

CUSTOMER SUCCESS STORY: GLOBAL TECHNOLOGY COMPANY

A Leading Technology Company gets a handle on customer intelligence and learns how to leverage this valuable information for long-term strategic advantage.

Customer analytics are all the rage in business today, as more and more organizations realize that customer understanding is a key driver of business success.

But customer intelligence (CI) alone is not enough to ensure success. Even with advanced tools and quality data, it's still just information. Unless that information can be put to daily use as part of the business routine – in other words, embedded in business processes – customer insights can be difficult if not impossible to fully translate into tangible benefits.

This was the case for a major global technology company, who in late 2008 asked Quaero, a CSG Systems Solution group, to help assess the state of the company's customer intelligence capabilities. The company's marketing executives knew they were not getting full value from their customer intelligence investments and wanted Quaero to provide three essential services:

- A top level assessment of capabilities they could build on to improve CI with associated recommendations.
- An inventory of the current state of CI – where it was succeeding, where it was not, and where new opportunities existed.
- The creation of a knowledge base to serve as the platform for building a CI strategy for the future.

Assessing Customer Intelligence

To help the company get a handle on its CI readiness and capabilities, Quaero applied its CI Maturity Model, a formal framework and set of benchmarking tools based on years of

Company

A major global technology company.

Challenge

The company was not leveraging customer intelligence effectively due to fragmented systems and business units, and needed help in understanding their current state and what their future goals should be.

Solution

CSG's Quaero group conducted an in-depth assessment based on the proprietary CI Maturity Model, and proposed specific improvements and initiatives for leveraging customer intelligence.

Results

The technology company now has a firm handle on both the problems and opportunities, and is using this information to lay the foundation for embedding CI into its processes and strategies across all business units.



best-practice experience. The Maturity Model is built around CSG Quaero's Six Dimensions, which are the fundamental drivers of marketing success:

- Actionable Strategies
- Effective Processes
- Organizational Alignment
- Appropriate Measures
- Information Assets (Analytics)
- Enabling Technologies

The CI Maturity Model takes each of these dimensions and further breaks it down into the key sub-components that enable CI success. For example, in the Information Assets area, Quaero experts examine data quality and data integration. For Organizational Alignment, the team evaluates skill sets and organizational structure.

To gather information for the technology client across all these areas, the Quaero team conducted an in-depth discovery process that included detailed questionnaires and dozens of face-to-face interviews with more than 80 individuals across all the global business teams involved in customer intelligence, from database and IT to sales and marketing managers and executives.

Identifying Shortcomings and Highlighting Opportunities

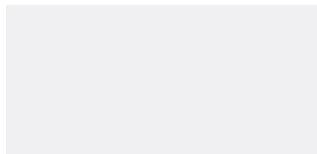
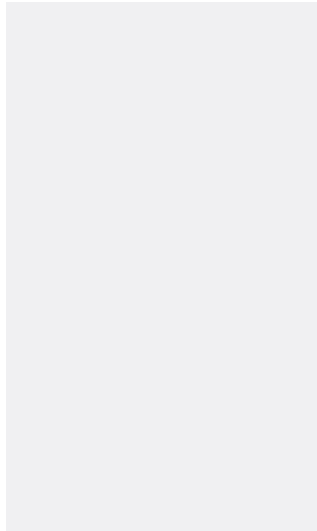
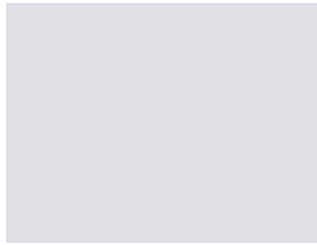
The assessment revealed that, as with many of CSG Quaero's clients, this technology company was using customer intelligence primarily for occasional near-term and tactical reasons, but was not able to harness CI consistently and had little ability to leverage CI to drive strategic planning and long-term marketing investments.

This was due to several factors. For one, the company had a complex and fragmented data and technology architecture, making it difficult to share and use customer insights across business units. In addition, the business units themselves were fragmented, operating with different objectives across organizational silos. Compounding the problem, the customer information came from many sources and required extensive manual effort to integrate—something the company simply did not have the resources to do.

Finally, as is typical in many organizations, marketing found itself taking a back-seat to other IT initiatives that were viewed as more mission-critical.

As a result, the company was unable to use customer intelligence effectively and lacked a closed-loop marketing process, which prevented them from learning and improving marketing performance over time.





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An Action Plan for Building Success

Based on these findings and on the priority pain points and opportunities identified, CSG's Quaero recommended several steps that will enable the company to fully leverage customer intelligence and achieve greater business impact. These recommendations included:

- A common CI infrastructure and standard processes leveraged by all, with flexibility to meet local circumstances.
- A governance and operating model for customer intelligence across marketing, with key stakeholders having a seat at the table.
- A global customer intelligence vision, strategy and set of capabilities that business units, regions and countries can count on to build into their local customer marketing activities.
- Consolidation and simplification of the data sources being used globally to support customer intelligence.
- Better data stewardship for improvements in data quality and greater accountability.
- An investment in marketing automation technology to improve both the efficiency and effectiveness of marketing campaigns.

Conclusion

Thanks to CSG Quaero's assessment, the technology company now has a firm handle on both the problems and opportunities related to customer intelligence and is using this information to build a long-term customer intelligence strategy. Over time, the company plans to embed customer intelligence throughout marketing operations in all business units, providing a significant competitive advantage. And, according to the company, a Customer Intelligence Center of Excellence will provide the focus and resources to significantly accelerate the evolution of CI capabilities.

About Quaero

Quaero, a CSG Solution, uses customer intelligence to help clients shift from traditional campaign-driven marketing to real-time, multichannel customer interaction. Quaero experts blend strategy and analytics with performance management and technology to establish dialogues that improve the customer experience while increasing overall customer value.

Headquartered in Charlotte, NC, the Quaero Solutions Group provides marketing services to category-leading clients within the Financial Services, Pharmaceutical/Healthcare, Travel and Leisure, Media, Consumer and High Tech industries. For more information, call 1-877-570-2199 or visit quaero.csgsystems.com.