Hans-Peter Straub

VP Operations & IT
HP Services EMEA

Hewlett-Packard Company

Nov 7, 2002

Aufbau eines globalen CRM Systems

Aufbau eines globalen CRM Systems

- HP im Überblick
- TCE & CRM
- Strategie
- Return on Investment
- Struktur & Prozesse
- Metrics
- Kultur & Verhalten

- rund US$ 80 Milliarden Umsatz
- Nr. 2 in der IT Branche, Nr. 9 der Fortune 500
- organisiert nach Geschäftsfeldern in vier Business Groups
  - Enterprise Group (ESG)
  - Personal Systems Group (PSG)
  - Imaging & Printing Group (IPG)
  - HP Services (HPS)
- 20.000 Produkte
- über eine Milliarde Kunden weltweit
- Rund 145.000 Mitarbeiter sowie 1.000 autorisierte Vertriebspartner an Standorten in 160 Ländern

Die neue HP - Marktpositionen

INFRASTRUCTURE

Nr. 1 für fehlertolerante Systeme
Nr. 1 für Speichersysteme
Nr. 1 für Windows®-Server
Nr. 1 für Linux® -Server
Nr. 1 für UNIX-Server
Nr. 1 für Managementsoftware
Nr. 3 für Netzwerklösungen
Nr. 3 für IT-Services

NETWORK EDGE

Nr. 1 für PCs
Nr. 1 für Pocket-PCs
Nr. 1 für Drucken und Bildbearbeitung

ACCESS

Die an dieser Stelle erwähnten Firmen- und Produktnamen sind Warenzeichen ihrer jeweiligen Eigentümer.

the experience . . . . .

Customers said . . .

- you're too complex to do business with

- I don't understand what you offer

- your local teams aren't empowered

- listen, remember, understand my business

- look at my success as your success

- bring me suggestions, solutions

- provide leadership

HP's CRM approach

To provide the best total customer experience in the IT industry

Choosing

Disposing

Ordering

Supporting

"CRM is the holistic view of a customer created by capturing information at every point at which a customer interacts with a company, and the use of that information to better serve that customer"

Installing

Using

Paying

Learning

- Customer-centric culture & approach

- Standardized global business processes

- Standardized global IT environment

- Segmentation by customer type

every customer leaves a mark

strategy

Deliver the best total customer experience by implementing robust CRM processes and capabilities

key strategies

▪ drive from business strategy & objectives: **TCE, revenue growth, cost effectiveness**

▪ key corporate and business priority

▪ leverage hp horizontal process mgmt as corporate change agent

▪ create new competency and competitive advantage in customer experience process mgmt (internally & externally)

▪ focus on high impact processes and touchpoints

initial CRM focus

sales force automation
funnel & forecast management

inside sales
lead management & closure

inbound contact handling
information requests

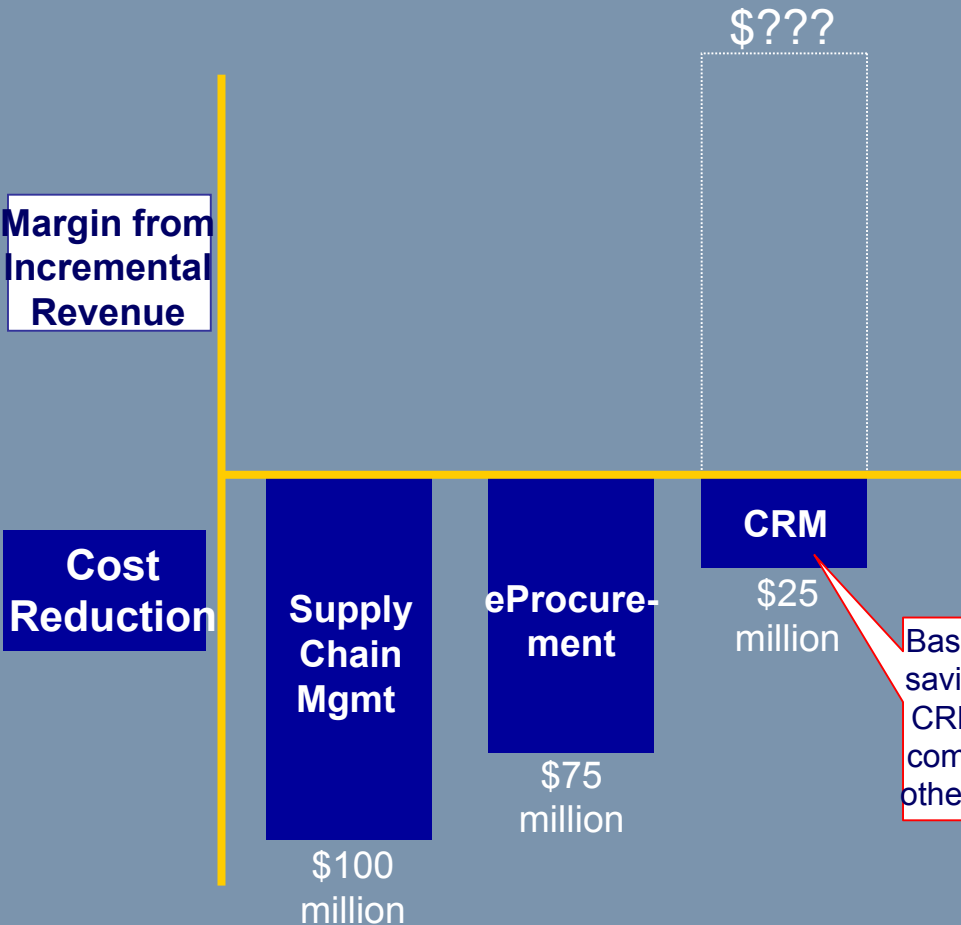**marketing**
closed loop

partner relationship management

the problem with cost-justifying CRM

While CRM cost savings pales versus other initiatives… …revenue potential is sizeable (if uncertain)

Cost-Saving Estimates for Corporate Initiatives
Illustrative Example

Margin from Incremental Revenue

Cost Reduction

$???

Supply Chain Mgmt
$100 million

eProcure-ment
$75 million

CRM
$25 million

Based on cost savings alone, CRM pales in comparison to other initiatives
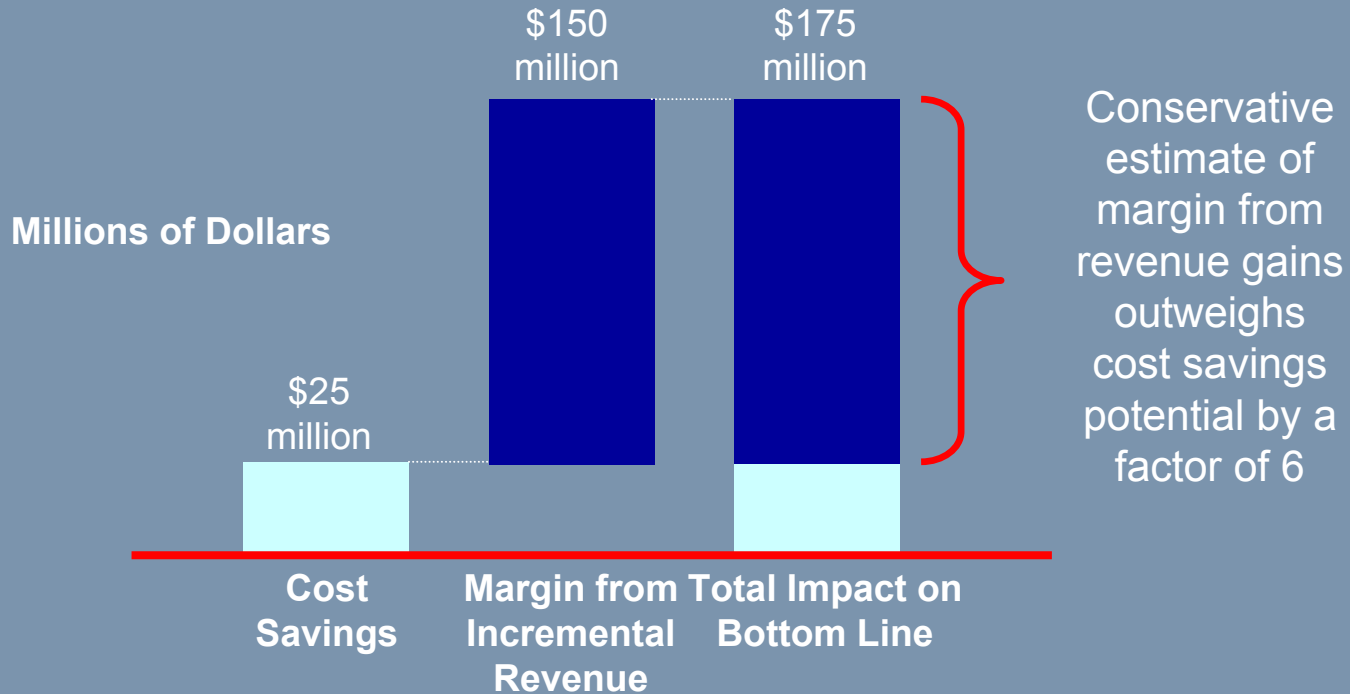
APPLES AND ORANGES

"The expected revenue-side gains from CRM significantly outweigh the cost savings potential. The problem is that most sales organization investments are justified based on cost alone. If I compare cost savings from CRM with cost savings from supply chain initiatives, then CRM does not look like a favorable investment. But CRM is like R&D for the sales force. CRM represents a revenue opportunity of several hundred million dollars, which is more value for less investment than the next generation computer or storage storage product being developed in our labs."

giving CRM its due
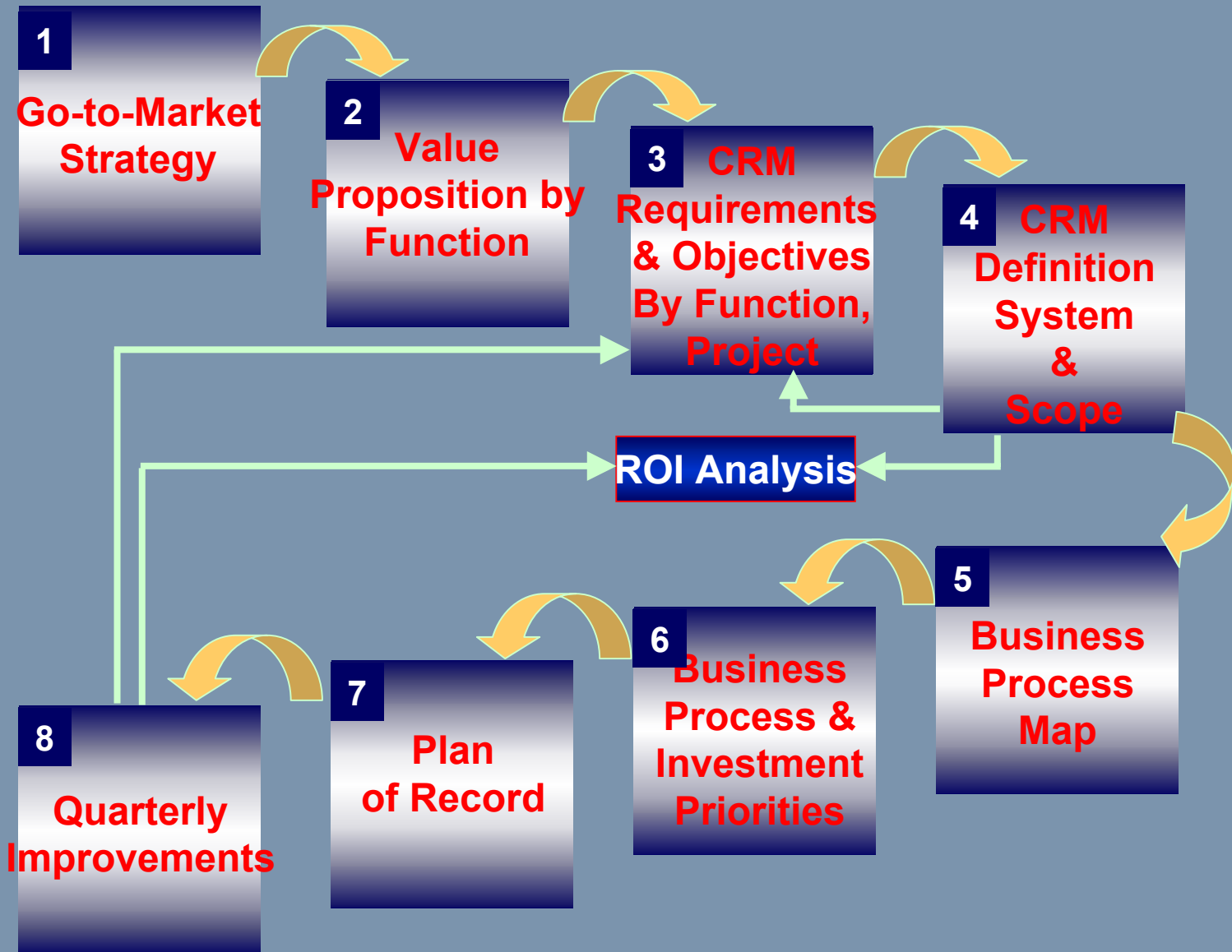
Estimates of potential revenue gains multiply the projected value of CRM…

Estimated Returns from CRM
HP, Three-Year Timeframe

Millions of Dollars

$150 million

$175 million

$25 million

Cost Savings

Margin from Incremental Revenue

Total Impact on Bottom Line

Conservative estimate of margin from revenue gains outweighs cost savings potential by a factor of 6

process of management

1 Go-to-Market Strategy

2 Value Proposition by Function

3 CRM Requirements & Objectives By Function, Project

4 CRM Definition System & Scope

ROI Analysis

5 Business Process Map

6 Business Process & Investment Priorities

7 Plan of Record

8 Quarterly Improvements
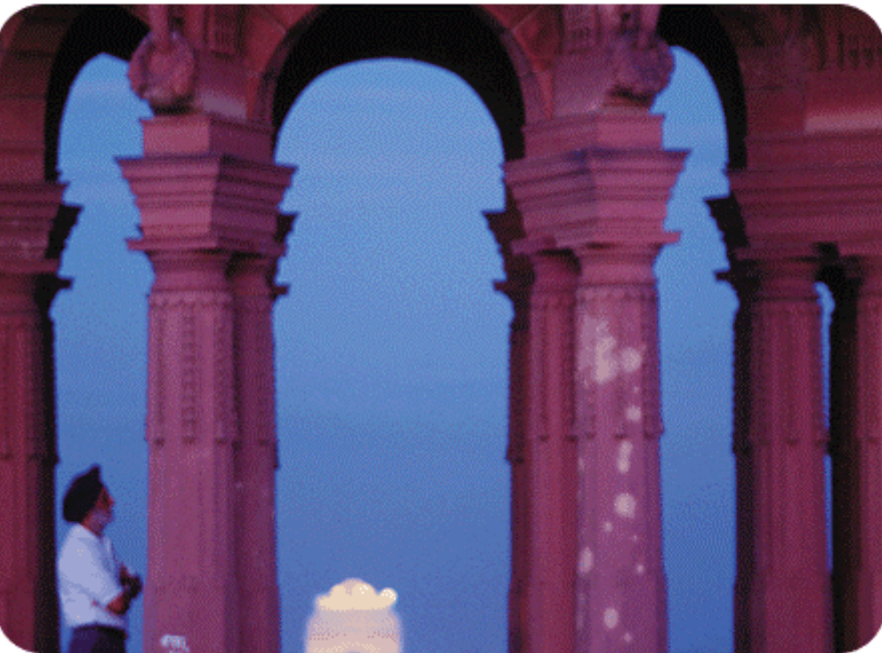
structure & e-processes

Drive TCE across all levels of the company

- establish an integrated set of customer facing processes with clear process owners

- focus on top processes from customer view (strategic relevance vs. process health)

- drive a common worldwide effort in alignment with regions

- structure programs/initiatives to deliver stream of capabilities (no big bang)

- establish core common & global business process and technology architecture

- transform core business processes using the internet

global cooperation model
"balance of power"

global

business
process

IT

local
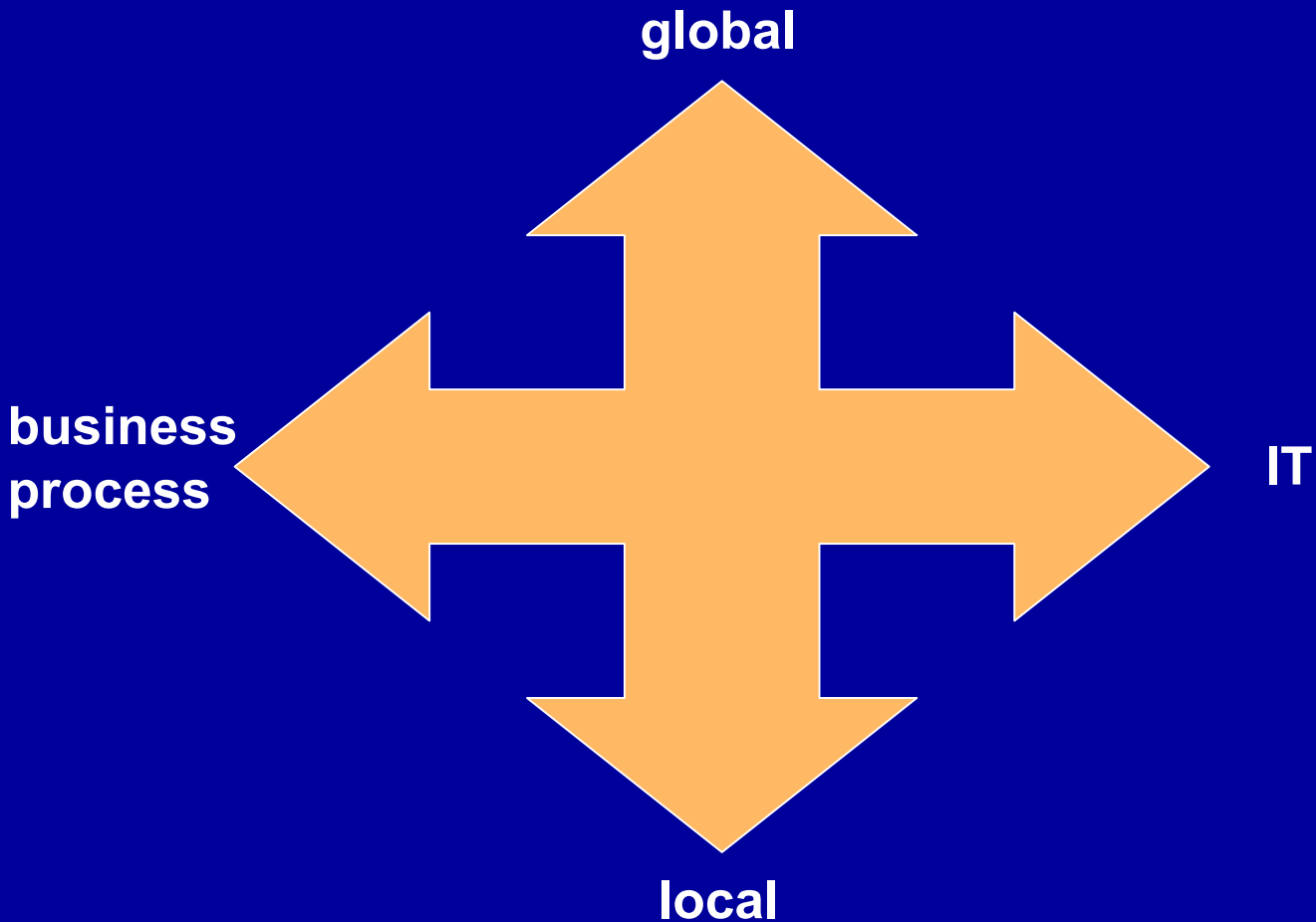
high level CRM process map

Customer Life Cycle

→

Awareness
- **Prospect Management**
- **Campaign Management**
- **Event Management**
- **Lead Management**
- **Personalized Mktg Comm**
- **Marcom**
- *eMarketing*
- *Product Catalog*
- *Content Syndication*
- MDF/Coop

Engagement
- **Account Management**
- **Big Deal Management**
- **Opportunity Mgmt. (Funnel)**
- **Reseller Acquisition**
- **Collaborative Selling**
- *Selector/Advisors*
- **Cross Sell/Up Sell**
- **Contract Admin &** *Renewal*
- Forecasting
- Territory Management
- Partner Profiling & Certification
- Demo/Consignment
- Compensation (comm/svce fee)
- Credit & Risk Assessment

Select & Buy
- **Configuration/Quotation**
- **Order Management**
- **Fulfillment Execution**
- **Delivery/Installation**
- **Claims Management**
- **Customer specific Data Mgmt**
- Inventory Management
- Availability Management
- *eStores (public/private)*
- *eProcurement*
- *eSupply Chain*

Use & Learn
Support Delivery
- **Select**
- **Access**
- **Interact**
- **Solve**
- **Close the loop**
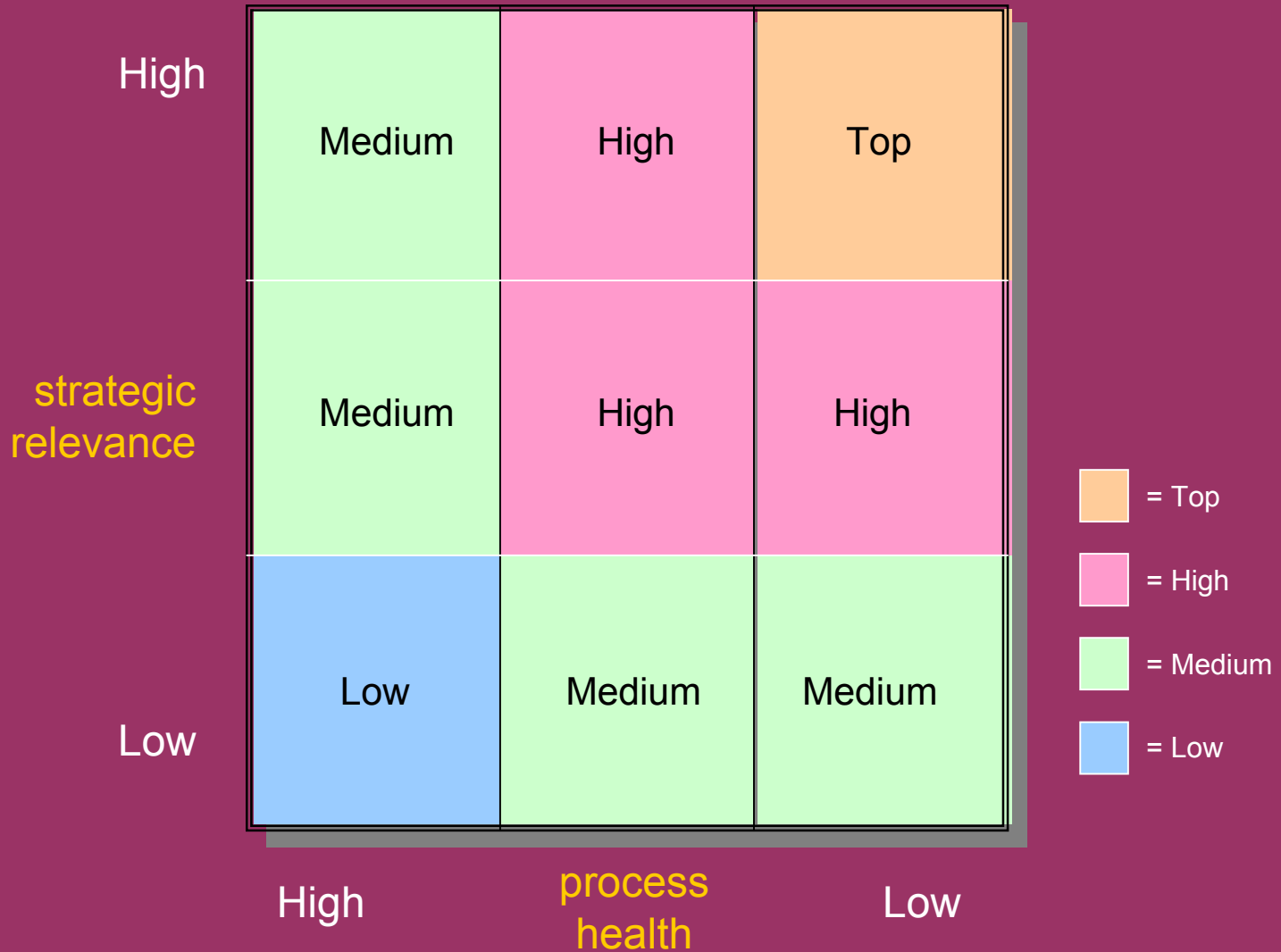- *E-Support*

Education & Training
- **Select**
- **Buy**
- **Deliver**
- **Assess**
- *E-Education*

Cross Lifecycle Foundation Elements
- **Customer & Partner Identification, Entitlements & Contact mgmt rules**
- **Inbound Contact Centers (pre-sales and post-sales)**
- *Web Portal Consolidated Architecture*
- Customer/Partner Info Mgmt & Data Mining
- *HP Content & Knowledge Mgmt*

- **Primary**
- Supporting
- *E-Transformation*

joint tool for setting process priorities

	High	process health	Low
High	Medium	High	Top
strategic relevance	Medium	High	High
Low	Low	Medium	Medium

Legend:

- = Top
- = High
- = Medium
- = Low

process health and strategic impact

strategic impact (customers + partners + HP)

process health

13-15

◻ = Top ◻ = Medium
◻ = High ◻ = Low

Order mgmt
- •Order mgmt
- •Delivery-Install

•E-Transformation
- •CRM Competence Ctr
- •Collaborative Selling
- •Inbound Contact mgmt
- •Lead mgmt
- •Cross-sell/Up-sell
- *•Selector/Advisors*

- •BTCO
- •Quote/Config
- •Reseller Acquisition
- •App Avail, Perf & Support
- •Big Deal mgmt
- •Opportunity mgmt
- •Customer spec catalog
- •Deal pricing/Discounts

- •Territory mgmt
- *•Content mgmt*
- •Emerging Tech Lab
- •Decision Support
- •Customer Info mgmt
- *•Product Catalog*
- •Personal Mktg comm
- •Campaign mgmt
- *•E-Marketing*
- •Event mgmt
- *•E-Procurement solns*
- *•Content syndication*
- *•Web Portal mgmt*
- •Supt-Deliv: - Interact

10-12

- •Collections
- •Invoicing

- •Partner Info mgmt
- •Contract Admin & *Renew*
- •Claims mgmt
- •Availability mgmt
- •Customer Acct mgmt
- •Replenishment
- •Partner Profile & Cert

- •Demo/Consignment
- •Compensation
- •Supt-Deliv: - Solve
- •Forecasting
- •Education & Training
- •Supt-Deliv: - Close the loop

- •Sell thru data mgmt
- •MDF/COOP
- •Supt-Deliv: - Select
- *•E-Store*
- •Prospect mgmt
- *•Elec Supply Chain Mgmt*
- •Supt-Deliv: - Access

- •<u>Not yet Incorporated</u>
- •Marcom

- •Inventory mgmt

- •Bus Opns Financials

6-9

5   4   3   2

measurement

What gets measured is what gets done

- benchmark vs. best in class and key competitors

- establish process metrics aligned to business objectives

- build metrics which clearly identify top customer loyalty drivers

- establish service level differentiation based on customer value

culture & behavior

Create a culture and management process that motivates and empowers employees to act in the best interest of the customer

- tie to TCE reinvention work to create customer centric culture

- utilize CRM approach to empower people to act in the best interest of the customer within a clear framework

- create passion & purpose for value of process mgmt and serving customers

MOC tasks by stakeholder group

CRM Management

OUT
- give guidance on CRM strategic framework
- give input on executive sponsorship needs and business developments

IN
- inform about CRM execution progress
- support executive sponsorship and communication
- alert on feedback from CRM-roll-out
- share insights on change needs regarding processes, structure and people

Design leads/ headquarter

OUT
- give input on technology and business impact
- inform about roadmap, milestones

IN
- receive feedback on change impact from business functions
- get guidance on process, structure, and people impact for technology design

CRM Change Management

- drive refinement and communication of CRM vision and objectives
- design change management tools/deliverables
- consult/advise global, region CRM stakeholders on operational execution of CRM roll-out
- create and establish CRM performance measures and ROI metrics
- establish and operate change mgmt office

CRM Region Mgrs

OUT
- share feedback on CRM execution (progress, risks, areas for improvement)
- provide feedback on business needs

IN
- manage collaborative change network
- Inform about global, CRM-relevant business decisions
- share insight on change needs to be addressed

MOC Region Mgrs

OUT
- provide input on region/country MOC aspects in the execution
- share best practices in the roll-out of the CRM concept

IN
- receive guidance on change management needs in execution
- obtain and apply MOC tools/ deliverables

summary

- **global approach**

- **local "power & passion"**

- **change management**

- **process focus**

- **ROI**

- **transparent management process**

- **quarterly deliverables**

- **proven TCE, cost and revenue impa**