
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
- Aerospaciale, 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
 Guanzhou 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