



**Editorial Thoughtscapes**

*Words Impact Business Success*

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## Book Review:

### **Reading Time:**

3 minutes

### **Reader Benefit:**

- ◆ Learn what a relationship-based enterprise is all about;
- ◆ Insights on CRM and customer-centric business relationships;
- ◆ Buy the book to discover you can get payback on better customer relationships.

Title: **The Relationship-Based Enterprise**

Author: Ray McKenzie

Publisher: McGraw-Hill Ryerson, 2001

Pages: 368 pp, includes Bibliography and Index

Reviewer's Rating: ☺☺☺☺☺

### Rating Legend:

*Inspiring* ☺☺☺☺☺ *Excellent* ☺☺☺☺ *Good* ☺☺☺ *Average* ☺☺ *OK* ☺

### *Website Summary:*

## **CRM-Powered Business**

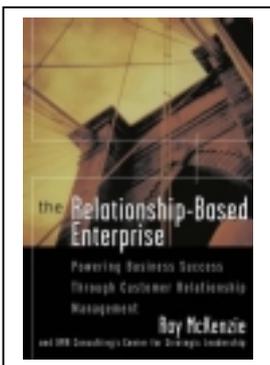
Paradigm shifts ebb and flow. But good relationships – with customers, suppliers, and other businesses – have been the keystone of business for thousands of years. The new economy term called CRM or Customer Relationship Management represents an idea that has its origins in the old economy. Today, more than ever before, CRM-based technologies are playing a significant role in helping companies to sustain economic growth.

### *Synopsis:*

## **CRM-Powered Business**

To author Ray Mckenzie, the goal of CRM solutions is to “improve the conversation”, i.e., the big challenge is to connect with customers. As such, the new type of company is emerging with a unique focus “the relationship-based enterprise.”

The Relationship-Based Enterprise is a vision of the future because it points out a path for companies to follow to reach the next level of CRM. It does this with a model that is being used today to help an organisation extend and link their information systems and business processes with those of their customers, business partners, and suppliers.





## CRM-Powered Business

*Book Review by Leon A. Enriquez*

Generating business value from technology remains a big management challenge for many organisations. The new economy term called CRM or Customer Relationship Management represents an idea that has its origins in the old economy. Today, more than ever before, CRM-based technologies are playing a significant role in helping companies to sustain economic growth. For instance, computing technologies are utilised in innovative ways, e.g., from prospecting for new revenue streams to discovering customer preferences to gain business advantage.

“IT offers the potential to reap huge business benefits. Customer Relationship Management specifically offers significant opportunities for organisations to better understand and serve their customers, and in doing so, to increase their return on existing and new business ventures,” said John Thorp, Fellow at DMR Consulting in the book’s foreword. “On the darker side, it also offers opportunities to squander critical resources with no resulting benefit, and in doing so to put the very survival of organisations at risk.”

In the book’s preface, Michael J. Poehner, CEO of DMR Consulting said, “Ambitious CRM visions have helped create boom-time values in those e-companies promising to create loyal customer bases and dominant e-brands — sometimes overnight. However, in reality, “there is a big gap between the CRM visions and the reality of implementation. The CRM field is still emerging and not yet mature.”

To author Ray Mckenzie, the goal of CRM solutions is to “improve the conversation”, i.e., the big challenge is to connect with customers. As such, the new type of company is emerging with a unique focus “the relationship-based enterprise.”

“The intent of this book is to describe the relationship-based Enterprise and CRM in simple, clear, hype-free language. The text cuts through the confusion and jargon that is part of the new economy to provide business and technology executives with no-nonsense and practical guide,” said Mckenzie. “It defines issues, presents options, and provides examples of the choices made by others.”



The book is organised into five parts and 17 chapters as follows:

**Part I: The Relationship-Based Enterprise and Customer Relationship Management**

- ◆ Chapter 1: The Relationship-Based Enterprise
- ◆ Chapter 2: What is Customer Relationship Management, Anyway?
- ◆ Chapter 3: The New Language of Relationships — Who Are the People Who Keep You in Business?
- ◆ Chapter 4: The Exchange Space
- ◆ Chapter 5: The relationship Management Framework

**Part II: Discovery — A Process of Learning**

- ◆ Chapter 6: Who Are Our Customers?
- ◆ Chapter 7: What Do Our Customers Want and Expect?
- ◆ Chapter 8: What is the Value Potential of Our Customers?

**Part III: Dialogue — An Engaging Conversation**

- ◆ Chapter 9: What Kind of Relationship Do We Want?
- ◆ Chapter 10: How Do We Foster Exchange?
- ◆ Chapter 11: How Do We Share Control?

**Part IV: About the Choices of Management**

- ◆ Chapter 12: Who Are We?
- ◆ Chapter 13: How Do We Organise to Move Value closer to Our Customers?
- ◆ Chapter 14: How Do We Measure and Manage Performance?
- ◆ Chapter 15: How Do We Increase Our Capacity to Change?

**Part V: Customer relationship Management and Customer Relationship Futures**

- ◆ Chapter 16: Relationship Futures and External Issues
- ◆ Chapter 17: Testing Customer Relationship Futures

This book shows you how to proceed and translate the ideas presented into action. The Relationship-Based Enterprise is a vision of the future because it points out a path for companies to follow to reach the next level of CRM. It does this with a model that is being used today to help an organisation extend and link their information systems and business processes with those of their customers, business partners, and suppliers.



“To proceed, this book provides a management framework that defines the 3Ds of CRM, namely, Discovery of customers, Dialogue in the relationships, and Discipline in management,” said Poehner. “The framework is used to walk managers through ten critical questions about Customer Relationship Management. The end product is a no-nonsense practical guide to the key issues and an operational approach to implementing CRM across the enterprise.”

In the context of the management framework, author Ray Mckenzie has identified 10 critical questions that a company needs to answer as follows:

*Discovery:* Who are our customers? What do our customers want and expect? What is the value potential of our customers?

*Dialogue:* What kind of relationship do we want to build with our customers? How do we foster exchange? How do we work together and share control?

*Discipline:* Who are we? How do we measure and manage our performance? How do we increase our capacity for change?

Paradigm shifts ebb and flow. But good relationships – with customers, suppliers, and other businesses – have been the keystone of business for thousands of years. Read this book to help you ask, and answer, the right set of questions – to understand how CRM initiatives can be made to sustain growth and power business success.

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