

CONTENTS

List of Figures	<i>page</i> xi
Acknowledgements	xv
Part I Introduction	1
1 Strategic customer management	3
Part II Relationship marketing	37
2 Relationship marketing: Development and key concepts	39
<i>Case: 2.1 Myspace – The rise and fall</i>	72
<i>Case: 2.2 PlaceMakers – success factors in the building supplies sector</i>	75
3 Customer value creation	79
<i>Case: 3.1 British Telecommunications (BT) – creating new customer value propositions</i>	108
<i>Case: 3.2 Zurich Financial Services – building value propositions</i>	111
4 Building relationships with multiple stakeholders	116
<i>Case: 4.1 AirAsia spreads its wings</i>	144
<i>Case: 4.2 The City Car Club, Helsinki – driving sustainable car use</i>	148
5 Relationships and technology: Digital marketing and social media	152
<i>Case: 5.1 Hippo in India – using Twitter to manage the supply chain</i>	197
<i>Case: 5.2 Blendtec – the ‘will it blend’ viral marketing initiative</i>	201
Part III Customer relationship management: Key processes	205
6 Strategy development	207
<i>Case: 6.1 Tesco – the relationship strategy superstar</i>	251
<i>Case: 6.2 Samsung – from low-cost producer to product leadership</i>	256
7 Enterprise value creation	261
<i>Case: 7.1 Coca-Cola in China – bringing fizz to the Chinese beverages market</i>	289
<i>Case: 7.2 Sydney Opera House – exploring value creation strategies</i>	292
8 Multi-channel integration	299
<i>Case: 8.1 TNT – creating the ‘perfect’ customer transaction</i>	341
<i>Case: 8.2 Guinness – delivering the ‘Perfect Pint’</i>	346

9	Information and technology management	350
	<i>Case: 9.1</i> Royal Bank of Canada – building client service commitment	390
	<i>Case: 9.2</i> The DVLA – innovating with CRM in the public sector	392
10	Performance assessment	397
	<i>Case: 10.1</i> Sears – the service profit chain and the Kmart merger	428
	<i>Case: 10.2</i> The Multinational Software Company – driving results with a metrics dashboard	432
Part IV	Strategic customer management implementation	435
11	Organising for implementation	437
	Annex: The comprehensive CRM audit	478
	<i>Case: 11.1</i> Nationwide Building Society – fulfilling a CRM vision	488
	<i>Case: 11.2</i> Mercedes-Benz – building strategic customer management capability	491
	Notes	497
	Index	520