

The Eight Building Blocks of CRM

Michael Maoz

This is a Letter From the Editor for "The Eight Building Blocks of CRM" issue of the Customer Relationship Management Spotlight.

ANALYSIS

This issue of our Customer Relationship Management (CRM) Spotlight looks at the essential building blocks of a CRM program. As the first layer of earth settles over the dot-com experiment, businesses have become wiser, yet remain enthusiastic, about the opportunities lying ahead. Virtually all enterprises in the industrialized world are involved with some phase of a CRM strategy, and we anticipate no retreat from this trend.

At the same time, enterprises have become more aware of the multiple facets of achieving customer-centricity, beyond the deployment of applications and technologies. We have identified eight distinct layers or building blocks used by the world's leading businesses to reach excellence in CRM. This CRM Spotlight issue (see "The Eight Building Blocks of CRM: A Framework for Success," AV-14-9265) is made up of eight *Research Notes* that examine each layer.

Through analyst field work with Gartner clients that have succeeded (and failed) at CRM initiatives and programs, we have created a framework that we find to be a compelling tool to drive planning and progress of CRM projects across many industries. A central position throughout this Spotlight issue is that businesses often fail to adequately integrate customer expectations and competitive capabilities into the factors used to assess the prioritization of CRM initiatives.

Furthermore, we offer a Strategic Planning Assumption: *Through 2005, 90 percent of successful CRM initiatives will have balanced the needs of improved customer experience with improved organizational collaboration (0.8 probability).*

Our next CRM Spotlight issue will focus on our predictions of the top CRM trends for 2002 and beyond. If you have other hot CRM issues that you would like to see covered, feel free to contact me.

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