

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.

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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.

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