

A CRM Technology Model for the Telecommunication Industry

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CERTIFICATE OF AUTHORSHIP / ORIGINALITY

I certify that this thesis has not previously been submitted for a degree nor has it been submitted as part of requirements for a degree except as fully acknowledged within the text.

I also certify that the thesis has been written by me. Any help that I have received in my research work and the preparation of the thesis itself has been acknowledged. In addition, I certify that all information sources and literature used are indicated in the thesis.

Signature of Candidate



H. AL-GHATTAS

Abstract

Planning and implementing a Customer Relationship Management (CRM) System affecting the attention of senior management within the majority of organizations. A CRM is no longer a fancy word but a necessity enforced by the impact of e-Business and the increased competition. Current interest in CRM is not limited to a specific industry or to a certain company size.

This study is a comprehensive analysis of the CRM process. It starts by exploring the components of the CRM process with a special focus on the role of Knowledge within such process. Then the study highlights how CRM is currently implemented, how it is related to the customer life cycle and to all possible customer interaction points. Moreover, methodologies used in designing CRM systems were investigated and CRM services were identified. Finally, the study concludes by determining how we can measure the performance of implementing a CRM system, and then identify the challenges facing existing CRM systems.

I backed up my study with a CRM model for a hypothetical telecommunication company. The model presented was used to highlight how capturing and managing information about customers across all contact channels will affect the CRM process of the company. The model was used as a basis for presenting technology tools used in implementing a CRM system. Models presented for the system were based on the rich picture technique.

My study goes beyond highlighting the importance of knowledge, to the discussion of how the customer explicit knowledge could be captured, and what Knowledge Management tools can be embedded within the day to day business process. Such tools will work on tacit as well as explicit knowledge.

CRM is not a common process among all industries. The Banking and Finance, Telecommunications, Health Care and Airline industries have new operational challenges issues that are discussed thoroughly. Additionally different design methodologies for CRM process do exist and were presented within the body of the study. The ideal CRM design methodology relies on the size and the nature of the business and should always consider the knowledge element.

CRM is not an isolated process that could be implemented separately from other processes within the business. As a matter of fact, there are two essential elements that come into play here; total integration within all areas, and firm support from senior management.

Further research areas required are highlighted. Such areas are required to resolve obstacles and limitations, not only with the design I proposed through this study, but also within the existing commercially available CRM systems. Research areas proposed are not limited to personalization, trust and the measurement of the CRM process.

Table of Contents

<i>Abstract</i>	<i>IV</i>
<i>Chapter 1</i>	<i>1</i>
Introduction to Crm	1
The new trading trends	1
CRM in simple terms.....	3
Why today's business needs to adopt CRM?	3
Internet Technology	3
Increased competition	4
The growing cost of acquiring new customers	4
Increased customer expectations	4
What is CRM?	5
Is CRM a system as well as a management strategy?	5
CRM Application & e-CRM	6
Customer Life Cycle.....	9
Acquisition	9
Enhancement	10
Retention	11
CRM Systems Architecture.....	12
Customer Interaction Points	13
Multimedia Contact Centre.....	14
The emergence of the contact centre	14
The emergence of the Networked based call centre	16
Contact Centre Systems	17
Contact Centre and the customer's life cycle:.....	18
The Multi Channel Agent Requirements	19
Web Portals	20
Web Enabled Call/Contact Centres versus Web Portals.....	21
<i>Chapter 2</i>	<i>28</i>
The Different Types of CRM Relationships	28
The eBusiness Stakeholder Model	28
Professional Services Industry	35
Tacit, Explicit Knowledge Conversion	36
Knowledge Relationship Roles	38
Senior Representative	40
Relationship Coordinator.....	40
Knowledge Specialist	41
Knowledge Customizer (KC)	41
Dawson's Relationship Models.....	42
• The Diamond or Mirror Model:	42
• The Guru Model:	42
• The Portfolio Sales Model	43
The Telecom industry.....	45
Telecom Industry Market Drivers:.....	46

Telecom industry operational challenges:.....	46
Some Important lessons for CRM within the Telecom industry.....	48
The CRM Transformation models	49
The knowledge element in the customer relation	50
The Healthcare industry	53
Challenges within the industry.....	53
The healthcare industry major players	56
The role of web portals within the healthcare industry.....	57
The Airline industry	63
CRM Services in the Airline industry	63
Limitations within the existing CRM implementation.....	64
Driven by competition	64
No clear vision	65
Employee are not ready yet.....	65
Customer Segmentation	65
The knowledge element in a value based customer segmentation.....	67
Chapter 3.....	71
Approaches & Methodologies In Designing An Efficient CRM System..	71
CRM Services.....	71
Common contact point	72
Cross Sell & Up sell.....	72
Measuring customer value	72
Personalized offers	72
Offer customers full access to their records and transactions	73
Client Relationship within every process in the enterprise.....	73
CRM System Based on the Customer life Cycle.....	73
Engage.....	73
Order	74
Fulfill.....	74
Support	74
CRM Systems based on the contact channel.....	78
The contact channels strategy	79
CRM Systems based on Knowledge Management	83
The Knowledge Management Model.....	84
Knowledge Management capabilities	86
Components of the KM based CRM model	88
• Data Sources	88
• Knowledge acquisition component	88
• Knowledge repositories:	88
○ Customer transaction repository.....	88
○ Customer Profile repository:.....	89
○ Policies and procedures repository:.....	89
○ Domain knowledge repository.....	89
• Knowledge utilization component	89
Chapter 4.....	91
CRM System Case Study – New Horizon Communication Services	91

My design methodology	91
• Contact channels.....	91
• Knowledge repositories	91
○ Products and service repository.....	92
○ Contact repository.....	92
○ Transaction repositories	92
○ Customer profile repository	92
○ Company repository:.....	92
○ Industry repository:.....	92
• Knowledge Management:.....	92
About LiveNet and Rich picture modeling technique.....	93
The case study – New Horizon Communication Services	93
Services offered by the company	93
Rich Picture Models for the company.....	94
Customer Categories	96
Categorizing Customer’s Contacts.....	100
The Role of the Customer Service Representative.....	108
Chapter 5.....	113
CRM technology enablers	113
My study CRM Technology Model	113
Data Ware House & Data Mining Techniques.....	114
Data types and information	115
Integrated Data	115
Detailed and summarized data.....	116
Historical Data.....	116
Metadata.....	117
Data Warehouse design methodology.....	117
Planning:	117
Design and Implementation:	118
Support and enhancement:.....	118
Data Warehouse Architecture and Framework	119
Call and contact centre technology enablers.....	121
The role of IP Telephony within the contact centre.....	122
Interactive Voice Response.....	123
Computer Telephony Integration (CTI).....	123
Web Portals	125
Web Content Management:	125
Application Servers:	125
Enterprise Application Integration (EAI)	126
Extensible Mark (XML).....	127
Component-based CRM Development & Middleware	128
Component Middleware Framework	130
CORBA	130
DCOM.....	130
EJB	130
Chapter 6.....	131

Conclusion :Existing Challenges And Future Studies In CRM system	131
Measuring CRM Performance.....	131
E-Business drivers, operational excellence measures and the financial indicators	135
Technology & Trust	140
• Clarify the responsibility of each participant.....	143
Personalization	144
Personalization Technologies.....	146
Issues with Personalization	150
Privacy	150
Addressing users and personalization.....	151

List Of Tables & Figures

Figure 1-1 Customer Life Cycle	9
Figure 1-2 Core Software systems within the organization for CRM integration.	12
Figure 1-3 Different customers contact channels with different costs	13
Figure 1-4 Survey results on the preferred communication channels for customer. ...	15
Figure 1-5 Traditional Call centre versus network based one	16
Figure 1-6 Functional Diagram of a contact centre	17
Figure 1-7 The interaction between CRM and portals	21
Figure 1-8 Integrated Web Enabled Multimedia Contact System	25
Figure 2-1 Jutla's e-Business Stakeholder model	28
Figure 2-2 Relationship between technology and CRM	29
Figure 2-3 Maintain the right knowledge will guarantee a better relation with the customer	31
Figure 2-4 modeling the customer and content in order to deliver the right product on the right time and via the right channel	34
Figure 2-5 Cost per transaction via the most common channels used by banks and financial institute nowadays	35
Figure 2-6 The 4 models of knowledge conversion	37
Figure 2-7 Dawson Knowledge management cycle	38
Figure 2-8 The diamond or mirror model of relationship	42
Figure 2-9 The guru model of relationship management	43
Figure 2-10 The portfolio sales model of relationship management.....	44
Figure 2-11 The CRM Transformation model.....	49
Figure 2-12 Example of an isolated customer interaction within the healthcare industry	55
Figure 2-13 Pharma customer segments	57
Figure 2-14 Power capabilities of Touch works system.....	62
Figure 2-15 ROI for some CRM services within the Airline industry.....	64
Figure 2-16 Airline customer value segmentation (by revenue).....	66
Figure 2-17 Value based customer segmentation.....	67
Figure 2-18 Identifying customer needs	68
Figure 2-19 ROI from select CRM initiatives.....	69
Figure 2-20 Financial assessments of selected CRM initiatives.....	70
Figure 3-1 CRM systems based on the contact channel strategy.....	78
Figure 3-2 Contact channels characteristics compared.....	81
Figure 3-3 Moving from the traditional to true CRM systems.....	83
Figure 3-4 Knowledge management model.....	84
Figure 3-5 The knowledge learning loop.....	85
Figure 3-6 KM based CRM analytics system architecture	90
Figure 4-1 CRM based call centre - workspace structure	95
Figure 4-2 Rich picture for KB CRM system.....	96
Figure 4-3 Rich picture for a contact centre - Level 1.....	97
Figure 4-4 Expanded rich picture for a contact centre.....	98
Figure 4-5 Transition diagram for a contact centre.....	102

Figure 4-6 Rich picture - verify customer request.....	104
Figure 4-7 Transition diagram - verify customer request.....	105
Figure 4-8 Rich picture investigate request delivery.....	106
Figure 4-9 Transition diagram - Request delivery.....	107
Figure 4-10 Rich picture process complaint.....	110
Figure 4-11 Transition diagram - Process complaint.....	111
Figure 4-12 Rich picture suggest ideas.....	112
Figure 5-1 My CRM technology model.....	114
Figure 5-2 Data preparation cycle and process.....	116
Figure 5-3 Detailed versus summarized data.....	116
Figure 5-4 The data warehouse methodology proposed by Gardner.....	118
Figure 5-5 Basic warehouse architecture and component source.....	119
Figure 5-6 Data warehouse structure by IBM.....	120
Figure 5-7 Data warehouse structure by Gardner.....	120
Figure 5-8 Examples of the customer interaction functionality.....	121
Figure 5-9 The different media format in use with customer interactions.....	121
Figure 5-10 Ovum CTI models.....	123
Figure 5-11 Ovum model of application servers.....	126
Figure 5-12 Ovum enterprise application integration model.....	127
Figure 5-13 Component based development and interaction.....	129
Figure 6-1 Rating scale for component.....	132
Figure 6-2 Weighting scale for components.....	132
Figure 6-3 Example of a plot of a CRM system.....	133
Figure 6-4 Link between investing in e-business drivers, operational excellence and financial indicators.....	136
Figure 6-5 Information model.....	147
Figure 6-6 Modules of web personalization system.....	149

List of Tables

Table 1-1 Web Portals versus Web Enabled Call Centres29

Table 2-1 Knowledge roles within a knowledge base relationship model.....40

Table 2-2 Summary of Dawson’s proposed models for the professional service firms
.....44

Table 2-3 The business impact as a result of the knowledge captured.....51

Table 2-4 Knowledge captured through information portals.....59

Table 2-5 Knowledge captured through sales portals.....60

Table 2-6 Knowledge captured through integration portals.....61

Table 3-1 CRM systems design and the customer life cycle.....74

Table 3-2 Enablers and metrics for each stage of the customer life cycle.....77

Table 3-3 The knowledge element in the analysis of the contact media channels.....82

Table 3-4 Knowledge management capabilities.....86

Table 4-1 Customer inquiry categories.....109

Table 6-1 Worksheet for systems features and functionality.....135

Table 6-2 Summary of how e-business drivers affect each of the four financial
variables.....139

Table 6-3 Summary of principles and guidelines for building trust relationship across
online communication.....143

Table 6-4 Cost per transaction table.....145

Table 6-5 Web personalization system.....147