



Lezione 8 bis

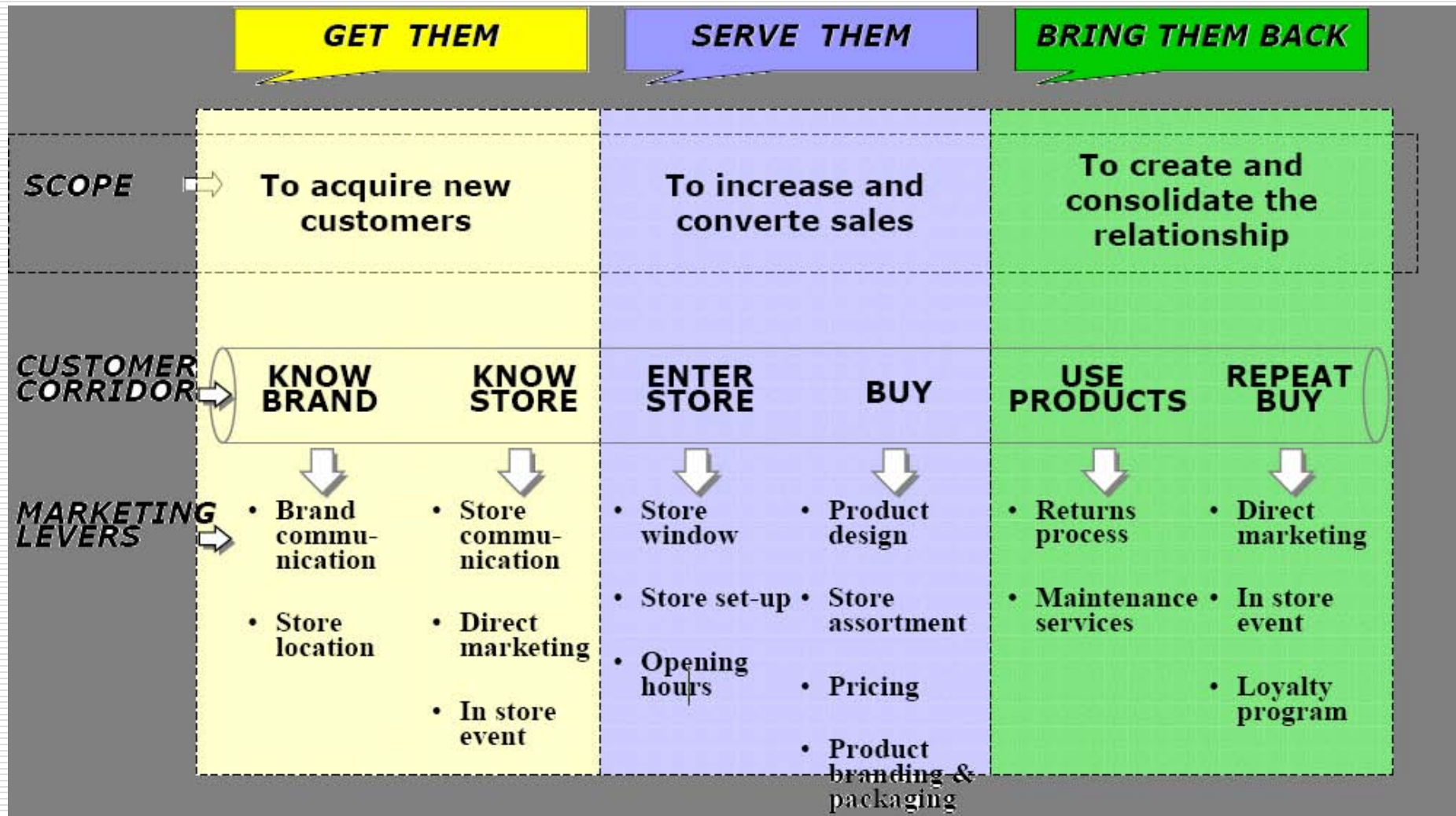
Corso di Economia e Gestione delle Imprese e Marketing a.a. 2010-2011

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Marketing Corridor



	KNOW THE STORE		BUY		REPEAT BUY				USE THE PRODUCT					
	RECRUITMENT		CEREMONY		DELIGHTING		UP GRADING		RECOVER		AFTER-SALES		CUSTOMER SERVICES	
GOAL	Recruit new customers		Provide an excellent customer relationship and services during the sales		Rewarding and exciting the best customers with the final goal to increase the share of wardrobe		Increase customers' share of wardrobe by cross and up selling stimulus		Lost Best Customers recovery and prevention		Consolidate the customers relationship		Solve problems and provide information	
PRE-ANALYSIS	INFORMATION		INFORMATION		INFORMATION		INFORMATION		INFORMATION		INFORMATION		INFORMATION	
	Market and customer needs		Quality of services - Mistery client		Scoring RFM		Scoring		Scoring RFM		Market and customer needs		Satisfaction drivers	
	Customer profiling		Reasons for not purchase		Purchase frequency		Cross selling		Loyalty Matrix, Lost domestic customers		Services effectiveness (SLX)		Complaints management report	
	Age, sex, profession		Services effectiveness (SLX)		Services effectiveness (SLX)		Period Evaluator		Purchase frequency					
	Customer nationality		Database accuracy and completeness		Overlapping customers		Product line penetration		Overlapping customers					
	Customer ZIP code analysis (geomarketing)		ZIC services effectiveness		Contact Frequency		Overlapping customers		Contact Frequency					
			New LP effectiveness		Loyalty statistics (spending)		Contact Frequency		Retention rate					
TARGET GROUPS	Potential customers (domestic, foreign)		All customers - non customers		Best customers		Active Customers		Inactive Customers and churners		Domestic customers		Customers and claiming customers	
	Sex, age, residential, socio-economical variables.				1. spending, 2. loyalty. 3. New ...		1. product category, 2. spending, 3. ZIC/new LP		1. loyalty, 2 spending, 3. ZIC/New LP		Local based: spending, products (MtM)			
SOURCE	External lists and partnerships Customers database				SLX: Life Time Value (LTV group) / look up / query builder		SLX: look up / query builder		SLX: Life Time Value (LTV group); Recovery group; Look up / Query builder		SLX: TYN, Follow Up groups; ZIC / New LP groups		Customer database	
COMMERCIAL PROPOSAL	Yes (see operational guidelines)		Yes (see operational guidelines)		No		Yes (see operational guidelines)		Yes (see operational guidelines)		No		No	
CAMPAIGN DESCRIPTION	ACTION	TOOL	ACTION	TOOL	ACTION	TOOL	ACTION	TOOL	ACTION	TOOL	ACTION	TOOL	ACTION	TOOL
	Hotels, ambassadors, wedding ...	Voucher, Store Mng letter, catalogue, etc ...	Sales process	Sales staff	X-Mas	Phone, e-mail, card, gift	New Season	Catalogue, new arrival card, e-mailing, phone, Store mng letter	New Season	New arrival card, e-mailing, phone, Store mng letter	TYN	Mailing	In bound	In store, free tool number, web, customer letters and calls
	Partner (Maserati, Lufthansa, Amex, Agnona, etc ...)	On/off line mailing, newsletters, in store events, etc	Collect Customer personal data	Guest card	Birthday	Phone, e-mail, card, gift	New Product	MtM mailer, Multi- mailer, new product mailer, phone, Store mng letter	New Product	MtM mailer, Multi- mailer, new product mailer, phone, Store mng letter	Follow up	Phone, e-mail, questionnaire	Complaints Management	Phone, e-mail, questionnaire
	City local events, exhibitions,	In store catering, invitation to the shop (products and entertainmen t), vouchers, etc	PromoteZIC / New LP	Sales staff	Partner events	Invitation	Sales	Card, phone, Store mng letter	Sales	Card, phone, Store mng letter	Maintenance Services	New LP	Out bound	Satisfaction drivers research
	Web site	Portal, e-mailing, etc ...			1to1	Special reward (dinner, theatre, etc)	In store events for products presentation	Invitation	Services/effects	New LP				
	Partners, web site	New LP			Services/effects	New LP	Services/effect s	New LP						
	MGM	Ad hoc												
CHECK THE RESULTS	Traffic analysis		Traffic analysis		retention 1 to 1		Redemption evaluator		Redemption evaluator		TYN / Follow up monthly report		Share of resolution and timing	
	Redemption evaluator		Database accuracy and completeness		LTV group		Cross selling		Retention rate		Services effectiveness (SLX)		Cost per effective contact	
	Recruitment capability		ZIC services effectiveness		scoring RFM		Period evaluator						Time to close an incident	
	Period Evaluator		New LP effectiveness				Migration Matrix						Complaints management report	
			Cross selling				Product line penetration						Complaints statistics	
KEY PERFORMANCE INDICATORS (KPI)	Nº of new customers and value		Traffic analysis, database accuracy & completeness		-		average sales bill, cross selling		Nº of returned customers and value		Share of customers contacted		Customer satisfaction index	

NOT PRODUCT AND BRAND ONLY... Ermenegildo Zegna

What does the “LUXURY GOODS CONSUMER” look for?



- Know-how
 - Quality/Details
 - Design/Style
 - INTRINSIC VALUE
- Status
 - Recognizability
 - Icons
 - ASPIRATIONAL VALUE
- Value for money
 - Elitism/Service
 - Innovation
 - PERSONAL VALUE

HOW CRM SUBSTAINS THE RELATIONSHIP STRATEGY

RELATIONSHIP STRATEGY

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Customer Type

Profiling

Purch. Infos

Indexes

Predictions

Customer Database

Customer Infos & Data

Data Collection Tools

Contact Moments

WEB

Free #

...

Selling Flow

Shop

People

Sale Associates

CORPORATE "CULTURE"

WHAT IS THE VALUE OF EVERY CUSTOMER?

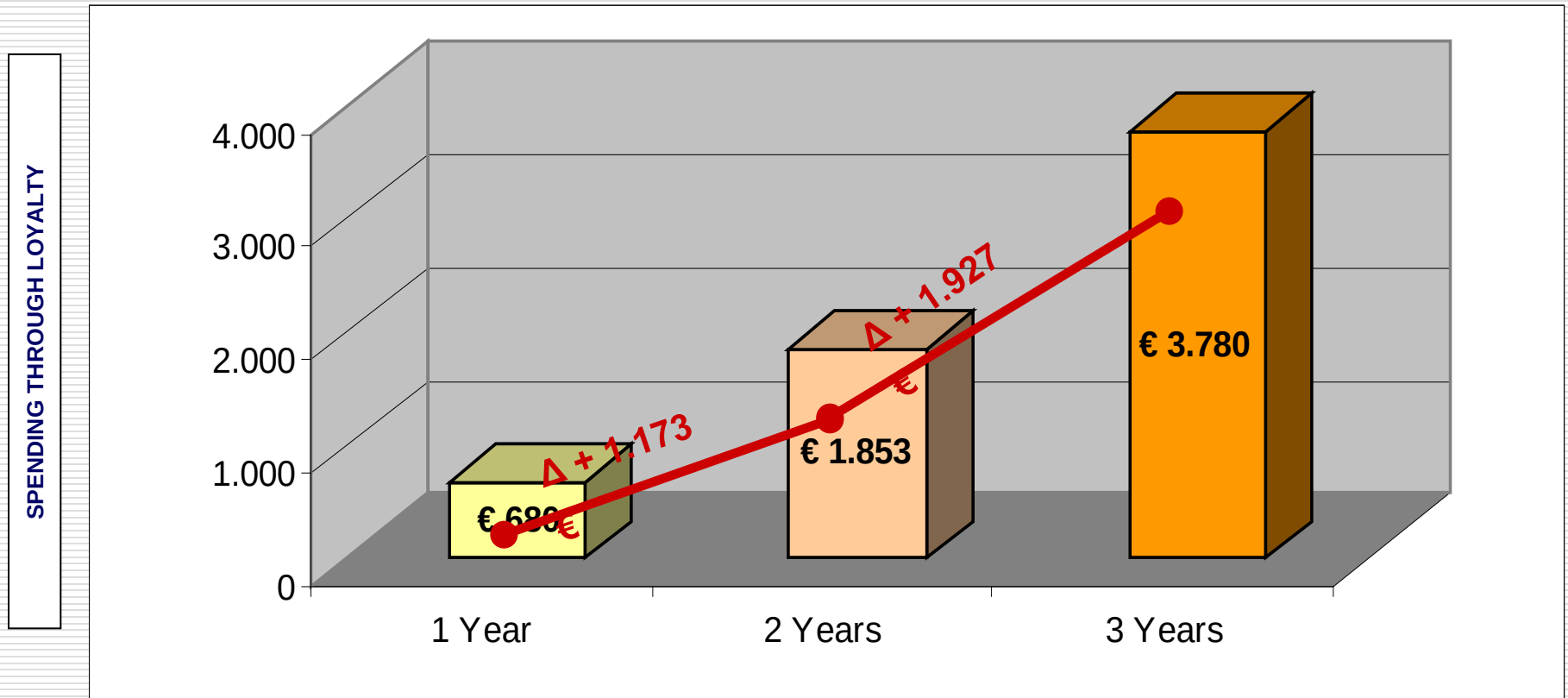
€ 300.000

You don't need to loyalize every customer, but you should choose the most profitable ones.

If you are able to segment your customers according to their value, you are also able to increase your "CUSTOMER RETENTION" rate.

SPENDING THROUGH LOYALTY

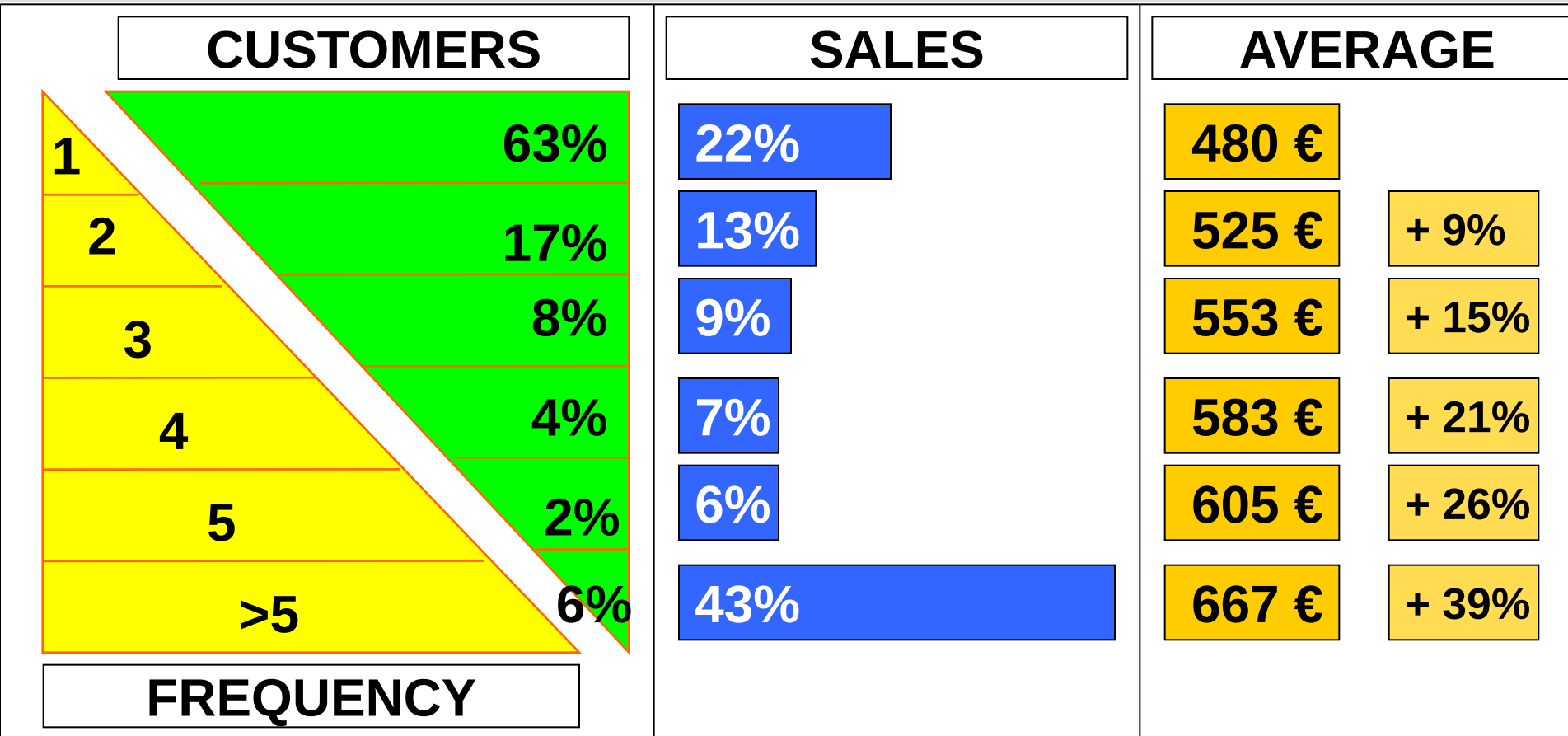
The increase in three years **spending** is strongly influenced by the increase in terms of number of years of purchase (**loyalty**)



CUSTOMER KNOWLEDGE

Frequency of purchase

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IN THREE YEARS

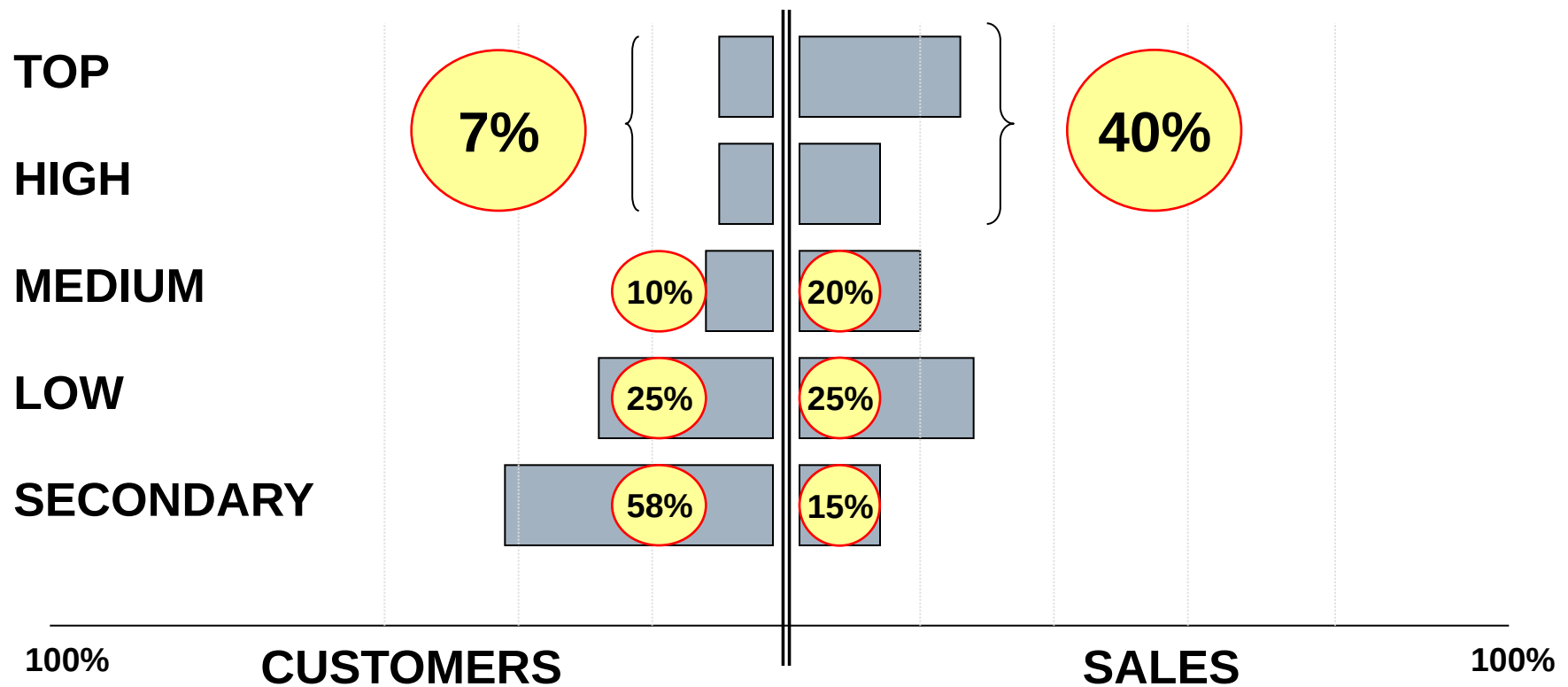
The more a customer comes back, the more he spends

MORE FREQUENCY = MORE BUSINESS

CUSTOMER KNOWLEDGE

Customers and sales

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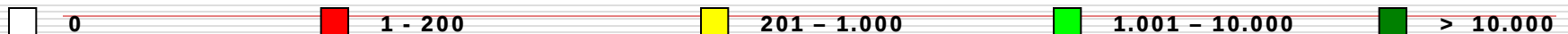
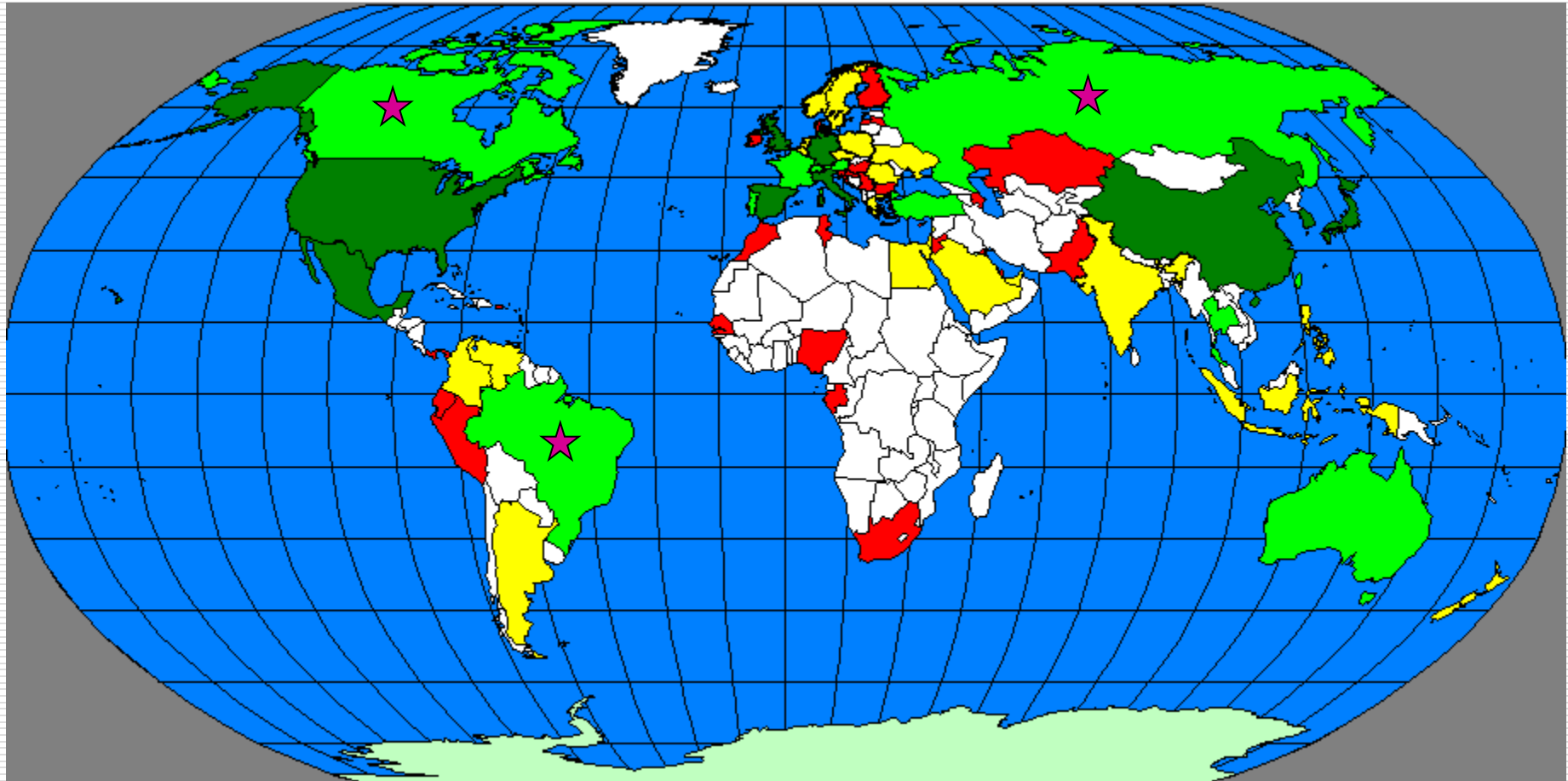


40% of total sale are produced by 7% of customers

THESE ARE CUSTOMERS WE MUST TARGET

RETAIL CUSTOMERS: MAP OF CUSTOMERS RESIDENCE

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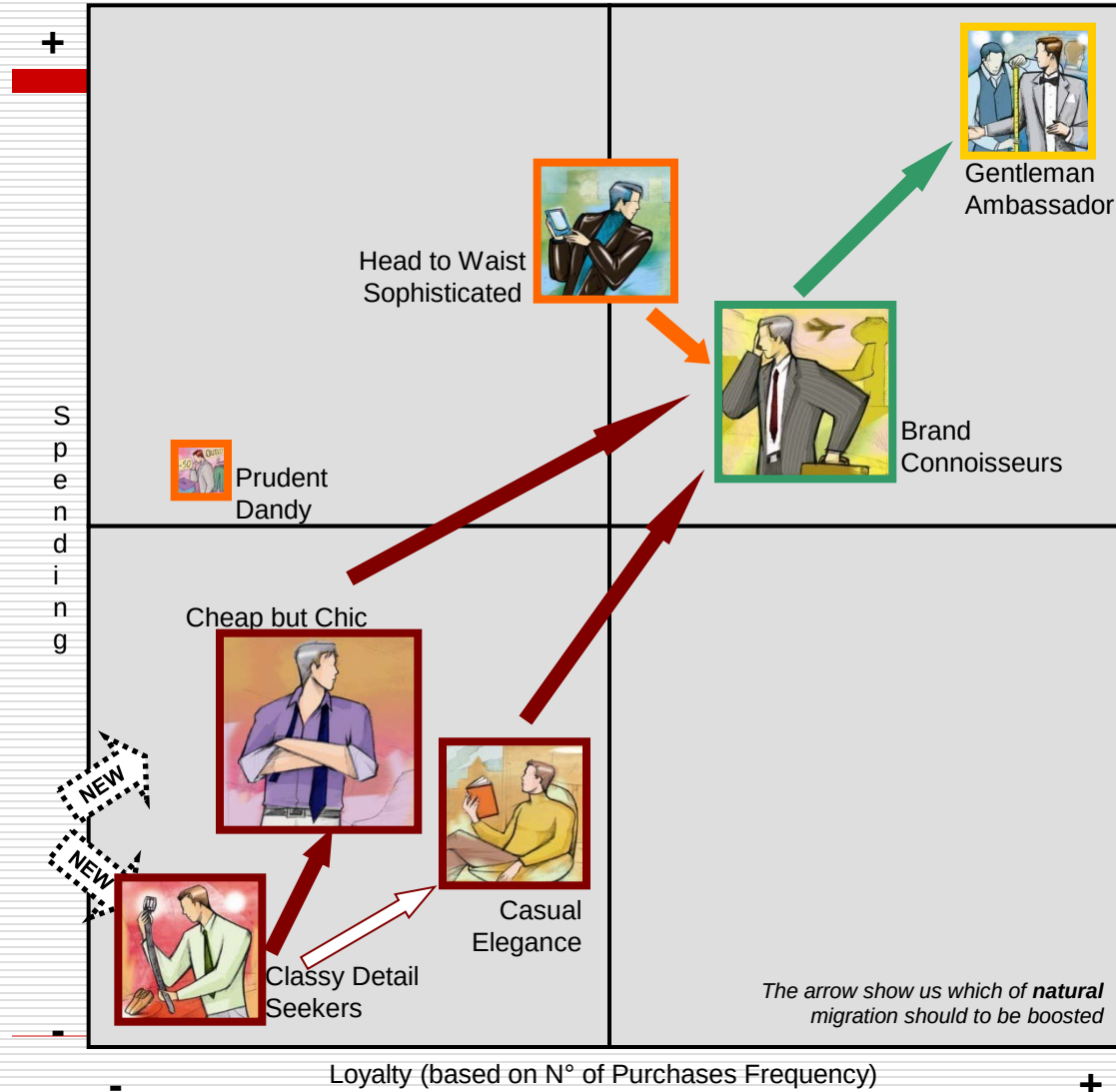


RETAIL CUSTOMERS: CLUSTERIZATION

CLUSTER	SALES	ATTITUDE	PROFILE
Brand Connoisseur	Zegna collections (EZ, ZZ, ZS), all categories	High spender, loyal	Old and slightly more foreign
Cheap but Chic	Formal collections (EZ), shirt and ties	Low spender, not loyal	Young, domestic and bargain seekers
Prudent Dandy	Formal collection (EZ, CO), sleeve unit	Medium high spender	Bargain seekers, European and old
Classy Detail Seekers	Accessories, shoes and sleeve unit of formal collections (EZ, CO)	Medium spender, not loyal	Mainly young and slightly more foreign
Gentleman Ambassador	MTM formal collections (EZ, CO), sleeve unit	Very high spender, loyal	Domestic, old , not emerging countries
Head to Waist Sophisticated	All collections, sleeve unit (ZZ,EZ) and outerwear (ZS)	Medium high spender	Asian
Casual Elegance	Sportive: knitwear outerwear and trouser	Low spender	Mainly American and Chinese

A DESIRABLE "ROAD MAP"

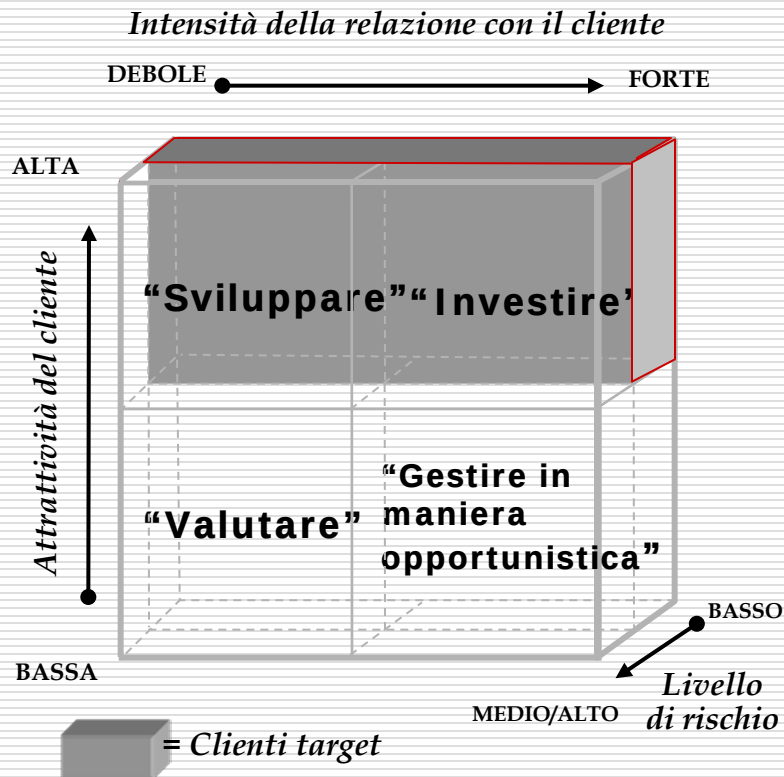
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- **1- Gentleman Ambassador:**
customers to be delighted
- **2/3- Head to Waist Sophisticated and Prudent Dandy:**
improve loyalty offering other products (Retention / Cross Selling)
- **4- Brand Connoisseurs:**
improve spending (Repeat Buy / Up Selling)
- **5/6/7- Casual Elegance, Cheap but Chic, Classy Detail Seekers:**
customers to develop, improving loyalty & spending (Retention / Up - Cross Selling)

Sviluppare algoritmi per approssimare esigenze e comportamenti di acquisto aiuta a pianificare l'azione commerciale sui singoli clienti "target" per le aree di offerta individuate

- Matrice di "profiling" della clientela Corporate -



- Algoritmi di "targeting" per area d'offerta -

Gestione Transazioni

- Sviluppo servizi telematici (Corp. Bkg; Cash Pooling)
- Sviluppo operatività transazionale

Finanziamenti

- Sviluppo finanziamenti a MLT e a BT

Estero

- Sviluppo operatività nel comparto Estero Merci

Gestione Liquidità

- Sviluppo prodotti di Tesoreria
- Sviluppo prodotti di Investimento della liquidità

Corporate Finance

- Sviluppo operazioni di Corporate Bonds, Securitisation e IPO (Initial Public Offering)

Altre Aree

- Sviluppo attività di consulenza ambientale

Definire l'attrattività di un cliente, un esempio

ATTRATTIVITA'	Dimensione del cliente	xx%	■ Fatturato dell'ultimo anno	xx%	■ Potenzialità del cliente di generare ricavi
	Analisi prospettica del cliente	xx%	■ Variazione del fatturato negli ultimi anni	xx%	■ Potenziale di crescita del cliente
			■ Variazione risultato economico negli ultimi anni	xx%	■ Capacità di generare reddito del cliente
	Analisi per Branchia di Attività Economica		■ Previsione livello di investimenti per Branchia nei prossimi tre anni	xx%	■ Capacità di generare reddito del cliente
			■ Rapporto sofferenze su impieghi ultimi 2 anni	xx%	■ Livello di rischio della Branchia di appartenenza
	Posizionamento geografico	x%	■ PIL prospettico della Regione nei prossimi due anni	xx%	■ Potenzialità economica territoriale

Definire l'intensità della relazione, un esempio

INTENSITA' DELLA RELAZIONE	Redditività assoluta	xx%	■ Margine di intermediazione (valore assoluto) dell'ultimo anno	xx%	■ Livello di contribuzione del cliente in termini di ricavi
	Redditività relativa	xx%	■ Margine di intermediazione su masse totali (impieghi + raccolta diretta + raccolta indiretta totale)	xx%	■ Redditività dei volumi
			■ Margine da servizi su margine di intermediazione	xx%	■ Qualità della composizione del mar. di intermediazione
	Penetrazione	xx%	■ Utilizzato Banca su utilizzato Sistema	xx%	■ Quota di mercato relativa della Banca sul cliente
			■ Numero di banche segnalanti	xx%	■ Pressione competitiva
			■ Indice di cross selling	xx%	■ Capacità di promuovere un'offerta ampia
			■ Durata del rapporto	xx%	■ Fidelizzazione del cliente alla Banca