“How to implement a CRM strategy”

by Julio Bribian
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Executive summary:

Many people say: You do not have to find a book, the book will find you. In my case the subject of my thesis found me. Thanks to the help of my Manager Director, who setup the perfect environment to realize this thesis. I am also very grateful to him for his time, involvement and interest in my project.

The two main questions before starting to speak about the theme are:

- How can we improve the customer relationship in Business Tales?
- Is it possible to improve implementing a CRM software application?

Barack Obama: First CRM President

> Barack Obama was the first U.S. president to use CRM technology as a tool to encourage constituent feedback and participation.

By Erika Morphy (CRM journalist)

We have all heard about how Obama well run his campaign, and that may have something to do with how his organization was using a CRM software application to reach out and engage people.

The Obama camp took advantage of many social media outlets to increase their influence amongst the younger generations and obviously it worked. They developed relationships on networks including Twitter, Linked-in, Facebook, and others.

I found very interesting that such CRM tools could be used in politic and I was amazed by the efficiency of those on people satisfaction and involvement. It gave me the incentive to better understand CRM, its implementation and applications in order to build for Business Tales a strong CRM strategy which makes the company successful.

My thesis is based on the argument: "a good implementation of CRM strategy, will bring Business Tales the customer’s satisfaction. Afterwards customers will bring the profits to Business Tales”

This paper presents an introduction about Business Tales and environment through its first chapter. In the second chapter we will define what CRM as a concept is, we will describe DayLite as a software program related to CRM strategy.

Those two chapter will be completed with the third chapter, “the implementation of a CRM system into a small media company like Business Tales. Finally this essay sets up some general recommendations for the company.
1: Introduction:

1.1 Work Placement: Business Tales B.V

1.2 Description of the company.

Business Tales provides audiovisual and multimedia communication solutions, like corporate videos, cross media concepts and new media alternatives for corporate positioning and marketing sales.

We are working five members, the manager of the company and two employees and two trainees. Business Tales staffs are changing all the time depending on the number of projects. Few years ago the maximum productivity given period, Business Tales crew grew over 70 people.

Industry:

Business Tales B.V is operating within the Media sector.

1.2.1 Products:

- Corporate Video Productions
- Commercials
- Video podcasts
- Web-sites
- Cross media formats
- New Business orientations
- New media concepts.
- DayLite service.

1.2.2 Company Goals:

The company main goal is to establish a high relationship with our customer or future projects. We believe that long relations always bring something new. Business Tales is a company that can be proud of its high level of customer’s satisfaction, but companies always wants to improve and extend the relation. Implementing a CRM system will construct a solid base for this firm, because the main asset for Business Tales is the customer.
1.3 Job Description.

Since 2005, Business Tales is using a CRM application for managing the database. The company needs someone who studies, understands, updates, manages the projects and mainly makes it operational.

**Main Activities:**

- Business Tales implemented a new Customer Relationship Management application in the Database, called DayLite. The Business Tales database has more than 4,000 contacts, which makes it very difficult to keep organized.
- Under the supervision of the Managing Director I was responsible for the preliminary desk research of the CRM application.
- After this preliminary research I found out an opportunity to become a DayLite consultant, which it gave me the chance to get professional skills.
- To become a DayLite consultant you have to pass a difficult exam and an interview. Getting those new competencies was also a chance for Business Tales to improve the Database in the company and solve problems the company faces on a daily base.
- The third stage of the traineeship focused on the extended use of the CRM system and includes elements like implementing and automating reports about sales pipelines, opportunities and linking business and office processes.
- The last activity in my trainee consisted of establishing a proper back up procedure. My main objective was to pass the exam, plus final evaluation, and implement or improve a Database in Business Tales.

**- Identification of the competences:**

During this trainee programme, six months, there were competences beneficial for both parties like:

- Improve verbal skills in business English.
- Improve my teamwork skills and abilities.
  - Cooperate working with Linda Ni who was developing a Sales & Marketing thesis.
- Get a diploma as a DayLite Consultant
  - It was a good opportunity for me, to be able to manage database and implement DayLite application as a part of my work.
- Use theoretical concepts regarding to CRM into the operation of the media company.
The activities that I had everyday involved different aspects, updating databases, organizing business information, applying theoretical concepts to the software application (loyal customers, sales process, pipelines, making reports to analyse the process of the projects)

**1.4 The project.**

The thesis is based on a theoretical analysis of a framework including CRM concepts, trends, past, present and future of CRM. Nowadays CRM becomes one the most important tools in a company, taking care and do not forget your customers it is one of the tools to reach more sales.

In this thesis I answered the following question: how to implement a CRM strategy in Business Tales? To give this answer I did an internal and external analysis.

Some sub-questions are going to be solved during this thesis like:

- What kind of CRM Business Tales is doing?
- How can a CRM application increase the sales of Business Tales?
- How can DayLite (application) optimize the relationship with the customers?
- Is it successful to implement DayLite for Business Tales?
- Which strategies might the company follow, which I’d recommend?
- How does Daylite works?
- Is it possible to manage a Database of more than 3000 contacts? How can we make it easy?
- How can we save time?
- Are the e-networks relating with CRM?
- How is the future of the CRM?

It is important to bear in mind that applying a CRM strategy is not a guarantee of success. CRM is not a short-term tool to solve problems. CRM is a strategy that companies should do it since the beginning, so they could know better the clients, preferences, likes, and with the information, companies can customize a product for them adjusting to the customer and market needs.

**Why did I write my thesis about this topic?**

“Although the CRM lead management solutions for over 20 years of being available in the market is low the number of customers who can assert their CRM implementations have been successful. However, the growing need for effective CRM applications requires more than ever, that their adoption is the most effective manner possible.”

www.marketcicle.com
Today, customer service is more important than ever. Companies are always on the hunt for new and effective ways to improve the experience of their customers and therefore require a comprehensive view of their customers.

Another point of view is how can you sell products, or how can you define product if you don’t know how your clients will use or what your clients wants? That is the reason why it is so important to know whom your customers are, what they need and what is the best channel to satisfy their needs is.

After this introduction could be defined the following title for my research:

“How to implement a CRM strategy in a Media company”
1. Business Tales & Environment

Business Tales is an audiovisual communication company, specialized in the production of corporate films. The company is working in a B2B environment. The company produces all films with the support of its network of individual scenarios, directors, editors, cameramen, actors and more people who are included in the crew.

The business Tales B.V team consists of:

- Managing Director
- CRM Manager
- Telephone assistant
- Senior Manager
- Account and Sales Manager

According with the chart bellow we can see that Business Tales has lack of stability, we can see high and low peaks.

Since the company was formed the main objective to achieve has been a high customers’ satisfaction to establish a high profitable relationship and to create value for its business.

A high level of customers’ satisfaction creates Business Tales; implementing a CRM system will make a solid base for this firm.

The main goal for Business Tales is the satisfaction of its customers, and CRM can provide this.
Customers were the main actors of my research, I would like to mention the most important customers that Business Tales has since 15 years ago.

- ABN AMRO Bank
- Miljonair Fair
- ING Bank
- SNS Bank
- RAI Amsterdam
- Capgemini
- Apple

Products:
The company is offering all related video production. The proposition has been added over the years with new media and channels of distribution, like Internet, High Definition, WebTV.

This products and services are related to and broadcast via the web, media player, wireless channel (mobiles).

The current proposition list of Business Tales is:

- Corporate movies. (5%)
- Commercials (5%)
- Internal films (40%)
- Interview Documentaries (25%)
- Trade Fair films (10%)
- Video Podcasts (5%)
- Web clips (5%)
- New market, Iphone Applications (5%)

Market Position: “Media Sector36”

Business Tales is part of the Dutch Design sector. Since recent years, this sector becomes a world phenomenon. From fashion to music and new media, the sector is filled with talent. The creative sector includes all activities where initiating creativity, the creation of meaning or symbolic value, forms the core business process. There are currently around 150,000 people working in the Dutch creative industry, a rise of 34% since 1996.
Any change in the industry affects any business, it is convenient to carry out an analysis of the business environment of “Business Tales B.V”, the area of production of video films belonging to the Media Sector.

The sector includes:

- Film and video, radio and television, broadcasting, video games, book and press publishing and music.

The graphic below show us how is divided the Media Sector. Business Tales will be included in “others”. After analysing the market we can say, that there is a high competition in the market but there is not a high direct competition to Business Tales.

The market where Business Tales is is a marketing niche. The differentiation and specialization is a strong point to decrease the competition.
1.1 PESTEL framework.

All business operates in an industry, it is essential to see how the environmental influences affect organizations and identify future tendencies of the sector.

PESTEL analysis is a format type document you create to help understand market risks and market growth or decline. PESTEL allows an organization to go in depth into their current status and weaknesses. It helps leaders better manage and define dangerous areas for the organization and greener marketing pastures.

1.1.1 Economic factors

The current state of the world economy has had a slightly impact on the Dutch economy, during the second half of 2007; the Dutch economy grew by over 4%. The economy is estimated to grow by an additional 2.25% in spite of the decrease in the world trade growth. GDP growth in 2009 for the Netherlands is projected to be lower. (As you can see in the picture the GDP estimation is - 4% aprox)

But the cultural and creative sector grows faster than the general economy. The industry is characterized by stability.

![GDP 2003- 2009](image)
1.1.2 Social cultural

The social behaviours of the younger generations changed a lot the last decades. There is a variety and rich offer of products and services. Business Tales creativity is a great competitive advantage that the company should take advantage of. Moreover, young people are the tomorrow target that the company should focus on.

1.1.3 Technological

Technology is the major key drive for the industry in terms of production and consumption. It always has great impact on video, sound and digitalization. New ways of distribution channels that came up like video pod-cast\textsuperscript{36}, mobiles online content and the new device networks\textsuperscript{36} and software as Iphone or symbian. The multimedia and technology sector are strongly connected and have the same market demand. Thus, company has to be aware of new technologies and how to implement them on its business.

The Internet advertisement is also a very important tool the company should use to reach its customers. The Netherlands has the highest percentage of household penetration in regards to broadband Internet.

1.1.4 Environmental

There is a evidence increasing the corporate social responsibility. More and more companies are focused on environmental issues. And the culture and creative sector can become one of the focus points in the development of environmental sustainability. Thus, Business Tales should think about taking advantage of this trend.

1.1.5 Legal

It is important to this industry to protect creative ideas and intellectual capital. These are the most valuable assets for the sector. Digital Media Rights (DMR)\textsuperscript{36} is the hottest legal topic within the sector at this moment.

The expansion of Internet can also imply in somehow a lack of security. The regulations and stipulations are set to improve the entrepreneurial climate to protect the business environment.

Conclusion

After the analysis of the macro-environment, it is possible to say that technological and social-cultural aspects are the two factors that have the most influence. The importance of the cultural factors lies on some key factors such as innovation and creativity, fashions on-demand and interactivity with users. These factors will be also maintained.
1.2 Michael E. Porter.

The five forces framework helps to identify the attractiveness and the sources of competition in an industry. Porter suggests how the impact of macro-environment factors on the competitive environment can be understood strategically.

Conventionally, Michael Porter’s tool is used to identify whether new products, services or businesses have the potential to be profitable. However it can be very illuminating when used to understand the balance of power in other situations too.

1.2.1 Potential entrances

- Not necessary a physical establishment
- Internet connection and optical fibber make it easy and possible to work over the world
- Increasing budgets for new entrances on the market
- Continuous investment in technology

1.2.2 Substitutes

- Consumer to consumer trends
- Forums, communities, networks, data shared, etc.
- Buyer switching cost
- Brand loyalty

1.2.3 Suppliers

- Lower power to negotiate
- Variety of products like campaigns, commercials, digital TV, channels, iPod, web casts, billboards, concept cards, speech technology and designs.
- Supplier concentration to firm concentration depends on the relationship
- Low threat of forward integration
- Low cost of inputs relative to the selling price of products
1.2.4 Buyers

- Large variety of products, brands, services
- High buyer concentration to firm concentration. The concentration of buyers when compared to the concentration of the firm is difficult to evaluate.
- Not too much price sensitivity. This industry is more depend on the relationship, network, professional knowledge and creativity of the seller.

1.2.5 Competitive rivalry

- Strong initial competition,
- Low competition when you are in the market.
- The competition is in the creativity of each company, technology is important in the competition.
- Personal branding of individual artists and creative awards(Cannes, Emi awards, Oscars, etc.)
- High levels of specialization this is making people collaborate

Conclusion

The media market is an attractive market because of the weak barriers of entry, the low competition, industry growth and the fact that more and more businesses are entering in the sector, it create a stimulus in the industry appealing for increasing new competition.
### 1.3 SWOT analysis.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Innovative and creative products and services</td>
<td>✓ A few major clients</td>
</tr>
<tr>
<td>✓ High network</td>
<td>✓ Projects organization and lack of stability</td>
</tr>
<tr>
<td>✓ Low fixed cost</td>
<td>✓ Difficult to sell the product.</td>
</tr>
<tr>
<td>✓ Organization background more than 17 years.</td>
<td>✓ Not specialized in one thing.</td>
</tr>
<tr>
<td>✓ Promoting the company as a Speaker.</td>
<td>✓ Lack of knowledge in Daylite</td>
</tr>
<tr>
<td>✓ Important works, for important companies.</td>
<td>✓ Not attractive website</td>
</tr>
<tr>
<td>✓ Strong portfolio</td>
<td>✓ Only Dutch Market, small experience abroad.</td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td><strong>Threats</strong></td>
</tr>
<tr>
<td>✓ Sales and marketing</td>
<td>✓ Cheaper competition</td>
</tr>
<tr>
<td>✓ Growing trends for ICT industry</td>
<td>✓ Technological advances</td>
</tr>
<tr>
<td>✓ New technologies (video podcasts, or Iphone Application.</td>
<td>✓ Fast moving of multimedia environment, difficult to keep up with the latest development → Money</td>
</tr>
<tr>
<td>✓ Extending distribution channels as for example Amsterdam RAI</td>
<td>✓ Attractive market.</td>
</tr>
<tr>
<td>✓ Improve the CRM, to determine mistakes and learn from them.</td>
<td></td>
</tr>
</tbody>
</table>

### 1.4 Conclusion of analysis.

The industry growth is promoting the entrance of new business into the industry although competition usually is not direct because most of the businesses try to specialize themselves. The business inside the industry endeavours for conserving their own clients, more than attracting the clients of their competitors.
As Business Tales can see, small companies trying to stand out through innovation dominate the industry. Innovation means spending money in business development and to be the first in developing a product or service cost money.

**Definition of the company’s problem.**

The business has a lack of organized processes. This problem makes the company suffer, mainly during the most busy and stressful productivity periods. Business Tales has a lot of ups and downs. There are some months that are extremely busy and some months are easy going.

We discover a main problem, which is:

Business Tales goes to a meeting or trade fair. The Manager Director meets new people who can be interesting like a new customer.

The relation starts since you get a business card. So the question for CRM is: Where is going to be this business card?

The general process is:

1: Add the business card in the database like a new contact.
2: Try to find this person in several networks like Linked-in, or twitter.

The problem is coming now:

How many business card Business Tales collects in one month or even in one week? The answer is a lot. So it is difficult to know everything about the new customer. After a few days we forget about the client, and the relationship with him is getting poor.

Sometimes we are focused into getting as much contacts as we can, and we should think to get less clients but make them satisfied.

As we analyse, one important question is answered. How CRM can help Business Tales, a innovative CRM application is able to automate this process by combining tasks, opportunities, groups, activities, appointments into one integrated system.

Customers are a vital part of Business Tales to survive in a highly competitive market. In order to effectively maintain profitable customer relationships is vital for the organization to keep track of every individual customer’s needs, their multimedia strategies, their marketing support, their campaigns and their creative and innovative solutions.
The CRM software allows the company to know about the customers, their expectations and needs. It also gives a forecast on opportunities, and reports how the company goes and where should they focus on. In short words: To have the database tidy and easy to use in order to find the right information not wasting time.

I found some testimonial where Business Tales has been indentified:

“You have made my dreams come true! While I love Apple Mail, iCal and Address book, there has been an enormous gap in tying them together to keep my business organized. I am particularly delighted at how it takes almost all the pain out of managing projects and gives us a real leg up on taking advantage of business development opportunities that would otherwise get overlooked.”

Samantha Chapnick  
Director, iToors.com
2. CRM

2.1 Definition and concepts.

What is CRM?

CRM (customer relationship management) is an information industry term for methodologies, software, and usually Internet capabilities that help an enterprise managing its customer relationships in an organized way.

For example, like Business Tales builds a database about its customers that described relationships in sufficient detail so that management, salespeople, people providing service, and perhaps the customer directly could access information, match customer needs with product plans and offerings, remind customers of service requirements, know what other products a customer had purchased.

CRM History:

CRM is better understood within the context of the historical development of marketing. The industrial Revolution, the large scale production of more widely distributed, standardised products changed the characteristic of the marketing. It becomes an impersonal mass-marketing tactic[36]. During the 20th Century, differentiation of products and services became more important, and this highlighted the need for feedback from customers about the type of product features required.

The 1990s saw the introduction of a number of advances in this system. It was during this time that term Customer relationship management was introduced. Unlike previous customer relationship systems, CRM was a dual system. Instead of merely gathering information for the purpose of using for their own benefit, companies started giving back to the customers they served. Many companies would begin giving their customers gifts in the form of discounts, perks, or even money. The companies believed that doing this would allow them to build a sense of loyalty in those who bought their products.

Today, CRM is being used to achieve the best of both worlds. Companies want to maintain strong relationships with their clients while simultaneously increasing their profits. The CRM systems of today could be called "true" CRM systems[36]. Software companies have continued to release advanced software programs that can be customized to suit the needs of companies that compete in a variety of different industries. Instead of being static, the information processed within modern CRM systems is dynamic. This is important, because we live in a world that is constantly changing, and an organization that wants to succeed must constantly be ready to adapt to these changes.
2.2 Goals.

It is very important to know what the goal for the company is. Business Tales is focusing on the satisfaction of their customers; they do not want to loose them, so they have to manage some strategy in which CRM will allow the company to give them the product or the service that they want.

One thing is clear: What is the main goal for CRM?
To find out what customers need, and to make sure those needs are filled.

“A customer is the most important visitor on our premises. He is not dependent on us; we are dependent on him. He is not an interruption in our work; he is the purpose of it. He is not an outsider in our business; he is part of it. We are not doing him a favour by serving him; he is doing us a favour by giving us an opportunity to do so.”

-Mahatma Gandhi

2.3 Marketing Relationship\(^{36}\) and CRM, two similar terms.

CRM is basically the response of technology to the growing need for companies to strengthen customer relationships.

The tools for managing CRM are technological solutions to develop the "theory" of relationship marketing. The relationship marketing can be defined as "the business strategy focusing on anticipating, meeting and satisfying the needs and desires of current and anticipated customers."

In the process of remodelling firms to adapt to customer needs, when it detects the need to rethink the concepts of "traditional" marketing we use the following concepts:

- **Customer focus**: the customer is the **king**. "This is the concept the rest of the "philosophy" of relationship marketing is focused on. It is no longer in an economy where the focal point was to move the product to a customer-focused.

- **Customer Intelligence**: We need to have **knowledge** about the client to develop products / services tailored to their expectations. To convert data into knowledge used databases and rules.
• **Interactivity:** The communication process of passing a monologue (from the company to the customer) to a **dialogue** (between the company and the customer). Furthermore, it is the customer who leads the dialogue and decides when it starts and where it ends.

• **Customer loyalty:** It is much better and more cost effective (about six times less) loyal customers who acquire new customers. **Customer loyalty** becomes very important and therefore the life-cycle management of the client.

The axis of the communication is focused on direct marketing to customers instead of individual means "mass" (TV, newspapers, etc.) It's going to develop campaigns based on profiles with products, offers and messages addressed specifically to certain types of customers, instead of using media with no differentiated messages.

**Personalization:** Every client wants and offers customized communications that are needed for major efforts in intelligence and customer segmentation. Customizing the message, in substance and form, dramatically increases the effectiveness of communication activities.

Think of customers as an asset, the return on investment (ROI) is often in the medium and long term and not always in revenue in the short term. The customer becomes a reference for developing marketing strategies to capture their value over time.

Indeed, the relationship marketing is something that has been done for centuries. If not, think of the baker, which is on the corner. When you go to buy he knows your name and advised him (he makes **offerings**) as a function of its recent queries and purchases.

**The goals of relationship marketing and CRM solutions are:**

• Increase sales by increasing sales to existing customers for cross-selling
• Maximize customer information
• Identify new business opportunities
• Improved customer service
• Optimized processes and custom
• Improved supply and reducing costs
• Identify potential customers that generate higher profit for the company
• Customer loyalty, increasing customer retention rates
• Increase share of customer spending
2.4 The Reality of CRM, the bad face.

CRM implementation usually results in the operational area as increases in sales to 43% by the seller, increased customer satisfaction 22% reduction in sales cycle of 24%, etc..

However, some data on the success of CRM implementations are chilling. According to Meta Group, 55 to 75% of CRM projects fail to reach goals. Gartner Group says that currently 65% of CRM projects fail.

If we analyses the reasons for CRM failure, which is similar to other areas related to e-business:

- **Think that technology is the solution.** The technology makes sense only after having well defined business goals. In a study of the CRM Forum indicated that only 4% of cases with problems, these were due to the solution, which shows that technology is not the critical factor in CRM projects.
- **Lack of support by management due to lack of awareness** of the opportunities offered by the CRM
- There is no "passion for the customer" in the organizational culture
- **Lack of vision and strategy.** It is a problem not having a clearly defined strategy and, therefore, measurable business objectives in the area of CRM. Moreover, the problem increases when there is a proper allocation of resources and a proper methodology for the project.
- **Do not redefine processes.** As in other technology projects, it is necessary to redefine the business processes to achieve the desired results. You need to redefine the way things are done in the organization to achieve results.

- **Poor quality of data and information.** One of the pillars of CRM is the knowledge of the customer (customer intelligence) and within this the quality of data and information is vital because from them is that the conclusions are drawn.

- **Problems with integration.** The implementation of a CRM database is complex, and timely. It is not a strategy for short-term.

- **Poor implementation of analytical CRM:** The analytical CRM is responsible for drawing conclusions about the current and potential customers from a large amount of data. Without the analytical part, you do not get an overall view of the customer and therefore most of the benefits that CRM offers.
2.5 New technology and CRM.

An evolution has occurred in the CRM industry over the last ten years. While most Customer relationship management systems started as department server systems, they have now become much more integrated.

The newest CRM tools have become very functional with the Internet, and these tools are responsible for the integration of a number of different online services. When CRM systems were first introduced, they were very useful for the individual departments that made up a company. In most cases, a single CRM system would be used to obtain a list of customers for a specific marketing campaign, such as direct mail. Another CRM system would be used to collect customer information for a different purpose. In addition to this, a third CRM system may have been used to deal with case issues that would be processed by a technical support department. With this structure, all three systems would be limited in how they could help a company to achieve its goals.

These changes allowed customers to get the service they need through the company website. The advent of the Internet also allowed companies to begin collecting more information on their customers. Once this information was collected and analyzed, it allowed companies to target individuals in a way that was practically impossible before the introduction of the Internet.

A number of companies as Business Tales have added features to their websites, which allow each customer to have an experience, which is personalized. In addition to customizing experiences, many companies have begun customizing products as well. This is the current level of technology that the CRM industry has reached.

While the future of CRM cannot be predicted with any certainty, many experts believe that the next step in CRM is to create integration between customer applications and back end systems. A system like this would allow customers to view the inventory of a company, and this can allow them to order products automatically. From this stage, the process of delivery could be seamless. Once a company has successfully integrated their various business processes, a customer can order a product at an online store, and they would have multiple avenues that could use to find out the status of the order. They could pick up the product at a local store, and because they could view the company's inventory, they could be certain that the product is available. The future of CRM is what they name implies, and this is Customer relationship management. The customer must always be placed first. When a company fails to do this, sooner or later, their sales will decline.
2.6 Networks (linked-in, Twitter, Facebook).

In these days networks are an important tool which helps people figuring out what they want and to think about one or another product. Today more than 80% of business people use one of these tools.

So we can study how to implement these tools to our CRM strategy.

In the graph below describes the use of Networks. We see Twitter as one of the most famous network.

Twitter:

Twitter is a free social networking and micro-blogging service that enables its users to send and read other users' updates known as tweets. Tweets are text-based posts of up to 140 characters in length, which are displayed on the user's profile page and delivered to other users who have subscribed to them (known as followers). Senders can restrict delivery to those in their circle of friends or, by default, allows anybody to access them. Users can send and receive tweets via the Twitter website, Short Message Service (SMS) or external applications. The service is free to use over the Internet, but using SMS may incur phone service provider fees.

As we can see, Twitter can help us, to know more about our customer.

In the picture above, we can see that Hans is “Checking my agenda…” we can see also that he likes Brian Trancy, and he will be busy on Thursday.

A lot of people are using twitter; we can follow everybody, like famous people. Twitter is a good tool for business and CRM.
Facebook:

The main purpose of Facebook is that users can join networks organized by city, workplace, school, and region to connect and interact with other people. People can also add friends and send them messages, and update their personal profiles to notify friends about themselves. Facebook is one of the most famous tools, but it is the one that is not related to the business. Nevertheless in my opinion, for CRM is one of the most important because is the most personal account, you can see pictures from him and you can see deeply his or her life.

Linked-in:

LinkedIn is a business-oriented social networking site founded in December 2002 and launched in May 2003 mainly used for professional networking. As of May 2009, it had more than 39 million registered users, spanning 170 industries. If we want to know information about business, or what is our future customer doing, we should see in Linked-in.

2.7 New trends; Hiring a virtual team. Virtual Assistant (VA).

"A Virtual Assistant (VA) is an independent entrepreneur providing administrative, creative and/or technical services. Utilizing advanced technological modes of communication and data delivery, a professional VA assists clients in his/her area of expertise from his/her own office on a contractual basis."

We have to bear on mind that Virtual Assistant are not virtual employees, they are professional people who are working for specific clients.

The question what I am thinking is: Can we leave in an e-work, can we work as a virtual team? Do we need to see each others for working?
Michael J. Russer is the CEO of Russer Communications and a recognized speaker, he wrote an article in the magazine “Speaker”, he was writing about the topic hire a virtual team.

As he said there are many advantages to hiring VA instead of traditional employees:

- **Cost**: When you are hiring an employee, you make legally binding commitments to pay a salary, in addition to many other costs associated with having an employee. In contrast VA you have to pay the work they complete and nothing more.
- **Logistic**: VA they are working at home, so you do not have to provide them a place for working.
- **Training**: VA are people who are well-trained, you do not need to give them introduction courses to the company.
- **Attitude**: Employees are people who are working for the company, the question for them is: What can you do for me?. In contrast VA are professional people who work independent and they do the administrative work with more efficient that a host employee.

In my opinion the two first points are right, for the host company the cost will be reduced.

Talking about the second part, training and attitude, how a virtual assistant can know what is happening in the company.

Concerning with Business Tales, we can think that is a good opportunity, because it is a small company which does not need a place for doing the work.

In my point of view at the moment relation face to face is better. To have a virtual team is not a sustainable way for business relationship. Where are the feelings speaking each other? Where is the communication between colleges, you can have a conversation but it does not provide the same involvement as you can have in a team who is closely working together.

The future will bring us things that we cannot expect now. According to me, living the now, virtual team it is an irrational way to do business.
Conclusion:

Currently, all levels of organizations, many people have asked the question even Business Tales, how to sell more and better. While the answer to this question is composed of many elements, we have seen in the previously chapter about Business Tales and CRM, that CRM is an important aspect, so now the question is: How can we apply software for a CRM strategy?

At times like today where the sales of most organizations have dropped from previous years, many times the question is asked, why are we failing in sales? We wonder is it the product / service? Is it competition or the prices?

Analyzing the company we can see any of these situations in Business Tales daily.

• There is no global knowledge of the customer as the customer information is lost in notes, no centralized database.
• There is no control over the performance of the sales network
• It is difficult to draw conclusions about the behaviour of customers and for them to answer questions like what are their most profitable customers?
• Workers cannot easily enter a new contact in the database.
• It is almost impossible to accurately estimate the degree of success in a marketing campaign.

In this case, technology can help a lot to use this program to centralize all the information the company kept this application:

• Have a clear view of customers
• Have a history of contact with customers
• Managing diaries
• Obtain sales forecasts
• Plan actions
• Have a clear vision of the status of all opportunities

To carry out this process using a program called DayLite seems to be the solution.
It is very important; a correct implementation of the CRM model should develop a process, which is integrated into the corporation involving any changes in their strategies, roles and processes.

The following chapters will describe the steps to follow for a good implementation of DayLite into a database.
3. CRM Implementation

3.1 My experience with DayLite.

After working with DayLite, I discovered an amazing application for Mac systems. DayLite is a great tool that helps to develop a CRM strategy. After a month working with it, I decided to go further, I discovered with the help of my manager, the possibility of obtaining a certificate as a consultant. With this certificate I was able to implement the program in databases and solve daily problems.

Getting the certificate meant an opportunity for my career and for Business Tales’s database.

Like previously said, Business Tales has a database of over 4,000 contacts, the question is: how to keep organized and do not lose any contact? Study the company is the first step to do and know about the Project and opportunities.

It is a pity and threat to the business that I only have a short time for my traineeship, as I said before to find and implement a CRM strategy requires time and a person who knows the development.

In short, DayLite has occupied 80% of my internship, I learned a lot and I learned how to compose a database, and how can we take advantage of it.
3.2 DayLite.

Daylite's intuitive interface gives you quick access to all your business data. With Daylite you won't have to hunt through various applications for different pieces of information, your calendar, contacts, to-dos, projects, emails and notes are all in one place.

Share your schedule

Keeping track of your schedule and staying in sync with your co-workers can be a daunting task. With Daylite your schedule along with your co-workers are at your fingertips.

Stay on top of tasks

Daylite provides a rich environment for managing your tasks. You can set reminders, estimated time, link them to projects, opportunities and contacts and more. If, for example, you have 15 minutes available, you can create a smart-list of all tasks that require 15 minutes or less time to complete.
Manage projects effortlessly

Tracking the progress of your projects is easy using Daylite's pipelines. You can quickly see the status of a project by reviewing its pipeline graph. Because of Daylite's flexibility you can define your own set of project pipelines to outline the way you like to work.

The main purpose of DayLite is to give you every detail about your customers. With this application you will never lose information, always keep the information...
3.3 Implementing and solving DayLite in Business Tales.

Peppers, Rogers and Dorf (1999) suggest that there are four key steps for putting a CRM programme to work: identifying customers; differentiating among them; interacting with them; and customising the products and/or services to reach their needs (Ryals L., 2000).

1 Identifying customers

Activity:
Collect and enter more customer names into the existing database
Collect additional information about your customers
Verify and update customer data and delete outdated information

Steps:
- Use a system to manage your database
- Swap names with a non competitive company in your field
- Be aware of not to duplicate your entries
- Create a contact page in Business Tales website, with some questions like, Why do you contact with Business Tales.

2 Differentiating among customers

Activity:
Identify your organization’s top customers, Determine which are the best channels to communicate with your customers, identify in which customers’ segments investing your budget.

Select several companies/partners you really want to do business with during the next year

Rank your prospects (in Business Tales we are using the categories Super hot, Hot, Warm, Luke warm, Cold and Finished)

Rank customer by their profit contribution to your business.

Makes groups, selecting the people that the company met in each event.
Steps:

• Use your last year’s projects. These customers can be interested again on making businesses with you
• Decrease marketing activities on those customers who did not buy from you in the last two years.
• Spend your budget on your best customers to keep them on that condition

3 Interaction

Activity:

Check what your competitors are doing
Take every incoming call as selling opportunities
Give on every customer call an excellent service
Try to call regularly to your top customers
Send letters with a DVD about the company
Allow your customer choose the channel to communicate you with them, by phone or by web-site

Steps:

• Use technology (Daylite) to make doing business with your company easier
• Keep customer information into the database updated
  o Integrate DayLite Touch in iPhone
  o Use Pipelines in DayLite, as a tool to know the project process
    ▪ Business Tales is using three different Pipeline for each market segment
    ▪ Opportunities Pipelines and Stage reason
• Offer alternative ways of communication, mainly if you are a Media company (i.e. networks, video podcasts, blogs, emails, teleconference, etc.)
• Make a video about the crisis situation; new customers will follow by youtube.
4 Customize

Personalize your direct mail

Create templates to communicate with your customers

Top management should be as much involved as the employees in customer relations

Steps:

• Use customer satisfaction surveys or other different ways to acquire feedback from your customers
• Use customer info to personalize offers
• Keep the mailings simple
4. Recommendations and final conclusion.

What I learnt about CRM implementation is that it not possible to make a general one, every company is different. Firstly you should know your company, needs, the industry and the environment. After that it is necessary to understand what CRM means, and what this involves.

Business Tales Database is a very good database with more than 4000 contacts, but without any rule, in my opinion it is something not useful but it can change to useful, if they update the database every day.

Business Tales has a problem with the employees, the first time that I came here I did not know how DayLite was working, and nobody explained me what had been done before, so it was for me like if I started from the beginning.

Business Tales is a company, centralized in one person: the Manager Director. He is the person who makes everything happen. He is the only one who knows the customer, and he is the only one who works with them.

He has a very good talent to know what the customer is thinking, what do they need; he is pretty good to analyse people.

So if we combine the 3-points that I explain before, it is difficult to implement DayLite in the database without the help of the Director and without usual maintaining of the database.

I described what are the main causes of failures in a CRM implementation, I would like to remember and do not forget in the future.

• Think that technology is the solution
• Lack of support by management
• Lack of vision and strategy
• Do not redefine processes
• Poor quality of data and information
• Problems with integration
• Communication problems

This is the main reason companies are not successful implementing a CRM strategy. For Business Tales I add one,
• Keep rules for the database. It will be good that the next trainee has a guide of how to change information, what data might be improved etc.
Final Conclusion.

An indispensable tool today for any company is a CRM.

CRM is a tool that lets you keep track of the relationship between the company, its customers and prospects is part of a business strategy focused on the client. A key part of their idea is precisely to gather as much information as possible about the customers, to give value to the offer.
The company must work to meet the needs of them and thus offer an advance and improve the quality of care.
When we speak of improving the supply we can provide solutions to customers that fit your needs perfectly.
Therefore, the name refers to a CRM business strategy based primarily on customer satisfaction, but also computer systems that support this strategy.

As you could read before DayLite as a computer system can help company saving a lot of time doing your work.

The improvements we have made in the company, have served to focus on how to think in business. For example we know who the main customers are, so they decided to send a company's corporate video, remember that Business Tales there and that if they want to make another project with them, they should contact them.

In these days, when the crisis is in all media, the first thing companies think is NO CASH OUT, what means instability in the economy, even in Business Tales.
Better moments will come, the company has to continue improving the relationship with its customers, and when the time will be over they will be ready to give their best.
Appendix Terminology and Definitions

Media Sector:
The media sector can be defined as comprising the creation, modification, transfer and distribution of media content for the purpose of mass consumption, where:

- **Media content** comprises art, reports of facts, and expressions of ideas or opinions in a form that allows these to be consumed independently (in time or in place) from their creation.
- **Mass consumption** requires that the creation, modification, transfer or distribution is undertaken without knowledge of the specific identity of the people to whom the content is to be made available.

Networks (online community):
A virtual community, e-community or online community is a group of people that primarily interact via communication media such as newsletters, telephone, email, internet social network service or instant messages rather than face to face, for social, professional, educational or other purposes. If the mechanism is a computer network, it is called an online community.

Video pod-cast:
Is a term used for the online delivery of video on demand video clip content via Atom or RSS enclosures. The term is used to distinguish between podcasts which most commonly contain audio files and those referring to the distribution of video where the RSS feed is used as a non-linear TV channel to which consumers can subscribe using a PC, TV, set-top box, media center or mobile multimedia device. Web television series are often distributed as video podcasts.

CRM customer relationship management:
Combination of business processes and technology that seeks to understand a company’s customer from multiple perspectives to competitively differentiate a company’s product and services. The focus of CRM is to improve levels of customer satisfaction boost their loyalty, and increase revenues from existing customer.
Mass Marketing:
Mass customization is the creation of tailored marketing messages or products for individuals customer or groups of customers typically using technology to retain the economies of scale and the capacity of mass marketing or production.

Marketing Relationship:
Is a form of marketing developed from direct response marketing campaigns conducted in the 1970s and 1980s which emphasizes customer retention and satisfaction, rather than a dominant focus on point-of-sale transactions.
Relationship marketing differs from other forms of marketing in that it recognizes the long term value to the firm of keeping customers, as opposed to direct or "Intrusion" marketing, which focuses upon acquisition of new clients by targeting majority demographics based upon prospective client lists.

Costumer Loyalty as a business model:
The loyalty business model is a business model used in strategic management in which company resources are employed so as to increase the loyalty of customers and other stakeholders in the expectation that corporate objectives will be met or surpassed. A typical example of this type of model is: quality of product or service leads to customer satisfaction, which leads to customer loyalty, which leads to profitability.

Cross-selling:
Cross-selling is defined by the Oxford English Dictionary as "the action or practice of selling among or between established clients, markets, traders, etc." or "that of selling an additional product or service to an existing customer".

Costumer intelligence:(CI)
Is the process of gathering and analysing information regarding customers; their details and their activities, in order to build deeper and more effective customer relationships and improve strategic decision making.
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