



20 CRM and Marketing Lessons

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1. If the brand promise cannot be met, don't waste money on branding
2. Without the right customer culture, any CRM programme WILL fail
3. Customer focus begins and ends with strong leadership
4. If companies spent as much money on selecting and training their customer-facing staff as they do on their advertising and promotions, they would be more profitable
5. Giving customer-facing staff the freedom to deal with customers as they deem appropriate will reduce costs in the long-term
6. Outsourcing of customer service teams creates bland customer experiences and reduces competitive advantage
7. CRM creates an over-reliance on customer data. Data alone will NOT provide the insight a company needs to innovate
8. Without an appreciation of customer context, companies will never understand customer behaviour
9. Most companies use CRM to improve their own profitability and productivity, not their customers'. If they did, they would be more profitable
10. When managers talk about a "single view of the customer", what they really mean is a single view of their organisation, processes, systems and data
11. If you can't trust your customers, your customers will not trust you
12. Customer loyalty is built on emotions, not promotions
13. The most loyal employees can be the least customer-focused employees
14. Championing the customers' interests always breeds trust and loyalty in the long-term
15. If you use the brand to set expectations without first assessing the customer experience, the brand will fail
16. Implementing a CRM system without changing employee behaviour will always lead to failure
17. Marketers rarely innovate marketing
18. Knowing when to silence the Voice of the Customer is as important as knowing when to listen
19. Benchmarking is the sincerest form of imitation and the fastest route to commoditisation
20. There are never any answers, just opinions...