



UNIT-7

Building a Right Team For CRM

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Describe how CRM creates value for organizations and customers
- ✓ Consider developmental roles that have the greatest impact on CRM

Unit 7

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The Development Team

Required Members

In order to get the right people from your organization working on CRM, you need to assemble a team. The following roles are required:

- Business sponsor
- CRM steering committee members
- Implementation manager
- Lead developer
- Database developer and team
- Front-end developer and team
- Subject Matter Experts (SMEs)

Using knowledge of roles in your workplace and discussion with members of their group, write the correct role on the corresponding line next to each definition in the table below.

Role	Definition
	Manages technical development and CRM product customization related to technological requirements. Should participate in CRM technology selection and hire developers.
	Cross-functional or multi-system team of decision makers familiar with the program. Meets on a regular basis to provide new requirements, prioritize changes, and communicate key initiatives.
	Addresses the programming needs to set up the end-user interface. (May depend on product chosen.)

Role	Definition
	Could serve across a single CRM project of an entire program. Establishes the vision, sets the tone for the project team, spells out the goals and objectives, and serves as a mediator for implementation issues. Often funds the initial application. The larger the project (or organization), the greater level of authority this individual must have.
	Critical factor of success. Usually from the department intended to use the CRM system under design (e.g., a customer service representative). Often have strong opinions about what CRM should provide and need to be regularly included in development and testing of any CRM product.
	Leads the necessary data integration. This often means working with data warehouse and development teams. Often requires an understanding of key company systems, and always requires knowledge of how to capture the data. In large operations, requires a separate team of database administrators and data extraction experts.
	Ensures that the functionality requirements are fully implemented. Oversees day-to-day implementation activity, tracks status, and updates the business sponsor on any developing issues.

Optional Members

These roles may be required depending on the needs and size of your organization:

Role	Definition
E-Business Director	If you have a separate division dedicated to e-business, members of that division must be involved in order to ensure effective integration.
Data Management Director	Existing data, development processes, mining processes, and archiving are all functions that can benefit from being shared and accessible within certain areas of the organization.
Chief Information Officer	Can help to promote CRM as a corporate CRM resource and facilitate activity within the IT department, ensuring appropriate systems and data resources.
Strategic Planning Director or Vice-President	Liaison for the CRM team. Ensures that they are familiar with new business areas or product offerings under consideration for implementation or abandonment.
Chief Privacy Officer	Provides up-to-date details about corporate or regulatory policy regarding the use, collection, storage, and utilization of customer data.

Evaluating and Reviewing Your Program

Customer Profiles

In the very simplest sense of “signing up,” a customer could visit your website and input their name and e-mail address. This is not much for you to work with, but we know that the more that is asked of someone at the time of signing up, the less likely they are to fill out a form at all. If you want customers to provide you with more information, you need to provide them with something they value in return.

A customer’s willingness to complete a form is influenced by the value that he or she perceives will come from signing up in the first place. Often, customers sign onto a site and are rewarded with a free report or discount offer that might require a little additional data, such as their postal or zip code or a phone number. The more information you request, the more value customers will expect to receive. In large loyalty programs, it is not unusual to have customers provide significant details that the company then uses in their CRM program.

It is unclear whether CRM programs will be able to access greater amounts of information over time. When designing a program, it is really important that any sign-up forms capture what you think you may need in the future. One of the aspects that you will require, both on your website and on any written materials that you provide to customers, is information about (and access to) your privacy policy.

Your attention to privacy must be rigorous. You will find that people and companies want assurance that you will not sell or lose their information. If your storage system is compromised, they will also expect that you make appropriate remedies (from fixing what’s not working to compensation).

Making Connections

What are the ten most common pieces of information about you personally that you have provided to CRM programs?

Do you agree that the CRM programs in which you've participated required all of the detail they asked for? Why do you feel this way?

Do you feel that you have received value for the information that you have provided? Why or why not?

Customer Life Cycles

Although customer life cycles (the progression of steps a customer goes through when considering, purchasing, using, and maintaining loyalty to a product or service) are often referred to in marketing or sales endeavors, they are also very important to CRM. The customer life cycle reflects many periods within the customer's own life. Creative CRM programming makes the most of the life cycle knowledge that we have.

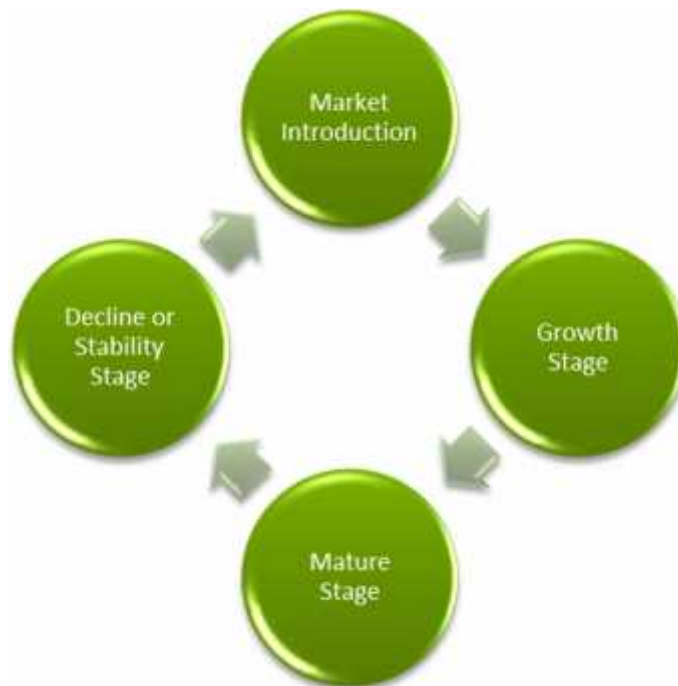
This customer life cycle:



Looks remarkably like the life events cycle of many consumers:



These cycles are remarkably similar to a product life cycle, something that sales and marketing specialists refer to frequently:



The greatest number of sales takes place from the growth stage through the mature stage, and then they taper off and stabilize and/or decline.

When your organization understands the timing and process of these events, your CRM program can capitalize on, and provide the products and services to meet, the changing needs of those same customers.

Evaluating and Reviewing CRM

We have mentioned evaluating and reviewing CRM as an ongoing part of the program; we will pause here to elaborate on that point slightly.

CRM is a technology based, customer driven process. In order to manage the process, it is critical that organizations conduct ongoing reviews of the successes and challenges that occur. Since CRM is an ongoing process, there is no defined end where you can measure the overall process. You will have to evaluate as you go. However, these evaluations are pre-defined because you know what your goals are, what kind of return on investment you seek, and the technology that you have. Your ongoing evaluation (say, every quarter for some parts of the program and semi-annually for other parts) will ensure that your infrastructure supports the program, that your customers utilize the program, and that you have the information you require at all times.

At different times, you will evaluate different elements of the program. The following topics can be evaluated independently of a major program review and are important components of a review:

- Infrastructure
- Software
- Customer utilization
- Customer satisfaction
- Employee satisfaction
- Profitability
- ASP satisfaction/viability

Personal Action Plan

I am already doing these things well:

I want to improve these areas:

I have these resources to help me:

As a result of what I have learned in this workshop, I am going to...	My target date is...	I will know I have succeeded when...	I will follow up with myself on...

Further Reading:

- ✓ Bergeron, Bryan. *Essentials of CRM: A Guide to Customer Relationship Management*. Wiley, 2002.
- ✓ Dyche, Jill. *The CRM Handbook: A Business Guide to Customer Relationship Management*. Addison-Wesley Professional, 2001.
- ✓ Freeland, John. *The Ultimate CRM Handbook*. McGraw-Hill, 2002.
- ✓ Katzenbach, Jon R, Lederer, Chris, C.K., Ramaswamy, Patricia B. Prahalad, and Sam Hill. *Harvard Business Review on Customer Relationship Management*. Harvard Business Press, 2002.
- ✓ Reynolds, Janice. *A Practical Guide to CRM*. CMP Books, 2002.