SYLLABUS

B.B.A. V SEM

Subject – Customer Relationship Management

UNIT – I	Introduction to CRM: Definition and concepts of CRM, Components of CRM, Understanding the goal of CRM and Customer Touch Points.
UNIT – II	CRM PROCESS: Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRTA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Affiliation in Retailing Sector.
UNIT – III	Developing CRM Strategy: Role of CRM in business strategy, Understanding Service Quality: Technical, Functional, and dimensions of service quality, Managing Customer communications.
UNIT – IV	CRM IMPLEMENTATION: Choosing the right CRM Solution; Framework for Implementing CRM: a Step-by-Step Process: Five Phases of CRM Projects: Development Customizations; Beta Test and Data Import; Train and Retain; Roll out and System Hand-off; Support.
UNIT – V	SALES FORCE AUTOMATION - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation.
UNIT – VI	CRM LINKS IN E-BUSINESS: E-Commerce and Customer Relationships on the Internet, Supplier

Unit – 1

Customer is defined as:

- A paying client.
- An employee.
- A supplier or vendor.
- A partner

WHAT IS CRM ?

Customer relationship management (CRM) has the business purpose of intelligently finding, marketing, selling to and servicing customers.CRM is a broadly used term that covers concepts used by companies, and public institutions to manage their relationships with customers and stakeholders. Technologies that support this business purpose include the capture, storage and analysis of customer, vendor, partner, and internal process information. Functions that support this business purpose include Sales, Marketing and Custom er Service, Training, Professional Development, Performance Management, Human Resource Development and compensation.

DEFINITION OF CRM

According to Shani and Chalasani(1992), defines Customer Relationship Management as"an integrated effort to identify, maintain and build up a network with individual consumers and to continuously strengthen the network for mutual benefit of both sides, through interactive, individualized and value added contacts over a long period of time"

Another Narrow perspective of Vavra(1992), CRM is customer retention in which a variety of after marketing tactics is used for customer bonding or staying in touch after the sale is made. According to Gronroos, CRM is marketing strategy to establish, maintain and enhance relationship with customers and other partners, at a profit so that the objectives of the parties involved are met. This is achieved by a mutual exchange and fulfillment of promises.

We define CRM as Customer Relationship Management as a comprehensive marketing strategy to improve marketing productivity which can be achieved by increasing marketing efficiency and enhancing marketing effectiveness through a process of acquiring, retaining and partnering with selective customers to create superior mutual value for the parties involved.

NEED OF CRM

The experience from many companies is that a very clear CRM requirement with regards to reports, e.g. output and input requirements, is of vital importance before starting any implementation. With a proper demand specification a lot of time and costs can be saved based on right expectations versus systems capability. A well operative CRM system can be an extremely powerful tool for management and customer strategies.

CRM is not just a technology, but rather a comprehensive approach to an organization's philosophy in dealing with its customers. This includes policies and processes, front of house customer service, employee training, marketing, systems and information management. Hence, it is important that any CRM implementation considerations stretch beyond technology, towards the broader organizational

requirements. The objectives of a CRM strategy must consider a company's specific situation and its customers" needs and expectations.

COMPONENTS OF CRM
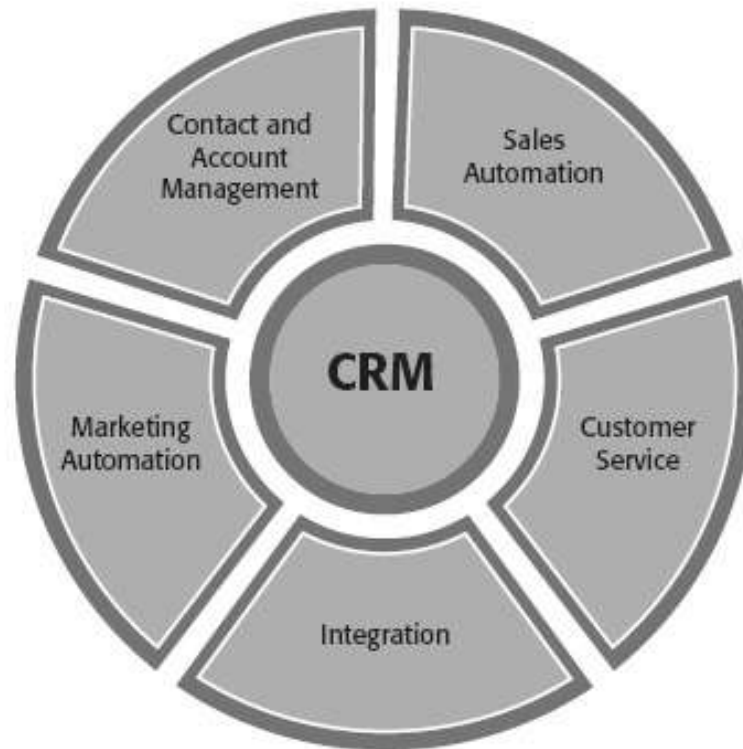
UNDERSTANDING THE GOAL OF CRM & CUTOMER TOUCH POINTS

Those companies which are trying to implement different kinds of CRM strategies and solutions sometimes face difficulties in undertaking. This is due to the fact that lots of money is necessary for software as well as professional consultants. In addition there is a need to train other employees in order to make these strategies as effective as possible and worth spending all that money. At the same time CRM has already proved to be an essential tool for different kinds of businesses and it has a common goal for all the companies.

CRM goal includes several very important factors which will turn out to be beneficiary for all companies.

High level of customer service - Prior goal of CRM is to establish customer loyalty and perfect relationships. This is the main target for all the companies which are trying to implement CRM strategies and solutions. The company will not be able to achieve it unless it works like one organism. It is very important to provide clients with a high quality service. Otherwise they will look for another supplier of goods or services. At the same time another goal is to attract as many new customers as possible, which is harder than keeping already existing clients.

High level of efficiency - There is another important goal of CRM. What is it? It is the level of efficiency, of course. In case you are eager not only to boost the productivity but also gain necessary success as soon as possible, this goal turns out to be essential for your business. In other words CRM will make it possible for you to reduce costs as well as retention of your clients. You need to proceed with thorough training in case you want to achieve this goal.

Low level of operating costs - The reduction of costs is one of the main priorities for every company. All CRM processes are aimed on helping you to achieve it. At the same time it is very important to have clear understanding of strategy that you have chosen for your business. Every process needs to be very efficient. Workforce managing system is the best tool for increasing the level of skills. It will eventually result in cost reduction. Every CRM process should be implemented and handled in a specific way in case lowering the costs is your main target.

Aiding the Marketing Department - This is another very important CRM goal. It includes lots of essential factors which should also be considered while implementing particular processes. You are going to deal with promotions, marketing campaigns and other essential tools that will help you to aid your marketing department. In case you want to achieve this goal successfully, it must be negotiated with all employees who are related to this department or will be involved in different marketing processes. In addition this goal will help you to increase the level of profitability.

There are some important questions that should be asked before implementing CRM solutions and establishing goals. These questions are essential. They include:

Determination of main objectives: Every company may have a number of goals as well as only one prior objective. In spite of the number all the goals demand contribution to success of the whole company.

Determination of the audience: Every objective is supposed to have a target audience. That is why it is necessary for every organization to identify its audience and implement the most effective communication with it. However you are recommended to study your audience in advance in order to prepare a proper message.

Determination of ways to achieve the goal: Try to evaluate every strategy and decide which one will be the best bet to achieve a particular goal. You will be provided with a number of solutions and strategies. First of all it is essential to compare all their advantages and disadvantages. It will make it possible for the company to pick the one that will suit all its needs and requirements. This is the only way to an overall success.

Determination of ways to accomplish goals: You need to think over all appropriate ways of accomplishing your goals. As soon as you decide which strategy will turn out to be the best choice for your organization, it is vital to stick to this strategy and follow it till the very end.

Measuring success: You are supposed to choose measuring method after you have managed to achieve all necessary CRM goals. You can select among wide range of different metrics.

No matter what goal you are trying to achieve, you should always keep in mind that it is essential for every organization to establish clear CRM objectives. It will result in their easy and fast implementation as well as overall success.

UNIT-II

DEFINITION

CRM process is defined as any group of action that is instrumental in the achievement of the output of an operation system, in accordance with a specified measure of effectiveness.

OBJECTIVES OF CRM

The main objective of CRM process is to originate a powerful new tool for customer retention.

- To simplify marketing and sales process
- To make call centers more efficient
- To provide better customer service
- To discover new customers and increase customer revenue
- To cross sell products more effectively
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BENEFITS OF CRM PROCESS

The main goal of all CRM processes is to incorporate collaborative, analytical, operation and other business processes in order to create an effective and profitable business. It will turn out to be an essential tool that will help you to set clear targets for the company and achieve them by all means with the reduction of costs and providing customers with a high quality service. All these processes have important aspects and factors which need paying your attention. For example, operating relationship management process is mostly oriented on such actions as sales, marketing campaign and management and customer service. It is one of the most important steps for those companies which decide implementing CRM strategies and additional tools.

Customer relationship management process must also include analytical aspects and components which are also of great importance. In other words in case you want to attract new customers and keep already existing clients you should be able to divide them into specific groups and segments according to their preferences. In this situation you will be always able to suit all their needs as well as provide them with a goo alternative. This process is enabled by collecting all necessary information about clients with the help of call centers, emails and other vital tools. This is one of the most effective process CRM solutions.

Every CRM process is aimed on achieving one and only goal which is reflected in the increase of sales and the number of customers no matter in what field you operate. Every business needs a good alternative to traditional methods of handling different kinds of situations. CRM turns out to be a perfect option. In addition it has already proved to be very efficient. There are lots of successful stories which helped huge companies gain success and high profits.

CRM PROCESS MODEL
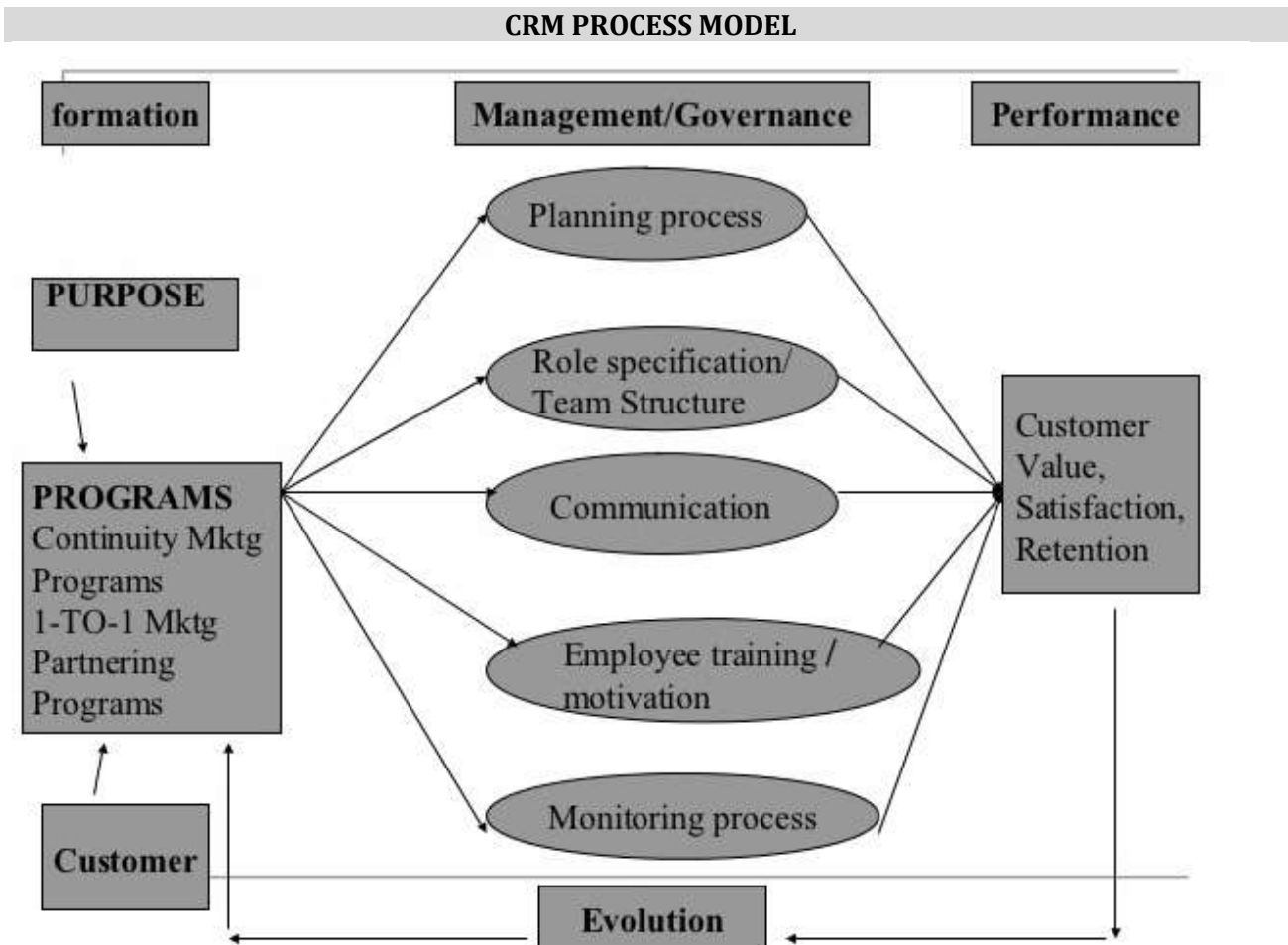
NECESSITIES FOR AN EFFECTIVE PROCESS PLANNING

CRM Process is **the systematic determination** of the methods **by which** a *project* is to be **implemented**, **economically** and **competitively.**

Process planning is the **intermediate stage** between **project kick off** and **implementation.**

Creatively **translate** business innovation, structural transformation and value measures into CRM investment priorities

Continually refine iteration approach based on the following **five** major areas.

- Customer
- Competition
- Market
- Growth
- Technology innovation

Process Selection Procedure

- Major technological changes
- Minor technological changes
- Specific component choice
- Process flow choice

Major Technological Changes

Does technology exist or not ?

Are there competing technologies between which we should choose?

Should technology be developed in the country itself?

Should innovations be licensed from foreign countries?

Minor Technological Changes - Once the major technological choice is made there may be a number of minor technological process available

Additional Modules – Customization of Software

Director should be **involved** in **evaluating costs** and **for consistency of** the desired product

Deciding the best combination of process in terms of costs and the operation process.

AN INSIGHT INTO E-CRM

E-CRM/On Line CRM- Online CRM implies an additional means of communication and level of interaction with the customer where there is a real difference in the technology and its architecture,which allows for ease and self service to customers

Need to Adopt E-CRM
- Optimize the value of inter-active relationships.
- Enable business to extend its personalized messaging to the web and E-Mail.
- Coordinate Marketing initiatives across all customer channels.
- Leverage customer information for more effective e-marketing and e business
- Focus Business on improving customer relationships and earning a greater share of each of customers business through consistent measurement, assessment and "actionable" customer contact strategies.

Basic requirements of E-CRM
- Electronic channels-Web Personalized E-Messaging medium for fast interaction
- Enterprise-touch and shape a customers experience across the entire organization
- Empowerment-Customer Empowerment
- Economics-provides the greatest return customer communication initiatives.
- Assessment-Evaluation results
- Outside information-use of customer sanctioned external information.

Steps in building an E-CRM Solution
- Define business objectives
- Assess its current sophistication along the E-CRM continuum in terms of process and technology.
- Define Business processes and changes needed to support its goals.
- Plan and timetable to implement processes.
- Erect the necessary data warehouse to attain a consolidated view of the customers
- Select implement and integrate the required E-CRM applications.

Three Dimensions of E-CRM
- Acquisition Getting
- Expansion
- Retention

Key E-CRM Features
- Focused on process-reduces the technology gap.
- Driven by a Data warehouse
- Focused on a multi-channel view of customer actions across channels.
- Based on consistent metrics to asses customer actions across channels.
- Built to accommodate the new market dynamics that place the customer in control.
- Structured to identify a customer's profitability or profit potential and determine effective investment allocation decisions accordingly

- Scalable to meet growth and performance needs.

CRM -CYCLE
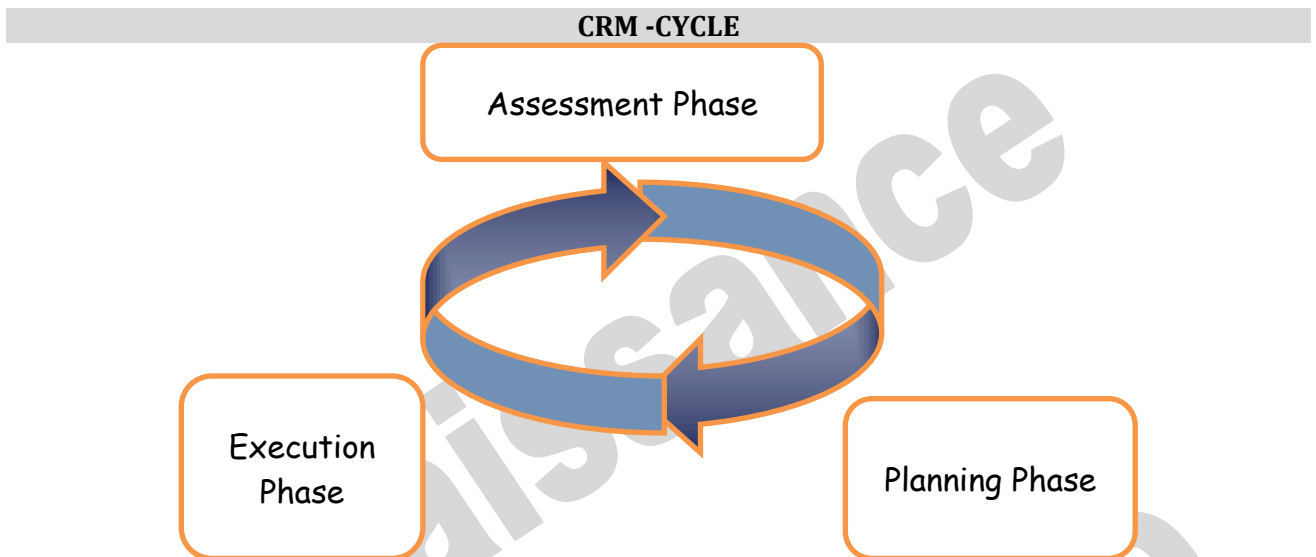
- The **Assessment phase** develops a model of the behavior of target customers, using a combination of in-house data and external demographic, psychographic, and other data. Here, marketing will explore a number of questions, including:
  - ❑ Who are the customers? What are their demographics and lifestyle?
  - ❑ Where do they live?
  - ❑ What are they worth? What is their lifetime value potential?
  - ❑ What and how do they buy?
  - ❑ What are their purchasing patterns?
  - ❑ Is there a model of their profitability or the risk associated with doing business with them?
  - ❑ How can they be reached? How have they responded to promotions in the past and through which channels do they prefer to be contacted?
- During the **Planning Phase**, marketing decides how best to approach the customers defined in the assessment stage by designing marketing campaigns and strategies
- The **Execution Phase** of the cycle is where an organization puts all this knowledge to work, using all of the customer touchpoints available.

CRM IN MARKETING

CRM helps in marketing in a organized process viz:
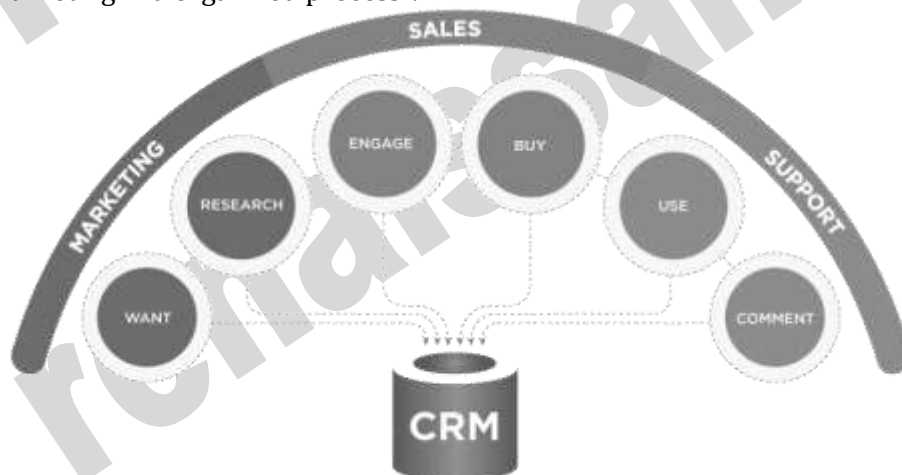
- Processes that help identify and target their best customers, generate quality sales leads, and plan and implement marketing campaigns with clear goals and objectives.
- Processes that help form individualized relationships with customers (to improve customer satisfaction) and provide the highest level of customer service to the most profitable customers.
- Processes that provide employees with the information they need to know their customers' wants and needs, and build relationships between the company and its customers.

CRM – IN RETAIL

The Retail industry has made a change in strategy from being product centric to consumer centric in the past decade. Also, there is a rapid adoption of Internet technologies. A major challenge that service providers face is to establish a robust Customer Relationship Management (CRM) process that accurately collates related customer information for their organization. The current generation of shoppers is getting savvier in its options. To compete successfully in the present dynamic environment predictive sales, revenue forecasting, greater staff productivity, sifting and organizing unstructured data, and automating and streamlining processes are the key requirements in any CRM solution offering.
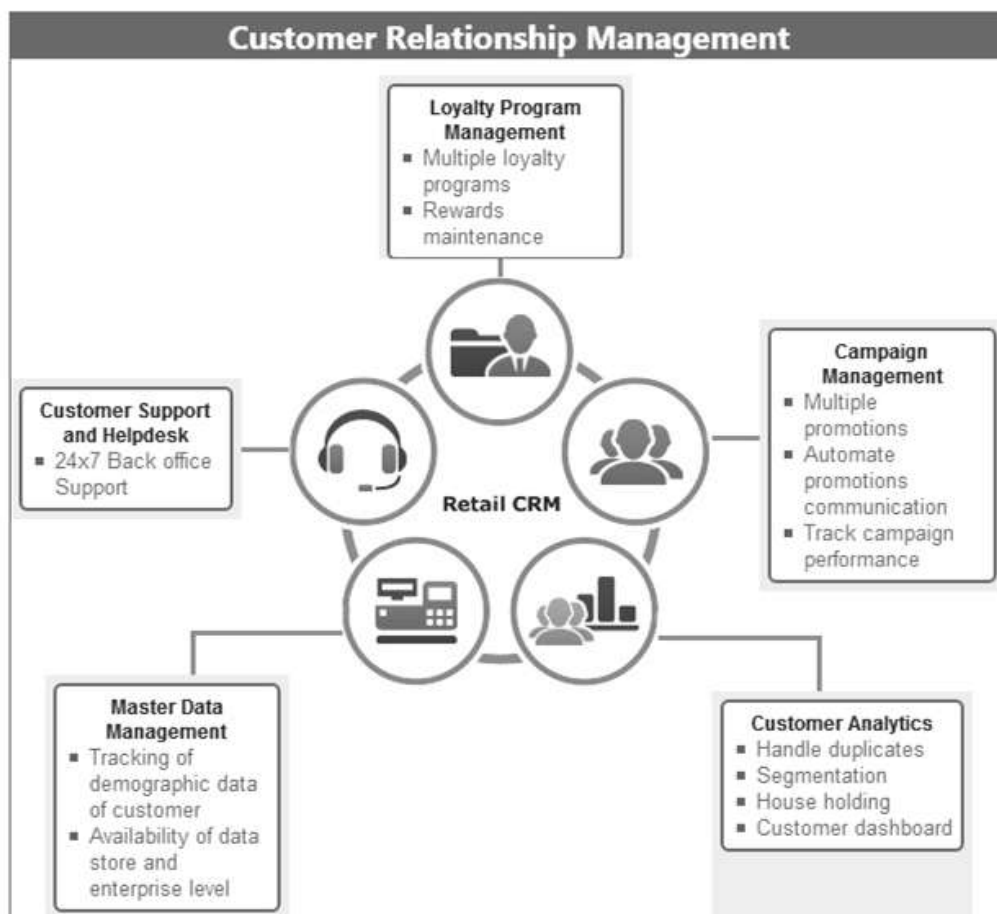
Unit III

Developing a CRM Strategy That Best Fits Your Business.

With the introduction of advanced customer relationship management (CRM), businesses are finally able to place customers at the forefront. However, the technology can only do so much. In fact, even though CRM has been shown to increase revenue by 41% per salesperson on average, it is estimated that 43% of businesses that utilize CRM are failing to use even half of their CRM systems correctly.

In a report for Forrester, analyst William Band surveyed approximately 150 different companies in an effort to identify problems with their CRM initiatives. He discovered that 18% of his respondents reported issues directly relating to inadequate strategies. Without an effective CRM strategy, businesses run the risk of missing the mark on delivering superior customer value. Here are some tips to help your business develop a winning CRM strategy.

Set a destination.

More than anything else, your CRM should help your company achieve its goals. As such, your first step in implementing a CRM strategy is to identify those goals. Once you know what you are trying to accomplish, your next step is to determine how you plan on reaching your objectives. Break your goals down into smaller, achievable objectives, and then map out how and when you plan to complete these steps. This map should be flexible, allowing for revision along the way.

Prioritize your Customers.

It is common for businesses to want to treat all of their customers equally. The problem is that the business world is not a democracy; for a company to be successful, it must be willing to prioritize customers based upon how profitable (or how likely to become profitable) they are. For example, returning customers are often much more valuable, spending on average nearly double what new customers spend . Your organization may have its own definition of what makes a customer valuable, so it is up to you to identify the traits that you most look for in a buyer, so that can segment your accounts to increase metric-effectiveness.

Communicate with your employees.

Your CRM may be designed to handle large amounts of data, and to facilitate communication between various groups, but it is your staff that will determine

whether or not your goals are met. Involve your employee in every step of the strategic process. This will help them not only internalize the objectives, but will also give them personal ownership over the direction that the company takes. Invested employees will be better able to integrate new policies and technologies in a way that will benefit everyone involved.

Stagger your changes.

If some aspect of your business isn't working the way it should, you might feel pressured to implement new policies and technologies as quickly as possible in an effort to minimize any damage. The problem with this mentality is that too many changes all at once can have a negative impact on your employee's productivity. Keep your workforce in mind, and whenever possible, introduce your new CRM policies gradually.

Start tracking your customers before first contact.

The CRM framework makes it possible for businesses to capture data at every stage of the customer journey. Despite this, many businesses fail to put their CRM to work until after the first few steps have been made. Instead, prepare for initial contact with your lead by using your CRM to catalogue what kind of information your prospective customer shares across social media channels. This will give you an edge in understanding what your customer wants, how they expect you to deliver on those wants, and what they are likely to want in the future.

Sync everything to your CRM.

Many CRMs have their own built-in programs that mimic the functionality of other, often-used applications. When this is the case, then it is a simple matter for your system to sync together, so that any notes or appointments made throughout the system are automatically tracked through the rest of the CRM. However, for times when outside applications are necessary, be sure sync your CRM with whatever other programs are being utilized. The best CRMs will do this automatically, importing client-related appointments from your calendar, updating cancellations and other changes, and sending reminders when appropriate. Syncing everything together will help guarantee that you're utilizing your CRM to its full ability.

Evaluate and improve.

Every business has its own unique challenges, and no CRM strategy — no matter how in-depth — will be able to accurately account for every possible contingency. Accept this fact, and be willing to reevaluate your approach should it become apparent that something isn't working as well as it could be. Remember: Knowing what is ineffective can often be nearly as valuable as knowing what is effective, so be grateful for every chance you have to identify weaknesses in your system.

When all is said and done, CRM is nothing more than a highly-advanced tool. By itself, it is incapable of helping your business reach its goals. But when combined with a detailed-yet-flexible business strategy, CRM can help you place your customer in the forefront of your business focus. It may take time, effort, and a few trips back to the drawing board, but if you make it a point to develop the right strategy, you'll find that CRM has the potential to perfect your relationships with those who keep you in business.

With a strategy, here is how to decide which CRM is right for you. Download the free e-book to find out.

In 2010, business analysts at Gartner and influential marketing thought leader Seth Godin announced that customer relationship management (CRM) was in trouble. "CRM is dead," declared Godin on his popular marketing blog. He did not mean the actual technology; rather, Godin was inspired by a shift in customer relationship strategy at Disney Destinations Marketing. Disney had created a new department called Customer Management Relationships, and the premise was more than a clever title change. The move demonstrated a developing theory that technology empowers customers to the point of control in the buyer-seller relationship. New advancements in CRM technology provided methods for building customer-centered strategies that work for the new customer relationship framework that Godin and Disney anticipated.

Today, CRM enterprise software shows double-digit revenue growth, and the top four players dominate a multibillion-dollar industry. This article presents customer relationship management steps and specific CRM strategies and tactics that we've adopted from the work of a master business strategist. Learn the essential CRM planning and implementation ideas to help guide you through emerging customer-centered sales and marketing trends. You'll also find a CRM building blocks infographic as well as planning resources, including a CRM implementation glossary of common terms.

• The Origins of Customer Relationship Management Strategy

• The True Test of Customer Relationship Management Strategies and Tactics

• The Five Tests of Good Customer Relationship Management Strategy

• CRM Strategy Step One: Determine a Distinctive Customer Relationship Management Value Proposition

• CRM Strategy Step Two: Tailor Communication to the Value Proposition

• CRM Strategy Step Three: Use Trade-Offs to Enhance Customer Service Strategy

• CRM Strategy Step Four: Determine If Your Customer Relationships Fit Your Strategy

• CRM Strategy Step Five: Enable Continuity With Data-Driven Customer Relationship Management Processes

• The Building Blocks of Customer Relationship Management Strategy

• What Is a CRM Plan?

• What Is CRM Implementation? A Glossary of Common Terms

• Discover a Better Way to Manage Sales Operations with Smartsheet

THE ORIGINS OF CUSTOMER RELATIONSHIP MANAGEMENT STRATEGY

The need for customer relationship management grew out of changes to the buyer-seller model. This shift away from transactional sales and marketing behaviors, and toward a customer-centered model started in the 1970s. Relationship marketers refined the model in the 80s, and in the 90s, technology accelerated changes even further. In the 2000s, the complexities of the internet, advances in social media technology, and empowered customer behavior changed the model forever. The result was a shift in perspective regarding how to address customers as the primary business asset. Customer relationship management strategy needed to achieve the following:

1. Govern how to satisfy customers beyond developing good products and services

2.   Help retain existing customers to maximize efficiencies and reduce the cost of acquisition

3.   Ensure customer satisfaction and a memorable brand experience

4.   Improve the overall relationship between the business entity and specific audiences

Concentrating on the individual needs of a specific customer segment required a different set of customer relationship values. Customer satisfaction and loyalty were now the important business metrics — delivering products and services were now secondary to the customer experience. This experience was happening largely in a technological vacuum where advanced software reduced the cost of doing business, but increased the expectations of quality and service. Economic instability throughout the late 20th and early 21st centuries challenged existing sales and marketing trends tailored to gaining as many new customers and transactions as possible. Maximizing the value of existing customers and reaping the bottom-line benefits of this strategy helped stem the economic hardships of those decades.

THE TRUE TEST OF CUSTOMER RELATIONSHIP MANAGEMENT STRATEGIES AND TACTICS

What is strategy? That is the question that award-winning author, professor, and academic Michael Porter famously considered in a Harvard Business Review (HBR) article of the same title. According to Porter, competitive strategy "is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value." Porter believes the essence of strategy is choosing what not to do. Examining this concept leads to the recognition that we commonly confuse strategies with tactics. What will you achieve when you reach your customer relationship goals? The what in that question is the strategy. How will you accomplish your customer relationship strategy? The how in that question are the tactics.

As author Joan Magretta points out in her book Understanding Michael Porter: The Essential Guide to Competition and Strategy, "If you are serious about strategy, Porter's work is the foundation." According to Magretta, strategy is about "making choices that lead to sustainably superior performance." Porter's work includes five tests of good strategy, and these tests help distinguish between good and bad strategy. In order to have the right strategy, you must do the following:

1.   Choose a distinctive value proposition.

2.   Tailor your activities to that value chain.

3.   Make trade-offs (choose what not to do) that differ from your competition.

4.   Fit the parts of strategy together across the value chain.

5.   Find continuity over time.

Customer-centered processes are at the heart of modern business strategy. The titans of technology and industry leverage CRM technology and build business processes that align customer relationships with positive business outcomes. It is more important than ever to develop CRM strategies that help, not hinder, the planning and implementation of CRM technology. Porter's tests serve as a framework for executing a step-by-step customer relationship strategy before embarking on CRM planning and implementation. Adopt this framework to guide your CRM strategy and leverage tactics that strengthen customer relationships and deliver positive business outcomes.

THE FIVE TESTS OF GOOD CUSTOMER RELATIONSHIP MANAGEMENT STRATEGY

The five tests of good customer relationship management strategy are outlined in the graphic below.

CRM STRATEGY STEP ONE: DETERMINE A DISTINCTIVE CUSTOMER RELATIONSHIP MANAGEMENT VALUE PROPOSITION

Magretta describes Porter's first test, the value proposition, as a reflection of the choices your company makes (consciously or unconsciously) concerning the kind of value you offer. It is the core component of a customer relationship strategy because it considers the customer's point of view or, as Magretta writes, the value proposition "looks outward at customers." The value proposition answers three fundamental questions:

1.   Which customers will you serve?

2.   Which customer needs will you meet?

3.   At what price (price accounts for value and profit)?

Customer Relationship Management Tactic: Prioritize Profitable Customers

There are distinct customers in every industry. Before considering how to build strong relationships with customers, you need to decide which customers to serve based on who you want your business to reach. Seth Godin refers to like-minded groups of people interested in accomplishing something as tribes. Your goal is to help connect people in tribes by creating the platform for your tribes to exist. According to Godin, the leadership of this tribe is the new marketing. With customers at the center of your CRM strategy (managing your decisions with their demands and actions), you must be strategic when choosing which tribe you lead. Analyze this group with value and profitability in mind, so you remain faithful to the customer relationship strategies that follow. Aligning business goals with your target customers is the backbone of the other two components of the value proposition, customer needs and pricing.

Customer Relationship Management Tactic: Identify Unique Customer Needs With Sales and Marketing Processes

Magretta emphasizes building strategy on our unique abilities to meet particular customer needs. "Typically, value propositions based on needs appeal to a mix of customers who might defy traditional demographic segmentations," she writes. If marketing is the art of allocating resources, CRM is the art of determining which resources to market. So, align your sales and marketing processes to identify unique customer needs. Encourage creative discovery with your sales team. Collect the data from sales processes to reveal opportunities to enhance the customer experience. Your CRM value proposition will account for potential customers outside of your initial targets.

Customer Needs Analysis Template

Customer Relationship Management Tactic: Evaluate and Improve Pricing to Match Customer Needs

Pricing products and services is a core method for building and maintaining customer relationships and a significant indicator of effective consumer relations. "Relative price is the primary leg of the [value proposition] triangle," says Magretta. Analyze sales data from your target customers, and align pricing with the unique customer needs you identify. Track data on your target customer segmentation, and evaluate the customer's response to price. Unlocking the hidden potential behind pricing will empower your CRM value proposition and offer a real-time improvement to your overall CRM strategy.

Creating a CRM value proposition is the first test in building a strong CRM strategy. Porter bases his strategy ideas on the premise that value is created by making choices the competition does not. Looking outward - toward the customers, their needs, and the price that benefits both parties - requires executing CRM tactics that tailor CRM business processes to create a competitive advantage.

CRM STRATEGY STEP TWO: TAILOR COMMUNICATION TO THE VALUE PROPOSITION

According to Magretta, this test in Porter's analysis of good strategy is less intuitive. Porter found competitive advantage in the performance of business activities (i.e., choosing different activities or performing the same activities as the competition, but in a different way). Individual business operations link together to form what Porter refers to as the value chain. Modern CRM processes and technology enhance the communication between the activities of business operations and the customer. This communication includes marketing automation, email drip campaigns, or the advertising copy that gives your brand a voice. Tailor communication activity to the CRM value proposition to satisfy Porter's second test.

Customer Relationship Management Tactic: Communicate Like People, Not Robots

Customers prefer relatable interactions, so your customer relationship activities should be tailored with communication that reflects the voice of your primary customer segment. Leverage your CRM technology to communicate your brand's story with words, images, and themes that inspire the human emotions associated with business interactions. Storytelling is a popular theme in sales and marketing communication strategy. For example, the rise of social CRM technology enables companies to tailor stories that target the human element and unique customer needs to their value proposition.

Customer Relationship Management Tactic: Communicate Rapidly and Frequently

Customer relationship strategy requires speed and efficiency. Technology continues to strip down the communication barriers between companies and their customer interactions. Automation is a core feature of the top performing CRM technologies, as is modern enterprise software. This is because the software addresses the demand for reducing the amount of time it takes to interact with new or existing customers. Tailor CRM communication activity to different

customer interactions and needs. If your marketing and sales activity uses multiple channels, build and enforce a reliable communication timeline that organizes customer interactions and prioritizes useful points of contact. Design customer service operations that build-in regular touch points with the customer depending on their stage in the buyer-seller relationship. Follow up on sales leads, and create a culture of responsiveness by rewarding employees who demonstrate regular communication with your primary customer segment.

Magretta writes, "To establish a competitive advantage, a company must deliver its distinctive value through a distinctive value chain." Tailoring your CRM communication activity to your primary customer segment and their unique needs (at prices that are profitable and valuable) is a sound test of your overall CRM strategy. Furthermore, CRM communication activity is a natural connector of the other business activities that make up Porter's value chain principles.

CRM STRATEGY STEP THREE: USE TRADE-OFFS TO ENHANCE CUSTOMER SERVICE STRATEGY

Porter's third test of a good strategy focuses on the critical role that trade-offs play, and it is the most difficult test of business strategy. The essence of making difficult choices — choosing what not to do — is built on accepting limitations in a competitive market. The need for trade-offs is the critical linchpin of good strategy, according to Magretta's work. A sound CRM strategy also requires making sacrifices or choosing trade-offs. Customer service is both a business process and a culture within a company.

Customer service activities best represent a CRM strategy involving buyer and seller trade-offs. By enhancing your customer service strategy with trade-offs, you make it difficult for competitors to mimic your overall CRM value proposition. The commitment to a primary customer segment and their unique needs is a practice in trust, competence, and integrity. CRM business processes and technology directly impact the capabilities of customer service activities. A CRM strategy built on strategic customer service trade-offs has the potential to increase customer satisfaction, minimize customer churn, and boost profitability.

Customer Relationship Management Tactic: Live for Complaints and Use Data to Make Difficult Choices

Using complaints to improve products and services, build a positive brand image, or grow the desired customer segment is a competitive advantage. Design your CRM strategy for customer service activities that pertain to your value proposition. Use customer complaints to decide if a particular segment of

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customers is worth the effort of building loyalty. Use complaints to determine which unique customer needs are suitable for your business and align with your profitability goals.

Customers choose to do business with companies that resolve complaints in their favor. Choosing to accept limitations by avoiding the trap of trying to satisfy all customer needs is a difficult trade-off. Doing so, however, keeps competitors from mimicking your CRM strategy. The compromise works both ways. You may decide to honor all customer complaints and, thus, align your CRM value proposition with the kind of challenging sacrifices that attract your desired customer segment. The point of this tactic is deciding what not to do, because these choices make the CRM strategy sustainable and difficult for your competitors to match.

Porter notes, "If you listen to every customer and do what they ask you to do, you can't have a strategy. Like so many ideas that get sold to managers, there is some truth to it, but the nuances get lost. Strategy is not about making every customer happy. When you've got your strategist's hat on, you want to decide which customers and which needs you want to meet. As to the other customers and the other needs, well, you just have to get over the fact that you will disappoint them because that's actually a good thing."

According to Magretta, "Trade-offs are the strategic equivalent of a fork in the road. If you take one path, you cannot simultaneously take the other." The more is better instinct is a challenge to all businesses. This mentality also pervades the thinking of management responsible for strategic CRM business processes and technology planning. More CRM technology or more CRM process is not always better. In the case of customer service and CRM strategy, doing more for all customers at the cost of doing more for your business may carry a substantial penalty. As Porter points out in his work, your strategies should link directly to profit and loss considerations. A sound CRM strategy accounts for this principle and serves as a linchpin for customer service activities.

CRM STRATEGY STEP FOUR: DETERMINE IF YOUR CUSTOMER RELATIONSHIPS FIT YOUR STRATEGY

"Fit locks out imitators by creating a chain that is as strong as its strongest link," says Porter. Magretta defines fit as the "amplifier" and points out that good strategies depend on connecting your business activities with "interdependent choices." Porter's fourth test of good strategy emphasizes that the fit of your value proposition with your activities is not centered on a single business competence, but on the connection among many activities. For this step,

determine if your business processes align with your customer relationship strategy. Do the interdependent choices your company makes daily "fit" with your customer relationship strategy? The performance of your CRM activities impacts the value of individual business activities.

Customer Relationship Management Tactic: Connect Your CRM Processes with Relationship Marketing

Relationship marketing is an approach to customer relationship strategy that moves beyond the traditional stages of a buyer-seller relationship. Its methods are gaining popularity in industries that are moving away from transactional marketing frameworks. Relationship marketing places customers at the center of business strategy. It is a business concept that depends on all stakeholder activity (that of suppliers, retailers, shareholders, customers, and employees) to create value. You coordinate marketing and sales activities in this framework by focusing on earning customers, developing the relationship to the point of retention, and maintaining the customer lifetime value (CLV).

According to a Linkedin survey, 70 percent of sales and marketing professionals say that the alignment of their departments delivers a better buying experience for the customers. This CRM strategy example highlights the concept of fit and the importance of connected CRM processes. Leverage your CRM process and technology to track individual business activities and make sure they fit together with the principles of relationship marketing. Align your culture, leadership, people, technology, and process with your CRM strategy - while keeping the customer at the center - to amplify the value of your business activities and create a competitive advantage.

Customer Relationship Management Tactic: Analyze Your Customer Relationship Return On Investment

CRM strategy is the tactical management of choices that make the various activities of different business processes and stakeholders fit together. It is crucial to determine your return on investment (ROI) in order to measure the effectiveness of your CRM strategy on your customer relationships. The definition of customer relationship ROI is unique to your value proposition and the activities that support your value chain. Define and measure your relationship ROI with key performance indicators (KPIs). Remember that your customer relationship ROI is highly specific to your particular business: Maybe you are more concerned with leveraging a specific metric, such as customer acquisition cost (CAC). Perhaps, redefining the I in ROI altogether to track your return on impressions for a social media campaign is more valuable. Finally,

adjust the activities based on your analysis of your customer relationship ROI metrics to fit the overall CRM strategy.

At first glance, Porter's fit test for strategy seems like a natural process of customer relationship management. After all, aligning CRM process and technology with your customer needs is at the core of relationship management principles. However, as Magretta points out, when even one activity is inconsistent with another, they cancel each other out. Your customer relationship activity must enhance your business competency and vice versa. According to Porter's principles, fit means that the competitive value of your CRM activity — and all of the resources required for this activity — cannot be separated from the overall CRM strategy. Analyze your customer relationship strategy within the relationship marketing framework, and make sure your CRM process steps fit your strategy.

CRM STRATEGY STEP FIVE: ENABLE CONTINUITY WITH DATA-DRIVEN CUSTOMER RELATIONSHIP MANAGEMENT PROCESSES

The fifth and final test of Porter's strategy principles involves the consistency of your CRM strategy over time. Without continuity, the competitive advantage that a sound CRM strategy provides will go unrealized. Magretta uses a cooking analogy to drive home the point: "Strategy isn't a stir fry; it's a stew. It takes time for the flavors and textures to develop." Achieving continuity is a conversation about change and growth. The widespread perception that managing change is what defines great leaders is highly plausible. And, the notion that growth for the sake of growth is a good business strategy is persuasive. Moreover, it is true that constant change to individual CRM activities and frequent shifts in CRM processes and technology threaten the continuity of your CRM strategy and reduce the competitive advantage of a sound strategy. However, by leveraging data-driven CRM processes to implement change strategically, you can avoid the pitfalls of changing too much or changing the wrong things.

Customer Relationship Management Tactic: Utilize Data Before Contacting Customers

Modern CRM technology enables companies to collect and store customer data produced by the explosion of digital media. Titans of technology like Amazon and Google have developed technology that empowers sales and marketing teams to identify customer segments and their unique needs in ways previously unavailable to small marketing operations. CRM technology can collect and store data on individual behaviors through website cookies — small text files that provide user recognition and online preferences. Mobile device IDs provide

important metrics for mobile advertising decisions. Sophisticated email marketing technology enables A/B testing and empowers sophisticated trial-and-error capabilities to inform relationship marketing decisions.

Sales and marketing teams can leverage CRM data and analyze customer trends to maintain the continuity of the CRM value proposition and overall strategy before contacting customers directly. Analyze sales data to avoid making the wrong changes in the name of growth. Such ill-informed adjustments may include experimenting on the wrong customer segment (a segment with different needs) for the sake of growth. Make improvements to the quality of collected data, and consider CRM processes and technology that make this data accessible in the field for sales operations.

Data is the great enabler of modern CRM strategy. Porter's fifth and final test of strategy emphasizes the connection between continuity and competitive advantage. Data-driven processes and a culture of analysis and measurement reveal the continuity of your overall CRM strategy. Modern relationship marketing and the various categories of support for this framework (digital marketing, for example) are rooted in data-based decision making. Data-driven processes are essential to the continuity of overall CRM strategy, as they reinforce sales and marketing activity by revealing unique capabilities and weaknesses, and also place a company's brand identity under the microscope of measurable results. Frequent shifts in strategy mean there is no strategy. Data-driven CRM processes and technology help prevent the pitfalls of uniform change. Magretta writes, "Continuity of strategy does not mean that an organization should stand still. As long as there is stability in the core value proposition, there can and should be enormous innovation in how it's delivered."

THE BUILDING BLOCKS OF CUSTOMER RELATIONSHIP MANAGEMENT STRATEGY

A building block is a unit of construction essential to building something larger. The foundation for a successful CRM strategy begins with the overall vision and the CRM value proposition. The strategy is built from the ground up, step by step, with customer-centered business processes and communication tailored to specific customers and their needs. A framework of stakeholders who adopt the CRM strategy supports the customer experience. This culture of collaboration is the fabric of your strategy, and it delivers the tactics that determine your place in the market. Information empowers the business activities you use to manage the customer relationship, and technology provides the data you require to analyze which processes align with the CRM strategy. You measure the quality of the overall structure by the value provided to customers. That value consists of those

elements that satisfy the customer's unique needs. Then, you quantify the quality of this overall structure with metrics, such as customer retention, customer lifetime value, and customer satisfaction.

Here is a quick reference guide on the core building blocks of a sound CRM strategy:

WHAT IS A CRM PLAN?

The 2011 book CRM Fundamentals by Scott Kostojohn, Mathew Johnson, and Brian Paulen provides an overview of preparations that an organization considers before undertaking new CRM strategies and tactics. Preparing for new customer relationship strategies requires planning and execution before new business processes and technology can be introduced. This preparation reduces resistance to change and minimizes the impact of common pitfalls associated with new business processes and technology. The list of components contained in this book serves as an example of the type of step-by-step considerations an organization should plan for before executing customer relationship strategies and tactics. These planning components are as follows:

•   Data-Driven Culture: Using data to drive business processes and achieve organizational goals is more than just a strategy to improve upon and earn customer relationships. The authors recommend nurturing a culture of data before undertaking new customer relationship management strategies. This includes creating the documenting processes that support your CRM strategy. For example, ask questions like: What do you want to know about a customer? Is it necessary to record information on their geographic location? Would you prefer to gather info on the person's level of education? Is it important to know who they purchased a similar product or service from in the past? After determining what gets documented and how, check to make sure this data is sufficient, change the processes that aren't working, and measure the impact of the gathered data. According to the authors' research, data-driven preparation results in greater comfortability with change and more support for your CRM plan.

•   Executive Support: In modern economies, the customer drives business decisions more than ever before. Leadership support for customer relationship initiatives has become exponentially more important because of the impact CRM strategy has on all business operations. The authors recommend that the C-level

leaders get involved in CRM decisions and help communicate the overall vision and intended benefits of the CRM plan.

• Communication: It's essential to communicate effectively with the appropriate stakeholders to prepare for the type of change that new customer relationship strategies bring to your team. Communication strategy and planning prevent resistance to change. A clear communication plan clarifies which internal stakeholders are involved with specific CRM planning actions. An articulate communication plan also outlines the frequency of contact, the appropriate medium of communication, and a formal process for feedback on individual components of the planning phase or deliverables.

Download Communication Plan Template - Word

• Training: The authors point out that training for new CRM technology implementations is an obvious consideration. They recommend starting training as early as possible to reduce resistance to change. In addition to training for new technology, consider training management on new business processes and the individual operational changes that need to be adjusted to support future CRM strategies and tactics. For example, do sales managers understand which new data metrics they should gather, and do they know how to leverage this information?

• Feedback: The employees taking action on customer relationship strategies provide valuable insight. Their experience in the trenches with existing customer relationship processes and CRM technology is relevant to the planning phase. Employees' feedback, both positive and negative, impacts the overall outcome of CRM strategy and, in turn, helps reduce the resistance to change.

• Recognition: Recognizing and retaining top-performing employees is a significant strategy for all organizations that value customer relationships. To prepare for a new CRM strategy, the authors recommend rewarding the desired behaviors that support the desired outcomes of the CRM planning. To do so, they suggest that key stakeholders ("project champions") or leadership recognize employee accomplishments, offer incentives (such as gift cards), and mention the actions of top performers in team meetings. Be sure to manage recognition efforts, identify top performers who positively impact customer relationship strategies, and leverage CRM technology appropriately.

WHAT IS CRM IMPLEMENTATION? A GLOSSARY OF COMMON TERMS

Successful implementation determines successful CRM strategy. An unprepared organization runs the risk of relying on the CRM technology to compensate for poor planning. When this happens, the CRM technology and features become the CRM strategy. By definition, implementation means setting a plan in motion. Here is a glossary of principal terms as they relate to CRM implementation:

•   Adoption: Create a user-adoption plan for your CRM implementation. Start by targeting the 80 percent of users. Then, have a plan for the 20 percent that ultimately pushes back on change. Listen to users, and gather feedback on their ideas. Make sure your plan incorporates C-level leadership and board-level commitment. Measure and reinforce standards early and often. CRM strategy initiatives that fail to get support from early adopters and top performers, especially in sales, risk becoming another CRM failure statistic.

•   Benchmark: Establish criteria for successful implementation, create formulas, and measure frequently. Remember, success factors include more than financial benchmarks: you should also measure the intangible benefits of technological, user-based business processes and cultural standards, in addition to revenue or customer-retention results.

•   Budget: Work with your CRM provider, partner consultants, and your internal implementation team to set a realistic budget. Discuss expectations for the individual components of system implementation, and consider a phased approach to additional features. Anticipate the future costs of training and onboarding beyond the original estimate.

•   Capture: Gather data before implementing new CRM processes and technology. If this data is not available internally, capture data from external sources. The data capture does not need to be excessive and should relate to your overall strategy. Which type of information is most useful for your customer relationship strategy? Defining this data before implementation is mandatory.

•   Customize: Customization ensures that you meet unique customer needs after implementation. Customized products and services meet unique customer needs as well as the value proposition behind them. Communication should also meet those needs. Customize new CRM processes and technology to support the level of customer communication and service. When engaging in this customization, be sure to consider customer needs.

•   Differentiation: Decide which customers receive which product or service based on their unique needs and your value proposition. Your strategy for identifying and serving your target customers impacts your CRM implementation

and the level of customer service you provide. Also, differentiate between the various kinds of data that drive these decisions. How will you organize the CRM data from different customer segments and optimize the business processes they impact?

•   Evolution: The CRM technology you implement doesn't need to be in final form after the initial execution. First, decide which features are necessary and the level of service and training you require from your vendor partners. Which departments will leverage the technology first? After this test phase, ask: does it make sense to add additional teams and customizations? Over time, phase in additional technology and services based on the evolution of your customer relationship strategy.

•   Framework: Your culture and CRM strategy determine the structure of your CRM implementation. Adjust the implementation plans to accommodate your customer relationship framework.

•   Identification: Collect data and design a clear understanding of which customers you target. Develop a simple database to gather information and profile customers before implementing CRM technology with a superior database. Determine how your CRM implementation impacts new customers versus existing customers. In addition to identifying the customers you serve, identify their unique needs, and consider creative ways in which CRM processes and technology empower your ability to meet these requirements.

•   Integration: Understand which existing applications and systems need to integrate with new CRM processes and technology. Modern CRM software needs to receive and push data from application to application. Do you have the necessary internal resources to integrate technology, or do you need to hire outside consultants or rely on the CRM vendor for this function? Remember to consider a phased approach that fits the evolution of your overall CRM strategy.

•   Launch: Get excited about your CRM implementation. Use internal marketing and communication techniques to frame the message and develop a positive approach to change. Announce a start date for new processes and technology, and celebrate that day. Set the tone for the CRM implementation by demonstrating an internal culture that positively impacts the external customer relationships.

•   Map: Which business processes need to be fixed or changed? Which ones should remain intact and be enforced by new CRM processes and technology? Consider designing internal documentation, such as a flowchart that

demonstrates how to manage new and existing processes. Mapping out your business process before implementing new technology reinforces the importance of customer relationships during the distraction of the implementation stage. Design and follow an implementation timeline that accurately portrays your capabilities and aligns with existing business processes.

• Outcomes: What do you need to measure to achieve your overall customer relationship strategy? Which business metrics lead to the success of your organization? How will you progress and adjust based on the outcomes of your CRM implementations? Anticipate and track CRM strategy goals, and ensure that the proper features, reports, and dashboards are in place to do so.

• Prepare: Readiness extends beyond the policy and planning phases discussed earlier in this article. Do you have the appropriate hardware in place to leverage new technology? Is your physical workspace set up to succeed after implementation is underway? Where have you stored the current customer data, and how will you import it? Do you need to hire external resources with data expertise to help with data management?

• Prioritize: In addition to keeping the customer at the center of your decision making and business processes, prioritize the customer at all stages of CRM implementation. Interact with customers proactively, and develop alternate methods of communication to avoid negatively impacting the customer relationship before, during, and after implementation. Are existing customers adversely affected by new CRM strategy or at any stage of planning and implementation? Is this a sacrifice that makes sense for your overall goals?

• Project: Implementation requires a focused project team. Hire or assign a qualified project manager to oversee the CRM implementation, and if possible, involve them in all phases of strategy and planning. Ongoing cooperation with different teams and departments is critical to successful implementation. The project manager interacts with leadership, sponsors from individual departments, and IT teams (or external vendors) to identify risks, gain acceptance, and execute tasks.

• Security: Decide early on how you will handle data breaches and worst-case scenarios related to internal and external data. Consider what customer information you share and who has access. Work with qualified consultants and your legal counsel on permissions and access based on current industry guidelines and all laws (international, federal, state, etc.) that govern your business operations. Determine permission-level standards for all users, and plan HR policies according to your employment guidelines.

• Super-User: Find your CRM champion. Is there a current user who demonstrates high standards for leveraging the existing CRM technology? Does your sales team have an early adopter who embraces problem-solving and helps others learn new technology or processes? Assign or hire a super-user for your CRM implementation, and provide them with the necessary training so you have an internal resource during and after implementation. Empower CRM super-users with support from leadership, and promote acceptance of new CRM processes and technology. Recognize top performers, and determine clear, measurable outcomes for people to follow, so you recruit more champions.

• Training: Incorporate CRM training for all new hires so they hit the ground running. Make sure new employees understand how to leverage processes and technology to align with the overall customer relationship strategy. Use designated super-users and project managers to guide ongoing training after implementation. Reinforce positive CRM habits, and make sure that new hires know who the top performers are, so they have internal CRM role models.

• Vendors: Is your team capable of doing the full CRM implementation? Do you have the technical expertise to migrate and integrate new software? Finding a qualified partner is of particular importance when transferring from an existing CRM system to a new technology. Decide on the level of knowledge and expertise you require early in the planning phase. Meet with vendors, and discuss their experience with similar companies. When you interact with CRM vendors, ask for references, and determine if their customer relationship management is on par with your own. Finally, ask for the opportunity to demo the product and features risk-free, and allow your project team and super-users to experiment and discover.

• Vision: Why are you implementing a CRM system? What does a successful customer relationship strategy look like after implementation? Remember that CRM is rooted in the relationship between the buyer and the seller. CRM is a philosophy first and foremost. Technology supports the customer-centered vision - it is not the result.

Review your overall CRM strategy with the various components of implementation in mind, and use a planning phase as the foundation for change. Countless change management models exist to help combat the resistance, fear of failure, and poor communication that plague enterprise software implementations. Remember that CRM strategy, planning, and implementation rely on the relationship. The customer is the center of the business.

DISCOVER A BETTER WAY TO MANAGE SALES OPERATIONS WITH SMARTSHEET

While an effective customer relationship management strategy is integral to the success of your sales team, a strong CRM solution is just one factor that contributes to your organization's overall success. That's why top sales professionals rely on work management tools to stay on top of leads, accelerate productivity, and exceed every quota.

Smartsheet is a collaborative work management and automation platform that enables enterprises and teams to work better. Use Smartsheet to integrate your sales processes with the rest of the organization, and increase visibility into status and high-level KPIs, streamline communication among all stakeholders, and improve reporting accuracy with real-time updates. Build a strong opportunity pipeline, reduce risks and identify blockers, and refine your sales forecast. Improve transparency to process and procedure, optimize operations with cross-department collaboration, and accelerate team output.

Learn how Smartsheet for Sales enables your team to integrate its processes with the entire organization to accelerate productivity and close every sale.

Unit IV

CRM Planning and Implementation

STRATEGIC CRM PLANNING PROCESS:

• Defining the business objectives.

• Understanding CRM Three dimensions (people, process, IT)

• Using a structured approach to manage CRM

• Identifying both corporate and customer needs

• Using customer needs to re-engineer business processes

• Selecting technology based on business needs and functionality

• Ensuring systems development is business led

• Ensuring actionable measures of customer performance

• Actively managing culture and change, win buy in

• Using a phased implementation strategy

CRM IMPLEMENTATION (PHASES)

• Develop the CRM Strategy

• Build CRM Project foundations

• Need specifications and partner selection

• Project implementation

• Performance evaluation

1. Develop the CRM Strategy

- Situational analysis

- Customer or segments

- Market offering

- Channels of distribution

- Commencing the CRM education

- Developing CRM vision

- Setting priorities

- Goals and objectives

- Identifying the people,process,and technology requirement

- Develop a business case

2. Build CRM Project foundations

- Identify stakeholders

- Establishing the governance structure

- Identify the change management needs

- Identify the project management needs

- Identifying the criteria success factors

- Developing a risk management plan

3. Need specifications and partner selection

- Process mapping and refinement

- Data reviewing and gap analysis

- Hosted or On-premise CRM

- Calling for proposals

- Invite potential partners

- Revised technology need identification

- Asset the proposals and select one or more partners

4.Project Implementation

- Refining project plan

- Identifying the technology customization needs

- Prototype design,test,modify,and roll out.

5.Performance Evaluation

- Project outcomes

- Business outcomes

- Implementation issues

- Poor planning

- Poor Integration

- Towards a solution

CRM TOOLS

- STRATEGIC CRM
- TECHNOLOGY AND IMPLEMENTATION
- MOBLIE BUSINESS FOR THE ENTERPRISE

- SALES AND MARKETING
- BUSINESS INTELIGENCE
- CUSTOMER CONTACT CENTER

   1.STRATEGIC CRM

1. BUSINESS CASE
2. CUSTOMER KNOWLEDGE
3. CUSTOMER LOYALTY
4. CUSTOMER RETENTION
5. CUSTOMER SATISFACTION
6. DIRECTION

7. LEADERSHIP

8. MASTER PLAN

9. METRICES OR MEASUREMENT

10.   PEOPLE &PROCESS

11.   ROI
12.   STRATEGY & SUCCESS
13.   TECHNOLOGY
14.   TOP MANAGEMENT
15.   TREND
16.   VISION

2. TECHNOLOGY & IMPLEMENTATION

1. ENTERPRISE ARCHITECTURE AND APPLICATION

2. CRM –INDUCED CULTURE CHANGE

3. MIGRATIONMANAGEMENT

4. KNOWLEDGE BASED UTILIZATION

5. APPLICATION SERVERS

6. SYSTEM INTEGERATERS

7.   PLANNING AND INVESTICATING

8.   IMPLEMENTATION AND DEPLOYMENT

9.   CHANGE MANAGEMENT

10.   MAINTAINING AND UPGRADING

3.MOBILE BUSINESS FOR THE ENTERPRISE

1.   DELIVERY TECHNOLOGY

2.   DISPLAY TECHNOLOGY

3.   FIELD FORCE AUTOMATION

4.   INPUT TECHNOLOGY AND DEVICES

5.   MOBILECOMMERCE

6.   MOBILE ENTERPRISE

7.   MOBILE OPERATING SYSTEM

8.   WIDE AREA NETWORK

9.   WIRELESS APPLICATION SERVICE PROVIDER

10. WIRELESS DEVICES

4. SALES AND MARKETING

1.   ENTERPRISE RELATIONSHIP MANAGEMENT(ERM)

2.   E-SALES

3.   LEAD QUALIFICATION

4.   OPERATIONAL CRM

5.   PARTNER RELATIONSHIP MANAGEMENT

6.   REPEAT BUSINESS

7.   SALES FORCE AUTOMATION

8.   ANALYTICAL CRM

9.   CUSTOMER PROFILEING AND SEGEMENTATION

10.   E-MARKETING AUTOMATION

11.   LEAD QUALIFICATION in sales

12.   PERSONALISATION

5. BUSINESS INTELIGENCE

1   ANALYTICAL PROCESS

2   CUSTOMER INTELLIGENCE SYSTEM

3   CUSTOMER SCORING

4   DATA CLEANING

5   DATA MINING

6   DATA WAREHOUSE

7   FILTERING AND HOUSE HOLDING

8   INFORMATION DATABASE

9   LEGAMART

10   METAMART

11   OPERATIONAL SYSTEM OR DATABASE

6. CUSTOMER CONTACT CENTER

1   CALL CENTER AND HELP DESK

2   CUSTOMER INTERACTIVE CENTER

3   CUSTOMER RETENTIOn

4   CUSTOMER SUPPORT

5   E-SERVICE SYSTEM

6   LIVE SUPPORT AND SERVICE

7   ON-LINE SUPPORT AND SERVICE

ANALYTICAL CRM

1   Analytical CRM may be defined as a decision support system that is targeted to helping senior executives ,marketing, sales and customer support personnel to better understand and

capitalize upon their customer needs, the c customer buying cycle.

2   Analytical CRM consist of applications that enable business to analyze relevant data in order to achieve a more meaningful and profitable interaction with the customer.

3   It uses customer data for analysis, modeling and evaluation to create a mutual relationship between company and its customers.

4   It helps to better understanding of customer behavior.

5   The analytical CRM solution enable the effective management of a customer relationship. Analysis of customer data can a company begin to understand bahaviours,identify buying patterns and trends and discover casual relationship.

Key features of Analytical CRM

•   It integrates and inheriting all this data into a central repository knowledge base with an overall organization view.

•   It combines and interacts the value of customers with strategic business management of organization and value of stakeholders.

•   It determines, develops and analyze inclusive set of rules and analytical methods to scale and optimize relationship with customers by analyzing and resolving of all questions.

1 NEED OF ANALYTICAL CRM

•   CUSTOMER ACQUISITION

•   CUSTOMER ATTRITION(slow destruction)

•   TIME UNTIL ATTRITION

•   REVENUE DOLLAR MODEL

• CUSTOMER UPGRADE

2 PURPOSE OF ANALYTICAL CRM

• Design and execution of targeted marketing campaigns to optimize marketing effectiveness.

• Design and execution of specific customer campaigns, including customer acquition,cross selling, up- selling, retention.

• Analysis of customer behavior to aid product and service decision making.

• Management decisions

• Prediction of the probability of customer defection

• Analytical CRM generally makes heavy use of data mining.

• Importance of analytical CRM

• Make more profitable customer by providing high value services.

• Retaining profitable customer through sophisticated analysis.

• Addressing individual customer needs and efficiently improving the relationship with new and existing customer.

• Improves customer satisfaction and loyalty.

• Find and explore useful knowledge in large customer database.

• It helps in classifying customers, predicting customer behavior.

• Steps in analytical CRM process Step:1 Problem formulation

• Segmentation of clients

• Acquisition analysis

- Relation analysis

- Channel or approach analysis. Step:2 preparation

Step:3 Definitive analysis

- Statistical techniques

- Data mining

- Machine learning techniques Step:4 Visualizing

OPERATIONAL CRM

- OPERATIONAL CRM involves the areas where direct customer contact occurs. These interactions are referred to as customer touch points.

- Company maximize the process of gathering and understanding customer information from all touch points.(eg: call centers, point of sales, web etc.)

- Touch point classification:

1. Face to Face touch points: sales/service/channel/events/stores/promotions

2. Database-Driven Touch-points: telephone/e-mail/mail/SMS/Fax/loyal

3. Mass Media: Advertising /public relations/Website.

1 APPLICATION OF OPERATIONAL CRM

1. MARKETING AUTOMATION: It is automatically focused on automating marketing processes. In marketing campaign management involves marketers to

use customer specific information to determine, evaluate and develop communication that are targeted to customers in individual as well as multi level or multi channel environment.

Campaigns developed to communicate customers individually are easy and involves unique and direct communication.

2.   SALES FORCE AUTOMATION:

The main part of CRM is not only deal with existing customer. It also try to acquire new customers also. The process starts with identification of customers, maintaining all correspondence details into the CRM system.

This process includes generation of lead and qualifying those leads into prospects. Business people following up the customer continuously and convert them into a winning deal. Automation of selling process is effectively handle by salesforce automation, which automates all the methodologies or sales cycle.

3. SERVICE AUTOMATION-

It deals with managing organizations service. The actual interaction with the customers such as contact, direct sales, direct mail, call center , web sites and blogs etc.. are examples of operational CRM.

Each interactions with the customer can be collected to the client database generally known as customers history.

This helps to assess a clear view of customer needs such as products owned, prior support calls etc.

Basis of the information, if e customer required the customer can easily be contacted at the right time at the right place.

• CUSTOMER SERVICE AND OPERATIONAL CRM

CALL CENTER

A call center is one of the best asserts a customer driven organization can have becoz maintaining a high level of customer support is critical to obtaining and retaining customers.

Contact centers also track customer call history along with problem resolution.

• WEB BASED SELF SERVICE –This service allow customers to use the web to find answers to their questions or solutions to their problems. Example, FedEx courier service , Gas Booking System, E-Ticketing.

• CALL SCRIPTING –This system helps to assess organizational databases that track similar issues or questions and automatically generate a details to the CSR (Customer Service Representatives) who can then relay them to the customer. Example, Frequently Asked Questions.

CALL CENTER MANAGEMENT

A call center is a place that encourages customers to make calls in order to facilitate their easy usage of the product/service offered by the organization. All calls from customers regarding their queries, problems, suggestions are entertained.

It consists of a group of personnel that are specifically trained in handling inbound and outbound customer calls thus catering to customer service needs.

A center is a place where a number of people handle the incoming as well as outgoing telephone conversations of a varied nature with their customers.

Call centers are undergoing major development. Companies are becoming customer oriented instead of product oriented and are investing in CRM. CRM (Customer Relationship Management) being the customer centred strategy of the decade and finding its roots in customer satisfaction and customer focus, has started to play a very prominent role in the call center sector. How has it achieved this? Call centers are finding that implementing this strategy brings them vast benefits. For example the high potential that call center CRM software has in collecting vital customer data and storing it. This data is entirely essential to the call center and is utilized in its day to day activities. It helps them possess a clearer view of the customer being handled and enables them to give the right

answers to customer queries, problems etc. Knowing the customer, his preferences, his purchase history etc all contribute significantly to the better handling of the customer.

A few features available in this system.

1.   Automatic call distribution

2.   Interactive voice response (IVR) –Cellular Service,#1,#2,#3,#9.

3.   Predictive Dialing.

HISTORY OF THE CALL CENTER INDUSTRY

•   The history of the call center was begins in USA in 1874. (Alexander Graham Bell introduced the voice over wires).

•   May 1877, first telephone pattern was introduced and 6 telephone connections were in use.

•   Nov 1877, over 3000 phones were being connected through wires for homes and business use. During this period, the first call center was created as individual rang operators, who is manually connected their calls through a switch board with a required party.

•   In 1880, the number of phones in use had claimed to 1,33,000. It become more difficult for new or temporary operators to have the knowledge of how and where all the phone lines are connected.

•   First ever 24 hours call centers was an inbound customer service and sales center set-up by pan American world airlines in1956.

•   In 1967 AT&T introduced 800 toll free lines that gave customers a way of contacting businesses at no cost to themselves.

•   In recent times call centers was flourished because industries such as travel,hospitality,banking,and catalog shopping have found value in the concept.

• They are utilized to provide superior customer service and increase sales to maximize market share.

• Call center service depends on three factors like- speed, quality and efficiency. The main objectives are

1. Customer satisfaction

2. Business process analysis

3. Employee development and welfare

4. Increase in revenue

5. Analyzing future trends

6. Cost reduction.

CLASSIFICATION OF CALL CENTERS

1.   Inbound / Outbound

2.   International / Domestic

3.   In-house / Out-Sourced

4.6.4   CALL CENTER DEVELOPMENT PROCESS

1. Select a Location for the call center where there is an educated work force.

2. Select the underlying technology component.

3. Decide which channels to support on the call center.

(Mail, Chat, Web Forms, Text Chat, VOIP

4. Select the software solution,that meet requirements and will integrate with existing systems.

5. Integrate system when feasible.

6. Determine service level agreement and business processes.

7. High and retain staff.

8. Finalize the budget

9. Establish measurement and performance processes.

10.   Establish on –going policies for training and updating CSR.

OPERATIONAL CHALLENGES

1.   Trained man power

2.   Government regulations

3.   Commitment to quality

ROLE OF CRM MANAGERS

Role of CRM manager in planning and implementation

1   Developing CRM Programs

2   Direction

3   Listening

4   Conflict resolution

5   Positive image

6   Follow through

7   Administrative duties

8   Coaching session

9   Customer interaction

10   Communication

11   Reporting to senior management

Responsibilities:

1.   Measurable increase in customer satisfaction measures

- Maintain or increase recurring revenue from their customers

- Develop/maintain referenceable customers

- Decrease in Executive level escalations from assigned customers.

2.   Acts as Customer Advocate within the organization

- Develops in-depth knowledge of the customer's goals and strategy as it relates to the product/service being used, assists the customer in reaching those goals, and communicates those goals internally to help drive product/service decisions.

- A single contact/escalation point for cross product/cross functional issues

- Holds customer accountable for maintaining contracted levels of training/staffing/etc.

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7 Tips to a Successful Implementation of Your New CRM System

Posted by Camilla Graue on 9 October, 2018 - 11 Comments

Post summary:

- CRM is a strategy, not a tactic

- The most common CRM challenges

- 7 tips to a successful CRM implementation

In my last blog post, I gave you some tips on how to structure your workday (8 Ways CRM Software Can Help Reduce Cost for Your Business). These tips refer to what you as an individual could do. This time I will focus on organizational structure.

Whether you have chosen a CRM vendor or not, it is a good idea to prepare for the organizational challenges you may meet:

- What does it involve of resources?

- Do you need to make organizational changes?

- What are the goals or benefits you expect to get out of the CRM system?

- Do you want a cloud or a server solution?

When you implement a new IT system, the whole organization needs to be in sync. It has to be a combination of a set of official guidelines and personal involvement. A good project manager is essential and the way to success lies in

good internal communication. A CRM system is not just technology; it is a strategy and a philosophy.

Here are 7 tips of things to consider when implementing a CRM system:

1. Anchorage in the top management

It may sound obvious that a project that involves all parts of an organization needs top management involvement, but in order to inspire and build credibility, top management is crucial. They drive the opinion and culture in the organization and their early adaption gives a synergy effect on the whole organization. So get them involved!

2. Project manager

When you are implementing a new CRM system (or if you have just switched to a new system) the most important person is the one that has the overall management and the mandate to run the project. The selected person should drive the project so that the steps get done and the goals are met. It does not have to be someone from the management, but a do-er with enthusiasm, passion and focus on details.

3. Super-user

A super-user or a CRM responsible is not the same as a project manager. This is the person in your organization which is assigned as the super-user of your new system. He or she just loves the new system and wants to learn everything about.

When others in your organization have problems or need support, this is the internal person to go to, the "know-it-all". This person is also often the contact point towards the vendor, and will be the first to get information about new version etc.

4. Launch with a BANG!

The mantra for real estate agents is location – location – location. For the project manager it should be motivation – motivation – motivation. Sell it!

Internal marketing is sometimes underestimated, but when implementing a new CRM system you need to sell it to your colleagues. Make a cool article on your intranet, a poster, a special launch t-shirt, internal launch party etc. It doesn't have to cost a lot of money, but something to mark the launch and create

enthusiasm. But unfortunately you can't rest on your laurels, now the lobbing starts. Walk around, ask people how it's going and help them along.

5. Internal guidelines

As mentioned before in other blog posts on this site, a CRM system is only as good as the data put into it. It is essential that some common guidelines are set. For example how to include new company data or register a sale. If Trine, Steven and Marie all register their sales in the CRM system, but Michael doesn't, then it is difficult for the sales manager to take out correct sales statistics and coach his sales team.

And it also makes it difficult for Michael to track the teams sales pipeline.

The guidelines should be written down and can be published for example on your intranet.

6. Training

We are all different; some people get a kick out of a new system and start to use it right away. Others may be skeptical to a new way of working. The project manager should have strategies to handle both user groups. You can choose classroom training from a vendor, or if you have assigned an internal super-user he or she can do the training in your office.

You should also include an introduction to your CRM system in the internal training program for new employees. New employees will then, from the start, get on the right track.

7. Strategy

CRM is not just technology, but a philosophy.

When you implement a CRM system your whole organization needs to re-think all routines and each individual needs to change their work pattern. This is a challenge and requires a strategy to cope with negative attitude on all levels.

Despite the fact that over the last 10 years it has been written a lot about CRM, clarifying the shift from only a sales perspective to a 3600 view, many people still look at CRM as only a sales tool.

You might encounter attitudes like "in Finance we work in a different way, and have no need for a CRM system" or "I have all my emails saved in folders in Outlook, so I know how to find them". Prepare yourself!

I can give you a lot of good arguments for implementing a CRM system, but in my book the no. 1 argument is: When in a workplace the company owns your production, and a CRM system ensures that all documentation is stored in one common database owned by the company.

Conclusion

I would say that the Achilles heel to all IT systems is user-friendliness.

The author of "Stupid bloody system!", Jonas Söderström, addresses the problems of poor data systems in a work environment perspective. He claims that the problem with too many data systems has become so imperative that it has to be addressed before it ruins the work environment. Strange reference from a software vendor you may say? But he addresses a very important point – you need to put in the time and effort to evaluate before you choose a new IT system.

Unit V

Sales Force Automation

Definition: The **Sales Force Automation**, abbreviated as **SFA,** refers to the technique wherein the software are used to automate the business tasks such as inventory control system, account management, process management, contact management, customer tracking, sales funnel management, sales forecasting analysis, product knowledge, sales lead tracking system, sales team performance evaluation, etc.

The Sales Force Automation software can be customized according to the business needs or can be purchased from the market that suits the business requirements. Some of the software available in the market are:

- Salesforce.com
- Infusionsoft
- Microsoft Dynamics CRM
- Prophet
- PlanPlus offline, etc.

Advantages of Sales Force Automation

1. Increased **_Productivity_**
2. **_Competitive Advantage_** in terms of cost, revenue, and market share.
3. **_Timely information_** regarding the sales.

4. *Increased customer satisfaction* with the reduced response time.
5. Keeping *proper records of the customer*, that can be tracked down easily.
6. The *sales forecast* can be done accurately with the help of past sales data.
7. *Efficient utilization* of scarce resources.
8. *Less time required* by the sales manager to prepare the daily, quarterly, monthly or annual reports.
9. *Optimum utilization* of time by the staff members.

Disadvantages of Sales Force Automation

1. Data entry is too much *time consuming*.
2. *Difficult to accustom* with the software system.
3. With automation, the *personal touch* is lost.
4. *Tedious job* of regularly upgrading the system, making the new entries, cleaning the unwanted data entries and maintaining the system as a whole.
5. Sometimes *difficult to integrate* with company's other management information systems.
6. The *high cost involved* in the installation and maintenance of the system.

The SFA is the part of the company's Customer Relationship Management system; that records every stage of the sales process. It is often called ad **Customer Relations Management Software.**

Related Terms:

1. **Sales Force Composite Method**
2. **Sales Forecasting**
3. **Market Share Method**
4. **Sales Audit**
5. **Market Survey**

Automation is essential in CRM considering the requirement of handling a huge size of customer base and the level of complexity in each sales force related or marketing related tasks. CRM makes use of three types of automation: Sales Force Automation (SFA), Marketing Automation (MA), and Services Automation (SA). In this chapter, we will learn about Sales Force Automation.

CRM needs to be accessed by various people in the business. It is most frequently accessed and used by salespersons and managers of the sales activities at various ranks of seniority. SalesForce is a software that works as a supporting system for the salespersons and managers to achieve their work related objectives. SFA technology helps a business to collect, store, modify, analyze, and transport the sales related data. SFA is the strategy used to drive efficiencies in your sales processes.

SFA software is used by various salespersons such as salespersons in B2B and B2C contexts, door-to-door salesmen, direct sellers, online sellers, etc. It is used by managers to track customers, manage sales pipelines, customize the offers, and generate reports, to name a few.

SFA Solution Providers

Some SFA providers are specialists focus on a particular functionality of SFA. They compete against enterprise solution providers (who provide a complete range of business solutions such as Supply Chain Management (SCM), Enterprise Resource Planning (ERP), and CRMs) and also some providers of CRM suites that include SFA modules. Some renowned SFA specialists are as given below –

SFA Specialist	SFA as Part of CRM Suite	SFA as Part of Enterprise Suite
Cyberform	Microsoft Dynamics	IBM
Salesnet	Salesforce.com	Oracle
Selectica	SalesLogix	SAP

The CRM solution providers also come up with **configurators**, the software engines that allows the customers to customize their products. Since the configurators help to build customized products, the stress on the salespersons of handling complex data without errors is reduced. In turn, their training cost is also reduced.

For example, Dell computers allows its customers to interact with the configurator. The customers can select devices of their own choice and specifications, and build their own computers.

SFA Hardware and Infrastructure

In the era of growing businesses, the SFA hardware and infrastructure must be able to cope up with large number of customers for long time.

In house salespersons are comfortable using desktop or laptop computers but the outdoor salespersons of a business prefer palmtops, tablets, phablets, or simply, the smartphones. In such wide range of devices, the SFA technology should be capable of executing on each type of device.

In case of global business, the salespersons and managers across all the outlets need to access the CRM database a large number of times. In such situation, the SFA technology should be equipped with handling distant communication or data transfer over wireless and speedy media.

SFA Allied Services

The services generally take 50 to 60% portion of the total automation project costs. For example, data services such as data security.

The SFA project managers sometimes buy services from the service providers. The service providers contribute in business profits and the cost of the entire CRM projects. These services need re-engineering or tuning few selling processes according to the business requirements.

Functionalities of SFA Software

An SFA software can provide the following functionalities –

- **Account management** – Under this, the salespersons and managers get a complete overview of customer relationship. It includes customer's personal details, contact, past contacts, past orders delivered, current orders, transactions, etc.

- **Contact management** – It refers customers' contact numbers, Email ID, address, contact preferences, etc., for maintaining contacts by creation, updating, tracking appointments and contacts, etc.

- **Contract management** – It helps users to manage contracts with the customers by offering the functions of tracking, monitoring, progressing, and terminating the contracts.

- **Document management** – It helps the users maintain product lists, brochures, product specification manuals, price lists, and quotation templates.

- **Event management** – It enables to plan the events such as conference, trade show, webinars, seminars, meetings, etc. with customers or other partners. It features event calendar, event reports, etc.

- **Incentives management** – The sales managers use this function to appraise and reward the salesperson's efforts. It can be linked to payroll application for automatic payment.

- **Lead management** – It enables the business to create, assign leads to various salespersons for equal task distribution, and track sales leads.

- **Opportunities management** – It enables users to create opportunity, administer its progress, and estimate users' bonus.

- **Order management** – Once the customers agree to purchase a product, this facility turns quotation into accurately priced orders. It is composed of price lists and product configurator.

- **Pipeline management** – It helps to maintain entire sales cycle right from identification of prospects to order delivery and closure.

- **Product Encyclopedia** – It is an electronic encyclopedia of products with their names, model numbers, picture, and specifications. It is made accessible to the customer online.

- **Product Configuration** – It enables users or customers to design and price the product by selecting the specifications of their choice.

- **Product Visualization** – It enables the users or customers to create a realistic 3D model of the product. It is created by referring to the technical diagrams.

- **Quotation management** – It allows the salespersons and managers to create, edit, and deliver customized proposal.

- **Sales prediction** – It helps the salespersons and managers to forecast sales figures.

Benefits of Sales Force Automation

Vendors, salespersons, and managers claim myriad benefits of implementing and using SFA. Some important benefits are as listed –

- **Vendor's perspective** – Improved customer relationship, staff productivity, and business revenue.

- **Salesperson's perspective** – More closing opportunities, short sale cycles, ease of tracking sales cycle.

- **Manager's perspective** – Increase in salesforce productivity and accurate reporting.

- **Business perspective** – Improved customer relationships, Increase in sales revenue, improved market share, increase in profitability.

Popular SFAs

Some Popular Salesforce Automation Software Systems are: Salesforce.com, Infusionsoft, Microsoft Dynamics CRM, Prophet CRM, PlanPlus online, Sugar CRM, etc.

Unit VI

Electronic Customer Relationship Management (E-CRM)

Definition - What does Electronic Customer Relationship Management (E-CRM) mean?

Electronic customer relationship management (E-CRM) is the application of Internet-based technologies such as emails, websites, chat rooms, forums and other channels to achieve CRM objectives. It is a well-structured and coordinated process of CRM that automates the processes in marketing, sales and customer service.

An effective E-CRM increases the efficiency of the processes as well as improves the interactions with customers and enables businesses to customize products and services that meet the customers' individual needs.

Techopedia explains Electronic Customer Relationship Management (E-CRM)

Electronic customer relationship management provides an avenue for interactions between a business, its customers and its employees through Web-based technologies. The process combines software, hardware, processes and management's commitments geared toward supporting enterprise-wide CRM business strategies.

Electronic customer relationship management is motivated by easy Internet access through various platforms and devices such as laptops, mobile devices, desktop PCs and TV sets. It is not software, however, but rather the utilization of Web-based technologies to interact, understand and ensure customer satisfaction.

An effective E-CRM system tracks a customer's history through multiple channels in real time, creates and maintains an analytical database, and optimizes a customer's relation in the three aspects of attraction, expansion and maintenance.

A typical E-CRM strategy involves collecting customer information, transaction history and product information, click stream and contents information. It then analyzes the customer characteristics to give a transactional analysis consisting of the customer's profile and transactional history, and an activity analysis consisting of exploratory activities showing the customer's navigation, shopping cart, shopping pattern and more.

The benefits of E-CRM include the following:

• Improved customer relations, service and support

• Matching the customers' behavior with suitable offers

• Increased customer satisfaction and loyalty

• Greater efficiency and cost reduction

• Increased business revenue

Businesses that strategize and implement an E-CRM solution are able to align their processes around technology to effectively deliver seamless, high-quality customer experience across all channels. Customers have the power to help themselves through online personalized services that are made available on demand. The Internet provides a simple and ideal medium where customers can get information from websites, buy products and find answers using FAQ sections, forums or chat rooms.

CRM in E-Business

CRM is a term that is often referred to in marketing. However, there is no complete agreement upon a single definition. This is because CRM can be considered from a number of perspectives. In summary, the three perspectives are:

Information Technology (IT) perspective

The Customer Life Cycle (CLC) perspective

Business Strategy perspective

CRM Different Definitions

1. CRM is the application of a well developed customer strategy, based on a high level of customer awareness, to a properly matched set of CRM technologies and services.

2. CRM is the business buzzword on the Internet these days. Customer Relationship Management promises faster customer service at lower costs, higher customer satisfaction and from this, better customer retention and ultimately customer loyalty.

3. CRM is a strategic approach that is concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. CRM unites the potential of relationship marketing strategies and IT to create profitable, long-term relationships with customers and other key stakeholders. CRM provides enhanced opportunities to use data and information to both understand customers and create value. (Payne and Frow - 2005)

CRM Systems with E-Business

1. Business-to-Business (B2B) CRM

The Business-to-Business (B2B) CRM enables organizations to manage the whole customer/partner lifecycle and rapidly establish a selling channel, whether merely conventional or online through web-based applications (E-Sales).

1.1 Marketing Automation

Marketing automation creates a beneficial bind between service and sales organizations. The CRM software solution should be able to deliver on a range of goals in multiple environments (such as business-to-business and business-to-consumer).

1.2 Sales Force Automation (SFA)

Sales Force Automation (SFA) is the automation of the sales cycle by linking your outside sales, inside sales, technical support, management, and service and customer care. The goal is to increase communication and hence efficiency between sales and support teams.

1.3 Customer Service and Support

Customer Service and Support helps better understand one's customers and anticipate their interest in an enterprise's products and/or services through processes occurring throughout the marketing, sales, and service stages.

1.4 Partner Management

Partner management supports, usually through a web portal dedicated to partners, basic functionality for partner management, such as partner information management (create, search, update, and delete), opportunity and lead source tracking and automatic notification, opportunity and lead assignment and automatic notification, all of these based on user-definable rules and workflow.

1.5 Contract Management and Creation

The Contract Management and Creation section enables organizations to manage, whether electronically or in a more conventional manner, contract lifecycle from contract creation and modification, to contract expiration and renewal, while

supporting for multiple currencies; all of these based on user-definable rules and workflow.

1.6 Project and Team Management

Project and Team Management enables organizations to manage project lifecycle and project team, from project kickoff and role definition to personnel assignment, project execution and completion; all of these based on user-definable rules and workflow.

2. Business-to-Consumer (B2C) CRM

Business-to-Consumer (B2C) CRM enables organizations to manage the whole consumer lifecycle, interact properly and successfully with their customers, and rapidly establish a selling channel.

2.1 Internet Sales

Internet sales enables visitors to look for and select products of their interest, and complete their purchase online. To do so, the CRM software solution should provide an on-line product catalog with real-time price and availability information, shopping basket management with secure payment transaction processing, and profile information management (registration, subscription, shipping and billing addresses, purchase history).

2.2 Email Response Management

Email Response Management ensures management of incoming emails from customers with automatic guided-through questionnaires and outbound emails combined with customer's data. It includes rule-based routing with reporting capabilities.

2.3 B2C Analytics and Business Intelligence

B2C Analytics and Business Intelligence (BI) are analytical applications using complex rules-based techniques, neural networks, pattern recognition and other profile settings within peer groups to identify certain transactions and set thresholds for what is considered "normal" shopping behavior.

3. Other CRM-Related Application Areas

Throughout the customer lifecycle (suspect, prospect, visitor, user, lead, client), the latest CRM software solutions allow you to gather, compute, analyze, report, and extract all kinds of information related to your customers and their behavior.

3.1 Email Marketing Email marketing is the electronic form of direct marketing. mailing list management (recipients), mailing campaign management (messages sent), mailing content management (message content), mailing bounce management (messages received), mailing tracking and report management (campaign efficiency).

3.2 Relationship capital management (RCM) empowers sales organizations to drastically accelerate their sales cycle by rapidly inventorying and charting their social and personal relationships, whether internal (local relationship) or external (global relationship).

3.3 Survey software are business intelligence tools aiming at increasing product acceptance, and customer loyalty by ensuring that customer needs are better understood and addressed.

CRM In Pakistan

Currently there are two sectors in Pakistan which are highly influenced by the latest advancements in ICT to stay abreast in the competition i.e. banking and telecom sectors. In the recent years major foreign investments have been made in Pakistan, particularly in these two sectors.

NADRA CNIC CRM

This system was developed to keep track of CNIC application forms during various stages using Barcodes to track 200,000 forms per day at 105 districts of Pakistan, 8 Regional Headquarters and Central Headquarter of NADRA. Stages include; District Registrar Office (DRO), Scanning, Data Entry, Local data warehouse, Central Headquarter, Printing of CNIC, RHQ, delivery of CNIC, etc. To track 200,000 forms per day at 20 stages, a massive 2 million transactions per day are created and stored at the central CRM Server. Using dynamic web reports to display this data for NADRA management was also developed.

Olpers

Customer Relationship Management in Engro Food` According to Engro foods view, CRM consists of:

Helping olpers to enable its marketing departments to identify and target their best customers, manage marketing campaigns and generate quality leads for the sales team. Assisting olpers to improve account and sales management by optimizing information shared by multiple employees, and streamlining existing processes. Allowing the formation of individualized relationships with customers, with the aim of improving customer satisfaction and maximizing profits; identifying the most profitable customers and providing them the highest level of service.

Providing olpers employees with the information and processes necessary to know their customers, understand and identify customer needs and effectively build relationships between the company, its customer base, and distribution partners.

Barclays Bank PLC

Barclays Bank PLC has signed an agreement with Microsoft whereby Microsoft will provide Barclays Bank with Dynamics CRM a fully integrated, adaptable business management solution. Barclays Bank Pakistan chose Microsoft CRM solution as it is an affordable technology solution that helps automate and streamline the three basic steps of customer management: Identifying, attracting, and retaining the customer. It provides a 360 degree view of the customer with access to members across an organization with up-to-date information of the customer. This commitment, along with our inherent business values aim to provide efficient and innovative banking solutions throughout the Barclays branch and sales centre network across Pakistan.