CSC'S CUSTOMER INTELLIGENCE PRACTICE

The *Fortune* 1000 has invested heavily in CRM projects, and many did not achieve desired results. Typically, these efforts focused on point solutions for sales force and customer service automation. While efficiencies were realized, most did not achieve desired improvements in customer retention and profitability. Our experience suggests that the root cause was focused on three areas — a lack of high quality customer-centric data, unreliable marketing analytic models, and weak integration at the customer touch points that impedes the ability to take action on analytic insights.

As customer demands grow due to an abundance of choices and a dramatic increase in access to information, profitable revenue begins with an in-depth understanding of customer needs, as well as insight into the business value each individual customer represents across the organization. A data rich, analytics-enabled approach providing a comprehensive view of customers is needed to achieve lasting success. This approach is the basis for applying Customer Intelligence to your business. Customer Intelligence is the ability to use information about a customer to foster deeper relationships that generate greater profitability, and it is also the basis for targeting new customers based on matching key attributes of best customers.

The Customer Intelligence practice focuses on three key capabilities that organizations must master in order to achieve competitive differentiation: integrating customer information to create a "single view" of the customer, analyzing customer information to derive insights, and implementing the insights into the customer-facing operations of the organization. These three capability areas or dimensions are represented in the Customer Intelligence Maturity Model below, which ranks companies' capabilities in each dimension.

Customer Intelligence Maturity Model

	Basic	Foundational	Advanced	Distinctive
Customer Information Integration	• Manual data cleanup • Multiple customer IDs • Data not trusted by users • No 360° view of customer • Touch points acting independently • Customer aggregates and rollups done manually	• Periodic batch process to cleanup data • Common customer ID shared across systems • Data integration between front and back office	• Online search, lookup, validation rules applied at point of data entry • Cross-reference for IDs • Complete customer view across touch points with periodic batch updates via CDI	• Real-time data quality maintenance using external vendor • Real-time, bi-directional integration between front and back office via CDI • Updates to single customer view available to applications in real time
Customer Insights: Segmentation and Modeling	• Market/Demographic segmentation only • Revenue-driven customer valuation • Treatments applied equally	• Some data sharing across touch points • Behavioral segmentation • Profit and/or proxy-based customer valuation • Treatments applied at segment level based on historical view	• Needs-based segmentation • Unrealized customer value assessment • Segment-specific predictive models	• Individual customer predictive models (defection, next optimal product, etc.) • Optimized usage of segmentation and predictive models to drive strategy and tactics
Customer Insights Operationalization	• Insights created by offline • No integration to front office applications • Offline direct marketing • Ad-hoc processes process	• Insights created offline are manually fed into some front-office applications • No production process to update insights • Batch process management	• Insights available in most front-office applications • Model outputs (scores) updated through managed periodic batch processes • Tactical treatments driven by predictive outputs • Responsive to events	• Insights updated with • Real-time, rules-driven customer interactions • Products/services matched to individual customers • Differentiated service for valuable customers real-time scoring

The greatest value of the Maturity Model is its use to assess where an organization currently ranks in customer intelligence capabilities, plotting where it wants to be and then identifying the gaps. Gap fulfillment strategies become the basis for a customer intelligence roadmap. For an ideal approach to developing plans and strategies for implementing customer intelligence capabilities, you should consider the following steps:

- Customize the customer intelligence model for the industry in which the company operates to create a "best practices" benchmark
- Perform a current assessment of customer intelligence by ranking internal capabilities on the Maturity Model
- Benchmark competitors and show where they rank on the Maturity Model
- Synthesize this information and determine where the organization needs to be on the Maturity Model

We can help in each step of the process. We have worked with leading *Fortune* 500 companies to accelerate their customer focused growth strategies. For further information about our Customer Intelligence Offerings, please contact Alex Black at 973.243.7521 or ablack@csc.com.

About CSC

The mission of CSC is to be a global leader in providing technology enabled business solutions and services.

With the broadest range of capabilities, CSC offers clients the solutions they need to manage complexity, focus on core businesses, collaborate with partners and clients, and improve operations.

CSC makes a special point of understanding its clients and provides experts with real-world experience to work with them. CSC is vendor-independent, delivering solutions that best meet each client's unique requirements.

For more than 45 years, clients in industries and governments worldwide have trusted CSC with their business process and information systems outsourcing, systems integration and consulting needs.

The company trades on the New York Stock Exchange under the symbol "CSC."

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