



Certified CRM & Loyalty Manager



Dag 2. Allt börjar med kunden

- Kundinsikt, Customer Experience och kundstrategier / customer value management



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Camilla Cramner

Välkomna till Dag 2!



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



Gästföreläsande experter:





Dag 2. Allt börjar med kunden

- Kundinsikt, Customer Experience och kundstrategier / customer value management

✓ Kartlägg din kundrelation

- Vad driver nöjdhet och lojalitet och hur kan du påverka? (SKI)

- Customer Experience och Net Promotor Score (NPS)

✓ Kunddriven affärsutveckling - case

✓ Kundbas och målsättning

✓ Segmenteringsmodeller och customer lifetime value

✓ Kundstrategi och differentierat erbjudande

Agenda fm



08.30-08.50	Frukost
08.50-09.20	Backspegel & Reflektion på Dag 1
09.20-10.15	Kundbas & Målsättning; "The Loyalty Effect" Customer Lifetime Value beräkningar och Kund KPIer
10.15-10.30	KAFFE
10.30-12.30	Johan Parmler, VD SKI: Strategisk lojalitet, vad driver lojalitet/nya drivkrafter, mätningar, vad gör de bästa, koppling finansiell performance, kunddriven affärsutveckling - CASE
12.30-13.30	LUNCH

Agenda em



13.30-14.00

forts Redovisning Case

14.00-14.45

Kundstrategi/segmentering, Differentierat erbjudande

14.45-15.00

KAFFE

15.00-16.45

Camilla Lif om Customer Experience & Customer Journey mapping. Vi får ta del av Camillas verktygslåda om detta holistiska sätt att se på kundupplevelse utifrån och in.

16.45-17.00

Summering och uppgift till nästa gång



Backspegel och Reflektion



Dag 1. Helhetsbild CRM & Lojalitet

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

- ✓ Introduktion / Syfte med utbildningen / Certifiering / Vem är vem
- ✓ Omvärld & Kunder - Varför blir CRM & Lojalitet allt viktigare?
- ✓ Begrepp och definitioner – vad är vad och hur hänger de ihop? T. ex. CRM, CLM, CVM, CEM/NPS
- ✓ CRM Barometern – Svenska företag och deras CRM arbete
- ✓ Övergripande målsättning och nyckeltal
- ✓ Grundpelarna i CRM och lojalitetsarbetet
- ✓ Kundlojalitet och kända forskningsresultat vad gäller effekter av lojalitetsprogram / initiativ

Summering och uppgift till idag

- 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
- (NPS benchmark report utskickad)

Recap från förra gången

Trends Market & Customers - 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.



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

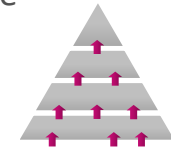


- Business process to leverage CRM technology investment
- Clear tracking of where in the lifecycle the customer is triggering treatments, Next Best Activity. Strategies per CLC phase

- Customer KPIs per CLC Phase
- CLC Campaign Reporting

CVM Customer Value Management

2015

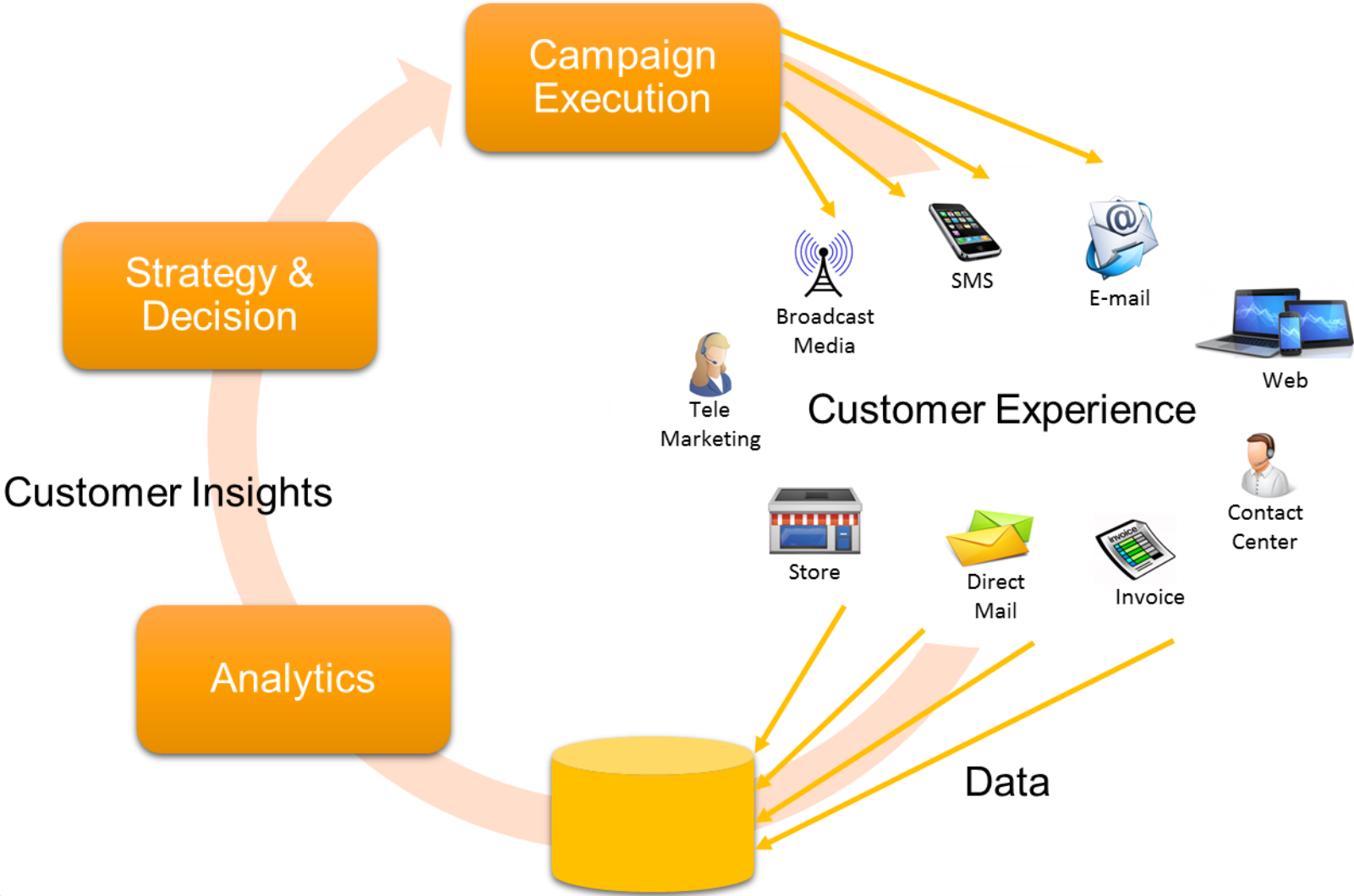


- Customer value segmentation, requires Customer ID
- Strategies per value segment
- CLC treatments should include customer value data
- Data, analytics, IT heavy – enabling real time decisioning omnichannel and Next best action

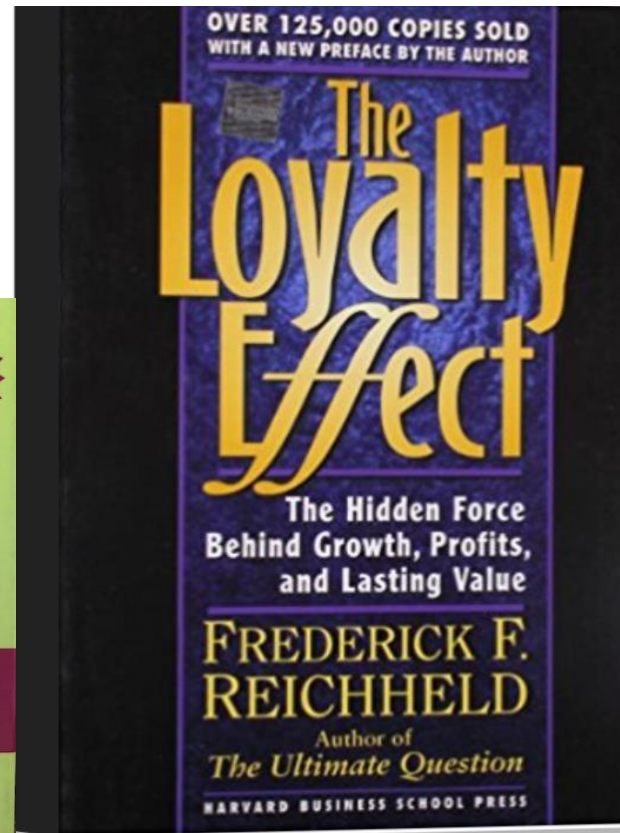
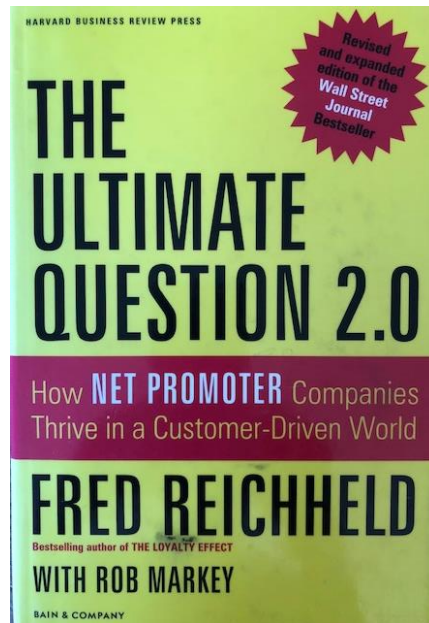
- CLV
- Individual customer profitability

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

CRM/CVM needed to deliver relevant customer interactions




Customer Loyalty



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**.



Vad tycker
kunderna är bra
kundupplevelse?



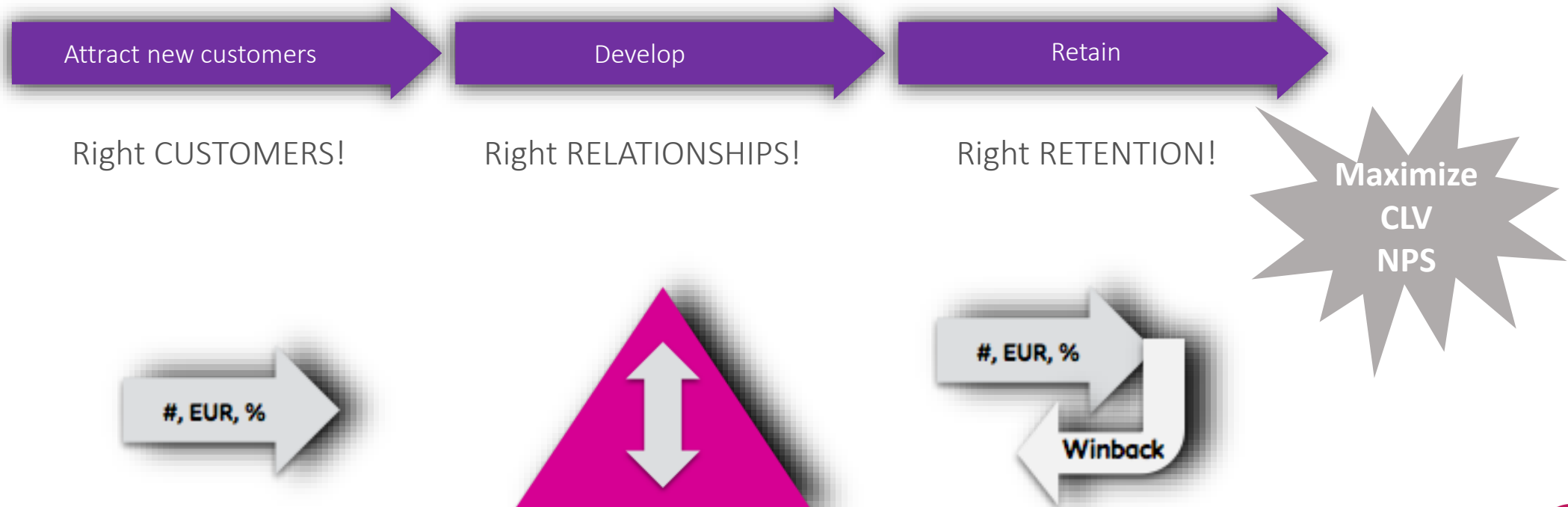
“vet inte....”



“Jag förväntar mig att de ska förutse och lösa mina problem. Och jag som lojal kund ska få de bästa erbjudandena.”

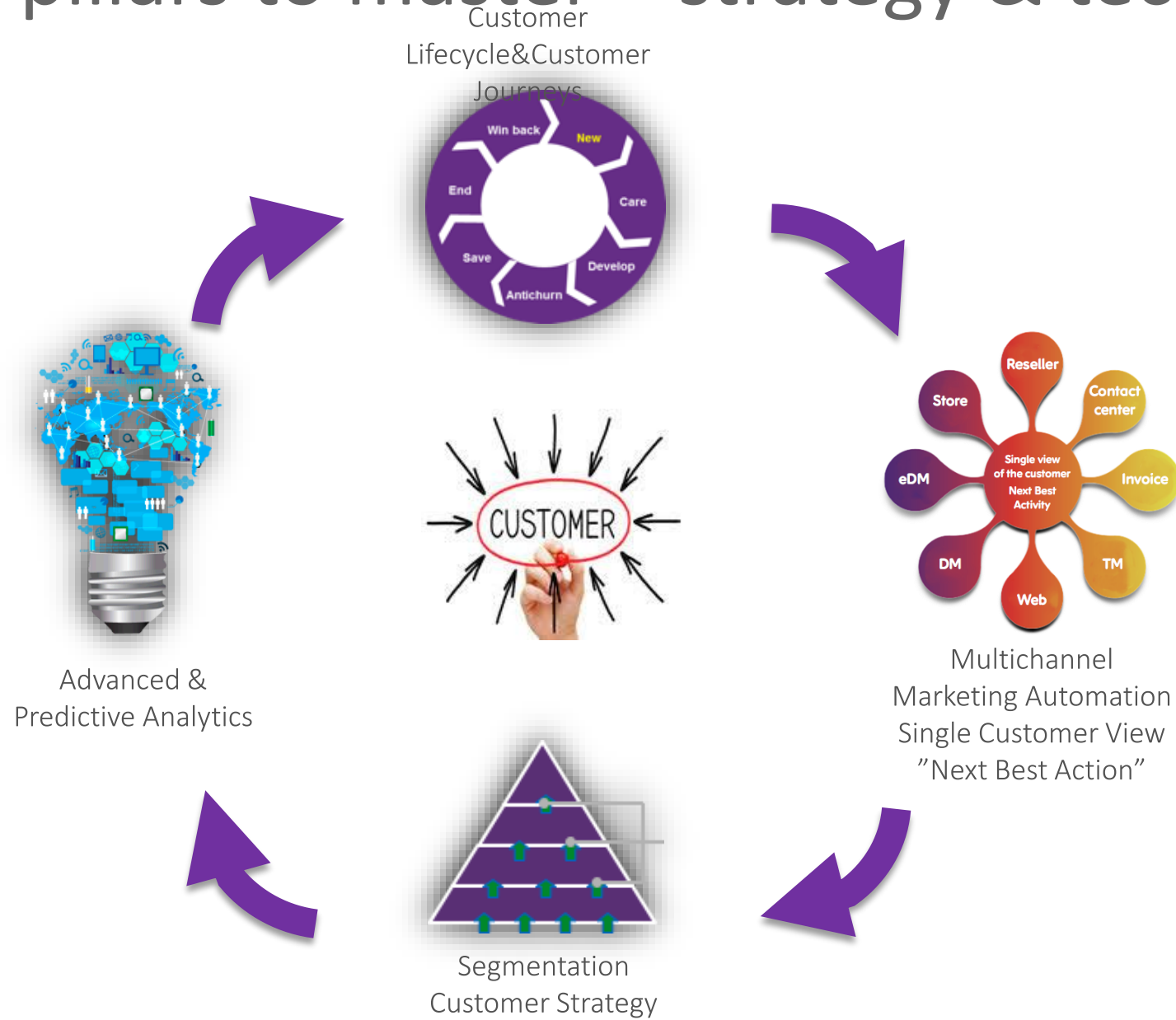
Customer Value management – on the customer's terms

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



Four pillars to master – strategy & tech

WHAT



1.

Lojalitet?

2.

Effekter av lojalitetsprogram på lojalitet

3.

Andra effekter av lojalitetsprogram

En kund kan uppvisa beteendelojalitet
genom flera **olika** beteenden

- Tidsutsträckning
- Frekvens
- Volym
- Djup
- Kundandel

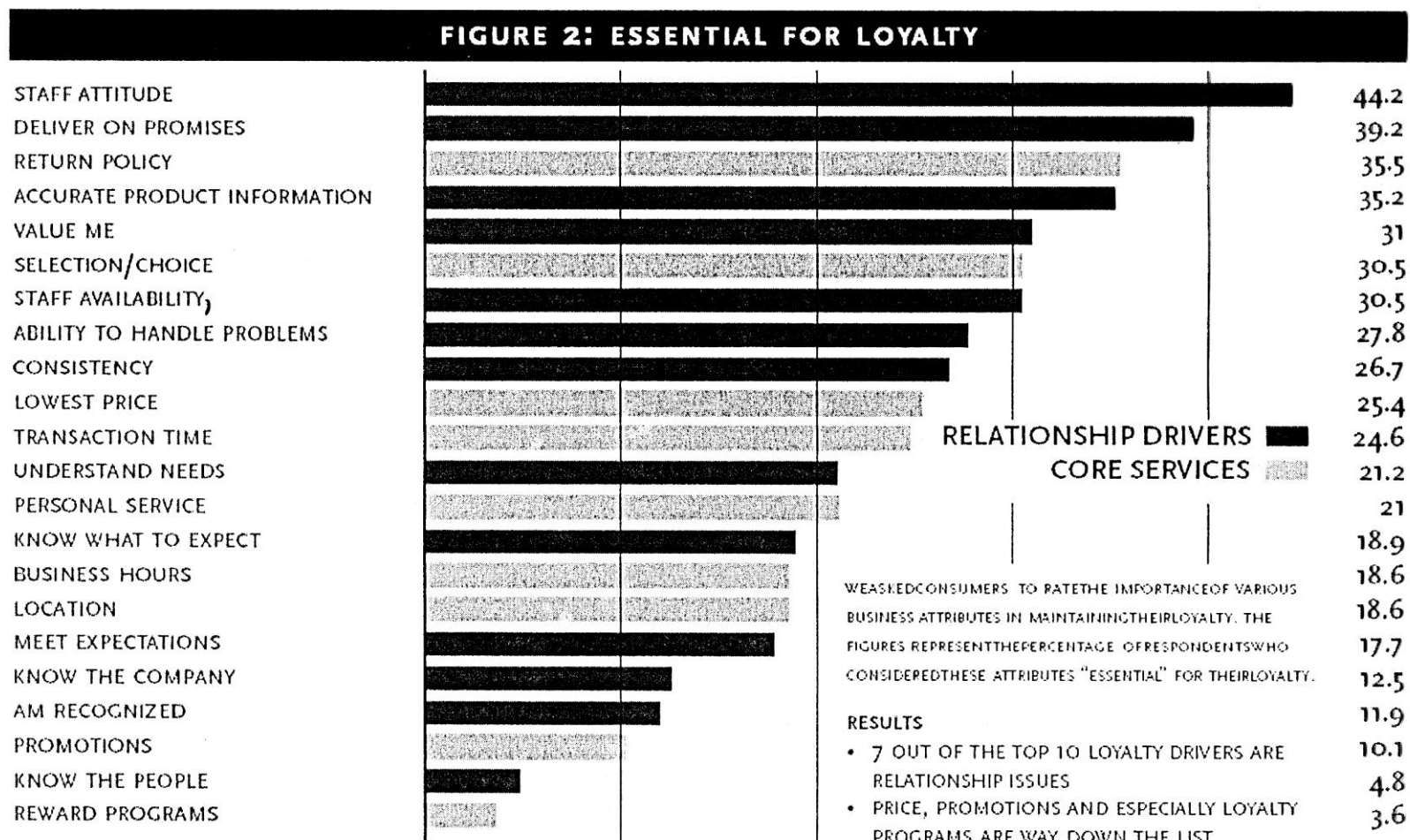
Does membership in a loyalty program affect customer behavior?

Study A Membership: 2,2 % increase in customer share,
(the more memberships, the weaker the effect)

Study B Membership: 4 % increase in customer share,
163 euro increase in volume per year
(largest effect on those who had no other membership)

Study C Membership: no impact on heavy buyers,
100 % increase in frequency on low volume buyers (final frequency: 3.73 times per year)

B. Essential Components for Loyalty

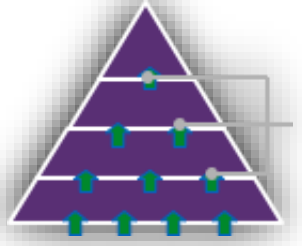




- Customer database for direct communication
- Analysis of customer behavior ("Big Data")
- "Mere membership" effect

Reflektera kort med grannen

- Vad tog ni med er från förra gången?
- Har ni - Funderat på hur ni kan vässa er strategi utifrån "Målsättning och grundpelare" - backspegel

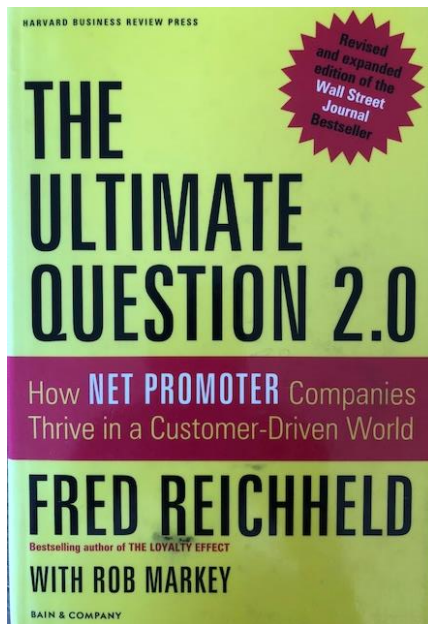


“The Loyalty Effect”

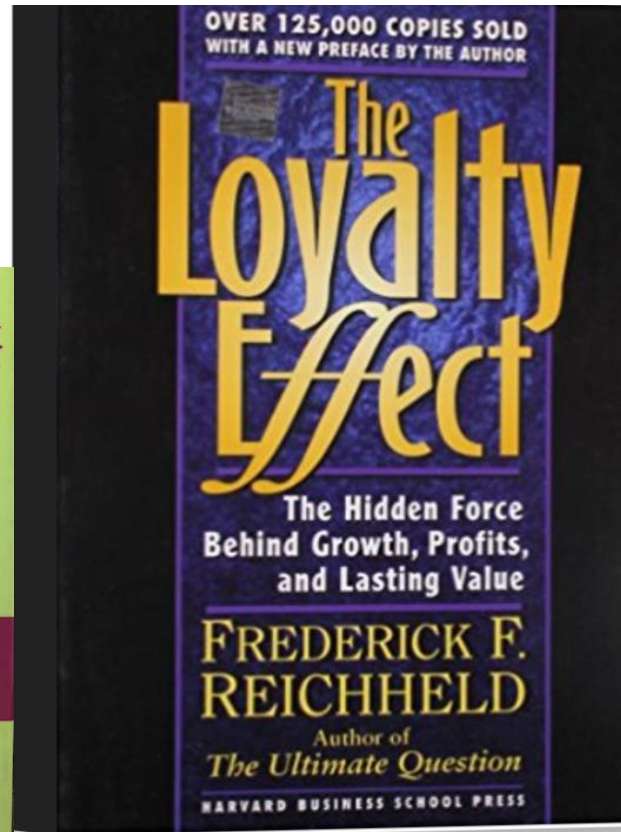
Kundbas och målsättning –
Customer Lifetime Value och kund KPI'er

The Loyalty Effect – let's review the effects..

leads us to setting the right goals and KPIs



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**.

Målsättning med CRM & Lojalitetsarbetet

Vi vill att kunderna

- Stannar längre (retention)
- Köper mer (cross and up sell)
- Rekommenderar oss (NPS)



Strategiska kund KPI'er: Customer Lifetime Value & NPS/SKI

To manage Customers as assets you must be able to value them as assets.



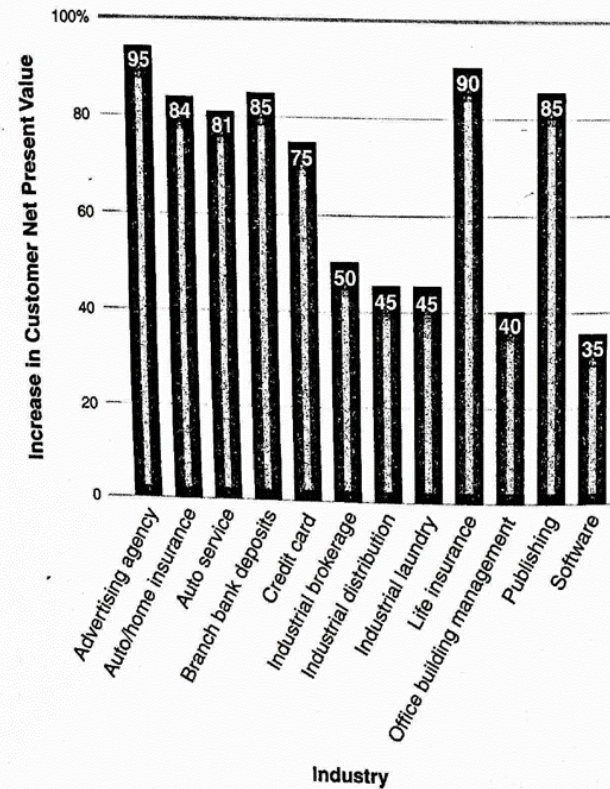
This means you must be able to quantify and predict customer duration and customer lifecycle cash flow.

The Loyalty effect – a 5% increase in retention rate can increase CLV up to 95%



“Most companies don’t distinguish between sales Revenues from brand-new customers and sales Revenue from long-term, loyal customers, because They do not know or care that it costs much more To serve a new customer than an old one. “

Figure 2-1 Impact of a 5-Percentage-Point Increase in Retention Rate on Customer Net Present Value



Retention rate vs Churn rate



- Retention rate = % of customers that are still with the company
- Churn rate = the inverted retention rate. 80% retention is same as 20% churn
- A customer can churn on a product but still be retained as a customer

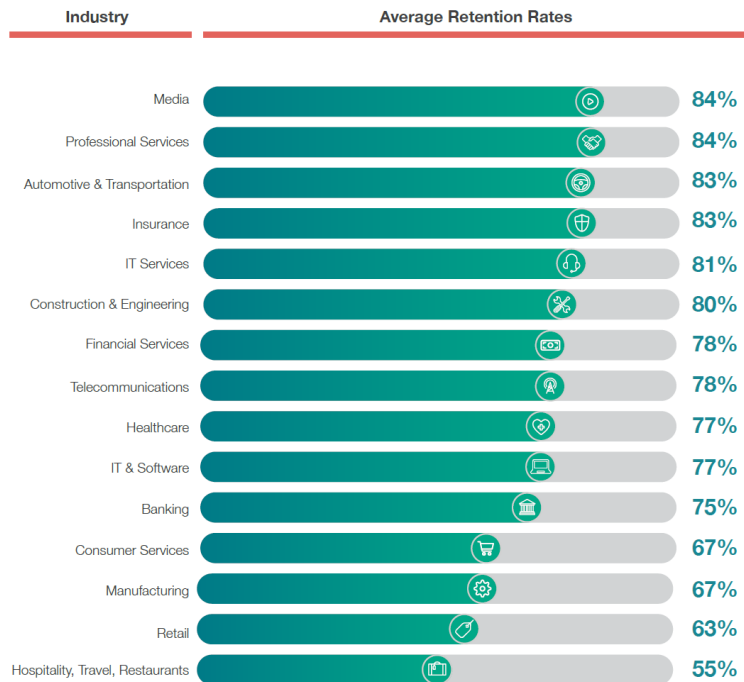
Recommended to be measured on a monthly basis/quarterly/yearly basis

Retention rate-unknown to 32% of senior mgmt

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.

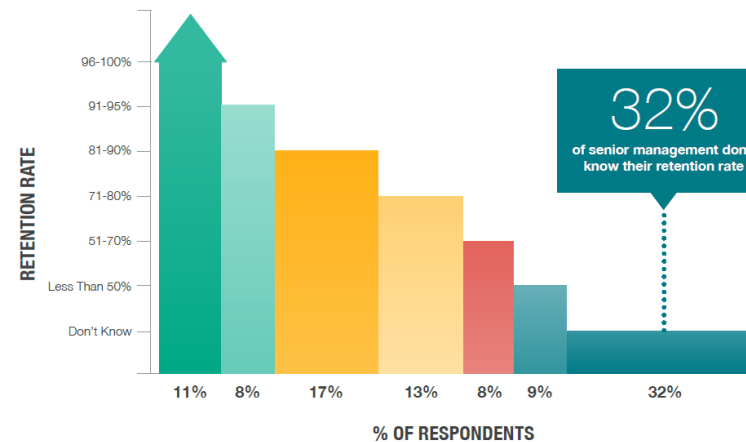


MEASURING RETENTION IS IMPERATIVE

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



Example from the book The Loyalty effect – Retention rate - the leaking Customer bucket



Company 1: the leak in the bucket is 5%
Per year. Acquisition new customers : 10%
Net growth 5% per year

Company 2: the leak in the bucket is twice as
large, 10% per year. Acquisition new customers.
10%. No growth.

RESULT: Company 1 will double in size over 14 years while
Company 2 will have no growth.

Why Loyal Customers are more profitable

Customer lifecycle profit pattern.

Per Customer growth tend to accelerate over time. Examples:

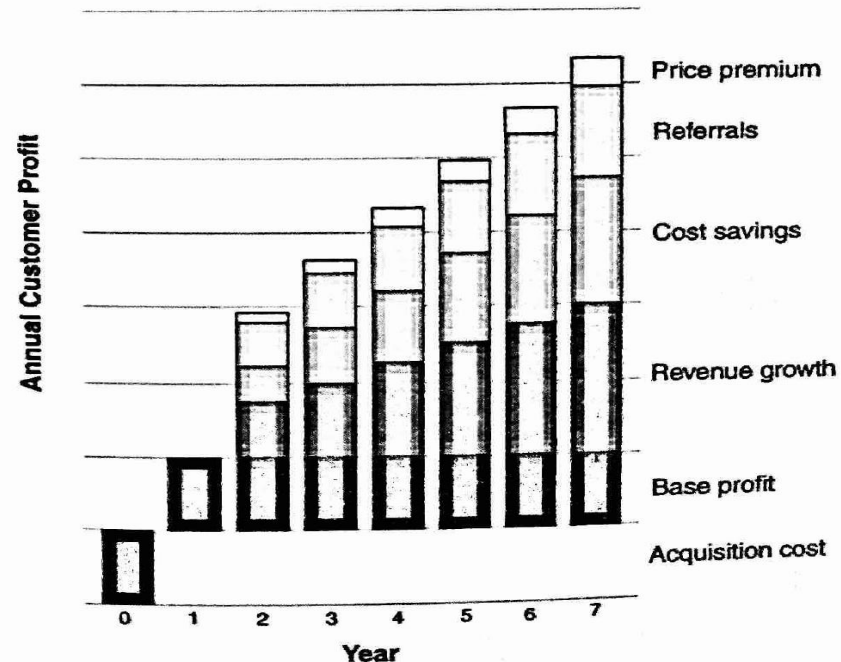
-*Retail*: the man buying shirts discover you sell shoes.

-*Auto services*: from wheel alignment to tune-ups and tires. Average annual revenue/customer triples between first and fifth year.

-*Personal insurance*: adding policies, at Northwest Mutual 55% of new sales come from existing base.

Defection rates higher early in CLC – in first two years defection rate 2-3 times higher.

Figure 2-3 Why Loyal Customers Are More Profitable

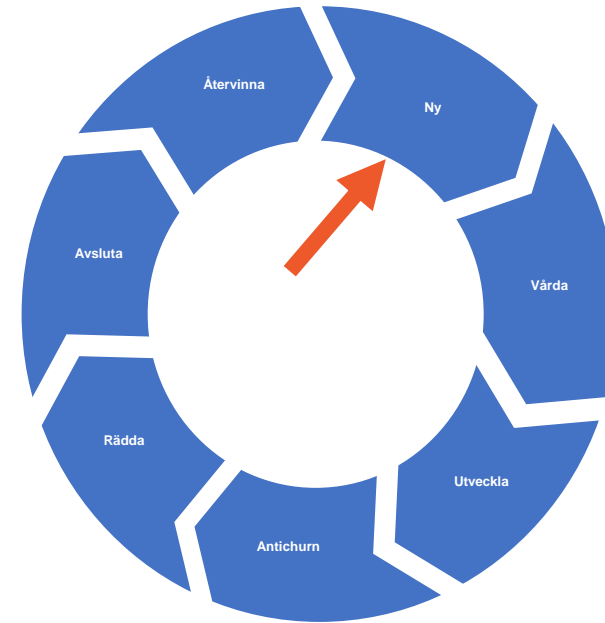
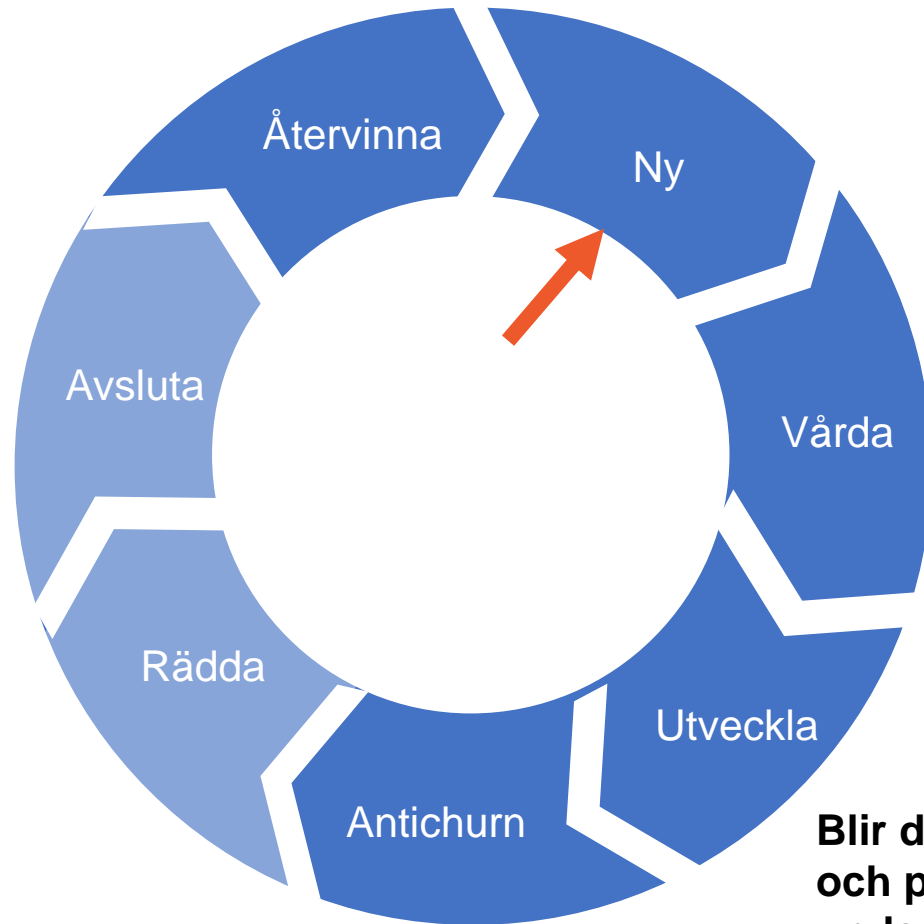


Advice: Manage the Customer lifecycle

- Use rewards and pricing To encourage customers to consolidate their business.
- Use the Customer lifecycle as a toolbox to drive behavior



Customer Lifecycle vs Product Lifecycle



Köper sitt första mobil – abonnemang hos operatören A.

Blir därmed en ny kund hos operatören och placeras därmed i nykundsfasen under 3 månader.

Customer Retention rate and Customer Duration

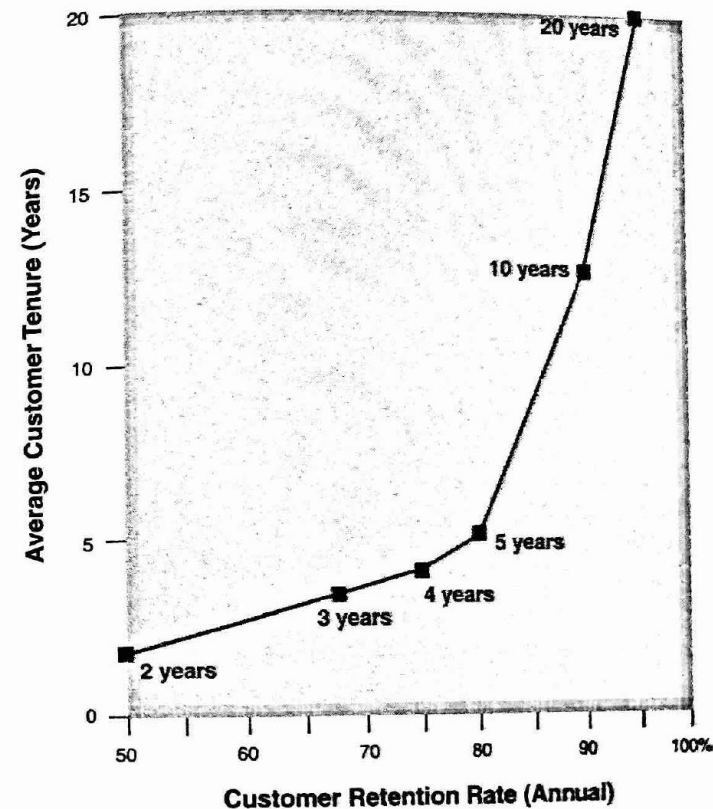
Customer Retention and Duration

To calculate the duration/tenure take the number of lost customers in one year and divide by the customer base number you began with ($200/1000$ =one fifth or 20%). Second step: one-fifth is inverted to 5 over 1 = 5 years.

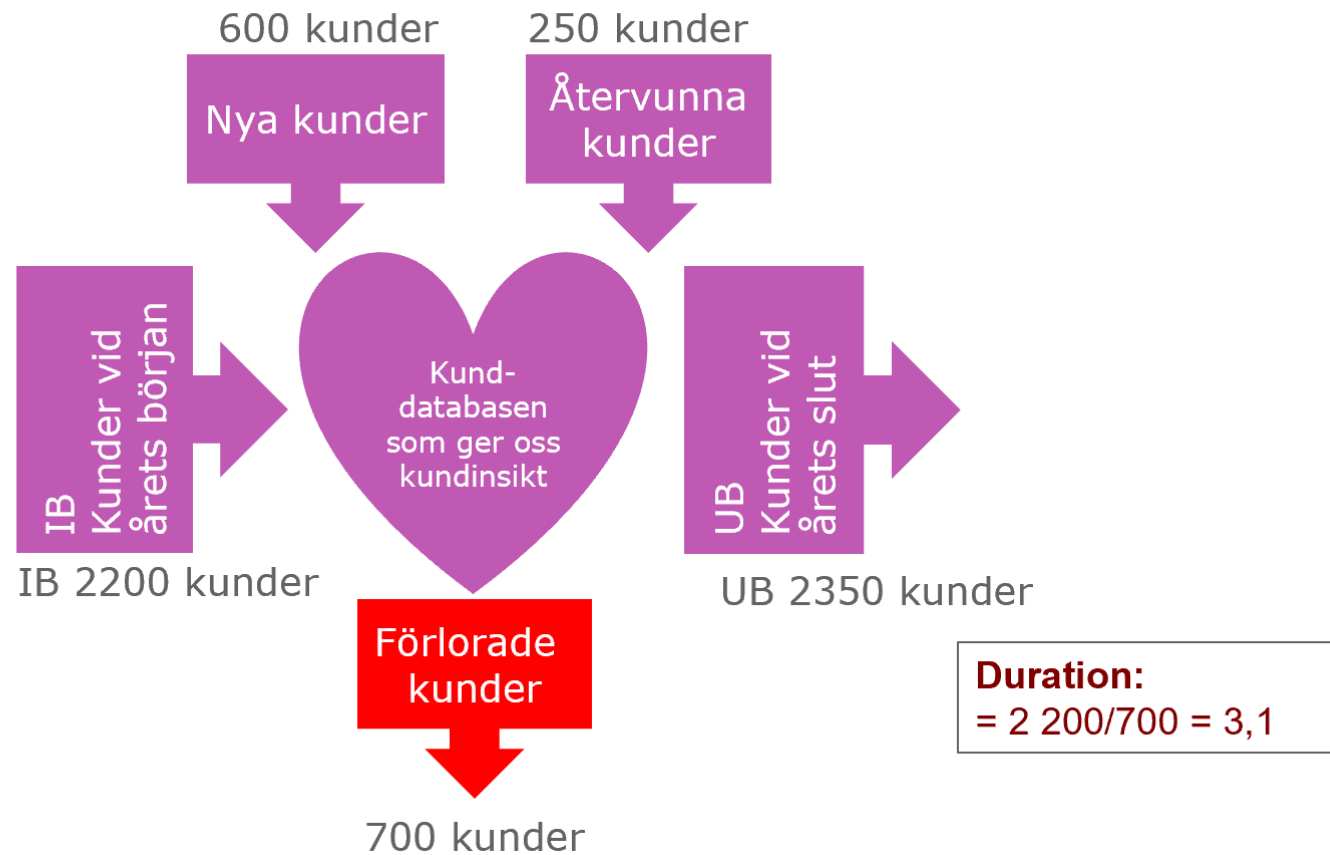
- If you lose 20% customers per year your average duration is 5 years and your retention 80%.

Small increases in retention rate, especially at 80% and higher, compound into substantial changes in tenure.

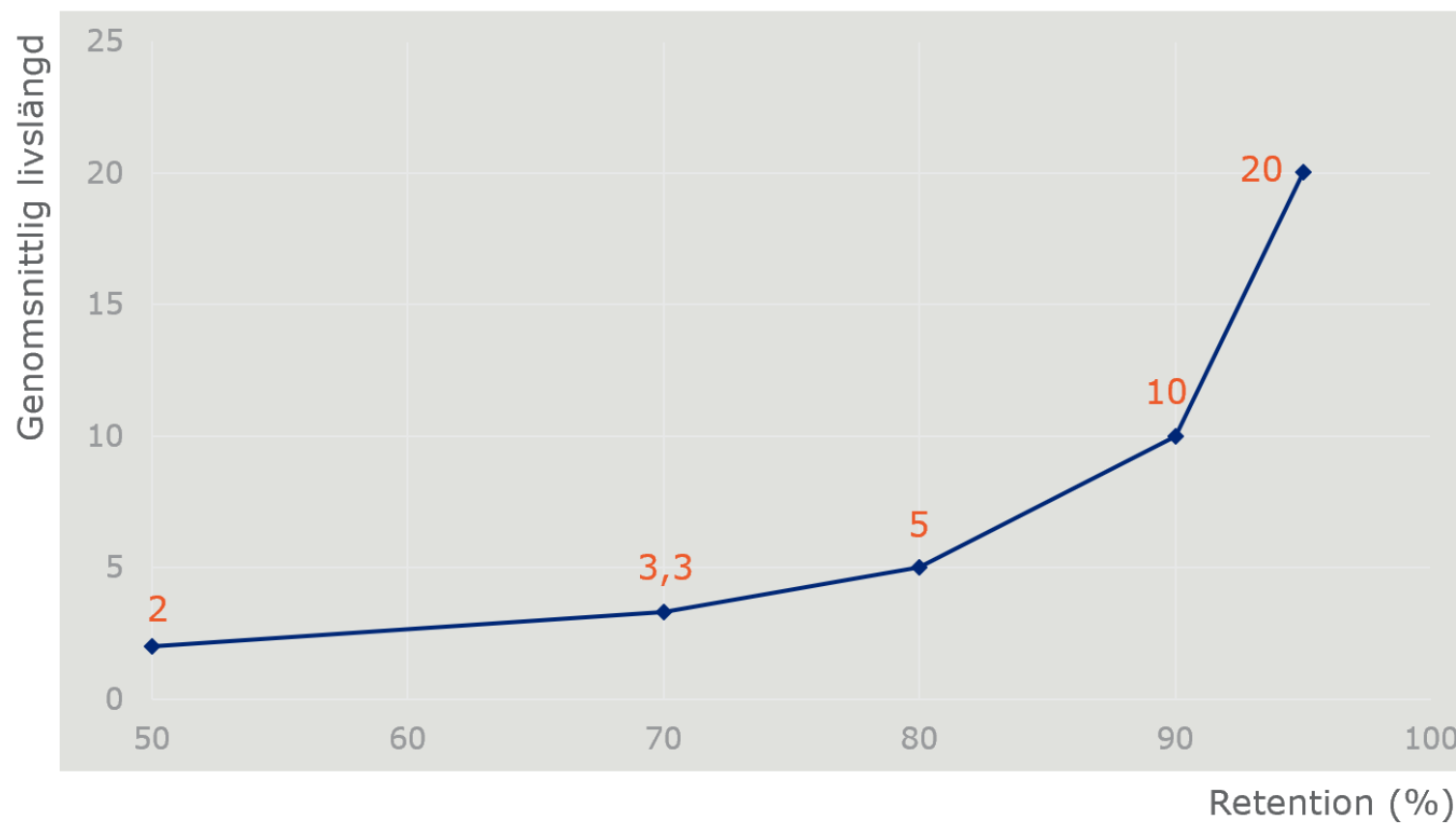
Figure 2-5 Relationship Between Customer Retention Rate and Customer Duration



Exempel - Hur beräknar vi durationen?

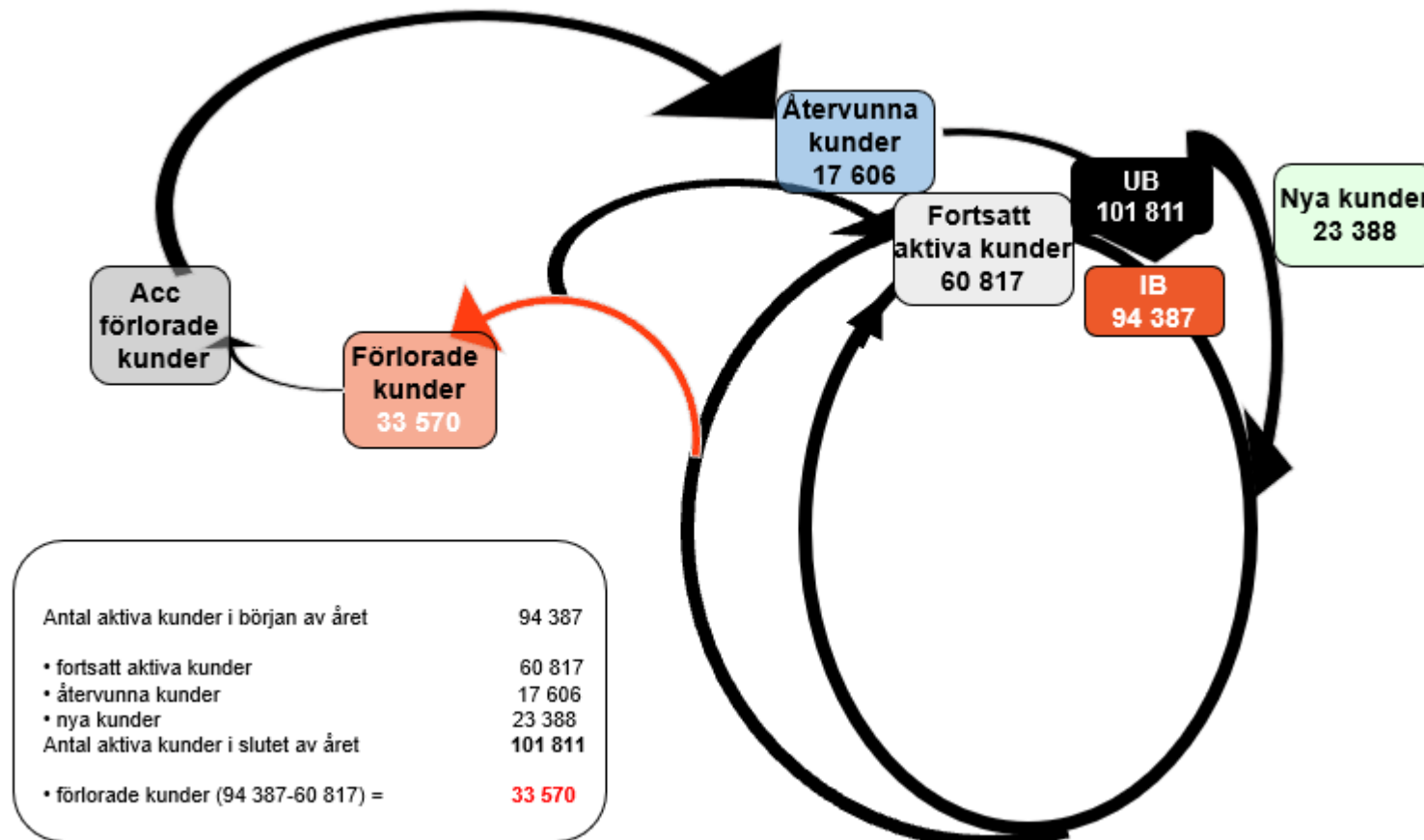


Retention (återköpsgrad) och duration (livslängd)



Customer flows - få grepp om Kundflödena

Nya, Fortsatt aktiva(retention), förlorade, återvunna



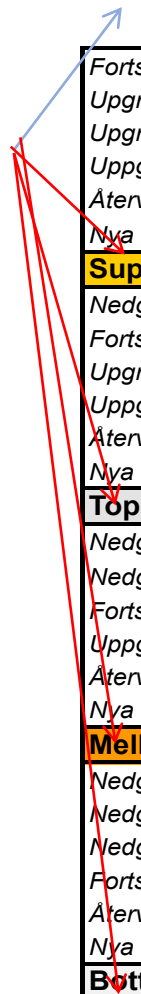
Customer Flows between value segments

F12

Kunder	Antal köp	Omsättning
4 720	35 239	57 411 588kr
14 158	62 949	76 432 835kr
47 194	111 596	88 757 383kr
28 315	38 150	10 566 154kr
94 387	247 934	233 167 960kr

S12

	Kunder	Antal köp	Omsättning	
Fortsatt aktiva - Super 5%	1 050	11 229	14 743 845 kr	14 042 kr
Upgradering - Top 15%	1 144	9 776	13 625 342 kr	11 910 kr
Upgradering - mella 50%	1 240	8 947	14 357 412 kr	11 579 kr
Uppgradering-Botten 30%	295	1 895	3 359 976 kr	11 390 kr
Återvunna	402	1 897	4 463 065 kr	11 102 kr
Nya	960	4 882	11 189 015 kr	11 655 kr
Super 5%	5 091	38 626	61 738 655 kr	12 127 kr
Nedgradering - Super 5%	1 297	7 913	7 541 385 kr	5 814 kr
Fortsatt aktiva - Top 15%	2 913	16 423	16 360 635 kr	5 616 kr
Upgradering - Mellan 50%	4 753	23 032	25 918 292 kr	5 453 kr
Uppgradering- Botten 30%	1 414	6 097	7 638 275 kr	5 402 kr
Återvunna	1 607	5 185	8 660 955 kr	5 390 kr
Nya	3 288	10 182	18 027 988 kr	5 483 kr
Topp 15%	15 272	68 832	84 147 530 kr	5 510 kr
Nedgradering - Super 5%	1 494	4 488	3 318 635 kr	2 221 kr
Nedgradering - Top 15%	5 529	16 812	11 879 925 kr	2 149 kr
Fortsatt aktiva - Mellan 50%	16 200	44 062	32 368 584 kr	1 998 kr
Uppgradering - Botten 30%	7 129	17 612	13 364 190 kr	1 875 kr
Återvunna	8 567	15 856	15 748 194 kr	1 838 kr
Nya	11 987	21 747	23 038 893 kr	1 922 kr
Mellan 50%	50 906	120 577	99 718 421 kr	1 959 kr
Nedgradering - Super 5%	340	519	140 971 kr	415 kr
Nedgradering - Top 15%	1 847	2 667	767 805 kr	416 kr
Nedgradering - Mellan 50%	8 295	11 481	3 345 222 kr	403 kr
Fortsatt aktiva - Botten 30%	5 877	8 145	2 236 881 kr	381 kr
Återvunna	7 030	8 514	2 721 190 kr	387 kr
Nya	7 153	8 749	2 878 719 kr	402 kr
Botten 30%	30 542	40 075	12 090 788 kr	396 kr
Förlorade - Super 5%	539	6 031 206	6 031 206 kr	11 190 kr
Förlorade Top 15%	2 725	14 053 033	14 053 033 kr	5 157 kr
Förlorade - Mellan 50%	16 706	29 162 765	29 162 765 kr	1 746 kr
Förlorade - Botten 30%	13 600	4 878 755	4 878 755 kr	359 kr
Lost	33 570	54 125 759	54 125 759 kr	
Totalt aktiva	101 811	268 110	257 695 394 kr	2 531 kr



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%

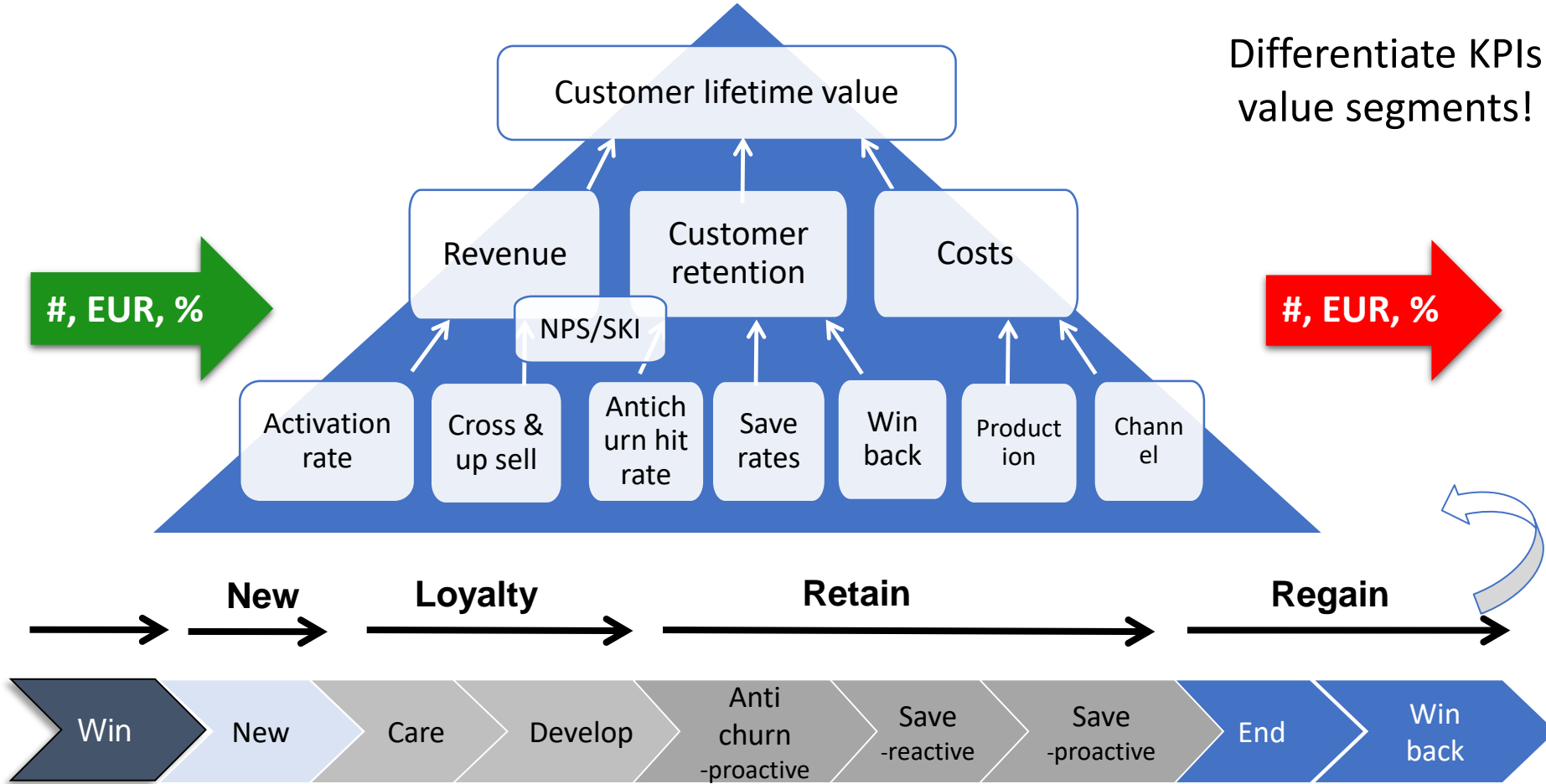
Värdet på kundportföljen

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

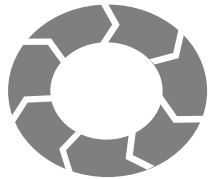
Customer Portfolio value subscription based -including NPS/SKI

Segment	Customers	Revenue/ Customer	Products/ customer	Duration	SKI	NPS	CLV index	CLV Total	Retention rate
Top	137 000		2.0						
Mid	205 000		1.5						
Low	342 000		1.0						
Total	684 000								

Strategic and operational KPI's -using the customer lifecycle to drive value



Differentiate KPIs by at least value segments!



What's a Customer Worth?



Summary

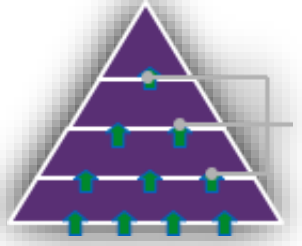
- To manage customers as assets you must be able to value them as assets and predict customer lifetime value (customer duration and customer lifecycle cash flow).
- Retention rate is critical and an increase of 5% can increase the value of an average customer by 25-100%; base profits, revenue growth by customer, cost savings, referrals, price premium.
- Defection rate (Churn) is 2-3 times higher in first two years.
- MANAGE the Customer Lifecycle (CLC) proactively to create growth – use rewards and pricing as incentives. CLC is different from Product lifecycle (PLC)!

KPI-Kaffe



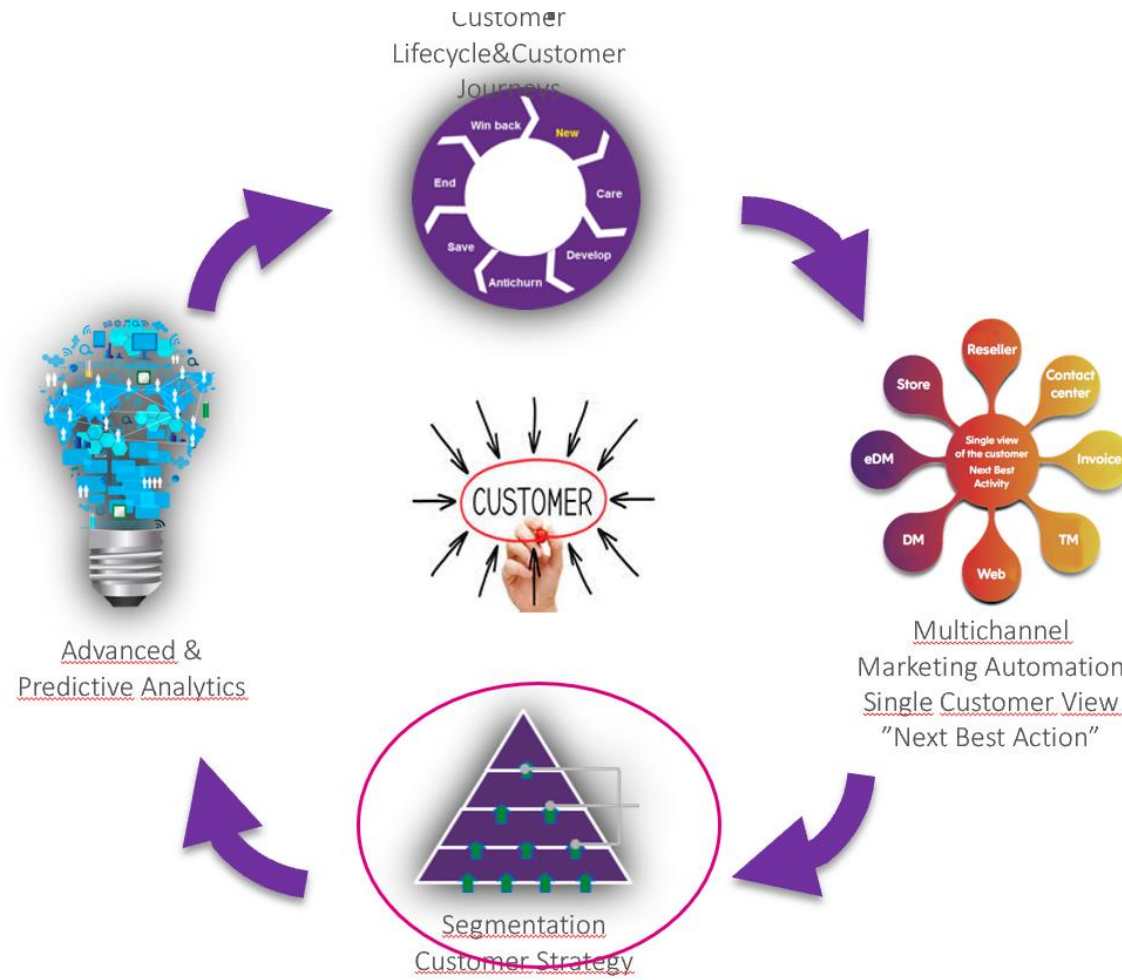
Johan Parmler, VD SKI:

Strategisk lojalitet, vad driver lojalitet/nya drivkrafter, mätningar, vad gör de bästa, koppling finansiell performance, kunddriven affärsutveckling
CASE



Kundstrategi, segmentering och Differentierat Erbjudande

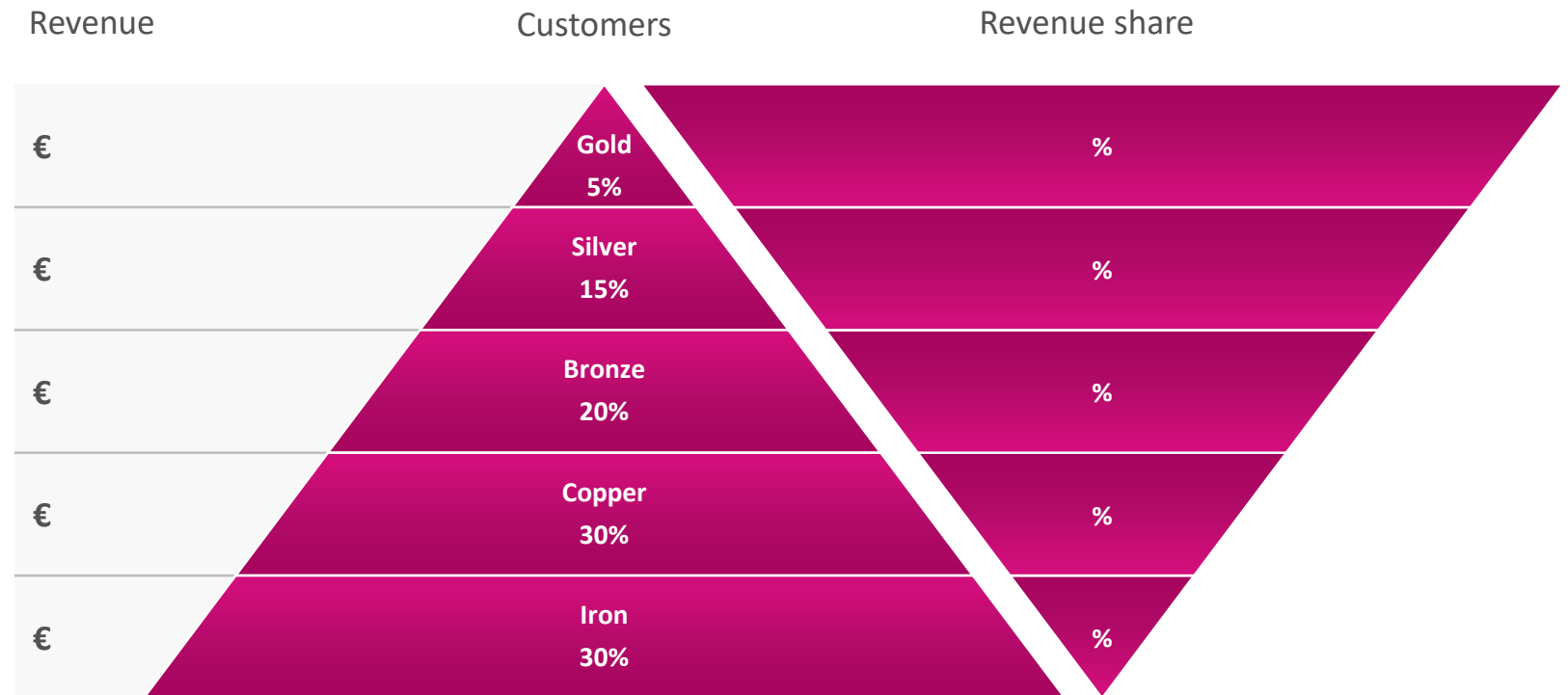
Remember - Four pillars to master



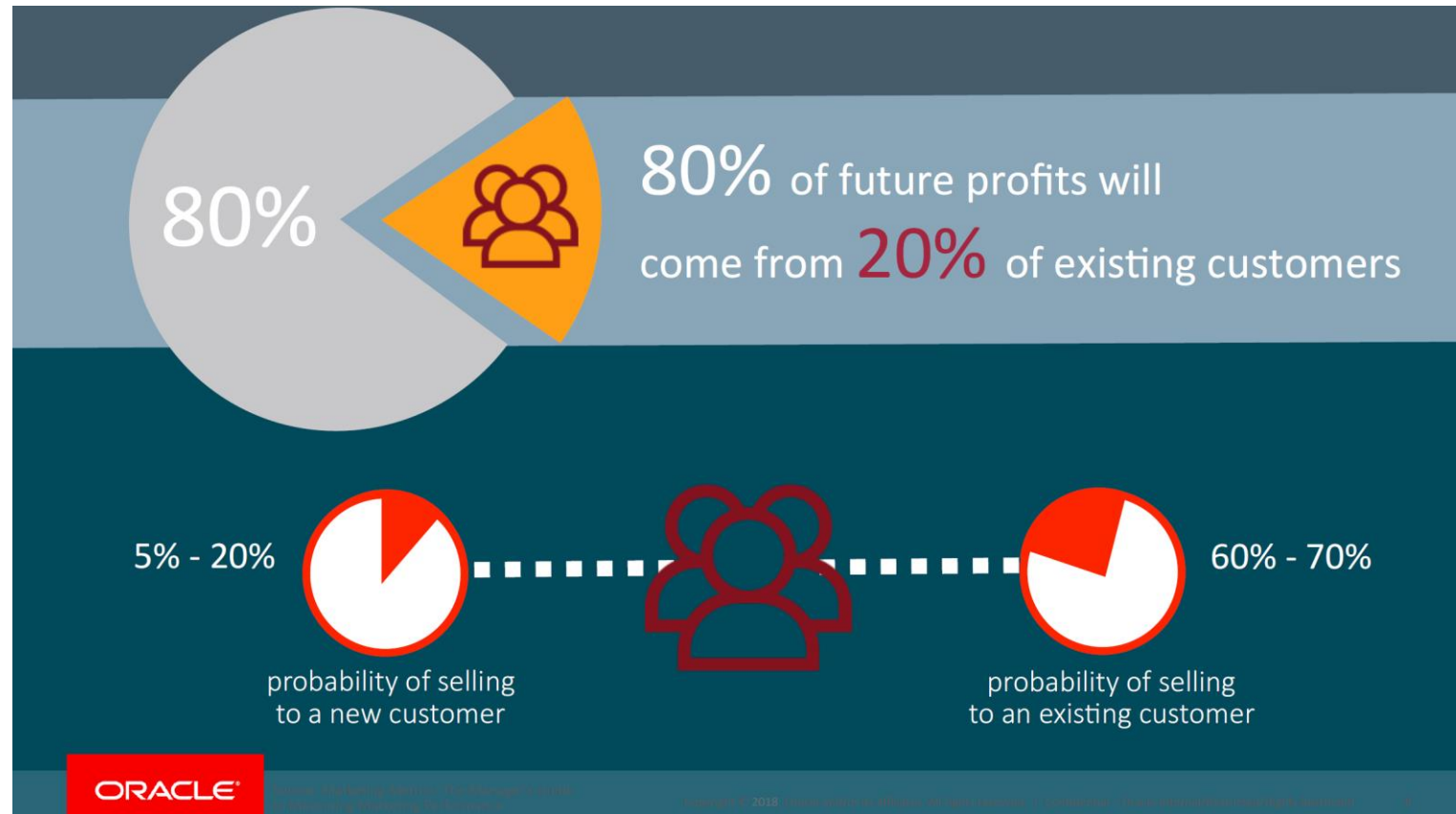
Customer/value segmentation & strategy

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



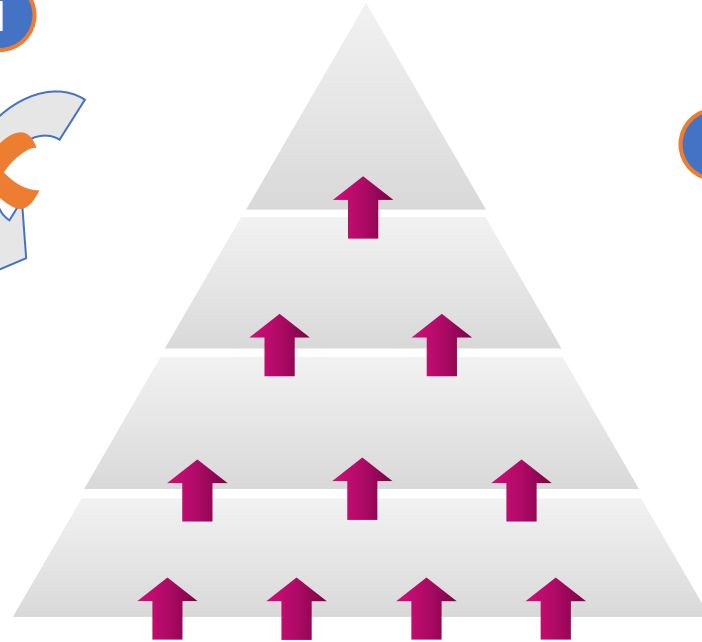
Recent research Gartner/Oracle..



Value based customer segmentation and execution

Main objectives

Reduce churn among existing customers



Segmentation
Customer Strategy

2

Increase profitability of customers (e.g. total spend/number of products) and engagement





“Jag förväntar mig att de ska förutse och lösa mina problem. Och jag som lojal kund ska få de bästa erbjudandena.”

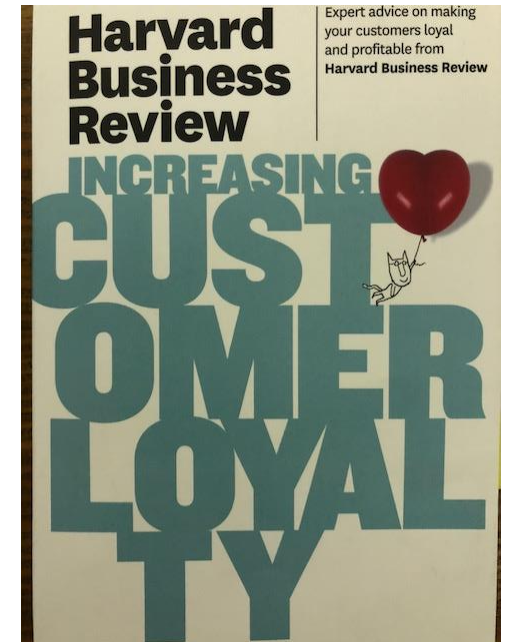
Case Harrah's – Diamonds in the Data Mine

Harrah's entertainment has the most devoted clientele in the casino industry. Winning concept:

- 1) Using database marketing and analytics
- 2) Delivering great and differentiated service

Mining customer data deeply, running marketing experiments.

Using results to develop and implement finely tuned marketing and service-delivery strategies that keep customers coming back. (Example heavy CVM investment)

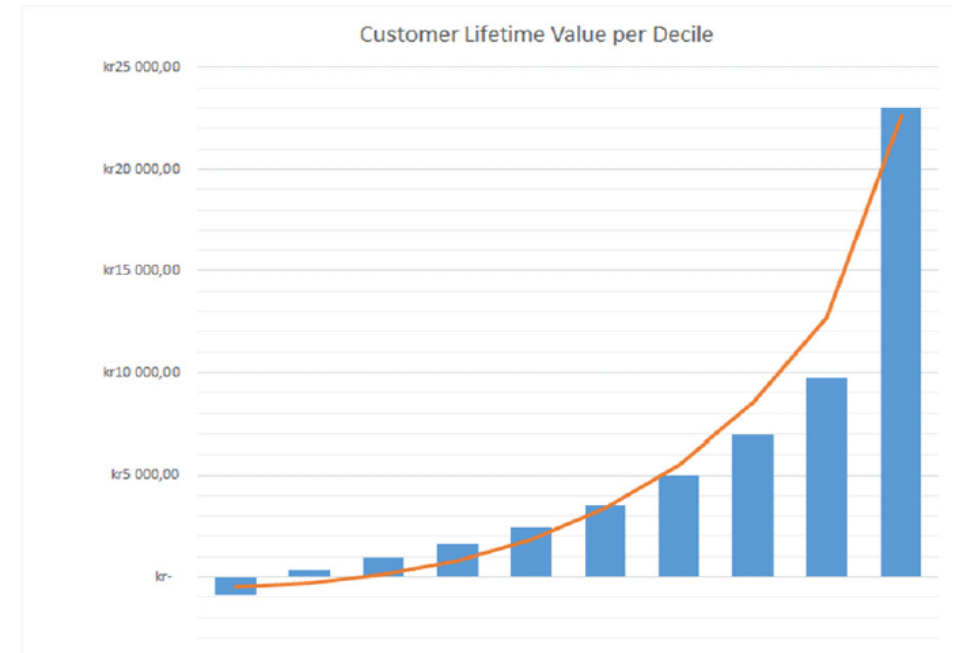


Harrah's - Idea in Practice

1. Acquire rich repository customer information – Harrah's tracked closely customer behavior through loyalty card
2. Slice & dice to develop marketing strategies – Harrah's identified need for loyalty strategy to give an incentive to visit more often
3. Identify core customers by predicting Customer Lifetime Value – Harrah's discovered 26% of customers stood for 82% of value, middle-aged and seniors. Happy customers spent 24% more and unhappy 10% less.
4. Gather preferences then appeal to those: Harrah's built in service tiers
5. Reward employees for prioritizing customer service – Harrah's paid bonuses depending on customer satisfaction scores.

1. Understanding who are your best customers!

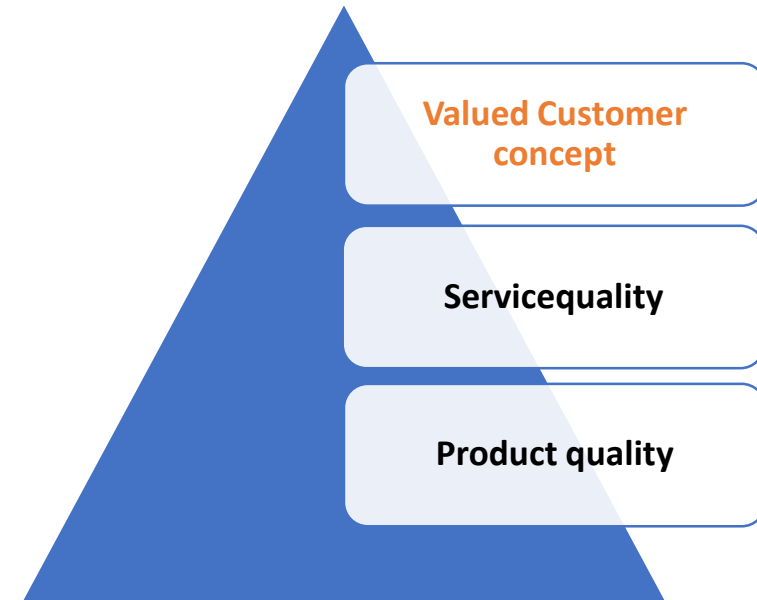
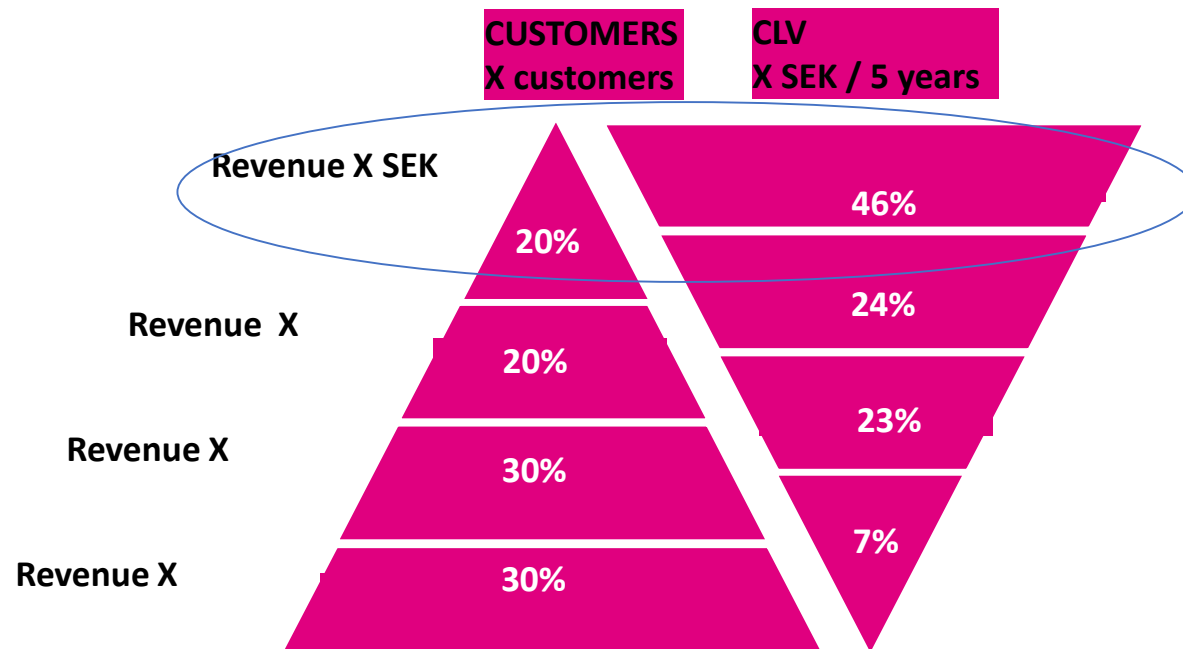
- Divide customers in deciles – 10 brackets
- Either on revenue/year, CLV or even including potential
- Analyze buying patterns, product usage, demographics, needs, etc
- Do you even have unprofitable customers?



2. Set the Strategy – ie Increased focus on top 20%

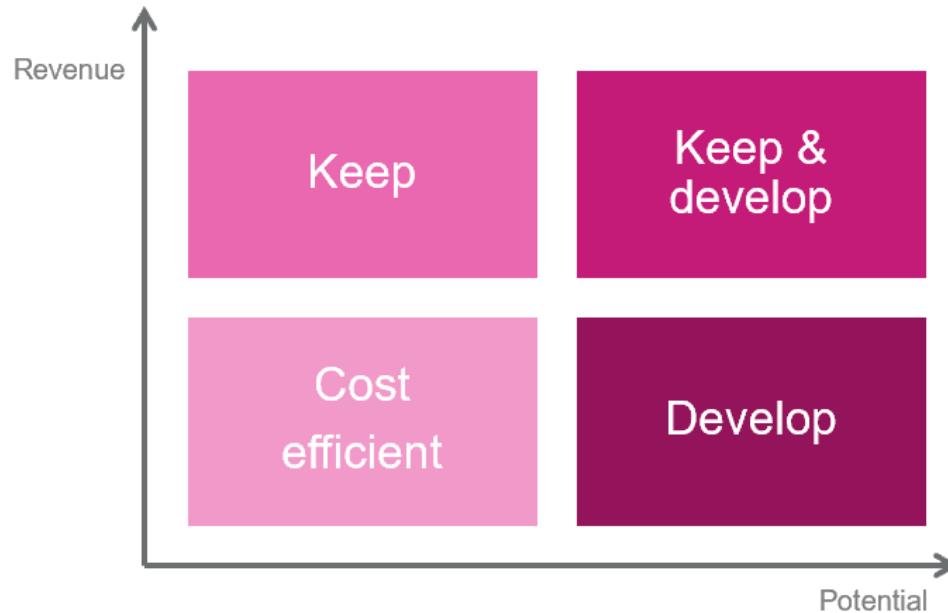
Describe who they are in value, behavior, needs

Build a "Valued Customer concept"



Example Customer strategy high level

- based on revenue and potential

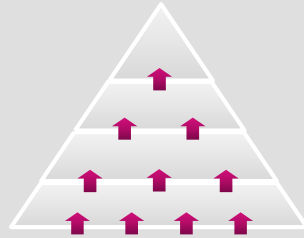


Aggregated, revenue and potential based segmentation

Värdesegmentering ger prioritering i kundbasen

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

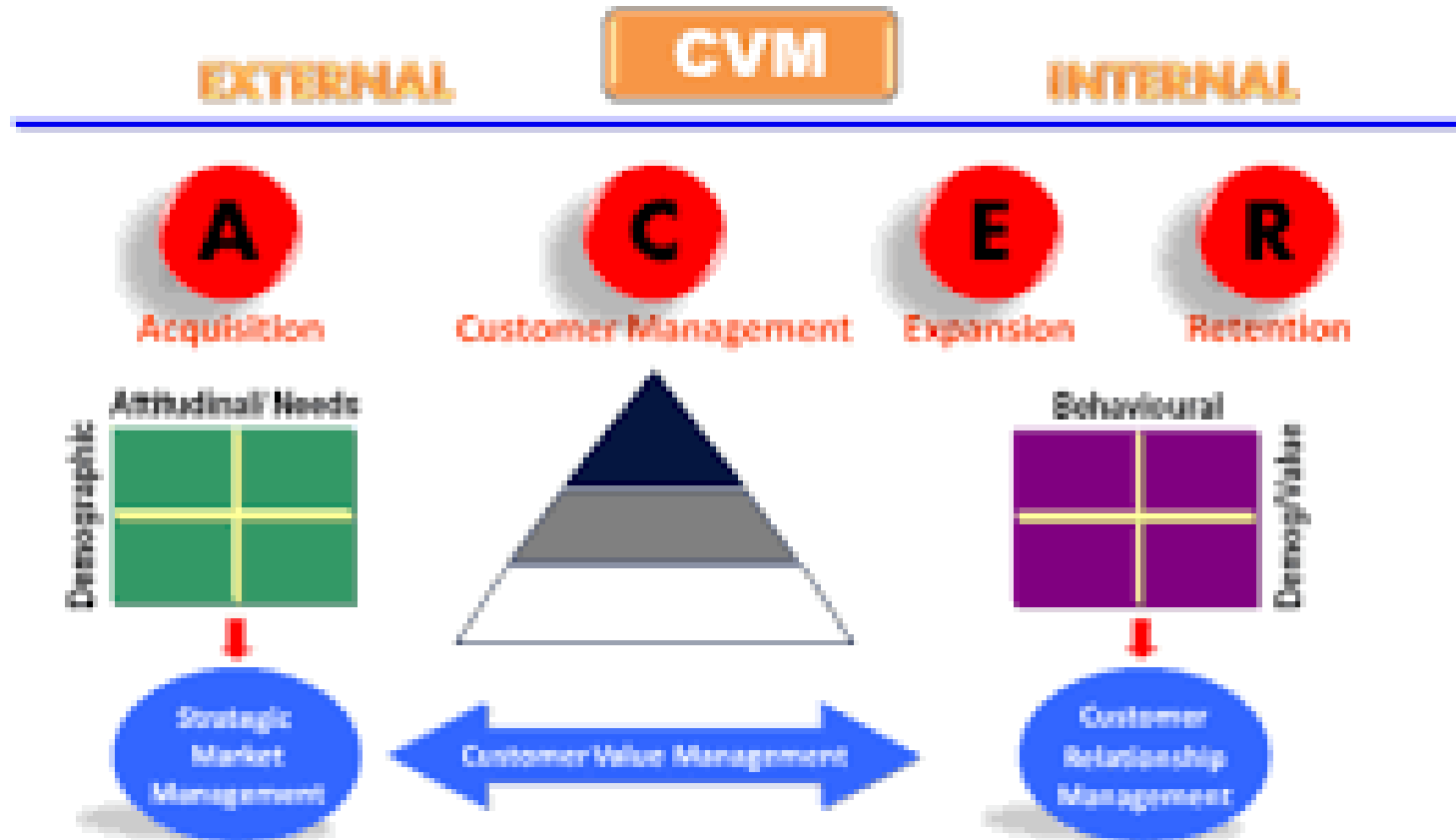
SITUATION/CONTEXT

KUNDRESA

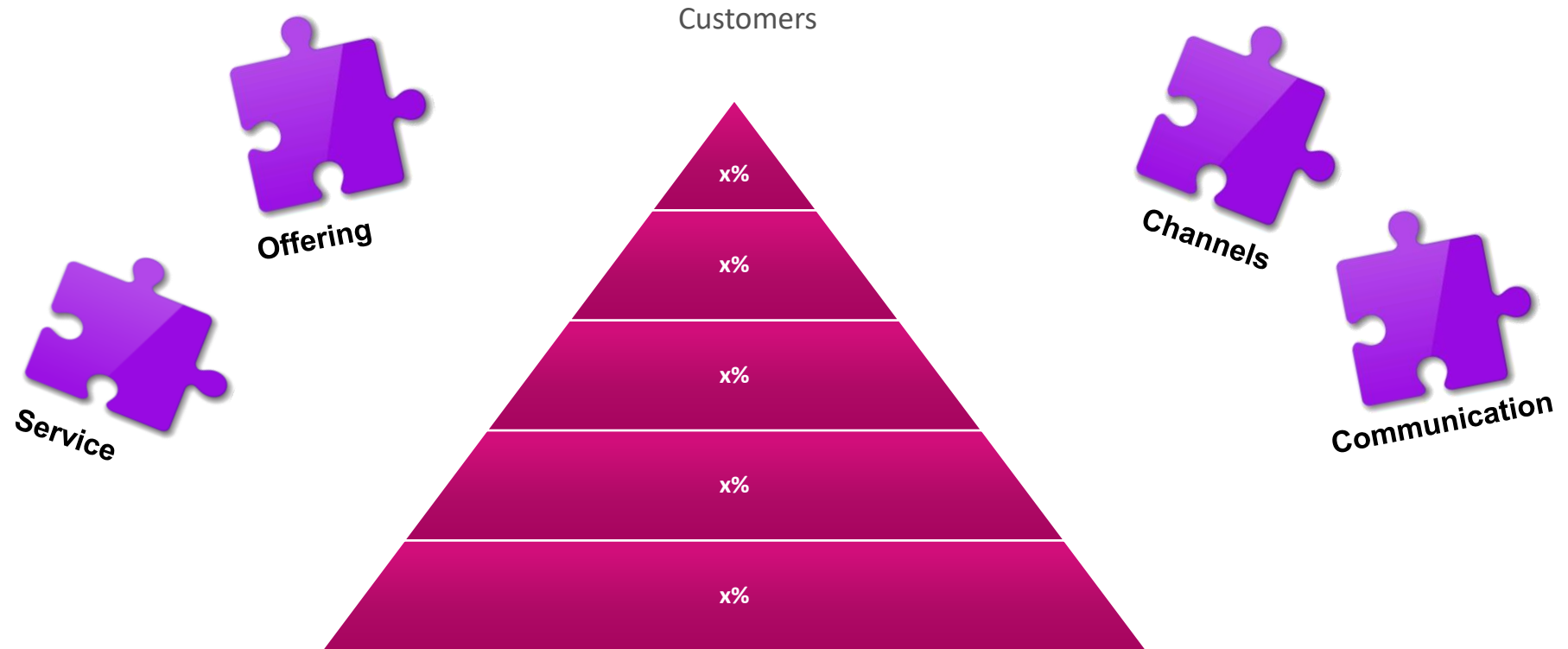
Vad har hänt som vi måste reagera på

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

Segmentation Customer Value Management



3. Design the concept – example Differentiation parameters



Example - Development in steps

Q1 2019:
Value based Loyalty strategy

Q3 2019:

Value customers consistent treatment in all channels.

1

Hidden loyalty concept

Value customers flagged, consistent treatment

Service/NPS integration-differentiation

KPI effect: NPS, Churn, Revenue

Q1 2020:

Customer promises "Kundlöften" communicated for top customers.

2

Public concept Top 20%

Exclusive group.

Clear criterias "X engagements"

Clear benefits around Service.

Testing the concept.

KPI effect: increased effect on NPS, Retention/churn, Revenues.

Q2 2020:

XXXXXXXXXX

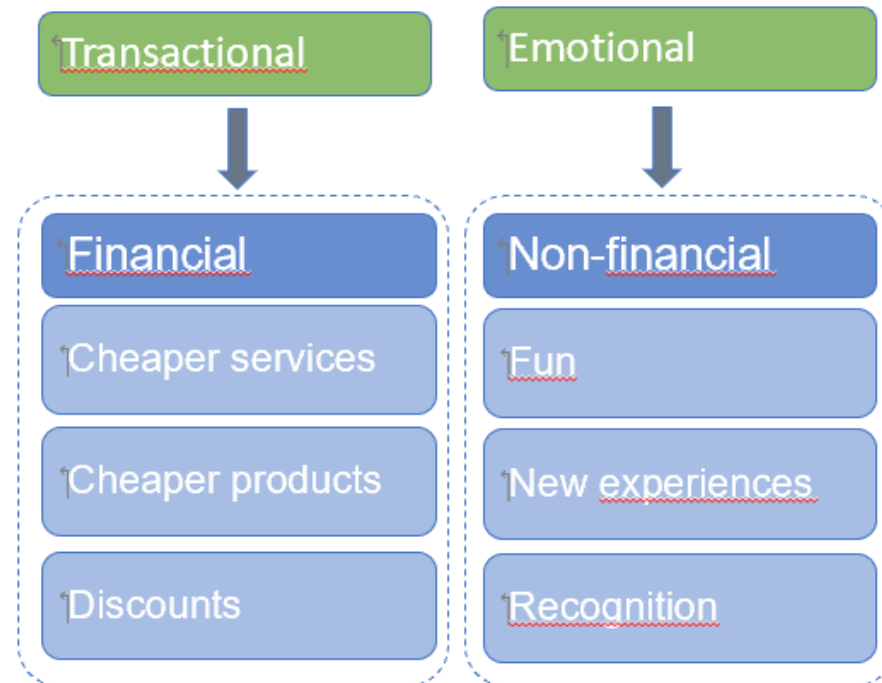
Public Loyalty Program

KPI effect: additional effect because of incentive to consolidate your business

Parallell evaluation public opt-in concept

3

Transactional and Emotional elements



How do companies work with Loyalty programs



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

Your REWARDS CENTER

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

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](#)

Sweepstakes

Over 50 winners every day. Enter for a chance to win exciting prizes like gift cards, electronics and more.

[Register Now](#)

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.cw.com/selects/terms](#) or watch this video.

Summary

- Analyze the value and potential of your customer base!
- Know who your most profitable customers are! Their value, their wants and needs!
- Set a strategy to track and secure your top customers (at least 20% top)!
- Develop a differentiated value proposition – can very well be a “hidden loyalty concept” but a consistent strategy.
- Evaluate if you can make your customers consolidate their business and grow value on existing base if you make the concept public!
- And get “mere membership” effect on that.

KAFFE



Camilla Lif om Customer Experience & Customer Journey mapping.

Vi får ta del av Camillas verktygslåda om detta holistiska sätt att se på kundupplevelse utifrån och in.

Nästa gång – DAG 3



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



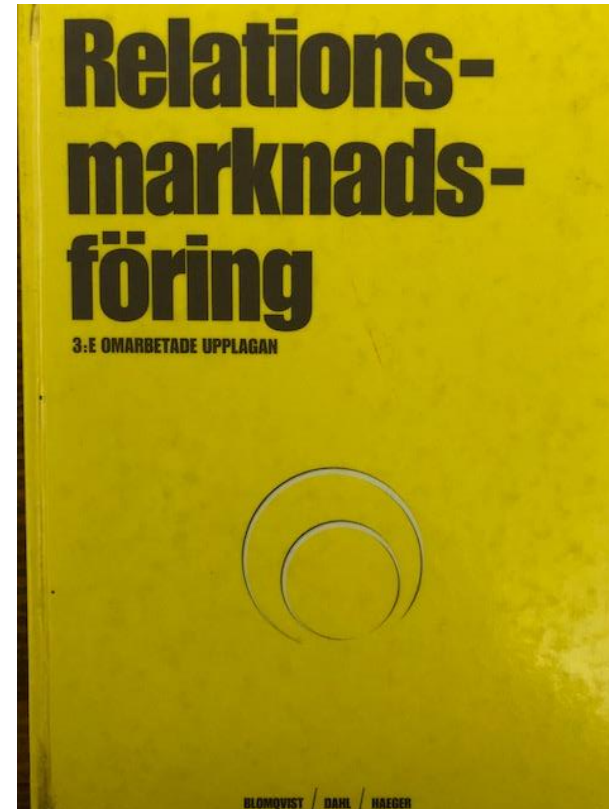
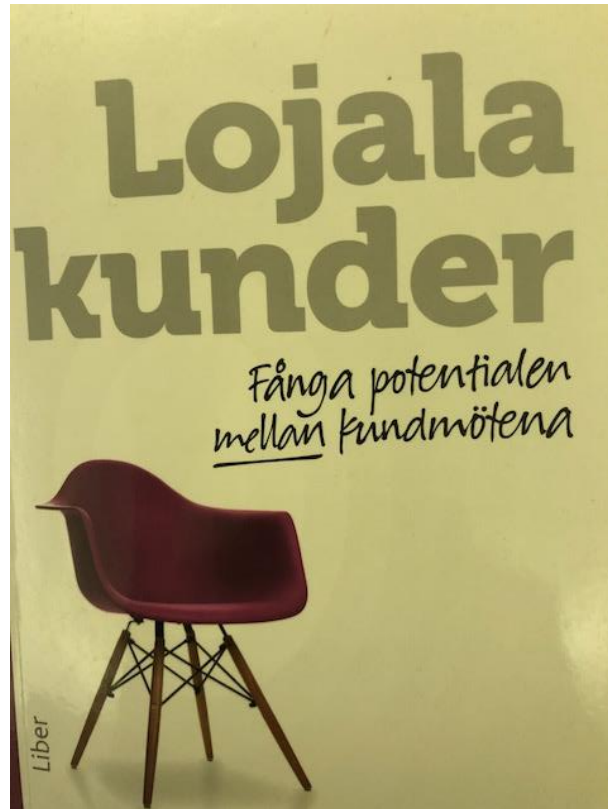
Gästföreläsande experter:



Summering och uppgift till nästa gång

- Läs igenom alla presentationer från idag – backspegel
- Fundera på hur ni kan påverka och förbättra CLV för ert företag?
- Läs på utdrag ur ”boken ”Lojala Kunder-Fånga Potentialen mellan kundmötena” (Inger Roos) och boken ”Relationsmarknadsföring” (Blomqvist, Dahl, Haeger).
- Inför diskussion: tänk på de/det företag som du tycker
 - Har bäst lojalitetsprogram och varför alternativt har bäst kundupplevelse/kommunikation & service och varför

Läs på..



Thank you!



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