### 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  
**Affinimium 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
costs, 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
Index 491

Forecasting sales, 136–8
Forrester, 3, 369
Foundations building, for CRM implementation, 72
buy-in, 76–7
c 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
Lucozade, 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 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/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
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