







# Coverage map

	Offer A	Offer B	Offer C	Offer D	Offer E	Offer F	Offer G
Customer segment							
Customer segment							
Customer segment							
Customer segment							
Customer segment							

Use a colour for each channel (or channel combination) which you use to sell to each cell, e.g.:

-  Travel agent
-  Call centre
-  Online
-  etc
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# Multichannel CRM exercise (1)

Please fill in this form to assess the maturity of an airline at creating great conversations with customers. This could be your own airline or a competitor. Choose a customer group to fill this in for (eg consumers; business customers).

Airline: \_\_\_\_\_ Customer group: \_\_\_\_\_

**Step 1.** Thinking of this customer group, to what extent do you agree with these statements? Please score out of 7, where 7 = 'strongly agree' and 1 = 'strongly disagree'. You would ideally refine your scores through some mystery shopping!

		Score 1-7
Q1	<i>Personalisation:</i> Everything we say or write to customers is based on individual-level customer insight	
Q2	<i>Dynamic interaction:</i> What we say or write to customers depends on what the customer has said to us in the same conversation	
Q3	<i>Authenticity:</i> We put the customer's interests first when making sales or service propositions to them	
Q4	<i>Inclusivity:</i> We look out for opportunities for customers to add value for each other	
Q5	<i>Customer selectivity:</i> How we treat a customer varies according to the long-term potential of the customer, which we estimate accurately	
	<b>Total:</b>	
	<b>Interaction score - Divide total by 5:</b>	

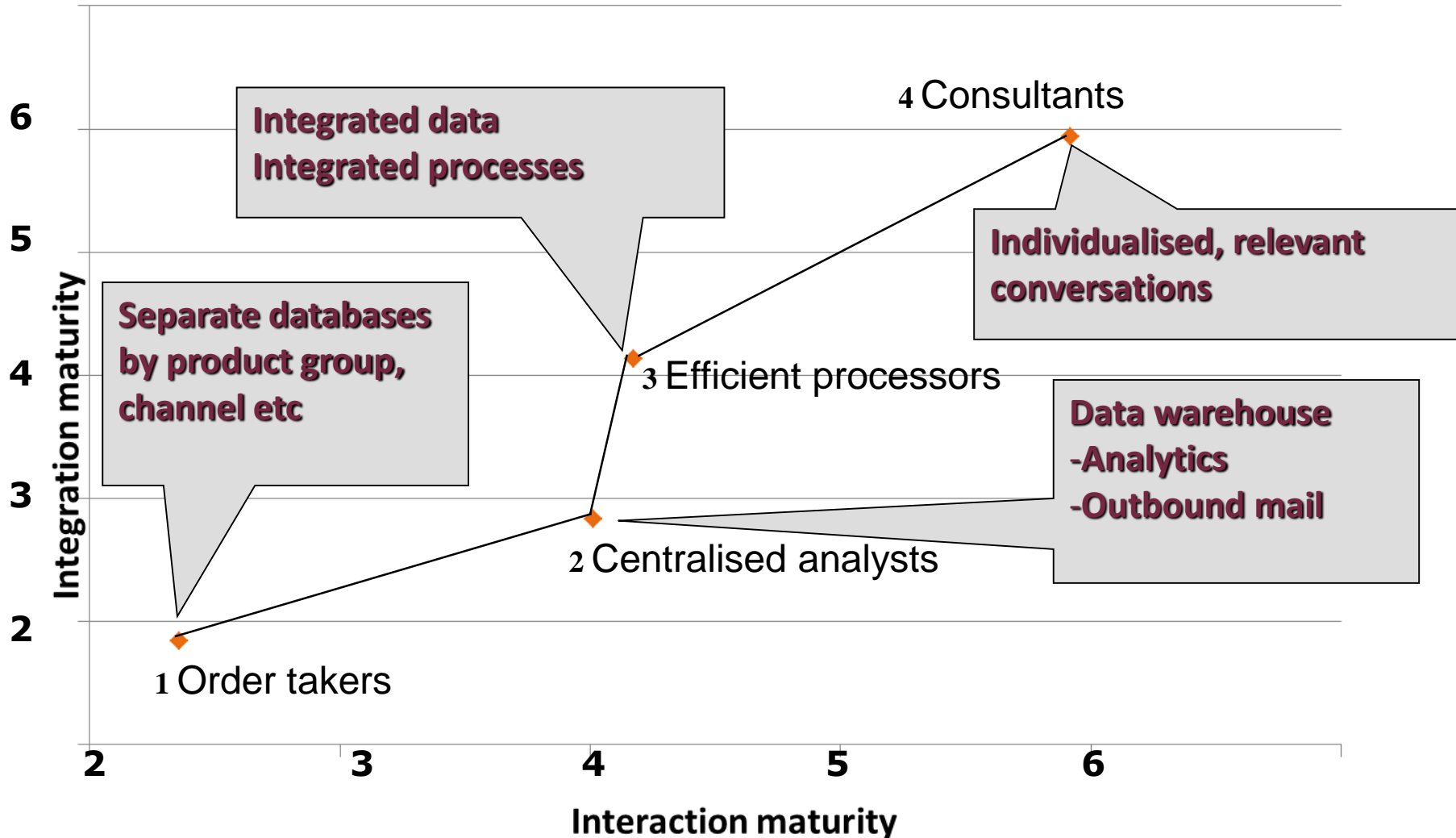
# Multichannel CRM (2)

**Step 2** Thinking of the same airline and customer group, to what extent do you agree with these statements? Please score out of 7, where 7 = 'strongly agree' and 1 = 'strongly disagree'. You may need to do a bit of research and then make your best guess. For example, you could try talking to an employee or two, or look at annual reports and other public domain information about how the firm works.

		Score 1-7
Q6	<i>Structure integration:</i> We have an organisational structure that nurtures our relationship with each customer holistically, irrespective of product, channel or function	
Q7	<i>Metrics integration:</i> We measure the effectiveness of the complete customer journey or 'channel chain', rather than assessing each channel, product or function separately	
Q8	<i>Data integration:</i> Frontline staff have access to integrated customer data across all products, channels and functions	
Q9	<i>Insight integration:</i> We understand the complete customer journey and how channel preferences vary by segment, and we action this insight to optimise the journey	
Q10	<i>Culture integration:</i> Senior management sets a consistent example of putting the customer first – an example that is followed in all channels and functions	
	<b>Total:</b>	
	<b>Integration score - Divide total by 5:</b>	

# Multichannel CRM (3)

**Step 3** Plot your company/business unit on the grid below. Which stage are you nearest? Of course, all companies vary, so you may well be between stages, or stronger on integration than interaction or vice versa.



# Multichannel CRM (4)

**Step 4** The tables below list the aspects or dimensions of CRM maturity which we were asking about in the questions in steps 1 and 2. What do you think your next steps could be to improve the firm's CRM maturity? Choose two or three questions/dimensions where you think the firm could improve its performance, and write how this might be achieved in the right-hand column.

	Interaction dimension	How we might improve
Q1	Personalisation	
Q2	Dynamic interaction	
Q3	Authenticity	
Q4	Inclusivity	
Q5	Customer selectivity	

# Multichannel CRM (5)

	Integration dimension	How we might improve
Q6	Structure integration	
Q7	Metrics integration	
Q8	Data integration	
Q9	Insight integration	
Q10	Culture integration	