

---

# Index

- ABC *see* Activity-based costing
- ABC Flowcharter, 82
- AC Nielsen, 356
- Account management, 399, 400, 476–81
- Account managers, 466–7
- Accreditation programmes, 315–16
- Accuracy, data, 108
- ACORN, 130, 131
- Acquisition of customers, 227–31
  - costs, 139
  - CRM analytics, support from, 252
  - offers, 249–50
  - operational CRM tools, 250–2
  - performance indicators, 248–9
  - prospecting, 233–48
  - value estimates, 231–3
- ACSI model *see* American Customer Satisfaction Index model
- Activity-based costing (ABC)
  - customer portfolio management, 138–41
  - sacking customers, 286
- Activity links, 51, 295–6
- Activity management, 399, 451
- Actor bonds, 51, 295
- Additional benefits, 199–200
- Adhocracy, 75
- Adrian Payne’s five-process model, 20
- Advantage Card, Boots, 269
- Advertising, 238–9
- Advocacy groups, 234–335
- Aerospatiale, 329
- Affective advertising, 238
- Affiliations, 252
- Affinium campaign management, 419–20
- Agent management, 451
- Agents, 336–7
- AHA *see* American Heart Association
- Airlines:
  - customer satisfaction, 48
  - service quality, 205
- Alenia, 330
- Alignment of processes, 317–20
- Alliances, 323–4, 329–31
- Allied Domecq, 339
- Amazon.com, 197, 198, 249
- Ambush marketers, 176
- American Airlines, 328
- American Customer Satisfaction Index (ACSI) model, 47
- American Heart Association (AHA), 111
- AMP (Australian Mutual Provident), 293
- Analytical CRM, 9–11, 82, 97, 377–81
  - at AXA Seguros e Inversiones (AXA), 10
  - market segmentation, 129
  - owner/investor relationships, 348
- Andersen Consulting, 234
- Anglo-Australian school, 53–4
- Anheuser-Busch, 176
- Application integration, 385–9
- Architecture of CRM, 381
- ‘Arrival at hotel’, 172
- Asian school, 54
- Asset management, 418
- Assurances, 201
- AT&T, 331
- Attitudinal loyalty, 270
- Attractiveness, factors influencing, 152
- Augmented product, 198
- Australian Mutual Provident *see* AMP
- Automated workflow, 390–1
- Automation, 6–9
- Automobile manufacturers, 17
- Avaya, 371
- Avon Cosmetics, 332
- Avon Rubber, 297
- AXA group, 10
- B2B *see* Business-to-business
- B2C *see* Business-to-consumer
- Back-office processes, 80

- BAe, 330
- Banded packs, 243
- Banks, 17
  - customer activity cycle, 173
  - customer portfolio management, 126
  - customer satisfaction, 48
  - transaction costs, 475
- Barclays bank, 38
- Barnes, Jim, 27
- Bassett, Bertie, 176
- Batch processing, 385
- BCG matrix *see* Boston Consulting Group matrix
- Behavioural loyalty, 270
- Benchmark customers, 157
- Benchmarking partners, 331–2
- Benefit competitors, 129
- Benefits:
  - segmentation, 131
  - value for customers, 199
- Bennetton, 336
- Berkshire Hathaway, 350
- Best Western, 338
- Bilateral relationships, 40
- Bilateral termination, 29
- Bivariate CPM models, 149–53
- Blackberry, 371
- Blueprinting *see* Flowcharting
- BMW, 324, 330
- Body Shop International, 278, 279, 317
- Boise Office Solutions, 6
- Bonds, 274
  - social bonds, 274–5
  - structural bonds, 275–7
- Bonus packs, 243
- Boots, 269–70
- Booz Allen & Hamilton, 74
- Boston Consulting Group (BCG)
  - matrix, 156–7
- Bow-tie structure, for KAM, 479
- Bradesco Bank, 329
- Brand organization structure, 471–2
- Branding, 200–1
- Branson, Richard, 246, 351
- British Airways, 328
- British Home Stores, 321
- British Petroleum (BP), 175
- Brokers, 337
- Browser technologies, 389
- Buffett, Warren, 350
- Bundles, 200
- Business case development, 70–1
- Business Direct, analytical CRM, 348–9
- Business excellence models, 316
- Business network, 395, 298–9
- Business performance, 43, 46
- Business process, 80–3
- Business-to-business (B2B), 40, 41
  - customer portfolio management, 126–7, 147–54
  - e-commerce, 325–7
  - prospecting, 233–5
- Business-to-consumer (B2C), 41–2, 43
  - customer portfolio management, 126–7
  - e-commerce, 325
  - mass customization, 196
  - prospecting, 238–45
- Businesses:
  - identification of market, 129
  - market segmentation, 132–4
- Buy-in, 76–7
- BUZGate.org, 215
- Buzz marketing, 244
- CAC *see* Customer activity cycle
- Cadbury, 331
- CAGs *see* Customer advocacy groups
- Calculus based trust, 29
- Call centres, 365, 371, 448
- Call routing software, 9
- Campaign management, 251, 418–20
  - customer development, 283
  - direct mail campaign management, 422
  - e-mail campaign management, 423, 424
  - enterprise marketing management, 424
- Campaign managers, 467–8
- Canon, 331
- Canvassing, 237, 246
- Capital costs, 139
- Capital One, 386
- CART *see* Classification and regression trees
- Casa Buitoni, 42
- Case assignment applications, 451
- Case management, 452
- Cash back, 243, 274
- Category management, 322
  - structure, 471–2
- Caterpillar, 332
- Causal methods, 138
- CBA *see* Commonwealth Bank of Australia
- CCBU *see* Coca Cola Bottling Unit

- Census data, 101  
 Century, 21, 338  
 CEOExpress, 236, 237  
 CGM *see* Customer generated media  
 Chaebols, 338  
 CHAID *see* Chi-square automatic interaction detection  
 Chandler, Alfred, 469  
 Change management needs, identification of, 74–5  
 Channel:  
   customer development, 284  
   integration, 284, 447  
   prospecting, 234  
   value for customers, 218–19  
 Check-in episode, 172  
 CHEP, 418  
 Chi-square automatic interaction detection (CHAID), 421  
 Chrysler, 234, 331  
 CI *see* Consumers International  
 CIF *see* Customer information files  
 Citibank, 173  
 Classification and regression trees (CART), 147, 420–1  
 Click-to-open rate (CTOR), 423  
 CLM *see* Closed-loop marketing  
 Closed-loop marketing (CLM), 416  
 Clubcard members, in Tesco, 143  
 Clubs for customers, 271–3  
 Cluster analysis, 420  
 Clustering techniques, 116, 144–5  
 Co-branding, 176–7  
 Coca Cola, 176  
 Coca Cola Bottling Unit (CCBU), 456  
 Cognitive advertising, 238  
 Cohort values, 39  
 Cold calling, 237  
 Cold-canvassing, 246  
 Collaborative CRM, 11–12, 83, 97, 349, 376  
 Collaborative team selling, 482  
 Collection schemes, 274  
 Commercial contexts, of CRM, 17–18  
 Commitment:  
   customer retention, 277–9  
 Commitment-Trust Theory of Relationship Marketing, 54  
 Committed customers, 232  
 Commonwealth Bank of Australia (CBA), 285  
 Communication:  
   customer development, 284  
   value for customers, 216–18  
 Companies:  
   value for customers, 190–1  
 Company-generated messages, 175  
 Compaq, 294, 322  
 Competing firms, alliances between, 330  
   complementary alliances, 331  
   quasi-concentration alliances, 330  
   shared supply alliances, 330  
 Competitions, 243  
 Competitors:  
   customer retention, 280  
   identification of market, 129  
   value for customers, 190  
 Compiled list data, 100–1  
 Complaints management process, 211–13  
 Complementary alliances, 331  
 Consortia, 338  
 Constituencies, 16  
 Consumer goods manufacturers, 17  
 Consumers:  
   market segmentation, 129–32  
   *see also* Customers  
 Consumers International (CI), 333  
 Contact centres, 447  
 Contact information, 98  
 Contact management, 399, 401  
   patterns, 476  
   sales-force automation (SFA), 8  
 Continuous purchases, 274  
 Contract management, 399, 452–3  
 Controlled contact pattern, 476  
 Conventional customer management structures, 469–74  
 Conversion Model™, 231–3  
 Conversion rates, 241  
 Cookies, 438–9  
 Co-operative Bank, 278  
 Coordinated contact pattern, 476  
 Core customer management strategies, 158–9  
 Core owner, attracting, 350  
 Core product, 198  
 Corporate culture, 280  
 Cost-to-serve, 36  
 Costs:  
   activity-based costing, 286  
   customer retention, 260  
   loyalty schemes, 267  
   switching by customers, 263  
   value for customers, 188  
 Coupons, 243

- CPM *see* Customer portfolio management
- Craft customization, 195
- Critical success factors (CSFs), identification of, 78–9
- Cross-functional teams, 474
- Cross-promotions, 243
- Cross-selling, 283
- CRS *see* Customer referral scheme
- CRV *see* Customer relationship value
- CSA *see* Customer service agent
- CSR *see* Customer service representative
- CTOR *see* Click-to-open rate
- Culture:
  - corporate contexts, 280–1
- Customer:
  - databases, 97
  - development, 283–4
  - and product management, 372–3
- Customer acquisition, 227
  - costs, 139
  - CRM analytics, support from, 252
  - offers, 249–50
  - operational CRM tools, 250–2
  - performance indicators, 248–9
  - prospecting, 233–48
  - tenure, 32
  - value estimates, 231–3
- Customer activity cycle (CAC), 173
- Customer advocacy groups (CAGs), 333–5
- Customer attractiveness, factors influencing, 152
- Customer-centric businesses, 4–5
- Customer development, 257, 283–4
- Customer experience and CRM, 165–83
  - link between, 182–3
  - software applications, influence of, 179–82
- Customer generated media (CGM), 216
- Customer information fields:
  - communication preferences, 99
  - contact data, 98
  - contact history, 98
  - current pipeline, 99
  - opportunities, 99
  - products, 99
  - transactional history, 99
- Customer information files (CIF), 365
- Customer insight, 33–4
- Customer intimacy, 192
- Customer lifetime value (CLV) *see* Lifetime value
- Customer loyalty, 43, 44–6
- Customer/market-oriented company, 5
- Customer organization structure, 472–3
- Customer-perceived value, 267
- Customer portfolio management (CPM), 125–7
  - activity-based costing, 138–41
  - in business-to-business context, 147–54
  - data mining, 143–7
  - lifetime value, 141–3
  - market segmentation, 127–36
  - sales forecasting, 136–8
  - strategically significant customers, 157–8
  - strategies, 158–9
  - tools, 154–7
- Customer referral scheme (CRS), 245
- Customer-related data, 15
- Customer-related database, 95–6
  - data access and interrogation, 113–14
  - data attributes, 108–9
  - data integration, 109–11
  - data marts, 112–13
  - data mining, 114–17
  - data warehousing, 111–12
  - database maintenance, 107–8
  - database technology and hardware platform, 102–7
  - development, 96–102
  - privacy issues, 117–19
- Customer relationship management, definition of, 4, 14–15
- Customer relationship managers, 468
- Customer relationship value (CRV), 38
- Customer retention, 260, 262
  - contexts, 280–1
  - customer development, 283–4
  - economics, 261–2
  - key performance indicators, 281
  - positive customer retention strategies, 263
  - research, 277–9, 282–3
  - sacking customers, 284–7
  - strategies, 263–4
- Customer satisfaction, 43, 44
- Customer segmentation, 420–1
- Customer self-service, 453
- Customer service, 445–7

- Customer service agent, 468–9
- Customer service representative (CSR), 97
- Customer strategy cube, 65–6
- Customer touchpoints, 170
- Customer value:
  - channels, 218–19
  - communication, 216–18
  - creation, 187
  - estimation, 231–3
  - people, 213
  - physical evidence, 214–16
  - processes, 210–13
  - products, 197–201
  - services, 201–9
  - sources, 191–3
- Customers:
  - clubs for, 271–3
  - delight, 264–5
  - dismissals, 284–7
  - engagement, 277
  - expectations, 475
  - key account management, 476
  - lifecycle, 227–33, 252, 257
  - prospecting, 233–48
  - referrals, 261
  - retention, 257, 258, 262
  - significance, 157–8
- Customization:
  - customer development, 284
  - value from communication, 217
  - value for customers, 193–7
  
- Daewoo, 338
- DASA, 330
- Data access and interrogation, 113
- Data accuracy, 108
- Data attributes, 108–9
- Data enhancement, 100–1
- Data integration, 109–11
- Data marts, 112–13
- Data mining, 114–17, 143–7, 380–1, 428–9
  - clustering techniques, 144–5
  - customer development, 283
  - decision trees, 145–7
  - neural networks, 147
- Data protection, 117
- Data security, 109
- Data transformation, 112
- Data warehousing, 111–12, 113
- Database marketing, 12
- Database queries, 114
  
- Databases:
  - customer, 97
  - maintenance, 107–8
  - technology and hardware platform, 102–7
- Decision trees, 145–7
- De-duplication, 106
- Defection of customers:
  - customer retention, 258–60
  - research, 282–3
- Delighting customers, 264–5
- Dell Computer, 134, 193, 264, 294, 298, 397
- Delta Plastics, 298
- Deming, W. Edward, 317
- Destination outlets, 337
- Development of CRM strategy:
  - business case development, 70–1
  - channels, 66–7
  - customers/segments, 66
  - education commencing, 67–8
  - goals and objectives establishment, 69
  - market offerings, 66
  - people, process and technology requirements, identification of, 69–70
  - set priorities, 68
  - situation analysis, 65–6
  - vision development, 68
- Development of customer-related database, 96–102
  - customer information fields, 98
  - data enhancement, 100–1
  - database functions, 97
  - information requirements, 98
  - information sources identification, 99–100
  - primary data, 102
  - secondary data, 102
- Development of customers, 357, 283–4
- Dialogue scripting, 391
- Diamond structures, for KAM, 480
- Dick and Basu's model, 45
- DINA, 329
- Direct mail campaign management, 422
- Discounts, 243
  - lifetime value, 141–2
- Discriminant analysis, 420
- Disintermediation, 216
- Dismissal of customers, 284–7
- Disney, 339
- Distribution networks, 301–2

- Document management, 399
- Door openers, 158
- Dow Chemical, 382–3
- Dun and Bradstreet, 321
- Dunkin' Donuts, 338
- DuPont, 330, 332
- Dwyer model, 34
  
- E-auctions, 326–7
- EBM *see* Event-based marketing
- E-commerce:
  - business-to-business, 325–7
  - business-to-consumer, 325
- Economic issues, 261–2
- Economic value to the customer (EVC), 189, 190
- Ecosystems, 369–72
- ECR *see* Efficient consumer response
- EDI *see* Electronic data interchange
- Educational programmes, 67–8
- Efficient consumer response (ECR), 51
- EGain, 423
- Egg Credit Cards, 250
- Electronic data interchange (EDI), 11, 33, 318, 326
- Electronic procurement, 324–7
  - business-to-business e-commerce, 325–7
  - business-to-consumer e-commerce, 325
- E-mail, 326
  - campaign management, 423, 424
  - integration, 386
  - interactivity, 217–18
  - prospecting, 237–8, 247
  - response, 391
- E-mail response management systems (ERMS), 453–5
- EMC remote customer service, 471
- EMM *see* Enterprise marketing management
- Emotional buy-in, 76
- Employee:
  - portals, 358
  - role, 351–3
  - satisfaction, 356
- Employee relationship management (ERM)
  - software applications, 357–9
- Empowerment, 354–5
- Enabling product, 198
- End-user tests, 90
- Enhancement of data, 100–1
- Enron Corporation, 234
  
- Enterprise CRM suites, 369–70
- Enterprise marketing management (EMM), 424
- E-procurement, 326
- Equity bonds, 276
- Equity theories, 209
- ERM *see* Employee relationship management
- ERMS *see* E-mail response management systems
- E-shops, 326
- Ethical concerns, 281
- Ethnographic methods, 173–4
- European Customer Satisfaction Index, 48
- European Quality Award, 316
- EVC *see* Economic value to the customer
- Event-based marketing, 7, 251–2, 425
  - customer development, 283
- Event management software, 399–401, 401
- Execution styles in advertising, 240
- EXEL, 314
- Expectations:
  - customer retention, 264–5
  - customers, 475
  - ownership, 281
- Expectations–disconfirmation model, 44
- Experience mapping, 171–2
- Experimentation, 251
- Extensible markup language *see* XML
- Extranets, 319
  
- Family lifecycle (FLC), 130
- FedEx, 332
- FFP *see* Frequent flier programmes
- Field service, 448
- Fields of information, 98
- Filtrex, 434–5
- Financial bonds, 275
- Fiocca's CPM model, 151–3
- First Direct, 81
- First time fix rate (FTFR), 458
- Five-forces analysis, 155–6
- Fixed costs, 320
- Flag Hotel, 338
- FLC *see* Family lifecycle
- Flexibility application, 180
- Flowcharting, 82
- Flymo, 319–20
- 'Focal firm', 298
- Ford, 317, 321, 331

- Forecasting sales, 136–8  
Forrester, 3, 369  
Foundations building, for CRM implementation, 72  
  buy-in, 76–7  
  change management needs identification, 74–5  
  critical success factors, identification of, 78–9  
  governance structures establishment, 72–4  
  organizational culture, 75–6  
  project management needs, identification of, 77–8  
  risk management plan development, 79–80  
  stakeholders identification, 72  
Franchisees, 338–9  
Francis Buttle's model, 20  
Free premiums, 243, 274  
Free promotional offers, 243  
Freight Traders, 408  
Frequent flier programmes (FFP), 267, 270  
Front-office processes, 80  
FTFR *see* First time fix rate  
Functional organization structure, 470  
Functionality, offered by SFA software, 398–406  
Functions of databases, 97
- Gaps, SERVQUAL model, 203, 204  
Gartner competency model, 20–2  
Gartner Inc., 419  
General Electric (GE), 293, 314  
General Foods, 294  
General Motors, 314, 350  
  product configuration at, 397  
Genesys, 371  
Geodemographics, 130, 131  
Geographic bonds, 276  
Geographic competitors, 129  
Geographical organization structure, 470–1  
Giordano, 336  
GlaxoSmithKline, 199  
Globalization issues, 477  
Goals of CRM, 69, 469  
Google Adwords, 425  
Governance structures establishment, 72–4  
GPT Payphone Systems, 332  
Graphical user interface (GUI), 409  
Green Shield Stamps, 267  
Grönroos model of service quality, 202  
GSK, 192  
GTE, 331  
Guanxi, 54  
Guangzhou Lonkey Industrial Company (GLIC), 329  
Guarantees, 206–7  
GUI *see* Graphical user interface
- H&R Block, 338  
Hardware:  
  platform, 103–4  
  vendors, 371  
Harley Davidson, 278  
Harley Owners Group (HOG), 42  
Harrah's Entertainment, 419  
Heineken Ireland, 195  
Helpdesks, 448  
Herbal Enterprise, 339  
Heterogeneous services, 192  
Hewlett-Packard, 326, 371  
Hierarchical databases, 103  
High future lifetime value customers, 157  
High performance system, 180–1  
High-tech companies, 17  
High volume customers, 157  
Hilton, 337  
History, customer information, 98–9  
Hoechst-Roussel Pharmaceutical, 335  
Hofmeyr, Jan, 231  
HOG *see* Harley Owners Group  
Holiday Inn, 337, 338  
Horizontal processes, 80  
Hospitalitybex, 327  
Hosted CRM, 85–7  
HPES, 436–7  
Hyperion, 378
- IBM, 105, 293, 302, 339, 371  
ICEE Company, 449–50  
ICM *see* Inbound communications management  
Identification-based trust, 30  
Identification of market, 129  
IDIC model, 19  
IKEA, 169, 272  
IMP *see* Industrial Marketing and Purchasing  
Inbound communications management (ICM)  
Incentive management, 401  
Incident management *see* Case management

- Industrial Marketing and Purchasing (IMP), 50
  - activity links, 51
  - actor bonds, 51
  - resource ties, 51
- Information, 389
  - customers, 98
  - sources, 99–100
- Information Technology (IT)
  - analytical CRM, 377–81
  - architecture of CRM, 381
  - automated workflow, 390–1
  - customer and product management, 372–3
  - hardware and infrastructure vendors, 371
  - integration, 385–9
  - knowledge management, 389–90
  - marketing applications, 374
  - misunderstandings, 13
  - mobile and wireless solutions, 383–4
  - multichannel CRM, 381–4
  - network and virtual organizations, 474–5
  - origins, 365–9
  - partner relationship management, 376–7
  - sales applications, 374–5
  - service and support applications, 375
  - service providers, 371–2
  - solutions providers, 369–71
- Infrastructure vendors, 371
- Innovations:
  - products, 199
- Inseparable services, 192
- Inspirations, 157
- Installed CRM *see* On-premise CRM
- Instant messaging, 217
- Instrumental commitment, 277
- Intangible-dominant services, 167, 192
- Integration, 385–9
  - application, 385
  - customer development, 284
  - data, 109–11
  - e-mail, 386
  - telephony, 386
  - web, 386–7
  - web browsers, 388–9
- Intel, 192, 293
- Intellectual buy-in, 76
- Interactive voice response (IVR), 9, 170, 178–9
- Interactivity issues, 217–18
- Internal marketing, 353–4
- International Standard Industrial Classification (ISIC), 132, 133, 134
- Internet marketing, 425, 426
- Internet sales, 219
  - see also* E-mail; Internet marketing; Web technologies
- Interpersonal contacts, 274, 475–6
- Investor and employee relationships, managing:
  - core owner, attracting, 350
  - current investors, educating, 349–50
  - employees, role of, 351–3
  - empowerment, 354–5
  - ERM software applications, 357–9
  - internal marketing, 353–4
  - investor portal, 351
  - owner/investor relationships, 345–9
  - privately owned company, 351
  - service-profit chain, 355–7
- Investor portal, 351
- Investors, educating, 349–50
- Invoicing, 456
- ISIC *see* International Standard Industrial Classification
- ISO 9000, 316
- ISO 9001, 316
- ISO 9004, 316
- ISO 19011, 316
- Issue management *see* Case management
- IVR *see* Interactive voice response
- Jack Daniels, 339
- Japan Airlines, 326
- JICNARS social grading system, 130
- Jim Beam, 418
- JIT *see* Just-in-time
- Job backlog, 458
- Job management applications, 456–9
- John Lewis, 278, 279
- Joint ventures (JV), 328
- Justice categories, 209
- Just-in-time (JIT), 51
- JV *see* Joint ventures
- Kahlua, 339
- KAM *see* Key account management
- Kano's customer delight model, 265–7
- Kanthal, 148
- Keiretsu, 338
- Key account management (KAM), 476–81



- Key performance indicators (KPIs), 46
  - customer acquisition, 248–9
  - customer retention, 281
- Keyword marketing, 425–6
- Kiwi experience, 169
- Knowledge-based bonds, 276
- Knowledge-based trust, 29
- Knowledge management, 389–90
- Kodak, 301, 339
- Korea Telecom, 276–7
- KPIs *see* Key performance indicators
- Kraft, 194, 472
  
- Laura Ashley, 322
- LBG *see* London Benchmarking Group
- Leads, 233–5
  - assignment, 391
  - management, 250–1, 401–2, 405
- Legacy systems, 110
- Legal bonds, 274, 275
- Legislation, privacy issues, 117–19
- Lexus, 246
- LG, 192
- Licensees, 339
- Lifecycle of customers:
  - acquisition, 227–31, 249–52
  - development, 283–4
  - dismissals, 284–7
  - prospecting, 233–48
  - retention, 357, 283–4
  - value estimates, 231–3
- Lifestyle analysis, 130–1
- Lifetime value (LTV), 35–40
  - in banking industry, 35
  - at Barclays bank, 38
  - computing of, 37–40
  - customer portfolio management, 141–3
  - customer retention, 262
- Log-in navigation, 391
- London Benchmarking Group (LBG), 332
- Lotteries, 243
- Loyalty management applications, 426–8
- Loyalty of customers, 45
- Loyalty schemes:
  - CRM misunderstanding, 14
  - customer retention, 267–71
- LTV *see* Lifetime value
- Luozade, 199, 200
  
- MA *see* Marketing automation
- Maintenance, databases, 107–8
- Management contractors, 337
- Management issues:
  - networks, 303–7
- Managers:
  - account managers, 466–7
  - campaign managers, 467–8
  - customer relationship managers, 468
  - market managers, 468
  - marketing managers, 467
- Market analyst, 467
- Market managers, 468
- Market positioning, 354
- Market segmentation, 353–4, 428
  - customer portfolio management, 127–36
- Market structure, 472–3
- Marketing:
  - CRM applications, 374
  - CRM misunderstanding, 13–14
  - information sources, 197–8
  - strategic CRM, 5
- marketing, software applications for
  - benefits, 416–17
  - campaign management, 422–4
  - customer segmentation, 420–1
  - definition, 415
  - event-based marketing, 425
  - internet marketing, 425
  - keyword marketing, 425–6
  - loyalty management applications, 426–8
  - marketing analytics, 428–9
  - marketing optimization, 429–30
  - marketing performance management, 430–1
  - marketing resource management, 431–2
  - marketing segmentation, 428
  - partner marketing, 432
  - product lifecycle management, 433
  - search engine optimization, 433–4
  - telemarketing, 435
  - trigger marketing, 435–6
  - web analytics, 437–9
  - workflow engineering, 439
- Marketing analytics, 428–9
- Marketing automation (MA), 7, 416–17
- Marketing costs, reduction of, 33
- Marketing managers, 467
- Marketing mix, 354
  - value for customers, 192
- Marketing optimization, 429–30
  - customer development, 284

- Marketing performance management (MPM) software, 430–1
- Marketing resource management (MRM) applications, 431
- Marks & Spencer, 115, 305
- Marriott, 337, 356
- Mars, 331
- Mass customization, 195–7
- Matrix organization structure, 473–4
- Mazak Corporation, 315
- Mazda cars, 331
- MBNA, 252
- McDonald's, 131, 174, 190, 214, 229, 338
- MCI, 230, 331
- McKinsey & Company, 285, 323
- McKinsey/General Electric customer portfolio matrix, 136
- Mean time to resolve (MMTR), 458
- Media selection, 240–1, 242
- Member-get-member (MGM) scheme, 35–6, 245
- Mercedes-Benz, 217
- Merchandising, 244–5
- Merge and purge, 107
- Messages in advertising, 239–40
- MGM scheme *see* Member-get-member scheme
- Michelle Jank, 337
- Microsoft, 201, 293, 327, 368, 409
- Midas, 338
- Midmarket CRM suites, 370, 371
- Mining, data, 114–17
  - customer development, 283
- Misunderstandings, about CRM, 12–14
- Mitsubishi cars, 331, 338
- MMTR *see* Mean time to resolve
- Mobile and wireless solutions, 383–4
- Mobile synchronized solutions, 384
- Modelled data, 101–2
- Models, of CRM, 18–22
  - CRM value chain, 20
  - Gartner competency model, 20–2
  - IDIC model, 19
  - Payne's five-process model, 20
  - QCi model, 19
- Moment of truth (MOT), 170
- Money, value, 188
- MOT *see* Moment of truth
- Motorola, 317
- MPM software *see* Marketing performance management software
- MRM applications *see* Marketing resource management applications
- Multichannel CRM, 366, 381–3
- Multi-product bonds, 276
- Mystery shopping, 171
- Nader, Ralph, 334
- National Australian Bank, 170
- Natwest Corporate Banking Services, 126
- Nectar loyalty programme, 268, 427–8
- Needs specification and partner selection:
  - call for proposals, 88
  - data review and gap analysis, 83–4
  - hosted/on-premise CRM, 85–7
  - process mapping and refinement, 80–3
  - request for proposals, writing, 87–8
  - revised technology needs identification, 89
  - software applications, importance of, 84–5
- Negative retention strategies, 263
- Nescafé, 175, 331
- Nestlé, 42, 278, 331
- Networks:
  - databases, 103
  - definition, 294–5
  - in business markets, 295–6
  - management, 303–7
  - organizations, 474–5
  - positions, 296–7
  - prospecting, 235
  - relationships, 302
  - SCOPE model, 299
  - supplier relations, 300–1
- Neural networks, 147
- New-to-category customers, 228–9
- New-to-company customers, 229–30
- Nike, 336, 350
- Non-competing firms, alliances
  - between, 329
  - diversification, 330
  - market expansion, 329
  - vertical integration, 329–30
- Non-customers, 232, 233
- Nordic model, 202
- Nordic school, 52
  - dialogue, 52
  - interaction, 52
  - value, 52–3
- Normative customer experience, 168

- North American school, 54  
 Not-for-profit organizations, 18  
 NTL referral schemes, 246  
 NXT, 418  
 Nynex, 331
- Objectives of CRM, 69  
 OECD *see* Organization for Economic Cooperation and Development  
 Ofcom, 332  
 Offers to customers, 249–50  
 Offline CRM *see* On-premise CRM  
 OLAP *see* Online analytical processing  
 OLTP database *see* Online transaction processing database  
 On-premise CRM, 85–7  
 Online analytical processing (OLAP), 97, 378–80, 428  
 Online CRM *see* Hosted CRM  
 Online transaction processing (OLTP) database, 97  
 Open non-customers, 232  
 Operational CRM, 6, 81, 97  
   marketing automation, 7  
   at Roche, 8  
   sales-force automation, 7–8  
   service automation, 9  
 Operational excellence, 192  
 Opportunity management, 402, 404  
 Oracle, 16, 89, 104, 105, 378, 448, 455  
 Order management, 403  
 Order-related costs, 139  
 Organization for Economic Cooperation and Development (OECD), 117  
 Organizational culture, 75–6  
 Organizational issues and CRM, 465–83  
 Original Levi Stores, 197  
 Outbound communications management, 457–8  
 Owens and Minor Inc., 113  
 Owner/investor relationships, 345–9  
 Ownership expectations, 281
- PAGs *see* Patient advocacy groups  
 Partner marketing solutions, 432  
 Partner relationship management (PRM), 9, 11, 327, 482  
   CRM applications, 376–7  
 Partners, 327  
   benchmarking partners, 331–2  
   category teams, 331  
   competing firms, 330  
   customer advocacy groups, 333–5  
   in value creation, 327–9  
   in value delivery, 336–9  
   non-competing firms, alliances between, 329  
   regulators, 333  
   sponsors, 335  
 Partnership: KAM, 480  
 Patient advocacy groups (PAGs), 334–5  
 Patronage awards, 274  
 Payne's five-process model, 20  
 PDA *see* Personal digital assistant  
 People:  
   customization, 194–5  
   value for customers, 213  
 People, process and technology requirements, identification of, 69–70  
 Pepsi, 330  
 Perceived risk, 188, 189  
 Performance evaluation, 90–1  
 Performance indicators:  
   customer acquisition, 248–9  
   customer retention, 281  
 Performance issues:  
   network management and CRM, 298–9  
 Performance of CRM system, 180–1  
 Perishable services, 192  
 Persistent cookies, 439  
 Person-to-person contacts, 475–6  
 Personal digital assistant (PDA), 87  
   versus laptops, 88  
 Personalization techniques:  
   value from communication, 216–18  
 PESTE analysis, 154–5  
 PFIs *see* Priorities for improvement  
 Philips, 330  
 Physical evidence:  
   customization, 195  
   value for customers, 214–16  
 Pipeline management, 403–4  
 Pitching, 248  
 Planning and implementation, 63, 89–90  
   foundations building, 72–80  
   needs specification and partner selection, 80–9  
   performance evaluation, 90–1  
   strategy development, 65–71  
 PLM *see* Product lifecycle management  
 Populating databases, 105–7  
 Portals, 214–16, 236

- Portfolio, 125–6
  - purchasing, 230
- Positioning issues:
  - networks, 296–7
- Positive customer experience, 168
- Positive retention strategies, 263
- PR *see* Public relations
- Premium prices, 261–2
- Premiums, 274
- Primary data, 102
- Primary processes, 80
- Priorities for improvement (PFIs), 265
- Privacy issues, 117–19
- Privately owned company, 351
- PRIZM customer classification, 101, 102
- PRM *see* Partner relationship management
- Process:
  - alignment, 317–20
  - bonds, 274, 276
  - customization, 194
  - mapping, 172
  - value for customers, 210–13
- Procter and Gamble, 294, 327, 329, 471
- Product:
  - association, 199
  - competitors, 129
  - configuration, 8, 397, 404
  - development alliances, 315
  - encyclopaedias, 404
  - integration, 248
  - leadership, 191, 192
  - modification, 199
  - organization structure, 471–2
  - placement, 177, 248
  - presence, 175–6
  - quality models, 265
  - value, 197–201
  - visualization software, 405
- Product lifecycle management (PLM), 433
- Product-oriented businesses, 5
- Product–service bundling, 200
- Production-oriented businesses, 5
- Profit-adjusted retention rates, 259
- Programme director (PD), 73, 77
- Project:
  - bonds, 276
  - Gantt chart, 77
- Project management needs:
  - identification of, 77–8
- Promotions, sales, 241, 243, 273–4
- Propensity-to-buy, 109
- Propensity-to-switch, 134–5
- Proposal generation software, 405
- Prospecting, 233–48
- Prototype design, 90
- Psychic costs:
  - branding, 201
  - value for customers, 188–9
- PTplace.com, 326
- Public relations (PR), 235
- Purchases:
  - free premiums, 274
  - tenure, 261
- Purchasing costs, 320
- Purchasing practices, 280–1
- Qantas Airlines, 386
- QCi model, 19
- Qualitative methods, 137
- Quality of services, 202–6
- Quasi-concentration alliances, 330
- Query-based reporting, 378
- Queuing and routing, 458
- Quotation management software, 405
- RATER variables, 203
- Rational buy-in *see* Intellectual buy-in
- Raw customer retention rate, 259
- RDBMS *see* Relational database management system
- Real-time:
  - CRM, 379, 380
  - integration, 385
- Rebates, 243, 274
- Recency–frequency–monetary (RFM)
  - value matrix, 115–16, 251
- Recommend-a-friend (RAF) scheme, 245
- Recovery programmes, 208–10
- Referrals, 37
  - customers, 245, 246, 248, 261
  - networks, 235
- Regression trees, 147, 420
- Regulators:
  - partners, 333
- Reichheld and Sasser, 34, 36
- Relational commitment, 278
- Relational database management system (RDBMS), 104–5
- Relational databases, 103–5
- Relationships, 27
  - business performance, 43, 46
  - change within, 28–9
  - commitment, 30
  - customer loyalty, 43, 44–6

- customer satisfaction, 43, 44
- management theories, 50–4
- networks, 302
- quality, 30–1
- satisfaction–profit chain, 46–9
- suppliers, 300–1
- trust, 29–30
- with customers, 31–40, 40–1
- with suppliers, 41–2, 42–3
- Relevant data, 109, 389
- Remote customer services, 471
- Renault, 329, 330
- Reporting techniques, 378
- Request for proposals (RFP), 87–8
- Research:
  - into customer commitment, 277–9
  - between customer experience and CRM, 182–3
  - customer retention, 282–3
  - into network competence, 307
  - of satisfaction–profit chain, 46–9
- Resource ties, 51
- Response rates, 241
- Retention of customers, 260, 262
  - contexts, 280–1
  - customer development, 283–4
  - economics, 261–2
  - key performance indicators, 281
  - positive customer retention strategies, 263
  - research, 277–9, 282–3
  - sacking customers, 284–7
  - strategies, 263–4
- Return on investment (ROI), 48
- Revenue generation through current customers, 347
- RFM matrix, 45, 115–16, 251
- RFM value matrix *see* Recency–frequency–monetary value matrix
- RFP *see* Request for proposals
- RightNow technologies, 179
- Risk management plan, developing, 79–80
- Risks:
  - decision trees, 145
  - reduction, 41–2
  - value for customers, 188–9
- Rochdale Pioneers, 267
- Roche, 8
- ROI *see* Return on investment
- Roll-out programme, 90
- Rolls Royce, 236, 330
- Ronald McDonald, 176
- Rothmans, 336
- Routing, 458
- Royal Bank of Canada (RBC), 349, 472
- Royal Bank of Scotland, 13, 298
- S&H Pink Stamps, 267
- SA *see* Service automation
- SaaS *see* Software-as-a-Service
- Sacking customers, 284–7
- Safe Harbor principles, 119
- Sales:
  - applications, 374–5
  - forecasting, 136–8, 405
  - performance, 408–9
  - promotions, 241, 243, 273–4
  - representative, 466
  - teams, 481–2
- Sales-adjusted retention rate, 259
- Sales-force automation (SFA), 7–8, 374–5, 395
  - adoption, 406
  - benefits from, 407–8
  - definition, 396
  - hardware and infrastructure vendors, 397–8
  - sales performance, effects on, 408–9
  - service providers, 398
  - software functionality, 398–406
  - solution providers, 396–7
- Sales-liquidating premium, 274
- Sales-oriented businesses, 5
- Sampling techniques, 243
- Samsung, 338
- SAS airline, 205
- Sass and Bide, 336
- Satisfaction of customers:
  - commitment, 278
  - retention, 265
- Satisfaction–profit chain, 43, 46–9
- Scalability system, 181–2
- Scheduling, 458
- Schirf Brewery, 176
- SCOPE model:
  - networks, 299–300
- ‘Scoring’, 145
- Scripting, 458
- SCSB *see* Swedish Customer Satisfaction Barometer
- Search costs:
  - branding, 201
  - value for customers, 188
- Search engine optimization (SEO), 425–6, 433–4
- Sears Roebuck, 356–7
- SEAT, 314, 321

- SECOM:
  - process innovation, 211
- Secondary data, 102
- Secondary processes, 81
- Security, data, 109
- Segmentation of market:
  - customer portfolio management, 127–36
- Segway® Personal Transporter, 11–12
- Self-liquidating premium, 274
- Self-regulation, privacy issues, 117
- SEO *see* Search engine optimization
- Sequential patterns, 115
- Service:
  - analytics, 458–9
  - applications, 375
  - attributes, 192
  - costs, 139
  - enquiry escalation, 390
  - guarantees, 206–7
  - providers, 371–2
  - quality, 202–6
  - recovery programmes, 208–10
  - value for customers, 192
- Service automation (SA), 9, 447–9
  - benefits from, 449–50
  - customer service, 445–7
  - software applications for, 450
- Service level management
  - applications, 459–60
- Service–profit chain, 177, 355–7
- Service-level agreements (SLAs), 207–8
- SERVQUAL model, 203, 205
- Session cookies, 438–9
- Set priorities, 68
- 7Ps:
  - as internal marketing mix, 354, 355
  - customizing, 194
- Sextant Avionique, 330
- SFA *see* Sales-force automation
- Share of customer, 46
- Share of wallet (SOW), 46, 134
- Shareable data, 108
- Shared supply alliances, 330
- Shareholder value:
  - CRM competences influence in, 346
  - growth in, 346–7
- Shell Retail, 321
- Sheraton, 337
- Siemens, 371
- Singapore Airlines, 192
- Situation analysis, 65–6
- Six-Markets Model, 53
- SLAs *see* Service-level agreements
- SMS messaging, 247
- Social bonds, 274–5
- Social grading systems, 130
- Software applications:
  - for sales-force automation, 398–406
  - for service automation, 450
  - for software automation, 417
- Software-as-a-Service (SaaS) model, 16, 68, 70, 85, 86
- Sources:
  - value for customers, 191–3
- Southwest Airlines, 216, 267
- SOW *see* Share of wallet
- Spare parts management, 460
- Spatial environments, 177
- Speciality CRM tools, 370, 371
- Sponsors, 335–6
- Sprint Nextel, 32
- Spurious loyals, 45
- SSCs *see* Strategically significant customers
- Stakeholders identification, 72
- Standard Life, 252
- Standard reporting techniques, 378
- Standard reports, 113–14
- Standardized reports, 428
- STAR Alliance, 328–9
- Strategic CRM, 4–6, 97
  - at Boise Office Solutions, 6
- Strategic goals, of CRM, 69, 469
- Strategic switching, 230–1
- Strategically significant customers (SSCs), 157–8
- Strategies:
  - for customer development, 283
  - customer retention, 263
  - sacking customers, 284–7
- Stratified contact pattern, 476
- Structural bonds, 275–7
- Supplier relationship management, 313, 314
  - electronic procurement, 324–7
  - process alignment, 317–20
  - product development, 315
  - product development alliances, 323–4
  - supplier accreditation programmes, 315–16
  - trends in, 320–3
- Support applications, 375
- Swedish Customer Satisfaction Barometer (SCSB), 48
- Switching costs, 263
- SWOT analysis, 154–5

- Synergies, 201  
     key account management, 481  
 Syngenta, 159–60  
 System integration, 74, 391
- Tailored value, 195  
 TCE *see* Total customer experience  
 TCO *see* Total cost of ownership  
 Tea Rose, 337  
 Team selling, 481–2  
 Technical Felts, 324  
 Technological bonds, 276  
 Telemarketing, 237, 246, 435  
 Telephony integration, 386  
 Tenure, of customer, 32  
     purchases, 261  
 Terms of trade costs, 139  
 Territory management software, 405  
 Tesco, 294, 298  
     customer portfolio management at, 147  
     data mining, 143  
     network partners, 304–5  
 Text messaging, 248  
 Third-party marketplaces, 327  
 Thomson, 329, 330  
 3Com, 348  
 3M, 81, 192  
 Time-series methods, 137–8  
 Timely data, 109  
 Timely knowledge, 390  
 Timeshare Consumers' Association, 334  
 Tools for CPM, 154–7  
     BCG matrix analysis, 156–7  
     five-forces analysis, 155–6  
     SWOT and PESTE, 154–5  
 Toshiba, 294, 339  
 Total cost of ownership (TCO), 86, 87, 189–90  
 Total customer experience (TCE), 166  
 Total quality management (TQM), 51  
 Toyota, 297, 300, 301, 315, 324  
 TPI (total performance Indicators), 357  
 TQM *see* Total quality management  
 Trade costs, 139  
 Transactional data, 252  
 Transactions:  
     banks, 475  
     customer information fields, 98  
 Transportable data, 108  
 Trial offers, 243  
 Trigger marketing, 435–6  
 Triplet of Relationship Marketing, 52
- Trivariate CPM model, 153–4  
 Trouble-ticket screenshot, 452  
 Types, of CRM, 4
- Unavailable non-customers, 232  
 Uncommitted customers, 232–3  
 Unilateral termination, 29  
 Unilever, 294, 327  
 Universal queuing, 382  
 UNIX, 105  
 Unprofitable customers, 284–7  
*Unsafe at Any Speed*, 334  
 Up-selling, 283  
 UPS (United Parcel Service), 293  
 URL, 236  
 US Navy, ERM in, 358–9  
 Usability application, 179  
 Usage attributes, 129, 131
- Validation, 106  
 Value:  
     assessment, 135–6  
     chain, 313  
     channels, 218–19  
     customer communication, 216–18  
     customers, 231–3  
     customization, 193–7  
     definitions, 187  
     ladder, 34  
     marketing mix, 192  
     people, 213  
     physical evidence, 214–16  
     processes, 210–13  
     products, 197–201  
     proposition, 191  
     services, 201–9  
     sources, 191–3  
     staircase, 34  
 Value-adding programmes, 267–74  
 Values-based bonds, 276  
 Values-based commitment, 278  
 Variable costs, 320  
 Variables:  
     market segmentation, 129  
 Vendor managed inventory (VMI), 188  
 Vendor reduction programme, 327, 321  
 Vendors:  
     key account management, 477  
 Verification issue, 106  
 Vertical partnerships, 329–30  
 Vertical processes, 80  
 Virgin, 278, 351  
 Virtual organizations, 474–5

- Visio, 8
- Vision of CRM, 68
- Visual identity, 175
- VMI *see* Vendor managed inventory
- Vodafone, 258
- Volkswagen, 330
- Volume-based costs, 139
- Volume consumption, 131–2
- Vouchers, 273
- WACC *see* Weighted average cost of capital
- Wal-Mart, 115, 294
- Walker, Johnnie, 176
- Warehouses, data, 111–12
- Web collaboration, between customer and service agent, 460
- Web technologies:
  - analytics, 437–9
  - browsers, 388–9
  - collaboration, 460–1
  - crawlers, 434
  - CRM, 368
  - integration, 386–7
  - loyalty schemes, 269
  - portal, 214
  - prospecting, 235–8
- Websites and electronic media, 177
- Weighted average cost of capital (WACC), 37, 345
- Westinghouse, 332
- Westpac Bank, 356
- Wireless online solutions, 384
- WOM *see* Word-of-mouth
- Woolworths (Australia), 298
- Word-of-mouth (WOM), 37, 166, 244
- Workflow engineering software, 405–6, 439, 461
- Working capital costs, 139
- World Wide Web (WWW), 217
- World-Wide Web Consortium (W3C), 119
- WWW *see* World Wide Web
- Xerox, 322, 331
  - value from processes, 210
- XML (extensible markup language), 389