



教育部高校工商管理类教学指导委员会双语教学推荐教材

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工商管理经典教材·市场营销系列

BUSINESS ADMINISTRATION CLASSICS

# 客户关系管理

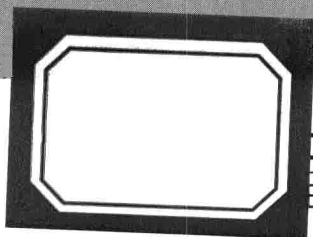
英文版

乌尔瓦希·毛卡尔 (Urvashi Makkar)  
哈林德尔·库马尔·毛卡尔 (Harinder Kumar Makkar) 著

CUSTOMER RELATIONSHIP MANAGEMENT

 中国人民大学出版社

全新版



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# 总 序

随着我国加入 WTO，越来越多的国内企业参与到国际竞争中来，用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考，如何顺应这一发展潮流，推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上，双语教学在我国教育界已经不是一个陌生的词汇了，以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看，双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今，依然是有人赞成有人反对，但不论是赞成居多还是反对占上，双语教学的规模和影响都在原有的基础上不断扩大，且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验，不断加以改进；一些待进入者也在模仿中学习，并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言（包括英语）的环境，开展双语教学面临特殊的困难，因此，选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为，双语教学从一开始就应该使用原版的各类学科的教材，而不是由本土教师自编的教材，从而可以避免中国式英语问题，保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外，还应根据双语教学的特点和需要，适当调整教学课时的设置，合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势，中国人民大学出版社同众多国际知名的大出版公司，如麦格劳-希尔出版公司、培生教育出版公司等合作，面向大学本科生层次，遴选了一批国外最优秀的管理类原版教材，涉及专业基础课，人力资源管理、市场营销及国际化管理等专业方向课，并广泛听取有着丰富的双语一线教学经验的教师的建议和意见，对原版教材进行了适当的改编，删减了一些不适合我国国情和不适合教学的内容；另一方面，根据教育部对双语教学教材篇幅合理、定价低的要求，我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头，将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点：

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要，对原书进行了一定的改编，主要是删减了一些不适合教学以及不符合我国国情的内容，但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定，使本套教材既保持了学术上的完整性，又贴近中国实际；既方便教师教学，又方便学生理解和掌握。

● 突出管理类专业教材的实用性。本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院



# PREFACE

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This book is aimed at bridging the gap between the availability of theoretical knowledge in Customer Relationship Management (CRM) and application of CRM principles. Also, an effort has been made to cover all aspects of CRM and provide a quality resource and guide for both the management professionals and students of management courses.

In present-day competitive scenario, when products are perceived by the customers as value-delivery vehicle and extensions of their personality, the companies are forced to look beyond just product innovation and price leadership to retain their strategic advantage in the market. The marketers have realized that only customer orientation can help them in inculcating enduring relations which can be sustained as strategic advantage over the competitors; provided it is nurtured and managed well. Customer Relationship Management initiatives are implemented with the objective of fulfilling the customer expectations and building, maintaining and strengthening long-term relationship with them. The benefits of retaining the customers and reducing the defection rate are beyond pure business, leading to emotional bonding with the customers, which becomes the most potent weapon for success. But achieving this milestone of consumer advocacy needs clear understanding of customer behaviour, their needs and expectations during all the phases of customer life cycle.

As the interaction of the customer with the organization may happen through any one of the multiple touch points, there is need to integrate all touch points with a single source of customer information. Information technology here comes to the rescue of managing a large volume of customer data and making it available at all touch points of the organization so that customer-related transactions, including sales, marketing and service provisioning, can be efficiently executed in the organization. The eCRM systems capture the customer data and this information is used to facilitate future interactions with the customers. Though there are a number of eCRM solutions available in the market,

implementation of CRM for an organization is not just planning and execution of a software system; rather it is the change in culture and philosophy of the organization. This change in culture requires orientation of people, reengineering of processes and appropriate use of the technology. This right mix of people, processes and culture is prerequisite for CRM implementation.

## **ABOUT THE BOOK**

This book is designed to offer understanding of the concept of Customer Relationship Management systems and issues involved in planning and implementation of eCRM. To create the most intuitive, learning-focussed CRM reference, a lot of research work has been incorporated into the writing process to encompass the current trends. Although each chapter builds on the previous one to a certain extent, each chapter can be used as an independent reference for understanding and implementing specific concepts and issues. As the material presented follows a logical learning curve, the book can be used to have a solid foundation in basic and some advanced concepts in CRM. Further, the book can also be used as a citation by practicing management professionals for creating customer-orientation culture, envisaging and implementing CRM systems for their organizations. The readers have been exposed to a variety of corporate examples and relevant case studies in each chapter to facilitate learning of current trends and present-day issues. The book may be a preferred reading because of its illustrative style, extensive coverage of topics in their breadth and depth and self-assessment tools at the end of each chapter. We have included Further Readings at the end of each chapter to enable the readers to explore the subject matter further.

## **ORGANIZATION OF THE BOOK**

In order to have the natural progression of learning process, the book has been divided into three parts. Here is a quick look at what the readers can expect to explore in each chapter.

### **Part I: Prerequisites to CRM**

Part I (Chapters 1 to 3) sets the stage for understanding theoretical concepts of CRM. Chapter 1 introduces the concepts and philosophy that are essential to understand CRM. The discussion on changing face of Indian market, customer-focus, voice of customer, customer ownership and customer value, customer care, touch points, moments of truth, customer loyalty and customer advocacy sets the tone to understand relationship management. This foundation for understanding CRM continues in Chapters 2 and 3. These chapters provide the detailed discussion on Value Creation, Customer Life Cycle (CLC), Customer Lifetime Value (CLV) and Relationship Marketing, which are the key facets for achieving customer focus and building, maintaining and strengthening the relationships.

### **Part II: Understanding CRM**

Part II (Chapters 4 to 7) is geared towards offering the insights into CRM and associated concepts of customer-driven quality and loyalty management. Chapter 4 presents CRM as the system that integrates Sales, Marketing and Service functionalities of an organization and helps in implementation of the concept of Relationship Marketing. In Chapter 5, the concepts of loyalty, loyalty management and loyalty programmes have been introduced. The steps involved in planning and implementing loyalty programmes, benefits and types of loyalty programmes have been explained.

Chapter 6 presents the learning for service quality, the importance and methods of service capacity planning for an organization and service delivery systems to achieve quality parameters and standards. Chapter 7 explains in detail the concept of quality, quality management, Quality Management System (QMS), customer focus, leadership, involvement of people, process approach, system approach to management, continual improvement, fact-based approach to decision-making and mutually beneficial supplier relationship; which are the core principles and philosophy of QMS.

### **Part III: Planning and Implementation of CRM**

Part III (Chapters 8 to 13) focuses on how to go about actually while planning and implementing CRM in an organization. It extensively focuses on the applied knowledge required for successful implementation of CRM application. Chapter 8 covers introduction and objectives of Sales Force Automation (SFA) and its features. With the help of the corporate examples, the strategic advantages and critical factors for successful SFA are also described. Chapter 9 is designed to explain the meaning, importance, scope and significance of eCRM. With insight into two commercial applications, the features and specifications of eCRM solution are explained.

In Chapters 10 to 12, the subject matter related to implementation and adoption of CRM in an organization has been explored. The issues like selection of the right application, carrying out Business Process Reengineering (BPR), and the alignment of all functional and operational areas within the organization are discussed comprehensively. These chapters will be of special significance to CRM project management team and top management desiring to bring customer orientation within the organization. In Chapter 13, while discussing the future of CRM, the essential concepts of two emerging technologies—Software as a Service (SaaS) and cloud computing—and their impact on CRM deployment are discussed. SaaS has been fast emerging as a technically sound and cost-effective medium of doing business. This paradigm shift in the business scenario has been enabled by a wide range of factors like increasing broadband penetration, superiority of web technologies and tools, lower cost of hardware installation, growing number of small to medium businesses and changing customer mindset. Besides these, new customer access technologies and the way these can be used by the companies to enhance the value to customers have been studied with the help of a range of examples in Chapter 13.

In the end, we close the text with seven corporate case studies, which can provide the realistic learning in the practical issues while implementing CRM. These cases can enhance the conceptual knowledge gained in the chapters and can prepare the readers for actual implementation of the CRM concept and philosophy.

We, who happen to partner our lives too, as a team of two authors—one from academics in management stream and other from IT profession—have tried our very best to draw from a wide variety of subject matter, sources, and personal experiences to make the text relevant and contemporary. This book has helped both of us not only to add learning in our life but also to evolve as the individuals who now value relationships more. We hope that this text remains on the cutting edge of topical coverage and updated via both current corporate examples and recent cases, to expose the readers to a broad array of important current topics. Our acknowledgements go to many researchers, practitioners and experts who have contributed to the development of this fast-growing field of CRM.

This goes without saying that we value the readers' feedback immensely and in case you would like to get in touch with us, we can be reached at [urvashimakkar@gmail.com](mailto:urvashimakkar@gmail.com) and [harindermakkar@gmail.com](mailto:harindermakkar@gmail.com).

Urvashi Makkar  
Harinder Kumar Makkar



# 简明目录

<b>第 I 篇 客户关系管理的先决条件</b> .....	( 1 )
第 1 章 客户关怀.....	( 3 )
第 2 章 客户生命周期和客户终身价值 .....	( 15 )
第 3 章 关系营销.....	( 44 )
<b>第 II 篇 理解客户关系管理</b> .....	( 57 )
第 4 章 客户关系管理.....	( 59 )
第 5 章 客户忠诚管理.....	( 70 )
第 6 章 服务质量与服务能力计划.....	( 86 )
第 7 章 客户驱动型质量及质量管理体系 .....	( 95 )
<b>第 III 篇 计划和实施客户关系管理</b> .....	( 111 )
第 8 章 客户关系管理和销售队伍自动化 .....	( 113 )
第 9 章 电子客户关系管理.....	( 124 )
第 10 章 客户关系管理的计划和实施 .....	( 160 )
第 11 章 让客户关系管理取得成功.....	( 173 )
第 12 章 客户关系管理的IT解决方案及其集成.....	( 195 )
第 13 章 客户关系管理的未来.....	( 211 )
<b>案例</b> .....	( 223 )
关于客户关系管理的案例研究.....	( 225 )

# CONTENTS

---

## *Preface*

*i*

## **PART 1 Prerequisites to CRM**

<b>1. Customer Care</b>	<b>3</b>
1.1 Introduction	3
1.2 Changing Face of Indian Market	4
1.3 Shift of Focus—From Product to Customer	4
1.4 Voice of Customer	5
1.5 Customer Ownership and Customer Value	5
1.6 Customer Care	5
1.7 Knowing Your Customer	7
1.8 Customer Touch Points and Moments of Truth	8
1.9 Customer Loyalty and Customer Advocacy	11
1.10 Customer Relationships	13
Summary	13
Key Terms	13
Review Questions	14
Project Assignment	14
Further Readings	14
<b>2. Customer Life Cycle (CLC) and Customer Lifetime Value (CLV)</b>	<b>15</b>
2.1 Introduction	16

2.2	Marketing Orientation	16	
2.3	Value Creation	18	
2.4	Customer Life Cycle (CLC)	21	
2.5	Customer Lifetime Value (CLV)	33	
	<i>Summary</i>	41	
	<i>Key Terms</i>	42	
	<i>Review Questions</i>	43	
	<i>Project Assignments</i>	43	
	<i>Further Readings</i>	43	
<b>3.</b>	<b>Relationship Marketing</b>		<b>44</b>
3.1	Introduction	44	
3.2	From Traditional Marketing Approach to Relationship Marketing	45	
3.3	Relationship Marketing: Organisational Pervasive Approach	46	
3.4	Managing Customer Emotions: A Tool for Relationship Marketing	47	
3.5	Relationship Marketing in Consumer Segment vs Service Segment	48	
3.6	Brand Building through Relationship Marketing	49	
3.7	Service Level Agreements (SLAs)	52	
	<i>Summary</i>	54	
	<i>Key Terms</i>	55	
	<i>Review Questions</i>	55	
	<i>Project Assignment</i>	55	
	<i>Further Readings</i>	55	
<b>PART II Understanding CRM</b>			
<b>4.</b>	<b>Customer Relationship Management (CRM)</b>		<b>59</b>
4.1	Introduction	59	
4.2	Definition of CRM	60	
4.3	Customer Relationship Framework	61	
4.4	Scope and Evolution of CRM	63	
4.5	Core Modules of CRM	63	
4.6	Technology and CRM	64	
4.7	Levels of CRM	66	
	<i>Summary</i>	68	
	<i>Key Terms</i>	68	
	<i>Review Questions</i>	68	
	<i>Further Readings</i>	69	
<b>5.</b>	<b>Loyalty Management</b>		<b>70</b>
5.1	Introduction	70	
5.2	Loyalty Management	71	
5.3	Loyalty Programmes	75	
5.4	Planning and Managing Loyalty Programmes	78	
5.5	Types of Loyalty Programmes	80	
5.6	Reasons of Failure of Loyalty Programme	80	
	<i>Summary</i>	81	
	<i>Key Terms</i>	82	

*Review Questions* 82

*Project Work* 83

*Further Readings* 83

*Case Study* 83

## 6. Service Quality and Service Capacity Planning 86

6.1 Introduction 86

6.2 Service Quality and CRM 87

6.3 Concept of Service Capacity 87

6.4 Service Capacity Planning Process 87

6.5 Using Queuing Theory for Service Capacity Planning 89

6.6 Analysis of a Queue System 91

*Summary* 93

*Key Terms* 94

*Review Questions* 94

*Project Work* 94

*Further Readings* 94

## 7. Customer-Driven Quality and QMS 95

7.1 Introduction 96

7.2 Quality and its Relevance to CRM 96

7.3 Understanding Customer-driven Quality 96

7.4 Quality Management 97

7.5 Quality Policy 97

7.6 Quality Objectives 99

7.7 Quality Management System 99

7.8 Quality Management System Standards 100

7.9 Quality Management Principles 101

7.10 Quality System Documentation 104

7.11 Implementation of Quality Management System 106

*Summary* 108

*Key Terms* 108

*Review Questions* 109

*Project Assignments* 109

*Further Readings* 109

## PART III Planning and Implementation of CRM

## 8. CRM and Sales Force Automation 113

8.1 Introduction 113

8.2 Sales Force Automation (SFA) 114

8.3 Objectives of SFA 115

8.4 Features of SFA 115

8.5 Strategic Advantages of SFA 119

8.6 Key Factors for Successful SFA 120

*Summary* 122

*Key Terms* 123

*Review Questions* 123

*Further Readings* 123

<b>9. eCRM</b>	<b>124</b>
9.1 Introduction	124
9.2 What is eCRM?	125
9.3 Benefits of eCRM	125
9.4 Data Handling in eCRM	127
9.5 eCRM Systems/Applications in Market	128
9.6 Specifications of eCRM Solutions	135
<i>Summary</i>	158
<i>Key Terms</i>	158
<i>Review Questions</i>	159
<i>Project Assignments</i>	159
<i>Further Readings</i>	159
<b>10. Planning and Implementing CRM</b>	<b>160</b>
10.1 Introduction	160
10.2 Scope and Significance of a CRM Project	161
10.3 Business Process Reengineering (BPR) for CRM Implementation	161
10.4 CRM Implementation Process	161
<i>Summary</i>	171
<i>Key Terms</i>	171
<i>Review Questions</i>	172
<i>Further Readings</i>	172
<b>11. Making CRM a Success</b>	<b>173</b>
11.1 Introduction	173
11.2 Success Factors for CRM	174
11.3 Business Process Reengineering (BPR) for CRM Implementation	178
11.4 Data Quality Management (DQM)	183
11.5 Securing Customer Data: Information Security Management System	185
11.6 Ethical Issues in CRM	189
<i>Summary</i>	193
<i>Key Terms</i>	193
<i>Review Questions</i>	193
<i>Project Assignments</i>	194
<i>Further Readings</i>	194
<b>12. IT Solution of CRM and Its Integration</b>	<b>195</b>
12.1 Introduction	195
12.2 The eCRM Project Implementation Road Map	196
12.3 Integrating CRM	201
12.4 Integrating CRM with SCM	201
12.5 Integrating CRM with SRM	203
12.6 ERP	204
<i>Summary</i>	209
<i>Key Terms</i>	209
<i>Review Questions</i>	209
<i>Further Readings</i>	210



<b>13. Future of CRM</b>	<b>211</b>
13.1 Introduction	211
13.2 Emerging Technologies and CRM	212
<i>Summary</i>	221
<i>Key Terms</i>	221
<i>Review Questions</i>	222
<i>Further Readings</i>	222
<b>Case Studies on CRM</b>	<b>225</b>

# PART I

## PREREQUISITES TO CRM

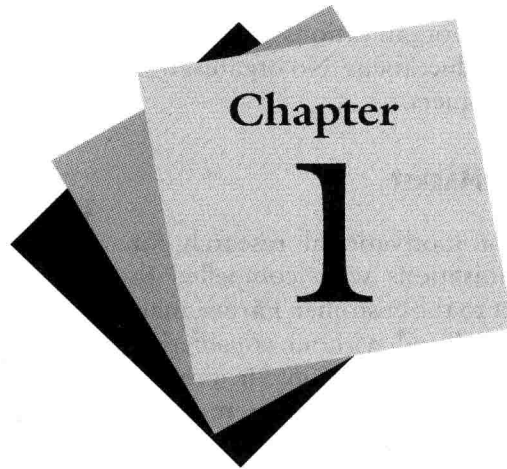
Chapter 1 Customer Care

Chapter 2 Customer Life Cycle (CLC) and Customer Lifetime Value (CLV)

Chapter 3 Relationship Marketing

Part I touches upon the theoretical concepts of CRM. The discussion on changing face of Indian market, customer-focus, voice of customer, customer ownership and customer value, customer care, touch points, moments of truth, customer loyalty and customer advocacy sets enables the readers to gain an understanding of relationship management. This part further elaborates value creation, Customer Life Cycle (CLC), Customer Lifetime Value (CLV) and relationship marketing, which are the essentials of achieving customer focus and building, maintaining and strengthening the relationships.





# CUSTOMER CARE

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## Learning Objectives

*After going through this chapter, the readers will be able to understand*

- The changes happening in the Indian market in terms of demographic and profiles of customers, their expectations, shift of focus from product to customer
- Concepts of customer ownership and customer value
- Implementation of the three-step process of customer care involving listening, responding, and improvement
- Significance of customer loyalty and customer advocacy with the help of corporate examples
- Importance of customer touch points and moments of truth with the help of corporate examples

## 1.1 INTRODUCTION

The concept of having sustainable interactions with customers is not new. Companies, for ages, have been trying to establish interface with customers. However, earlier the focus was always on selling the