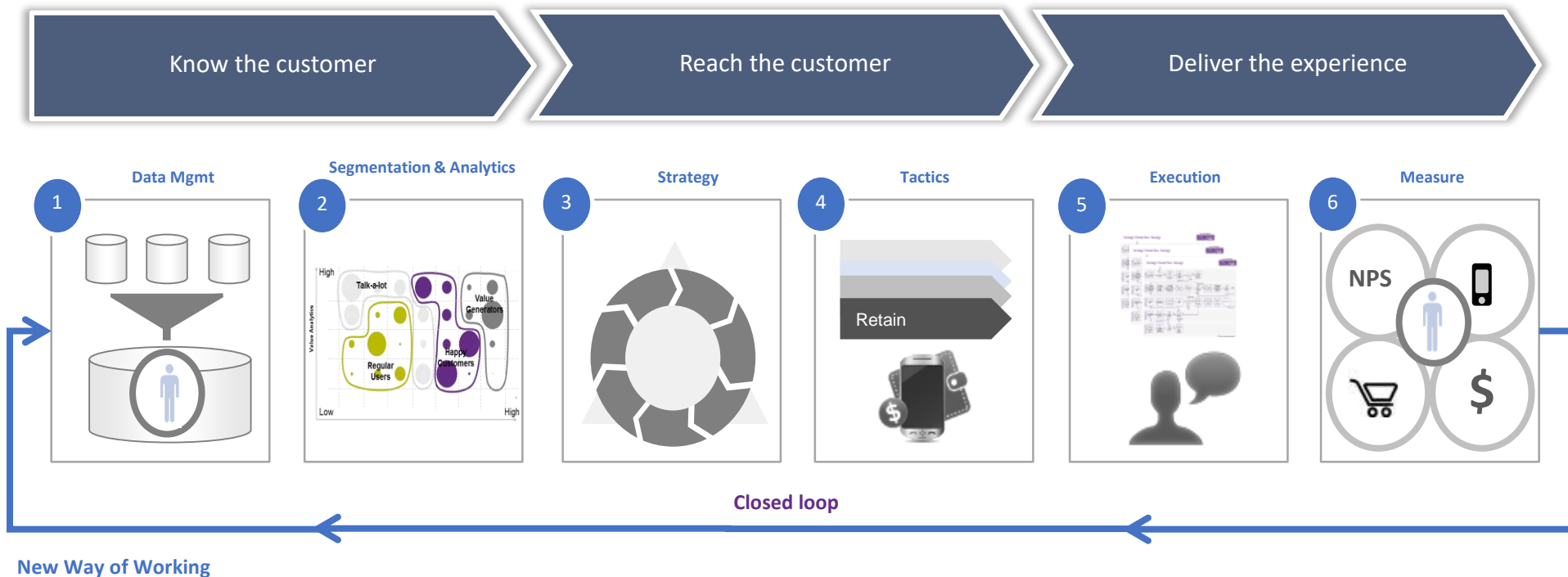
Advanced & Predictive Analytics

Multichannel Marketing Automation
Single Customer View
"Next Best Action"



Segmentation
Customer Strategy

CVM process fully automated



Challenges and Success Factors

- Engaging Vision, Anchoring top mgmt., Business case
- Program set up – MA/IT roadmap roll out, business activities
- Business driven – cooperation IT, channels
- Change management, new roles and competencies
- Customer lifecycle/journeys backbone
- Stamina – it never ends!



Reflektion

- Diskutera Utmaningarna med att skapa en engagerande vision för att få med alla
- Diskutera de "fyra pelarna" som metod och var ni ser de största utmaningarna för er

Magnus Söderlund, Professor Handelshögskolan och prisbelönad författare delar med sig om:

Kundlojalitet och kända forskningsresultat vad gäller effekter av Lojalitetsprogram/initiativ

Summering och uppgift till nästa gång

- Läs igenom alla presentationer från idag – backspegel
- Fundera på hur ni kan vässa er strategi utifrån ”Målsättning och grundpelare” - backspegel
- Läs på inför besök SKI – kommer i mailen
- Läs på utdrag ur ”The Loyalty Effect” om CLV, retention, mm
- Enkäten- några svar saknas

Thank you!



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