

1. Record Nr.	UNINA9910787864903321
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Titolo	Connected CRM : implementing a big-data-driven, customer-centric business strategy / / David Williams
Pubbl/distr/stampa	Hoboken, New Jersey : , : Wiley, , 2014 ©2014
ISBN	1-118-86319-4 1-118-86312-7
Edizione	[1st edition]
Descrizione fisica	1 online resource (258 p.)
Classificazione	BUS018000
Disciplina	658.8/12
Soggetti	Customer relations - Management Relationship marketing Strategic planning
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Includes index. "How to Optimize Customer Value in a Big-Data, Digital World"--Cover.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Connected CRM: Implementing a Data-Driven, Customer-Centric Business Strategy; Contents; Preface; Acknowledgments; Part 1: Connected CRM (cCRM); Chapter 1: History: There's Never Been a Better Time to Be a Marketer; Chapter 2: Macro-Trends: A Perfect Storm of Big Data, Digital, and Direct Consumer Engagement; MACRO-TRENDS; Digitization of Media and Channels; Social Networks at Scale; Consumer Mobility; MARKETERS ARE RESPONDING; CRM EVOLUTION; Chapter 3: Industry Perspective: Business Model Matters; DATA AND ATTRIBUTION CONSIDERATIONS; INDUSTRY MATTERS; BANKING; The State of CRM Industry Leaders Are Responding On the Horizon; INSURANCE AND WEALTH MANAGEMENT; The State of CRM; Industry Leaders Are Responding; On the Horizon; LIFE SCIENCES; The State of CRM; Industry Leaders Are Responding; On the Horizon; RETAIL; The State of CRM; Industry Leaders Are Responding; On the Horizon; TRAVEL, MEDIA, AND ENTERTAINMENT; The State of CRM; Industry Leaders Are Responding; On the Horizon; NONPROFIT; The State of CRM; Industry Leaders Are Responding; On the Horizon; THINK VERTICALLY, ACT "UNIVERSALLY"; Chapter 4: Connected CRM: Building Customer Strategy

as a Business Strategy  
CAPABILITY DIMENSIONS Customer Strategy; Experience Delivery;  
Financial Management; OPERATING MODEL DIMENSIONS; Infrastructure  
and Process; Organization and Leadership; Chapter 5: Customer  
Strategy: Creating Your Competitive Advantage; cCRM's AMBITIOUS  
GOAL; CUSTOMER PORTFOLIO MANAGEMENT; ENTERPRISE  
SEGMENTATION; Enterprise Segmentation: Understanding Motivations;  
Enterprise Segmentation: Creating the Segments; Enterprise  
Segmentation: Describing the Segments; PORTFOLIO STRATEGY:  
UNITING THE SEGMENTATION SCHEME WITH PORTFOLIO OPTIMIZATION;  
SEGMENT STRATEGY  
CUSTOMER STRATEGY: OTHER CONSIDERATIONS FROM BASIC  
CAPABILITIES TO HIGH PERFORMANCE; THE HEART OF THE MATTER;  
Chapter 6: Experience Delivery: Finding the Sweet Spot for Expert  
Customer Integration; FINDING THE SWEET SPOT; BRIDGING CUSTOMER  
STRATEGY TO PROGRAM DESIGN; CONNECTED PROGRAMS; PROGRAM  
DEVELOPMENT; PROGRAM BLUEPRINTS; CONNECTED EXPERIENCE  
DESIGN; INTERACTION PATHWAYS; MESSAGE ARCHITECTURE; MESSAGE-  
OFFER-CREATIVE SEQUENCING; MESSAGE-OFFER LOGIC (MESSAGING  
DECISION TREE); CONNECTED CREATIVE; PROGRAM EXECUTION AND  
MANAGEMENT; THE HEART OF THE MATTER  
Chapter 7: Financial Management: You Can't Optimize What You Can't  
Measure MEASUREMENT STRATEGY; MEASUREMENT AND ATTRIBUTION;  
BUDGET ALLOCATION AND FORECASTING; VALIDATION; SUMMARY; THE  
HEART OF THE MATTER; Part 2: cCRM Operating Model; Chapter 8:  
Infrastructure and Process: Dismantling the Silos That Hinder; THE SIX  
CORE CAPABILITIES; CONNECTED CONSUMER PROFILE; LONGITUDINAL  
VIEW OF INTERACTIONS; LEVERAGING THE IDENTITY MAP AND THE  
EVENT STREAM; INSIGHTS PLATFORM; Key Ingredients of an Insights  
Platform; CROSS-CHANNEL MARKETING ENABLEMENT; Key Ingredients  
of Cross-Channel Marketing Enablement  
CENTRALIZED DECISION SERVICES

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## Sommario/riassunto

" Three macro trends are changing the marketing landscape and forcing massive change on most organizations: the digitization of media and channels; social media; and the ability for consumers to access media anytime, anywhere. Marketers are responding with data-driven, digital customer strategies and a collective business model transformation. For the first time, marketers are now able to put customers at the core of the business strategy. The challenge, now that there's "universal" buy-in on the philosophy, of 'every organization should be "customer-centric" is the "how". How do we successfully implement a comprehensive, data-driven, customer-centric business strategy? The answer is called "Connected CRM", the focus of this book. Customer-centric marketing isn't merely a tactical implementation plan. Executed correctly, it's a fundamental shift in the organization's framework, affecting every department, not just marketing, though it puts marketing at the heart of the business and leadership strategy for the organization. It's a new source of visibility and accountability for the CMO and a new basis of competitive differentiation for the company. CMOs of the future will play a much larger role in all aspects of marketing, sales, service and technology. Through years of work in data-driven customer relationship marketing and observations of successful (and unsuccessful) implementation efforts; Merkle has developed a customer-centricity blueprint for organizations. This book explains how to make it a reality--for sustained competitive advantage"

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