

Technology

The success of the CRM initiatives was contingent on various decisions pertaining to technology. Some of the key issues were:

Make or Buy: -

The decision to buy was based on an evaluation of an identified set of criteria. Some criteria were Functionality, Flexibility, Scalability, Fit with existing architecture, etc. was decided to purchase an off-the-shelf CRM solution and customize it to suit ICICI's requirements.

From whom to buy:

Some Criteria included were CRM expertise, Retail Finance Experience, Credentials including financials, client list, life history, etc. A detailed Request for Information (RFI) was sent to each of the short listed companies. After receiving the RFIs, another round of evaluation was done. After short listing two product vendors and system integrators, reference calls were made to several of the past clients of all short listed companies.

Processes

All processes were mapped on to product by understanding the details. During the course of the process mapping, several opportunities for improvement were identified and implemented.

Financial framework for CRM

There are organizational constraints encountered in execution of CRM programs. Mainly they are as follows:

- A mismatch between resource allocated and service levels desired for building customer relationship.
- Absence of financial business case and ROI for investments in Customer Relationship
- Horizontal non alignment of organizations to customers line of sight
- Balance to be achieved between maximisation of revenue and customer satisfaction
- Direct selling machinery would have costs that are significantly higher than referral sale – hence the need to invest in customer relationship with an eye on acceleration of referrals so as to bring down costs or increase productivity of sales. (Higher cold call to order ratio)

Lessons so far from the ICICI experience

If CRM involves optimizing product, price, place of distribution, promotion, sales and service, why are so many companies struggling? Hasn't anyone really mastered the art and science of CRM, and if not, why is it so difficult? CRM is difficult because it is an enterprise wide initiative.

CRM involves marketing, sales, service, and technology, as well as the other inner workings of the organisation. Having even one "broken spoke in the wheel". One area of the organisation that is less than committed to CRM ... can make the difference between success and failure.

Conclusion

Customer Relationship Management is a vast way of approach to customers in an attempt to realize their living style in every field of life and eventually to influence them to