

Focusing Mazda's CRM Capabilities Across Europe

Capgemini implements new Siebel system at Mazda Motor Europe for improved CRM capabilities in a consistent and uniform way

The Situation

Mazda Motor Europe has grown rapidly over the past few years due in large part to its ambitious product development plan, which launched a new generation of cars. The company views Customer Relationship Management (CRM) as a key factor in helping to acquire new customers and building loyalty for repurchases going forward. However, it lacked a consistent European-wide CRM program to support the growth strategy.

"We felt it was important to consolidate with one European solution leveraging existing best practices rather than having all the countries going in different directions," said Michael Vasseur, CRM Manager, Mazda Motor Europe. *"In addition, the CRM market had reached a certain level of maturity in terms of both systems and integrators that were capable of deploying the systems."*

The Solution

Capgemini worked with Mazda Motor Europe to develop a cross-divisional CRM roadmap and implementation plan for the company's key European markets.

The single European CRM process and systems platform, operating on Siebel, establishes end-to-end processes from campaign set-up to customer management execution.

"We knew we wanted a web-based solution that would minimize infrastructure costs," said Vasseur.

The Result

The new system established the foundation for Mazda Motor Europe to develop improved CRM capabilities in a consistent and uniform way. The solution will also allow the company to continue to expand its CRM strategy in the future.

How Mazda and Capgemini Worked Together

Three years ago, Mazda embarked on an ambitious product development plan that launched a new generation of cars. The plan has successfully driven volume growth and expanded the company's customer base.



“ We chose Siebel because of its predefined automotive model, which was web-based and very user friendly. We worked with Capgemini because it has broad coverage across a European network, automotive expertise and a company culture that is very customer oriented. **”**

Michael Vasseur, CRM Manager,
Mazda Motor Europe

Mazda executives recognized that an improved CRM solution was critical to helping the company maintain the loyalty of these consumers and acquire new customers.

Working with Capgemini, Mazda Motor Europe initiated a project to design a roadmap for improving CRM performance across Europe and establish a foundation to develop CRM capabilities in a consistent and uniform way. Mazda's objectives for the new CRM solution included:

- Establishing capabilities to acquire and use customer-specific data proactively at every contact point with the customer.
- Defining and implementing CRM core processes, guidelines and metrics to support the National Sales Companies (NSCs) in the deployment of their CRM initiatives.
- Implementing a cross-divisional, cross-country system capability (infrastructure, interfaces, functionalities) considering markets' specifications, requirements and maturity levels.
- Creating ownership at the NSCs to develop innovative ways for direct marketing communication with existing and potential customers.

The joint team, which included representatives from the different countries, reviewed the existing strategy and conducted a detailed analysis of all customer-facing processes in order to identify improvement areas. An extensive vendor review process examined out-of-the-box solutions as well as the systems already in use in the countries. Additional activities included assessing the contribution of the existing system landscape to overall business objectives; leveraging best practices across divisions and markets; setting guidelines on data collection, usage and quality; and optimizing the established agency/service provider network.

Vasseur notes that the new Siebel CRM solution is delivering more functionalities than anticipated. *"If you look at it from a project perspective, we have overdelivered,"* he said. *"We achieved the quick wins we had expected and consolidated our partner landscape. We have succeeded in consolidating everything around this system."*

Expected benefits of the CRM system include:

- Efficiency gains through better coordination of CRM activities across divisions, markets and the dealer network.
- Improved campaign management and fulfillment process.
- Efficiencies from contact center consolidation.
- Automated and improved lead handling to the dealership.
- Cost reductions by realigning the agency/service provider network.
- Enhanced overall data quality (updated, accurate, relevant) by consolidating all customer data sources into one central repository.
- Improved customer knowledge and insight for better integration of through-the-line activities (e.g., integration of above-the-line and below-the-line segmentation tools).

The capability of the new system allows Mazda Motor Europe to continue to expand its CRM strategy. For example, a new application is capturing service information from the dealerships in order to develop more event-driven communications to customers. *"This will be the future development of our CRM strategy: to move*

from a kind of push CRM to event-driven CRM," said Vasseur. *"This will allow us to drive communication activities at the right time and on demand."*

In addition, Mazda is developing a pan-European loyalty program that consolidates activities from the different countries. *"We can generate significant cost savings and lighten the workload of the countries by having one center of excellence at headquarters that is distributing European campaigns or conducting standard data administration tasks when they don't require specific local knowledge,"* said Vasseur. *"The countries can then do the real added-value work when an understanding of the local market is necessary."*

Mazda Motor Europe also plans to focus on customer knowledge and customer insight over the next two years. The CRM platform, which includes Siebel Analytics, will allow the company to compile all the consumer information collected in the different countries and share it with the product and customer service departments. *"This is a very powerful tool,"* said Vasseur. *"This should help us to understand better who our customers are and service them better."*



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