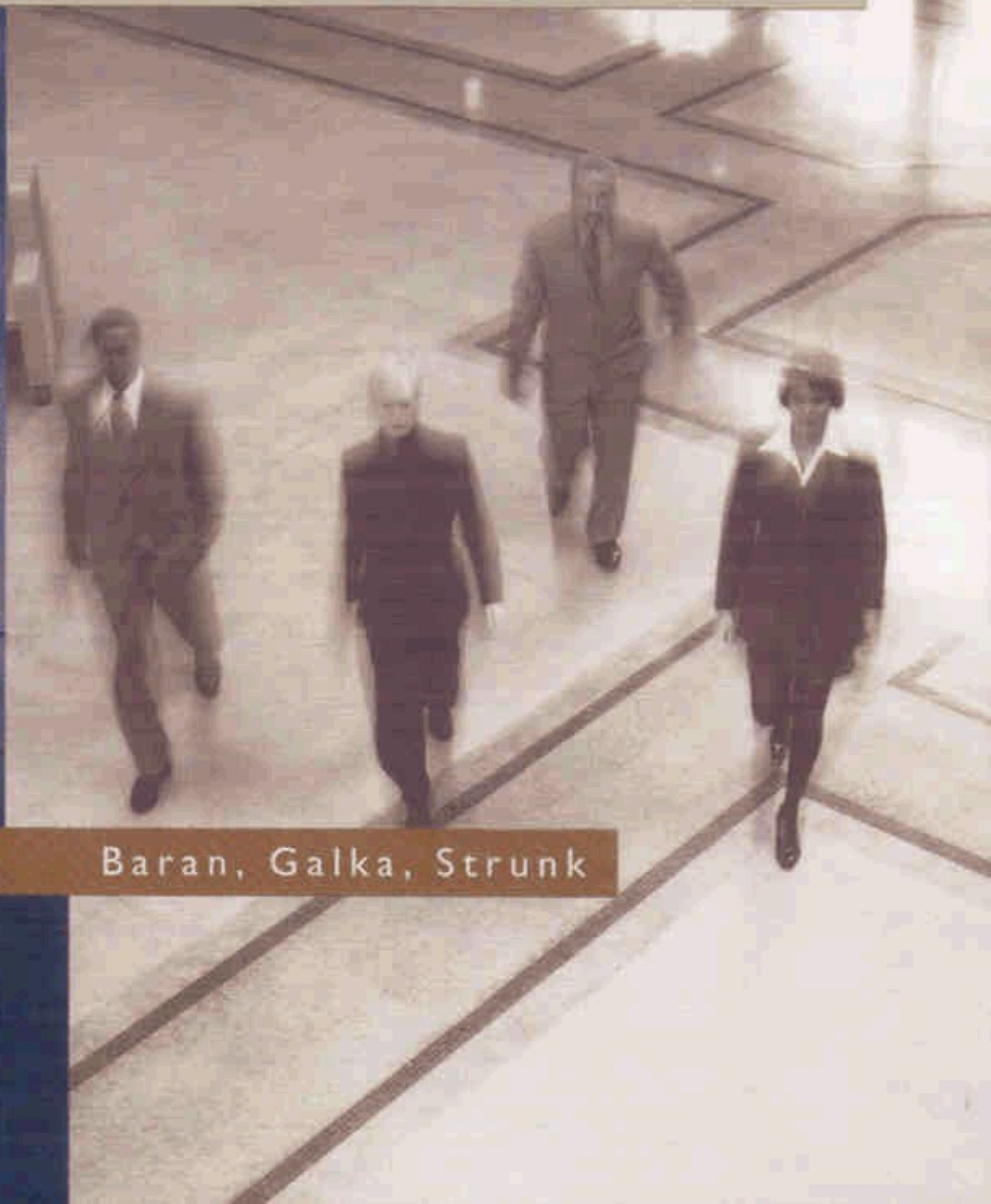


PRINCIPLES OF
Customer Relationship
Management



Baran, Galka, Strunk

Table of Contents

SECTION I

CRM Theory and Development

Ch. 1	Introduction to Customer Relationship Management	2
1.1	Definition of CRM and CRM Applications	3
1.2	The Purpose and Benefits of CRM	10
1.3	The Tangible Components of CRM	19
1.4	Important Business Constructs Related to CRM	28
1.5	Who Uses CRM and Why?	34
	Chapter Summary	39
	Key Terms	39
	Questions	42
	Exercices	43
	References	44
Ch. 2	History and Development of CRM	47
2.1	The Origins of CRM	48
2.2	CRM: Why Now?	57
2.3	Organizations' Experiences with CRM: Success or Failure?	60
2.4	Challenges in Implementing CRM and How the Many Barriers Can Be Overcome	63
2.5	Developing CRM from a Tactical Perspective	75
2.6	Extending the Meaning and Application of CRM	78
	Chapter Summary	82
	Key Terms	83
	Questions	85
	Exercises	85
	References	86
Ch. 3	Relationship Marketing and Customer Relationship Management	89
3.1	The Roots of Relationship Marketing	90
3.2	Relationship Marketing and its Domain	98
3.3	Relationship Marketing as a Paradigm Shift: Its Significance to Both Parties of the Exchange	101
3.4	Situations When Relationship Marketing is Most Applicable	105
3.5	Relationship Marketing and the Characteristics of a Relationship	111
3.6	Relationship Marketing and Customer Relationship Management	112

3.7	How CRM Fits into Overall Marketing Strategy	114
3.8	Organizing for CRM	120
	Chapter Summary	123
	Key Terms	123
	Questions	124
	Exercises	125
	References	126
Ch. 4	Organization and CRM	129
4.1	Introduction	130
4.2	The Human Factor	131
4.3	Organization Environment	140
4.4	Value Chain Organization and Considerations	147
4.5	Other Considerations	151
	Chapter Summary	152
	Key Terms	153
	Questions	154
	Exercises	154
	References	155

SECTION 2

Data, Information and Technology

Ch. 5	CRM and Data Management	158
5.1	Introduction	159
5.2	Managing Customer Interactions	160
5.3	The Customer Integration Problem	161
5.4	Customer Data Integration Definition and Requirements	165
5.5	Householding Concepts	166
5.6	Customer Data Integration Steps	169
	Chapter Summary	197
	Key Terms	197
	Questions	198
	Exercises	198
Ch. 6	Technology and Data Platforms	200
6.1	Introduction	201
6.2	Technology Evolution	201
6.3	Marketing Technology Development Path	202
6.4	Other Emerging Technology Influencers	213
6.5	Best Practices	219
	Chapter Summary	221
	Key Terms	222
	Questions	224
	Exercises	225
	References	225
Ch. 7	Database and Customer Data Development	226
7.1	Introduction	227
7.2	Data Defined	229

7.3 Data Capture and Allocation	231
7.4 Data Transformation	233
7.5 Data Mining	237
7.6 Enabling CRM	246
Chapter Summary	254
Key Terms	255
Questions	255
Exercises	255
References	256
Appendix A	257

SECTION 3

CRM: Impact on Sales and Marketing Strategy

Ch. 8 Sales Strategy and CRM	260
8.1 The New Sales Challenge	261
8.2 An Expansion of Sales and the CRM Mentality	265
8.3 CRM and Strategy	268
8.4 Sales Processes and Participation in CRM	276
8.5 The R in CRM	283
8.6 CRM and Sales Organizations	284
8.7 The Sales Customer Relationship Cycle	287
Chapter Summary	288
Key Terms	290
Questions	291
Exercises	291
References	291
Ch. 9 CRM Technology and Sales	293
9.1 Technology and Sales	294
9.2 Customers and Information	295
9.3 Sales Force Communication	299
9.4 Sales Force Automation Technology	301
9.5 CRM Systems and Sales Force Automation Applications	304
9.6 Product Information	312
Chapter Summary	314
Key Terms	315
Chapter Questions	315
Exercises	315
References	315
End Notes	316
Ch. 10 Marketing Strategy and CRM	317
10.1 Understanding Key Constructs in the Customer-Company Profit Chain: Satisfaction, Loyalty, Retention, and Profits	318
10.2 Service Quality and Customer Satisfaction	319
10.3 Customer Satisfaction: Much Ado about Nothing?	319
10.4 Customer Loyalty	323
10.5 Retention	327

10.6	Many Factors Intervene between Satisfaction and Loyalty	328
10.7	The Relationship between Satisfaction and Loyalty	329
10.8	The Relationship between Customer Loyalty and Company Profitability	332
10.9	Loyalty/Rewards/Relationship/Frequency Programs	334
10.10	Is CRM for Everyone?	341
10.11	The CRM Strategy Cycle	345
	Chapter Summary	359
	Key Terms	360
	Questions	362
	Exercises	363
	References	363
Ch. 11	CRM, Marketing Automation, and Communication	367
11.1	Customer Communication	368
11.2	Marketing Automation	376
	Chapter Summary	385
	Key Terms	386
	Chapter Questions	387
	Exercises	387
	References	387
	End Notes	388

SECTION 4

CRM Evaluation

Ch. 12	CRM Program Measurement and Tools	390
12.1	Introduction	391
12.2	Areas Requiring Measurement	391
12.3	Service Quality, Customer Satisfaction, Retention, and Loyalty	396
12.4	CRM Customer Cycle Measures	400
12.5	Company 3E Measures: Measuring Company Efficiency, Effectiveness, and Employee Behavior	407
12.6	The Importance of Determining Customer Value and Customer Equity	410
12.7	Customer and Company Worth Measures: Customer Value and Customer Equity	414
12.8	Marketing Research and Customer Knowledge	415
12.9	CRM Scorecards and the CRM Measurement Hierarchy	423
	Chapter Summary	424
	Key Terms	425
	Questions	426
	Exercises	426
	References	427

Appendix 1	430
End Notes	432
Appendix 2	433
Appendix 3	436

SECTION 5

Privacy, Ethics and Future of CRM

Ch. 13 Privacy and Ethics Considerations	440
13.1 Introduction	441
13.2 Consumer Privacy Concerns	441
13.3 Organization Privacy Concerns	451
13.4 Current/Pending Privacy Legislation	453
13.5 What the Consumer Can Do	455
13.6 What the Organization Can Do	457
13.7 Global Issues	465
13.8 New Technology Implications	468
13.9 Other Resources	468
Chapter Summary	469
Key Terms	470
Questions	471
Exercises	472
End Notes	472
Ch. 14 The Future of CRM	474
Chapter Overview – A Vision of the Future	475
14.1 – CRM Strategy	475
14.2 CRM The Future and Technology	481
Chapter Summary	486
Key Terms	488
Chapter Questions	488
Exercises	488
References	488
End Notes	489

GLOSSARY	490
----------------	-----

INDEX	504
-------------	-----