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Customer Relationship Management Next Generation (CRM NG)

How to simply and effectively obtain a full view of relevant end customer data, allowing you to drive real-time decisions and optimally tailor your offerings

CRM NG: Our solution for client issues

In today's increasingly competitive markets, real stakes of companies should be able to react immediately to what is happening, identify potential opportunities for increasing revenues and improve customer satisfaction. For long-term survival in the market, retaining end customers is a must. Consequently, companies need to focus on

- customer knowledge and expectations,
- services offering a high value-added, and
- capacity to propose specific and tailored offers.

In other words, companies have to pay utmost attention to customer satisfaction. It has to be at the top of companies' agendas to create a positive future customer experience. In particular, companies need to target:

- securing growth of the customer asset – through better customer retention
- quality of services – by anticipating end customers' needs and proposing valuable messages to them, delivering an all channel customer experience, generating a real 360° customer view, and ensuring real time decisions
- performance – through optimisation of the mean time to recover (MTTR) and time to market (TTM) as well as through improvement of the performance of call centres and points of sale
- ecosystem – through smooth integration into the information system and existing applications as well as the use of all structured and unstructured data in the information system
- costs – through limitation of the operating costs (OPEX) to costs that can provide added value, such as upselling (e.g. if an agent can solve a customer problem within one minute instead of five minutes due to automation, four minutes are left for selling other products or services to the customer)

This claim requires a solution which has to be flexible and adaptable to answer to customer expectations with a short TTM in contrast to existing market solutions. Moreover, given that capital expenditure (CAPEX) investments are not "unlimited", the financial aspect is important and the customer relationship management (CRM) solution should be implemented at optimised costs within a Return on Investment (ROI) oriented mindset.

To face these challenges and meet these goals, a specific CRM offer based on very specific and open technologies is required. Therefore, Capgemini has established its customer relationship management next generation (CRM NG) offer which enables companies to

- have a complete view of end customers with accurate and relevant data no matter where they are located in the companies' IT systems or even in external sources such as social networks,
- increase real-time decision making based on events, interactions or data,
- have an easy and efficient trouble ticketing system (front and back office), and
- propose the best tailored offers to their customers based on usages and business rules.

Capgemini's CRM NG offer is an effective alternative to existing market solutions, which are often considered heavy and difficult to integrate due to companies' existing infrastructure and require long and costly projects in terms of efforts. The offer is designed to easily and quickly integrate business needs, i.e. to deliver the core solution quickly. Its scope can be extended step-wise with other domains such as with standard CRM domains like marketing management, sales force automation, order management, customer management, social CRM management, service management and customer service.

Capgemini mobilises itself to provide

- its innovating and flexible CRM NG offer which is implemented based on our comprehensive experience from a multitude of CRM projects
- its ability to deliver the project and secure it on a technical and financial level, but also on its implementation deadlines, i.e. clients avoid unnecessary risks
- a relevant organisation of the project, and a reliable and proven mode of delivery,
- its vision and mastery of its clients' ecosystems in order to anticipate and minimise the impacts on information systems (IS), and
- an expert team of delivery with a proven experience in similar projects for other telecommunication operators.

Moreover, Capgemini offers a flexible, reliable and evolving system which will improve the efficiency of call centres and customer relationships.

Our response, solution and proposition to the business

Capgemini's CRM NG solution is based on simple and pragmatic principles.

First, it is based on the principle of innovation. CRM NG is the first tool to include a real search engine with an aggressive response time (like Google). Customer data and information is retrieved and used wherever it is located and even when it involves many different systems. There is no need to duplicate from the CRM perspective. It also provides a customer view with multi offers and multi markets.

Second, the solution is oriented on flexibility/ TTM. The TTM for the traditional packages' updates varies between three and six months. The next generation (NG) technologies' flexibility, especially Google Web Toolkit (GWT), reduces and optimises TTM.

Third, there is also a focus on performance. Access to information and call treatments for the Customer Service Representative (CSR) are optimised thanks to the "portal" approach that integrated legacy applications with the 360° customer view (the core solution, Capgemini's own interface). The native Business Intelligence (BI) features provide implementation to the management dashboards that allows the improvement of the back-office teams' management in terms of workload repartition and meeting the deadlines imposed by the Service Level Agreement (SLA).
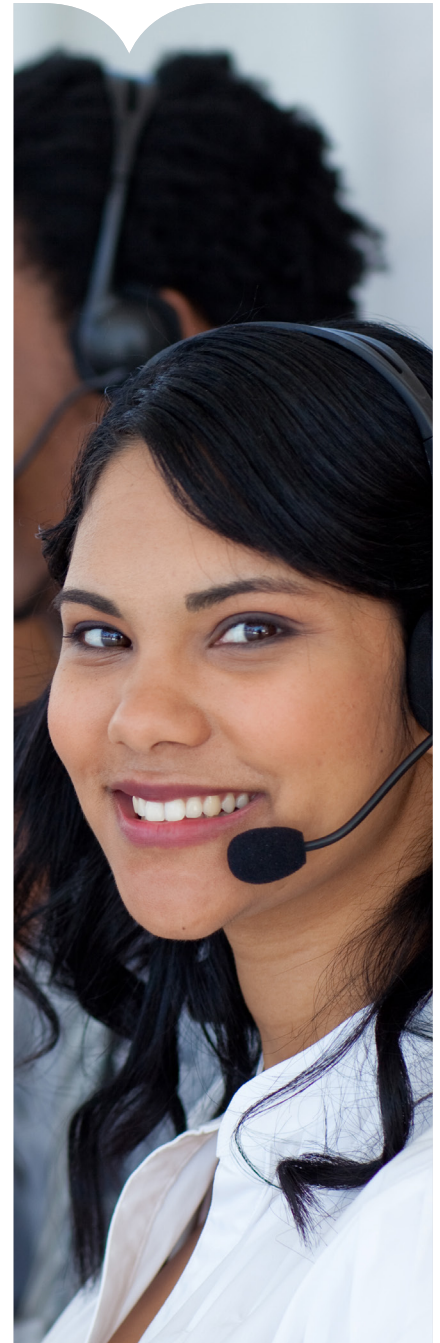
Last but not the least is the principle of pragmatism. Capgemini proposes an offer with several blocks based on needs: the offer covers a core solution (Portal and 360° customer view) which is built around a Search Based Application (SBA) called Exalead, a workflow engine and an effective rules engine as well. The CRM NG scope can be extended thanks to several blocks in order to cover the different functional services (service management, marketing, etc.). Besides, the CRM NG does not aim to replace but to capitalise on investments that have already been made and provided satisfaction to the customer. For example: the integration of customer management tools or the integration of the partner's solution into the CRM NG portal.

The various blocks of CRM NG cover all customer relationship management domains either by the native modules, such as service management, marketing management, etc., or by the integration of existing applications by privileged partners or clients' applications such as Salesforce (see figure 1). The implementation occurs step by step and smoothly based on prioritised needs and focus.

**Figure 1**: Building blocks of the CRM NG offer
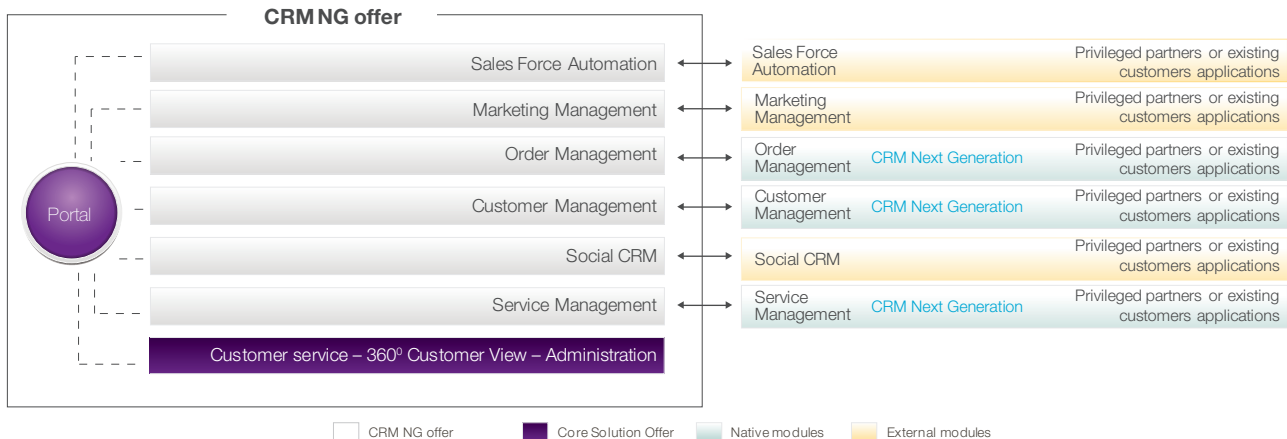
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Our response, solution and proposition to the IT

The CRM NG solution is not intrusive. Figure 2 provides the architecture in a simplified way. The core features offered are the portal, administration, customer search and 360° customer view. The tools included in the core solution offer are portal/ Graphical User Interface (GUI), indexation engine, rules and workflow engine. In addition, external applications such as social CRM as well as applications for customer and order management can be integrated in the CRM NG offer. Customer referentials (structured and unstructured data) will go through an update in the indexation engine. Here, in case a system source was unavailable, CRM NG would continue to work standalone with the data already retrieved. Also, it does not solicit the legacy sources but only the indexes. Moreover, CRM NG is connected to multi-channels (call centres, points of sale, self-care, etc.).

Figure 2: Architecture of the CRM NG offer (simplified)

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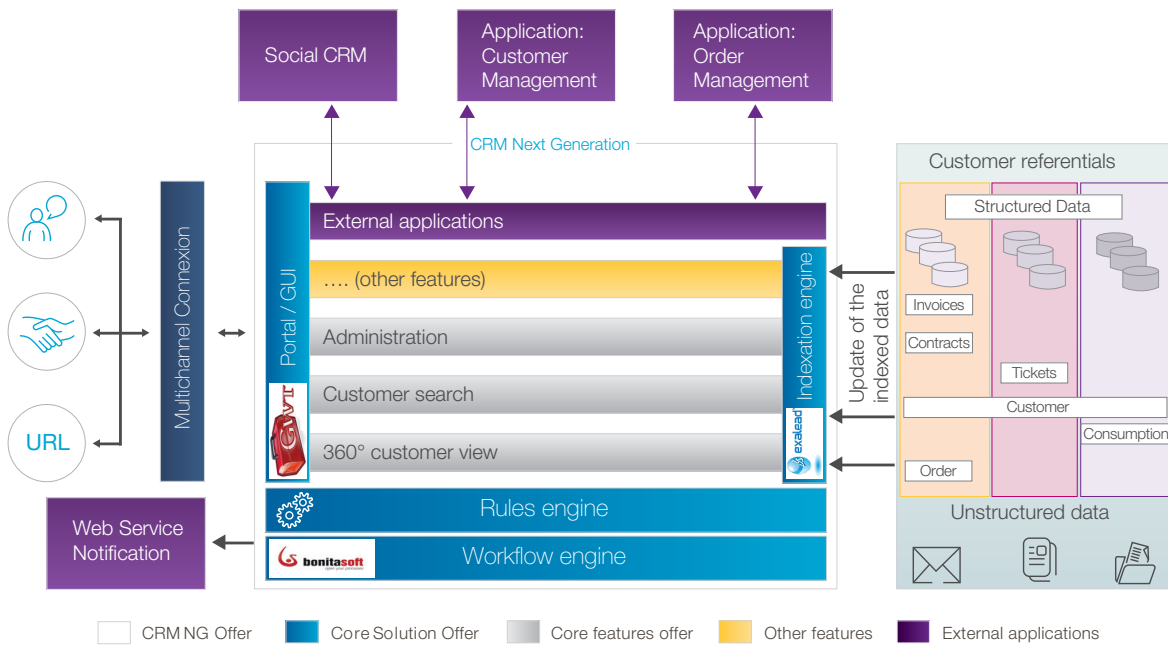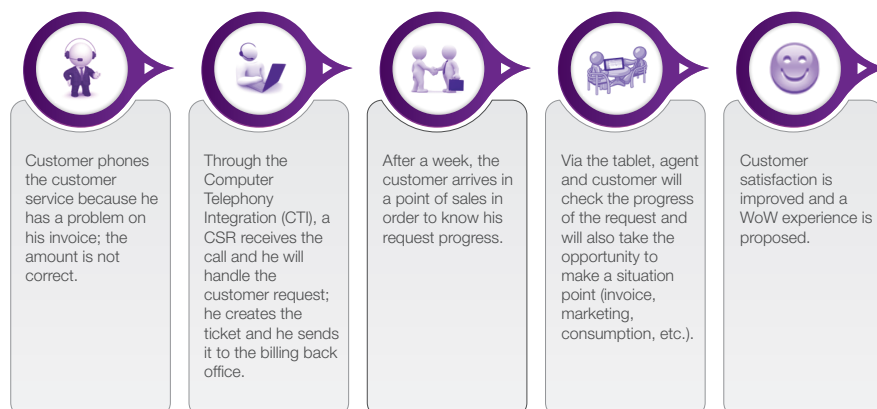
Our differentiators

Apart from being financially competitive (low license fees and open framework), CRM NG brings rapid value to the customer. For example, the 360° customer view can be deployed with specific needs in less than a few months. Our solution is based on WEB technology (GWT), allowing for flexibility and adaptability. Other benefits can be identified with this approach such as scalability and pre-integration facility. Based on Search Based Application (Exalead), implementation is non-intrusive and iterative.

The CRM NG's open framework as shown above is one thing; however, processes also definitely play a significant role in customer experience. We have leveraged on our Capgemini Communication Transportation Platform (CTP) asset to propose predefined processes implemented in our offer and based on enhanced Telecom Operations Map (eTOM). CTP's methodology allows us to

- keep customer experience as a driving force for transformation,
- simplify IT for improving agility and quality,
- use the library of pre-developed business processes to move faster during design stage,
- obtain an industrialisation of delivery model, and
- have a strong baseline to deliver customer's expectations.

Let us have a special look on CRM NG's features regarding mobility. Mobility capabilities enable a collaborative approach with customers. CRM NG offers the option of accessing major features such as customer search, 360° customer view, manager dashboards, trouble ticketing and external applications integration. Figure 3 shows how the solution enables the same customer experience for all channels. It allows installing a new relationship between customer and the sales agent in a point of sales. Also, the sales agent can access the correct data quickly and easily. Moreover, customers get familiar with the CRM NG touch point and will go directly online for the next request and thus, transfer some workload from the call centres and the point of sales to the self-care.

Figure 3: CRM NG features regarding mobility

Customer phones the customer service because he has a problem on his invoice; the amount is not correct.

Through the Computer Telephony Integration (CTI), a CSR receives the call and he will handle the customer request; he creates the ticket and he sends it to the billing back office.

After a week, the customer arrives in a point of sales in order to know his request progress.

Via the tablet, agent and customer will check the progress of the request and will also take the opportunity to make a situation point (invoice, marketing, consumption, etc.).

Customer satisfaction is improved and a WoW experience is proposed.

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Implementation approach

Capgemini's CRM NG implementation is industrialised and driven by a proven approach to guarantee results and benefits on time. It is a clear and simple implementation methodology based on five streams which can be realised simultaneously (some streams can have the previous one as a prerequisite) allowing a quick and efficient convergence to the target solution. We refer to this as the "agile methodology".

- Stream **GUI**: In this stream, the GUI and data used by role are defined, as well as the browsing and changing context (interactivity between GUI). After users' feedbacks the GUI is improved.
- Stream **Data**: In this stream, references are identified, the data mapping is defined and data integrity, consistency and collection are validated.
- Stream **Workflows & Rules Management**: Targeted workflows and calculation rules for the Key Performance Indicators (KPIs) are defined. Also, business rules are validated.
- Stream **Integration of External Applications**: Identified external applications are integrated and customers' contexts between the different applications are defined.
- Stream **Configuration**: This stream takes care of the users and rights management as well as of the static data.

Capgemini's implementation approach is based on collaborative work between business and IT as well as the customer and Capgemini. Our collaborative approach is characterised by a combination and utilisation of functional and technical expertise, fast capitalisation of user experience feedbacks and the optimisation of knowledge sharing among all the project participants. Thus, significant involvement of end users from the beginning increases their acceptance of the project, i.e. boosting the effectiveness of change management.

The methodology is straightforward:

- The project roadmap is driven by several business initiatives.
- Each sprint is realised in an iterative mode and contains the workshop phase (design and validation), development and intermediate test phases as well as the validation phase.
- The tools and templates used have been proven in a similar project.

We have combined flexibility, quality and speed in our methodology. Most important, each initiative has to bring business value in itself even if the scope is limited (iterative mode). Thereby, Capgemini's solution

- ensures understanding of the real needs
- increases the flexibility and scalability
- minimises business and IT risks
- maximises the business value
- enhances the expertise of the team
- reduces the integration time and avoids tunnelling
- ensures consistency and quality of the solution and
- keeps the business and IT stakeholders in a ROI oriented mindset.

Figure 4 shows a typical CRM NG core solution (360° customer view and portal) implementation roadmap. It is a roadmap driven by an agile methodology.

Detailed information and demos are provided at our Capgemini Lab Centre in Paris. Learn more about our CRM NG solution's features and implementation methodology. It will take you a step forward in retaining end customers and securing survival in today's increasingly competitive market.

Figure 4: Implementation roadmap
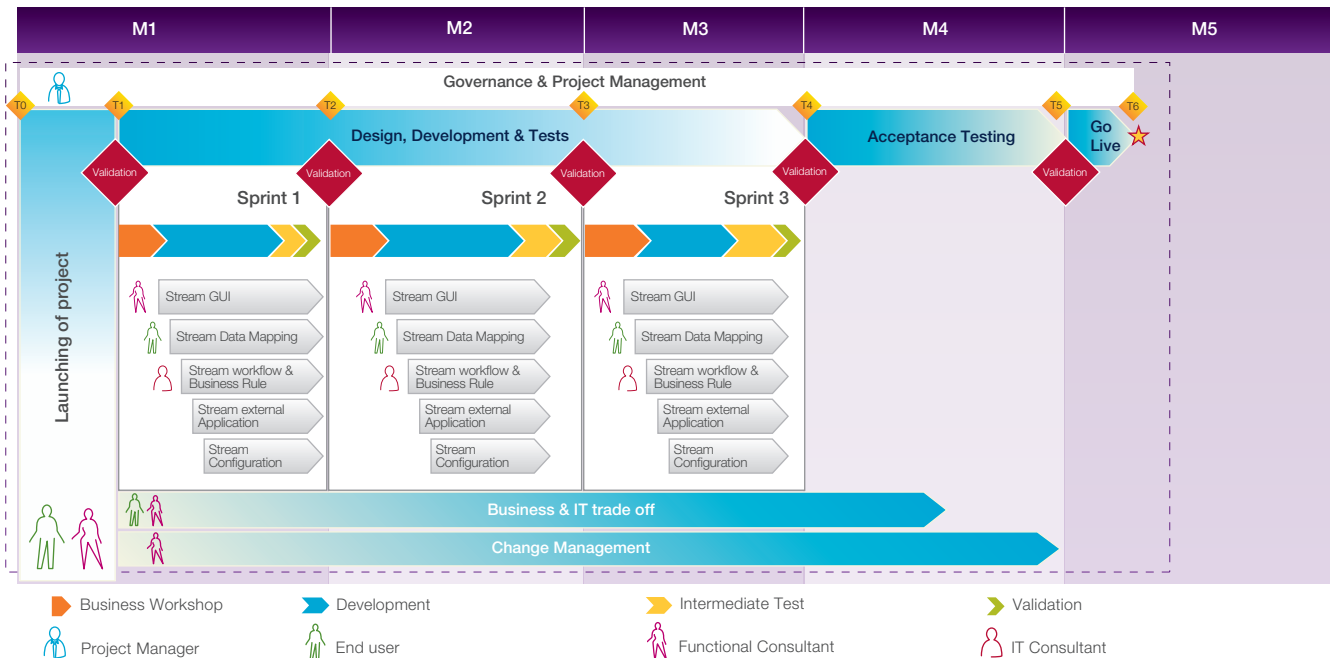
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CRM NG overview

Capgemini's CRM NG solution offers simplicity to manage customers' businesses with a strong core solution (portal and 360° customer view) that is fully open to customizations (below are two features of the CRM NG solution illustrated by relevant use cases). For example, the solution offers dashboards that help managers to pilot day-to-day back office activities referring to trouble ticketing area. These dashboards can be easily modified and better adapted to track statistics based on open tickets, MTTR, SLA, etc.

Figure 5: Enhanced client search (like Google)

External application's section

Agent's role
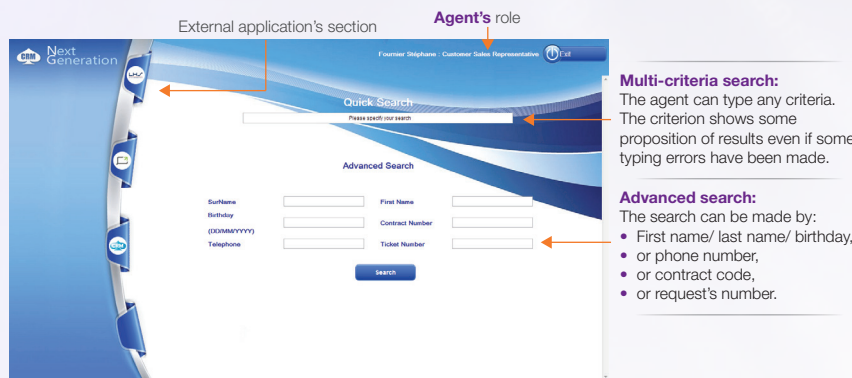
Multi-criteria search:
The agent can type any criteria. The criterion shows some proposition of results even if some typing errors have been made.

Advanced search:
The search can be made by:
• First name/ last name/ birthday,
• or phone number,
• or contract code,
• or request's number.

When CTI cannot recognize customer identity, a semantic client search feature is proposed to simplify agent actions.

Figure 6: Dynamic 360° customer view

Contracts information
The 360° customer view is refreshed depending on the selected contract

**The rules engine** is used for **calculating the different indicators in real time**
• VIP customer indicator
• Customers' satisfaction indicator
• Good user-pays profile indicator
• Customers' churn indicator
• Customer overall value

Personal Information
Identification of the client's social networks accounts and personal information

Pro-activity (push offer):
Real-time automatic identification of the offer that fits to the customer's needs based on his consumption

Manual multi-criteria search

Monitoring, analysis and distribution of consumption
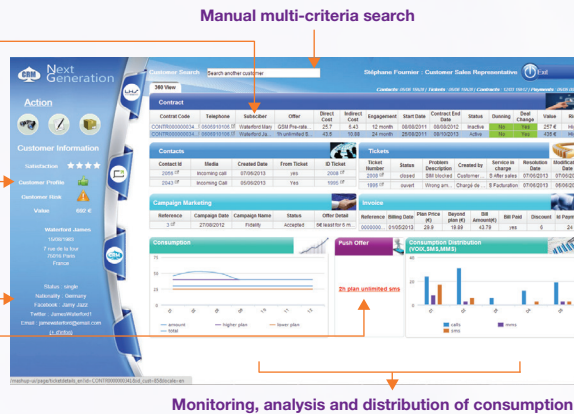
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With its 360° customer view, the solution improves customer service efficiency. The system collects data from different sources and display of all the information at a glance. Thanks to the rules engine, KPIs can be calculated on the fly which ensures the right decision in real time and act upon immediate customer needs. It provides numerous benefits such as identifying "privileged", "satisfied" and "good user-pays profile" customers and their "churn" and overall value; improving customer satisfaction by centralising customer data or improving customer loyalty by proposing offers from the catalogue best suited to their specific needs based on usage; as well as demographics data and all the relevant KPIs available in the IS.

An important CSR stake is to ensure real time problem resolution on most calls as well as reducing their duration, mainly for recurring problems. Capgemini's CRM NG allows back office automated ticket assignment to the right service or multiple services, based on issue classification and thanks to the native workflow engine. The CRM NG solution enables to qualify recurrent issues by automatically suggesting a solution to the CSR that will resolve 80% of the cases. For the remaining 20%, Capgemini has developed back office processes to handle tickets in a better way and to ensure it is solved with the best resolution time given in the SLA.

SLA Management in CRM NG enables to manually escalate customer requests following a recall, or automatically through a workflow after a certain time. Through these features companies will be able to improve customer request management as well as the various department efficiencies.

Our references

Figure 7 below provides exemplarily feedbacks from customers who implemented the 360° customer view.

Figure 7: Customer feedbacks

> " This system is federative, easy to use and innovative. "
>
> **(European multi-business group: postal operator, bank and mobile operator)**

> " … key points are speed, ergonomics and usability… "
>
> **(Business Owner, European multi-business group: postal operator, bank and mobile operator)**

Client	Context	Benefits
European Telecommuni-cation Operator	360° Customer View	Refresh rate: 5 min Refresh records: Modified information (delta comparison) Update time: < 5 min Date volume: 50 million customers Date format: Structured & Unstructured Load time: < 1 sec Source system nb: 7 business applications, one of which is the mainframe Architecture: 6 active servers and 2 backup servers Version: V6
Major French MVNO	Full CRM NG : 360° Customer View, Portal, Service Management	Improve customer loyalty, support the forecast growth and reduce the churn thanks to - a centralization and a better management of all the relevant information such as its consumption or its satisfaction to act proactively - a more efficient customer requests management: interactions history and automatic procedure resolution display with the SLA Improve the performance of the call centers thanks to - the increase of the First Call Resolution Rate (FCR) and the reduction of the resolution time (MTTR) to clear some time for the CSR to deliver added value message (upsell proposal, etc.) - a better workload management (reassignment, escalation, etc.), and - a centralisation of the relevant external applications within the same portal (customer context transfer)
European multi-business group: postal operator, bank and mobile operator	360° Customer View, Operational Reporting, Semantic Search	Refresh rate: 1 min Refreshed records: 600,000 documents, « 20 fields » Update time: Continuous flow, « push up » mode Data volume: 62 billion annual events implying 180,000 people Data format : Structured and Unstructured Load time: < 3 sec Source systems nb: Several data silos (mail server, video server, DW, external applications) Architecture: 6 servers (index construction and search)
Leading name in industrial and automotive logistics	Traceability and merchandises monitoring, Advanced semantic search, Operational reporting	Refresh rate: 15 min (divided by 100) Number of refreshed records: 1 SAP based Data volume: 100,000 daily transactions Data format: Structured and Unstructured Load time: < 1 sec Source systems nb: 1 data silo Users nb: Increase the simultaneous users by 10 times
Global leader in automotive seating, interior systems, automotive exteriors and emissions control technologies	Reporting operational, Activity monitoring	Data format: Structured and Unstructured Load time: < 5 sec Source systems nb: 3 data silos (PLM (ENOVIA), ERP (SAP) and program management data) Complex gathering data conception (automation of more than 500 manual reports) Huge data volume management in real-time (automatically calculate the tooling costs)

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About the Capgemini Lab Centre in Paris

Lab'innovation: Creating Telecom Future Today

We bring you footage of our state-of-the-art facility dedicated to inspiration and innovation

Capgemini has a strong SMAC (Social, Mobile, Analytics, Cloud) agenda, and we have recently launched the Lab'innovation in Paris, France, to enhance our innovation capabilities in this area. The lab is dedicated to technological innovation for the TME (Telecom, Media & Entertainment) sector, and has capacity to address the aspects Internet of Things, Telecom Transformation, Data Monetization, Business Process Management (BPM), Client Experience and Mobility. This place has gained a great reputation thanks to numerous customer visits attracting innovation, fuelling either from strategic partners or as disruptive start-ups from customers.

A showroom dedicated to technological innovation for the telecom and media sector:

- Illustrate the new practices following new technologies by our know-how to trigger the imagination of our clients and build with them the solutions for the future
- Help our customers from the telecom and media sector to drive innovation in order to boost their business

http://www.youtube.com/watch?v=f2LtfEfS-CA&list=UURHMhVXEsPtTQ60dkxg8VXw&index=1&feature=plcp

Please do not hesitate to request for a demo in the Capgemini Lab Centre in Paris.

Telecom, Media & Entertainment (TME)

With a network of 8,000 specialized experts, a dedicated research lab, and Centres of Excellence in the US, EMEA and India, Capgemini's Telecom, Media & Entertainment practice enables clients to transform and deliver through tailored technology solutions. Our global delivery capabilities and industry-specific service offerings serve more than 600 clients worldwide, including fixed, mobile, Internet Service Provider, cable, broadcast, publishing, & entertainment organizations.

For more information please visit: **www.capgemini.com/tme**

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About Capgemini

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