

# Customer Relationship Management CONFERENCE

8 - 9 July 2004, Swissôtel Merchant Court, Singapore



Maximising your ROI through Practical Implementation Tactics  
and Strategic CRM Analytics

Hear CRM champions from leading organisations across industries share their first-hand experiences in:

Customer Experience Management (CEM)  
Cathay Pacific Airways

eCRM – Managing Customer Relations via Web-based Technologies  
Hewlett-Packard

Change Management  
InterContinental Hotels Group

Customer Centricity  
International SOS

Customer Profitability and Loyalty  
SingTel Optus

Plus

Calculating Customer Lifetime Value – Case Study of a global oil and gas company

Creating the ultimate Customer Experience – Case Examples from the FMCG and automotive industries

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# Acquire pragmatic tactics to bring your CRM from vision to fruition

In the face of today's rapidly changing market conditions and new era of consumerism, organisations are on a relationship competition. Customer Relationship Management (CRM) is the essential business strategy companies leverage on to gain insights into the needs and wants of their customers. However, with studies showing that as high as 70% of CRM projects fail, to avoid being another accidental statistic, you would need to refocus your efforts in aligning your people, processes and technology, to make CRM work powerfully for you.

As a strategist driving CRM implementation in your organisation, how do you gain a holistic view of your customers, and ensure that your CRM initiatives bring sustainable impact to the bottom line?

This 2-day conference is packed with case studies and best practices adopted in industries including *medical services, petrochemical, telecommunications, hospitality, IT, banking and finance, airline, FMCG and automotive*. Gain local and regional perspectives from our panel of senior-level practitioners and consultants to drive your CRM programmes to success.

## Customer Centricity & Change Management

The first and fundamental step to the successful implementation of a CRM programme starts from getting everyone, especially your employees to embrace a customer-focused attitude. For International SOS, an organisation that provides a range of diversified medical services 24/7, helping its employees develop a passion for delivering quality services to global customers in need is especially crucial for its success in CRM. Gain from the first-hand experiences of the world's largest medical service provider in managing and motivating its employees to achieve a customer-centric corporate culture. When it comes to achieving success in CRM end-user adoption, a major mindset change on the part of your employees is also required. Draw on InterContinental Hotels Group's success in implementing a seamless CRM Change Management programme and learn how its employees' resistance to change is overcome to attain a lasting transformation in corporate culture.

## CRM Analytics

Collecting data and storing them in databases is only a start. How do you turn this raw information into a valuable resource for your business intelligence efforts? Learn data mining techniques from ICLP Singapore, and discover how to build a robust data-driven proposition for your marketing efforts. Market segmentation and profiling is a powerful tool for meeting customers' varied needs. Leverage on this tool to drive customised communications strategies as Informative Asia Pacific shows you how to cut through the clutter and impact your target audience.

Are you spending too much efforts and resources on unprofitable customers? For the petrochemical industry, whose profitability is highly dependent on the world economy, optimum resource allocation is of utmost importance. Find out how a global oil and gas company uses the Customer LTV model as an effective market-planning tool to acquire and retain profitable customers. While understanding your customer's immediate needs is important, predicting your customer's future buying trends will help you gain a competitive edge. Benefit from the advice of XM Asia Pacific on practical approaches to deploy Predictive CRM and how this powerful analytical tool enables you to actualise the unrealised buying potential of your customers.

## Customer Profitability & Loyalty

For many companies, loyal customers are those who have not found a reason to leave yet. Does satisfaction necessarily bring loyalty? Building on experiences from the highly competitive banking & finance industry, Jonathon Gould of Asia-Pacific Connections, who has over 20 years of industry experience, provides expert insights on proven strategies for maximising customer equity through enhanced loyalty. As an organisation providing a wide range of products, how can you optimise your customer's buying potential to boost your bottom line? SingTel Optus, a star performer in Australia's expanding telecommunications market, will share how it has achieved significant growth through maximising the profitability

of its high value fixed line telephony customers and optimising up-sell and cross-sell opportunities.

## CRM Tools Selection

How do you ensure that you have the right CRM tools that will eventually reap high returns for your CRM investment? Obtain practical tips by hearing from the different perspectives of in-house CRM practitioners and industry experts from Citibank N.A., SingTel Optus, Avaya and SAS Institute, on how to select the best CRM technology to meet your organisation's needs, as well as find out how to overcome the challenges surrounding CRM system adoption.

## eCRM – Managing e-Customer Relations

In this Internet era, taking good care of your online customers is crucial as your competitors are virtually just a click away. How do you establish and develop a one-to-one dialogue with your global pool of e-customers and provide efficient customer service over the Net? Acquire knowledge on implementing eCRM by listening to Hewlett-Packard's success story in deploying eCRM for development of a self-service eMarketing hub that provides excellent customer service to its global customers.

## Customer Experience Management (CEM)

Today's customers do not merely want the best prices or products; what they want is a relationship that makes them feel like they are the most valued customer. How do you make use of every interaction to capture the voice of your customer? Acquire practical tactics by hearing the first-hand experience of award-winning airline Cathay Pacific Airways, on obtaining customer insights at each touch point, and uncover the best practices for successful complaint recovery. How do you take a proactive approach to creating an indelible customer experience for your customers at every point of the buying cycle? Peppers & Rogers Group (Asia) and Carlson Marketing Group will provide you with proven customer strategies and pragmatic execution tips adopted by the FMCG and automotive sectors, in delivering the ultimate one-to-one customer experience.

## ROI Measurement

In view of the millions of dollars sunk into CRM technology and processes, ROI measurement is undeniably of paramount importance. Acquire knowledge on the drivers that mark the success of your CRM programme as DRAFT Worldwide gives insights into metrics used for measuring payback through enhanced relationships. In view that CRM is not a singular project whereby results can be measured instantly, Alex Har, a pioneer of direct marketing in Asia with more than 25 years experience, will expound on how CRM metrics and the Balanced Scorecard are used to quantifiably measure CRM performance and foster continual operational improvements.

This 2-day conference is an opportunity for you to benefit from the extensive experience of CRM experts and practitioners across industries in Asia. Acquire practical implementation tactics and employ strategic CRM analytics that empower you to achieve the maximum returns on your CRM investments.

## Benefits of Attending

- Discover the secrets to building a customer-focused corporate culture
- Master data mining techniques to obtain valuable customer insights
- Hear from an award-winning marketer on ways of maximising customer profitability
- Acquire tactics on employing Predictive CRM to stay ahead of your customers' needs
- Learn how segmentation and profiling can be used to drive impactful communications strategies
- Stem churn and acquire winning strategies on enhancing customer loyalty
- Equip yourself with knowledge on calculating Customer Lifetime Value (LTV)
- Obtain insights from practitioners and industry experts in selecting CRM technology
- Explore how to capture customer insights at each touch point
- Gain insights into ways of creating the ultimate customer experience for each stage of the buying cycle
- Uncover tried and tested implementation tactics for a CRM Change Management programme
- Pick up tips on how to deploy eCRM for managing your e-customers
- Identify success measures and diagnostic tracking techniques for measuring returns on CRM investment
- Find out and learn about metrics that quantifiably measure CRM operational performance

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# DAY ONE - Thursday, 8 July 2004

All sessions include Q&A

8.00 Registration and Morning Coffee

9.00 Chairman's Welcome & Opening Remarks

*Gabi Kool, Managing Director, Asia & Middle East, Carlson Marketing Group, has led many Relationship Marketing programmes and initiatives in Asia, for clients such as ExxonMobil, Malaysia Airlines and Motorola. Prior to joining Carlson Marketing, Gabi was in charge of KLM Royal Dutch Airlines' frequent flyer programme: 'Flying Dutchman' during which it won many categories at the Freddie Awards - a prestigious consumer-generated awards in the travel industry.*

## Customer Centricity

9.15 Achieving a Customer-Focused Corporate Culture: The Success Story of International SOS

From top management to employees at ground level, getting everyone in your organisation to embrace a customer-focused culture is a constant challenge for many organisations, and especially so for International SOS - the world's largest provider of medical services 24/7. In this session, Mark shares how International SOS is effecting change to help its employees develop a passion for delivering quality service to its global customers during times of emergency.

- How International SOS effectively manages and introduces CRM to all employees from ground level to top management
- What are the methods International SOS employed to help its employees see the benefits of embracing the CRM concept
- Initiatives undertaken by International SOS to motivate its employees to adopt a customer-focused attitude
- Re-train and re-deploy strategies
- Challenges faced and how they are being overcome

*Mark Crawford, Group General Manager, Assistance Services, International SOS, currently oversees the delivery of assistance services, both medical and specialty across the 29 global Alarm Centres of International SOS. He is responsible for the successful integration of people, process and systems to ensure the highest quality and most efficient delivery of service to SOS' diverse group of global customers. Mark is also currently overseeing a re-design of SOS' CRM and assistance delivery platform.*

10.00 Morning Refreshment & Networking Break

## CRM Analytics (I)

10.30 Gaining a 360° View of your Customers through Data Mining

While collecting data is important, collecting the right data and ensuring that it is of good quality is more critical. Having a defined and well-planned data quality strategy is your way of providing an invaluable raw material for your business intelligence efforts. Through data mining and analysis, Tim will explore ways to ensure your data provides you with the best platform to gain a holistic view of your customers.

- Methods and tactics used in building and managing a database
- What are the factors for consideration and practical steps to take in designing a data management strategy
- How to maximise data quality at every touch point
- Data analysis and mining techniques: gaining knowledge from your data
- Case examples

*Tim Webb, General Manager, ICLP Singapore, has over 16 years of experience in database and direct marketing. Tim has been responsible for data-driven marketing initiatives, from strategies to programme management, across various markets covering a wide range of industries: travel, hospitality, IT, retail and distribution business sectors. Tim also leads his Singapore team in defining and building robust CRM and data-driven propositions for leading regional and global clients.*

11.15 Using Market Segmentation and Profiling to Drive Customised Communications Strategies

In today's fiercely competitive marketplace, consumers are bombarded with messages from various channels. How do you make sure that your message cuts through the clutter to directly impact your target audience? Find out from Ian how market segmentation and profiling is used as a powerful tool to drive effective personalised communications strategies.

- The importance of listening to understand the wants and needs of your customers
- Techniques used in segmentation and customer profiling
- How to balance the ideal and practical in personalising communications strategies
- How to drive personalisation strategies that are of relevance to your target audience
- Potential difficulties faced
- Case examples of communications campaigns that have benefited from the use of segmenting, profiling and targeting

*Ian McKee, Managing Director, Informative Asia Pacific, with almost 20 years of industry experience, is a specialist in developing 'voice of customers' strategies. Ian is instrumental in the development and execution of international strategy, as well as the day-to-day management of Informative in the Asia region. Ian has developed and executed tactical projects for clients such as GM, HP, Mars, Infocomm Development Authority of Singapore, DBS, Tiger Beer, Heineken, Ministry of Defence, MasterCard, and others.*

12.00 Lunch & Networking Break

## Customer Profitability & Loyalty

1.30 Customer Management Strategies To Maximise Customer Profitability and Increase Customer Loyalty - A Case Study of SingTel Optus

Maximising customer profitability has never been so important to the highly competitive telecommunications industry. Securing the loyalty of high value fixed line telephony customers is a critical component for SingTel Optus. In this session, hear SingTel Optus' success in combating churn and optimising profitability through up-sell and cross-sell opportunities.

- SingTel Optus' strategies for identifying and targeting different customer segments with specific products and services
- SingTel Optus' ways of maximising the up-sell and cross-sell opportunities across product portfolio and customer point in lifecycle to grow customer value
- Strategies to maximise retention and loyalty of high value customers
- Key criteria and factors for bringing strategies to operation success with customer service and sales
- The challenges faced in modelling, forecasting and reporting loyalty and churn, and strategies to overcome them

*Martin Wise, Manager, Consumer Marketing, SingTel Optus, is currently responsible for developing and executing marketing strategies to acquire and retain high value customers across the Optus range of consumer services. Prior to his current position, Martin held various Customer Acquisition and Customer Management positions within Optus, during which he won the ADMA 2002 Australian Direct Marketer of the Year award. Martin's work experience also includes various marketing roles in Cable & Wireless (UK), during which his integrated direct marketing approach was recognised with 7 UK DMA awards between 1998 and 2000, including being the overall grandprix gold winner in 1998.*

2.15 Maximising Customer Equity through Loyalty and Customer Intelligence

In today's highly competitive market environment, your customers have more choices than ever before. Taking care of your customers is critical as loyal customers are those who have not found a reason to leave yet. Building on experiences from MasterCard and other large corporations, Jonathon expounds on critical concepts and proven strategies for building and maintaining profitable customer relationships.

- Tips on leveraging on CRM to enhance customer loyalty
- Techniques for segmenting customers based on customer equity and share of wallet
- Ways to convert high potential customers into highly profitable customers
- What are the opportunities for building and maintaining profitable relationships
- Quantifying the types and levels of customer churn
- Case examples of winning strategies for enhancing loyalty

*Jonathon Gould, Managing Partner, Asia-Pacific Connections, has over 20 years of sales, marketing and general management experience in the finance and technology industries. Until May 2002, Jonathon was SVP of Business Development at Maestro International, MasterCard's global online debit system. He was responsible for building the Maestro brand, and increasing card usage globally. Prior to that, as SVP - Marketing for MasterCard Asia-Pacific, Jonathon led programmes that contributed to making MasterCard, Maestro and Cirrus the fastest-growing global payment brands in the industry.*

3.00 Afternoon Refreshment & Networking Break

## CRM Tools Selection

3.30

How to Select the Right Tools to Meet the Needs of your Organisation – Perspectives from Across Industries  
How can you be an intelligent buyer of CRM tools, selecting one that would best meet your organisation's business objectives? Obtain practical tips from cross-industry practitioners and CRM experts as they exchange views on overcoming challenges in the adoption of CRM systems in this panel discussion.

PANEL  
DISCUSSION

- What are the core components of CRM technology?
- What are the factors for consideration when selecting CRM system tools as well as the parameters for evaluating a CRM technology platform?
- What are the offerings provided by hardware and software application? How do you integrate both to achieve best results at a minimum cost?
- Outsourcing: what are the advantages and limitations of outsourcing? To what extent should you outsource?
- Common pitfalls and practical tips to overcome them

### Moderator:

*Jonathon Gould, Managing Partner, Asia-Pacific Connections (Refer to bio-data in Day 1, 2.15pm)*

### Panellists:

*Anup Das, Director, Regional Decision Support Systems & Touchpoint Technologies, A/P Consumer Banking, Citibank N.A., is responsible for Citibank's sales, service, teller, data warehouse, CRM and Internet systems in 30 countries across Asia Pacific, Middle East and Eastern Europe. Having been with Citibank N.A. for 20 years, Mr Das has implemented and pioneered many innovative technology solutions as well as CRM components.*

*Martin Wise, Manager, Consumer Marketing, SingTel Optus (Refer to bio-data in Day 1, 1.30pm)*

*Douglas Peris, Regional Director - Asia Pacific, Consulting & Integration Services, Avaya Asia Pacific, leads the professional consulting and integration services operations in Avaya Asia Pacific, which provides technical design, development and integration of Avaya's contact centre, CRM applications and IP solutions for Avaya's clients. Prior to his current position, Douglas held a number of senior management roles in Telstra Australia and Unisys. He also founded two management consulting companies which operated in the Australian and South East Asian markets.*

*Frederic Moraillon, Principal, Customer Intelligence, SAS Institute, focuses on helping organisations develop and implement customer intelligence strategies to increase revenue. Frederic brings with him 12 years of building and implementing marketing strategies in Asia focusing on delivering maximum financial results.*

## eCRM

4.30

eCRM - Hewlett-Packard's Approach towards Managing Customer Relations

Internet and Web-based technologies have proven to be enormous opportunities for marketers today, and managing relationships with e-customers is a challenge for many companies. Hence, to develop a one-to-one dialogue with e-customers to provide excellent after sales service via online interactions is critical. Hewlett-Packard is committed to continually developing innovative products to meet customers' needs. In this session, Wilson will share Hewlett-Packard's success in implementing eCRM in the e-marketspace.

CASE STUDY

- The eCRM implementation process
- Hewlett-Packard's approach towards capturing worthy customer data through online interactions
- Data mining techniques employed by Hewlett-Packard to gain customer insights
- Strategies and techniques for managing e-customer relationships
- Key success factors

*Wilson Ang, Director, Internet & Marketing Services, Hewlett-Packard, is currently responsible for Hewlett-Packard's eBusiness, hp.com, content management and contact centre capabilities and eCRM in Asia-Pacific, including Japan. Wilson has successfully consolidated and integrated the diverse pre-merger HP and Compaq web-based marketing technologies into a centralised eMarketing hub. Prior to his current position, Wilson was responsible for the growth of HP's telecom system integration business across the globe, and managed numerous complex telco network management projects for large telco service providers and switch manufacturers.*

5.15

Chairman's Insights & Analysis of the Day's Proceedings

5.25

End of Day 1

## DAY TWO - Friday, 9 July 2004

All sessions include Q&A

9.00

Chairman's Opening Remarks

*Bob Fleming, CEO and Managing Consultant, Peppers & Rogers Group (Asia), has more than 25 years of extensive international marketing and services experience. He has been instrumental in developing customer-specific, value-added programmes for a wide array of end-user markets, including financial services, telecommunications, IT, nutritional supplements, semiconductors and automotive industries. Bob's career spans six continents - including that of Asia, Europe and North America - and he has produced extensive work in CRM metrics, change management and cross-cultural issues.*

## Change Management

9.15

Change Management - InterContinental Hotels' Approach to Making Employees its CRM Champions

Successful CRM involves a major mindset change for your organisation, especially your employees. As people resist change, unless you change the feelings and behaviour of your people, you can be on the fast track to CRM failure. Learn from Julia as she provides insights on the implementation of InterContinental Hotels Group's CRM change management programme, and success in achieving improved efficiency and making its employees its CRM champions.

CASE STUDY

- How InterContinental Hotels came up with a communications strategy for its employees
- Factors considered when communicating to employees at different levels
- Re-train strategies
- Obstacles and challenges faced and actions taken in response
- The benefits reaped from the implementation of a CRM change management programme

*Julia H. Wong, Director, Loyalty Marketing, InterContinental Hotels Group, is currently responsible for driving the Asia Pacific business strategy and marketing model for the Group's global loyalty programme. Julia brings with her 10 years of experience in loyalty marketing, with significant leadership roles in communications, marketing, operations, call centre, IT, finance, commercial developments, and special projects like oneworld alliance and strategic partnership models with airlines worldwide.*

10.00

Morning Refreshment & Networking Break

## CRM Analytics (II)

10.30

Predictive CRM – Staying Ahead of your Customers' Needs

Predictive analytics holds the promise of predicting customers' future needs and buying trends. How can you effectively use this powerful tool to gain insights into the minds of your customer and act on it before your competitors do? James expounds on winning strategies that probe the unconscious values underlying your customer's buying behaviour, maximising your customer's buying potential.

- What are the steps to take in deploying Predictive CRM
- How to identify the triggers and drivers that maximise customer satisfaction and actualise unrealised potential value
- How to optimise your customer's buying potential
- How to integrate Predictive CRM systems into existing infrastructure
- How to utilise existing company resources for Predictive CRM
- Case examples of using Predictive CRM for formulation of marketing strategies and campaigns

*James Dutton, Associate Director, Analytics, XM Asia, is currently responsible for managing XM's regional web analytics, and data mining / customer segmentation projects. Prior to his current position, James was Director of Analytics and Product Development for AKQA, London, where he was responsible for mentoring*

and developing a team of web analytics consultants and software engineers. As one of Europe's leading authorities on online analytics, James has worked with global fortune 500 clients, managing online analysis and strategic programmes, including that of developing the world's first data driven online advertising campaign.

## 11.15 Using the Lifetime Value (LTV) Model in Managing Customer Relationships

Managers today are challenged among other things, first to identify the most profitable customers for the business and then to tailor strategies to retain them. The Lifetime Value (LTV) model is a forward-looking Marketing ROI measure that helps acquisition & retention planning through optimum resource allocation. Gain practical tips from Kalyan as he shares his first-hand experience in using the LTV model to identify and retain profitable retail and industrial customers in the energy and petrochemical industry.

- What are the underlying principles as well as a generic econometric model for using the LTV model?
- What decisions can LTV drive in terms of resource allocation, value proposition, pricing and other marketing decisions?
- Operational challenges and how they can be overcome
- What are the limitations of the LTV model?
- Looking ahead: trends and developments in the use of the LTV model
- Case study of a global oil and gas company
- Key lessons learnt

*Kalyan Sengupta, Specialist in the Strategy, Planning & Pricing Group, ChevronTexaco, Singapore, is currently heading Demand Forecasting for all Caltex branded Retail and Commercial Fuel Products in Asia Pacific. In the last couple of years, Kalyan spearheaded regional market planning, business development & optimisation initiatives for Caltex's LPGas business for retail household and industrial customer segments. Prior to his Singapore posting, Kalyan worked in Indonesia and India in business development & export marketing roles for ExxonMobil and Polysindo-Textmaco, within both retail B2C and B2B product-service domains.*

## 12.00 Lunch & Networking Break

### Customer Experience Management (CEM)

## 1.30 Cathay Pacific's Approach to Gaining Insights about Its Customers at Each Touch Point

For an international airline that carries thousands of travellers from different destinations everyday, capturing customer attitudes and motivations at every interaction can be an uphill task. Learn from Priyatha as she shares how award-winning airline Cathay Pacific has remained committed to creating a memorable customer experience by capturing meaningful customer insights at each touch point and recovering effectively from complaints.

- What CEM means to Cathay Pacific
- Tools Cathay Pacific utilised for its CEM programme
- How Cathay Pacific captured the attitudes and thoughts of its customers through each touch point
- How Cathay Pacific reacted to complaints and recovered effectively
- Challenges faced and how Cathay Pacific overcame them

*Priyatha Menon, CRM Manager, cathaypacific.com e-Business Programme Office, Cathay Pacific Airways, is currently responsible for Cathay Pacific's online customer information, analytics, relationship management and e-journey applications and experience management. Prior to this, Priyatha was with Cathay Pacific Loyalty Programmes where she launched a series of online functions such as email marketing, Internet auctions, personalisation features as well as applications such as enrolment and mileage account administration for Club and Asia Miles members.*

## 2.15 Creating a Great Experience for your Customers at Different Stages of the Buying Cycle

To gain a competitive edge in a customer-driven economy, many enterprises have moved from one that merely delivers the best price and products, to that of delivering the ultimate customer experience. How do you maximise the opportunity every interaction offers, to impress and build a strong bond with your customers? Discover winning strategies adopted by companies from the FMCG and automotive sectors in creating an indelible customer experience at each stage of the buying cycle.

- What are the techniques for understanding the experiential world of your customers at each stage of the customer buying cycle
- Marketing strategies and techniques for creating a great customer experience at each stage of the cycle
- Potential challenges and how to overcome them
- Case examples

*Bob Fleming, CEO and Managing Consultant, Peppers & Rogers Group (Asia) (Refer to bio-data in Day Two, 9.00 am)*

*Gabi Kool, Managing Director, Asia & Middle East, Carlson Marketing Group (Refer to bio-data in Day One, 9.00 am)*

## 3.15 Afternoon Refreshment & Networking Break

### ROI Measurement

## 3.45 Practical Approaches to Measuring CRM

In consideration of the large amount of time and money invested in CRM, you would want to know what are the metrics for ROI measurement and how to boost your bottom line returns on investments. Pick up practical tips as Dominic gives an overview of CRM measurement principles and explore pragmatic approaches adopted by companies in measuring the ROI of their CRM programme.

- Defining the impact of CRM on customer loyalty
- Payback from enhanced customer relationships
- Success measures versus diagnostic tracking
- Identifying the drivers that mark the success of a CRM programme
- Utilising existing resources for CRM measurement
- Examples of effective measurements

*Dominic James, Regional Director of Strategy and Analysis for Asia Pacific, DRAFT Worldwide, specialises in developing brand, customer, and product strategies using insights gained from data mining as well as qualitative and quantitative research. Prior to joining DRAFT, Dominic was consultant to US financial giant TIAA-CREF, developing insights to drive a CEO-led restructure based on customer segmentation. Dominic has led CRM measurement initiatives for AT&T Wireless, Unilever, Pitney Bowes and SAP.*

## 4.30 Measuring CRM Operational Performance for Continuous Strategic Improvements

As CRM is not a singular project whereby results can be measured instantly, companies want to quantifiably measure CRM performance and foster continuous improvements to accomplish the CRM vision. In this session, Alex shares a case study on utilising an operational customer transaction model and how metrics are deployed to empower managers to improve on operational performance. He will also discuss performance management within a strategic model and how the Balanced Scorecard is an effective tool for such a purpose.

- Differentiating between operational and strategic CRM metrics
- How managers can use CRM metrics to learn and improve their campaign performances and to achieve sales, branding and customer relationship goals
- How to distribute information at the right time and place to empower managers
- The effective use of the Balanced Scorecard for strategic CRM
- Case examples of how companies have used Balanced Scorecard to measure their CRM programmes

*Alex Har, Principal Consultant, Alex Har & Associates, has more than 25 years of experience as senior corporate manager and consultant for both MNCs and local companies. His career achievements include pioneering direct marketing in Asia in the 80s, as well as developing direct marketing insurance activities for leading US Multinationals in SE Asia. Prior to his current role, Alex was AVP, Regional Director, SE Asia Direct Marketing, CIGNA International, where he developed SYSTEM 6, a CRM application that powered CIGNA's international direct marketing operations. During this time, Alex also oversaw the direct marketing operations of seven CIGNA offices.*

## 5.15 Chairman's Insights & Analysis of the Day's Proceedings

## 5.25 Close of Conference

### Who should attend

Directors, Vice Presidents, and Senior Managers of:  
Customer Relationship Management, CRM Project Management, Marketing, Marketing and Strategy Planning, Relationship Marketing, Customer Relations, Customer Service, Customer Care and Call Centre, Branding, Loyalty Programmes, Business Operations and Technology Implementation

# Registration Form

## Customer Relationship Management conference

### 5 Ways To Register Or Enquire

Contact Ms. Angela Ng via:

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- ② Fax : (65) 6227 1601
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1-Day	SS 850	SS 1,050
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\* All fees stated are not inclusive of 5% GST

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A replacement is welcome if you are unable to attend. A full refund less 10% administrative charge will be made for cancellation received in writing by 14 Jun 2004. A 50% refund and a set of conference documentation will be given for cancellation received by 25 Jun 2004. Regrettably, no refund can be made for cancellation received after 25 Jun 2004 or for "no show" participant. You will however receive a set of documentation.

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 Measuring Marketing ROI, *M'sia*

May 2004

- Corporate Image & Branding, *S'pore*  
 CFOs & Finance Directors, *S'pore*

June 2004

- Database & Direct Marketing, *S'pore*

July 2004

- Customer Service & Satisfaction, *M'sia*

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