

Title: In case you missed it ...
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On my travels I meet many CMC members who tell me how useful they find the 'sound bites' and quotes on the site. They use them in reports, presentations, and internal education programmes. Well, if this is a customer requirement then for a little bit of fun this month I thought I would do a round-up of 2005 CMC sound bites and quotes - for use as you see fit.

So true...

The sound bites which have a ring of truth:

1. *"Of course, everyone's life would be easier if we all just sat back and accepted shoddy service as an unavoidable fact of life - except that it isn't and should never be accepted as such." **CMC Editorial***
2. *"CRM is a 'naughty word.'" **Practitioner Interview***
3. *"Customer always want to do things, better, quicker, faster – IT vendors just roll back their eyes when they hear it." **Brent Frei, Onyx***
4. *"Staff feel like disposable assets, and have devised informal ways of looking after their own welfare." **CMC Editorial***
5. *"For the past ten years Oracle has said that you need to have one integrated set of applications written on one code base by one engineer. Even just before the PeopleSoft acquisition, that was what they said. So, if, as a customer, you followed Oracle's advice for the past ten years, do you now just accept that they didn't really mean it?" **Steve Garnett, Salesforce.com***
6. *"Behind all the data customers are becoming invisible." **Simon Caulkin, The Observer***
7. *"Executives tend to let the service department worry about complaints. They're busy making money. In effect, what they are doing is strip-mining their customer bases for quick sales with little apparent regard for the future value of their customers. Why should they be worried about customer's future value? By the time the damage shows up in the form of reduced profits, they'll have collected*

*their bonuses and be long gone." **Peppers & Rogers***

8. *"Profit had primacy; but through profit social wealth could, should and must be created. Profit at the expense of social assets is no longer acceptable." **CMC Editorial***
- 9 *"If you ban children from playing conkers in the playground because it dangerous, they are going to get one hell of a shock when they meet the Chinese competition." **Sir Digby Jones***
- 10 *"In the 'good old days' Marketing used marketing services (the advertising agency being top dog) and professional services... well, they process engineered elsewhere and didn't bother marketing." **CMC Editorial***

That's different!

The sound bites that put over new ideas and old themes in a more refreshing way or question received wisdom:

1. *"CRM is for new customers only when it comes to the banking sector." **CMC Editorial***
2. *"The unit of work is no longer a whole job." **Leon Benjamin***
3. *"We already have a very effective regulator. It's called the customers." **Terry Leahy***
4. *"Public bodies have misgivings about marketing. At best it's a cost, at worst an anathema to democracy, encapsulated by the 4 Ms – Manipulative, Misused, Miscast, and Misunderstood." **Chapman & Cowdell***
5. *"Collaboration is more than co-operative teamitis." **CMC Editorial***
6. *"Can a single view be the same as a 360 degree view?" **CMC Editorial***
7. *"Knowing your suppliers have your interests at heart helps a relationship – thinking they are covering their own backsides at your expense does not." **CMC Editorial***
8. *"Between their 5 strategic imperatives and hands-on operations, most companies have a void." **CMC Editorial***
9. *"Businesses turn people the wrong way around so they operate with their face towards the boss and their 'ass' towards the customer." **Kjell Nordstrom***
10. *"Simon Woodroffe, told the audience how he used to measure daily output in failure. When he hit the 6th telephone rejection he could 'feel good' about achieving his daily target – it kept spirits up." **CMC Editorial***

The customer's experience

Quotes particularly useful for training and education, or just fun:

1. *"Vendor A can claim to be the leading provider of a synchronous, end-to-end, value-added, fully buzzword compliant piece of software, but if the punters can't get through on the helpline and reckon that customer service is a crock of the proverbial, then that's the real story."* **CMC Editorial**
2. *"I received my third unsolicited phone call in two weeks from my local branch of Barclays asking if I wanted to discuss new savings options. I declined - as I had done on the two previous occasions and – as I had done on the two previous occasions - asked them not to call again."* **CMC Editorial**
3. *'Tesco offers the best customer service for the second year in succession, while other good practitioners include Virgin, Asda, Morrisons, Sainsbury, Boots, First Direct, John Lewis and Orange. On the roll of shame were PC World, Currys, Dixons, British Gas, Comet, Argos and Vodafone'.* **CMC Editorial**
4. *"Well, let me tell you BT, if I was a little old lady somewhere who got a call like I received from Mrs Rude of downtown New Delhi, then I'd have been fairly freaked out. If it's not your intention to intimidate customers (duck, flying pig squadron overhead!) than you need to go back and re-examine your training procedures!"* **CMC Editorial**
5. *"I put the phone down on last night's call as soon as he began to talk. He phoned me back at once telling me I was rude for not listening. I put the phone down again. He rang back and asked me what was wrong with cold calling and didn't I realise he had a family to feed! Shabby, grubby and probably illegal in their conduct."* **CMC Editorial**
6. *"I felt I did not matter to Clydesdale anymore and looked around for the best current account," she said "you used to know the name of the bank manager and be able to call and speak to him. Now it's a 0870 number."* **CMC Editorial**
7. *"Don't sell via calls to customers, and then ask customers to put a complaint in writing to a complaints department."* **CMC Editorial**
8. *"The customer has still not been invited to the Government 'modernisation' party."* **CMC Editorial**
9. *"Out of the depths of the back office, complaints management is emerging as the Cinderella who will go to the Board Ball."* **CMC Editorial**
10. *"It can come as quite a shock when call centre agents impertinently imply we are defrauding our nearest and dearest. Welcome to the world of the 1998 Data Protection Act (DPA), where only individuals exist and companies are the arbiters of our information."* **CMC Editorial**

Did I really say that?

The ones that may be highly prophetic or people will wish they had never said them:

1. *"Over time there won't be this debate about on premises or on demand, there will only be on demand."* **Greg Gianforte, RightNow Technologies**
2. *"The topic that no On Demand provider is ever willing to discuss - subscriber churn rates."* **Keith Raffle, Siebel CRM OnDemand**
3. *"Oracle has to date singularly failed to convince anyone - including senior members of its own development team - that Fusion is anything other than a convenient marketing vision. Unless it starts to put some meat on the Fusion bones and pretty quickly, it risks stalling the market."* **CMC Editorial**
4. *"Gartner's CRM summit came and went, leaving the outsourcing industry fuming in its wake over claims that most customer service outsourcing was doomed to fail."* **CMC Editorial**
5. *"The main sea change coming through in 2005 CRM plans is a shift in focus from getting value from customers, to providing value to customers."* **CMC Editorial**
6. *"We asked you who would win the bid for the 2012 Olympic Games and if Tony Blair's Labour party would win the UK general elections. Answers: Olympic Games – 1st Paris 35%; 2nd London 26% (oops fireworks again!) UK election – A large majority thought that Tony Blair would win; but by what majority?"* **CMC Editorial**
7. *"Customer Experience is a 'hot' term of the moment in great danger of being hijacked by suppliers in the same way that CRM was."* **CMC Editorial.**
8. *"We are now the leader in CRM."* – **Phil Robinson, Salesforce.com**
9. *"Are you running Siebel on SQL Server? Shame on you, go directly to jail and wait for your support to be pulled. Of course, you could avoid that if you play the chance card and migrate onto an Oracle database."* **CMC Editorial**
10. *"I fundamentally believe that if companies make myopic decisions based around cost alone, they will get what is coming to them in terms of disgruntled customers."* **Carol Borghesi, BT**

No, no, not again

These are the sound bites you never want to hear again, they have been used so much they have lost their meaning – and for that reason they are attributable to no-one and everyone!!

1. *"What we need is a single view of the customer."*

2. *"Customer experience is not just based on operational concerns, but on emotional aspects as well."*
3. *"It's about cultural change."*
4. *"CRM is not about technology."*
5. *"According to Gartner 55% of CRM initiatives fail."*
6. *"We aim to provide world class customer service."*
7. *"The challenge is to integrate and manage an enterprise wide initiative between marketing, sales and service."*
8. *"This creates customer loyalty, improves customer satisfaction and increased customer retention."*
9. *"We want to establish best practice."*
10. *"Customer experience management is not a stand alone project, but an enterprise wide business philosophy."*

Further Reading

- **Dancing with your Customers – Anna Pollock**
• <http://www.insightexec.com/lib/5236>
- **Forget how the crow flies – John Kaye**
• <http://www.insightexec.com/lib/4905>
- **Customer Centricity – David Rance**
• <http://www.insightexec.com/lib/5003>
- **CRM Works – IBM**
• <http://www.insightexec.com/lib/5002>
- **Creating Sustained Performance Improvement – Peter Hunter**
• <http://www.insightexec.com/lib/5282>
- **Improving marketing accountability – Bob Shaw**
• <http://www.insightexec.com/lib/5412>
- **Winning by Sharing – Leon Benjamin**
• <http://www.insightexec.com/lib/5407>
- **Best Practice in measuring customer experience – David Jackson**
• <http://www.insightexec.com/lib/5427>
- **Seven rules for increasing customer value – Don Peppers**
• <http://www.insightexec.com/item/131511>

- **Making sense of change management – Ester Cameron & Mike Green**
<http://www.insightexec.com/lib/5364>

About the author:



Jennifer Kirkby is an independent analyst and practitioner in 'state of the art' marketing and customer management practices. She is a professional presenter, post graduate lecturer and author, described by peers as one of the leading independent CRM consultants and writers in EMEA.

Currently Director of White Waves Ltd, she was formerly CRM Research Director for Gartner, where she was a primary architect of the Classic Gartner Model - The Eight Building Blocks of CRM. She has advised many Fortune 500 companies across Europe and Asia on how to improve their customer management over the last 5 years.

Prior to that Jennifer was with the UK's Modernizing Government programme demonstrating how CRM techniques were applicable to Public Services. This followed 15 years of marketing practice in financial services and manufacturing, where she had roles in CRM programme management, marketing research, brand and product management, business development and strategic marketing. She has a degree in Economics from Leeds University and professional qualifications in Marketing, Market Research and Programme Management.