

APPLICATION QUESTIONS

1. Whose responsibility is CRM in your organization? The sales and marketing director? The IT director? Or is it delegated to individual business units, with piecemeal approaches that cannot deliver a joined-up experience to the customer?
2. Most firms do not have an explicit definition of CRM. But what is the implicit definition? A software package for sales automation or outbound direct mail, perhaps? Or a customer database?
3. What stage of CRM maturity are you at? See Figure 11.4. Do your systems and processes support:
 - a) Product transactions only (stage 1)?
 - b) Access to integrated customer information only for marketers and other back-office staff (stage 2)?
 - c) Access to integrated customer information for all front-office staff (stage 3)?
 - d) Individualized, relevant conversations with every customer through every channel (stage 4)?For a more detailed diagnostic, see the exercises below.
4. Does your marketing plan include objectives and strategies relating to:
 - a) customer retention by segment?
 - b) cross-sales to existing customers, by segment (or key account)?
 - c) customer profitability or customer lifetime value by segment (or key account)?