

# Vector's CRM Program Draws Direction from an Old-Time Philosophy

By Ben Doerr, CRM Department Manager, Vector Security, Inc.

While customer service experts keep trying to create the magic bullet with sophisticated theories as to why customers choose one supplier over another...and even more importantly, choose to *stay* with that supplier...our approach to formulating the right CRM approach came down to reaching back into our earlier days. The most important lesson I learned about building integrity and trust involved a simple principle that my parents drilled into me time and again. What I am referring to is a simple, yet essential, element in even the most complex CRM programs—Keep the promises you make!

The program would eventually be entitled *Promises Given, Promises Kept*, and I believe its approach revolutionizes the way our customers can validate the value of the services we provide.

I began by asking what our customers wanted most from their business relationships with their loss prevention services providers. When I boiled down their various comments, they all contained a central desire or theme that went like this—"If my suppliers would only keep the promises they make, I'd really be happy."

In light of that, *Promises Given, Promises Kept* seems to be just what the doctor ordered for retail LP professionals. The program's elements operate together in a cohesive manner to plot and maintain the course of promises we make to our individual customers in all aspects of our services delivery system. Those aspects include how the account is serviced, equipment selection and installation procedures, systems servicing, central station monitoring services, and account billing services.

The four essential elements we use to keep our promises include the following.

**Element 1: Customer On-boarding Procedures.** Each time Vector Security gains a new customer, that customer engages



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in a complete on-boarding process that is designed to detail all aspects of our services delivery system, policies, and procedures, especially as they relate to the deployment of a specific technology or service.

**Element 2: Master Account Profile.** Once the on-boarding meetings have concluded, the details of the best practices, as agreed to by the customers, are fashioned into a comprehensive Master Account Profile (MAP) that identifies what promises have been made and how those promises will be fulfilled.

**Element 3: Account A-Team.** With the on-boarding process and MAP created, the third element of *Promises Given, Promises Kept* is the appointment of an A-Team to make sure that each of the promises established in the MAP are in fact being kept for the customer. Commonly, our A-Teams include a member of each one of our departments who routinely interface with the customer.

**Element 4: Performance Assessment Report.** This report cites performance criteria in thirty critical data areas and can be used to ascertain the effectiveness of Vector's Security's services in a varied number of ways. It helps our customers to further define their levels of ROI and genuine satisfaction with Vector Security every quarter of every year.

*Promises Given, Promises Kept* is a complete culture that touches and involves the participation of not only our customers, but our technical service partners (TSPs) and every one of our employees within our company, no matter their location or position.

The goal of *Promises Given, Promises Kept* is to consistently achieve excellence in a number of key account performance areas that can be effectively tracked using predetermined metrics through individualized CRM plans. When we clearly understand our customers' expectations and consistently meet and exceed them, only then do we deserve the privilege of providing services to them. That's the essence of *Promises Given, Promises Kept*. ■

Vector's CRM program stresses the importance of employee buy-in through a number of internal promotional items like this poster (one in a series of three).

