

Second Edition

CUSTOMER RELATIONSHIP MANAGEMENT

Ed Peelen
Rob Beltman



Second Edition

CUSTOMER RELATIONSHIP MANAGEMENT

Ed Peelen Rob Beltman

'CRM has gone through many changes and developments over the years. But a constant factor is the inspiration Ed Peelen provides by combining solid theoretical knowledge with practical examples and business applications.'

Hans Zijlstra, Head of Customer Insight, Air France-KLM

'This book recognises the major shortcomings of most CRM books – that is, the focus on the tactical, systems approach to managing customers. This book establishes the need for CRM strategies not only to be developed, but to be consistently used as an aid to long-term organisational profitability.'

Dr John Oliver, Associate Professor, The Media School, Bournemouth University, UK

'This book inspired me during the defining process ... of our CRM implementation at PricewaterhouseCoopers in the Netherlands. The book kept me on track and saved me from operational pitfalls. This CRM "bible" provides vision in establishing the backbone of any company's CRM programme.'

Gerard Struijf, Chairman PvKO (Platform for Customer-Centric Entrepreneurship), former Senior Manager CRM, PricewaterhouseCoopers, the Netherlands

Most businesses know that how they manage their relationships with their customers is vital to their success. Yet the field of Customer Relationship Management lacks proper academic coverage. Ed Peelen's *Customer Relationship Management* is the only comprehensive academic text in English to cover the entire scope of CRM. This fully updated second edition cements its position as essential reading for anyone who wants to understand this continually evolving field.

Addressing the strategic, organisational, commercial and technological aspects of CRM, Peelen brings a social psychology perspective, blending theory and practice to aid a full understanding of the subject. The book is geared towards advanced undergraduates and MBA students, but is ideal for anyone taking courses in Customer Relationship Management, Relationship Marketing, Direct Marketing or Database Management.

Ed Peelen is one of the founders and partners of ICSB, a consulting firm in marketing and strategy. He was Professor of Marketing at the Centre for Marketing and Supply Chain Management, and the Executive Management Development Centre at Nyenrode Business University, the Netherlands.

Rob Beltman is also a partner at ICSB.

ISBN 978-0-273-77495-2



9 780273 774952 >

www.pearson-books.com

Front cover image:
© Getty Images

Customer Relationship Management

Table of Contents

Cover

Cover2

Contents

Preface

Acknowledgements

About the authors

Publishers acknowledgements

PART I: Introduction

1: Customersupplier relationships

1.1: History

1.2: Description of customersupplier relationships

1.3: The dynamic in relationships

1.4: Networks

1.5: Conclusion

Case study: Collateral trust obligations

Questlons

References

2: Customer relationship management

2.1: The definition of CRM

2.2: CRM building blocks

2.3: Entrance, applications and success of CRM

2.4: Contents of this book

2.5: Conclusion

Case study: CRM at C. Fun Parks

Questions

References

Table of Contents

PART II: Strategy and organisation

3: CRM as an integral business strategy

- 3.1: The nature of the CRM strategy
- 3.2: The context of the CRM strategy
- 3.3: The results of a successful CRM strategy
- 3.4: Conclusion

Case Study: Starbucks in the US

Questions

References

4: The relationship-oriented organisation

- 4.1: The challenge and leadership
- 4.2: Mission
- 4.3: Culture
- 4.4: Structure
- 4.5: People
- 4.6: Communication and information
- 4.7: Systems
- 4.8: Where do we stand?
- 4.9: Conclusion

Case study: A personal experience: customer focus in healthcare insurance

Questions

References

PART III: Intelligence

5: Customer knowledge strategy

- 5.1: The value of customer knowledge
- 5.2: The utilisation of data as an asset
- 5.3: From data to customer knowledge
- 5.4: Privacy
- 5.5: Personal Data Protection Act
- 5.6: Information policy
- 5.7: Conclusion

Table of Contents

Case Study: Customer knowledge at Center Parcs: a life-long holiday!

Questions

References

6: Customer data management

6.1: Customer identification

6.2: Expanding the size of the customer database

6.3: Customer profiling

6.4: Customer data integration

6.5: Conclusion

Case study: Optimisation of addresses for european football

Questions

References

7: Data analyses and data mining

7.1: Experiences with data analysis

7.2: The analysis process

7.3: Data mining

7.4: Conclusion

Case study: SNS Bank wins CRM Innovator Award

Questions

References

8: Segmentation and selection

8.1: Segmentation study as input for the formulation of marketing strategy

8.2: Segmentation research used in compiling the list

8.3: Conclusion

Case study: Alpe dHuZes

Questions

References

9: Retention and cross-sell analyses

9.1: Retention

9.2: Cross-selling

9.3: Conclusion

Case study: Cross-selling within a fully automated convenience store

Table of Contents

Questions

References

10: Management reporting: measuring, learning and optimising

10.1: Evaluating the effect of marketing activities on the customer value

10.2: Relating marketing investments to life-time value

10.3: Experiments

10.4: The learning organisation

10.5: Conclusion

Case study: Carglass wins CRM Award

Questions

References

Part IV: Marketing (Managing the exchanges in the relationship)

11: The customer proposition

11.1: Customisation

11.2: Co-creation

11.3: The long tail: the complete assortment

11.4: Individualisation of the product offering

11.5: Individualised pricing policy

11.6: Conclusion

Case study: Nike+

Questions

References

12: The relationship policy

12.1: Customer asset management: improvement in the size and quality of the customer database

12.2: Acquisition policy

12.3: Relationship policy by segment

12.4: Relationship policy and life events

12.5: Relationship policy by relationship phase

12.6: Translating the relationship policy into contact moments

12.7: Conclusion

Case study: The relationship between a logistics service provider and its new client

Table of Contents

Questions

References

PART V: Channels

13: Multichannel management

13.1: The multichannel challenge

13.2: The key questions underlying a multichannel strategy

13.3: Should the multichannel strategy be adapted?

13.4: What is the right channel combination?

13.5: Translating the channel combination into an integrated multichannel strategy

13.6: The business case for a multichannel strategy

13.7: Building a multichannel organisation

13.8: Performance measurement in the multichannel environment

13.9: Stimulating customers to use the channel mix

13.10: Conclusion

Case study: KPN business portal

Questions

References

14: Personal selling

14.1: The role and function of personal sales

14.2: Customer selection and customer value

14.3: The sales process

14.4: Managing the sales process

14.5: Information technology and sales

14.6: Conclusion

Case study: Secrets of success for going mobile: Agrifirm wins the CRM award

Questions

References

15: The online environment

15.1: The evolution of the web

15.2: Marketing on the social web

15.3: Mobile marketing

Table of Contents

15.4: Marketing on the commercial web

15.5: Measuring results

15.6: Conclusion

Case studies: Albert Heijn: where off- and online meet each other; Harry Potter: a magic brand

Questions

References

16: Contact centre management

16.1: Contact centres described

16.2: Determining the service level

16.3: Capacity planning

16.4: Managing contact satisfaction

16.5: Key performance indicators

16.6: Managing the development of contact centres

16.7: Conclusion

Case study: Zappos

Questions

References

Part VI: CRM systems and their implementation

17: CRM systems

17.1: An overview of CRM systems

17.2: The contact centre

17.3: The internet (web 2.0)

17.4: Data warehouses and datamarts

17.5: Campaign management systems

17.6: Content management system

17.7: Selecting CRM software package(s)

17.8: Conclusion

Case study: Canada Post delivers on its CRM strategy

Questions

References

18: Implementation of CRM systems

Table of Contents

18.1: Reasons for disappointing results

18.2: An initial exploration with CRM and how companies handle this

18.3: the CRM road map

18.4: CRM project management

18.5: A different approach to CRM project management

18.6: International or cross-division projects (Gentle, 2002)

18.7: Conclusion

Case study: Shell and CRM: one database for 20 million customers

Questions

References

19: The future

19.1: Factors which influence the future of CRM

19.2: The journey continues

19.3: Conclusion

Questions

References

Index