

HOW DSV RE-IMPLEMENTED CRM USAGE



CRM Adoption as an Enabler for Organic Growth – From a Few to 3,000 Active Users of MS Dynamics

- STARTING POINT**
 - DSV is experiencing massive growth through acquisitions
 - Management has promised shareholders organic growth and an increased Share of Wallet (SoW)
 - Eight years of attempts to implement CRM using local Adoption Managers
 - Salesforce was replaced with MS Dynamics along the way

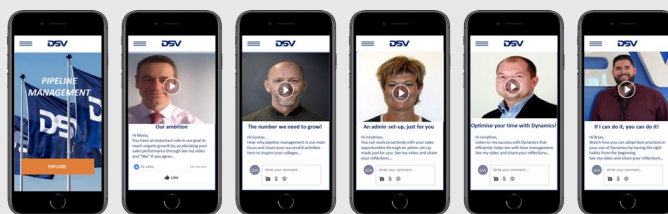
- CHALLENGE**
 - Acquisitions during COVID-19 (WFH) led many to miss seeing CRM's value
 - Internal sales/CRM training and e-learning fail to change behavior
 - New CRM requests signal a lack of buy-in
 - The CRM Adoption role is inconsistent and lacks structure

- PROCESS**
 - Deep dive into methods, analyses, metrics, systems, e-learning, etc.
 - Workshops with country leadership to uncover reservations and champions
 - Co-labs with Adoption Managers, super-users, and others across 4 time zones
 - Consolidation of all collected data and reporting of a comprehensive plan

- RESULT**
 - Field Research reveals barriers and transformation drivers
 - Co-creation of a narrative linking CRM, SoW, and organic growth
 - Baseline established for CRM use and a knowledge-sharing community
 - New role descriptions and KBIs for local CRM Adoption Managers

- TIPPING POINTS**
 - A leadership willing to act on the analysis and comprehensive plan
 - Acceptance of recommendations with expected impacts at 3, 6, and 12 months

- FINAL DELIVERABLES**
 - Recommendations for digital onboarding of new employees
 - Monitoring of behavior and results, new KBIs, and a new knowledge-sharing process
 - Qualitative e-learning and content for digital behavior design and nudging



App - Frontpage Communication of leadership focus: Organic growth strategy explained Communication of leadership focus: "Why" Pipeline Management Communication of leadership focus: "Why" your engagement is key Broadcast success: Real examples with real achievements drives a wave Broadcast success: Real examples with real achievements drives a wave

“ The external analysis uncovered just how big the problem is and what it really takes to solve it... What we spent 8 years not knowing. ”

Anders Normann

Senior Director, Customer Experience and Sales, Global Commercial Organization