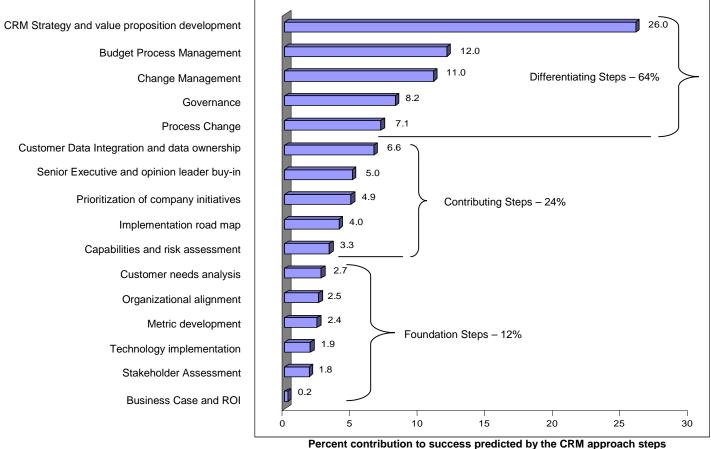
Global Drivers of CRM Success (IBM)



Three types of critical success drivers:

- Differentiating steps have the highest impact on CRM success, they are human orientated steps that, when done correctly, can sustain the value of CRM; however the human aspect of most of these steps makes them the most challenging to execute
- Contributing steps clearly add to CRM success, but alone, they are not sufficient to derive value from CRM
- Foundation steps play a role and are necessary, but not strong contributors.

Notes: N = 372 R^2 = .71

CRM – Success factors

Source: IBM Business Consulting Services, "Doing CRM Right" global study 2004

Opportunity to increase success 29%

- >These steps are easy and done often
- >"Budget" is clear focus area because it is a differentiator

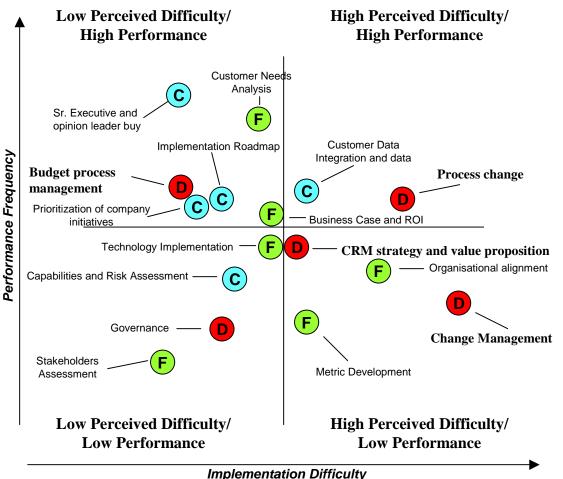
No excuses – get these done!

Opportunity to increase success 15%

These steps are easy but not always done.

>"Governance" is clear focus area because it is a differentiator.

These steps require focus!



Opportunity to increase success14%

- ➤These steps are hard, but are done often.
- > "Process" is a clear focus area because it is a differentiator.

These steps require expertise!

Opportunity to increase success 42%

- ➤These steps are hard, but not always done.
- > "Strategy" and "Change" are clear focus areas because they are differentiators.

These steps require expertise and focus!

Foundation Step



Play a role and are necessary, but not strong contributors.

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Differentiating Step



The highest impact on success, they are the human-oriented steps that, when done correctly, can sustain the value of CRM; however, the human aspect of most of these steps makes them more challenging to execute.



Contributing Step

Clearly add to success but alone, they are not sufficient to derive value from CRM.