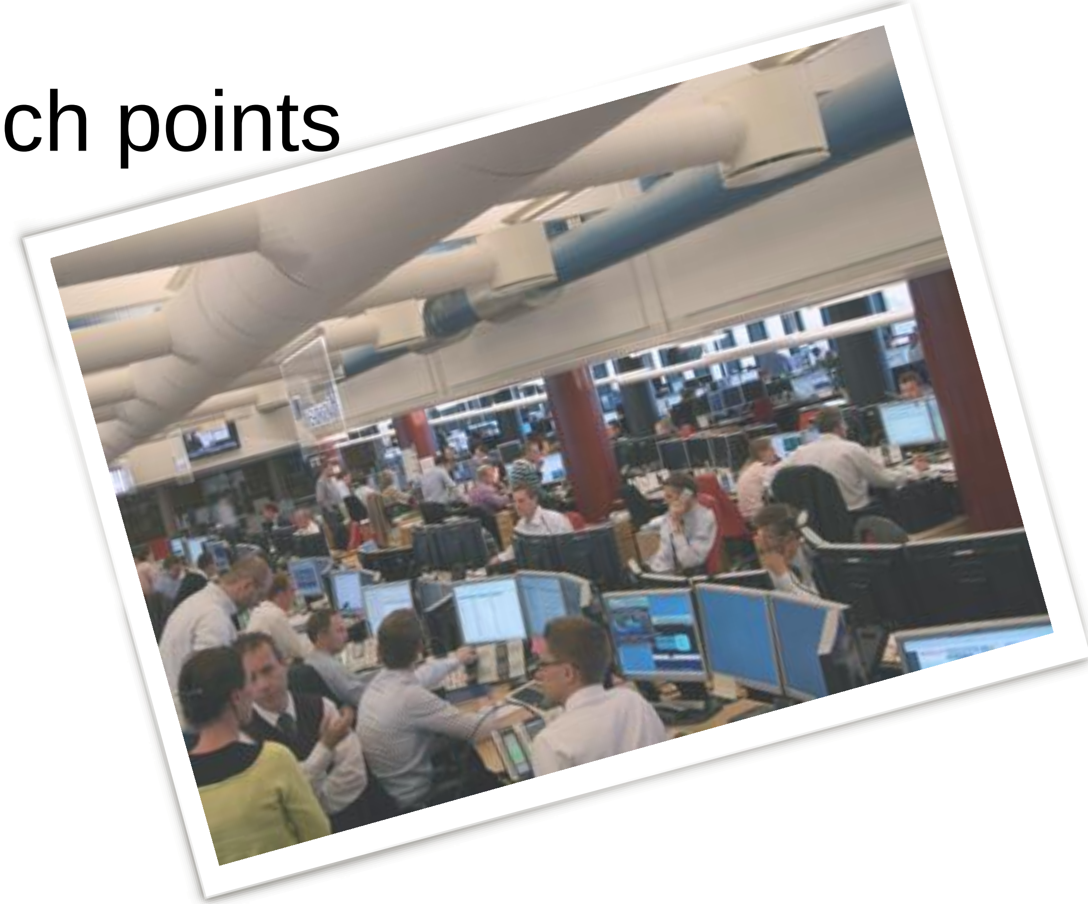
Improving Customer Touch points



Klaus Bank Andersen
16th of March 2010

Markets

This presentation

- Why CRM.
- Getting started.
- Getting progress.
- CRM project setup.
- How we use CRM – examples.
- Q&A

Nordea

- **Nordea's** vision is to be the leading Nordic bank, acknowledged for its people, creating superior value for customers and shareholders. Nordea is making it possible for its customers to reach their goals by providing a wide range of products, services and solutions within banking, asset management and insurance. Nordea has around 10 million customers, approx. 1,400 branch offices and a leading net banking position with 5.9 million e-customers. The Nordea share is listed on NASDAQ OMX Nordic Exchange in Stockholm, Helsinki and Copenhagen.
- **Capital Markets & Savings (CMS)** is responsible for all capital markets and savings products (excluding account products) to all customer segments in Nordea.
- Capital Markets & Savings employs some 4,800 people situated mainly in the four Nordic countries but also in Luxembourg, Poland, the Baltic countries, Switzerland, Italy, Germany, France, Spain, Isle of Man, Singapore, London and New York.
- CRM is used by the customer responsible units/product units, servicing Large corporate customers, Financial institutions and customers in Tier 1,2,3. Not used for servicing retail customers.
- My position is CRM project leader, employed in Capital Markets IT.

Nordea

Customer touch points

Service excellence	
From the Customers POV	From the Bank POV
Know me and my preferences	Threat the customer as an individual
Serve me accordingly	Target the correct customers, once!
Butler for trivial/tactical purposes. Specialists for advanced products.	Share information across units => cross selling
Call only one time	Efficiency and professional approach
I know more about my bank, than they know about me!	The right hand must know what left hand is doing.

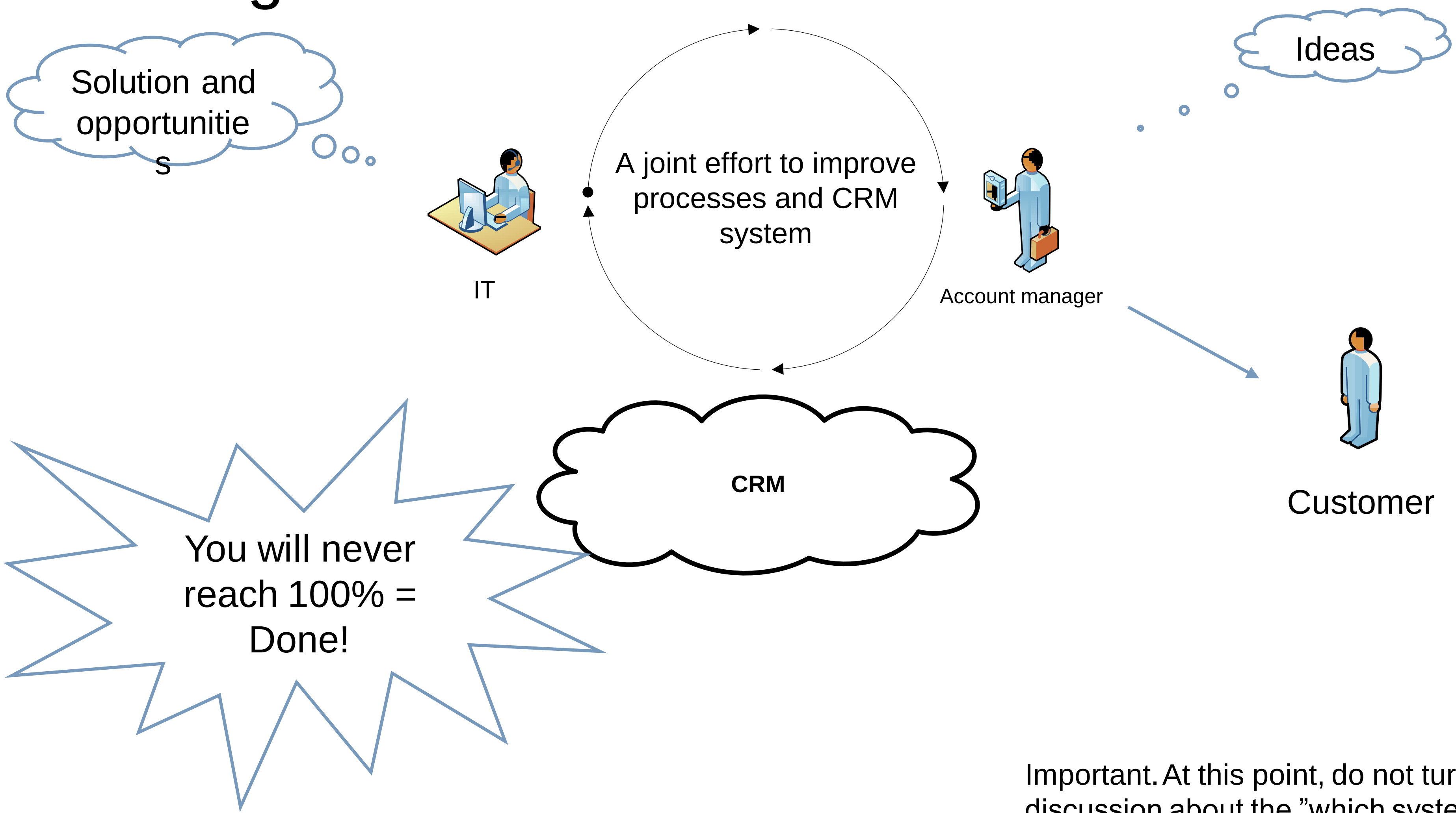
So far, this is core business, and has nothing do to with the actual CRM system!

The customer history

Some characteristics of the Financial sector

- Complex application landscape.
- Data is scattered across the different units servicing customers.
  - You know they exist, somewhere. But cannot easily access them, and quality is doubtful.
- Compliance issues – who are allowed to see what.
- Financial crisis and mergers.
- You need a CRM system – perhaps you already have one?

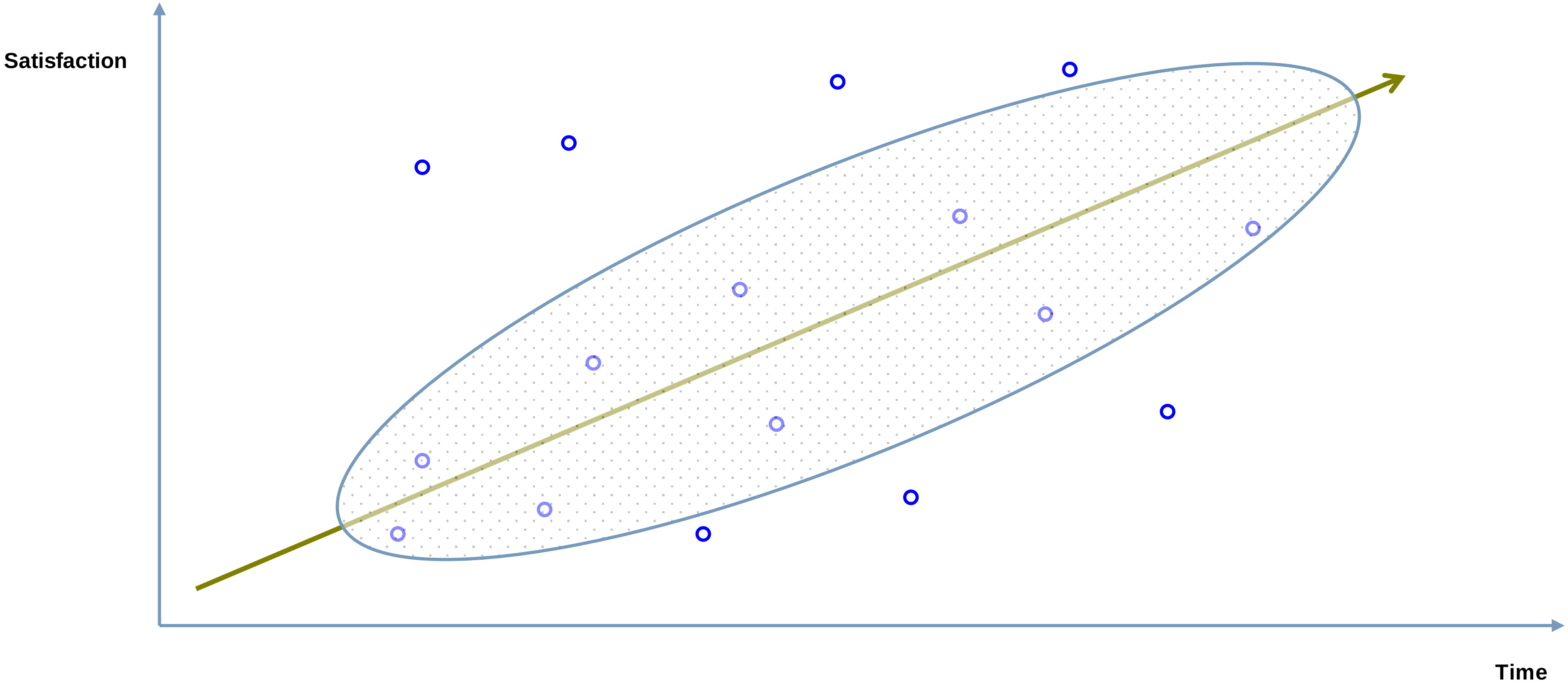
Getting started



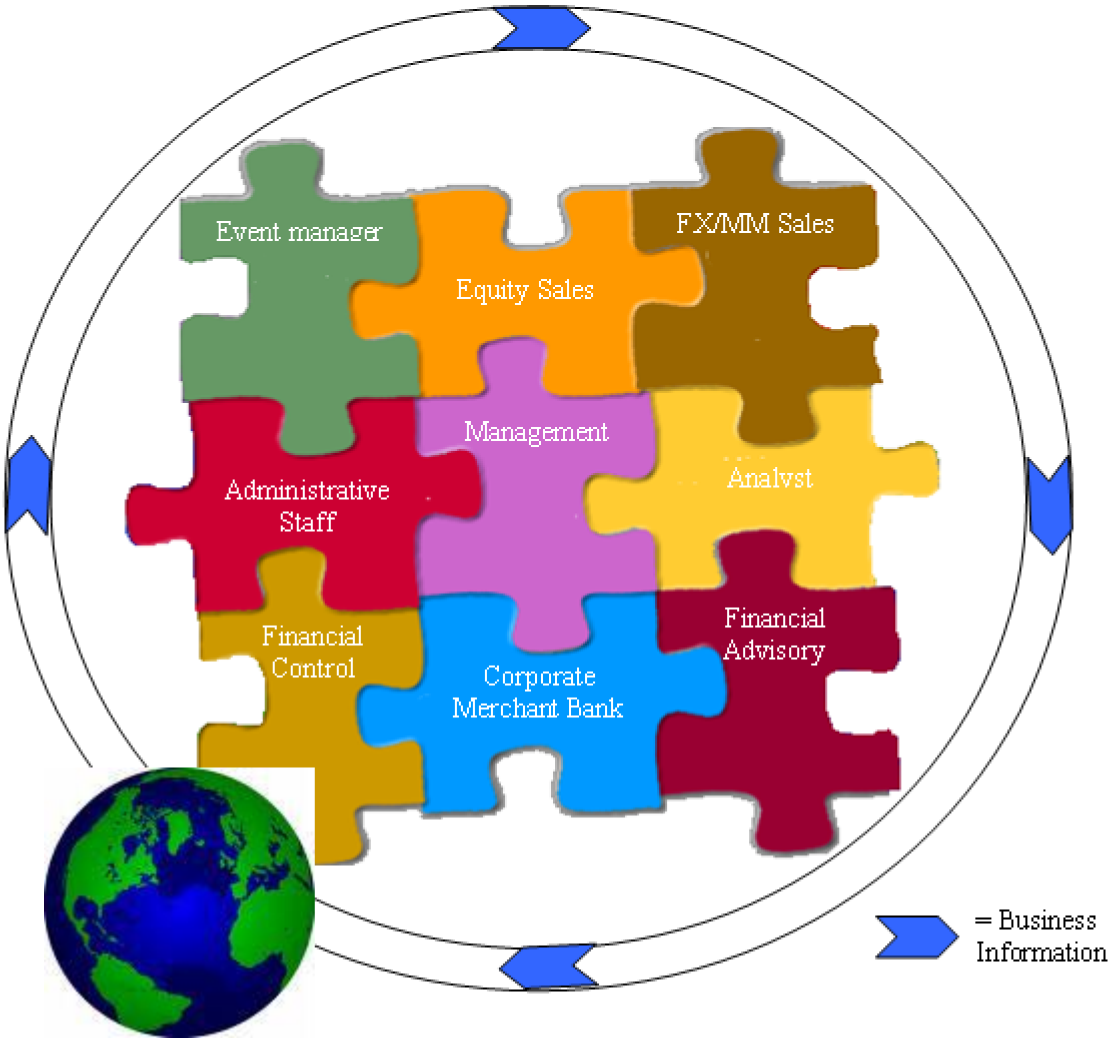
Important. At this point, do not turn this into a discussion about the ”which system to use”

Getting progress

Front runners



"The big puzzle"



Defining "The Big Puzzle"

Each piece

- Defines a specific user role.
- Is to be considered a global role.
- Either uses data delivered from, or delivers data to other pieces.
- Fits into the big puzzle of delivering business information that are to be used globally.
- Must be aware of the importance of the task the piece is doing.
- Is governed by its own set of rules => individual policy document, which has been approved by management.
- Have their own super users
- In terms of development and improving processes and systems, each piece must
have its own working group (referring to the reference group).
- Must be offered individual, targeted training sessions.
- By definition, no piece is more important than any other.

What they do, and how they work is important.

Key areas in a CRM implementation

- Performance
- Data Quality
- Development
- Implementation
- CRM Upgrade(s)
- Education
- Maintenance & Support

Focus on processes and describe your needs.

Customize system to fit you needs, not vice versa.

“Time to market”.

Sell the CRM concept into the organization. “If you do this, you get this!”

”Feed the dragon”. Input should provide you with valuable output.

No matter which system, you must understand both business AND the possibilities you have with your CRM system.

<u>DO</u> CRM -> Increase user satisfaction.

At this point, you can start looking for your CRM system

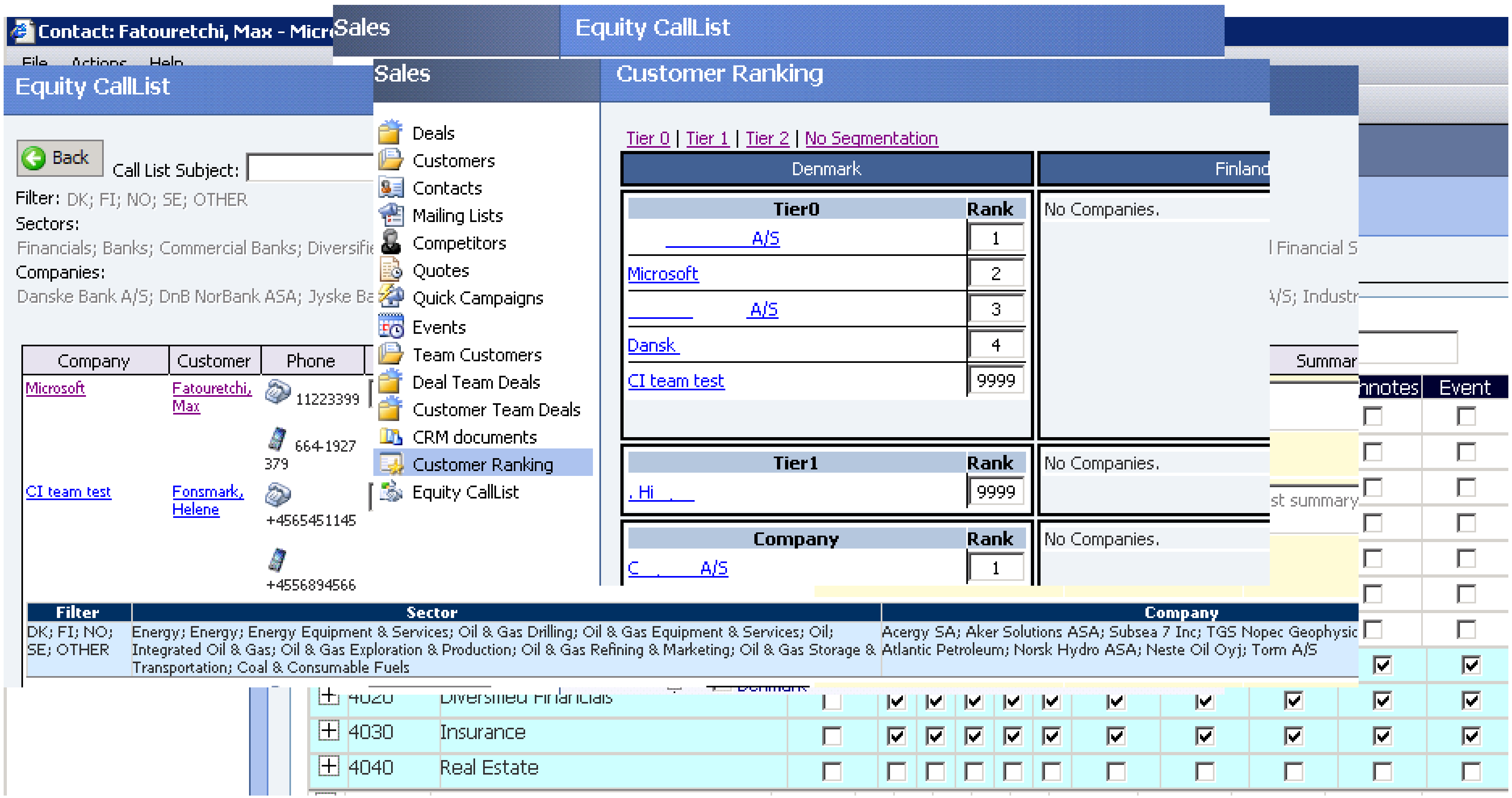
Profiles for a CRM project setup

- Front runners / business partners (Business Analysts).
- Technical project leader.
- .NET / web developers.
- Database administrators / Developers.
- A thrust full CRM Partner.
- Organisation:
  – At this point, create the CORE CRM team.
  – Communicate a clear governance setup.
  – Allocate a budget for maintaining the CRM system.

Our experience with Microsoft Dynamics CRM

- We have been there from the start.
- A CRM platform that definitely has improved.
- Today's version – very powerful.
- Well integrated with other Microsoft products (office, outlook).
- Security model is powerful.
- Trivial development is very fast and easy.
- A lot of 3rd party development / tools available.
- Web service API to “the outside world”.
- You can always tweak the system to fit your needs.

Examples – Customer profiling



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Thank you!

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Nordea– Capital markets IT