



Have we forgotten about CRM?

How Subaru in the UK is delivering exceptional results through their 60 car dealerships with the combination of a Single Customer View, predictive segmentation, analytics, web scoring and customer satisfaction surveys.

A presentation by Howard Ormesher, I.M. Group CRM Director and Iain Lovatt, Chairman of Blue Group Inc.



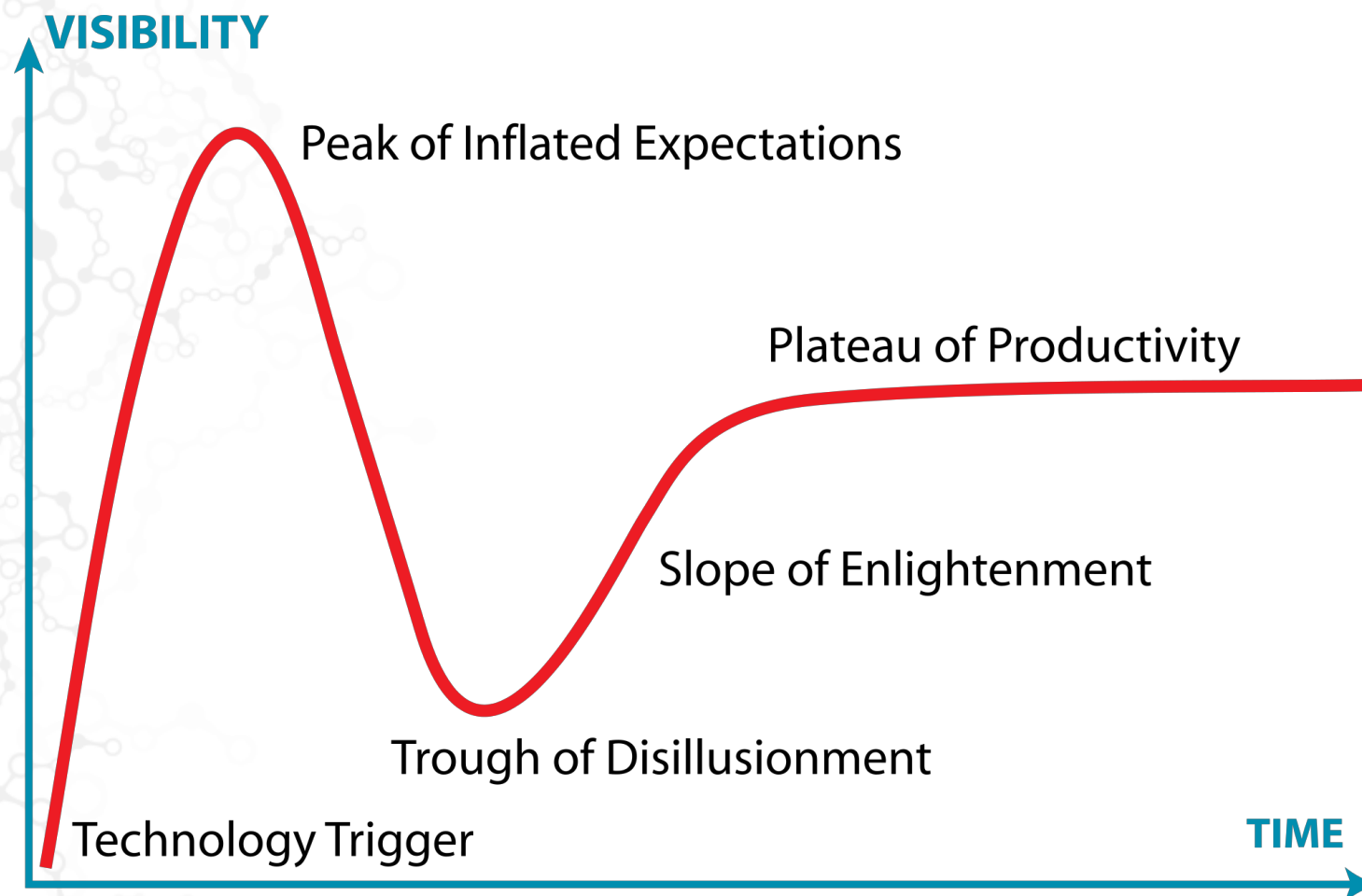
SUBARU

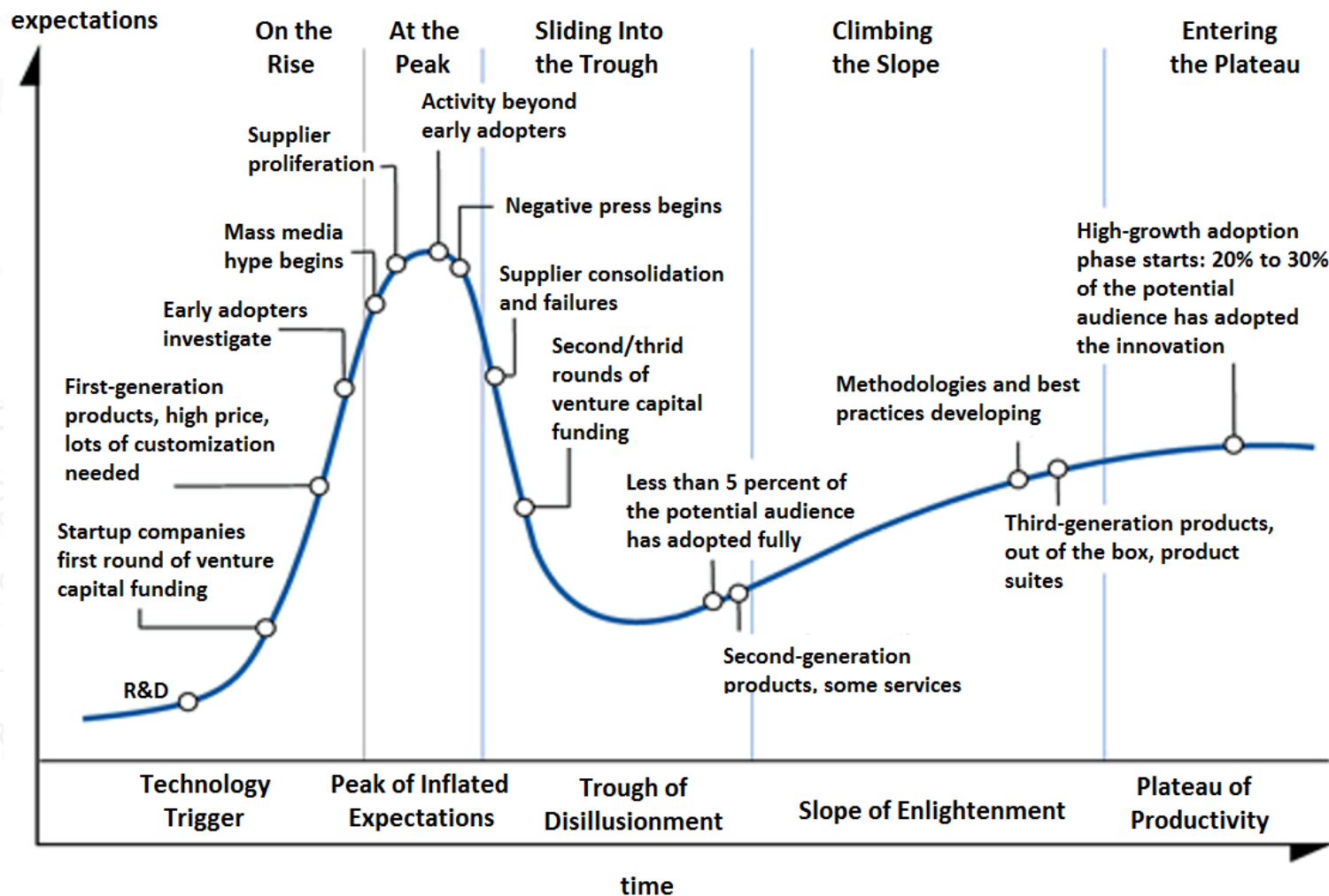
ISUZU



Great Wall

dataIQ





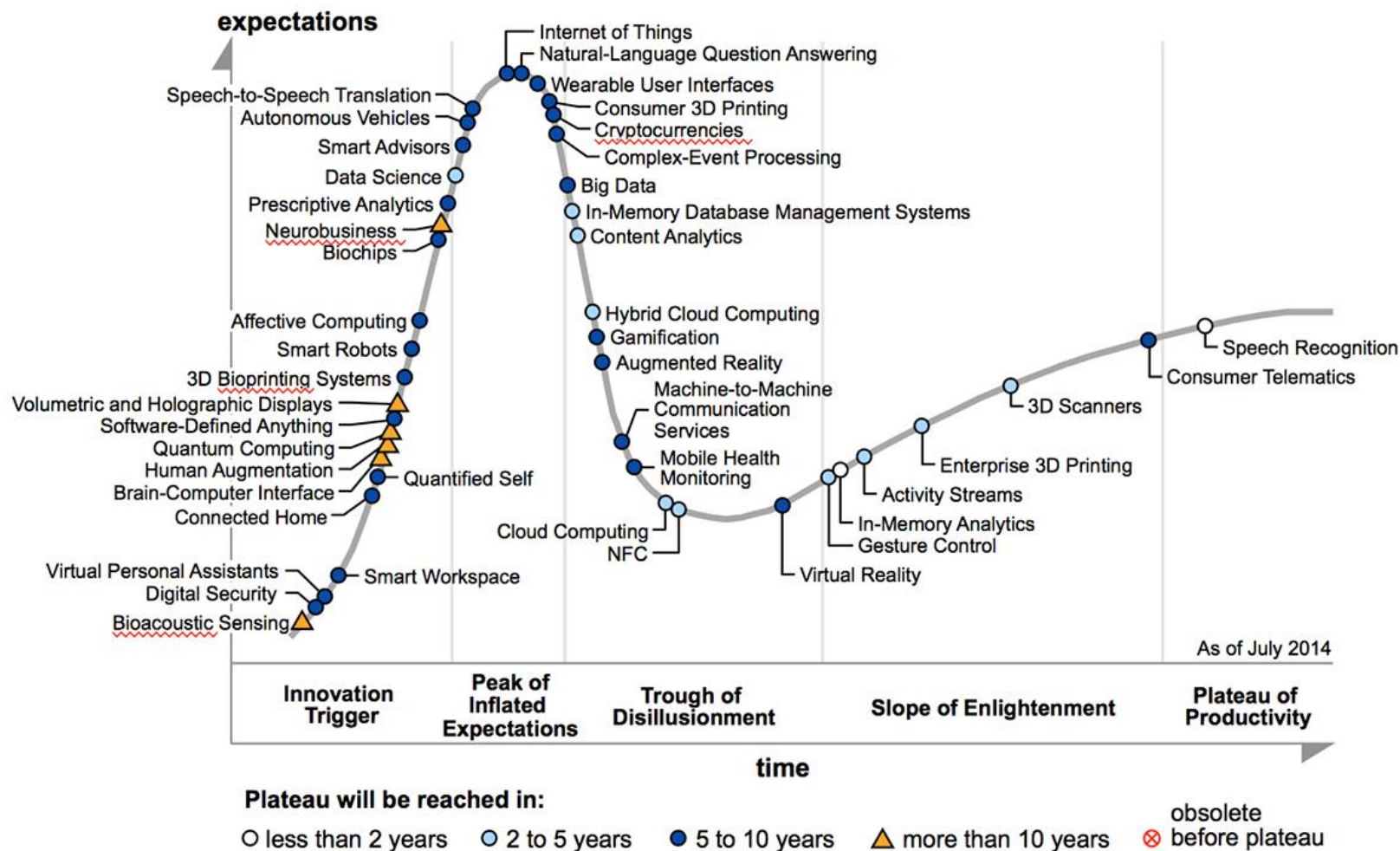
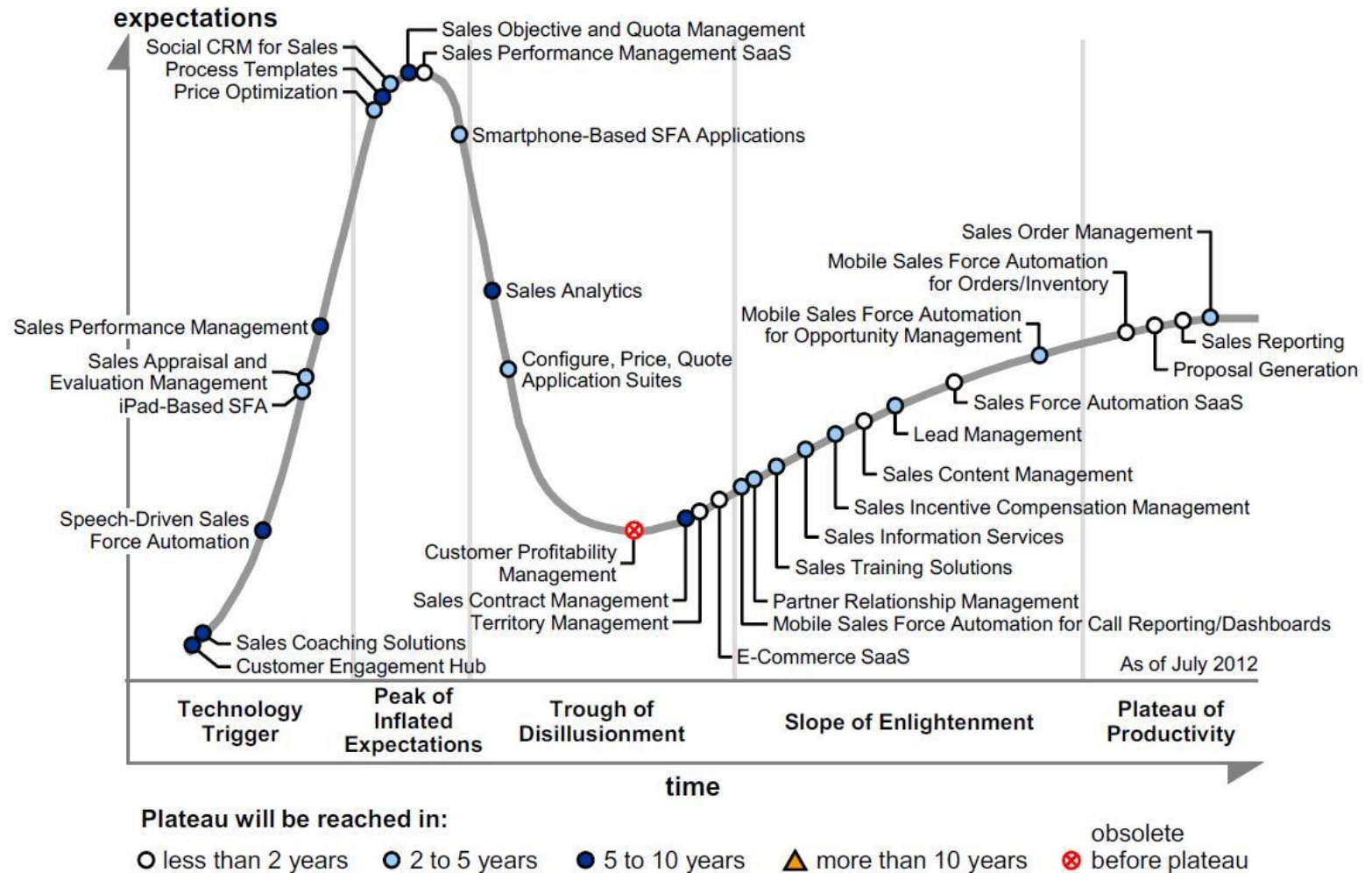


Figure 1. Hype Cycle for CRM Sales, 2012



Source: Gartner (July 2012)

International Motors Group

Benefiting from a
Single Customer View

The next 20 minutes

How Subaru utilise the Single Customer View and integrated, digital marketing channels to transform franchise marketing into 1-2-1 customer engagement: specifically 4 case studies:

1. Customer Satisfaction – driving up standards
2. Lead Management – improving pipeline conversion
3. Dealer E-Marketing – improving engagement
4. Dealer E-Shop – democratising local marketing

About IM Group

Independent UK based vehicle importer for UK and Nordic



68 UK Sales Dealers



61 Sales Dealers



150 Sales Dealers

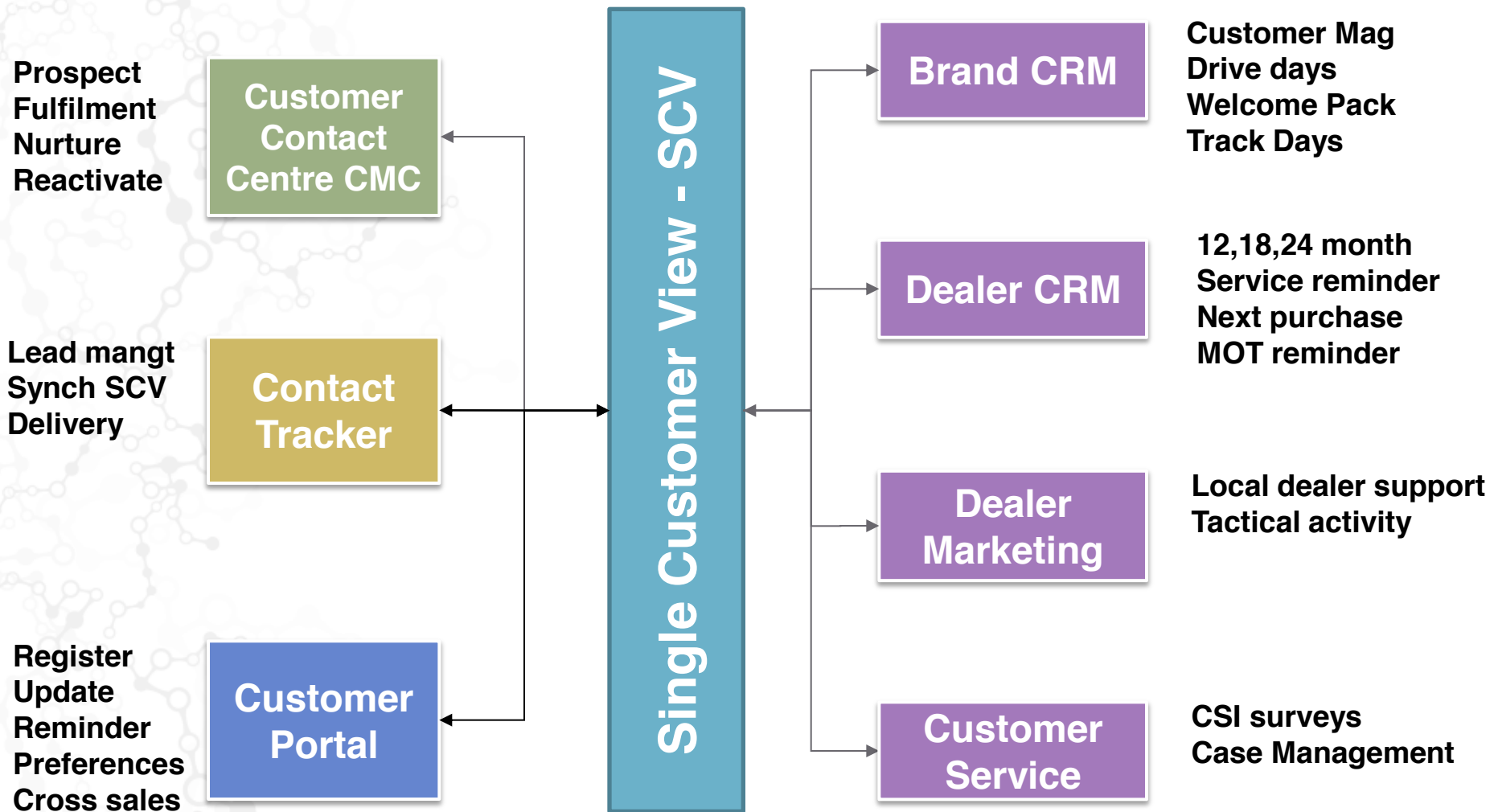
SCV Objectives

- Improve efficiency of Lead Management
- Improve customer engagement
- Create an environment to analyse and segment data

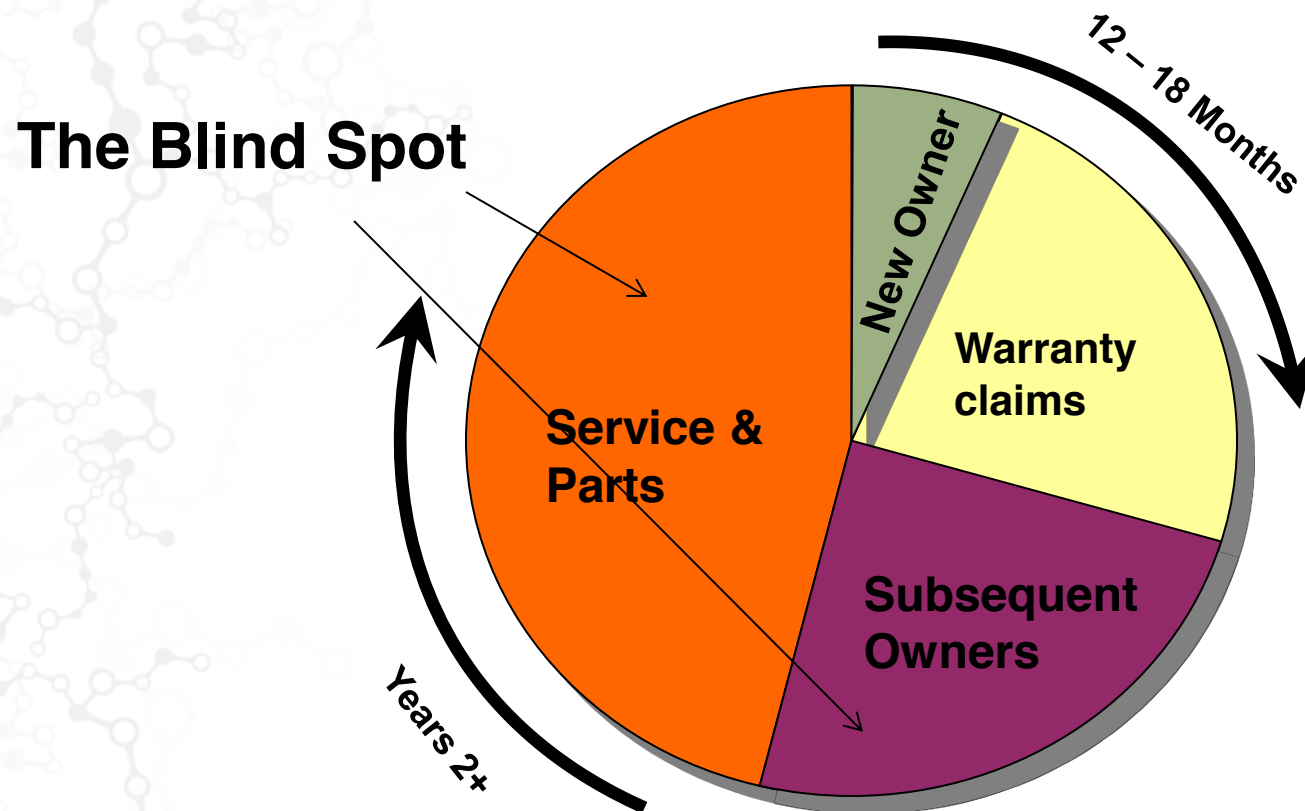
Systems Scope

- All internal registration data – up to 10 years
- All live selling dealer DMS integration for servicing, new and used vehicle sales, & local enquiries
- VOT – Vehicle ownership tracking from Experian for all IM vehicles
- Website integration, for new enquiries & permission based session data
- Multi channel campaign output and response data including email opens, clicks & sessions
- Purchased cold data for prospecting

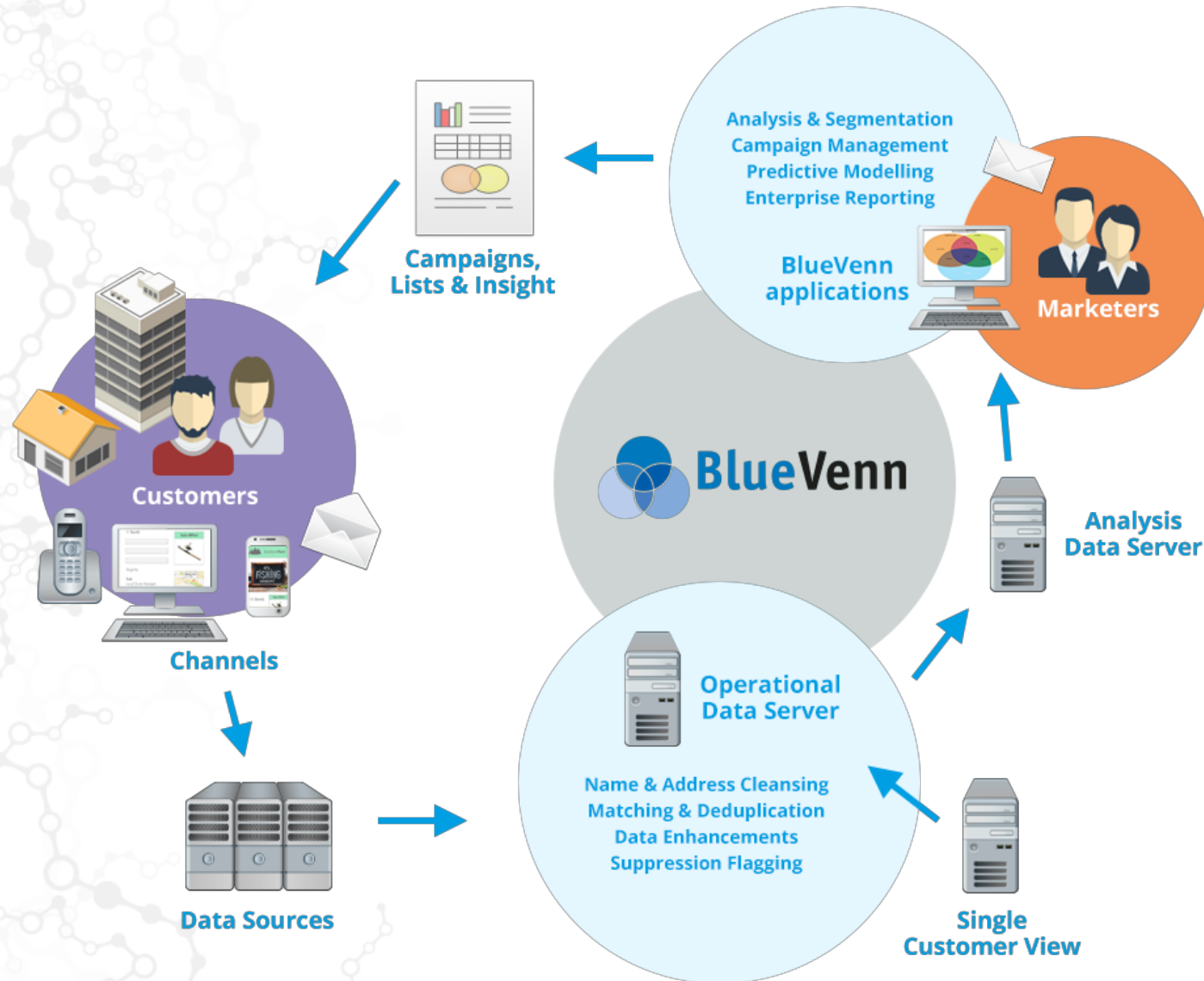
Components of CRM



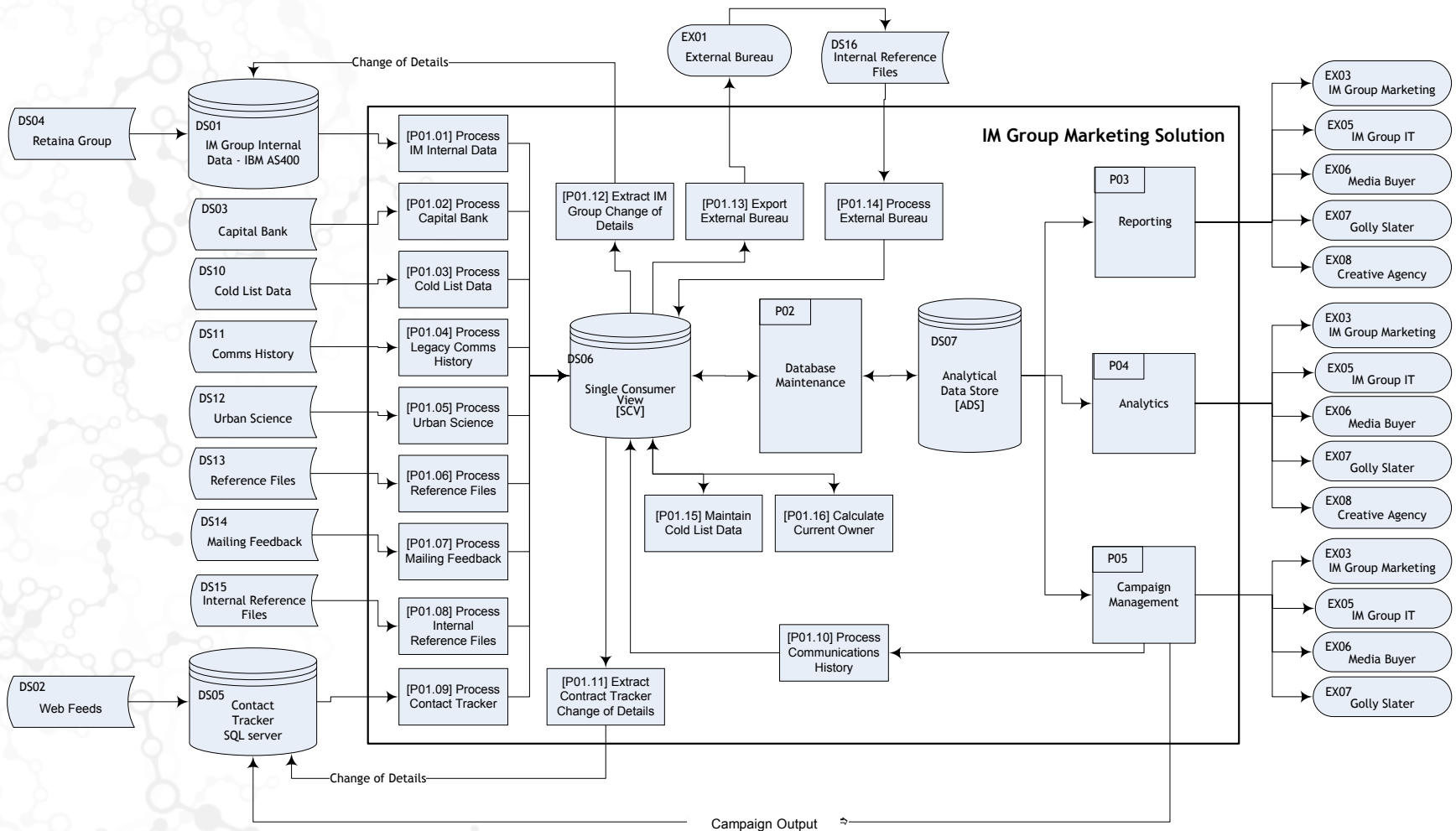
Knowledge Gap



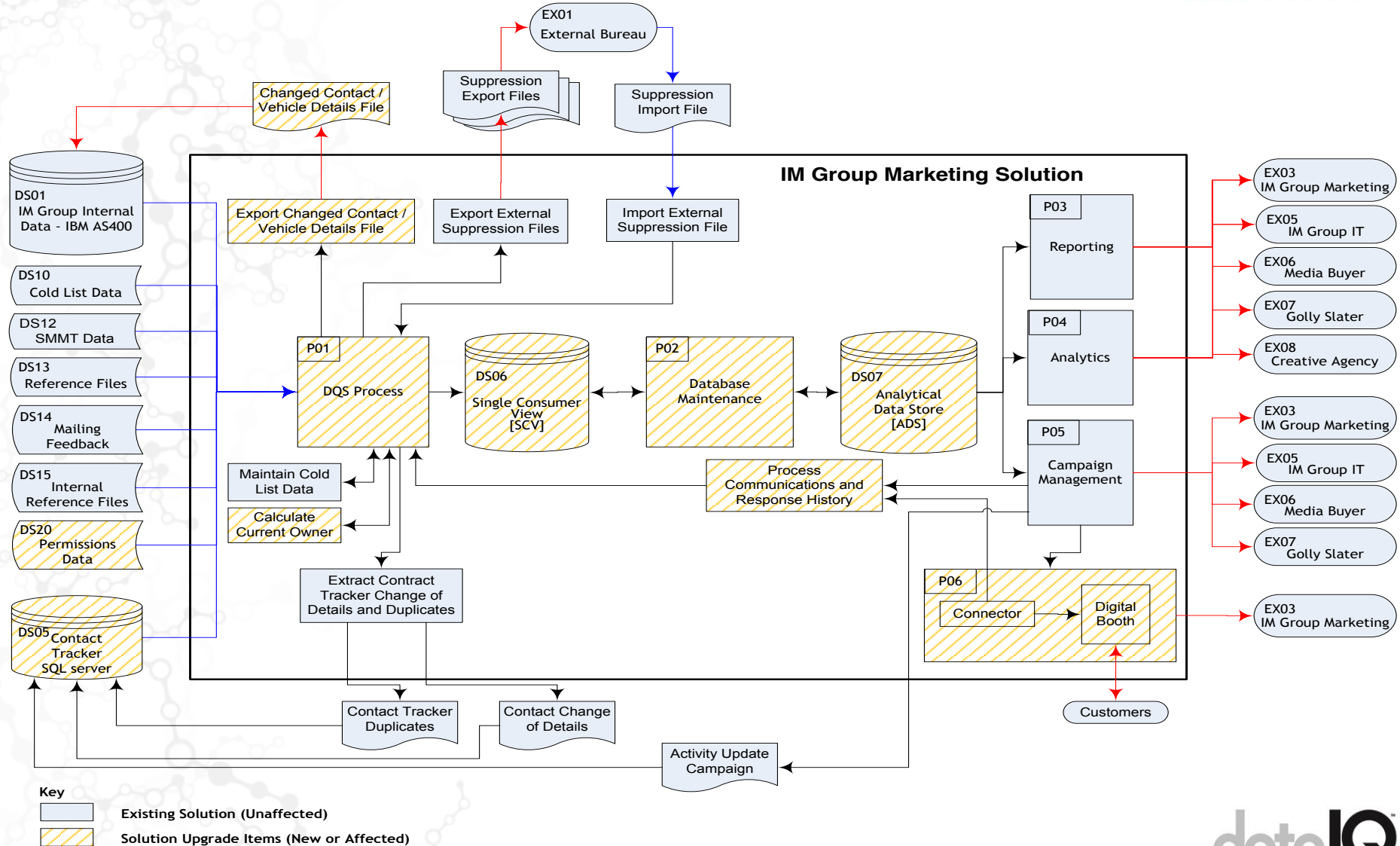
BlueVenn Solution



High Level Processes



High Level Processes



The CRM System



- Re-built each day
 - Nearly 820,000 addresses
 - Nearly 1m contacts
 - 430,000 vehicles
 - 1.2m owner records
 - 700,000 Services
 - 240,000 Enquiries
 - 14.5m contact histories held
 - of which 700,000 are from Contact Tracker.

Contact Tracker LMS

Contact
Management
Centre CMC

Brochure
Request

Test Drive
Request

Instantly passed to dealer 24/7

Finance
Request

Outbound
CRM Leads

CRM System



DMS Integration

Lead Progress



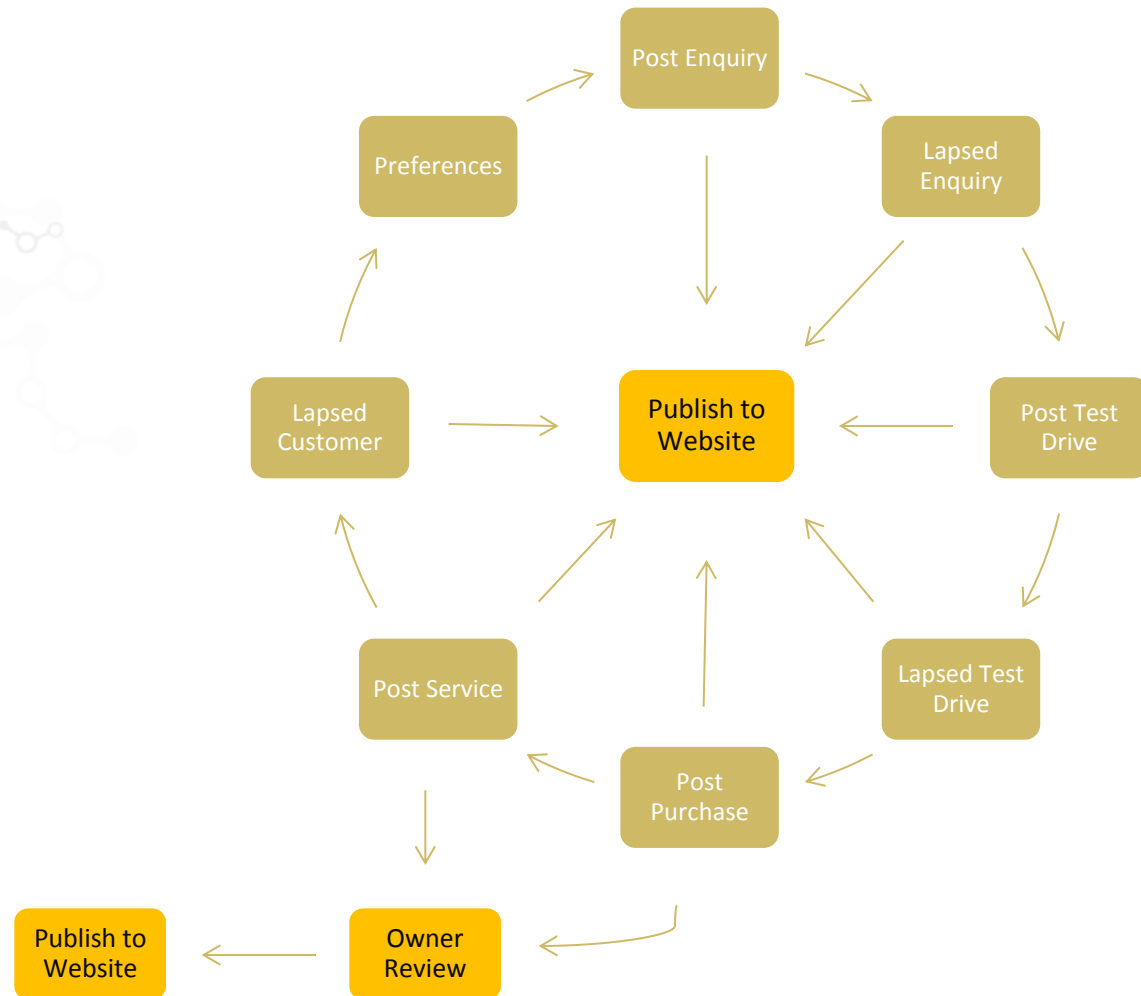
CSI System

Dealer Comms

National Comms

Analysis & Reporting

The CSI Journey



Customer Satisfaction



Enter Town/Postcode Find Dealer

Find your local
Subaru dealership

Scroll around the map or simply provide us with your post code or location and we will find your local dealership for you:

☒ Sales ☐ Parts ☐ Used Cars ☐ Services

Enter Town/Postcode Search

FULL LIST OF DEALERSHIPS

Adams Brothers

Oakfield Road Aylesbury Buckinghamshire HP20 1JJ
T: 0844 662 6859

Read 47 customer reviews ★★★★★

Aird Motors Subaru

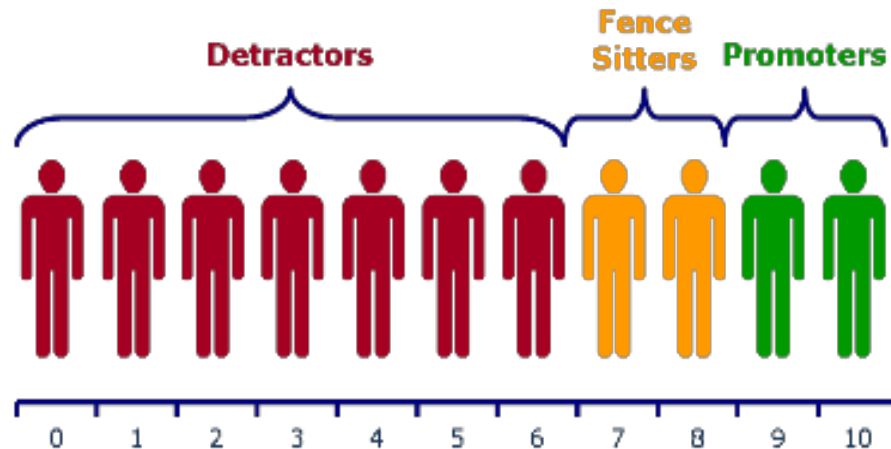
High Street Beaulieu Highland IV4 7BP
T: 0844 662 6815

Read 15 customer reviews ★★★★★

Ashburton Motor Works Ltd

Peartree Cross Ashburton Newton Abbot Devon TQ13 7RB
T: 0844 662 6876

Read 21 customer reviews ★★★★★

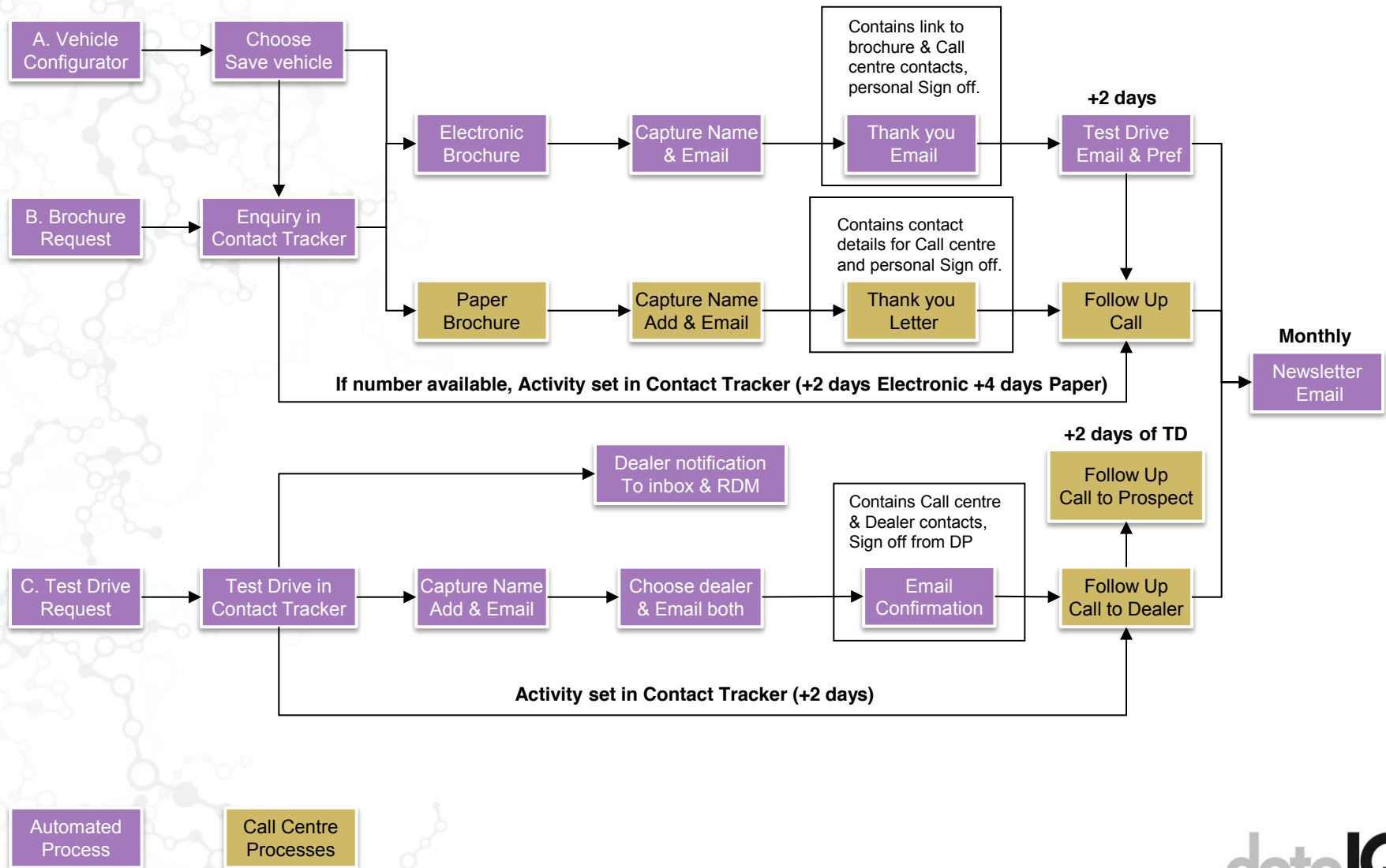


% Promoters - % Detractors = NPS Score

Isuzu: 58.19% - 16.38% 41.81%

- Dealer Feedback
- Product Reviews


Website Customer Journey



Improving Pipeline Conversion



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**SUBARU**
Confidence in Motion

Locate Dealer New Cars Offers **Update your preferences**

Dear Mr ormesher,

Thank you for your interest in Subaru. While you are waiting for your brochure, here's a link to the downloadable version.

Download Your Brochure

If you'd like to arrange a test drive you can do so at any time by visiting subaru.co.uk or alternatively you can call us directly on 08446 626 612.





While you are waiting, why not set your preferences. **My Subaru** puts you in control of the information that you receive from us. Click on the Preferences link in any of our emails to tell us a little more about you, the car you drive and your preferred dealer. You can also tell us the information you are happy to receive. We will never share this information with anyone outside of Subaru UK and our dealer partners, and you can update it at any time. You can also keep up to date by checking our website or why not visit our [Facebook page](#)?

Thank you again for your interest in Subaru.

H. Davies

Haydn Davies
Marketing Director
Subaru (UK) Ltd

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The Subaru range

Impreza
WRX/STI
Forester
Legacy
Outback
Cosworth
XV

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News & Events
Buying a Subaru
Approved Used
Fleet
Contact Us

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Subaru UK would like to ensure you get the right communication from us at the right time. To help us do this, we would appreciate a moment of your time to update your preferences by clicking here. Thank you.

Click here to update your preferences

Immediate response
To a brochure request

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[Locate Dealer](#)[New Cars](#)[Offers](#)[Update your preferences](#)

Dear Mr ormesher,

Thank you for your recent enquiry. The purchase of a new car is a significant decision and we are delighted that you are giving Subaru your consideration.

Since 1972 Subaru's renowned Symmetrical All-wheel drive and 'Boxer' engines have been at the heart of nearly everything we do. With a Subaru, you can be guaranteed of engineering excellence, class leading safety and driver enjoyment. Our range of SUV's and crossovers have Symmetrical All-wheel drive for maximum balance and grip in all weathers as well as a Boxer engine for a low centre of gravity, making Subaru cars not only fun to drive but among the safest on the road.

Below is a link to a short video that introduces you to one of these unique attributes - **Symmetrical All-wheel drive**. I hope you enjoy the video and that it helps to demonstrate why Subaru is different.



If you would like to arrange a [test drive](#), please call us directly on 08446 626 612 (calls are charged at your local rate).

Also, why not set your preferences. **My Subaru** puts you in control of the information that you receive from us. Click on the Preferences link at the top of this email and tell us a little more about you, the car you drive and your preferred dealer. You can also tell us the information you are happy to receive. We will never share this information with anyone outside of Subaru UK and our dealer partners, and you can update it at any time. You can also keep up to date by checking our website or why not visit our [Facebook page](#)?

Thank you again for your interest in Subaru.

H Davies

Haydn Davies
Marketing Director
Subaru (UK) Ltd

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+ 3 Day follow up
unless test drive set



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Locate Dealer

New Cars

Offers

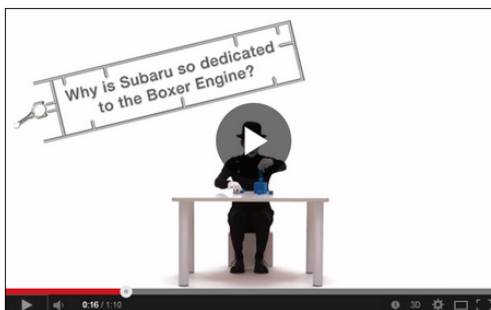
Update your preferences

Dear Mr ormesher,

Your recent enquiry is very important to us, and we want to ensure that you have all the information you need. The purchase of a new car is a significant decision and we are delighted that you are giving Subaru your consideration.

With a Subaru, you can be guaranteed of engineering excellence, class leading safety, technology and driver enjoyment. We also regularly score among the highest in the industry for customer satisfaction and dealer service, a record of which we are very proud.

We hope you had the opportunity to watch the first video link we sent on Symmetrical All-wheel Drive. Below is a link to the second in the series, this time on our Boxer engines - why they are different and the benefits they bring over other engines. I hope you enjoy the video and that it helps to demonstrate why Subaru does things a little differently.



If you would like to arrange a [test drive](#), please call us directly on 08446 626 612 (calls are charged at your local rate).

In the meantime, please keep checking our website for more information or why not visit our [Facebook page](#)?

H Davies

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Marketing Director
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+ 5 Day follow up
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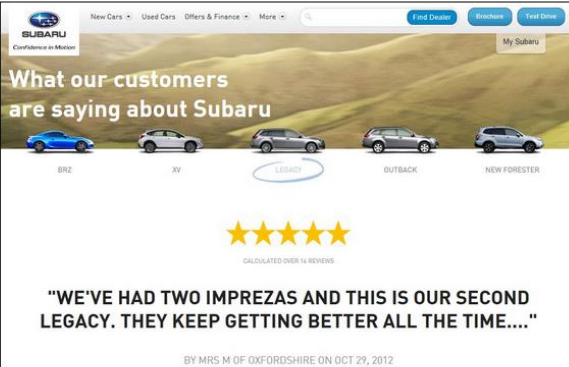
SUBARU
Confidence in Motion

Dear Mr ormesher,

It's been a little while since you made your enquiry, and we've noticed that you have not yet booked a test drive. Deciding on a new car is a significant decision that needs considerable research and deliberation, which is why we are getting back in touch.

You have probably already seen us shouting from the rooftops about our unique technologies and how these make Subaru's among the safest and most engaging cars on the road. You might even be a little bored reading about All-wheel drive this, Boxer engine that.....So rather than listen to us, why not see what other people think for a change? Our greatest ambassadors are our customers, while we get plenty of recognition from the press too.

Click on the image below and read what recent customers have to say about our cars.



What our customers are saying about Subaru

★★★★★
CALCULATED OVER 14 REVIEWS

"WE'VE HAD TWO IMPREZAS AND THIS IS OUR SECOND LEGACY. THEY KEEP GETTING BETTER ALL THE TIME...."

BY MRS M OF OXFORDSHIRE ON OCT 29, 2012

Thank you for continuing to give Subaru your consideration.

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In the meantime, please keep checking our website for more information or why not visit our [Facebook page](#)?

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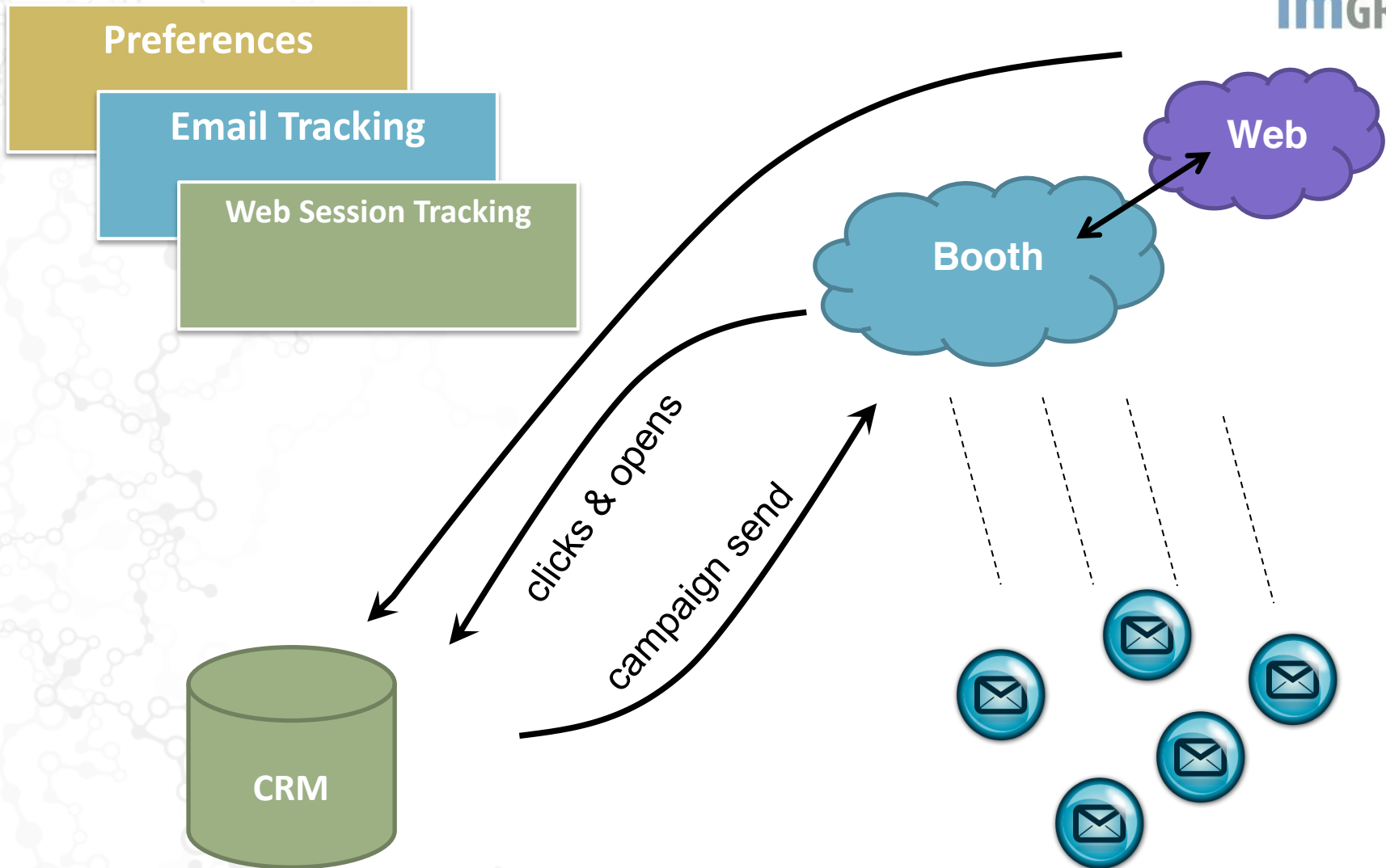
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+ 10 Day follow up
unless test drive set

Improving Pipeline Conversion

- 1 to 3 automated emails following enquiry
- Encourage prospects to test drive
 - Boxer Engine video
 - AWD Technology video
 - Customer Reviews
- 2 days prior to test drive:
 - Independent video reviews for all models
- CRM email programme tested effectiveness of these videos
 - 3.2 x increase in test drive conversion
 - 1.6 x increase in purchase conversion

CRM System – Digital Data Flow



Customer Nurture

New web subscribers enter The Booth directly and receive current newsletter with preference link

Lapsed Enquirer

New enquiry / warranty contacts Enter the Booth daily and receive current newsletter with preference link



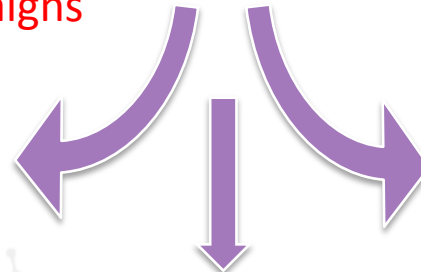
All emails linked to Preferences, to allow prospect to set dealer, car change date and comms prefs.

Newsletter co-branded to CRM Dealer where set, otherwise Purchasing or nearest. Content can be tailored to Vehicle of interest or purchase

Tactical Outbound Campaigns

3 months prior to Intention to change encourage td

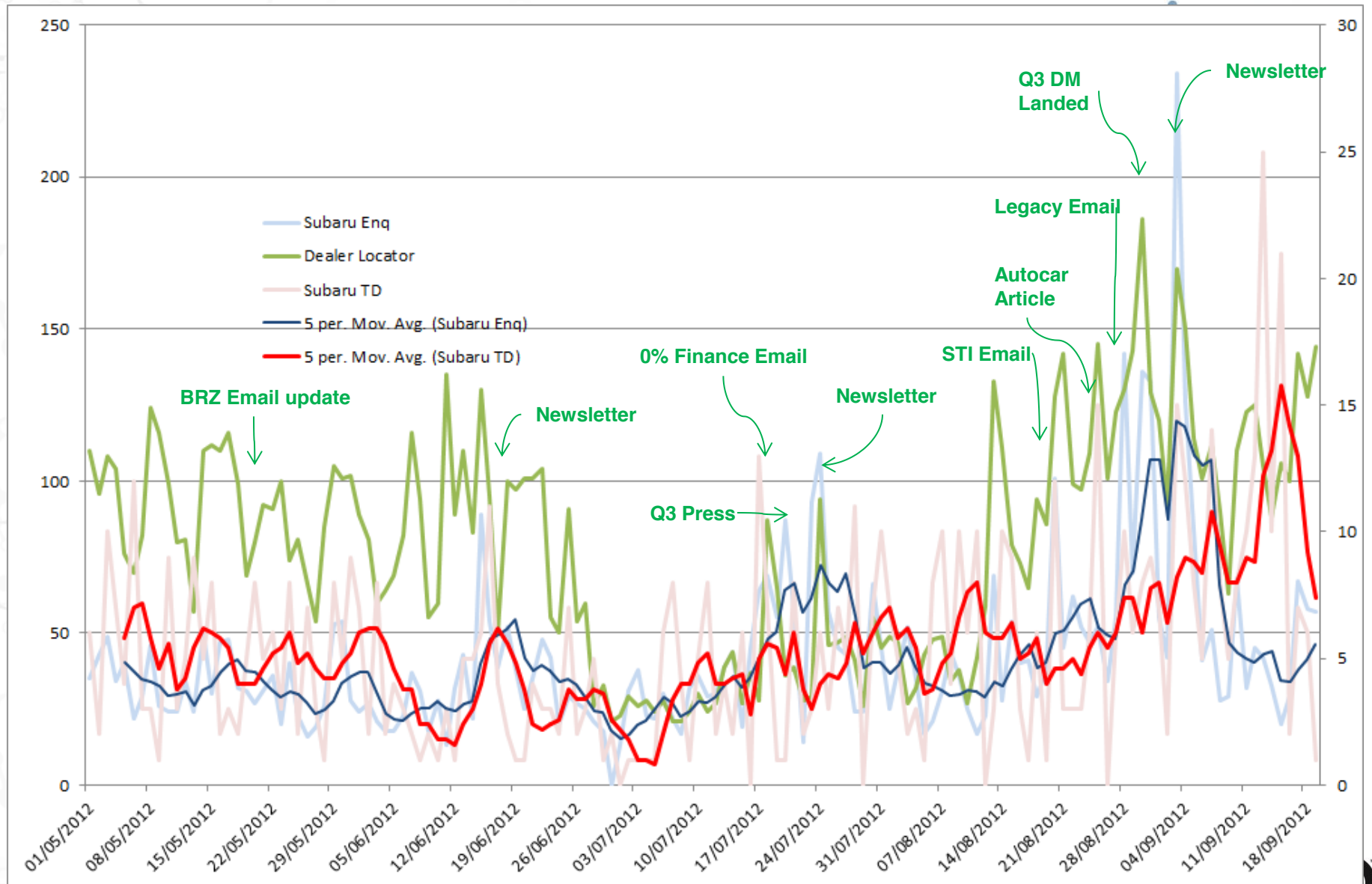
Other changes to Preferences managed By CRM system



Enquiry / Purchase Anniversary

Web activity

Subaru Enquiries and Test Drives – May-Sept



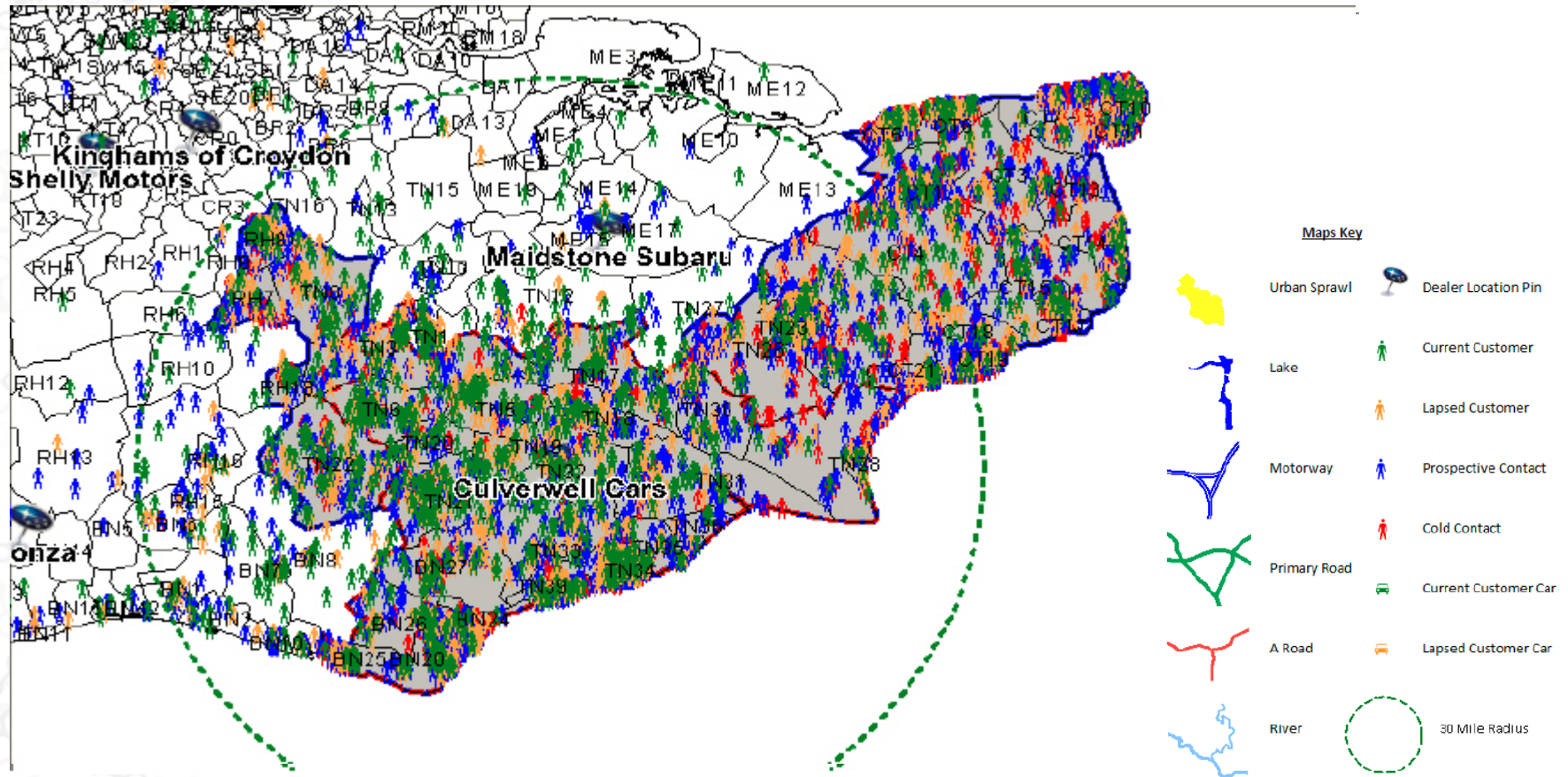
Disrupting the Customer Journey



- Currently trialling to four groups
 - Customer Anniversaries (3,4,5,6 or 7th year)
 - Preference – vehicle change date
 - Web Visitor – no enquiry or test drive
- Early results look encouraging

Segment	Enquiry to Test Drive					Test Drive to Sale		Call to Sale Conversion	Performance Ratio	Cost Per Sale (based on £3 per call)
	Sent	Enquiries	Conversion to Enquiry	Test Drives	Conversion	Sales	Conversion			
CRM_Anniversary			6.41%		11.90%		80.00%		1.00	
CRM_SetToChange			11.40%		17.95%		71.43%		5.20	
CRM_WebSession			16.72%		23.53%		33.33%		2.19	

Local Dealer Marketing



The Future

- Empowering the network to take control of local marketing to their contacts
- Continue to adapt to changing supply landscape - (Edmunds & Direct)
- The internet of things & connectivity
- Telematics data connected vehicles
- Who knows what else

In Summary

- Single Customer View is now (and will continue to be) critical to our business
- Business much more aligned to CRM processes & agenda
- Operating in an evolving environment whilst trying to continuously improve
- Test & Learn (closed loop marketing)



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