Knowledge-enabled Customer Relationship Management Systems – A Digital Tool for Solution

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Abstract: *Organizations implement Knowledge Management system to disseminate best of the knowledge among its employees. The understanding thus gained by the employees leads to the enhanced performance of the organization. If the knowledge is utilized effectively it can yield manifold profits. There is no double thought in admitting that knowledge is one of the pillars of success. Knowledge Management is just like giving meaning to the available information in the strategy-driven manner so as to fetch profits. The workers (with knowledge) interpret, implement and enhance their knowledge for the betterment of the organization.*

The objective of this paper is to highlight the applicability of new technologies to new customer sales platforms and increasingly changing customer demands in regard to customer service. This paper contributes to this in building an integrated model of success, stressing as main factors the following: organizational factors, technology, knowledge management, and customer orientation. As this is an exploratory paper, more research, in particular empirical studies will be necessary to test the proposed hypothesis. However, the proposed model could be a step forward in building such an integrated model of CRM success.

Keywords: Organizational Innovation, Competitive Edge, CRM strategy, Value Management

Introduction

The term knowledge management is a broad term, without a distinct definition. However, it is commonly accepted that the term refers to an organization's ability to acquire, store, manipulate, and share data and information for the purpose of gaining a competitive advantage. The tangible and intangible knowledge possessed by organizations and their employees is rapidly being viewed as an important, valuable asset. "The flood of management interest in knowledge reflects not just an awareness of the value of intangible assets but also that organizational innovation – perhaps more than product or process innovation – is vital to sustainable competitiveness".

Although implementing a knowledge management system can be expensive in terms of both human capital and money, many organizations are finding that the benefits far outweigh the drawbacks. There are many different reasons that organizations choose to implement KM systems. Not the least of which is the ability of an organization to capture and contain important and valuable knowledge, experience, and abilities that the organization has been built on. The knowledge can come in the form of data, personal experience, process documentation, or a myriad of other organizational sources. The overall objective of the system is to build a resource for employees of the organization that can effectively help them do their jobs and leverage the existing knowledge, experience, and relevant documentation that already exists within the company.

As competition for organizations increases, knowledge management systems are being used at increasing rates as a way for implementing organizations to keep and leverage existing corporate knowledge in order to gain a competitive edge. Companies are beginning to realize that there are vast and valuable knowledge resources that exist within their organizations that are not being accounted for, saved, or used. There is a realization that vast amounts of intellectual resources exist that are not being shared, and therefore cannot be used as a foundation for collaboration. As organizations come to realize this, they are increasingly taking the steps necessary to harness and control this knowledge asset. They are doing this by establishing knowledge management systems in their organizations.

In order to better understand how knowledge management systems can be established and used,
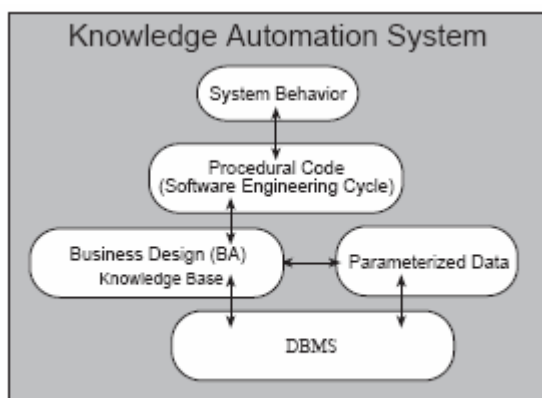
it is beneficial to examine the different types of knowledge management that exist within organizations today (Fig. 1 & Fig. 2).

Figure 1: Static Knowledge Management
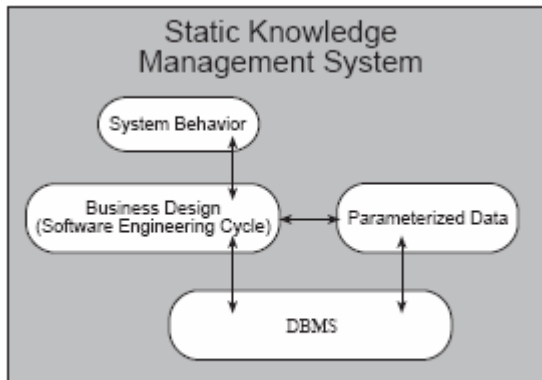
Source: Gallagher Financial Systems, 2005

Figure 2: Automated Knowledge Management

Source: Gallagher Financial Systems, 2005

Many organizations have less sophisticated forms of knowledge management and may not even realize it. Some of these take the form of notebooks, policies, procedures, or project notes. Although some employees of the organization may use these resources from time to time, most employees do not have access to them or even know that they exist. When this happens, employees either recreate existing knowledge or use a myriad of other resources. This results in inefficiencies, as well as the lost opportunity to capitalize on the intellectual property that has already been created.

Organizations today are increasingly implementing more sophisticated forms of knowledge management systems that are supported by state of the art technology. These new systems give employees from all areas of the organization the ability to access data, information, and ideas that have been stored in a knowledge management system. These systems generate value in the form of the new knowledge that is created when accessed, disseminated, an internalized by the employees of the company. Organizations such as Siemens and Bayer that have made the financial and time investments necessary to implement a robust knowledge management system are now reaping the rewards of having done so.

Customer Relationship Management Systems

Due to rapidly changing consumer purchasing habits, that include Internet purchasing and other automated forms of relationships, customer relationship management is becoming increasingly more important. Customer Relationship Management (CRM) systems have rapidly gained recognition as a powerful set of tools to drive customer loyalty. CRM systems offer a comprehensive approach to the way customer information is gathered and disseminated, such as purchasing and service history and buyer preferences, to help the organization and its employees better anticipate and meet customer needs. By developing a sense of customer loyalty, CRM offers the promise of maximizing the lifetime value of each and every customer for the organization.

Although CRM systems can prove to be beneficial to an organization, they may also prove to be expensive and require a complete organizational priority change in order to implement. Having said this, in most cases, the expense as well as the necessary operational changes are well worth implementing such a system. True CRM requires a complete behavioral shift for everyone in the organization. It requires an organization to become truly customer-centric. Research has indicated that in the future, long-term success will be governed solely by each company's ability to develop relationships with its customers on an ongoing basis. This section will comprehensively analyse the many elements associated with the need, implementation, management, and advantages of CRM systems.

The Need and Benefits of CRM Systems

Customers have more power than ever before. Enterprises must compete based on relationships,

not just the basic products and services customers have come to expect. "In addition to traditional direct channels, businesses are moving to the Web and also working with channel and alliance partners to meet customer needs". Because of this, organizations must now communicate with and understand the customer better than ever before. The best method by which to accomplish this is by implementing a fully integrated CRM system. Organizations that are considering a CRM strategy must understand that CRM is more than just an initiative undertaken in order to improve customer service, but rather, it is a new business strategy that requires the organization to truly become a customer-centric organization. CRM implementation requires the organization to focus on the customer and customer interaction at every stage of the system. In a word, CRM leverages technology to coordinate business-customer interactions with the objective of building long-term loyalty (Fig.3).

Figure 3: Reasons to Implement CRM
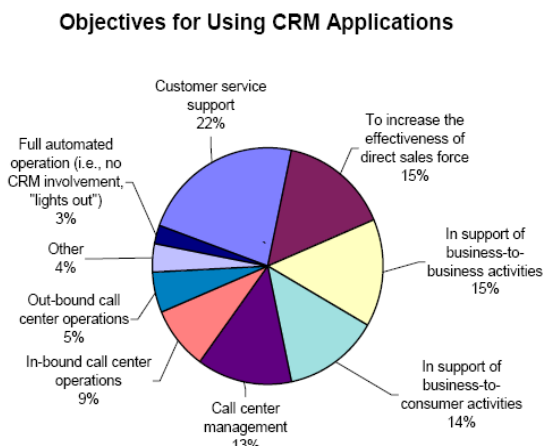
Source: ISACA Surveys

Technological developments over the past decade have transformed business-to-customer relationships. The emergence of electronic commerce and virtual supply chains has defined a competitive environment characterized by a greater variety of alternatives among products (that are actually becoming less differentiated), services, channels, and communication vehicles. On the customer side, the result of this transformation has been declining customer loyalty and increased expectations in terms of customer service. A study conducted by Bain & Co, reports that corporations in the Unites States, on average, can expect to lose

half of their customers within a five-year period. At the same time, technological developments in the capture, storage, and use of customer information have created tremendous opportunities for companies to better serve their customers. Due to rapid defection rates and the high costs of customer acquisition, coupled with the advances in technology, organizations have recognized the need to become more customer-centric in order to better compete in the marketplace today.

Many organizations today treat all of their customers the same way. Few organizations today really know who among their customers the ones to focus on are. Although it is known that not all customers are created equally, many systems and services provided by different organizations tend to make exactly this assumption. All customers are not created equally, nor do they have the same spending habits, wants, or desires. This is the reason many companies have turned to CRM systems to solve these problems. CRM can be a powerful tool to understand customer needs and help derive additional value from customers. Developing the right customer strategy, aligning the organization to serve its customers, and establishing the supporting processes and tools for the strategy are all integral components of CRM. Once an organization is effectively able to implement a CRM strategy and begin to create added customer loyalty, they are then in a position to transition into customer value management.

Probably the biggest advantage to an organization of implementing a CRM system is the ability to personally deal with each customer based on his or her buying habits. Maintaining control of customer relationships is possible only through consistent implementation of classic, well-proven customer bonding techniques, such as individualized customer care and communications, rewards for customer value and loyalty, special consideration for high-value customers and customized products and services. All of this is possible with the implementation of a comprehensive CRM system. Customer analysis applications that are part of CRM systems can provide utilities with useful customer segmentation, groupings, message personalization capability, event monitoring, what-if scenario modelling, and even predictive modelling showing customer propensity to buy additional products or services. Many CRM

vendors cite the multitude of CRM benefits, which seem to be naturally appealing.

As previously mentioned, CRM implementation requires a totally new business strategy, coupled with a new way of thinking. The reasons for this are firmly entrenched in the traditional business model of most organizations. Every organization wants to retain their existing customers. Few organizations, however, are implementing positive strategies aimed at retention. Most companies are organized and geared toward customer acquisition. Their advertising and sales programs are designed to find and promote their products and services to new customers. The organizations are organized on a product or brand basis, not on a customer segment basis. Though many of these organizations claim to focus on customer service and satisfaction, they are still not totally focused on the customer as the centre of their business. This is the reason that it is necessary for organizations that implement a CRM system to become operationally focused on the customer, rather than their products or services.

CRM systems allow organizations to build comprehensive data bases that collect information relative to their customer's unique behaviours and tastes. The word "profiling" has come to have a negative connotation in today's society, but that is exactly what a good CRM system allows an organization to do in order to track, predict, and influence customer behaviour. Earlier, this paper examined customer data collection at the Ritz-Carlton organization. "Having collected a great deal of information about its best customers through its guests' requests and complaints, all of which are captured in their vast guest history data base, the Ritz-Carlton hotel organization has created the potential for delivering customized service to literally tens of thousands of guests". Although this paper has referenced the example of the Ritz-Carlton hotel organization, many other well-known companies such as: Amazon, EBay, Apple, Microsoft, and the like, are using CRM to deliver a unique experience to the customer.

Web-based businesses have primarily been the front-runners in the utilization of CRM systems. Many consumers who choose to do business via the Internet have no doubt experienced some sort of customized service that is a product of a CRM system. Many E-businesses have been early and aggressive adopters of CRM technology. CRM models have been proposed and implemented in a variety of E-business contexts, including providers of electronic product catalogues, retail services, and financial services. It is estimated that approximately 40% of on-line organizations have invested in CRM solutions that link together multiple channels of communication with customers. These E-businesses that have fully integrated CRM systems are able to track every piece of data related to a customer transaction from the very first contact. This allows them the opportunity to track a myriad of categories that can help them assess the value of a customer to their organization.

As many online organizations have realized, the implementation of a fully integrated CRM system allows them to mine and extract data at its lowest level of granularity. This allows for a 360-degree look at all transactions based on the type of information the organization is trying to assess. An organization can store actual customer transactions and relate tem back to the costs that are imposed. They can measure by changing volume, changing value of the transaction, distribution channels used, changing patterns of expenditure, different services used, and so on. With this information, organizations can customize their offerings, concentrate on profitable customers, and manage their business more efficiently from an overall prospective. Although CRM applications are found in higher density in online service organizations, any organization that has a sizeable customer base can realize synergies and customer service improvements as a result of having one.

Now that some of the major benefits of implementing a CRM system have been discussed and analysed, some of the goals of CRM implementation will now be considered, such as: lower costs, identification of customer desires/habits, improved customer service, customer-centric marketing, a calculation of ROI for each customer, and creating a comprehensive customer database. In addition to these goals, the concept of value chain management (VCM), which is a comprehensive business strategy that incorporates CRM, will be discussed in relation to CRM. Value chain management enables companies to maximize customer value at the overall lowest cost. Resources are aligned to cost-efficiently service customer segments in a manner that boosts the overall value derived by customers from their

relationships with suppliers. Through strategic relationships and collaborative management, organizations develop capabilities and engage resources within the value chain to meet their customer value creation and resource optimization objectives.

The aim of any organization should be to leverage technologies in order to increase efficiencies and lower costs. CRM systems do just that. Although they are initially quite expensive to initiate, over the long run they can prove to be quite effective at creating cost saving economies of scale and other associated efficiencies. CRM systems helps organizations lower costs by reducing vendor costs, eliminating costs associated with mass marketing, eliminating costs associated with manually tracking customer information, automating customer contact and follow-up, and targeting the most profitable customers. Organizations also realize cost savings by utilizing the CRM software to emulate their star salespeople. By extending intelligence solutions to their customer base, organizations can function like their star performers, building increased trust and loyalty by using the collected information responsibly in an effective manner. Businesses can simultaneously compile and learn from customer data on all customers, hardly a realistic goal for even the most talented sales individual or teams. Organizations that capitalize on the potential of integrated customer intelligence can gain substantial tactical, strategic and competitive advantages that result in cost savings and increased profitability.

The cost savings stemming from the implementation of a CRM system should not be measured solely on the expense savings realized, but also by an increase in revenues as a result of the system implementation. If revenue has not been optimized or increased by the organizations CRM initiative, it has failed. The entire basis of the initiative is to gather knowledge of your customers, to gain intelligence that can be leveraged in the marketplace. The basis and the mainstay of Customer Relationship Management is knowledge driven and information intensive, so if dollar signs cannot be attributed to loyalty, satisfaction and improved service and communications, a CRM system is a failed initiative. Organizations should do an upfront cost analysis of the proposed system to ensure that the anticipated efficiencies will be realized after implementation of the system.

Because so much business, both from the consumer's standpoint as well as the organizations is conducted via e-mail, the subject deserves some analysis. E-mail is used in many CRM systems in order to support and facilitate customer transactions. Because of its easy to use format and worldwide access, e-mail is used more and more as a vehicle to service customers. Organizations can offer customers two ways of sending e-mail messages to the company: unstructured (free-form) e-mail messages and structures (Web-form) e-mail messages. Unstructured e-mail messages are messages that customers send directly to a company's public e-mail address. Structured e-mail messages are messages that are generated by interacting with a company's Web site. Both of these methods are then made part of the organization's CRM system, and subsequently acted upon in a customized way. One of the biggest customer complaints today is that organizations take too long to respond to e-mails, or don't even respond at all. A CRM system with integrated e-mail functionality can help to alleviate this issue.

CRM Systems Implementation

Before an organization implements a CRM strategy of any kind, they should take the time and effort to ensure that there are proper policies and procedures in place so that the system will be used as intended. A major factor in these considerations is the issue of standardization, especially at organizations with multi-sites or customer access points. Standardization breeds familiarity among customers. And familiarity fosters usage, particularly for services involving high-perceived risk. "Multisite services likely to be accessed at more than one location present a strong case for standardization, especially in the quality of products and services delivered. Standardization is often driven by the need to establish policies resulting in consistent service that leads to a set of expectations for service that doesn't vary greatly from one customer to another". This is especially true of business that is conducted on the Internet. Customers expect that the protocol for conducting business at a particular site will remain constant and that they can expect the same kind of service every time they visit the site.

In addition to the implementation of any system itself, there is the need to understand the related technologies and flow of information that will be

created by the new system. In fact, the shift to a fully integrated customer information system is so dramatic that even companies experienced in customer-intelligence technologies can be baffled by the business processes, system architectures and other demands involved, including the need to support emerging technologies such as wireless communication and smart devices, which transmit an ever-growing amount of useful information. Even though CRM implementation is a major strategic decision and not a technological solution, it can be a highly capital-intensive endeavour due to heavy investments in CRM technologies. Regardless of technologies used for CRM, system integration is almost always the initial step for its implementation. Integration and interoperability among all the front office as well as back-office information systems including legacy systems is essential so that a single version of the truth about each customer can be obtained.

When implementing a comprehensive CRM system, it is also important for organizations to define identifiable and realistic parameters. Although the systems should store most of the data related to a customer transaction, be able to report the data in meaningful form, and prompt the organization based on certain customer triggers, it will still be used by employees of the organization. When defining the scope of the knowledge base, the most common mistake is to try to include too much. Overly ambitious deployments almost always result in what's called "the Swiss cheese problem", a knowledge base that is solid in places, but full of holes. This is a recipe for failure, because if users can't find the answers they want most of the time, or get the wrong answers, they will quickly stop using the system. It is essential that the new CRM system not be perceived as too complex and thus, counter-productive to delivering improved customer service.

Before implementing any sort of a CRM strategy, an organization should ensure that the proposed CRM solution is scalable and upgradeable for future growth and modification. Most CRM systems are considered "middleware", or in other words, the glue between a business and its customers. Many CRM vendors claim to provide a comprehensive solution to an organization's CRM needs. However, such claims are far from reality and eventually an organization ends up acquiring various technologies from different vendors to meet

their original CRM requirements. As a result, a firm ends up with a mix of various incompatible products. In such a heterogeneous environment there is a profound need for innovative and integrated development strategies that are capable to address the new business and technological paradigms, and develop CRM systems that are long lasting, evolving, and have the capability to quickly and affordably adapt to technological changes and growing needs.

CRM technologies are not all the same, in fact, many work very differently from each other. Organizations need to understand the proposed system and how it will operate from an information standpoint, as well as from a hardware and systems standpoint. A good example to prove this point can be found with Internet or call centre based CRM systems. These systems typically use a customer identifier (Name, SSN, account number, etc.) in order to track customers and identify all of their information and buying habits. These systems incorporate various intelligence agents in order to provide the ability to deliver personalized service, or be prepared for certain customer desires and requests. This requirement may be different, or required to function differently from a system that is being used by an OEM manufacturer to track multiple shipments to a single customer on a repetitive basis. Integrating information systems throughout the organization is absolutely essential so that a single view of customers and also a single version of truth about each customer can be obtained on any time, any-place basis.

As this paper discussed, the importance of planning for a CRM implementation cannot be stressed enough. One of the greatest mistakes a management team can make is to force-feed new technology across the organization. This is particularly true with a CRM implementation. As firm management prepares for a CRM rollout, planning and patience are critical. Working with the implementation team from the software developer, management should agree upon a plan of phasing software use across the firm. Some organizations orchestrate a CRM rollout by location, others by practice group or department. This type of rollout plan allows implementation teams the opportunity to adjust strategies and exploit successes. In addition to a phased in approach, it is beneficial for employees of the organization at all levels, to understand and be able

to see for themselves, the support and enthusiasm of the executive management team. Management should be honest about the amount of time and effort necessary to implement such a system, but also tout the benefits of the system when it does get implemented.

The challenges inherent in CRM implementation are equally daunting for companies that have already begun the process and for those who are still contemplating whether to take the leap. Regardless of where the company stands with regard to CRM, it is key that the organization has a market-driven customer strategy, along with a detailed understanding of all the requirements of the new tool, not just its features and functionality. As this paper will show in following sections, CRM initiatives can fail if not implemented in the right manner, and with errant planning and preparation. Planning is an essential part of the equation, as organizations need to fully understand why they want a CRM system and how they will use it. Any technology works the same way. All of the fancy software and technological devices, no matter how pricey or complicated, are merely tools to solve your business problems and improve the organizations ability to please its customers. Nevertheless, there are many CRM implementations that court disaster by purchasing technology with only a vague, sketchy idea of what tools are actually needed.

Another major consideration for CRM implementation is the hardware and technology deployed by an organization. This is always a challenge, as technology changes so rapidly that there is a worry that planning too far ahead may actually cause the organization to install hardware that will not meet the specifications necessary in

the future. The challenge is how to meet short-term business goals while devising technological solutions that enable forward-thinking companies to gain a competitive edge. Clearly, CRM requires innovative approaches to system design, data management and complex data analytics. How organizations address these challenges will determine the success of their online, interactive presences and, in many cases, the success of their overall business strategies. Therefore, in addition to customer service, marketing, and the like, it is imperative that the technological considerations associated with a CRM system are incorporated into the strategic business plan as well.

Another very important aspect of CRM implementation is the ability of an organization to determine the risk tolerance associated with implementing the CRM system. As is the case with most software applications that handle customer information, risk tolerance and risk management must be addressed in an appropriate manner. Now that risk management has been established as important to organizations, which risks should be tolerated? The methods and approaches to determining the organizations' tolerance to CRM risks are as varied as the organizations themselves. When asked how they determine risk tolerances, 32 per cent of organizations indicated informal methods such as arbitrarily assigning risks a high, medium or low rating based on common sense or their intuition. Surprisingly, 22 percent of the organizations did not determine or calculate their risk tolerance at all. However, those organizations that do take a methodical approach to assessing risk do so in varied ways and use many different risk indicators as measures by which to measure the overall risk (Fig. 4).

Figure 4: CRM Risk Tolerance

Because of the proliferation of online businesses over the past ten years, CRM technologies have become a prolific element of the Internet based business model. Organizations, while trying to maximize the power of the system, must still maintain a keen eye on how the information is being used and by whom. The main goal of CRM applications is to provide the right content from a database to its users. The right content is defined in terms of satisfying a customer's explicit and latent informational needs while matching the mental abilities, context, and environment of the customer. Because there are many different options available to organizations, including the previously discussed open access option, in terms of defining and allowing access to the system, these considerations must be determined during the implementation phase. Once an organization allows access to or manipulation of data in certain ways, it is a difficult process to change the data access protocols after CRM implementation.

Potential CRM tools for Digital Solution

Although the previous sections outlined the need, benefits and implementation of CRM systems, there are some cautionary points that should be noted on the subject. In the rush to implement a CRM application, many potential problems and pitfalls are often overlooked. Some involve the same considerations and principles that have been important for years, but many of these have a new twist. One of the biggest mistakes that organizations make is to implement a CRM system thinking that it will instantly solve all of their customer tracking and satisfaction concerns and initiatives. The most significant problem is the perception that CRM is a magic bullet, a panacea for all customer support problems. This is simply not true. The perception and the expectations that follow from it are potentially catastrophic. "Overselling something as "new and hot" as CRM is likely to occur and have serious consequences for the next new and hot project. Any future CRM effort could be seriously compromised, not to mention the reputation of the IS department. This, in turn, will continue to deprive the organization of the benefits that should accrue from CRM".

The fact of the matter is that CRM systems are viable and a very powerful customer service tool. However, organizations continue to fail to prepare and design systems adequately to be the effective tool that they are meant to be. Gartner Group studies concluded that up to 51% of large CRM solutions implemented so far have failed to perform up to expectations, primarily due to overly complex features and operation. Nevertheless, the goal of seamless access to complete customer information is so compelling that Gartner also expects worldwide CRM system sales to triple from $23.2 billion in 2000 to over $76 billion in 2005. The overwhelming reason that can be attributed to the failure of these implementations is due to an organization's failure to understand that CRM is not just a computer related system, but a complete business philosophy. This concept has been analysed previously in this paper but cannot be stressed enough, as it is a major factor in the success or failure of a CRM system solution.

Yet another issue regarding CRM systems is the belief that the system will act in real time, and therefore contribute to accurate market segmentation and customer communication. Although this is possible, it is not an easy task and requires a complete understanding of the system by an organization. When an organization makes the decision to go "real time" things do get more complicated. For example, personalization and customization of content on a Web site is a real time process. A customer may be assigned a segment code and initially presented with a page of content designed specifically for this segment. But as a Web session continues and the customer moves (behaves) in certain ways on the site, real time decissioning may change the content that is presented to the customer based on his/her behaviour and the content delivery strategy for the Web site. This process will change the message, information or promotion offered to the customer. Thus, he/her is treated differently from the other customers in his initial segment. This creates a problem for organizations in that they can no longer determine what has driven the customer to behave in a certain way, and may compromise future tracking of this customer accurately.

There are even some scholars who have extensively studied the subject of customer satisfaction, loyalty and the effects of CRM systems and are against their implementation for such purposes. "If you really want customers to keep coming back, then toss out those glossy brochures from vendors looking to sell you the latest CRM software. Customer loyalty does not stem from clever stratagems to collect every conceivable piece of data from customers and then cross-sell them something they don't want," says Fred Reichheld, Boston-based Bain & Co. Director Emeritus and Bain Fellow, who has studied the topic extensively. The thought being that loyalty is not gained by the face time an organization is able to produce with the customer, but instead, because of long-standing relationships that result over many transactions. "CRM is manipulation in too many cases. Companies are acting on information of customers against their interests, calling them at home at night, charging them the highest price point [that the CRM system shows they will pay]".

A final element of CRM systems that should be discussed here is the human element. Many organizations implement CRM systems with the false belief that the systems will fully automate the customer satisfaction function and remove the human element completely. This belief, if it comes to fruition, will actually accomplish the opposite of the intended consequence of improved customer service. No system can replace individual personal responsibility, either, in terms of taking ownership of a problem. If you can't get to the information right away and tell the customer you'll have to get back to him/her, you have to make sure someone else does, or the organizations credibility is shot. This is a critical factor in the success or failure of a CRM operation that needs to be addressed even before a particular solution is implemented. The key is to effectively join the human element with the tremendous capability of the system and the data that it stores and manipulates. Due to the increasing importance of CRM systems and their relation to an organization's ability to deliver customer service, as well as engender greater customer loyalty, the CRM model at Amazon.com will be analysed in the next section.

Conclusion:

As organizations use customer service to differentiate themselves, customer service management has gained prominence as a strategic initiative. A key enabler, it allows businesses to use their knowledge assets to provide better customer service. Such an information-rich environment enables businesses to foster solid loyalty while optimizing their own sales and marketing goals. Not incidentally, businesses also can influence choices and actions at the most pivotal moment: when interactions are under way. Customer relationship management, whether formalized or not, is something all organizations do each time they communicate with their customers and provide them with products and services. From there on out, it is pretty much a question of scale which drives companies to more or less automate that process in order to cost-effectively achieve their objectives and their position in the marketplace.

This paper highlighted many of the components related to creating satisfied, loyal and productive employees. The bottom line is that in order to enhance the capabilities that will lead to addressing these components, organizations must be able to view their employees as valuable assets that are integral parts being able to create value for the organization. Successful companies position

themselves for the future and create strategies to align people, systems, and resources. Leaders good at capitalizing on customer relationship management and supply chain processes still leave gold in their backyards by not providing organizational environments in which people thrive and positively impact the bottom line.

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