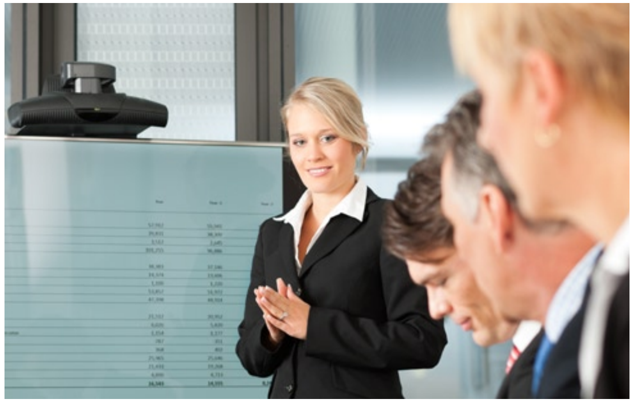
A Guide to Scoping CRM

(Customer Relationship Management)

Scoping out a CRM project can be a daunting, but highly advantageous exercise. It helps to establish clear goals, identifies key requirements and the structure of the implementation. Furthermore, it tackles any showstoppers and minimises risk.

Risk is associated with any investment. But the risk of a low return on investment, poor user adoption and ultimate failure is the main reason why CRM projects never actually get signed off. By understanding the parameters of your project and clearly communicating a project plan to others, risk diminishes. A fully scoped CRM project is one that highlights risk and plans to lower it, supporting high user adoption and Board-level confidence.

CPiO is keen to work with you in scoping your CRM project. We have scoped and implemented many successful CRM projects in our long history and can support you in building a solid business case.



This document represents an extract from our own scoping documentation, packaged into a step by step guide for easy use. We believe that this will point you in the right direction and enable you to ask valid questions within your organisation.

The guide is based on three main areas of your business; sales, marketing and customer service and should be used as an aide to your on-going discussions.

Tel: 0844 880 6140 Email: marketing@cpio.co.uk

1

Understand your headlines

Your headlines are the very reasons that have led you to this scope. What are the headline issues you are trying to solve as a business and/or what are the objectives that the organisation is trying to achieve with CRM?

Action:

Get them written down in a document and get them agreed. If the headlines are in dispute at the start then you need to re-think why you are embarking on this project. By getting headlines agreed now you minimise the RISK later on when headlines may "wobble" under pressure.

2

Identify the champions

Staff involved in the scoping exercise will have a solid understanding of the business generally and a detailed knowledge of their own department. They should want to be involved at this stage. This is a good test of department readiness.

Action:

Identify and communicate with the project champion, the Board sponsor, project manager (if different from the champion), key department representatives and your IT department representative.

3

Collect the basic information

In order to begin understanding the shape of a project you will need to know some basics to include:

- Current infrastructure
- Current business systems
- Overarching business objectives and KPI's
- Individual department objectives and KPI's

Action:

Ask each member of the scoping team to agree this information before you proceed further. You may be surprised by how the understanding between departments differs. Further objectives may be developed as people embrace CRM but you want to minimise the RISK from objectives fundamentally changing once the project is underway.

4

Begin meaningful discussions

Now is the time to get some key user group discussions booked in. These need to be held in a dedicated room with access to flipcharts, whiteboards and projection. Some may be cynical at first, but the idea is to create an atmosphere of ownership and commitment to your objectives. You may be surprised how quickly ideas appear on flip charts as everyone has an opinion, rightly or wrongly.

We've included a series of questions to stimulate your discussions which can be found at the end of this document. They cover sales, marketing and customer service. You may find them useful if participants are slow to engage.

We suggest the main areas to make sure you have covered are:

- **Functional areas – what are the key areas that need to be covered in the project.**
- **Current data** – what current data do you have that you would need to import into a new system. Examine how this could be done, but more importantly why.
- **Documents** – what established documents need to be included in your CRM.
- **New data** – what information do you need to capture. It will help when reviewing software as you can determine what is "standard" and what needs to be developed.
- **Reports** – what reports will you require as output and at what frequency.
- **Entities** – a CRM phrase. It means how you are going to manage the way data is held, managed and reported upon. For example company, person, opportunity or lead, service call or ticket etc. What else do you want to track? Is there something unique to your business? How important is that unique entity, as the more unique requirements that exist the more development you may need. Development equals risk. (See our guide to minimising risk in bespoke projects)
- **New behaviours** – are you introducing new policies or procedures off the back of CRM.
- **Integration** – what is your CRM going to link to.

These discussions can be lengthy and complicated. But making a start is better than doing nothing. CPiO regularly works with organisations in this phase of scoping because it can be so difficult to map out requirements when you are heavily involved in the day to day operations of the business.

CPiO can offer an impartial voice and act as a facilitator to decision making. We can question the why and how element of your discussions, often turning an idea on its head and posing a different approach to problem solving.

The IT session will need to review everything regarding deployment including connectivity, remote user access, mail server integration and permission management.

Action:

Book a series of shorter meetings with a clear priority list. Work through the list methodically with the department heads minuting every decision and every question mark you have.

5

Documentation

Now you have to turn your discussions into a meaningful document on which to base your software supplier search and consultation. The output will depend very much on the detail and level of agreement reached but should typically include:

- A statement of the objectives against which the project is set
- Identification of key personnel
- Summary of the department functions included in the scope
- Functional requirements by department
- A statement of the inter-department relationships to be considered
- Integration statement
- Comment on existing data
- Summary of existing skill sets
- Summary of any constraints or potential risk areas to be worked through with the CRM specialists
- Clear statement of priorities for the business
- A statement of any compelling activity or events outside of scope but within the business that may have an effect on the project.

Action:

Ensure that every iteration of your document is recorded and changes flagged in a change management document with a date and a name attached to each change. It is important that you are able to track the evolution of your system. The final document needs to be signed off by every member of the team.

We suggest that now you are ready to begin looking at CRM software. Selecting the right software to match your CRM objectives proves to be far more successful when you understand your requirements. Planning is key to shortening the sales cycle and minimising risk attached to the investment.

If you have found this document useful and wish to find out more about the scoping services from CPiO then you can contact us on **0844 880 6140** or email **marketing@cpio.co.uk**. CPiO has a wealth of material designed to aid you at every step of your CRM implementation. Please contact us for your copy.

Useful questions for sales and business development:

- How does a customer contact you to get information about your products and services?
- How do you record and track leads?
- Are there steps in the sales process recorded in a system for others to see?
- How is information shared across departments so they are aware of the status of a client or prospect?
- Do you provide quotes for customers? If so, is there a revision process? How does a quote become an order?
- How do you move orders from the sales department to the fulfilment part of your business? How do these orders move through to invoicing and credit control?
- Do you market to your customer base? Do you contact them for recurring business?
- What could be changed for more effective business?
- Can a customer place an order without involvement from a salesperson? How does this occur?
- What types of reports are used in relation to sales?

Useful questions for marketing and lead generation:

- How do you identify your target market and segment them for campaigning?
- How do you launch and track a campaign through its total life cycle?
- How do you keep on top of marketing spend?
- What KPI's exist to determine the effectiveness of a campaign?
- Do you track the cost of each campaign or lead?
- How do you utilise social media to promote your organisation?
- How do you pass over a lead to a salesperson and track it through to closure?
- Do you conduct email marketing?
- How do you import data and avoid duplication?

Useful questions for customer service:

- How does a customer contact Customer Service? How are cases /complaints initiated?
- What is the purpose of Customer Service – do you have specific KPI's?
- Do you hold a knowledge base built up from former cases?
- What are the steps towards delivering customer service procedures and are these recorded?
- Can a customer service representative create a quote and convert a quote to an order?
- Do you have different levels of customer service with differing expectations?
- How do you categorise and allocate a service call?
- Do you have a clear escalation procedure?
- Do you have a record of frequently asked questions?