Achieving the 360 Degree Customer View

INTRODUCTION

What is the notion of customer relationship management? Does it mean having coffee with your client? No, it means understanding what your clients value.

There is nothing more important to all stakeholders – your clients, employees, shareholders, and suppliers – than achieving market dominance. And you need a 360 degree client perspective to achieve that market dominance.

A 360 degree client perspective means knowing everything about the client – their values, their "hot buttons", their concepts, their metrics, and their behaviors.

As Rich Harshaw of Y2Marketing says: "If you want to know why John Smith buys what John Smith buys, you have to see the world through John Smith's eyes."

Welcome to the WatchIT Game Plan™ program: Achieving the 360 Degree Customer View.

I am John Raezer, chairman of FINPAC Corporation. FINPAC is dedicated to providing the world's most complete framework for risk management performance reporting. We build data architectures, Web applications, and Web services that support risk assessment, risk control, and risk financing.

I am a trained economist and a former corporate finance professor at The Wharton School, as well as systems analyst and programmer.

Over the years, I have led many development projects, including the specification of a corporate bond rating support system for Standard and Poor's, a global energy trading system for a Sun Oil company, and a campaign management and order entry system for Digital Equipment.

PROGRAM ROI

This program will teach you about building a technological framework to help:

~ Your organization "get it early";

~ You identify early market patterns so that your organization has the opportunity to think through and execute the moves it needs to make to capture market dominance.

We will:

~ Focus on the specification, implementation, and maintenance of a client intelligence framework to monitor changes in customer relevance.

~ Identify the skills it takes to build the framework;

~ Outline a game plan to construct and maintain that framework; and

~ Discuss what it will take to make the game plan successful.

AGENDA

Our agenda for today is the following:

~ Overview: why it is important to achieve a 360 degree client perspective;

~ The game plan: five steps for success;

~ The impact on your organization;

~ The impact on your IT department;

~ Finally: our conclusion.

We'll also be talking with our expert.

ADDITIONAL EXPERTISE FEATURED IN THIS PROGRAM

Hi I'm Joe Cellucci managing partner, Enable Consulting, LLC.

Enable Consulting is a business and information technology consulting organization helping organizations deal with a plethora of business process and technology issues that are out there in the marketplace. Our focus is helping, in a pragmatic way, integrate these disparate process and technology disciplines in providing a holistic model to our customers.

VALUE-ADDED RESOURCES INCLUDED WITH THIS PROGRAM

John Raezer: If you are viewing this program via the Internet or on CD-ROM, you'll have access to:

~ The program transcript;

~ A glossary of terms; and

~ Links related to Web sites, key documents, recommended books, articles, and other relevant information.

OVERVIEW OF THE 360 DEGREE CLIENT PERSPECTIVE

To understand the importance of a 360 degree client perspective, let's begin by defining the components of a business design. There are five, according to Adrian J. Slywotzky in his book, Profit Patterns:

1. High customer relevance: customers perceive you as important to their success today and for the foreseeable future.

2. An internally consistent set of decisions about scope, products offered, and value chain activities performed.

3. A terrific value capture mechanism or profit model.

4. A powerful source of differentiation and strategic control that gives investors greater confidence in future cash flows.

5. An organizational system that is carefully designed to support and reinforce your next-generation business design.

Client Intelligence Data: Achieving, Maintaining and Growing Customer Relevance

Client intelligence is the critical first step to achieving a next generation business design. It is the systematic capturing and managing of client intelligence data that spawns insights into client perceptions and what it will take to achieve and maintain high customer relevance.

Achieving the 360 degree customer view is only possible if you can identify, manage, and analyze the data you need to collect to track client perceptions.

High customer relevance is only the beginning, but so important. What's left is to figure out how to sustain and grow this customer relevance.

You can only do this if your organizational systems and product offerings reinforce your client's belief, trust and faith in your organization's ability and commitment to supporting their success. It is this perception of trust that provides you the opportunity to establish strategic control and a terrific value capture mechanism or profit model.

Let's not forget our mission. We are working to collect and manage client intelligence data to achieve a 360 degree client perspective – the raw material for next generation business designs.

Without client intelligence, organizational systems and product offerings will fail as well all value capture mechanisms. Client intelligence: without it, success is more a matter of luck than science – the odds of success being extremely low.

Client Intelligence Data: Obtaining and Managing Client Intelligence Successfully

What does it take to capture, manage, and utilize client intelligence successfully?

It takes data architecture and information technology engineered to support the:

~ Collection;

~ Organization;

~ Understanding; and

~ Tracking of client:

  ~ Values;
  ~ Perceptions;
  ~ Activities; and
  ~ Behaviors – their economic actions.

Most intelligence focuses on economic behaviors, rather than the value systems and emotional responses that fuel these behaviors. I like to use a sailing analogy to help you visualize the importance of client intelligence.

A colleague of mine, Bob Baldwin, the CTO of Combined Insurance, always reminded me that competitive winning takes intelligent tacking; analyzing your "wake" is only helpful if it contributes information and knowledge to support your next tactical move.

Data and people pose the greatest challenges you will face in building or selecting a technology that will provide insights into client relevance.

~ What data constitutes client intelligence?

~ Will that data change over time?

~ What are the sources of that data?

~ Who requests the data?

~ Who provides the data?

~ How will the data be used?

~ How will data requests be constructed, managed, and mapped?

~ Who helps keep the process going?

~ The business strategist;
~ The IT professional;
~ The data analyst;
~ Outside software vendors; or

~ Outside consultants.

These are among the questions we'll address in the Game Plan section.

Key Concepts and Definitions in Constructing Client Intelligence Data

To proceed, let's start with some definitions and concepts. If you're like me, you need a glossary of concepts and definitions; otherwise, you can be overcome by jargon, acronyms, and fuzz.

Several definitions and concepts are important: they will help you understand the process to construct your client intelligence data collection, management, analysis, and tracking system.

Here are some key concepts and definitions to keep in mind:

Ontology: the theory of objects and their ties.

Organizations now have chief ontologists; they recognize that we are moving from a world of number and objects to one of thoughts. Hence, we will use the word ontology to describe the specification of a concept such as high customer relevance.

Data Driven Methodology: begin with data and end with requirements. Process driven technologies can get you in trouble when you are talking about concepts.

Reusability: everything today is object oriented, but are these objects architected to be reusable? They must be to easily maintain a client intelligence framework.

Extensibility: reusability is not enough; objects must be extensible as well. They can be enhanced as well as reused.

Data Warehouse: the central store of data that is the basis for building a 360 degree customer view.

Framework: the tool sets and objects to instantiate ontology. The framework is what it takes to make a concept an ongoing physical reality.

UML or Unified Modeling Language: a general-purpose notational language for specifying and visualizing complex software; especially large, object-oriented projects.

Key concept is a use case involving a user called an actor, and its requirements called realizations.

Our expert offers his thoughts on this topic.

Joseph Cellucci: Gathering Customer Data

One of the things that we often look at is: here we are now, we have our processes implemented and we're starting to do the right things related to gathering customer information, at least as it relates to the touch points – may it be the Internet, a retail location, or a customer support representative – well then ultimately you've got to take that information and put it somewhere, put it in the so-called infrastructure, making it available to all that need to use it.

When that comes into play, you start looking at some very specific types of technologies or infrastructure.

It starts with a database. A database is one thing and it can hold data, but when you start creating groups of databases, you've got to aggregate those groups of databases into a common information store – such as a data warehouse, or data mart. There have been different labels associated with that data collection.

With other infrastructure related tools – once you've got that data, and note that I use the word data – you've got to take data and effectively get instrumentation access to that data creating information, business analytics, business intelligence and business tools that really add or extend the data infrastructure to put it into the hands of those that care and those that need to use it.

Such as:

~ Marketing organizations;
~ Customer care organizations;
~ Executives

… to effectively create dashboards and single views of customers and customer segments that they need to then determine how they should interact, respond and deliver their products and services to the market place to achieve a truly successful customer experience.

THE GAME PLAN FOR ACHIEVING THE 360 DEGREE CUSTOMER VIEW

John Raezer: In this section we'll present a game plan for achieving the 360 degree customer view.

You understand the problem. But as Aristotle said, "You have to act, and act intelligently."

Now we'll show you the steps to do so.

Step 1: select the right tools

Step 2: build a development team

Step 3: model the data and data relationships

Step 4: collect client intelligence data

Step 5: maintain a client intelligence framework

Achieving the 360 Degree Customer View: Step 1: Select the Right Tools

Several tools are needed, and you may already have most of them.

To construct a client intelligence data warehouse, you will need the following:

~ A data modeling tool: a tool to build conceptual, logical and physical data models independent of the relational database engine that you use. I prefer Computer Associates ERwin, but others are available from Microsoft and Rational.

~ A business-modeling tool: a tool to capture use cases – actors, realizations and state changes. I prefer Rational Rose to capture user requirements particularly use case realizations

~ A relational database: the repository for the physical data model. I have used SQL Server and found it works well.

~ A development framework and related model – two are available:

~ The Microsoft .NET and
~ The Java 2 Platform, Enterprise Edition, J2EE models.

We adopted the .NET model using Visual Studio .NET and C# for coding these types of Web applications.

To construct a client intelligence-reporting warehouse, you will need the following:

~ Extract transformation load – ETL: a tool to transform data from one format to another. I use DTS, which is part of SQL Server; many others are available such as Ascential and Actuate.

~ A business intelligence reporting tool: a tool to present business intelligence. We use analysis services of Microsoft and Comshare.

To maintain and expand a client intelligence-reporting warehouse, you will also need:

~ A user data collection system. We have constructed our own client data collection system. Many use Excel, Access, or hard-coded applications, as well as Web services.

Achieving the 360 Degree Customer View: Step 2: Build a Development Team

The three most important people you will need to make this project successful data are:

~ A corporate strategist;

~ A data analyst; and

~ A data modeler.

If you have only developers with a limited knowledge of data and business, you will fail.

The corporate strategist needs to identify all combinations of data they believe they currently need to establish and track client relevance, and how to present it to other business strategists.

The corporate strategist needs a strong background in business modeling and business landscapes as well as the psychology of buying.

The data analyst needs to be able to identify the data and data relationships existing in all current applications relating to client behaviors and relationships and how that data is summarized.

The data analyst must know how to explore data well beyond numerical values. Data can be different things – numeric values, dates, groupings or images.

The data modeler needs to continually present high level conceptual data models to the team consistent with the data requirements identified by the corporate strategists and the data identified by the data analyst.

The data modeler needs a strong background in set theory and an intimate knowledge of ERwin or an equivalent tool. It is important that they review prior models that they have engineered.

These people have to work together and respect one another's disciplines.

Others needed on the team are:

~ Developers;

~ Testers;

~ Infrastructure technologists; and

~ User Interface designers.

Legendary Notre Dame football coach Knute Rockne had it right when he said, “Never play the 11 best, play the best 11."

The same holds true for a business intelligence development team. Look only for people who:

~ Are curious about other team members;

~ Are committed to their discipline;

~ Listen well; and

~ Support the giving and receiving of honest feedback.

Our team members are both colleagues and friends and believe strongly in each other's abilities.

Achieving the 360 Degree Customer View: Step 3: Model the Data and Data Relationships

Model the data and data relationships needed to capture the 360 degree client perspective.

Determine what you want to track. Are you currently collecting all the data you need in a common format? Is this sufficient in the corporate strategist's mind to provide the 360 degree perspective? My guess is that it won't be.

The old standbys of client attributes – age, rank, and serial number – and values used to categorize client behaviors – recency, frequency, and monetary value – are not enough.

These are largely devised by marketing people for marketing people's eyes. Corporate strategists will see things differently – needing new data items and relationships.

Ask the corporate strategist what data and data relationship he needs to identify market pattern changes and or discover market discontinuities.

Data names that he may wish to include are possible influencers of client behaviors such as:

~ Client concepts names;

~ Client metric names;

~ Client relationship attribute names;

~ Client relationship type names; and

~ Client relationship risk event trigger names.

Client behaviors are the wake. To tack competitively, you will need the data names I just spoke of.

"Strategic anticipation" requires the continuous tracking of the changing mind of the client, "John Smith."

Identifying client behavioral data relationships is easier. Most customer relationship management and sales analysis systems have all the sales, order, and demographic data relationships that any one could possibly need. Build on these past efforts. Before you begin your own modeling, study these models, as well as ones provided by outside vendors.

The desire to tack gives birth to a broader line of inquiry. You need to ask:

~ Why does the behavioral data look like it does?

~ What new data names and data relationships will be required to support that exploration?

~ What are data names of influencers of client behaviors?

~ What client behaviors will they influence?

~ What data will you need to collect to know how well you are influencing these influencers of client behaviors?

It is the insights generated by marrying client names, values, and “hot buttons” with client behavioral data that helps define the attributes and parameters of a client's mind, and the client's perception of his relationship with your organization.

Identifying the names and relative importance of these attributes provides the basis for understanding and valuing customer relevance.

To support the client relevance ontology make the:

~ Intelligence data names;

~ Measurement type names;

~ Measurement standard names;

~ Relationship type names

… as well as many other framework variable names themselves – data variables, rather than table attributes.

This allows the system administrator to populate and reconfigure the data warehouse without changing the fundamental tables and table relationships specified in the physical model.

This approach, while difficult to grasp conceptually, gives the framework the reusability and extensibility it needs to track the world of changing client values and competitive landscapes.

It is the identification of these core tables and the modeling of their relationships that is the most important task of the construction effort.

Begin with a high level conceptual model based on inputs from your business and data analysis team members. Once approved and understood by all members of the project development team, expand the conceptual model to a logical one. Here UML is often helpful. Identify key actors and their desired realizations.

Make sure that the logical data model can serve up all the realizations or result sets that each actor or user believes he or she needs to track client relevance.

While the user may never understand or care to understand the client intelligence data model, it is important to confirm that all the realizations he requires can be “served up.” A common mistake is believing that users want to understand the logical and physical models. They don't. Stick to serving up their result sets. That is what they relate to.

This user confirmation process takes time. Short-changing this step courts disaster. A poorly conceived or incomplete data model will produce disillusioned users and competitive failures.

You need the support of your key users – they need to be convinced that they will get the data they have requested.

Once team members are satisfied that the logical model is complete and will serve up the results sets currently sought by users, create the physical model and forward engineer it into the relational database engine of your choice. The physical model must be architected to support specified levels of performance.

Implementing the client intelligence data warehouse is best done iteratively, subject area by subject area. Take each subject area to completion, beginning with code to populate the primary entities and related groupings, such as:

~ Individuals and individual groupings;

~ Organizations and organizational groupings;

~ Data names and data groupings;

~ Data sources; and

~ Measurement types and standards.

Learn from your mistakes. Build success only upon success.

Then code your client intelligence data warehouse relationships. Create code that links:

~ Client names with individual names;

~ Client names and data item names.

Link data item names with:

~ Data sources;

~ Data requestors; and

~ Data providers.

Coding the client data warehouse is only the beginning. Use it. Put it to work.

~ Populate your first configuration.

~ Specify the data names that you have identified as required to produce the 360 degree client view.

~ Enter your data sources:

  ~ Measurement types, such as monetary value, statistic, or parameter;

  ~ Measurement standards, such as units, millions of dollars, and frequency of collection.

~ Enter your data collection team and team roles.

~ Then specify your data collectors, data providers, and their collection forms.

~ Then make your choice. Is data going to be collected by source, by business unit, by type of respondent?

You are now ready to go. Collect your data and make it available for reporting.

Joseph Cellucci: Developing a 360 Degree View of the Customer

Development is a key area that really needs to connect into this overall 360 degree view of the customer.

Many development organizations have really started out, as I would describe it as creating that physical model, so to speak.

Development is focused on the best way to capture and organize what a customer is, and that, for all intents and purposes, falls down into, "How do you structure a table in a database that captures all the information I need about a particular customer?"

One of the challenges is really moving the development function up a level.

Logically there's a much broader view of a customer and if you think about development as a siloed activity – I'm a developer, I work on my application to support my business area – what often is lost is, "What am I ultimately trying to solve that relates to the enterprise?"

The 360 degree view of the customer, puts more of a logical structure around, "What is a customer?" "How do I want to represent a customer?" and, "How does a customer flow through our business?"

And when it flows through our business it touches many different points within our business.

That includes human interaction – customer relationship management (CRM) tends to be a solution in that space. It might be the Internet through our Web site or it might be at a retail location. But, from a logical perspective, a customer's a customer no matter how that customer enters our business.

So from a development perspective, one of the things that really needs to occur in a disciplined way is to take the business analysis function, blend it with the development function and tie it to the overall business architecture of a customer.

Blending those three disciplines and then creating applications that integrate with one another, and data that integrates and works with one another, is effectively the most efficient way to create a complete view of any customer.

Achieving the 360 Degree Customer View: Step 4: Collect Client Intelligence Data

John Raezer: I recommend using a generalized survey data collection and mapping system to collect all client intelligence data. While intelligence data takes many forms, it shares one common attribute: it is an answer to a question and a member of an answer set whose value must be mapped to a column in the client intelligence data warehouse.

Collecting intelligence data requires first a database of questions and answers. Answer sets can then be built from answers and data collection requests by relating questions to these answer sets.

To configure a data collection survey these questions and answer sets must be ordered.

To collect client intelligence data, these survey data requests must be hosted, bringing together targeted survey respondents with a given survey for a given period of time.

The question and answer survey responses are then mapped directly to the client intelligence data warehouse, avoiding the need for costly and time-consuming data transformations.

To assist further analysis of survey responses, respondents can be grouped in “n” ways, most obvious of which are:

~ Client;

~ Job function;

~ Gender; and

~ Age bracket.

What are the advantages of such an approach?

First and most important, one system handles all.

Constructing a data collection form is then simply a process of ordering questions, answers, and answer sets and providing a table to collect survey question and answer responses.

Second, it makes tough data collection tasks a lot easier.

As an example, one critical requirement for client 360 data collection is collecting data to determine how clients value each attribute of their relationship versus their perception of your organization's ability to meet each value.

This data collection requirement is met by linking each client relationship attribute – such as, knowledge transfer, quality, price, vendor integrity – to two questions concerning relative importance and relative satisfaction, and to a single answer set; a radio list box control with ten radio buttons numbered from 1 to 10 served up from the survey database.

Third, this approach can help the user develop a list of client relationship attributes. To build your first set of attributes, ask your clients for help. Ask them to list what they value most in a

vendor relationship and provide them with a multi-line textbox for their response. Analyzing all textbox responses will provide the basis for your first set of client relationship attributes.

Fourth, survey responses can be analyzed by:

~ Questions;

~ Answers;

~ Answer sets; as well as by

~ Surveys.

Responses can be analyzed by answer and answer sets, such as the number of times a respondent responds "No" to Yes / No answer sets. Or by questions and answers, such as the number of times an individual responds "5" to the question concerning relative importance.

Fifth, data collection surveys are constructed from a proven database of questions, answers, and answer sets, thereby insuring survey continuity.

Last, client data collection can be scheduled, hosted, and mapped to meet the most demanding data collection needs of the corporate strategist – the key to understanding the changing mindset of "John Smith."

Achieving the 360 Degree Customer View: Step 5: Maintain a Client Intelligence Framework

A client intelligence reporting framework is only as good as the actionable insights it produces. This is not an intellectual exercise or a race.

Performance is not based on transactions per minute or per hour, or on number of client intelligence data collected, but on its ability to support and enhance the business modeling process.

While this requirement puts IT staff members and data analysts on the “hot seat”, it also represents a huge opportunity for IT professionals and data architects.

My belief is that more and more organizations will embrace the use of intelligence systems and intelligence teams to power their competitive success.

Linking competitive analysis, data and data collection to business modeling is the best way to identify new competitive opportunities. It sure beats depending on the observations of outside consultants and internal managers.

If you want to know what customers value, ask them. If you want to know what customers will value in five years, ask them. If you want to know how they perceive your ability to meet what they value, ask them.

And ask all these questions often. The result may surprise you.

Cooperation among team members is critical. Together, they must identify new item names and populate the warehouse with these names and values as they are identified by the corporate strategist as critical to the tracking of client relevance. Therefore, architect the data model to support the adding of:

~ New data names and data values;

~ New data groupings and group values; and

~ New organization and individual groupings and group values.

This requirement, permitting data names to be added as easily as data values, is critical to the success of your client intelligence data warehouse.

Experience has confirmed that while data names change often, data relationships do not. If you find yourself continually updating your data model, you're in trouble. It is therefore important that sufficient time be spent to analyze and specify all data relationships and model them correctly.

Be forewarned, however, in the early stages of development, changes in the configuration of the data warehouse may be considerable. With the passage of time these changes should become less and less as the warehouse becomes more stable.

HOW THE 360 DEGREE CUSTOMER VIEW IMPACTS AN ORGANIZATION

In this section, we'll see how a 360 degree customer view impacts an organization.

Achieving the 360 degree customer view, as I said earlier is mandatory, not optional. Superior client intelligence is needed to fuel the competitive insights required for an organization to achieve market dominance.

More important, however, than a competitive insight itself is the organization's ability to identify, collect, organize, and report reliably and consistently on the data that will produce it.

So, you might ask: why not use a third-party application such as a product from Siebel, SAP, Microsoft, or PeopleSoft?

Each of these products was constructed with a viewpoint in mind, which is primarily that of sales managers and marketing executives. For that reason, their data names and data relationships will fail to support such concepts as:

~ Client values and related hierarchies;

~ Client perceptions;

~ Client concepts; and

~ Customer relevance.

To act earlier than your competitors and achieve market dominance, you must take active control of your data needs and the model that you believe is required to identify emerging opportunities and market discontinuities.

Reasons for Business Intelligence

Business intelligence and business insights are critical to your organization's survival and well being for several reasons.

First, superior business insights build stakeholder confidence. Employees, clients, shareholders, and suppliers need to have confidence in an organization's ability to produce dividends and growth in normally recurrent operating earnings. It is the visibility, sustainability, and growth of operating earnings that drives market valuations and enhances the ability of the organization to raise capital.

Second, the organization can anticipate client relationship attribute value changes, the kind that trigger shortfalls in projected client demand, so important to providing revenue and earnings guidance.

Third, they can help direct client and employee communication, focusing on the values and “hot buttons” of clients and the attitudes of employees that enhance clients' perceptions.

Fourth, they can help in the deployment of capital. Successful implementation of a next generation business model requires the identification of emerging market discontinuities providing support for the rapid deployment of capital.

Lastly, all of the above leads to superior market valuations. Existing and potential shareholders who evaluate an organization's ability to meet their investment requirements by providing dividends and earnings growth, will get the input they need to have the confidence to invest.

Joseph Cellucci: Technological Challenges in Creating the 360 Degree Customer View

If you look at the technologies related to creating a 360 degree view of the customer, I think many of the challenges that have occurred over the past several years related to the integration and linkage of information.

If you look at how applications and systems have grown up, they've grown up in a siloed way, independently responding to particular needs of a business unit.

The result is that a customer might appear in many different forms, in different systems, in different databases and data sources.

When an organization sets out to really try to bring together a single view of the customer, and then understand all of the touch points that the customer has within an organization, it really requires that they integrate the various systems and data sources.

A great example is my interaction at a retail location causes certain information to be gathered.

My interaction through a Web presence causes other information to be captured. I don't know if you've experienced the fact that often there's different pieces of information about you as a customer, depending on how you interact with an organization; the technology behind making that possible relates to integration.

Business-to-business integration or integrated CRM might be buzzwords that have been used in the marketplace, but all of them use the word integration, in essence, taking disparate applications, disparate data, and bringing it together. So when an organization or an enterprise says, "I want to know about my customers" there's one view that might be fed from many different sources, but being integrated logically and physically in a single application and a single data source.

THE 360 DEGREE CUSTOMER IMPACT IN THE IT DEPARTMENT

John Raezer: In this section, we'll look at how the 360 degree customer view will impact your IT staff.

Peter Drucker said “Because of the nature of business, it has just two functions and only two: marketing and innovation. Marketing and innovation make money. Everything else is cost.”

IT has a golden opportunity: to manage the collection, organization, and reporting of the business intelligence that fuels marketing and innovation.

Too much time has been spent on the spreadsheet – the focus of accountants. One of my closest friends described aptly the role of an accountant: “to arrive after battle and shoot the wounded," hardly the focus of corporate strategists.

IT focus must shift:

~ From the wake to the tack;

~ From the accountant to the corporate strategists;

~ To provide data to support client:
~ Values; ~ Perceptions; and ~ Client relevance

… and how these metrics are responding to new and existing corporate initiatives.

The impact of this “sea change” on IT departments is cataclysmic.

First, IT directors will have to learn the language of marketing and innovation to avoid being seen as costs. IT department members will need to partner with business strategists to meet their expanding data needs and analytical requirements.

Second, with the advent of XML, UDDI and SOAP, the search for data can be expanded to include data provided by data vendors since the transfer of data has been greatly simplified.

The specification of a client intelligence data warehouse is more challenging than ever; as emerging Web services give the concept of a virtual corporate data model real meaning.

Third, data collection and the metadata it requires to support data communality and benchmarks will become increasingly important for competitive success as users search for performance benchmarks.

Fourth, IT departments will need to integrate new faces and new skills to survive and grow. As code development moves from developing applications to the “gluing together” of reusable and extensible components, a developer business analyst, who has the ability to understand business requirements as well as application development, will replace the traditional programmer.

Fifth, most important to the success of an IT department will be to identify and retain creative data modelers and data analysts. They will be needed to specify, build, and grow the data model that supports changing and evolving data collection and management requirements.

Lastly, training and education will take on new meaning. Too much focus has been on IT certification, not enough on data analysis, data modeling, and business modeling. Many departments believe that the certification process can produce superior marketing intelligence and business innovations. I believe that nothing is further from the truth.

What insures the successful development and management of business intelligence is the creative abilities and motivation of its multi-disciplinary team, keeping in mind that success is dependent on their ability to produce competitive insights, not certifications.

Joseph Cellucci: IT Department's Responsibility in Implementing a 360 Degree Customer

If you look at the IT department and the IT department's responsibility and accountability in implementing a 360 degree view of the customer, there's some challenges that they face.

If you look at how they've grown up. IT has grown up around servicing business units, servicing business needs and business requirements, so you build core competency and skill sets depending on the business units that you serve.

So there's an acumen as it relates to finance, there's an acumen as it relates to human resources. How do you deal with your payroll and general ledger? How do you deal with your manufacturing systems?

But noting all along, they all do have a common thread, and the common thread is "the customer" – who are often thought about differently depending on each one of the disciplines.

The IT organization is really fundamentally being challenged with creating a different alignment model. The alignment model, both vertically and horizontally now needs to be implemented.

The vertical alignment has been in place forever, I mentioned that just a second ago. The horizontal alignment provides that integration analytics, the individual or individuals within an IT organization that look across these different siloed verticals and say, for example, "We're implementing a single view of our customer." That single view has "deposits" of information across these various vertical systems and solutions. We need to bring them together. We need to extract them. That's challenging. That's very, very challenging.

CONCLUSION

John Raezer: Achieving a 360 degree client perspective – a death threat or birth knell for IT? It is not an easy task.

Success is not optional; it is mandatory. Since most IT projects fail, this puts tremendous pressure on all team members.

Success requires extensive knowledge of data analysis and data modeling; most developers are used to focusing on process and process models.

Success requires data-driven development: for most developers, this is a new way of thinking.

Success requires new teams and teaming relationships: business strategists and IT professionals need to communicate to succeed.

Success requires a demonstrable impact on earnings performance and visibility; no software application system has been asked to help accomplish so much.

Our expert offers some concluding recommendations.

Joseph Cellucci: Concluding Thoughts on Achieving the 360 Degree Customer View

It's real important to note when I look at the 360 degree view of the customer; one thing and first and foremost is you really need to understand your customer completely, and that involves knowing where that customer is represented within your organization both in systems, in process, as well as within people and organizations.

And the key to any successful 360 degree implementation is integrating those points; bringing the processes together with the technology and with the organizations accountable to manage your customer.

So the customer experience is really holistic and when that customer interacts with your organization, they really feel that you know them based on every way they interact.

SUMMATION

John Raezer: I hope you have found our time together rewarding, I certainly have. Achieving a 360 degree client perspective is mandatory to your organization's competitive success.

Today, I provided the game plan; use it to help your organization generate its next generation business model.

FOR ADDITIONAL INFORMATION

Thank you for joining us for the WatchIT Game Plan Program: Achieving the 360 Degree Customer View. I'm John Raezer.

If you've been watching this program via the Internet or on CD-ROM, please click on the Resources tab for more information on this topic.

If you have any questions or comments regarding this program, please contact us at:

experts@watchit.com

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