

IBM CRM 2000: From strategy to management



Customer relationship management: The foundation for success

In today's global, Web-enabled environment, acquiring, serving and retaining customers is a complex proposition encompassing purposeful business processes, advanced software applications and supportive IT. Sophisticated customer relationship management (CRM) is increasingly requisite as customers grow to expect personalized, consistent care—across channels and in realtime. During economic slowdowns, the business case for CRM becomes even more important; realizing superior customer service and achieving highly efficient business processes are key to long-term prosperity.

IBM has long held a customer-centric view; by 1999, the company had deployed nearly 1,000 CRM applications internally—each dedicated to an individual business division.

Overview

■ **Challenge**

Transform and align marketing, sales and service processes—across IBM worldwide

■ **Solution**

Plan, implement and run an enterprisewide system—while incorporating ongoing dynamic enhancements

■ **Benefit**

Rapid deployment of a common CRM solution serving thousands of employees — improving speed, accuracy, integration of customer information and customer intimacy

These initiatives worked well individually, but did not empower the organization at large, or provide customers with a single view of IBM. Recognizing the need to adopt a more integrated approach, the company launched IBM CRM 2000—a massive and multifaceted program designed to promote customer-centric connectivity, consistency and responsiveness worldwide.

Design, build and run: IBM demonstrates end-to-end capabilities

For its comprehensive CRM transformation, IBM chose to replace most of its existing CRM systems with Siebel eBusiness Applications, a move that resulted in the company's first-ever common global system—a tremendous challenge when one considers the sheer scale of 160 countries, 11 lines of business and hundreds of thousands of employees, business partners, buyers and suppliers. IBM determined that rapid implementation was a competitive imperative; the first deployment from Siebel Systems went live in 68 days. "With standard processes, what we've done would have taken a number of years," says Dan Cassidy, one of five IBM executives ushering in CRM 2000. "Our integrated methodologies enabled

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—Dan Cassidy, Director,
CRM Integration and Delivery,
IBM Global Account,
IBM Global Service

the rate and pace with which we've been able to build and deploy the infrastructure. We've managed hundreds of projects globally, within the overall program with one set of methodologies. That's been a primary factor in our success."

IBM enjoyed significant advantage in being able to leverage their proven, in-house skill sets, systems and expertise. "This deployment demonstrates again that we can do it all—from design, implementation and processes to hardware, software and middleware," says Cher de Rossiter, also a CRM 2000 project executive. "The only other way to accomplish this would be to form partnerships—but that would require integration since components would be less likely to work together."

Well-managed change

The IBM CRM program leverages what Cassidy calls "the latest whiz-bang products" and best-of-breed technology, including IBM DB2® Universal Database™, WebSphere® e-business infrastructure software, MQSeries® messaging software and Siebel Systems solutions—all running on 100 e-business engines per geography—a combination of IBM @server pSeries™ servers and servers coupled with an Enterprise Storage Server™ (also known as Shark) configuration.

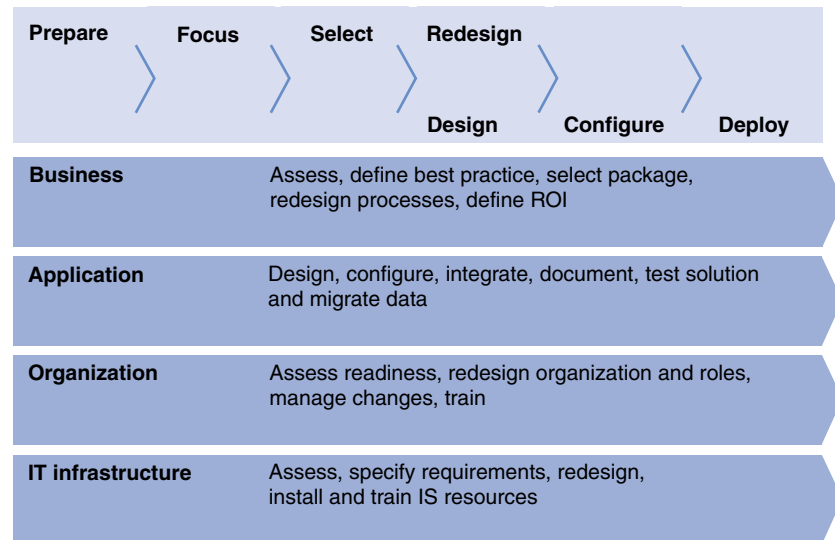
But CRM goes well beyond IT; these technologies are tools enabling a more wholesale evolution in terms of business process and corporate culture. "A CRM transformation is an ongoing journey. There is constant fluidity," says de Rossiter. "We've had to build in the ability to manage change—to be fluid around the enablement project." For IBM, the CRM-driven change includes everything from acclimating call center agents to a new user interface to shifting voluminous, disparate customer data onto a common, intelligent database, reengineering sales processes and, eventually, creating a dedicated global help desk.

Go wide: Breadth is key to CRM

IBM CRM 2000—the world's largest-ever Siebel Systems implementation—is a program of unprecedented proportions, designed to align every customer touchpoint; facilitate migration from and integration of multiple legacy and leading-edge systems and serve hundreds of thousands of employees at full deployment. In spite of the scale, the implementation approach has been a measured, disciplined one. Initial rollout was to 26 ibm.com call centers—what de Rossiter calls “a very sensible, manageable, 7,000-person deployment.” Thanks to a centralized execution strategy and a scalable, open standards-based architecture, IBM was able to bring on thousands of users very rapidly—with the intention of adding more functionality over time, helping to ensure enterprisewide involvement and infrastructural stability at the outset.

Currently, team members at every ibm.com center worldwide are benefiting from equivalent, customer-focused applications, including account and contact management, forecasting, workforce automation and more. IBM has managed three

Life cycle of CRM solutions



different Siebel Systems releases in just over a year; forthcoming releases will be designed to facilitate migration from a client/server environment to a Web-based one, and offer dozens of language sets to ease global expansion. Meanwhile, initial deployment to business partners is underway.

Sharing with the marketplace:

Lessons learned

IBM is already realizing many positive outcomes from its CRM deployment. Foremost is the accumulated intellectual capital and tactical expertise that the company can now make available to its customers.

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In the course of its own self-managed CRM initiative, IBM has learned to collapse deployment time, reduce risk and help ensure availability, scalability and integration—via a centralized management strategy and common customer database; customized methodologies; an open standards-based architecture; innovative process and change management tools, and steady-state metrics. “We tried everything on ourselves first,” notes de Rossiter. “We’ve made mistakes, but not on a customer’s dime. Now our teams have knowledge from within the organization to take out to our customers.”

CRM Management Services

IBM offers a robust suite of CRM solutions designed to help companies accomplish effective CRM transformation of the sort demonstrated internally by IBM. IBM CRM Management Services can help customers deploy and manage CRM packages from our state-of-the-art technology centers—incorporating flexible, modular solutions; proven, industry-based templates; integrated business intelligence and call center services. IBM Global Services rounds out the offering with renowned consulting and integration services. Customers of IBM CRM Management Services are realizing tangible benefits including the potential for improved return on investment and accelerated realization of measurable results.

For more information

To learn more about IBM Global Services or CRM Management Services, contact your IBM sales representative or visit:

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