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Before you invest
in a CRM system,
ask these
questions

ellucian[®]

A CRM
primer for
savvy CIOs

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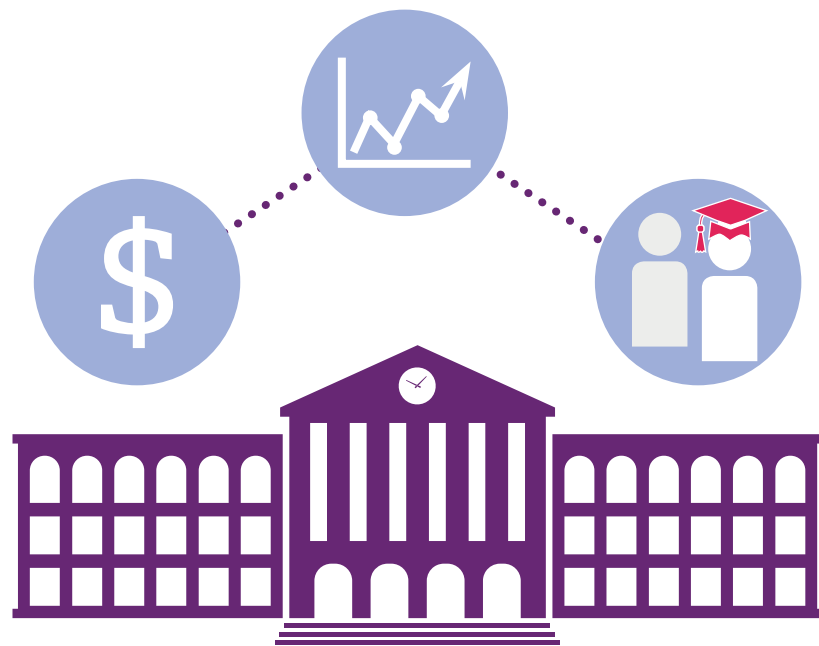
Introduction

In today's tough economic climate, higher education institutions need to reduce costs, stay agile, and provide better student services—or lose their competitive edge. So it makes sense that constituent management relationship (CRM) solutions have gained widespread use. In a recent study by industry analyst Ovum, only 10 percent of schools reported not having some kind of CRM.¹ But simply having a CRM system is not a panacea.

For example, when Loyola Marymount University purchased an enrollment management solution, it knew that what it really needed was an adaptable solution with a much broader reach. Specifically, it needed the capability to expand across the student lifecycle (not just admissions) and it needed to facilitate collaboration across multiple departments and functions—many of which did not typically work together. This vision prompted the university to choose a system that could grow with it. “You have to look at how various offices in the same college collaborate with other administrative offices, like financial aid or the Academic Resources Center,” says Jean-Paul Andrieu, Director of Planning and Systems of Loyola Marymount University. “If you aren't a student and you are having challenges collaborating with the campus in general, well, that's a problem.”

Loyola Marymount University's foresight paid off in spades. By recognizing that department-specific systems would not meet their long-term needs, they implemented a comprehensive solution that had the capacity to grow with them.

1. Nicole Engelbert and Navneet Johal, “2013 ICT Enterprise Insights in the Higher Education Industry report,” Ovum, October 2, 2013.



CRM Adoption Across the Institution

PROSPECTS	STUDENTS	ALUMNI AND FRIENDS
Undergraduate	IT helpdesk	Donor programs
Graduate—Professional	Academic advisement	Alumni relations
Graduate—Other	Career services	
Continuing education	Financial aid	
	Physical plant	
	Residence life	
	Instruction	

KEY:

Very little adoption	Early adopters	Growing	Strong	Well-established adoption
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Source: Nicole Engelbert , “The value of institution-wide CRM presentation,” Ovum 2013.



Think of CRM as an enterprise communication tool that can help you manage the relationship along each step of the student lifecycle and beyond.

If Amazon knows my name and what I like, why don't you?

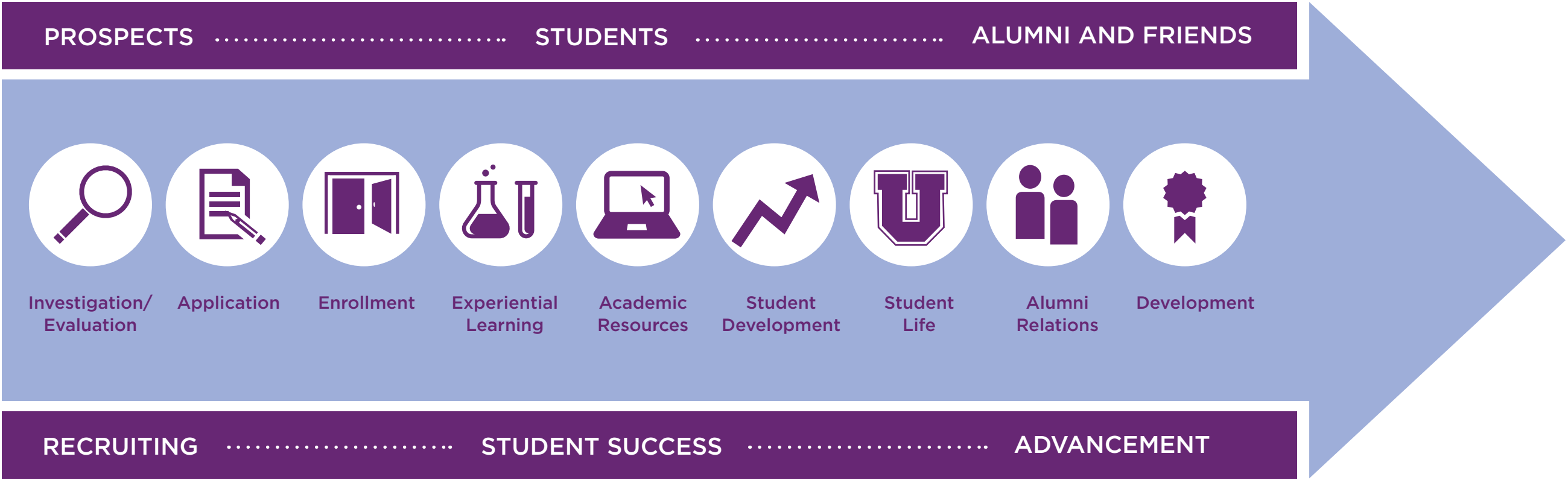
Students expect a level of personalization most institutions aren't used to providing. They expect to be able to do what they need—like access their grades, register for courses, or schedule an appointment with their advisors—when they want to, from wherever they are. And they expect that what you promised in terms of a campus experience will be delivered—sooner rather than later. The same information that makes campus life easier for students helps your faculty send meaningful, individualized communications such as recruitment letters to best-fit students or donation requests to alumni. To meet those high expectations is going to require the entire campus working together and sharing information. Above all, it means that the whole system has to be agile enough to change on a dime. Because that's how fast your students expect things to get done.

That's where a CRM solution can help. But, unfortunately, many institutions don't understand that CRM is not just a piece of software. Rather, it's a comprehensive strategy supported by technology that helps you more effectively manage relationships with specific groups, such as prospective and current students and alumni, over the lifetime of each relationship. So it is designed to unite the institution by breaking down departmental siloes and creating uniform workflows that result in a consistent experience for the full student experience and beyond—from prospect to alumnus.

A comprehensive approach to CRM does this. And, because the right system can be configured to help you meet your goals and strategies, it remains as nimble as your changing needs.

By asking a handful of key questions upfront, chief information officers (CIOs) can choose a CRM system that doesn't just fulfill one discreet function but rather, provides effective relationship management throughout the entire lifecycle.

The Constituent Lifecycle



5 questions to ask before you invest

Question 1: Do we choose a generic enterprise-class or higher education-specific solution?

This seems like a no-brainer but it's not. There are plenty of solid, generic CRM platforms available today. Trouble is, once you buy the platform, you have to then invest time, resources, and money to make it work for you. So that means you'll have to add functionality to address recruitment, enrollment, student success, retention, and advancement challenges. Then, you'll need to add all the data fields and events that make those customizations functional. Where are the data fields? How do the data models work? Once you figure that out, you've got to map those to department business processes and workflows. Then you've got to integrate all of that with your learning management system and your enterprise resource planning system. And every time there's an upgrade or the CRM platform changes, you've got to do it all again. So look at total cost of ownership. You had to customize it to make it work and then you have to continually invest to keep things working.

Worse, the inflexible nature of some generic platforms can force you to change your successful business processes to fit the system. The cost of rewiring successful processes doesn't just include time and money, either. It can hurt staff productivity, which can lead to "mutinies," where people refuse to adopt the system.

The problem with generic, enterprise-class systems is it's hard to know what you don't know. Going back and reconfiguring for unexpected needs can take significant time. And the result is often a CRM that is designed for those who were most closely involved in its development rather than the complete set of users. So, what once seemed like a cost-effective answer becomes more and more costly in terms of time, money, and morale. That's why, although CRM demands the largest market of any enterprise software—estimated to be some \$37 billion by 2017—actual use of these systems is measured at only one percent.¹

1. "4 Reasons Why You Should Custom-Build Your CRM System," Caspio blog, (September 13, 2013), accessed May 2, 2014, <http://blog.caspio.com/paas-in-action/4-reasons-why-you-should-custom-build-your-crm-system/>.

Hidden costs of generic platforms



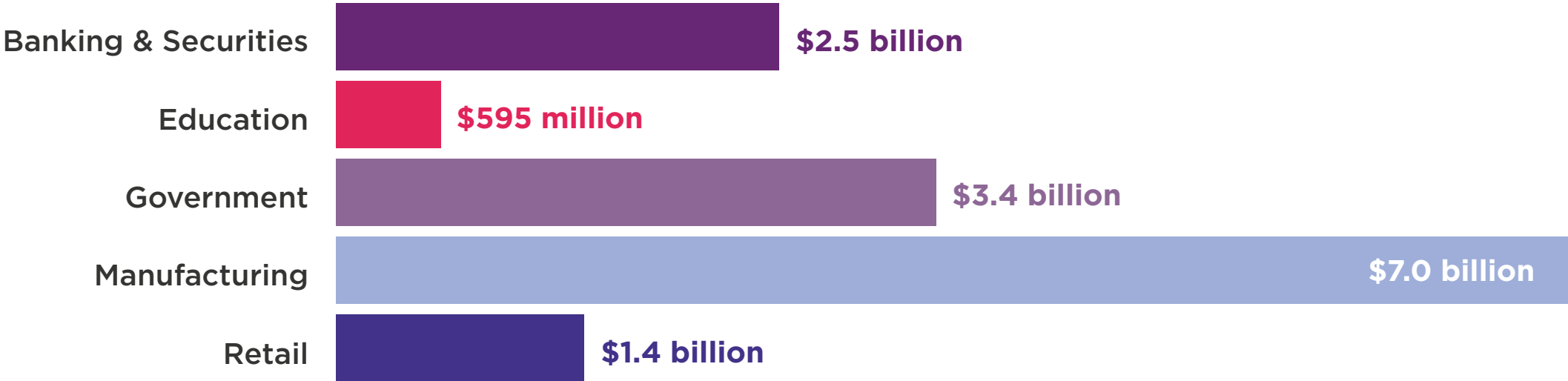
HIGHER-ED SPECIFIC

GENERIC

More and more higher education institutions are choosing systems that are tailored to their needs from the get-go. Even at 90 percent adoption, education spending on CRM is dwarfed by that of industries like manufacturing and banking. Often unable to keep up with the pace of CRM development, higher education-specific systems can quickly become outdated.

The key is finding a system that is both tailored to meet your needs and built on a platform that is widely used. Think about it this way: would you rather have a small solution run by a small team of developers or an advanced system that gets the funding, support, and investments needed to develop the most innovative approaches to CRM? Look for a hybrid system that is built within a familiar interface, which shortens the learning curve.

U.S. ERP/SCM/CRM Spending 2013



Source: Gartner, 2013

Question 2: How does the CRM integrate with my existing and future technology?

Every higher education institution has its own unique set of technology solutions for core administrative areas that, while outside the CRM loop, often rely on related data. Imagine how you might do things differently if you could see all the important information you needed, compiled in a unified view, and could share that information with others. And imagine if you could track interactions with prospective students, enrolled students, and alumni on a daily basis. It would help you create distinctive experiences, establish strong relationships early, and sustain those connections with communications that matured over the course of a lifetime. This is how enterprise systems with an open architecture offer significant time and resource savings over siloed ones.

In addition, integration with knowledge worker applications—like email and database programs—and process-enhancing software—like data imaging—can help ensure a smooth adoption for faster return on investment. This also enables single sign-on access which is not only convenient, but amps up security controls.

Beyond existing systems and software is the question of the future. Open architectures and application programming interface (API) accessibility are the best way to ensure that your CRM system not only fits what you have now, but also remains viable for the future within an ever-changing technology landscape.

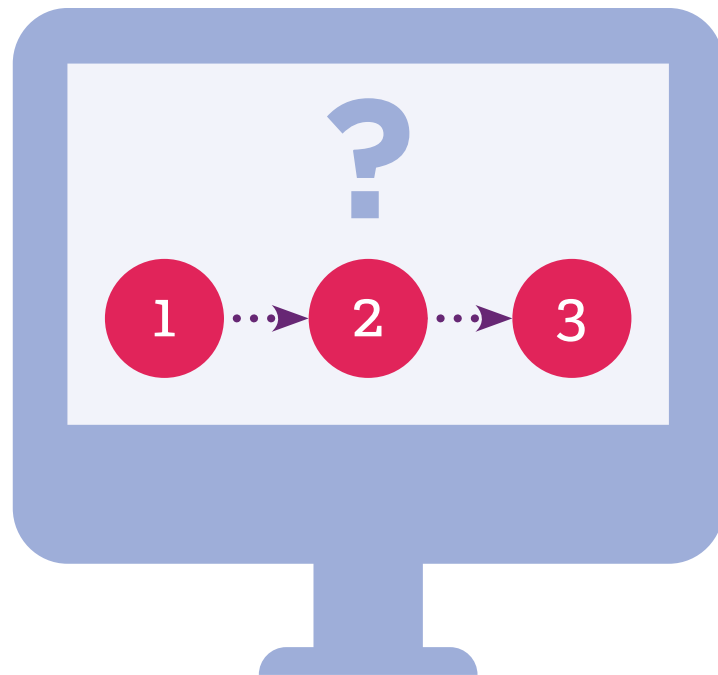


Question 3: Is the system configurable to our unique business processes?

During your evaluation process, make sure you can answer “yes” to this question. Your CRM implementation is an ideal time to take a fresh look at existing processes and introduce both streamlined business processes and software automation simultaneously. When you go beyond software implementation and configuration to look at business process improvement, you can evaluate and rebuild business processes and then support them with technology to enhance efficiency and speed adoption.

“Whichever CRM tool you choose to deploy, you’re going to find that you’re dealing with the implementation and automation of customer facing business processes,” writes Denise Holland in the article *The Synergy Between CRM Deployment and Process Improvements*.¹ “Modifying your CRM software implementation approach to go beyond simple software configuration, and fully include business process improvement or reengineering, will clearly deliver both an increased efficiency and return on your technology investment.”

Implementing the software alone is a missed opportunity. As you revisit your existing processes, take a hard look at what’s working and what’s not. Just because you’ve always done something a certain way doesn’t mean it’s effective. Look at steps or workflows that can be cut—or replaced with automation. Make sure you include the people that do the work in your process; they understand the processes and their limitations today, and their buy-in and engagement is critical to the overall success of the implementation.



1. Denise Holland, “The Synergy Between CRM Deployment and Process Improvements,” CRM Search, accessed May 2, 2014, <http://www.crmsearch.com/bpr.php>.

Take advantage of the implementation to set your own parameters and thresholds for universal processes like ranking applications and managing students at risk. Preload and preconfigure the right fields, scripts, and data sets into the system to save time and standardize data input and naming conventions. And let your users help you create the views and dashboards that are most useful to them—without custom coding—to boost user adoption and decrease dependence on IT. Go through each process to identify cracks in the system. Those glitches may be potential opportunities to plug in the CRM software and create a powerful system tailored to your needs.

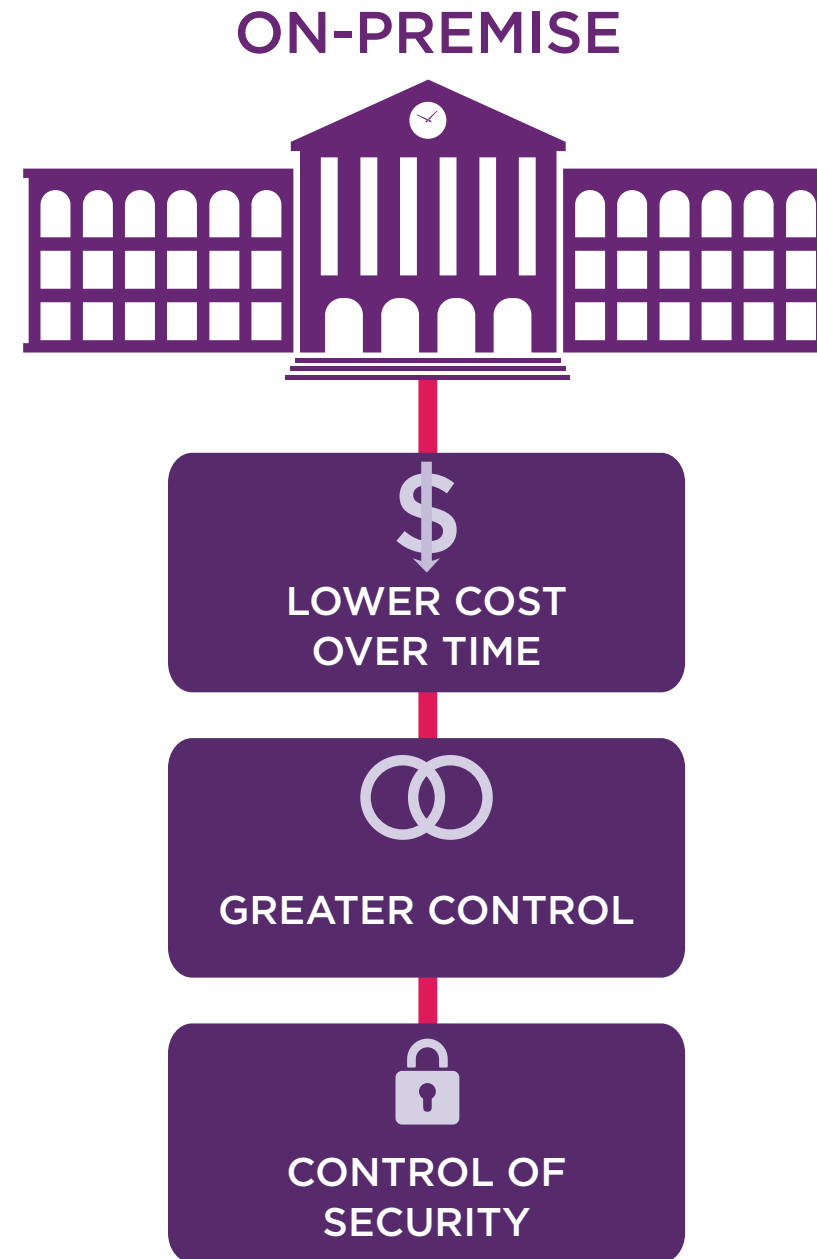
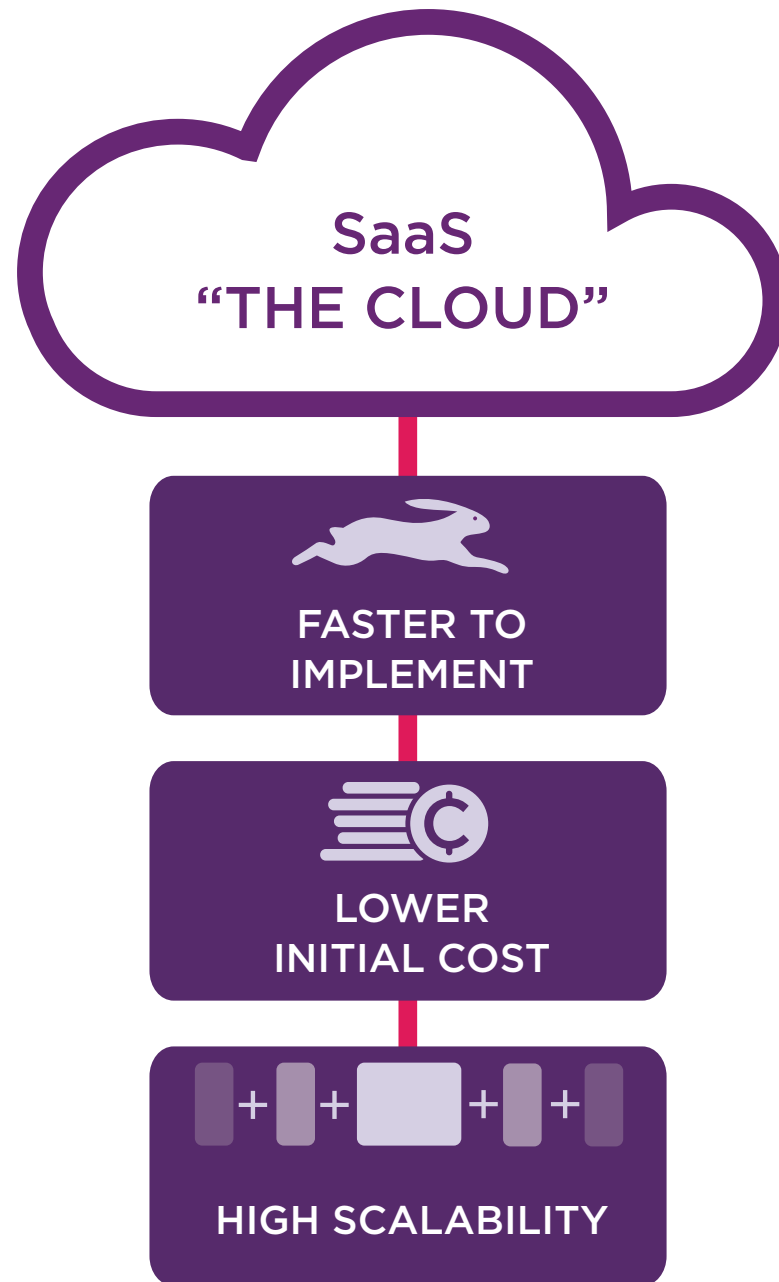
Question 4: How should we deploy a CRM system?

Historically, many schools have selected to deploy on-premise because of the greater control it can offer. But this approach requires more on-campus resources to maintain and secure the system. By contrast, Software-as-a-Service (SaaS) is more nimble and can save your institution money, at least in the short-term.

The good news is that now you don't necessarily need to choose one over the other. You can choose to deploy one solution on-premise and a different solution as a SaaS. Or, you can select a deployment method now and switch to another model as the needs of your institution change. The point is you can have both control and flexibility. According to Jones, "True multitenant architecture in some ways constrains what you can do as a customer. You really have to play by the rules of how they've built their data model and how they allow you to manipulate it. With [an] architecture that can be completely virtualized by the customer, we have a much greater latitude in how we deploy it."



Off-site or on-site, the choice is yours.

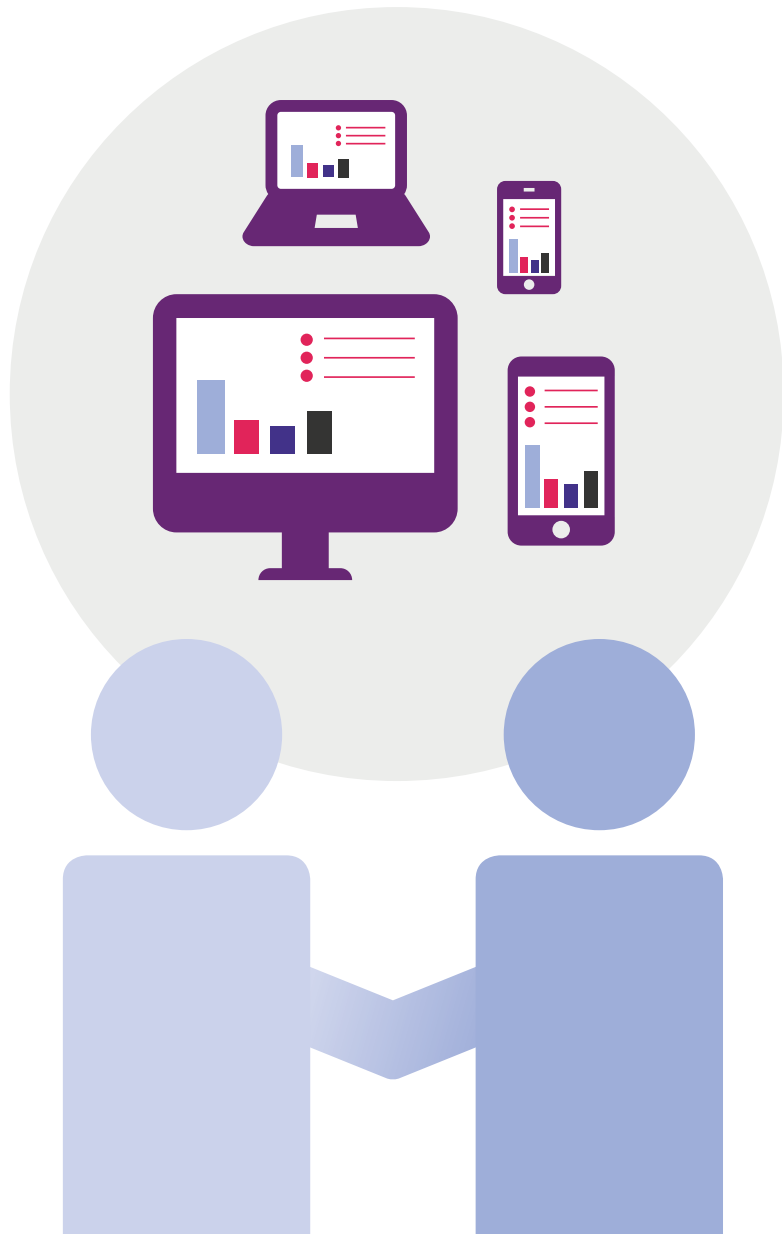


Question 5: How will we manage the change?

Many of the top issues affecting the success of CRM in higher education can be traced directly to poor planning, set up, and implementation. And don't underestimate resistance to change. Before you undertake a CRM implementation, make sure you understand that strategy and technology go hand in hand. That means looking at the whole picture to ensure adoption, defining who owns the data, and understanding how the system will integrate with your existing systems to minimize negative effects on people and processes.

It is critical that you work with a partner who is not only an expert in CRM implementation but also understands industry best practices. Ideally, your partner offers ongoing services that can help you address issues quickly and effectively. Choosing a partner with both experience and expertise can help you redesign your business processes to harness the full power of the CRM system.

At its very worst, a CRM initiative can bog down processes and hinder communication. But with the right implementation and a skilled partner to support you, it can radically improve processes, free up resources, and provide the insight you need to strengthen lifelong relationships.



Conclusion

As a CIO, you have the opportunity to shape the future of CRM at your institution. With a broader perspective of the CRM landscape you can select a CRM system that is easy to implement, use, and maintain, so you see a faster return on investment.

By looking at a CRM system implementation as a long-term initiative rather than a short-term project, Loyola Marymount University was able to realize its initial vision. “Students are the life of our university. So we had to look at how they related to different groups on our campus,” says Andrieu. “We looked at each student from every single angle of their life—not just academics—to understand how they play, how they communicate, how they build their relationships.” This holistic perspective of a student incorporates financial, emotional, and physical health in addition to academic performance—and helps the university better engage with the student. “Whatever the goal, the technology can help us collaborate with everyone. We are seeing how it helps from the beginning to end of an average student lifecycle, from the moment a student applies to the university, through acceptance, registration, and orientation, ongoing participation, and ultimately graduation. Then that student becomes part of the alumni community and helps support and spread the word about the university. That is the vision.”



Ellucian CRM is a robust set of flexible constituent relationship management (CRM) solutions that can help your institution more successfully recruit and enroll prospective students, support and retain current students, and cultivate meaningful lifelong relationships with alumni and supporters. It's built for higher education on the Microsoft® Dynamics CRM platform, so you don't have to waste time and money creating and recreating the system you really need. It's all here: functionality and speed with minimal IT support needed.

Ellucian CRM helps you:

- ✓ Understand the relationship with a unified view of constituent interactions
- ✓ Personalize every communication for meaningful, relevant engagements
- ✓ Make better and faster decisions with consistent and integrated data
- ✓ Boost staff efficiencies and redirect their focus to business priorities
- ✓ Support enrollment, retention, and development goals

About Ellucian

Ellucian is the world's leading provider of software and services higher education institutions need to help students succeed.

More than 2,400 institutions in 40 countries rely on Ellucian to help enable the mission of higher education for over 18 million students. Ellucian provides student information systems (SIS), finance and HR, recruiting, retention, analytics and advancement software solutions. With more than 1,400 institutions subscribing to Ellucian's cloud services and SaaS offerings, the company is one of the largest providers of cloud-based solutions. Ellucian also supports the higher education community with a range of professional services, such as application software implementation, training, education, and management consulting.



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