

Trip Report

Gartner Customer Relationship Management Summit 2009

Never Let a Good Crisis Go to Waste

September 14 – 16 | Scottsdale, AZ | Westin Kierland Resort and Spa | gartner.com/us/crm

Your reaction to the 2009 agenda

- 80% of attendees said the agenda content was properly balanced between business and IT topics.
- 94% of attendees thought the new role-based track architecture helped them easily identify which sessions were most relevant to their needs.

“The content was relevant and timely. Also, it was extremely diverse in topics and each was very informative.”

Meet us in L.A.

Mark your calendar for next year's summit

Gartner Customer Relationship Management Summit
June 28 – 30, Los Angeles

This year's **Gartner Customer Relationship Management Summit** acknowledged the challenges of the current business environment with an all-new, role-based agenda. The objective: to enable key players in IT, marketing, sales and customer service to significantly improve CRM across the enterprise. Hundreds responded to the need to drive CRM innovation further by convening at the Westin Kierland Resort in Scottsdale, Arizona, on September 14 – 16 where they experienced a high-energy focus on the technologies, trends and management practices that can make the difference between success and failure. This report provides highlights of the event.

Overview

Conference attendees from both the business and IT side of the organization expressed a common goal—with renewed emphasis—of improving the customer experience. Today's economy may threaten budgets and resources, but it also opens up great opportunities to streamline wasteful projects while reinforcing profitable ones, and set road maps to maintain and engage new customers. The 2009 agenda addressed the nuts and bolts of getting things done, providing actionable content for the project-specific challenges faced by key roles; business and IT strategists as well as executives in customer services, sales and marketing.

What was up for discussion?

- Next-generation technologies to support emerging trends in customer-centricity
- Building a cost-effective contact center infrastructure without cutting corners
- Planning for disruptive innovation
- The social networking trends you need to keep pace with as consumers move from MySpace to Facebook to YouTube to Twitter
- Generation Virtual's impact on CRM strategy
- The sales force automation (SFA) solution your organization will actually like and use
- The skills, tactics and technologies needed to flourish in an online environment in 2010
- Using the right Web analytic tools to gain actionable insights into customers

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Gartner
Customer Relationship Management Summit 2009

Key take-aways

What did attendees value most? In the words of one participant: “timely, current and relevant” take-aways. Here’s just a sampling of what our team of analysts, along with business thought leaders and notable CRM practitioners, delivered.

- 1** **Make the move from analytical to influential.** To help your organization compete more effectively in the marketplace, CRM solutions must offer better functionality beyond the analytical. They should embrace predictive modeling and the ability to perform related functions in real time. This will ultimately influence outcomes.
- 2** **What to do if your sales force is not interested in technology.** Make sure you appeal to their self-interest by using the WIIFM (What’s in It for Me) principle. To ensure your sales people actually use SFA systems, your technology initiatives should address these five needs: leads, market intelligence, advice on products or services, quick approvals and accessibility.
- 3** **Marketing resource management (MRM): can you afford not to invest?** Even in a tough economy, the company that continues to invest in marketing resource management (MRM) will come out a winner. Keep in mind that you can eliminate waste without having to cut marketing programs. What’s more, when the economy rebounds, you will have built a foundation to justify increased funding for your marketing budget.
- 4** **Master data management (MDM) matters.** Success with CRM means having the right data quality and single view of the customer. You can achieve both with a business-driven master data management (MDM) program that embraces these seven key areas: vision, strategy, metrics, governance, organization, process and technology infrastructure.
- 5** **What do you need to know about your customers?** Although it comes in many forms, customer data fall into one of the following four categories. Descriptive: provides a picture of the customer or prospect. Relationship: describes the transactions and interactions between the customer and the firm. Connections: includes social networking dimensions indicating the influence each customer has on other customers and prospects. Attitudinal: reveals the thinking behind customer actions.
- 6** **Achieving success with a Web analytics initiative is not easy.** When it comes to your own Web analytics program, be sure to understand how much to invest and how you’ll measure a return on investment. Determine whether Google analytics is right for you or if you should go with a commercial product. Find and keep a good analytics staff and be sure to link the analytics to the process. Remember, analytics are useless unless some kind of action comes from them.
- 7** **Web 2.0: it’s more than a browser.** A lot of people look at the Web as a browser or a channel for interaction, but it’s much more than that. Forget about nomenclatures like Web 2.0 and focus on the durability of the Web. It’s a vehicle for consumerization and a path to future technologies.
- 8** **Social networks will matter more to your success than any other initiative.** The new deal for the corporation is to focus on individuals. Social networks can ultimately destroy business models that are company-centric. By 2015, consumers will have an almost effortless ability to monitor quality, pricing, availability and business sentiment, and find alternatives.
- 9** **Building a business case for your CRM project.** It’s an eight-step process that begins by organizing primary stakeholders—business process owners, IT enablers and financial stewards—and getting them on board with your CRM strategy. From there you need to select metrics, baseline existing performance, describe the capabilities of the CRM solution, negotiate the targeted improvements, convert the targeted improvements to financial results, develop the total cost of ownership and calculate the hard-dollar ROI.

“A perfect combination of topics, subject matter and experts.”

Spread the insight and share the knowledge

As a summit participant, you're entitled to online access to documentation for each analyst-led conference session. Visit gartner.com/us/crm to see how you can share your key learnings across the organization.

Conference highlights

- Eight themes and more than 50 analyst-led presentations covered such hot topics as business intelligence tools, CRM metrics, social CRM, customer self-service, new Web technologies, customer feedback management, Generation Virtual, innovation in CRM, CRM project management practices and justifying CRM investments.
- Six Magic Quadrant sessions offered a concise overview of vendors in key markets from e-commerce and sales force automation to CRM service providers.
- Eight limited-seating workshops offered a hands-on exploration of CRM tools and tactics, from how to use key performance indicators in your CRM initiatives to best practices for Web analytics.
- Thirteen solution providers showcased new and enhanced tools and technologies on the conference exhibit floor and walked through real-world implementations and deployments at eight end-user case studies.
- At the Gartner and 1to1 Customer Awards, 18 companies were honored in a variety of categories for the positive impacts made in their CRM programs in 2009. Honorees of the 2009 Customer Experience Excellence Awards included iRobot, CIGNA Corporation and Oriental Trading Company.

Keynotes

Keynote sessions with Gartner analysts

Three compelling keynote sessions led by Gartner analysts examined big-picture issues defining CRM today. Presenters included Vice President and Distinguished Analyst Michael Maoz, who explored "The Advent of the Web-Centric Customer Relationship." Conference Co-Chair Gareth Herschel discussed how to develop more profitable customer relationships with the right analytics in "Analytics to Action." Research Vice President Gene Alvarez addressed the growing importance of e-commerce in the "new normal" in "Why Companies Are Moving Toward E-Commerce and Growing Sales in a Down Economy."

Building trust through influence with Dr. Robert Cialdini, noted psychologist and best-selling author of *Influence: The Psychology of Persuasion*

Trust is a highly prized commodity. It not only promotes efficiency and effectiveness in customer interactions, it makes people defer to us because we're seen as credible sources. But how do you reach that place of trust? Are there any shortcuts to get you there faster? According to Robert Cialdini, one of the most cited social psychologists in the business world and an expert on persuasion and negotiation, the answer is a definite yes. Drawing upon his extensive academic research, Cialdini laid out the steps needed to become a significant agent of influence in your environment. Looking to "get to yes?" You'll increase the likelihood of that happening by following these six principles.

- **Reciprocity:** Typically people say yes to those they owe. But it pays to be the one who offers first—whether that offering is information, advantage or benefits.
- **Scarcity:** Everyone wants more of the things they can have less of. Example: the initial demand for a new product like the iPhone or the Wii. Both were available, but in limited supply
- **Consistency:** If people commit, orally or in writing, to an idea or goal, they are more likely to honor that commitment.



Michael Maoz
Vice President and
Distinguished Analyst
Gartner



Gareth Herschel
Research Director and
Conference Co-Chair
Gartner



Gene Alvarez
Research Vice President
Gartner



Robert B. Cialdini,
Ph.D.

“True, unbiased thought leadership. Great presentations and presenters.”

“An opportunity to see, hear and speak with the leading experts in the CRM world and share new ideas and strategies.”

“Great access to leading experts in CRM.”

Building trust through influence with Dr. Robert Cialdini, noted psychologist and best-selling author of *Influence: The Psychology of Persuasion* (cont.)

- **Liking:** People are easily persuaded by other people they like. The implication: uncover commonalities between you and your customer. Information technology makes this possible in ways that never existed before through Facebook, Twitter and your own organization's Web site.
- **Authority:** Consumers follow the lead of legitimately constituted experts. Be sure that comments from independent experts are featured in your marketing.
- **Consensus:** People trust others who are just like them. Here's one way to put consensus into action: when promoting your next product or service, be sure to gather testimonials from the peers of your prospects.

Attendee snapshot

Who participated in the 2009 conference?

Business, IT and sales and marketing executives from across North America and Europe.

- **CRM professionals:** More than 85% of attendees were end users.
- **Decision makers:** More than 40% were at the senior management level.
- **Cross-section of industries:** The Top 5 highest-attending verticals were the government and public sector, financial services, retail and wholesale, healthcare and pharmaceuticals, and manufacturing.

What people asked about

Check out some of the top-of-mind concerns you and your colleagues expressed to our analysts at this year's conference:

- **Digital channels.** How can we optimize ROI? What's the best way to analyze customers' actions across on-line and off-line channels?
- **Social networking.** We're sold on the value but need actionable insight on how to measure the opportunity, determine appropriate budgets and choose the right leader for the initiative.
- **Analytics.** Given all the different types of analytics out there, which ones are really worth investing in and which are just hype?
- **Revenue growth.** Which CRM strategies or technologies will help us recover faster or lift revenue?
- **Customer self-service:** What's the best way to start and what part should social networking play?
- **Multiple e-commerce initiatives:** How can we successfully link all of our many initiatives—mobile Web site and applications, Web 2.0, community participation, and more—to our CRM vision and strategy?

“Great place to hear about emerging trends and technologies and best practices in CRM.”

“Useful in ‘re-pointing my compass’”

“Exceeded my expectations. Not only did I learn more about CRM, I learned how I can define vision/strategy to push upward and gain sponsorship.”

Top-attended sessions

1. The Role of Technology in Improving the Customer Experience
2. The Top 10 Technology Trends to Disrupt CRM Architectures and Technology
3. Organizational Change Management Techniques for CRM Success
4. Web 2.0 + Mobile + E-Commerce = eCRM2
5. Assessing the Value of CRM Analytics
6. Best Practices for Customer Data Quality Improvement: Delivering Data You Can Trust
7. The Importance of the Customer Experience in a Recession
8. How Generation Virtual Will Change CRM
9. Innovation: Your New Core Competency
10. How Twitter and Social Media Will Disrupt Your Customer Service Processes

In case you missed it

More than 20 analysts were on-site this year, sharing their latest research and predictions across more than 60 sessions. What does the future hold for CRM? Straight from this year's conference presentations, we've compiled some key thoughts from our analysts on what's around the bend.

“By 2015, digital channels, specifically Web and mobile, will be the most impactful way to interact with customers.” – Bill Gassman

“The enterprise will need to personalize customer relationships and demonstrate knowledge of the customer's expectations, wants and needs during an interaction if they are to get ahead of the competition and satisfy the customer.” – Michael Maoz

“Expect more chaos. The forces that drive complexity (competition, customer expectations) are growing faster than those that reduce complexity (business process management, analytic applications).” – Gareth Hershel

“By 2015, human employees will be the most impactful way to interact with customers.” – Jim Davies

In the next five years, 70% of large enterprises will have invested in master data management disciplines and technology to provide the foundation for effective and efficient customer information management. – John Radcliffe

“By 2012, revenue from SaaS solutions will represent over 50% of total software revenues worldwide within the CRM sales sub-segment.” – Sharon Mertz

“CRM applications will benefit from innovations in Web user interfaces, mobility and managing unstructured data to increase the productivity of many non-technical, customer-facing positions.” – Michael Dunne

“By 2015, virtual assistants will be the most cost-effective way to interact with customers, providing 24/7 uninterrupted service.” – Johan Jacobs

What's up for next year?

More improvements. Expanded coverage of CRM-defining topics like social networking, Generation Virtual and cutting-edge best practices for B2B and B2C.

Be sure to save the date and visit gartner.com/us/crm in the coming months for conference details and breaking news on Gartner Customer Relationship Management, June 28 – 30, Hyatt Regency Century Plaza, Los Angeles.

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