

INDEX

Acquisition, customer see Customer acquisition data quality 446 Activity-based channel strategy 320 failure to understand business benefits 446 ACURA framework, customer lifetime value (CLV) functional boundaries 446 278-281 inadequate investment 446 Advocates/advocacy referrals 89-90, 124, 125, 279, inadequate measurement system 447 280-281, 297 leadership, lack of 446-447 Net Promoter Score 281 skills, lack of 445-446 Affinity grouping, analytical tool 371 technical 355-356 AirAsia case study 140-141, 144-148 Below zero customers (BZs) 265 Benchmarking 275, 305-306 Amazon/Amazon.com 124, 170, 180-181, 305-306, 320 Benefit segmentation 233 American Express 84-85, 92-93, 279 Benefits, business 446, 459-460 Analytical CRM 27, 351 Benefits Dependency Network (BDN) 459-460, 462 integrating operational CRM see Information and Billing, supplementary service 84-85 technology management Blendtec case study 180, 201-204 Analytical processing 373-374 'Blue Ocean' strategy 225-227 Analytical tools 367-374 Body Shop 131 BP 129-130, 131 affinity grouping 371 analytical processing 373-374 Brands/branding churn management 371-372 brand image, importance of 93-94 customer complaints 275 brand value through relationships, buildings customer profiling 372 Internet and social media 95-96, 97 decision trees 370 defection analysis 274-275 role 92 deviation detection, data mining 369 value and branding in context 96-97 link analysis, data mining 369 value, how brands add 92-97 market segmentation analysis 370–371 British Airways 99-100, 131-132 network analysis tools 369 BT (British Telecommunications) case study neural networks 369-370 102. 108-111 prediction, data mining 369 Budgets/budgeting, implementation 474-476 profitability analysis 273-274, 372-373 Business strategy 213-228 segmentation, data mining 368 aligning business strategy and customer strategy sentiment analysis 369 241-242 standard data mining 367-370 business vision 214-216 task-specific software packages 368, 370-374 focusing on 227-228 visualisation tools 368 industry and competitive characteristics see Industry Apple 81, 124, 279, 380 and competitive characteristics Au Bon Pain 472 role 213-214 Audit, CRM readiness see Readiness assessment Business values 223-225 Augmented offers 80-82 Business vision 214-216 Automobile industry, reintermediation 304-305 Buyer-oriented intermediaries 307 Buyer power, industry analysis 156, 219-220 Back-office applications 376, 379-380 Call centres 86-88, 303, 327-328, 375-376, Balanced scorecard, performance assessment process 415 377-378 Barriers 445-447 channel option 313-314, 378 customer defection, barriers to 277-278 Campaign management, IT 378-379

Case studies	customer value-creating processes/customer
building value propositions (Zurich Financial	learning 286
Services) 102, 111–115	encounter processes 287
creating new customer value propositions (BT) 102,	supplier value-creating processes 286–287
108–111	Co-opetition, industry analysis 221
CRM implementation/customer management	Codes of practice, IT 388–389
capability (Mercedes-Benz) 474, 491–496	Collaborative CRM 27
CRM implementation/employee engagement	Comparative metrics 412
(Nationwide) 468–469, 488–490	Competitive environment/landscape see Industry and
digital marketing/social media (Myspace) 52, 72–75	competitive characteristics
using Twitter (Hippo in India) 180, 197–201	Complaints, customer 84, 90–91, 157, 275
viral marketing initiative (Blendtec) 180, 201–204	Computer industry, disintermediation 303–304
enterprise value creation/new value creation strategy	Computer telephony integration (CTI) 303, 327–328,
(Coca-Cola) 281, 289–292	375–376
enterprise value creation/strategies (Sydney Opera	Consultation, supplementary service 83–84
House) 281, 292–297	Core offers 80–82
IT/building client service commitment (Royal Bank	Cost leadership strategy, industry analysis 222
of Canada) 377, 390–392	Cost reduction, shareholder results 401, 404–406
IT/innovating with CRM (DVLA) 377, 323–396	Coutts & Co. 119–120
multi-channel integration (Guinness) 346-349	CRM (customer relationship management) 3, 23–31,
multi-channel integration (TNT) 341–346	33–35, 207–260, 351, 437–439
performance assessment/driving results with metric	aims 3, 6–7, 65
dashboard 432–434	alternative CRM models and frameworks 208-209
performance assessment/service profit chain (Sears,	case studies 228, 251–260
Roebuck) 428–432	continuum 25–26, 207
relationship marketing/social media (Myspace)	defining 4, 24–26, 207
52, 72–75	implementation see Organising for implementation
relationship marketing/success factors in the	important trends 20–23
building supplies sector (PlaceMakers) 75–78	balancing the value trade-off 22
stakeholder relationships (AirAsia, City Car Club)	developing one-to-one marketing 22
140–141, 144–148, 148–151	from reactive to proactive use of information
strategy development/customer insight (Tesco) 228,	21–22
251–256	organising in terms of processes 21
strategy development/success factors (Samsung)	viewing customers as business assets 20–21
228, 256–260	information/information management see
Change management 446, 451–458	Information and technology management
key issues 453–458	key CRM processes and a strategic framework for
CRM vision, establishing 454–456	CRM 29-31, 33
senior CRM sponsorship, ensuring 454	origins 3, 24
supportive culture/improved cross-functional	perspectives 24, 25–26
working 456–458	rise 6, 24–25
'Seven S' framework 451–453	software vendors and CRM 28–29
Channels see Multi-channel integration	strategy development process 29–31, 211–213, 351,
Churn management, analytical tool 371–372	478–479
Cirque du Soleil 226–227	business strategy <i>see</i> Business strategy
City Car Club of Helsinki case study 140–141, 148–151	customer strategy see Customer strategy
Cloud computing services 159–160, 161, 361, 374,	strategy framework, development of 209–211
377, 381–384	summary 250
categories/levels 382	strategy development process/strategy matrix
criteria differentiating Cloud formations	243–250
382–384	customer-based marketing 246
CMAT (QCi Customer Management Assessment Tool)	individualised CRM 247
407–409, 424–425	managed service and support 245–246
Coca-Cola/case study 93, 281, 289–292	migration paths 247–250
Co-creation/co-production 10, 69, 284–287	product-based selling 244–245
customers becoming active co-creators 156–157	terminology 27–28
framework for co-creation of value 285–287	types 27–28

522

INDEX

Cross-functional implementation plan for customer retention approach 18, 66, 456-458 orientation 18, 44, 66 measurement of customer retention 272-274 processes 29-31, 45-46 visible top management endorsement 276 Cross-selling 279-280, 295 Customer satisfaction 53-54, 70, 402 Culture, supportive 456-458 Customer segments, key 330-331 Customer acquisition 123, 295, 402 Customer strategy 228-241 customer acquisition economics 265-268 aligning business strategy and customer strategy acquisition and retention activities in practice 241-242 271-272 market segmentation 239-241 acquisition within different channels 268 role 228-229 improving acquisition activities 268 Customer value 32 United Electricity 266-267 balancing the value trade-off 22 Customer-based marketing, strategy matrix 246 creation see Customer value creation Customer experience 324-329 customer lifetime value see customer lifetime across channels 326-327 value (CLV) emotional goodwill 324-325 customer value segments, identifying 69 evaluating 325-326 relationship marketing see Relationship marketing 'perfect' 328-329 shareholder results 400-401, 402-403 technology role 327-328 Customer value creation 18-19, 79-115 case studies 102, 107-115 within channel 326 Customer intimacy 223-225 customer value-creating processes/customer Customer lifetime value (CLV) 17-18, 281-284, 402, learning 286, 351 how brands add value see Brands/branding calculating customer lifetime value 283-284 summary 107 defining customer lifetime value/role 19, value assessment see Value assessment value the customer receives 80-91, 402, 480 282-283 maximising lifetime value of customers 19 customer ladder of loyalty see Customer Customer management 4 relationship ladder of loyalty Customer metrics 410-411 nature of value - what the customer buys 80-85 Customer Operations Performance Centre (COPC) value propositions see Value propositions 409-410 Customers/consumers 16 Customer profiling, analytical tool 372 acquisition/retention see Customer acquisition; Customer profitability 262-265 Customer retention customer retention 19 as business assets 20-21 customers differing in real profitability 264 customer experience see Customer experience future profit potential, understanding 265 customer value see Customer value Customer relationship ladder of loyalty 86-91 defining/nature of 229-230 advocates 89-90 drivers of customer relationships 50-51 terrorists 90-91 impact of digital, mobile and social technologies Customer relationship life-cycle 321-323 mass customisation 21-22, 236-237, 380 Customer relationship management (CRM) see CRM (customer relationship management) and service-dominant logic of marketing 9-10 Customer retention 17-18, 123, 296, 402 social behaviour of consumers see Social media customer retention economics 268-271 see also CRM (customer relationship management), acquisition and retention activities in practice Relationships, customer 271-272 Dashboards 418-423, 432-434 retention improvement impacting profitability 270-271 Data marts 357, 360-362 United Electricity 269-270 Data mining see Analytical tools framework for customer retention improvement Data protection 386-388 272-278 Data quality 446 best demonstrated practice 277 Data repository 356-357 corrective action to improve retention 276-278 Data warehouses 356-357, 362-363 employee satisfaction 276 Databases, tactical 356-357, 358-360 identification of causes of defection and key Decision support systems 358-360 service issues 274-275 Decision trees 370

> INDEX 523

> > Dell Computers 180-181, 192, 281, 303, 380 Demographic segmentation 232 Deviation detection, data mining 369 Differentiation, industry analysis 222-223 Digital marketing see Relationships and technology: digital marketing and social media Direct Line, disintermediation 303, 304 Direct marketing, channel option 313 Disintermediation 210, 217-218, 303-304 Disruptive technologies, industry analysis 221 DVLA (Driver and Vehicle Licensing Agency) case study 377, 392-396 E-commerce (electronic commerce) 169, 364-366

channel option 308-309, 314 forms of e-commerce 169-170 growth of e-commerce 170-171 mobile commerce see Mobile commerce (m-commerce)

E-CRM 27

Electronic channels 300-301

Emotional goodwill, customer experience 324-325 Employee engagement see Recruitment and employee engagement

Employee value, shareholder results 400-402 Enterprise data warehouse 362-363 Enterprise resource planning (ERP) 379-380

Enterprise value creation 18-19, 33-34, 79-80, 105, 261-297.481 building profit improvement/ACURA model

278-281 advocacy see Advocates/advocacy referrals

cross-selling and up-selling 279-280 case studies 281, 288-297

co-creation see Co-creation/co-production

customer acquisition/retention see Customer acquisition; Customer retention

customer lifetime value see Customer lifetime value

customer profitability see Customer profitability summary 287-288

Entrants, industry analysis 219

Environment

environmental changes/forces 152-153 environmental influence markets 131 environmental/PESTE analysis 220 Exceptions, supplementary service 84 Expected offers 80-82

Facebook 7, 52, 72-74, 169, 175, 176, 177, 179 companies using 87, 96, 146, 158, 181, 365 First Direct 124 Focus strategy, industry analysis 222-223 Front-office applications 377-379

GE (General Electric) Answer Center 86-88 Generic offers 80-82

Generic strategies framework, industry analysis 221-223

Geographic segmentation 232 Graduated account management strategy 320 Greenpeace 129-130, 131 Grocery market, Internet 22, 170, 254, 337 Guinness case study 346-349

Harley-Davidson 94-95, 402 Help desk management, IT 375-376, 377-378 Hippo in India case study 180, 197-201

Hospitality services, supplementary service 84

Image see Brands/branding

Implementation see Organising for implementation Individualised CRM, strategy matrix 247

Industry and competitive characteristics 216–227 analysing industry structure and competitive

environment 218-219 'Blue Ocean' strategy 225-227

buyer power 156, 219-220

changes in industry structure and evolution 217-218

competitive landscape 216-217

co-opetition and networks 221

cost leadership strategy 222 differentiation 222-223

disruptive technologies 221

environmental analysis 220

focus strategy 222-223 four actions framework 228

generic strategies framework 221-223

market leaders framework 223-225

potential entrants 219

rivalry and competition 220

strategy canvas 226-227

substitutes threat 220

supplier power 220

Industry segmentation 232

Influence market domain 129-132

competitor influence markets 131-132

environmental influence markets 131

financial and investor influence markets 130-131

penalties for failing to manage influence markets properly 132

political and regulatory influence markets 132

Infomediaries 304-305

Information Masters (McKean) 401, 470

Information and technology management 350-396

analytical tools see Analytical tools

back office applications 376, 379-380

case studies 377, 392-396

front-office applications 376-380

information 352

information age 154-155

information management 352-353

IT 352

524

Information and technology management (cont.) proactive use 21–22 role 352–353	Landsend.com 316 Leadership barrier 446–447
supplementary service 82–83	change management 446–447, 454
information management process 34, 350–351,	market leaders framework 223–225
354–367, 484–485	product leadership 223–225
data marts 357, 360–362	skills 454
data repository 356–357	'Lean thinking' 224
enterprise data warehouse 362–363	Leisure Group 241–242
integrated CRM solutions 364–366	Link analysis, data mining 369
tactical databases and decision support systems	LinkedIn 175, 176, 177–178, 179, 365
356–357, 358–360 technical barriers in CRM 355–356	Linkage models 399–400, 406, 415–417 Loyalty
technology options for CRM 357–358, 366–367	
5, 1	customer ladder of <i>see</i> Customer relationship ladder
integrating analytical and operational CRM 380–388 Cloud computing services <i>see</i> Cloud computing	of loyalty
1 0	customer loyalty 54–55
services	customer retention 277–278
data protection, privacy and codes of practice 386–388	segmentation 233
implementation partner selection 385–386	M-commerce see Mobile commerce (M-commerce)
selecting/adopting a CRM solution 384–388, 462	McKean, John 401, 470
timing of technology introduction 385–386	McKinsey's 'Seven S' framework 451–453
vendor selection 384–385, 462–465	Managed service and support, strategy matrix
IT systems 352, 374–376	245–246
selecting a hardware platform 375–376	Maps
marketing view of 456–458	market structure maps 307–308
project management see Project management	value maps 99–100
special e-metrics 412–414	Market leaders framework, industry analysis
summary 389	223–225
Insurance company, supplementary services 84	Market segmentation 18, 99–100, 230–241
Insurance industry, disintermediation 303–304	airlines 238–239
Integrated channel management strategy 337–339	analysis 370–371
Integrated CRM solutions, Internet 364–366	bases 232–234
Integrated multi-channel strategy 320–321	business-to-business (B2B) 232
Intermediaries	business-to-consumer (B2C) 232–234
channels 120–122, 303–307	communities vs. segments 238–239
benchmarking structural change 305–306	focusing on customer strategy 239–241
disintermediation 210, 217–218, 303–304	key customer segments 330–331
orientation 306–307	mass customisation 21–22, 236–237, 380
reintermediation 217–218, 304–305	'one-to-one markets' and permission marketing 22,
Internal market domain 136–139	234–236
adoption of internal marketing approaches by	relevant markets 231
companies 139	segment granularity 234–236
segmentation of the internal market based on job	steps 231–234
role 138–139	viability 231–232
Internet 16, 22, 33, 155–156, 159	Market structure maps, channels 307–308
brands/branding 95–96, 97	Marketing 158
e-commerce <i>see</i> E-commerce (electronic commerce)	on basis of relationships 20
grocery market 22, 170, 254, 337	cross-functional approach 18, 66, 456–458
growth of Internet economy 162–163	development of the discipline of marketing 5–7
integrated CRM solutions 364–366	digital see Relationships and technology: digital
rise of viral word-of-mouth 157	marketing and social media
terrorists 90–91	IT's view 456–458
toy market 336–337	marketing mix concept/transactional marketing to
Investment, inadequate 446	relationship marketing 11–16, 17–18, 43
IT see Information and technology management	'one-to-one' 22, 234–236
77	relationship marketing see Relationship marketing
Key performance indicators (KPIs) 410, 414, 418–423	service-dominant logic of marketing 9–11

INDEX 525

Markets Multiple markets 19, 58-61 Myspace case study 7, 52, 72-75, 176 intermediated markets 120-122, 249-250 internal and external markets 60, 70 Nationwide case study 468-469, 488-490 multiple markets 19, 58-61 'one-to-one' markets 22, 234-236 Network analysis tools 369 Mass customisation 21-22, 236-237, 380 Networks Maturity assessment 441-445 business networks 61-63 McDonald's 279 co-opetition and networks 221 Mercedes-Benz case study 122, 222-223, 474, 491-496 digital 159-162 Metrics industry analysis 221 linkage models and multiple measures 415-417 and relationship marketing 61-64 performance assessment 410-414, 418-423 social networks see Social media Migration paths, CRM 247-250 Neural networks 369-370 Mission, business 214-216 Nordstrom 124, 136-138 Mission control listening centres 191-192 Mobile commerce (m-commerce) 169, 323 Objectives, strategic multi-channel 330 channel option 308-309, 314, 316-318 Occasion segmentation 233 Monitoring performance, performance assessment Offers 80-85, 402 'One-to-one' marketing 22, 234-236 process 417-423 Mono-channel provider strategy 320 Operational CRM 27, 351 integrating analytical CRM see Information and Most valuable customers (MVCs) 265 Multi-channel integration 34, 120-122, 209-211, technology management 217-218, 299-349, 351, 482-483 Operational data store (ODS) 356-357 alternatives 302-303 Operational excellence 223-225 building a multi-channel strategy 329-339 Orange (telecommunications company) develop an integrated channel management vision 455 Order taking, supplementary service 84 strategy 337-339 develop strategic multi-channel objectives 330 Organisations receiving value see Enterprise value review channel economics 334-337 creation strategic review of industry structure 332-333 Organising for implementation 35, 437-496 understand needs and concerns of key customer case study 468-469, 474, 488-496 segments 330-331 change management see Change management CRM budget 474-476 understand shifts in channel usage patterns 333 case studies 341-349 CRM implementation 439-440 categories 308-318 implementation readiness assessment see channel migrator strategy 320 Readiness assessment channel options 300-301, 308-318, 320-321, employee engagement see Recruitment and 332-333 employee engagement channel participants 300-302, 308 project management see Project management channel strategies 319-324 relationship marketing and CRM in context combining 315-318 437-439 customer acquisition within different channels 268 summary 476-477 customer experience see Customer experience Outlets, channel option 312 customer relationship life-cycle, understanding Output metrics 412 321-323 Partner relationship marketing (PRM) 27–28 electronic channels, development of 300-301 integration and channel categories 309-318 Payment, supplementary service 85 intermediaries see Intermediaries People metrics 411 market structure maps 307-308 Pepsi, brand image 93 planning channel strategy across stakeholders 'Perfect' customer experience 328-329 120-122, 339-340 Performance assessment 34-35, 351, 397-434, role of a multi-channel strategy 321 486-487 social media and points of non-contact or indirect case studies 428-432 CRM return on investment (ROI), evaluating and contact 323-324 summary 340 communicating 423-426 measuring CRM ROI and links between CRM/ transaction costs 334-337 Multinational Software Company case study 432-434 performance 425-426

526

Performance assessment (cont.)	comprehensive CRM audit 449–450, 478–487
relating CRM performance to business	overview CRM audit 447–448
performance 424–425	barriers to CRM success, identifying 445–447
establishing a CRM performance monitoring system	maturity assessment, CRM 441–445
417–423	priorities, determining key CRM 450–451
developing metrics, KPIs and dashboards for the	Recruitment and employee engagement 469–474
business 418–423	airlines 95, 135–136, 139
developing strategy maps and success maps 417–418	developing employees 471
key drivers of shareholder results see Shareholder	engaging and empowering employees 472
results	recruiting the best employees 134–135
KPIs 410, 414, 418–423	selecting employees 135–136, 470–471
metrics 410–414, 418–423	training/development 472–474
multiple measures and linkage models 415–417	internal market strategies 139
standards 406–410	Recruitment market domain 132–136
Customer Operations Performance Centre	recruiting the best employees 134–135
(COPC) 409–410	selecting employees 135–136
QCi Customer Management Assessment Tool	Reference value 282
(CMAT) 407–409, 424–425	Referral market domain 123–127
summary 426–427	customer referral 123, 124–125
systematic approach, need for 398–399	advocacy referral/advocate-initiated customer
Permission marketing 234–236	referrals 124
PESTE analysis, environment 220	customer-base development/company initiated
Piloting CRM projects 465–466	customer referrals 125
PlaceMakers case study 75–78	non-customer/third-party referrals 123, 125–126
Potential entrants, industry analysis 219	general referrals 125–126
Potential offers 80–82	incentive-based referrals 126
Prediction, data mining 369	reciprocal referrals 126
Priorities	staff referrals 126
determining key CRM priorities 450–451	Reintermediation 217–218, 304–305
project priorities 466–467	Relationship marketing 3, 6, 7, 31, 32–33, 437–439
Process metrics 411	alternative approaches to relationship marketing
Processes, organising in terms of 21	41–43
see also CRM (customer relationship management);	case studies 72–78
Relationship marketing	defining 4, 6, 23, 24, 61
Procter & Gamble 95–96, 122–123, 169	development and key concepts 32, 39–78
Product-based selling, strategy matrix 244–245	customers as business assets, viewing 20–21
Product leadership 223–225	creation of value for customers, emphasis on 18–19
Profit potential, future 265	
Profitability analysis 273–274, 372–373	cross-functional orientation, shifting from
Profitability of customers <i>see</i> Customer profitability Project management 458–469	functional to 18, 44, 66
framework 458–460	customer relationships see Relationships, customer
business benefits, delivering 459–460	integrating marketing, customer service and
	quality 46–50
key issues 461–469 'hard' and 'soft' implementations of CRM 461	± ,
piloting CRM projects 465–466	multiple markets 19, 58–61 networks 61–64
planning for CRM project implementation	processes, emphasis on 45–46
466–469	summary 71
project plan 467–469	important trends 20–23
project pian 407–409 project priorities 466–467	balancing the value trade-off 22
utilising CRM technology solution 461–465	developing one-to-one marketing 22
Psychographic segmentation 232	from reactive to proactive use of information
, 01	21–22
Quality 48–49	marketing on the basis of relationships 20 organising in terms of processes 21
Readiness assessment 441–451	intangible benefits 20
audit, CRM readiness 447–450	origins 40–41

INDEX 527

planning marketing relationships 64-70 data mining 368 planning for multiple stakeholder markets 66-67 internal market 136-139 the 'relationship management chain' 67-70 market see Market segmentation relationship marketing planning 65-66 social media 184-187 Senior sponsorship, change management 454 principles 16-19 transactional marketing to relationship marketing Sentiment analysis 369 11-16, 17-18, 43 Service-profit chain, linkage models 416-417 Relationships and technology: digital marketing and Service segmentation 232 social media 33, 152-204 Services/service economy case studies 180, 196-204 growth of the service economy 7-9 digital Internet infrastructure 158-163 service-dominant (S-D) logic of marketing 9-11 digital devices 160-162 Services, supplementary see Supplementary services digital networks 159-162 'Seven S' framework, change management 451–453 digital marketing 167-172 Shareholder results 34-35 terminology 168-169 cost reduction 401, 404-406 traditional digital marketing 171-172 customer value 400-401, 402-403 e-commerce see E-commerce (electronic commerce) employee value 400-402 environmental changes/forces 152-153 key drivers 399-406 impact of digital, mobile and social technologies linkage model 399-400, 406 156-158 shareholder value 400-401, 403-404 integrating marketing 193-195 Shell 131 Internet see Internet; E-commerce (electronic Singapore Airlines 95, 99-100 Skills 445-446, 454 commerce) rise of technology 154-156 Social CRM 28 Social media 7, 21, 28, 33, 53, 63, 169, 217 social influence marketing see Social media social media see Social media brands/branding 95-96, 97 case studies 180, 197-204 summary 195-196 World Wide Web see World Wide Web channels 315, 323-324 Relationships, customer 158, 402 classification of social media 178-182 building blocks of relationships 51-54, 86 blogs 178-179 collaborative projects 178 commitment and trust 52-53 customer satisfaction 53-54, 70, 402 content communities 179 stages of relationship development 51-52 social commerce 180-181 customer loyalty 54-55 social networking sites 179 customers, major areas 470 virtual game world 179 drivers of customer relationships 50-51 virtual social worlds 180 scope of customer relationships/B2C and B2B customer relationships 88 relationships 55-58 data protection and privacy 388 key account management (KAM) 58 developing social media strategy 187-193 partnership relationships 58, 64-65, 69 developing an integrated social media campaign relationship marketing building particular measuring social media returns 192–193 customer relations 19, 58, 64-65 Relationships, value 86–91 mission control listening centres 191–192 Retention, customer see Customer retention social analytics 190-191 Return on investment (ROI) 192-193, 423-426 social media analysis, listening and measurement Rivalry, industry analysis 220 189-193 Robotic Components Inc. 104-106 social media strategy framework 187-188 Royal Bank of Canada case study 377, 390-392 digital marketing 169, 172-182 complex social media ecosystem 173-176 social media and networking platforms 173 Safe keeping, supplementary service 84 Sales force automation (SFA), IT 377 social networks 63-64, 169, 172-173 Sales force, channel option 312 emergence and growth of social media 176-178 Samsung case study 228, 256-260 enterprise use of social media 180 Schiphol Airport 316-318 information 350 Sears, Roebuck case study 417-418, 428-432 social commerce 180-181 social influence marketing 169, 182-187 Second tier customers (STCs) 265 Segmentation social behaviour of consumers 182-184

528

Social media (cont.)	Supplementary services insurance company 84
social media segmentation 184–187 special metrics 413–414	value to core product/services, adding 82–85
value from social media, gaining 181–182	Supplier power, industry analysis 220
Socio-economic segmentation 232	Sydney Opera House case study 281, 292–298
Software selection, CRM 384–385	by alley opera mouse case stady 201, 232 230
Software vendors and CRM 28–29	Tactical databases 356–357, 358–360
Southwest Airlines 95, 99–100, 124, 135–136, 145–146	Technical barriers, CRM 355–356
Special metrics 412–414	Technology see Information and technology
Stakeholders 16–18, 32–33	management; Relationships and technology:
building relationships with multiple stakeholders	digital marketing and social media
116–151	Technology role, customer experience 327–328
assessing performance in the six markets 140–142	Telephony see Call centres
case studies 140–141, 144–151	Terrorists, customer relationship ladder of loyalty
channels 120–122	90–91
customer market domain 120–123	Tesco case study 55, 170, 228, 251–256
identifying emphasis on the six markets 141–142	TNT case study 341–346
influence market domain <i>see</i> Influence market domain	Toy market, Internet 336–337 Trade-off analysis 69, 103–105, 275
internal market domain <i>see</i> Internal market	Trade-offs 22
domain	Training/development, employee engagement
referral market domain <i>see</i> Referral market domain	472–474
recruitment market domain see Recruitment	Transaction costs, channels 334–337
market domain	Transactional marketing to relationship marketing
the 'relationship management chain' 67-70	11–16, 17–18, 43
role of multiple stakeholders 117	Twitter 7, 73, 169, 175, 176, 177
stakeholder model for relationship marketing/'six	companies using 87, 96, 146, 158, 180, 365
markets' 59, 60, 66–67, 117–120	11 : 400 400
summary 143	Unisys 488, 490
supplier and alliance market domain 127–129 increased engagement through digital, mobile and	United Airlines 157 United Electricity 266–267, 269–270
social technologies 157–158	Up-selling 279–280, 296
planning for multiple stakeholder markets	Usage segmentation 233
66–67	
stakeholder models in relationship marketing	Value
58-60, 117-118	adding 80–85, 86, 92–97
Standards see Performance assessment	assessment see Value assessment
Starbucks 241	brands see Brands/branding
Strategic customer management 3–31	co-creation of value 285–287
CRM see CRM (customer relationship management)	customer value see Customer value
development of the discipline of marketing 5–7	delivery systems 101
domain of strategic customer management 3–5 growth of the service economy 7–9	disciplines, market leaders framework 223–225
relationship marketing <i>see</i> Relationship marketing	
service-dominant logic of marketing 9–11	
Strategic metrics 411–412	employee value, shareholder results 400–402 enterprise value creation <i>see</i> Enterprise value
	enterprise value creation see Enterprise value
	± •
Strategy, business see Business strategy Strategy development see CRM (customer relationship	enterprise value creation <i>see</i> Enterprise value creation
Strategy, business see Business strategy	enterprise value creation <i>see</i> Enterprise value creation maps 99–100
Strategy, business <i>see</i> Business strategy Strategy development <i>see</i> CRM (customer relationship management) Strategy maps, performance assessment process	enterprise value creation <i>see</i> Enterprise value creation maps 99–100 nature of 80–85 offer 80–82 propositions <i>see</i> Value propositions
Strategy, business see Business strategy Strategy development see CRM (customer relationship management) Strategy maps, performance assessment process 417–418	enterprise value creation <i>see</i> Enterprise value creation maps 99–100 nature of 80–85 offer 80–82 propositions <i>see</i> Value propositions reference value 282
Strategy, business see Business strategy Strategy development see CRM (customer relationship management) Strategy maps, performance assessment process 417–418 Strategy matrix 243–250	enterprise value creation <i>see</i> Enterprise value creation maps 99–100 nature of 80–85 offer 80–82 propositions <i>see</i> Value propositions reference value 282 relationships 86–91
Strategy, business <i>see</i> Business strategy Strategy development <i>see</i> CRM (customer relationship management) Strategy maps, performance assessment process 417–418 Strategy matrix 243–250 Structural change, benchmarking 305–306	enterprise value creation see Enterprise value creation maps 99–100 nature of 80–85 offer 80–82 propositions see Value propositions reference value 282 relationships 86–91 segmentation 232
Strategy, business see Business strategy Strategy development see CRM (customer relationship management) Strategy maps, performance assessment process 417–418 Strategy matrix 243–250 Structural change, benchmarking 305–306 Substitutes threat, industry analysis 220	enterprise value creation see Enterprise value creation maps 99–100 nature of 80–85 offer 80–82 propositions see Value propositions reference value 282 relationships 86–91 segmentation 232 shareholder value, shareholder results 400–401,
Strategy, business <i>see</i> Business strategy Strategy development <i>see</i> CRM (customer relationship management) Strategy maps, performance assessment process 417–418 Strategy matrix 243–250 Structural change, benchmarking 305–306	enterprise value creation see Enterprise value creation maps 99–100 nature of 80–85 offer 80–82 propositions see Value propositions reference value 282 relationships 86–91 segmentation 232



INDEX 529

Value assessment 102–105
improving value assessment using trade-off analysis 103–105
Robotic Components Inc. 104–106
traditional means of customers' assessment
of value 103
Value delivery systems 101
Value disciplines, market leaders framework 223–225
Value maps, airlines 99–100
Value propositions 97–102, 403
building 102
case studies 102, 107–115
defining 68–69, 97
formulating 98–101
value delivery system 101

Value segmentation 232 Values, business 223–225 Virgin Atlantic 99–100, 124, 131–132, 139, 279 Vision *see* Business vision; CRM vision *under* Change management Visualisation tools 368

World Wide Web 159, 163–167 development 164–166 relationship implications of Web evolution 166–167

YouTube 157, 175, 179, 180 companies using 87, 96

Zurich Financial Services case study 102, 111–115, 320