

Customer Equity Management (CEM)

Institut für Finanzdienstleistungen Zug – NDS Bankmanagement
Modul 14: Retail Banking

Zug, 14. Mai 2004

Dr. Sandro C. Principe, Managing Partner
BBDO Consulting, Zürich

Who we are

As a member of the BBDO Group, BBDO Consulting is the top management consultancy for top-line management consulting.

— Overview BBDO Group —

Largest marketing network worldwide

Employees (2002): 3610

Sales (2002): € 2109 mn

Fee (2002): € 316 mn

Competencies:

- Strategy consulting
- Market research
- Advertising and sales support
- PR/IR
- Direct marketing
- Media
- Interactive communication
- Sponsoring

— BBDO Consulting facts & figures —

Founded in 2000 in Düsseldorf

Employees (2003): ca. 100

Offices (2003) in Düsseldorf, Munich, Berlin, Madrid, New York, London, Zürich

Clients (excerpt):

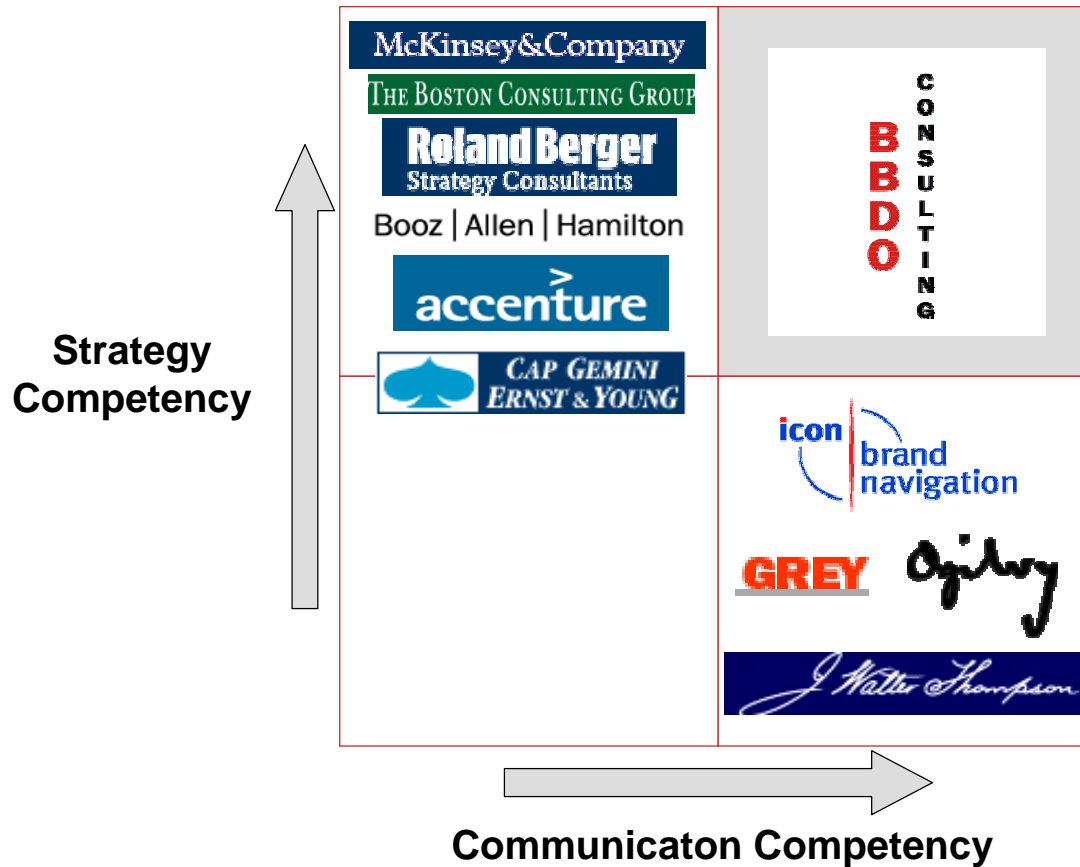


CONSULTING
BBDO

Who we are

We are positionned as a niche boutique.

— Positioning —

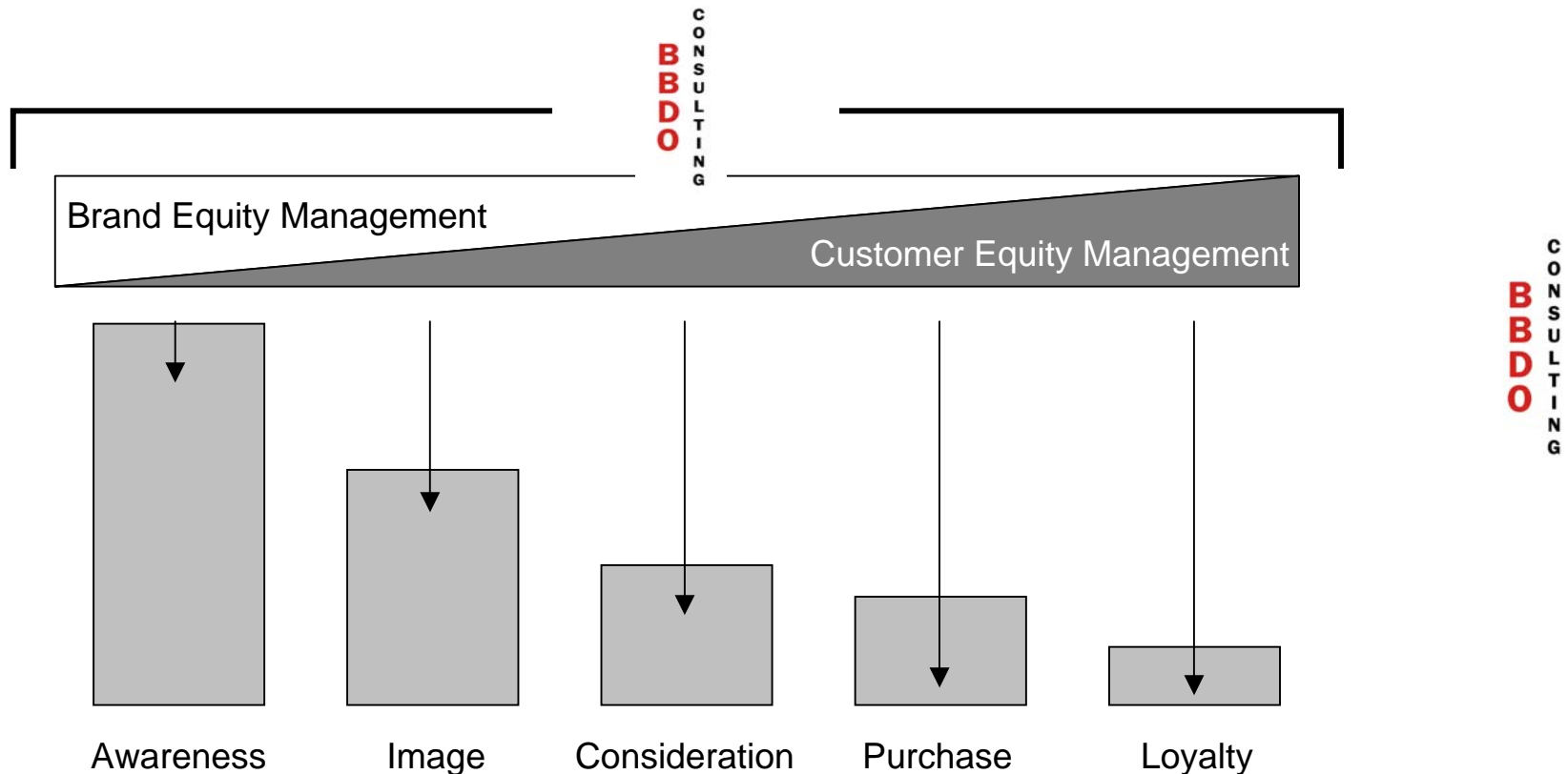


BBD CONSULTING

What we do

Our offering combines brand and customer equity management to an integrated optimization approach along the entire customer lifecycle.

— Core Competencies of BBDO Consulting —



What we want to achieve today together

— Proposed Objectives —

- Understand the implications of industry trends on Customer Equity Management (CEM)
- Understand the concept of CEM
- Discuss industry examples
- Learn about the BBDO Consulting approach (process and selected tools)
- Share and discuss own experiences

- **Changing Market Imperatives for Financial Services**
- **How to Succeed with CEM – Definition and Examples**
- **Current Status of CEM and the BBDO Consulting Approach**
- **Selected CEM Tools**
- **Summary**

Various aspects drive the need for excellence in Customer Equity Management as key competitive advantage.

— Key drivers within the financial services industry —

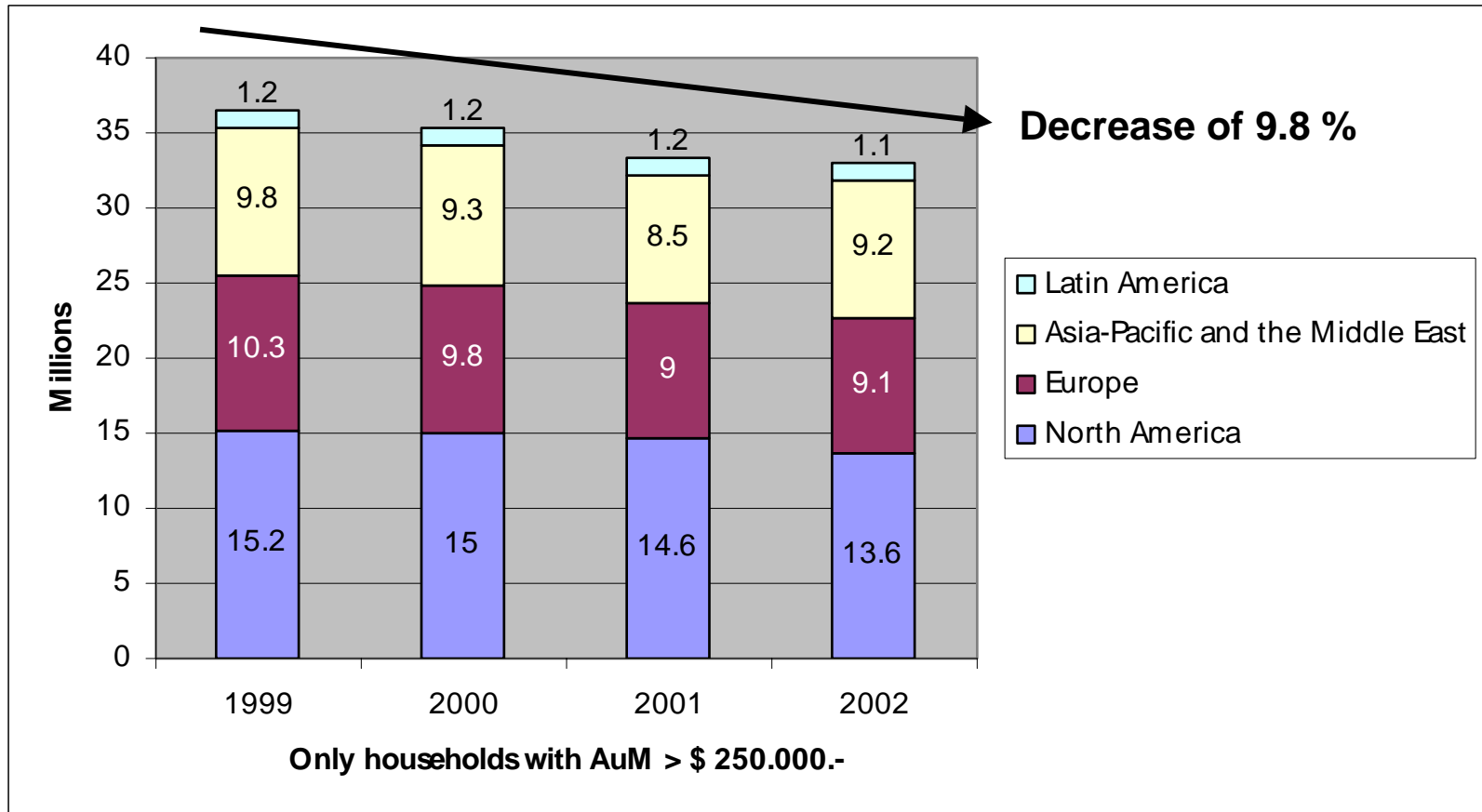
— Implication —



Changing Market Imperatives – Economic Slowdown

The economic slowdown reduced the size...

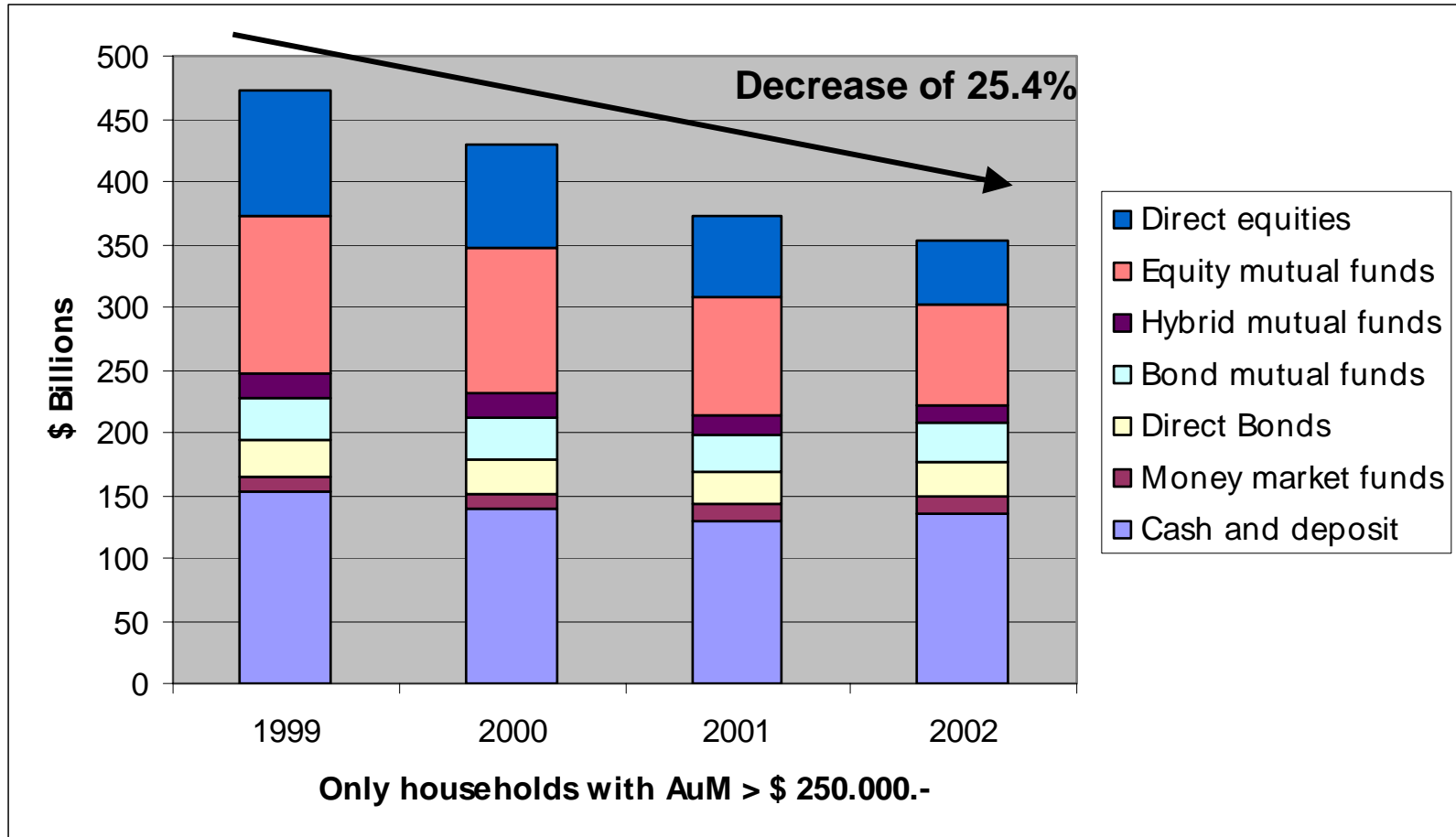
— The number of wealthy households continued to decline —



Changing Market Imperatives – Economic Slowdown

...and the revenue of the private banking customer base.

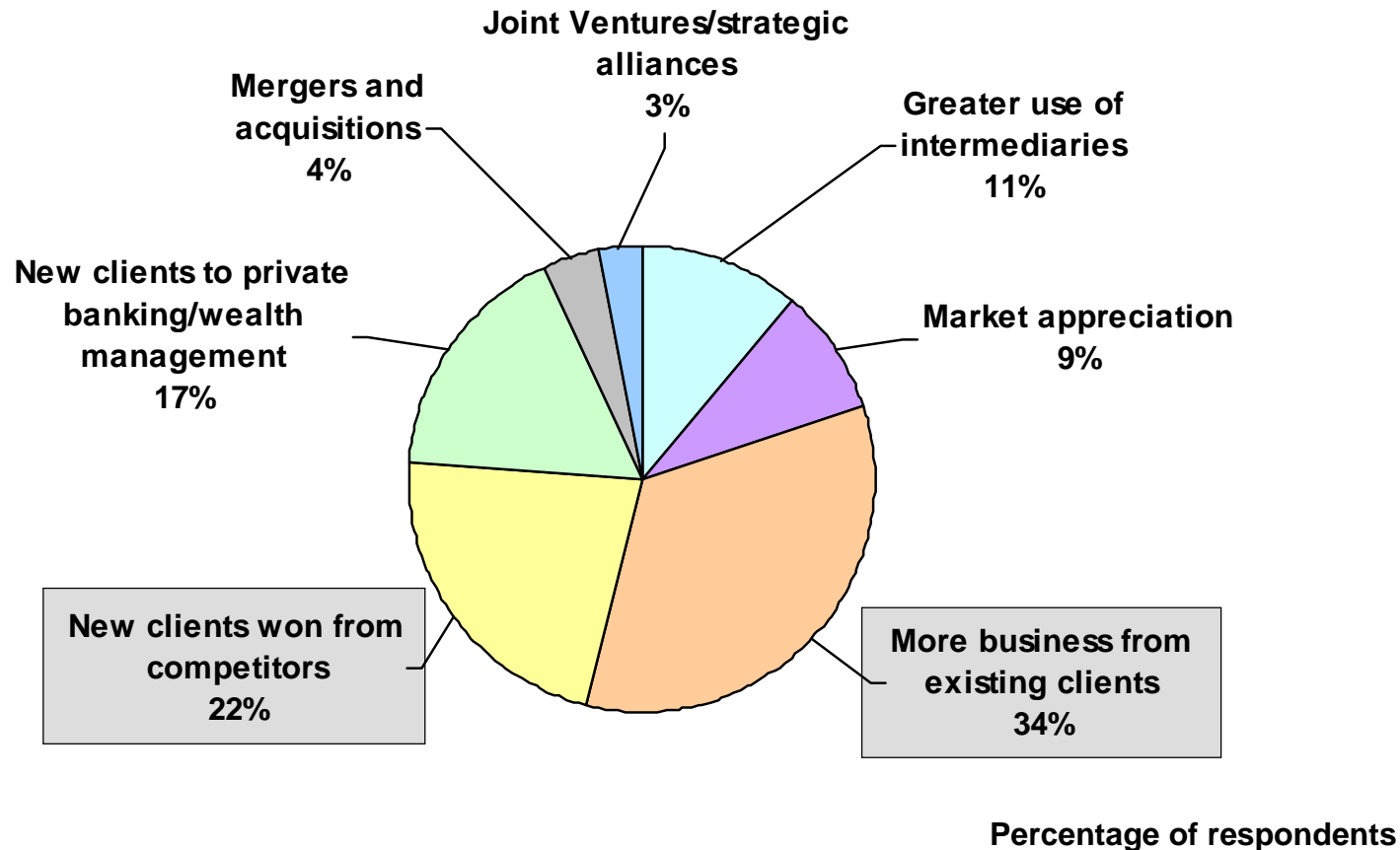
— Revenue from wealthy households has fallen sharply since 1999 —



Changing Market Imperatives – Market Convergence

The majority of wealth managers expect to grow through improved relationships or new clients from competition.

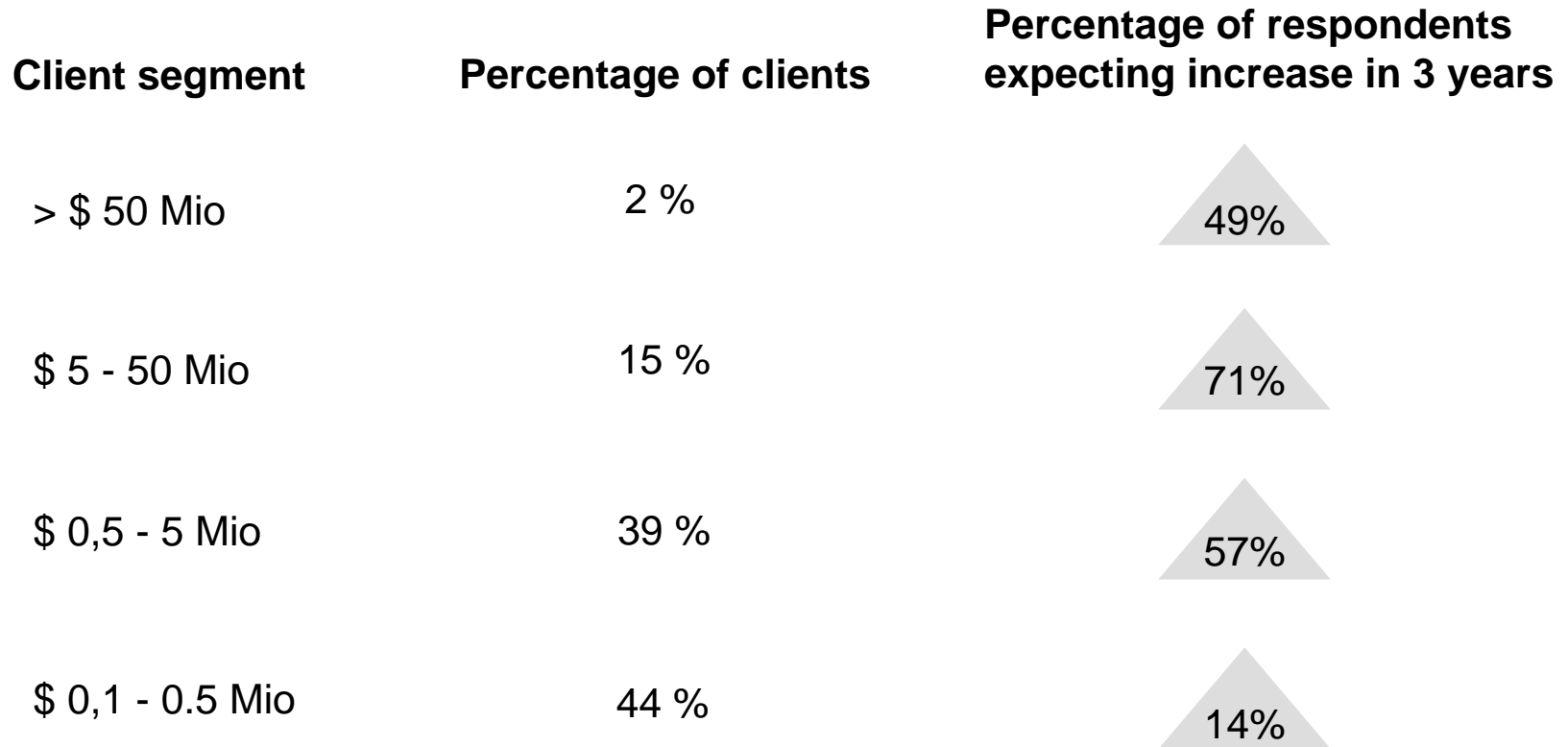
— Which external sources will account for revenue growth? —



Changing Market Imperatives – Market Convergence

Wealth managers are therefore fiercely competing on the same selected customer segments.

— Current customer base and expected in 3 years time —



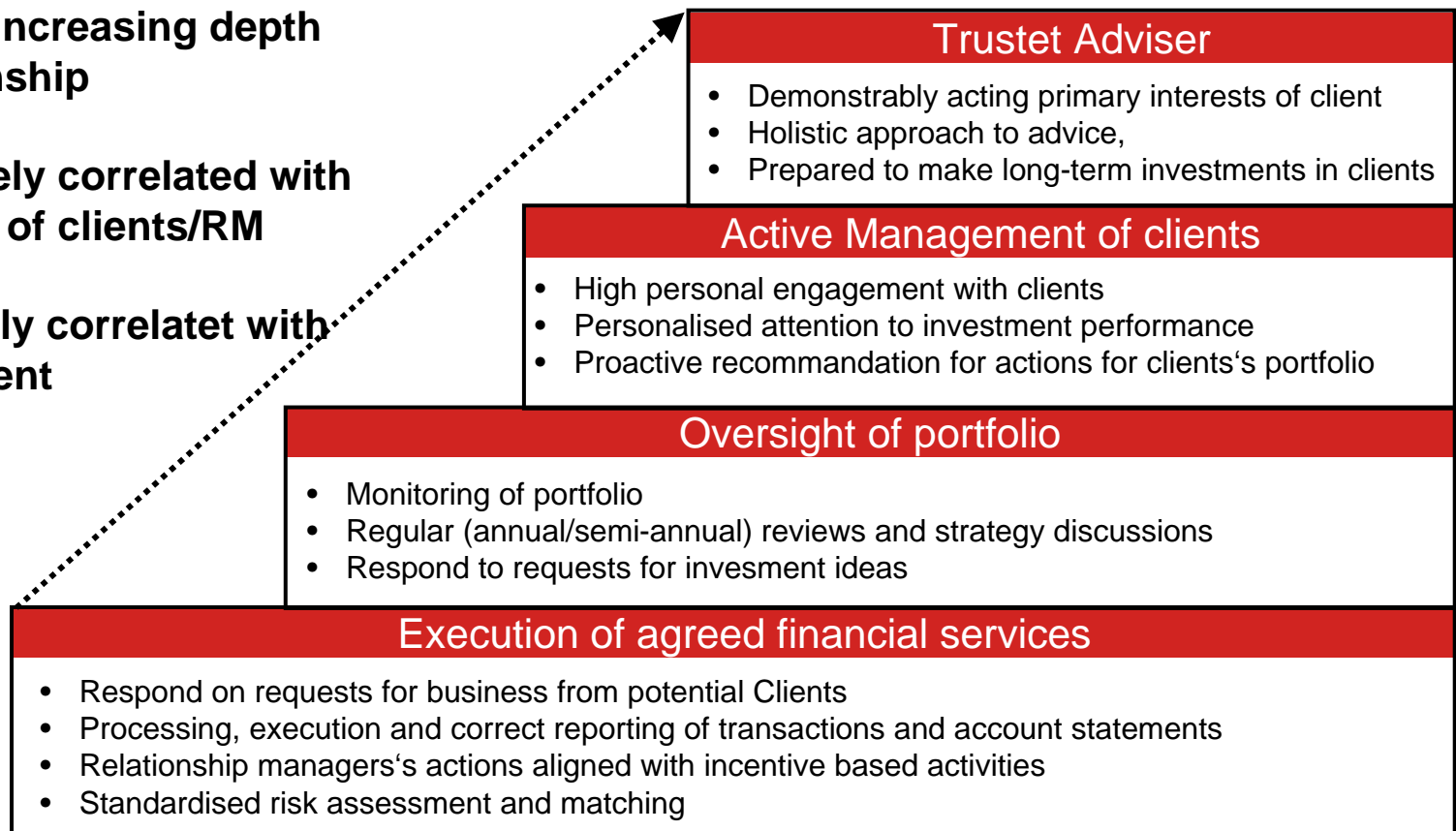
Changing Market Imperatives – CEM as a Strategic Imperative

With increasingly demanding and selective clients it is imperative to get the basics right first.

— Steps to excellence —

Potential increasing depth of relationship

- **negatively correlated with number of clients/RM**
- **positively correlated with AuM/client**

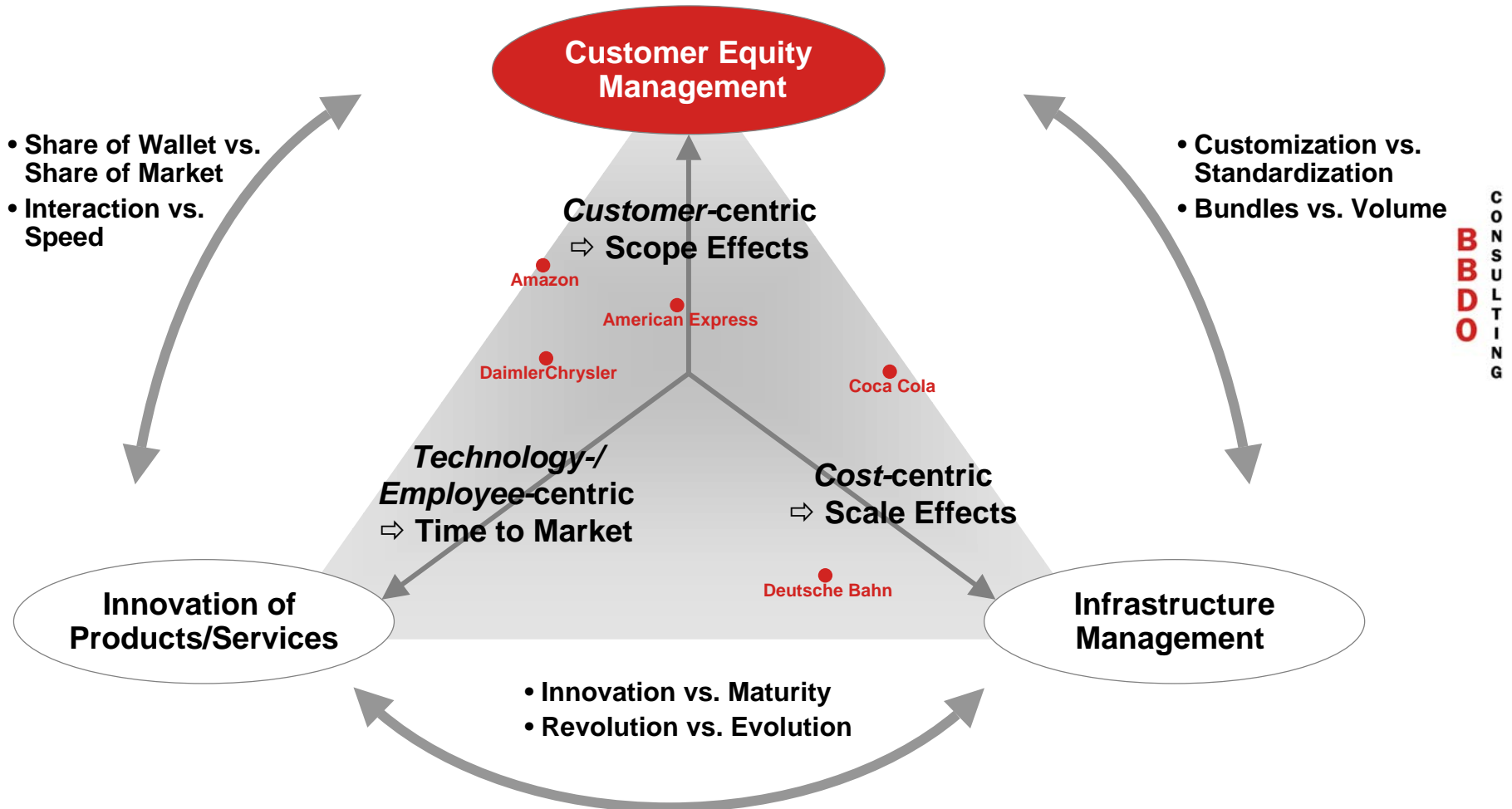


**B
B
D
O**
C
O
N
S
U
L
T
I
N
G

- **Changing Market Imperatives for Financial Services**
- **How to Succeed with CEM – Definition and Examples**
- **Current Status of CEM and the BBDO Consulting Approach**
- **Selected CEM Tools**
- **Summary**

Customer Equity Management is one of the company's three core competencies and often conflicts with the two others.

— Core competencies, key value drivers and their relationship —



How to Succeed with CEM – Definition

Every industry has a different logic in terms of customer behavior and product/service characteristics.

– Industry – – Company (example) – – Characteristics – – Impact on CEM (examples) –

Automotive	BMW	<ul style="list-style-type: none"> • Long buying cycles • Rare “natural” contact • Relationship determined by product • Dealer owns the customer 	▶	<ul style="list-style-type: none"> • Many of today’s CEM activities create cost not value • CEM needs to integrate the dealer as contact person of customers
Airlines	Lufthansa	<ul style="list-style-type: none"> • Customer is present during service production/delivery (importance of personal contact) • Extreme ABC-customer allocation 	▶	<ul style="list-style-type: none"> • High importance of integrated activities across all touch points • Potential for value segmentation
Consumer Electronics	Siemens ICM	<ul style="list-style-type: none"> • Consumer goods character (short product life cycles) • No direct customer contact 	▶	<ul style="list-style-type: none"> • Companies must get to know their customers • CEM can mainly support loyalty, cross selling & purchase cycle shortening activities
Financial Services	Allianz	<ul style="list-style-type: none"> • Not time-specific services • Relationship determined by trust • Diversity of offers and services 	▶	<ul style="list-style-type: none"> • CEM has to build trust through transaction and relationship quality • Huge potential for cross selling
Online Services	T-Online	<ul style="list-style-type: none"> • „Gate Keeper“ function • Low switching barriers 	▶	<ul style="list-style-type: none"> • CEM has to focus on retention • CEM can bundle thousands of services (e.g. through alliances)
Consumer Goods	Wrigley’s	<ul style="list-style-type: none"> • Low absolute margin per transaction • Low involvement • No direct customer contact 	▶	<ul style="list-style-type: none"> • CEM has no relevance at all (at least on B2C level), focus on BEM

From a customer perspective, the company's market success is determined by three elementary evaluation criteria.

- Customers' Evaluation Criteria -

1. Product Quality

- Product characteristics (services, functions)
- Breadth of product range
- Price-quality relation



2. Quality of Customer Transactions

- Efficiency and effectiveness of interactions
- Consistency of transaction quality
- Support of the customer for necessary decision processes

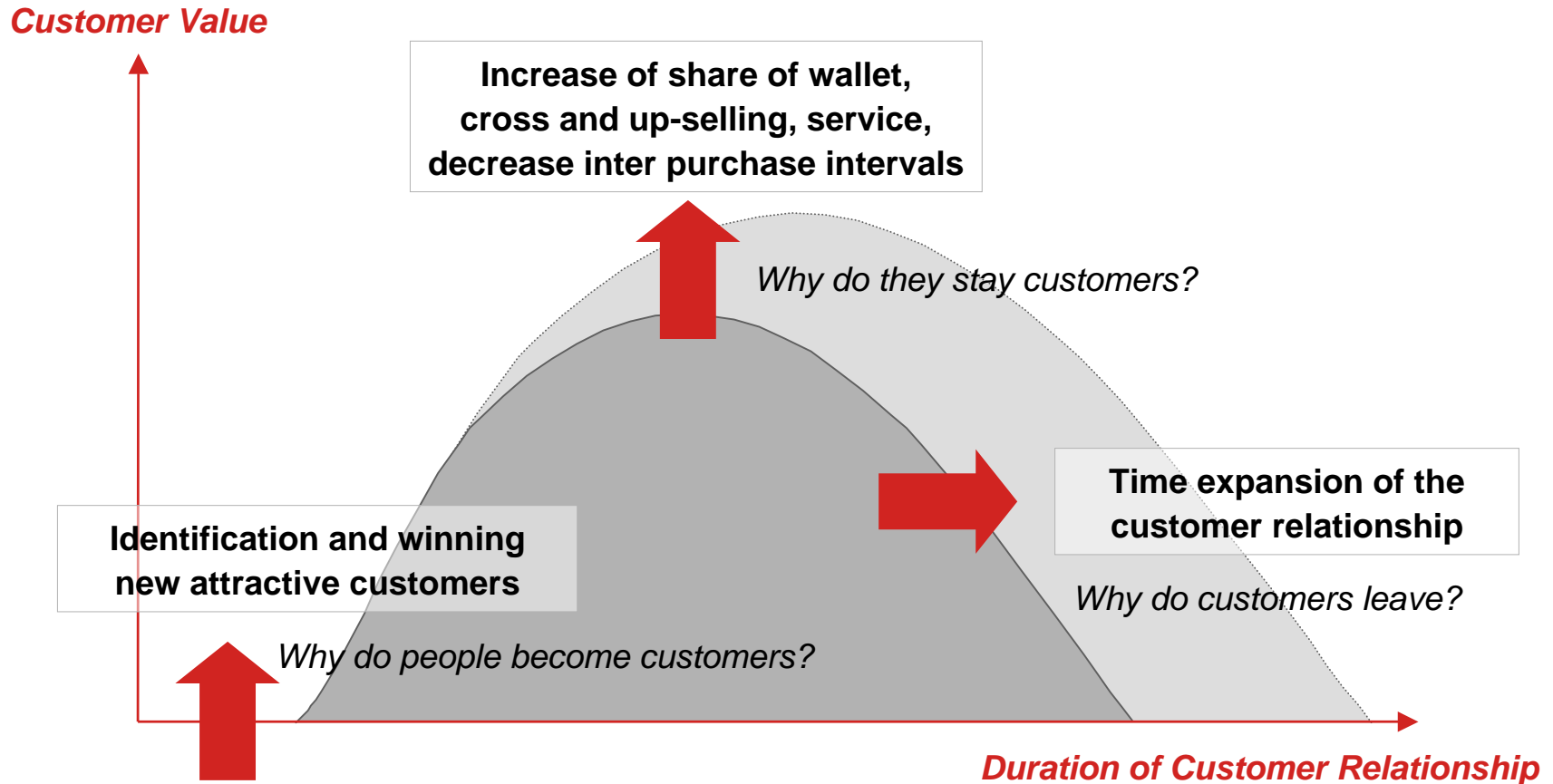


3. Quality of Customer Relationship

- Honoring customer loyalty
- Personal relationship of customer to company
- Fulfillment of personal customer needs

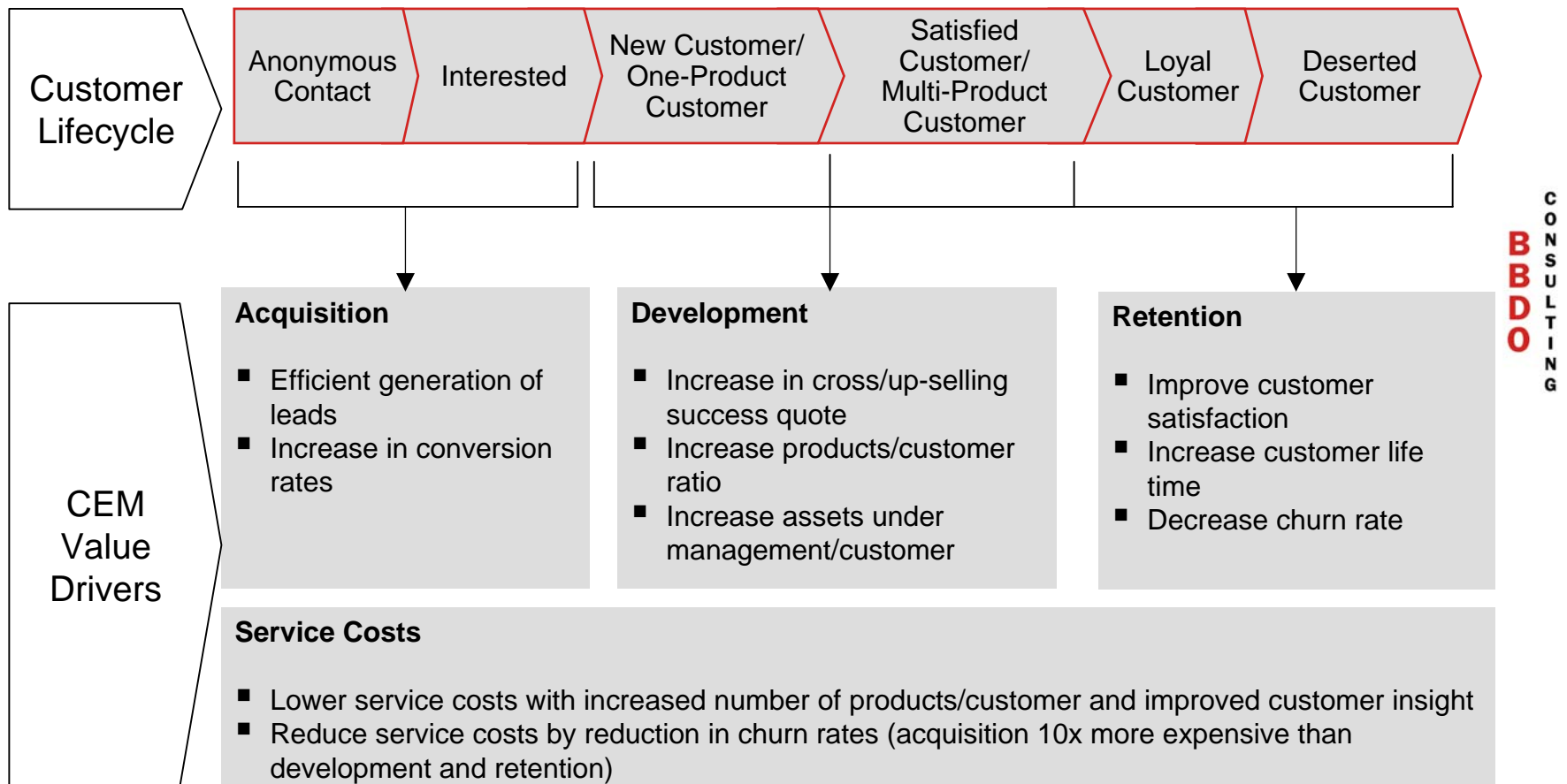
CEM strategies therefore aim at maximizing the customer life-time value.

- Drivers for customer life-time value -

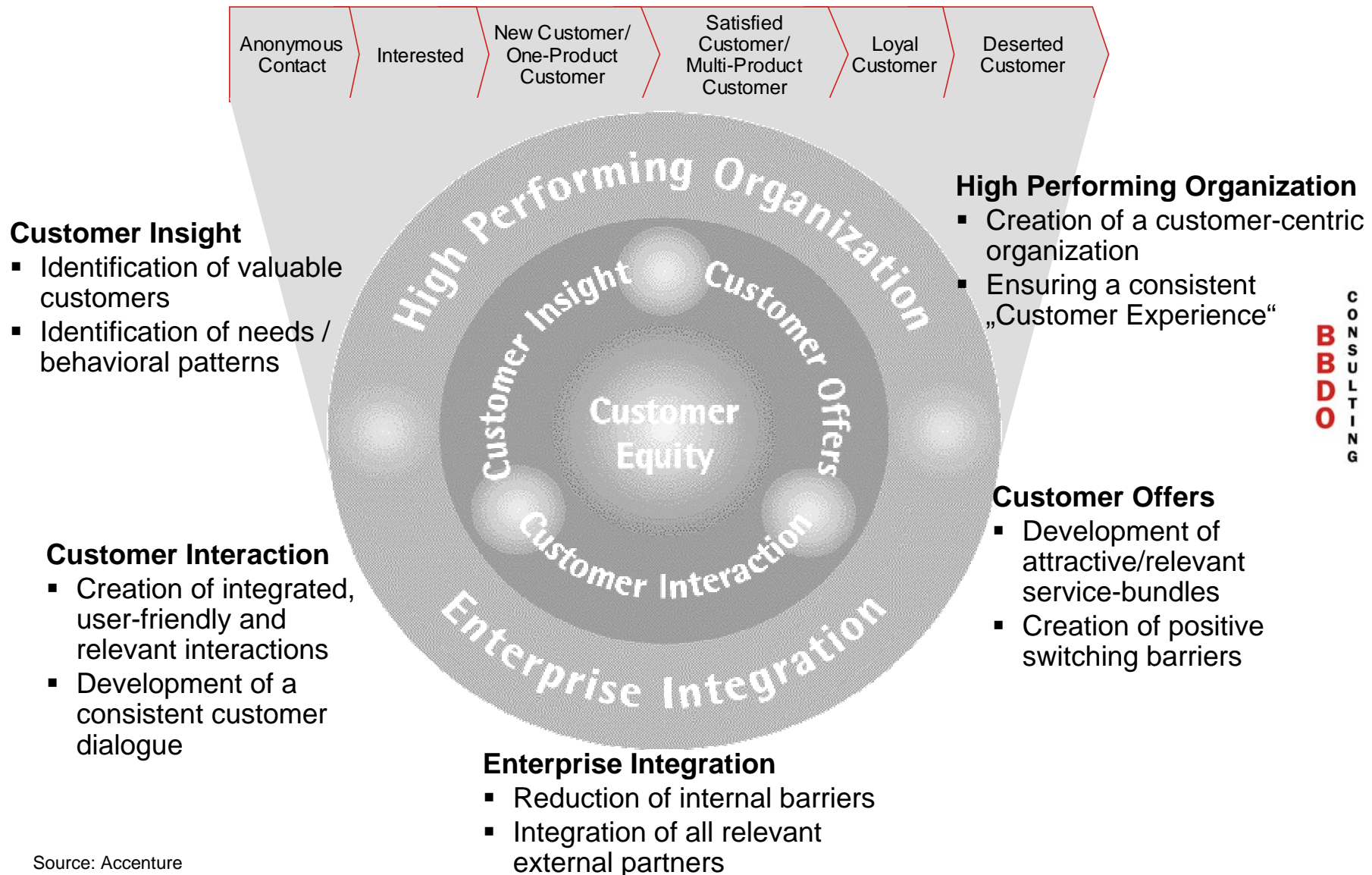


More specifically, CEM addresses the value drivers along the customer's life cycle

- CEM value drivers along the customer's lifecycle -

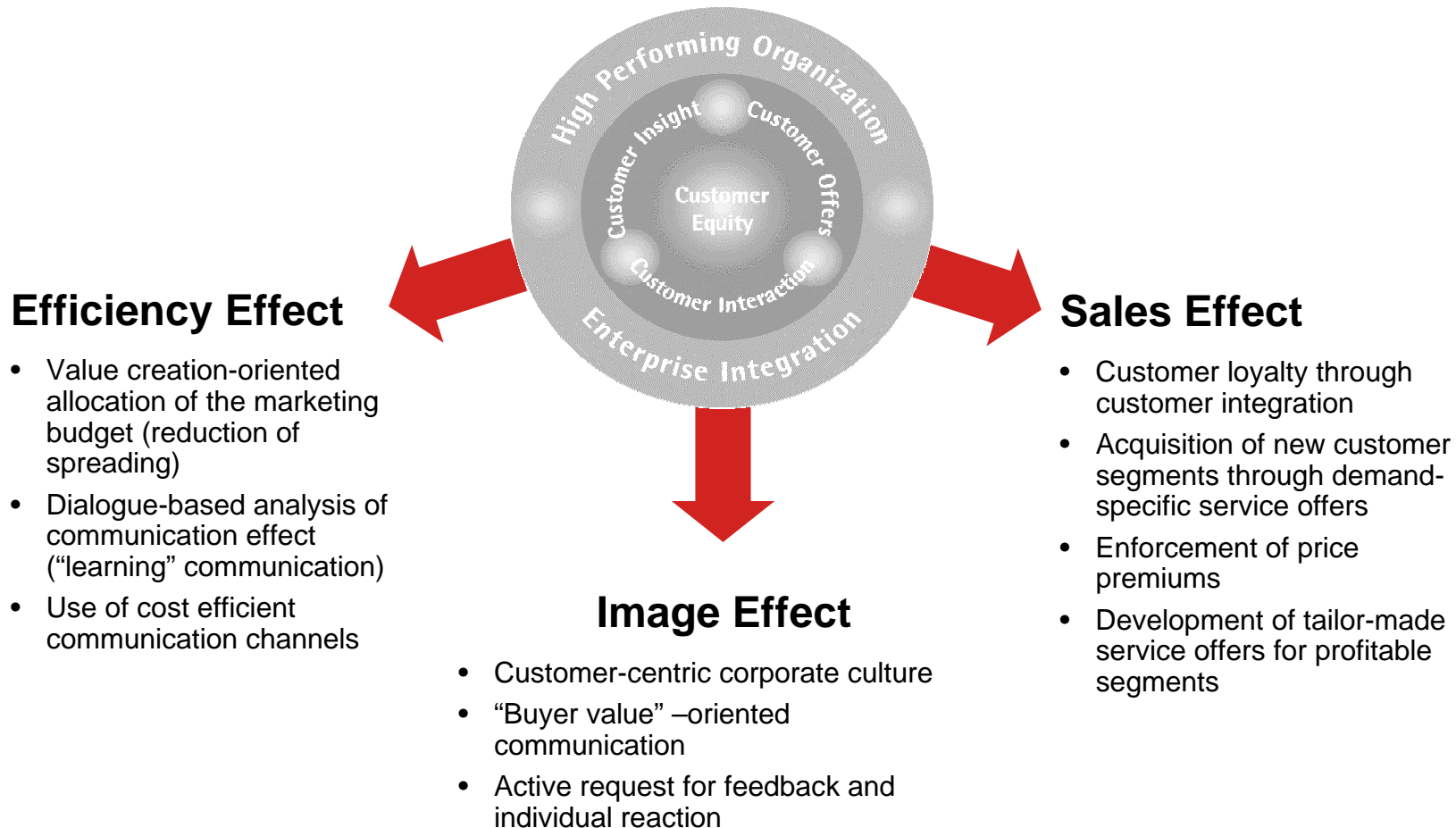


The success of CEM depends on the availability of integrated corporate capabilities.



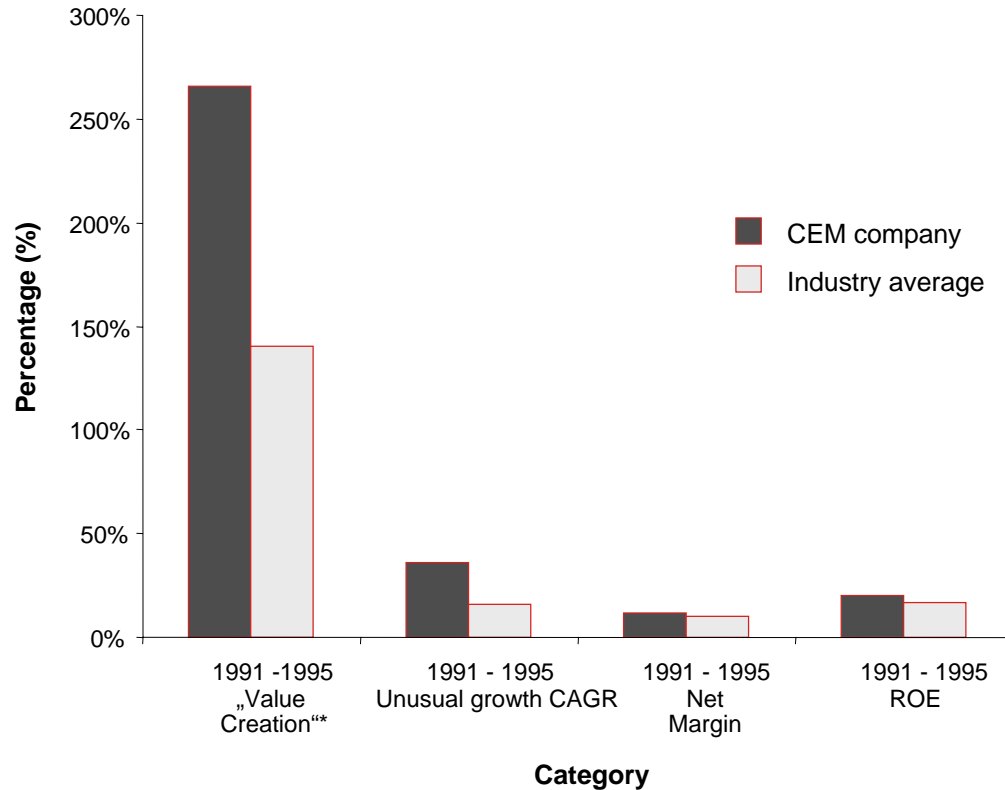
Integrated CEM delivers value along three dimensions.

- Benefits of integrated CEM -



Value creation through integrated CEM – example credit card industry

Customer Equity Management of the credit card industry



* Value Creation:
Ratio of net market capitalization and profit (EBITD)

Performance difference between the average company and the CEM company (in %)

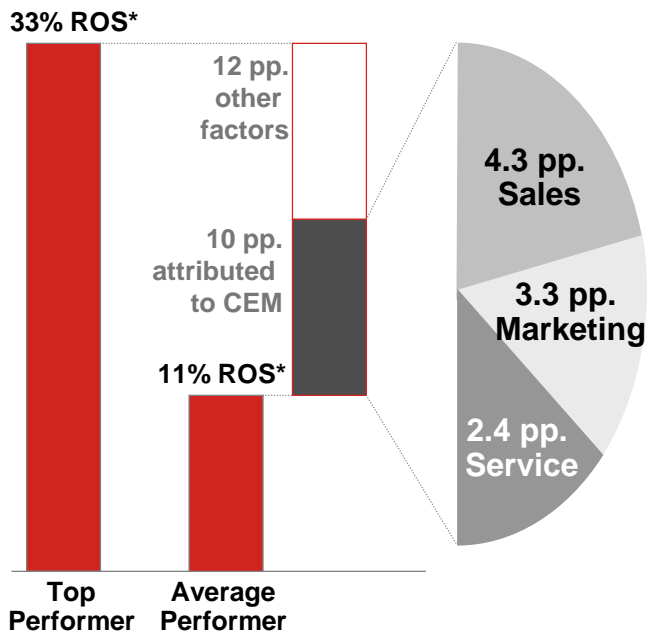
- Value Creation
→ 126% difference
- Unusual Growth (CAGR):
→ 20% difference
- Net Margin
→ 2% difference
- Return on Equity (ROE)
→ 3% difference

CONSULTING
BBD O

Value creation through integrated CEM – example communication industry

- CEM contribution to success -

Nearly 50% of the ROS difference compared to average companies could be attributed to CEM capabilities



* ROS = Return on Sales

pp. = Percentage point

Source: Accenture

- Enabling capabilities -



Sales → €130 Mio.

1. Effective advancement of the sales staff
2. Development of effective sales plans
3. Fair compensation/bonus for the sales staff
4. Retention of the best sales people



Marketing → €100 Mio.

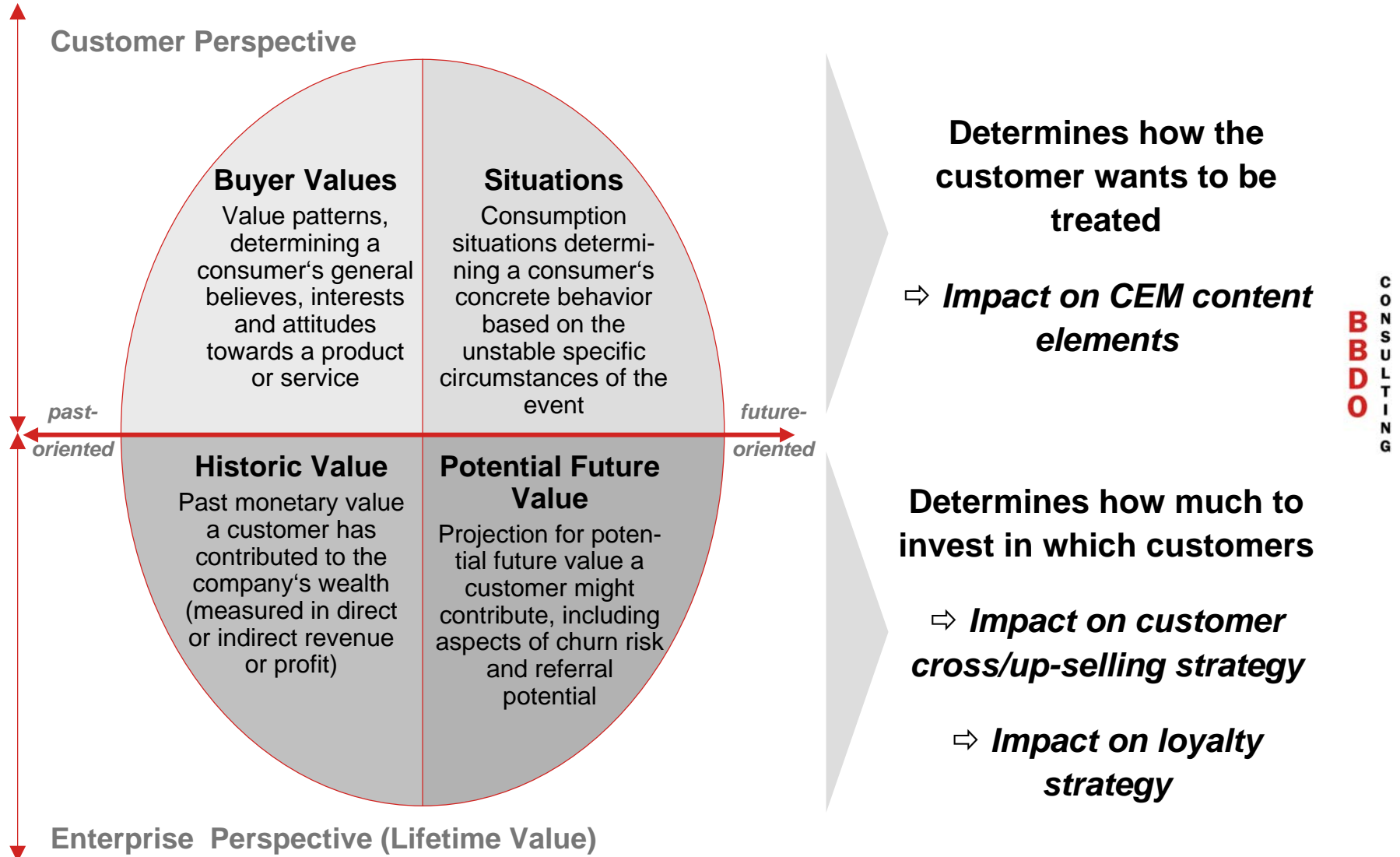
1. Value based price models
2. Effective allocation/usage of customer data
3. Development of effective strategic alliances
4. Effective execution of the marketing plan



Service → €70 Mio.

1. Build-up of an effective account system
2. Retention of the best service people (attractiveness as employer)
3. Controlling of the customer service effectiveness

Excellence in the Customer Insights capability results in the understanding of both the inside-out and outside-in perspectives.



How to Succeed with CEM – Example: Customer Insight Capability

Insurance company XY systematically identifies valuable customers through customer segmentation based on their potential and profitability.

- Customer segment-specific value levers -

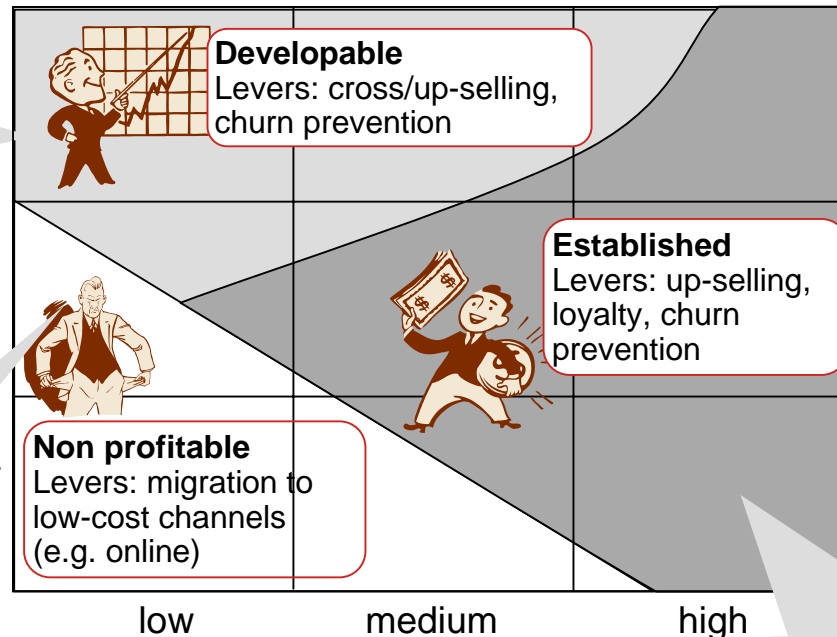
- Example**
- Age 25 - 32 years
 - Married without children or single
 - Young professional
 - Products: liability or disability insurance
 - Low premium contributions

Customer Potential

high

medium

low



- Example**
- Age above 65 years
 - Retired
 - Products: old age insurance
 - Low to medium premium contributions

Customer Profitability

- Determination of profitability based on contribution margin
- Scoring of potential based on disposable income, age, current products

- Example**
- Age 40-50 years
 - Married with children
 - Established career
 - Products: life, liability and householder's insurances
 - Medium to high premium contributions

CONSULTING
BBD

Contact strategy/content, communication channel, product offerings and sales pitch were developed for the defined customer profile.

- Example of customer segment-specific contact content -

Selection of addresses from the segment “Developable Customer”

- Age 28 - 35 years
- Employee
- Old age insurance as single product
- Married, one child
- Affluent residential areas

Lever for communication content:

Cross-selling of risk life insurance and disability insurance

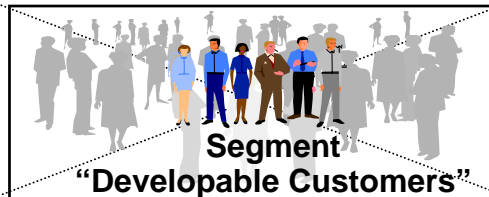
Communication content components

Contact style

- Easy to understand
- Visual
- Colloquial

Product offer

- Risk life insurance
- Disability insurance



Communication channel

- Telemarketing for appointments
- Personal advisor for contract closure
- Mailing for after-sales information

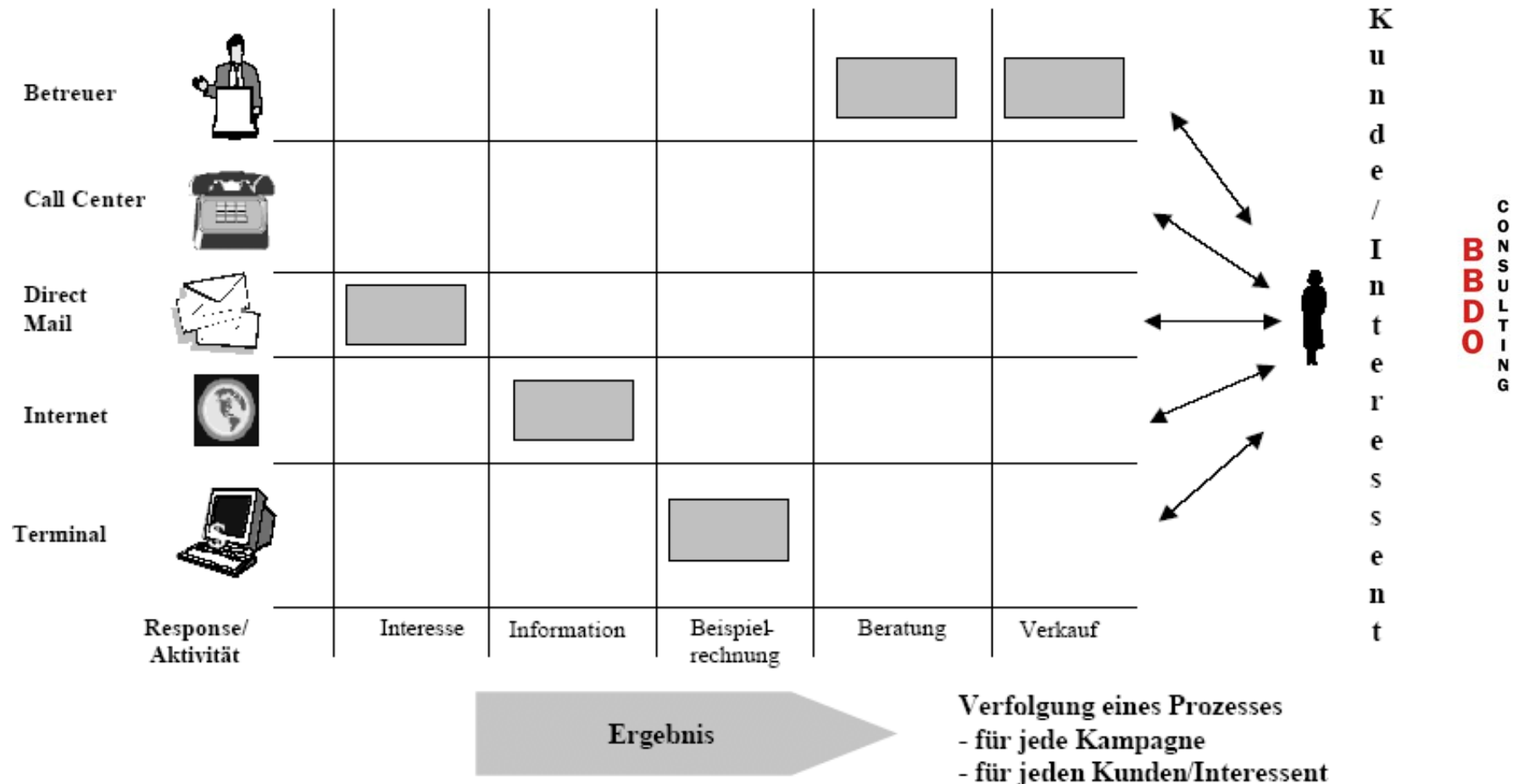
Sales argumentation

- Family safeguarding in the case of death
- Preservation of minimal living standard

How to Succeed with CEM – Example: Customer Integration/Enterprise Integration Capabilities

A large international private bank has established clear processes for each customer touch point which are supported by integrated systems.

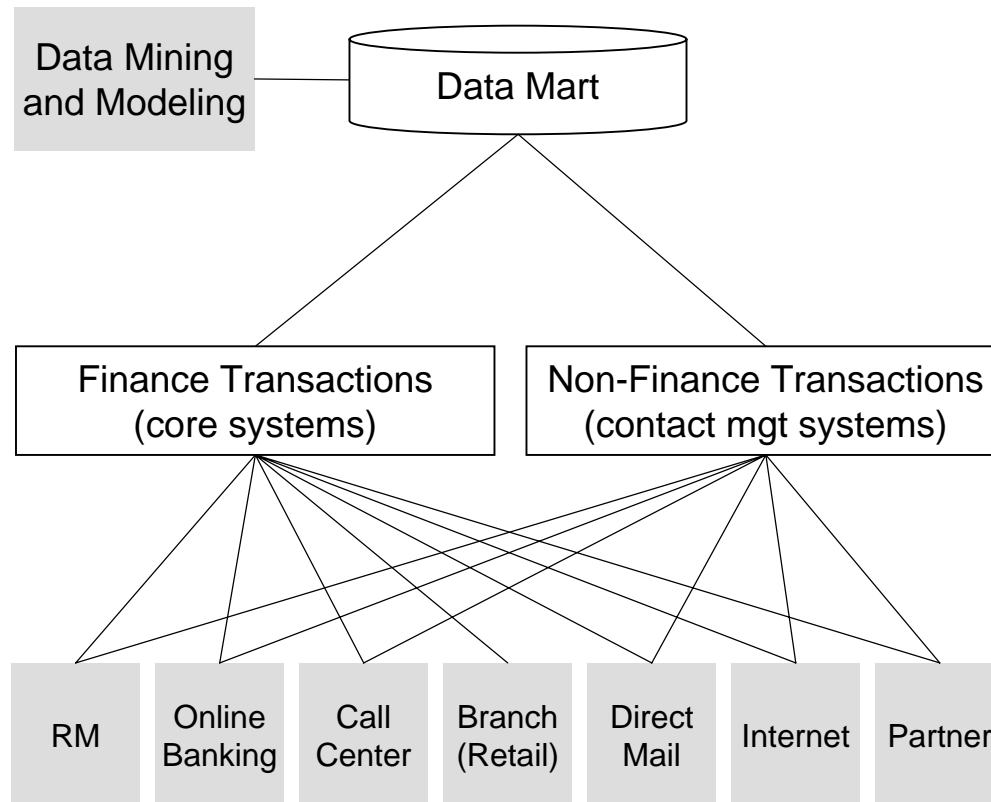
- Customer touch points in a multi-channel environment -



Customer-centric collection and management of information is the basis for excellence in CEM.

- Scope of customer interactions -

- Benefits of integration-



Customer-centric view

- Multi-channel
- All products
- Behavior, affinity
- History

Aligned marketing

- Household view
- Customer retention
- Contact content

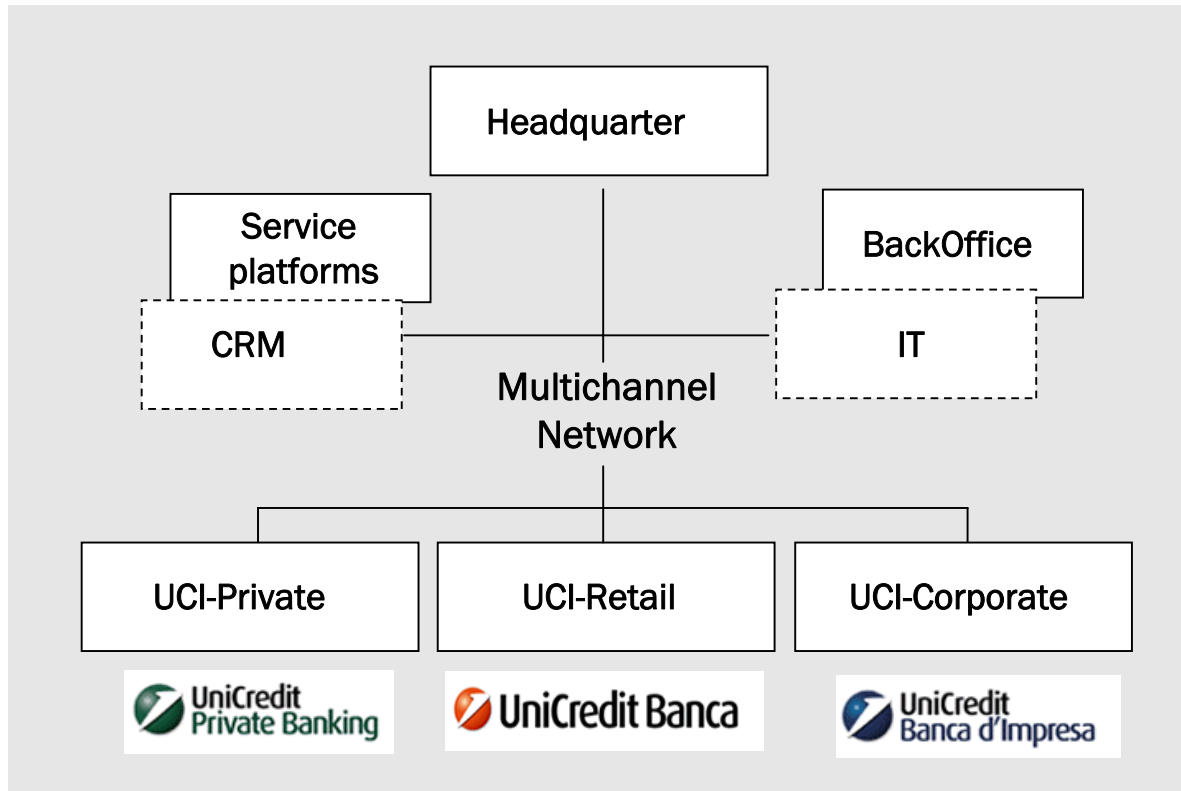
Aligned infrastructure

- Front end
- Processes
- Information technology

UniCredito Italiano has implemented a common IT infrastructure and a central CEM Organization to plan and execute marketing and sales campaigns across channels.

- Aligned CEM organization and infrastructure -

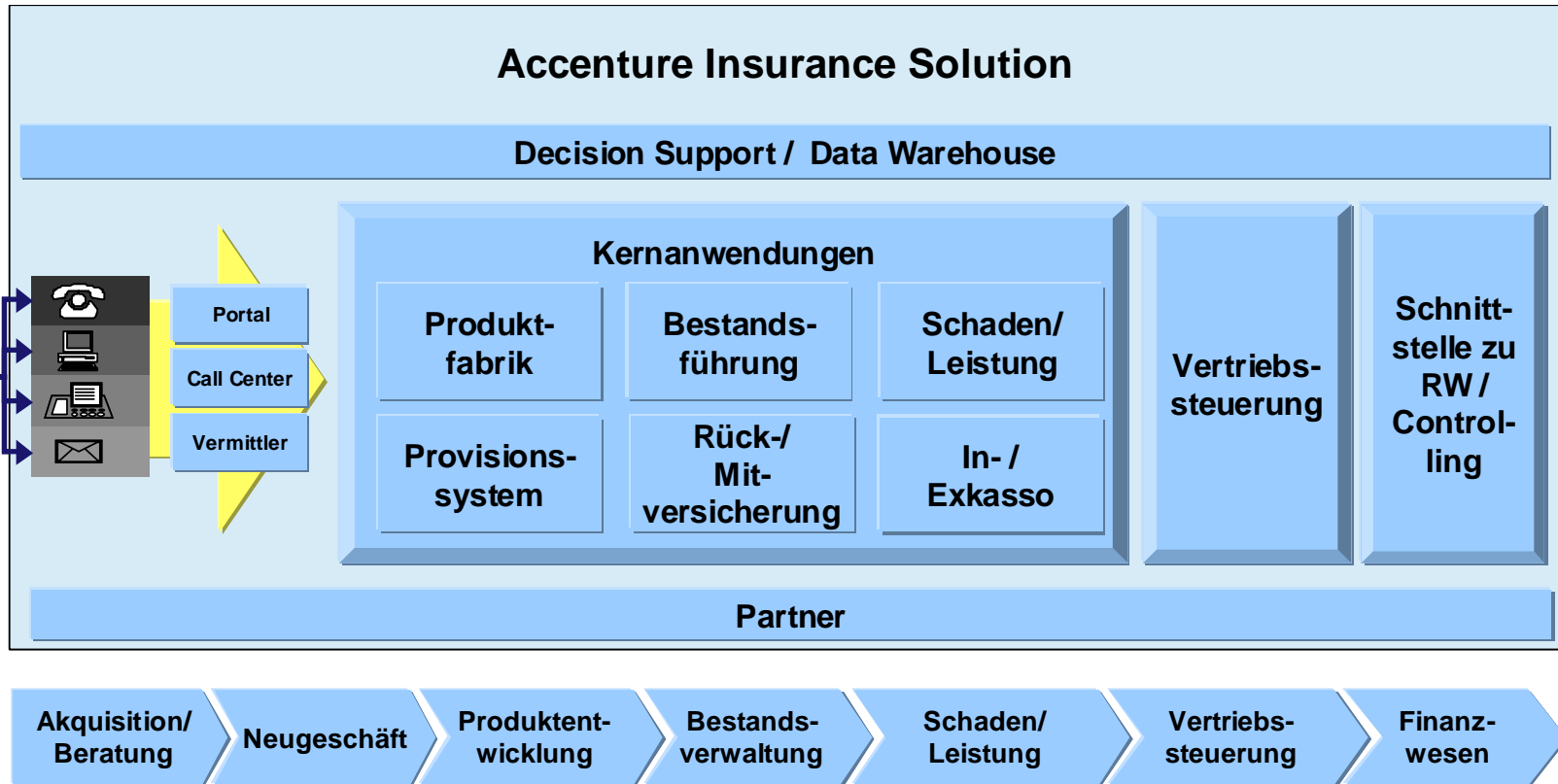
- Benefits -



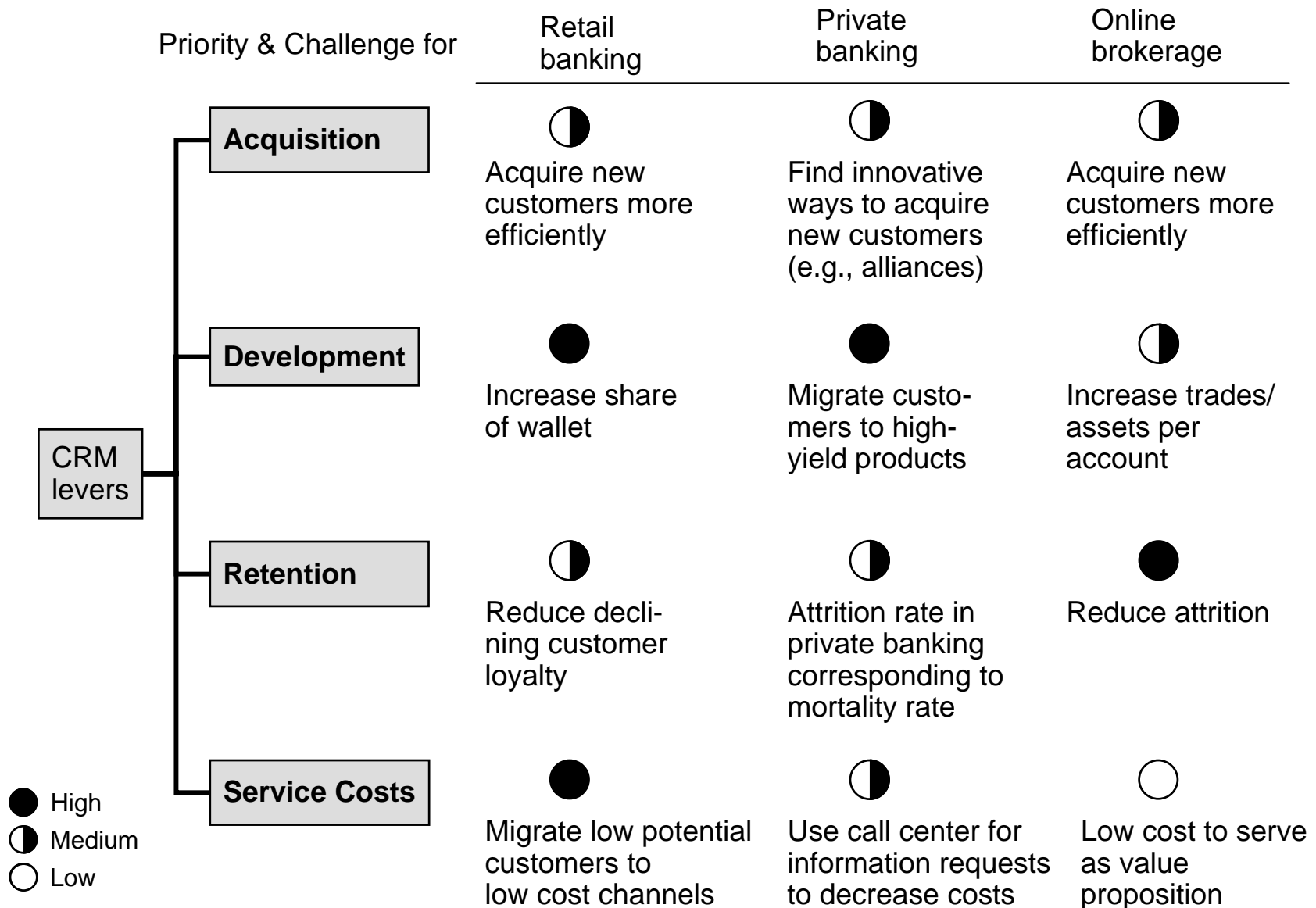
- Improved standard service levels and reduced costs in mass market
- Enabled comprehensive CEM planning and real-time controlling
- Improved cross-selling in all segments

Accenture developed for Zurich Financial Services Spain a unique Insurance Solution covering Life and Non-Life Business

-Overview Accenture Insurance Solution -



Relevance of key CEM levers for different banking businesses.



- **Changing Market Imperatives for Financial Services**
- **How to Succeed with CEM – Definition and Examples**
- **Current Status of CEM and the BBDO Consulting Approach**
- **Selected CEM Tools**
- **Summary**

Many financial services companies have doubts about the value of CRM despite significant investments.

- Situation -

Lack of shared understanding of CRM and actionable objectives

Implementation not driven by robust and comprehensive business case

Ignorance of the change impact

Absence of benefit tracking

- Implications -

- Lack of strategic guidance and governance
- Limited understanding of drivers for customer behavior
- Lack of alignment between units in the sales processes
- Unclear responsibilities and frustration

- Lack of decision support
- Increased risk exposure, particularly regarding IT-related investments
- Lack of transparency in resource consumption and ROI

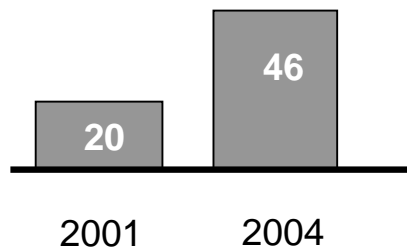
- Resistance in the sales organization
- Significant redundancies
- No learning environment and lack of flexibility
- “Not invented here” syndrome

- Lack of focus on relevant activities/initiatives
- No instrument for corrective actions
- No controlling for business case realization
- Increased top management reservation

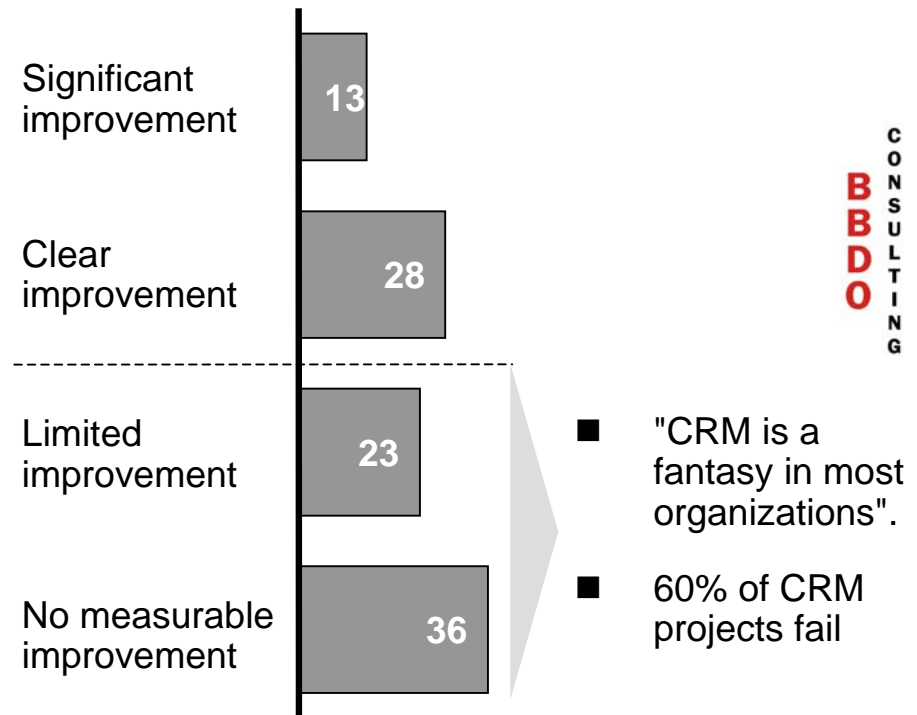
Current Status of CEM

CRM projects consistently fail to deliver the expected values despite significant investments.

- Global expenditures on CRM Systems (\$ bn) -

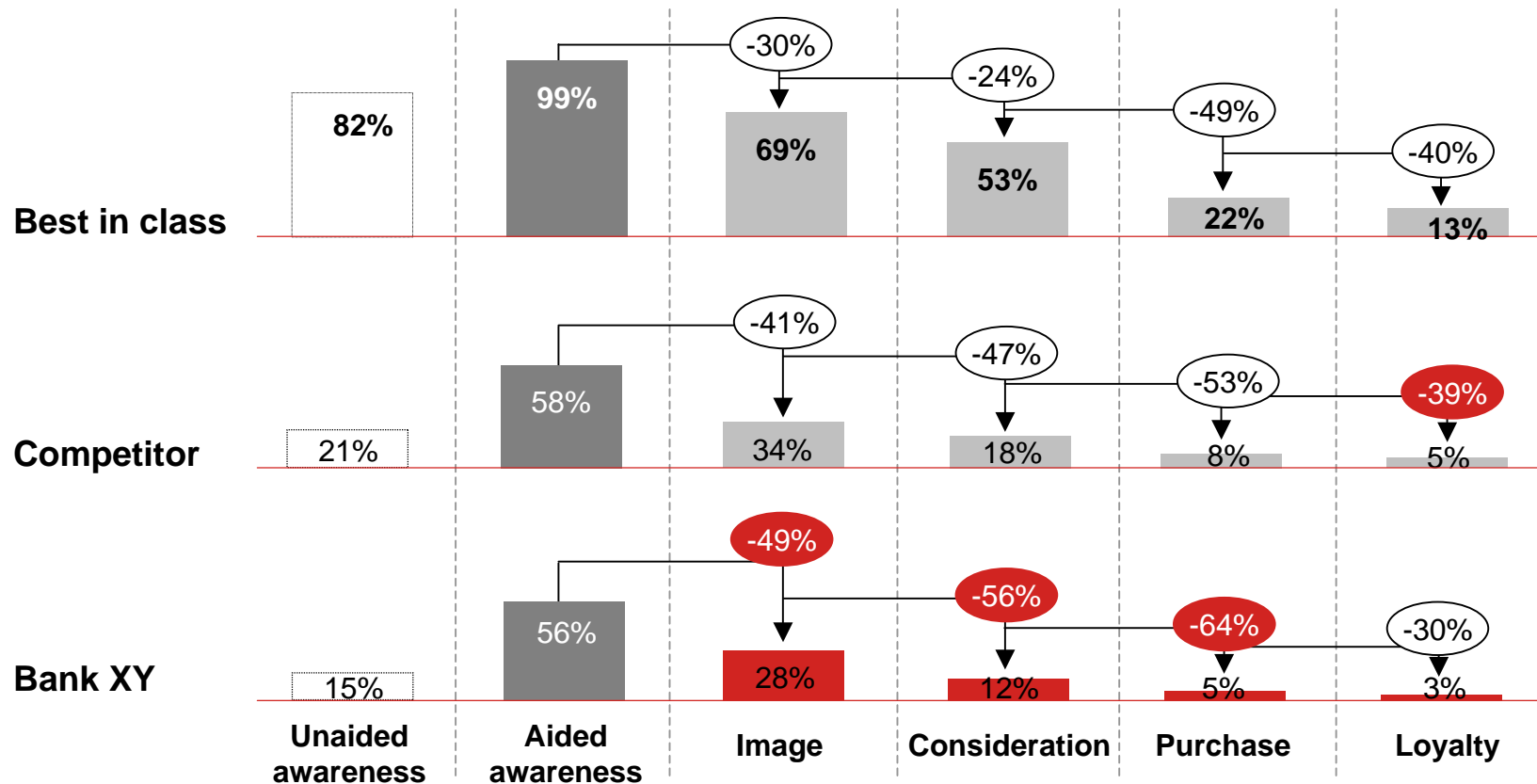


- Impact on business results % of respondents -



BBDO Consulting's Brand Screen clearly identifies the potential of CEM value levers.

- Comparison: Best in class with Bank XY -



Bank XY is unable to convert its awareness and is worst in class with regard to loyalty.

— Performance of Bank XY's brand compared with competitors —

— Conclusions —

	Unaided Awareness	Aided Awareness	Image	Consideration	Purchase	Loyalty
Bank XY	15	88	14	12	2	9
Comp 1	100	100	31	28	41	25
Comp 2	48	87	31	30	7	28
Comp 3	57	86	24	20	6	15
Comp 4	54	96	14	14	9	13
Comp 5	94	100	24	23	26	21
Comp 6	2	54	9	9	1	9
Comp 7	3	59	11	12	2	13
Comp 8	66	93	23	16	4	9

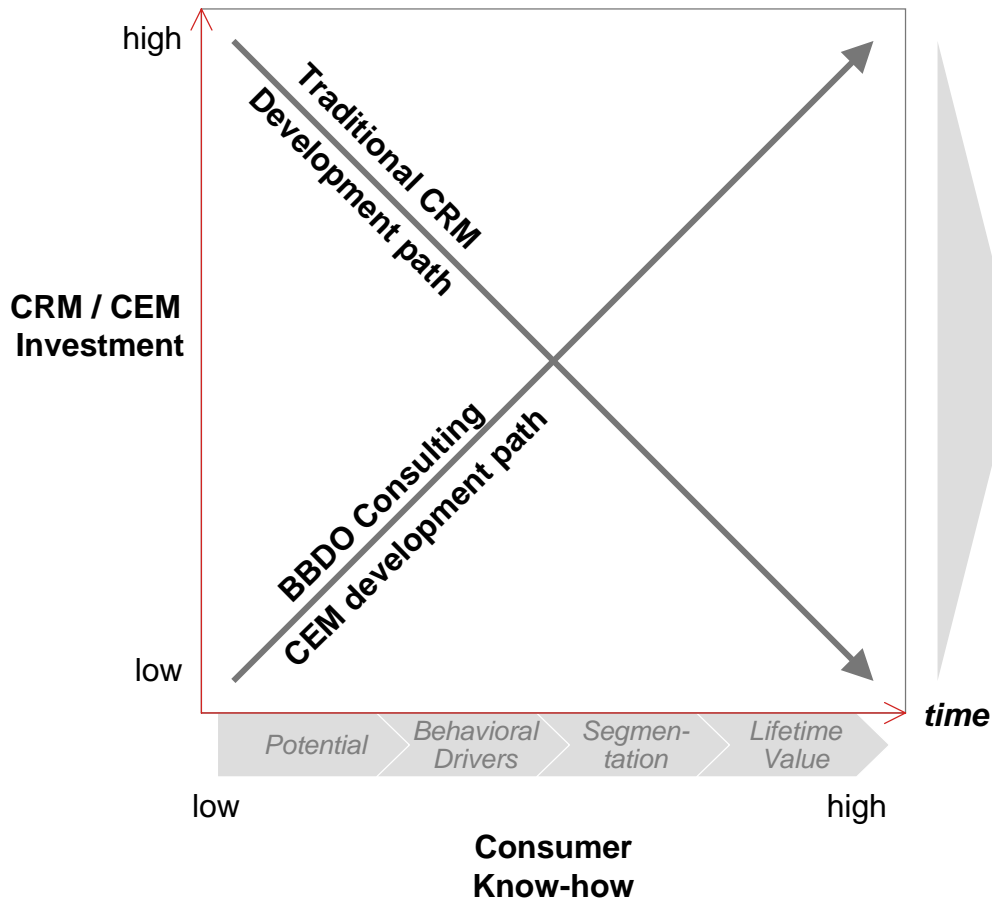
Best in Class
 Worst in Class
 Focus of subsequent analysis

- Comp 1 is the benchmark for awareness, both unaided and aided
- Comp 2 scores highest in terms of Image, followed by Sarasin and Credit Suisse
- Comp 2 is best in class with regard to Consideration
- Comp 6 is worst in class across all categories

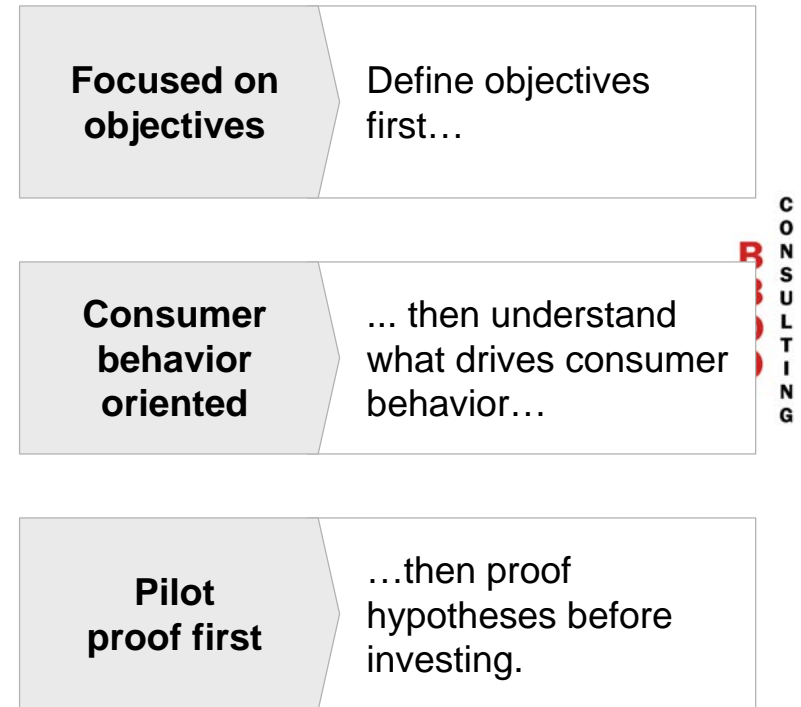
Source: d&s Anlagemonitor 2003 CH und D, Sample = 650, in %

The development path for CEM is driven by generating consumer know-how.

- CRM / CEM Development Path -

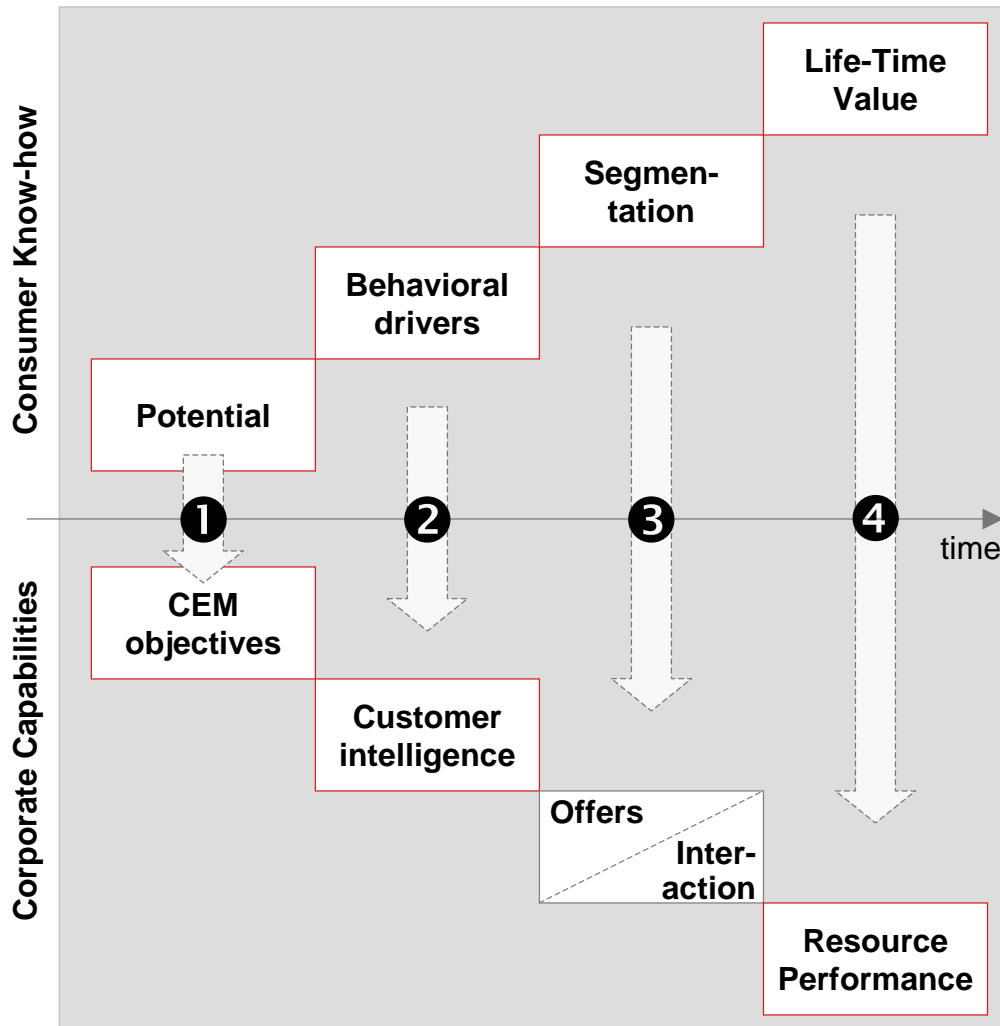


- Development Principles -



The CEM development path drives the focused investment in corporate capabilities.

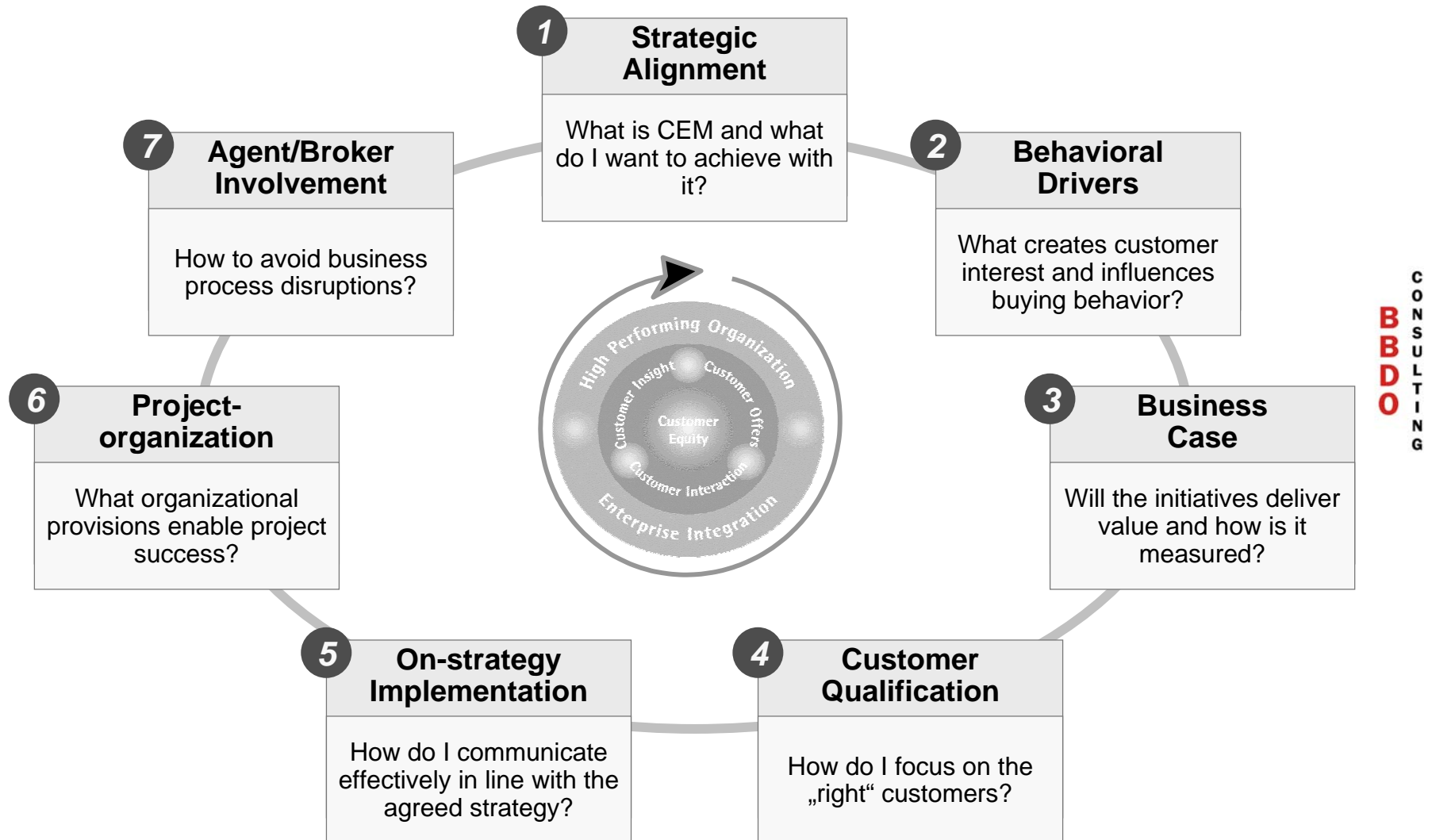
- BBDO Consulting CEM Framework -



- Key Steps -

- 1** Definition of CEM objectives based on company-specific potentials (e.g. acquisition, loyalty).
 - 2** Development of customer intelligence capabilities based on knowledge on behavioral patterns.
 - 3** Definition of distinctive offerings (bundles) and interaction patterns for consumer segments.
 - 4** Intra and inter corporate integration of resource performance to leverage customer lifetime value.
- ⇒ Iterative piloting of steps **2** and **3** in order to assure effective impact on behavioral drivers.

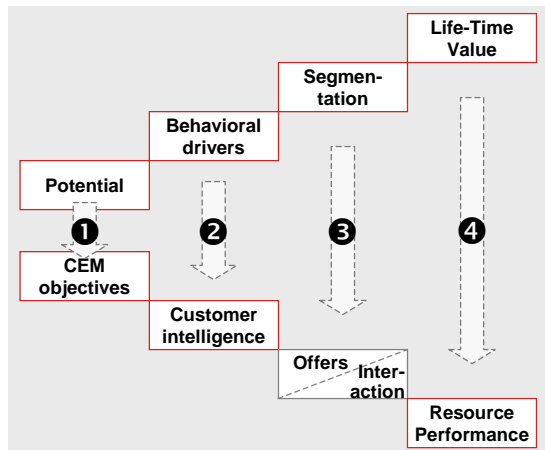
Successful CEM initiatives in the financial services industry must address seven key success factors.



- **Changing Market Imperatives for Financial Services**
- **How to Succeed with CEM – Definition and Examples**
- **Current Status of CEM and the BBDO Consulting Approach**
- **Selected CEM Tools**
- **Summary**

We have developed a set of CEM tools to navigate through BBDO Consulting's CEM framework.

- CEM Framework -



- CEM Toolbox -

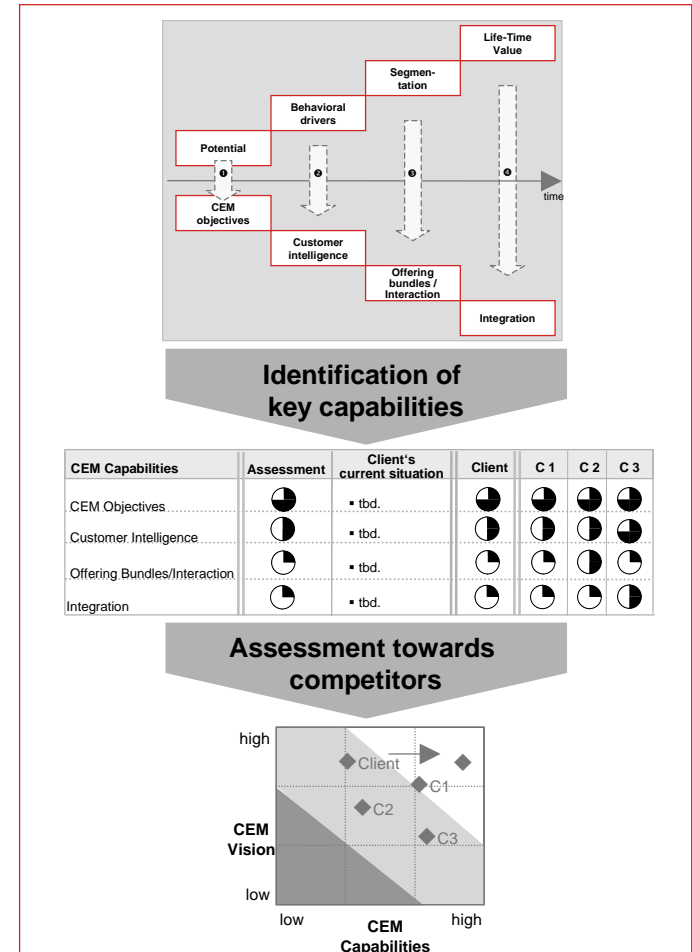
CEM Analysis		CEM Strategy**		CEM Implementation		CEM Controlling	
Tool 1)	CEM Quick Audit (Status Check)	Tool 5)	Basic Segmentations (Cust. Intell.)	Tool 9)	CEM Pilot Approach	Tool 13)	CEM Business Case
Tool 2)	CEM Objectives Frame	Tool 6)	Advanced Segmentations (Cust. Intell.)	Tool 10)*	CEM Architecture & Integration	Tool 14)	CEM Performance Measurement
Tool 3)	CEM Potential Screen	Tool 7)	Lifetime Value Model (Cust. Intell.)	Tool 11)*	Change Management		
Tool 4)	Behavioral Driver Model	Tool 8)*	Customer Strategies (e.g. Bonus Program)	Tool 12)*	BEM / CEM Framework		

Selected CEM Tools – CEM Quick Audit – Tool 1

The CEM Quick Audit is used to analyze the Client's current situation and identify areas for in-depth internal analysis.

—Tool description: CEM Quick Audit—

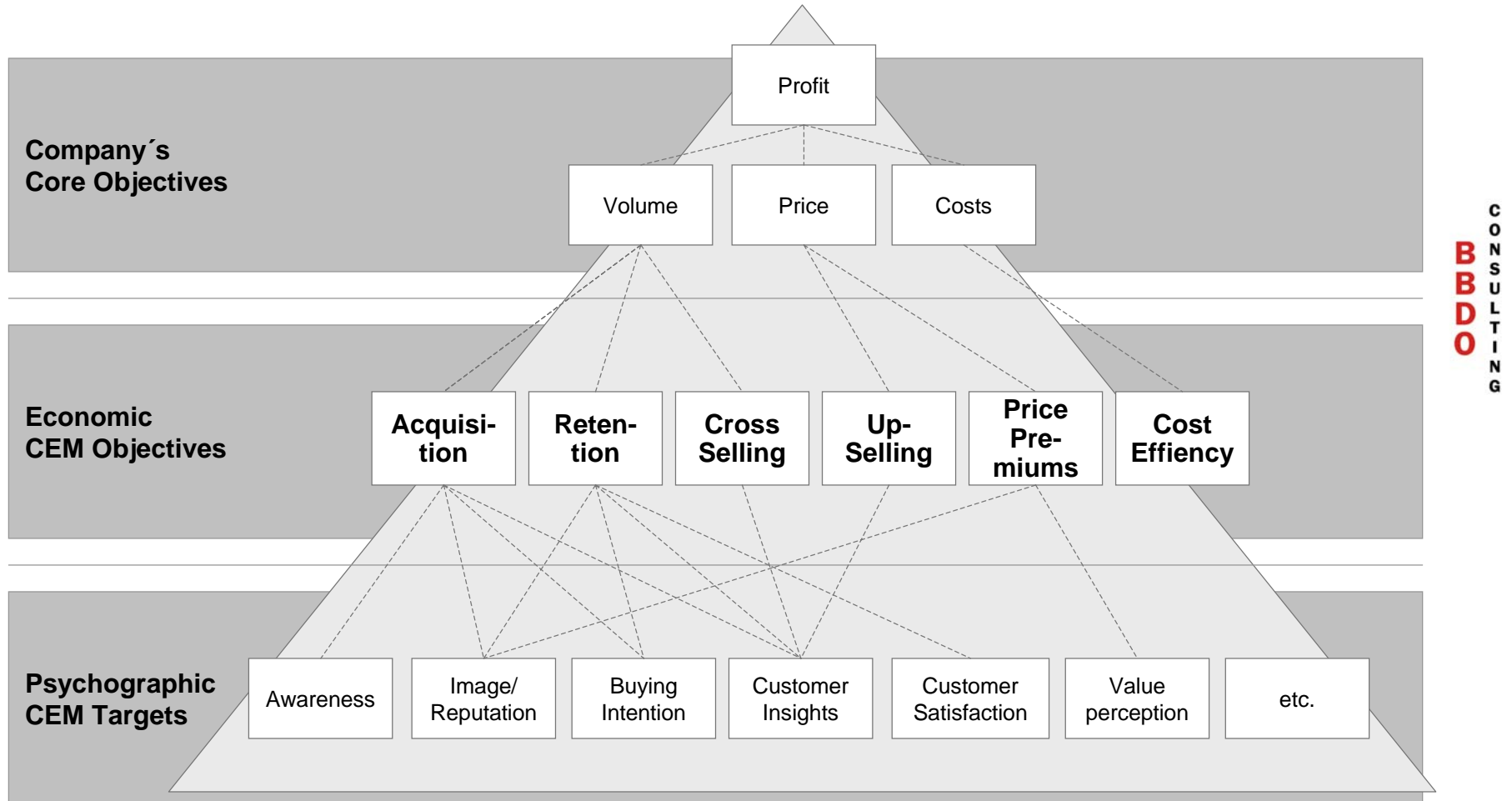
Objective	Identification and assessment of company's CEM performance regarding to best-in-class competitors
Addressed question(s)	<ul style="list-style-type: none"> How do the CEM capabilities compare to those of Best-In-Class Competitors? Where are improvement levers? What are the company's relevant CEM activities to focus on?
Functionality/ proceeding	<ul style="list-style-type: none"> Standardized CEM Quick Audit questionnaire (industry specific) Standardized workshops and interviews with decision-makers and CEM representatives (e.g. Senior Management, CEM Project Manager, etc.)
Data sources	<ul style="list-style-type: none"> Company data (via questionnaires, workshops, interviews) BEM/CEM Practice Fact Base (data available for selected industries) Field research Benchmarking database on Quick Audit data for target industries



Selected CEM Tools – CEM Objectives Frame – Tool 2

A cross company objectives frame ensures that CEM measures take a holistic approach and are in line with overall, economic & psychographic company objectives.

—Hierarchy of Objectives—



Selected CEM Tools – Behavioral Driver Model – Tool 4

The Behavioral Driver Model allows to invest in the most effective loyalty scheme elements.

- Many companies in most industries are aiming at fostering customer retention through customer loyalty schemes.
- The loyalty scheme elements are mostly defined based on individual *industry experience, competitor activity monitoring* or just “*gut feel*”.
- ✚ **But almost no company has a clear understanding what behavioral motivators really drive customer loyalty!**

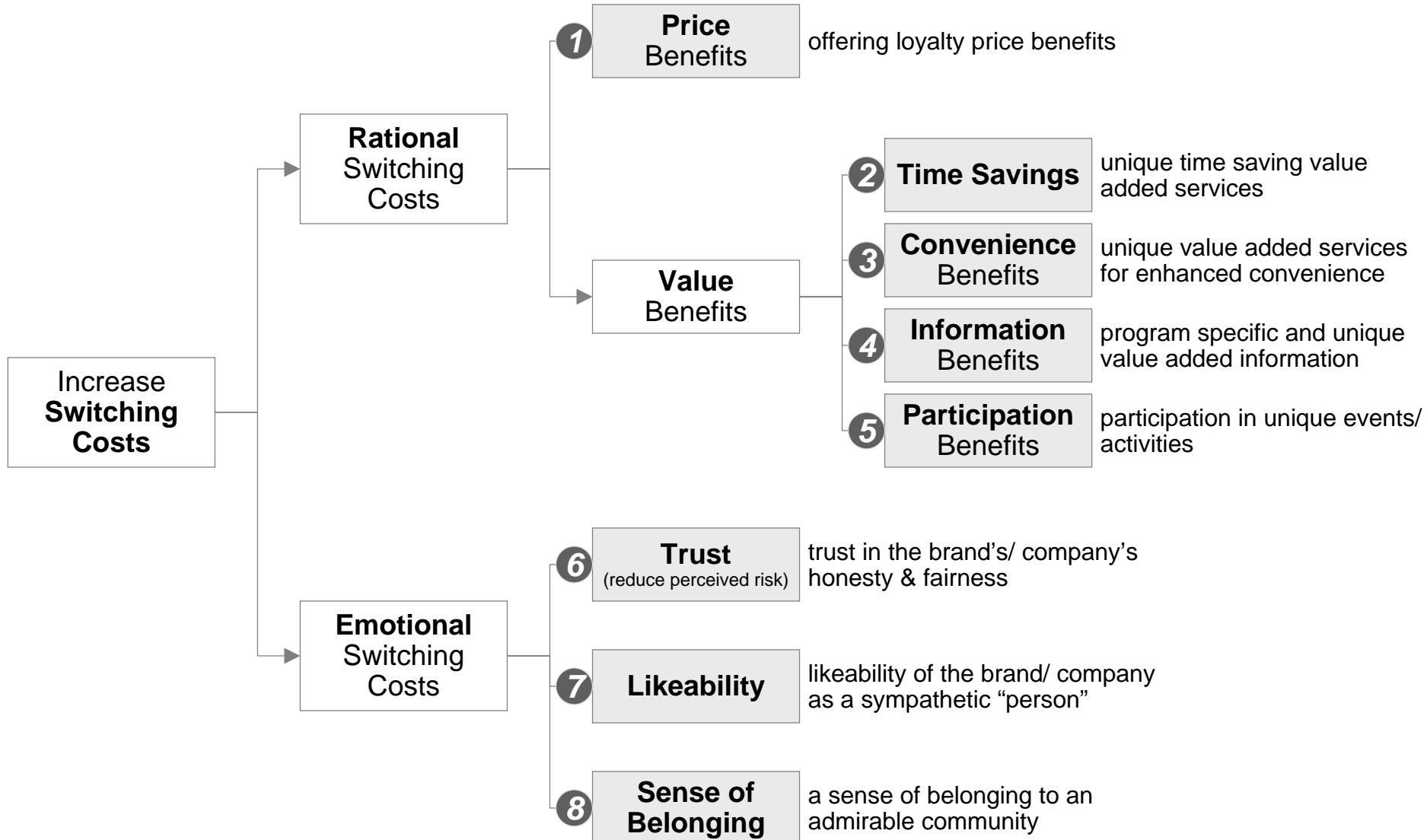
Conjoint-based Loyalty Driver Model

To avoid investments in or cost for ineffective loyalty program elements, BBDO Consulting has developed a quantitative tool to...

... determine which bundle of rational and emotional benefits “drives” the (re-) purchase decision of the various customer segments.

Selected CEM Tools – Behavioral Driver Model – Tool 4

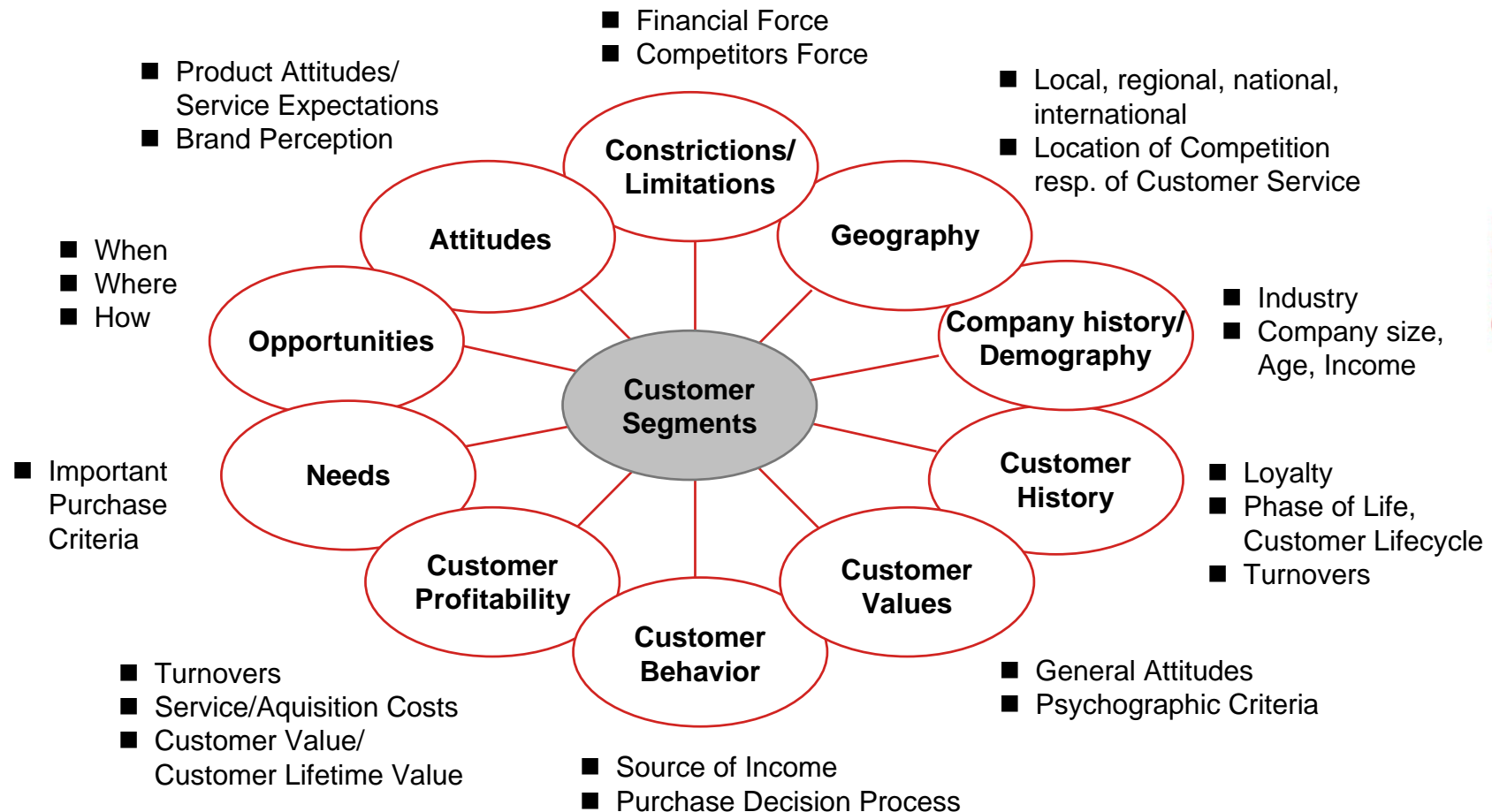
The loyalty driver structure allows to identify what really triggers customer loyalty.



Selected CEM Tools – Segmentation – Tool 5

Effective customer segmentation should be based on the selection of adequate attributes which are specific for each industry.

- CEM Segmentation Dimensions -

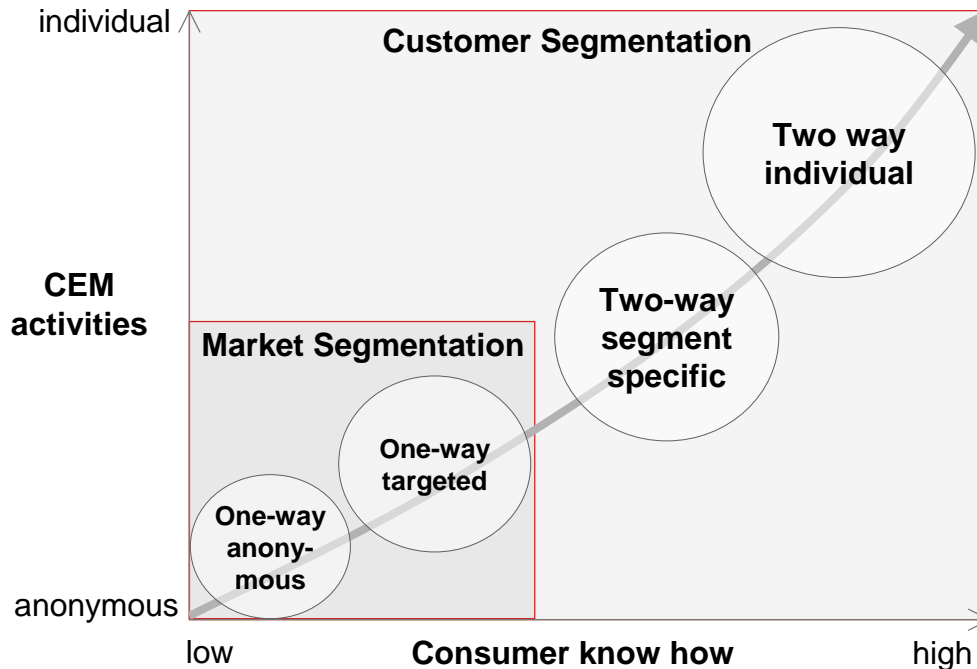


Selected CEM Tools – Basic and Advanced Segmentation – Tool 5 + 6

BBDO's segmentation approach optimizes the ratio between CEM activities and consumer know how.

- CEM Segmentation Optimum -

- Characteristic -



Customer segmentation:

- Identification of relevant and attractive customer segments on the basis of individual customer data
- Definition of CEM activities on an individual level

Market Segmentation:

- Segmentation of total market by means of specific needs and expectations
- Positioning of company brands within the segments

- Placement on the CEM segmentation optimum
- Determination of CEM segmentation target and approach
- Resource allocation for marketing measures for best profit/turn-over

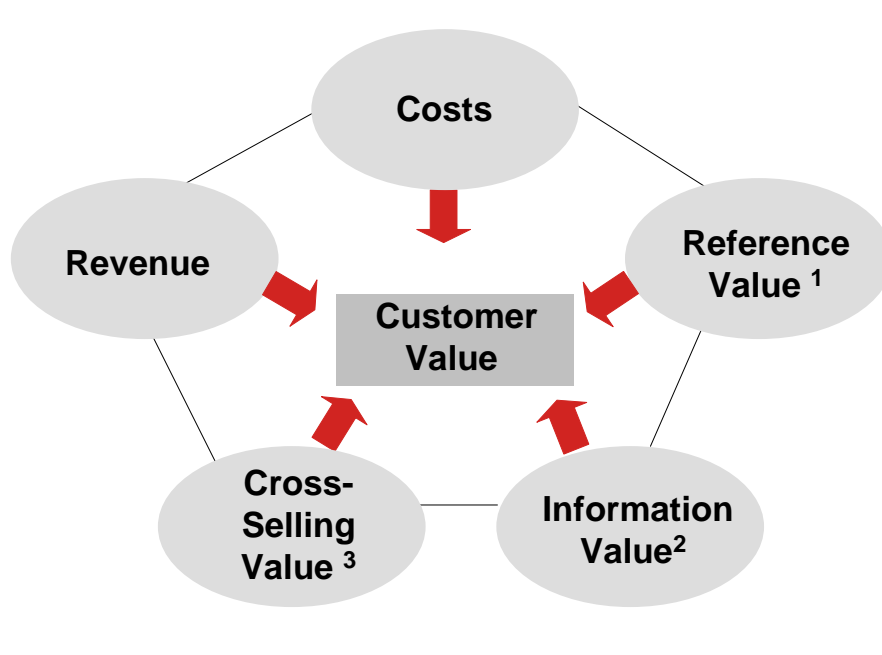


Extent of interaction

Selected CEM Tools – Basic and Advanced Segmentation – Tool 5 + 6

The historic and future customer value provide the basis for value-based customer segmentation.

— Potential factors for determination of customer value —



- The evaluation factors need to be operationalized individually to calculate the customer value.
- The best approach to calculate the customer value is driven by the availability of data at each company (i.e. there is no “magic formula”).
- Experience: most of the required data is available in-house.

¹ The Reference Value accounts for multiplier effects.

² The Information Value quantifies the amount of information a company has about each client, e.g. preferred travel destinations.

³ The Cross-Selling Value indicates the degree of affinity for cross-selling activities.

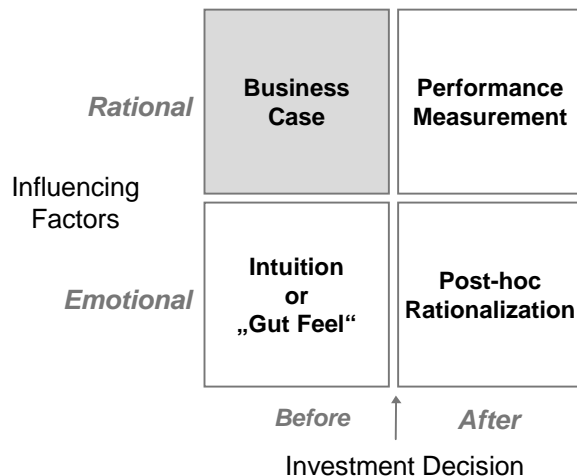
Selected CEM Tools – CEM Business Case – Tool 13

The CEM Business Case is the key decision-support and controlling instrument for every CEM project.

Strategic Ratio

The Business Case is the economic core of the CEM program

- ⇒ Focuses and builds on value drivers
- ⇒ Clear evaluation of alternatives
- ⇒ Documents the life cycle of the program
- ⇒ Basis for a monitoring tool



Business Case Procedure

1. Determine Evaluation Approach

- Gain agreement on evaluation approach
- Investment evaluation (Net Capital Investment, Operating Cash Flows after tax costs and benefits, Time period)

2. Create Model Structure

- Build agreement to the structure of an economic model
- Choose single value measure (e.g. NPV, ROIC)
- Decompose measure by value drivers

3. Forecast Baseline Performance

- Produce the baseline against which benefits are measured

4. Project Net-Change Benefits

- Forecast the future benefits
- Model variables reflect implementation changes
- Net journey benefits are the difference between the baseline business performance and the resulting business performance

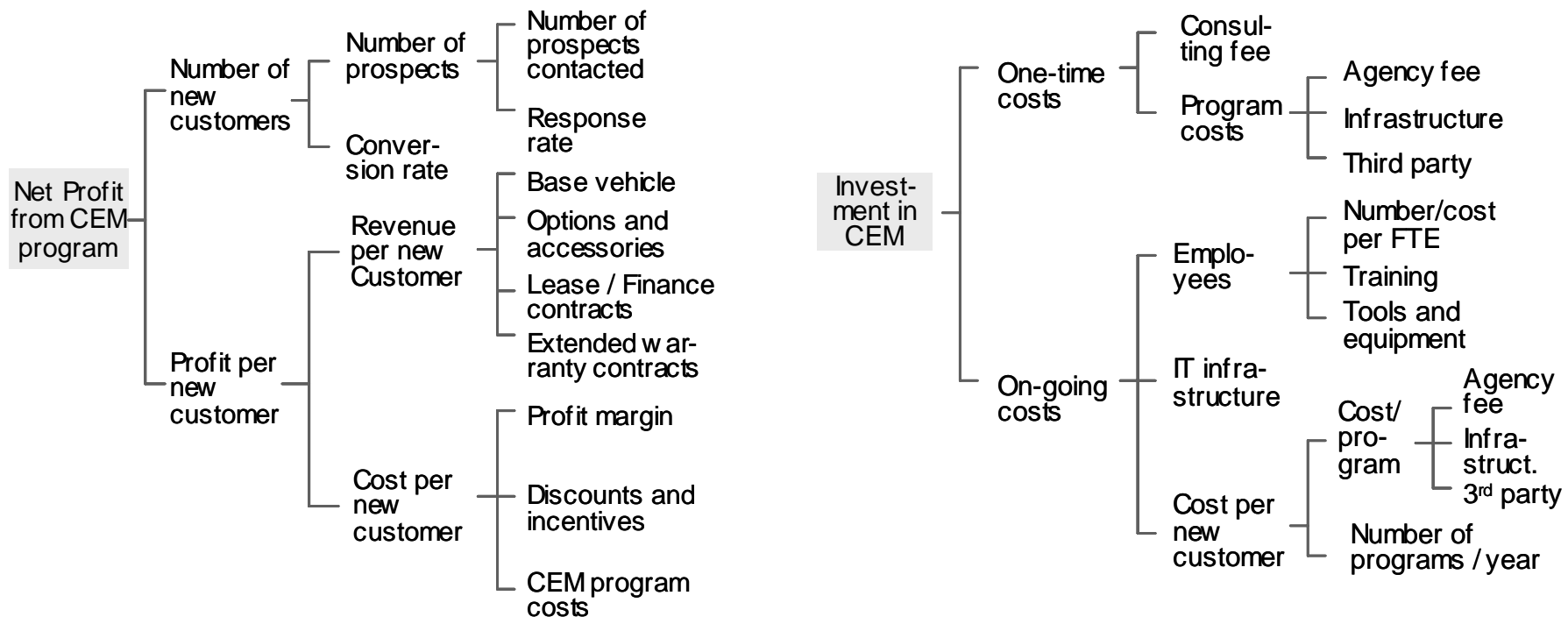
5. Assemble Business Case

- Description of scenarios, alternative volume outputs, cost and pricing structure
- Time and resource requirements
- Profitability Analysis, Sensitivity Analysis, NPV
- Opportunities and threats

Selected CEM Tools – CEM Business Case – Tool 13

The CEM Business Case is the key decision-support and controlling instrument for every CEM project.

Example Structure



- **Changing Market Imperatives for Financial Services**
- **How to Succeed with CEM – Definition and Examples**
- **Current Status of CEM and the BBDO Consulting Approach**
- **Selected CEM Tools**
- **Summary**

Summary

The importance of CEM will further increase: A structured, business-case driven approach considering all value levers of the „customer equity“ is required.

- Drivers -

Increasing competition

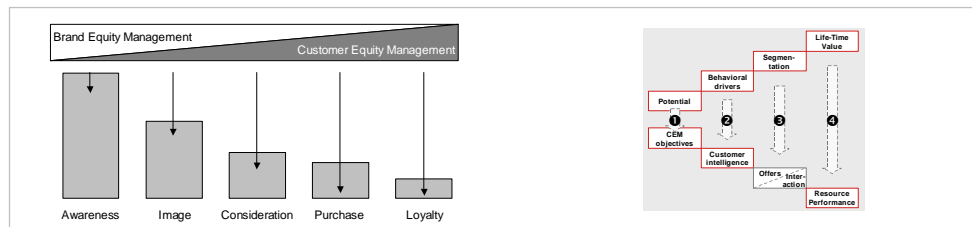
CRM projects consistently fail to deliver

The big picture (i.e. CEM/BEM)

- CEM Implications -

- Prerequisite for market success
- Differentiating strategy and value proposition
- Integrated capabilities to enable execution excellence

- Capitalization on CRM investments
- Alignment with strategy and business objectives
- Strictly business case driven decision making



Q + A



Dr. Sandro C. Principe
Managing Partner

BBDO Consulting Suisse AG
Uetlibergstrasse 132
8045 Zürich

Tel. +41 (0) 1 457 56 01
Mobile +41 (0) 79 401 85 05
Fax +41 (0) 1 457 56 50

sandro.principe@bbdo-consulting.com
www.bbdo-consulting.com

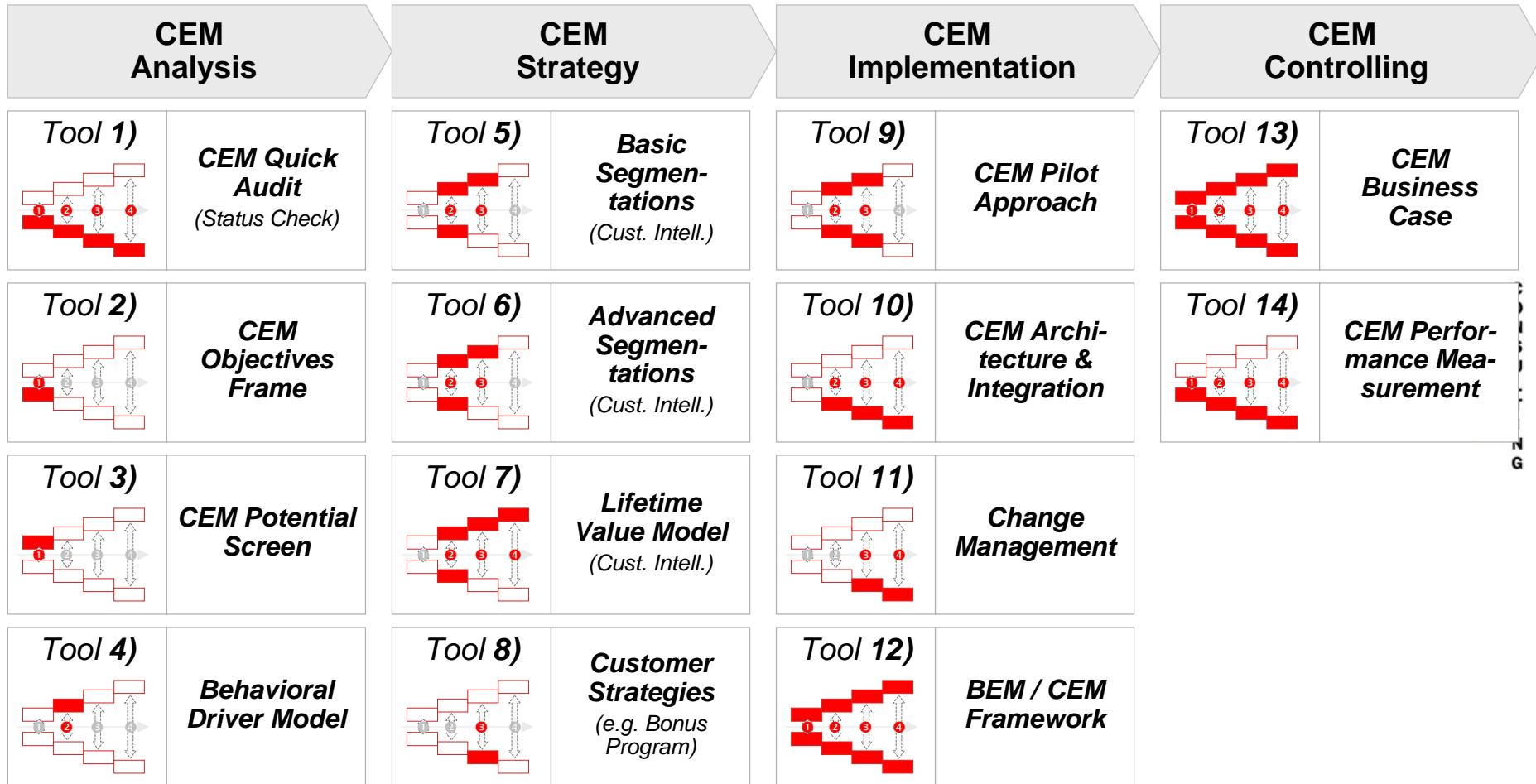
© Copyright

Dieses Dokument der BBDO Consulting Suisse AG ist ausschliesslich für den Adressaten bzw. Auftraggeber bestimmt. Es bleibt bis zu einer ausdrücklichen Übertragung von Nutzungsrechten Eigentum der BBDO Consulting Suisse AG. Jede Bearbeitung, Verwertung, Vervielfältigung und/oder gewerbsmässige Verbreitung des Werkes ist nur mit Einverständnis der BBDO Consulting Suisse AG zulässig.

■ BBDO Consulting CEM Tools

■ Introduction BBDO Consulting

We have developed a set of CEM tools to navigate through BBDO Consulting's CEM framework.



Selected CEM Tools – Basic and Advanced Segmentation – Tool 5 + 6

The applicability of the segmentation approach depends on the customer data available at the client.

- Segmentation Tools -

- Basic Data Examples -

- Potential Data Sources -

One-way anonymous

- Market Structure, Potential and Hypothesis
- Legal, Demographic, Geodemographic Segmentation
- Behavior, Psychographic, Lifestyle Segmentation
- Loyalty/Satisfaction Segmentation
- Attitudes-/Needs-/Values-/Issues Segmentation
- Volume Segmentation (Heavy/Light)
- Expectation/Experience Segmentation

- General Market Trends/Studies
- Panel-Data and General Statistics
- Consumer Behavior Studies and general Typologies
- Focus group results
- Interviews with different stakeholders
- Customer Satisfaction Studies

- Statistical Authorities
- Industry/Market Research
- Address Broker, Marketing Information Provider
- Consultancies, Publisher

One-way targeted

- Client's own Market Research in combination with general Studies and Statistics

Two-way segment specific

- Micro-Geographic, Ethno-Segmentation
- Product-Pattern Segmentation
- Permission, Relationship Segmentation
- Customer Value Segmentation

- Client's Stock data, e.g. Demogr., Product-/ Service-Usage, Contact frequency, response (passive/active)
- Client's Controlling data, e.g. Turnover, Profit Contribution

- Client's Data Warehouse and Data Bases
- Address Broker, Marketing Information Provider

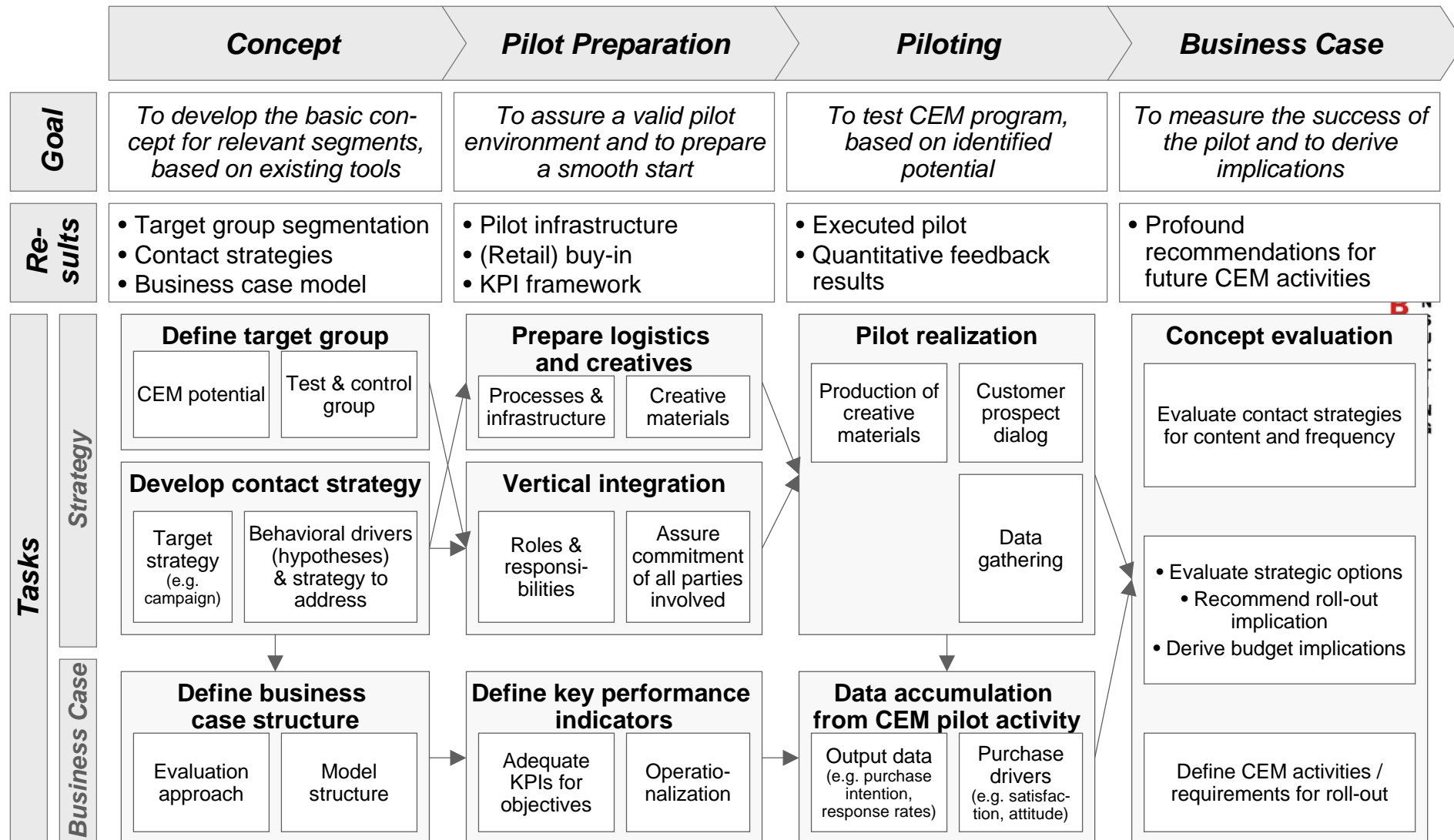
Two way individual

- Usage-/Behavior Pattern Segmentation
- CLC Segmentation
- CLV Segmentation
- Customer Tracing, Situation based Segmentation

- Recency/Frequency of Purchase/Usage
- Monetary Value of Purchase/Usage, ...

Selected CEM Tools – CEM Pilot Approach – Tool 9

The CEM pilot allows to understand consumer behavior based on tested hypotheses before investing in CEM infrastructure targeted.



Selected CEM Tools – CEM Performance Measurement – Tool 14

The CEM Business Case needs to be translated into a measurement framework.

	Address Selection	Awareness	Consideration	Purchase	
Performance Metrics	% Undeliverable/ Unusable addresses ¹	Response Rate ¹ % Hot prospects ¹ % Mild Prospects ¹	Response Rate Purchase Intent	Conversion/lost sales rate	
Financial Metrics	Cost/Address ¹	Cost/Mailing - Content - Postage and handling - Fulfillment	Cost/Contact - Mailing - Internet - Incentive - Dealer visit and test drive	Turnover/customer - Transaction price (list - discounts and incentives) - Options and accessories purchased - Lease/finance penetration - Extended warranty contract penetration	CONSULTING BBD
Program Metrics		Purchase Intent % Prospects who like the brand % Prospects who believe the OEM builds high-quality vehicles % Prospects who believe that owning a vehicle of this brand increases their standing in the community	% Satisfied with contact % Satisfied with dealer visit % Test drive offered % Test drive taken	Performance Metrics of Awareness-phase + % Prospects who believe buying a vehicle of this brand is easy and convenient % Prospects who were satisfied with their lease/ finance offer % Prospects who were satisfied with the trans-action price % Prospects who are overall satisfied	

¹ per source

Kundenwert

Quantitative Größen

- Akquisitionskosten
- Servicekosten
- Preiselastizität

+

Qualitative Größen

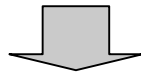
- Weiterempfehlungspotential
- Cross-Selling-Potential

+

Dauer der Geschäftsbeziehung

+

Kapitalwert der Kundenbeziehung



Customer Lifetime Value

Was ist ein Kunde langfristig wert?

- Verschiedene Formeln, eigentlich eine Art abdiskontierter Deckungsbeitrag
- Sehr hohe Anforderungen an Kostenrechnung

Vorteil:

- zukunftsorientiert
- Ableitung von Handlungsempfehlungen fundiert möglich

Nachteil:

- Kaffeesatzlesen (häufig fehlende Szenario-Techniken) bei zukünftigen Werten
- sehr komplex

■ BBDO Consulting CEM Tools

■ Introduction BBDO Consulting

BBDO Consulting ist in das BBDO Worldwide Netzwerk eingebunden.

— Eingliederung von BBDO Consulting in die OmnicomGroup —

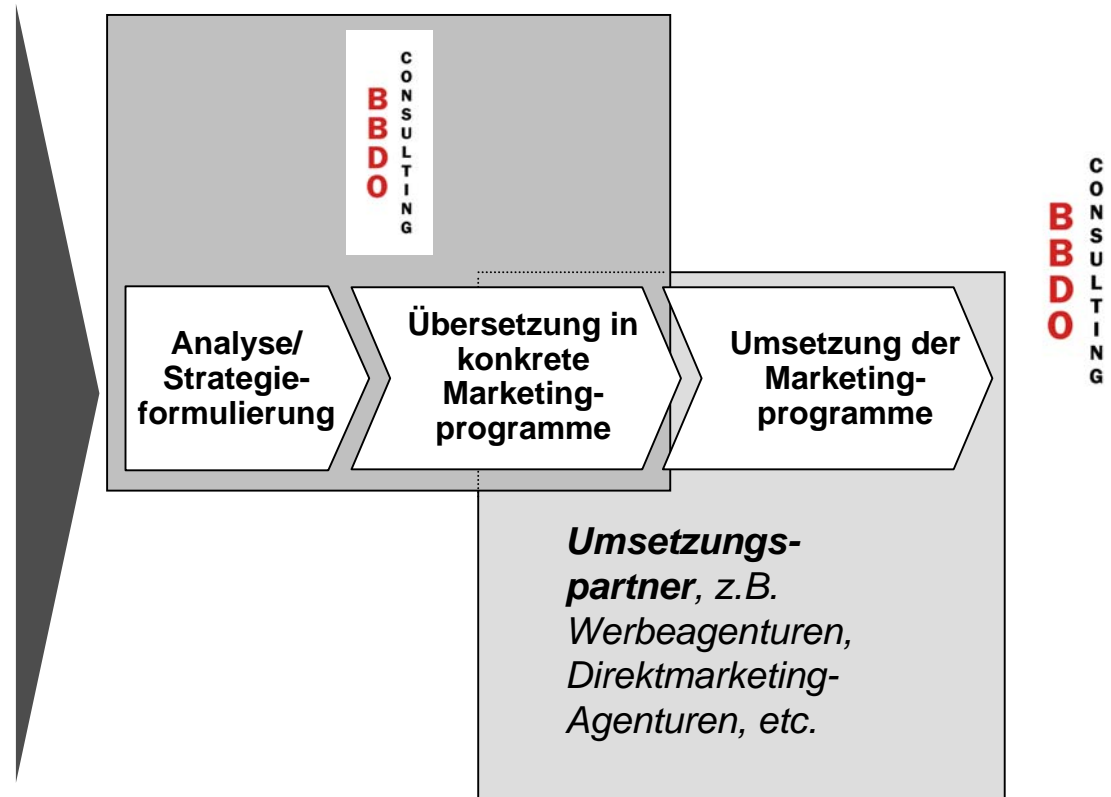


Unser Anspruch ist es, die “Lücke” zwischen Strategieformulierung und konkretem, operativem Marketing zu schliessen.

— Kernkompetenzen von BBDO Consulting —

— BBDO Consulting's Rolle im Marketingprozess —

- Kombiniert **drei** wesentliche **Kompetenzen**:
 - **Markenführung** und **Kundenwertmanagement**
 - **Beratungs-/Projektmanagement-Expertise**
 - **Industrie-Know how**
- Kombiniert **strategische Perspektive des Top-Managements** mit **operativer Umsetzungskompetenz**



Wir kombinieren die notwendigen Kompetenzen um unser Leistungsversprechen zu erfüllen.

– Kompetenzprofil unserer Berater (beispielhaft) –

Top Management Beratungen

McKinsey & Company

THE BOSTON CONSULTING GROUP

AT KEARNEY
an EDS company

Roland Berger
Strategy Consultants

BAIN & COMPANY

accenture

DROEGE & COMP. GMBH
INTERNATIONALE UNTERNEHMER-BERATUNG

- Top Management Perspektive
- Projekt Management Erfahrung
-
- Operationales Markenmanagement Know-how
- “Business Perspektive”
-
- Kreativität und Innovativität
- Methodologisches Know-how

Werbeagenturen und Marktforschungsinstitute

B
B
D
O

Walter Thompson

WIRZ



ECC KOHTES KLEWES



Industrie



Deutsche Bank



Procter & Gamble



Johnson & Johnson

CREDIT SUISSE | FIRST BOSTON



HypoVereinsbank

Interkom

Dresdner Bank
Die Beraterbank

C
O
N
S
U
L
T
I
N
G

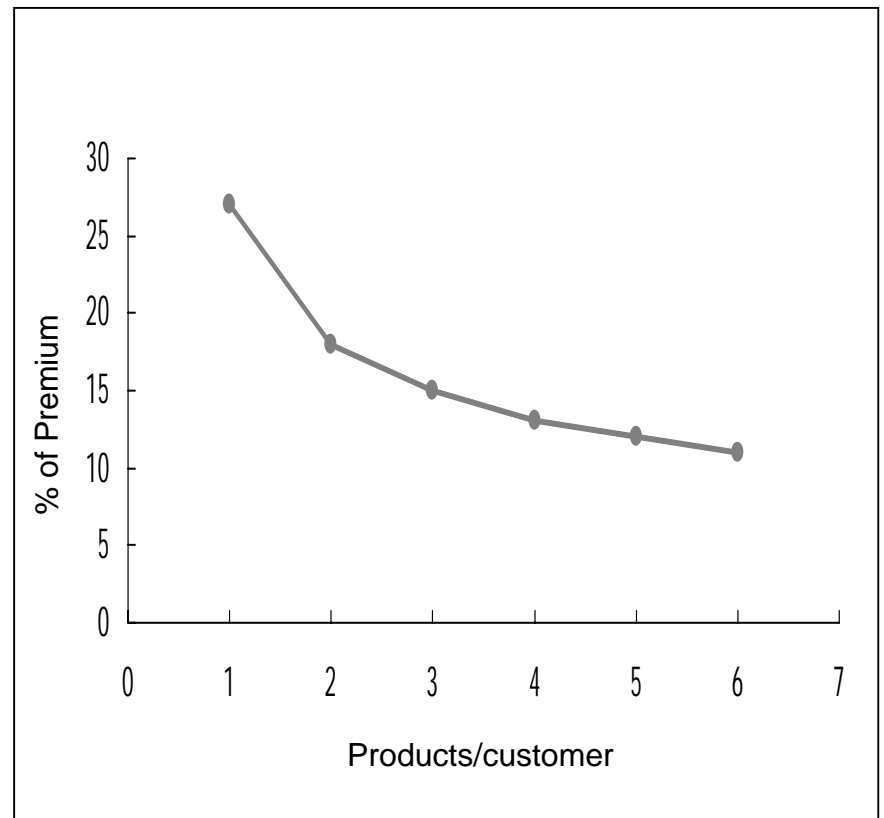
B
B
D
O

How to Succeed with CEM – Example: Customer Offer Capability

The ability to offer the right products significantly improves customer retention and reduces service costs in the life insurance industry.

— Customer retention [years] —

— Service costs [% of premium] —



Selected CEM Tools – Behavioral Driver Model – Tool 4

High validity of results and easier data collection result by giving respondents the choice of interview method.

— Survey Methods —

Interview method adaptable to respondents' personal preferences

Web-based questionnaire

**Internet Interview*
(at home/work)**



**Face-to-Face
Interview**

**In
home**

**In
studio**



- A large number of respondents reached in short time frame
- Easy collection of complex information
- High validity of results
- Permanent tracking of data collection

**B
B
D
O** CONSULTING