

exploration of social customer relationship management in banking industry

The graduation project is under supervision of TU Delft and ABN AMRO N.V. with the objectives to strengthen and further develop an exclusive online community (Next Gen Connect) for the Next Generation clients of ABN AMRO. The Next Generation clients are the children of ABN AMRO's top segment clients whose investable assets are more than EUR 25 million. The key issue to deal with in this graduation project is to find solutions, plan strategies to 'offer the Next Generation clients a platform to talk, meet, share, participate and engage with each other and ABN AMRO. ABN AMRO wants to learn from the platform, in which ideas can be tested, feedback generated and the Next Generation's mind sets and needs explored'.

Starting from this objective, current customer relationship management (CRM) and social customer relationship management (SCRM) literatures are studied. Based on the theoretical findings, an integrated SCRM model is proposed to identify the current situation, support concept generation, and evaluate implementation outcomes. Concepts in aspects of customer relationship management, product, service and employee are generated, tested, and evaluated according to the proposed model.

A Next Generation client data base is built for customer relationship management; updated community features are proposed and tested, as well the Next Generation clients' preferred financial products are explored. From the product perspective, the client online community can offer better experience with the new features, as well as more dedicated and customer-centric themes for future events and webinars can be developed in response to clients' needs. From the service perspective, a content marketing strategy, communication plan, and additional online events (webinars) are proposed, to reach and to keep the online engagement, satisfaction, and loyalty of the Next Generation clients.

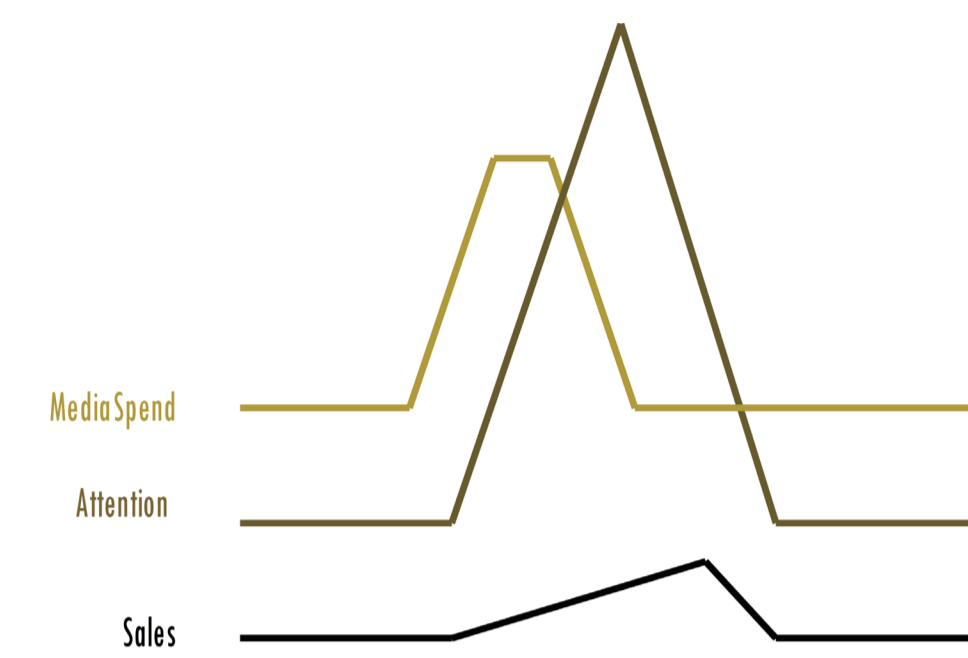


Figure 1. flow of customer attention
customer attention rapidly increases after the launch of an event or campaign. However, very commonly the attention declines dramatically with the end of the event or campaign. This indicates a key challenge to cope with in this project.

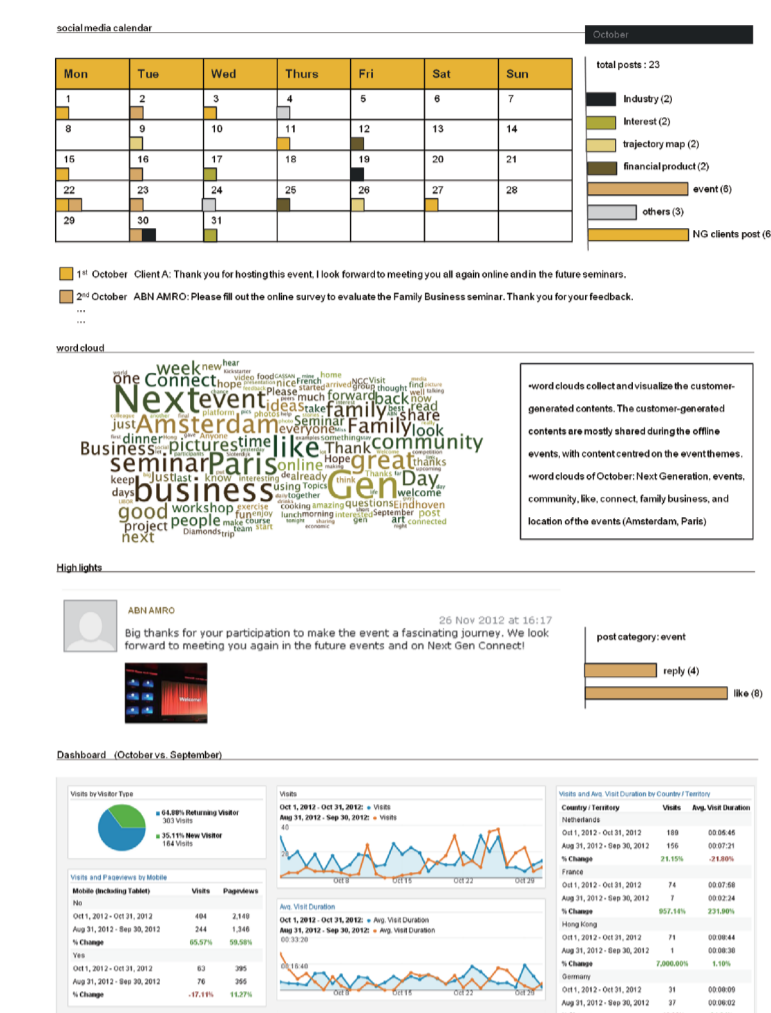


Figure 2. example of content marketing plan

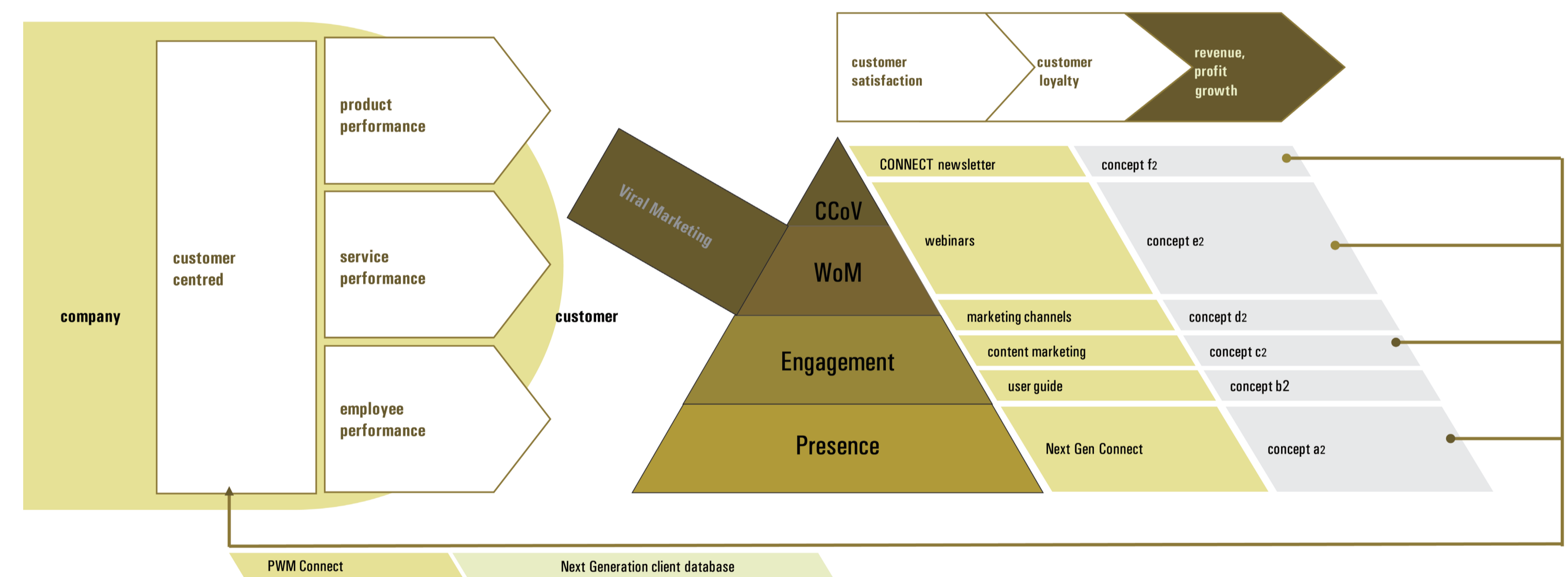


Figure 3. the integrated SCRM model
The model is the fundamental framework for ABN AMRO to maintain, design, implement, test and evaluate its SCRM activities. Firstly, ABN AMRO's customer-centred relationship, product, service and employee performances are monitored and maintained. Second, the proposed concepts for engagement building are amended to suit the activity theme. In addition, new concepts can be designed according to the hierarchy pyramid. The concepts are implemented and tested by direct customer feedback and by online statistics. The results are evaluated and then collected to provide inputs for ABN AMRO's customer-centred SCRM strategy.

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