

Enhancing the Knowledge & Practice of Customer Relationship Management

An Introduction to iCRM

About iCRM

The Institute for Customer Relationship Management (iCRM) is a global knowledge organization that provides a spectrum of professional services from developing *strategies* to managing business *operations*. Driven by the mission to enhance the knowledge and practice of customer relationship management, iCRM conducts many industry-academic best practice initiatives.

Consequently, iCRM leverages its knowledge in *research, consulting, education, training, knowledge process outsourcing and software products* to improve organizational and individual productivity.

In addition to facilitating *industry-level changes* and *corporate transformation*, iCRM provides direct benefit to its many clients by developing tailored solutions that integrate *strategic marketing* and *CRM programs* with *insightful research*, innovative technologies, productive customer operations and human resource development.

History & Background

iCRM was founded in 1997 by marketing professors at the Goizueta Business School of Emory University in Atlanta, Georgia, USA. These founders possessed a passion for, and a deep understanding of, customer relationship issues and best practices in relationship marketing. Through the Center for Relationship Marketing at Emory, they were engaged in several industry studies and consulting engagements to transform leading companies into more relationship driven customer-centric organizations.

One of these professors, Dr. Atul Parvatiyar is now the President and CEO of iCRM. He has published and co-published several academic and professional books and articles including *The Handbook of Relationship Marketing* (Sage

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Publications); *Customer Relationship Management- Emerging Concepts, Tools and Applications* (Tata-McGraw Hill) and recently released industry reports on *Best Practices in Post-Audit Recovery in the Retail Industry* (iCRM-CBIM), *Value of Outsourcing Sales and Marketing by CPG Companies* (GMA) and *Value of Outsourcing Foodservice Marketing* (FSMA).

Since its founding iCRM has helped many clients grow and leverage their customer base, often for dramatic revenue and profitability gains. Results are obtained through structured, highly relevant and tailored approaches to customer strategy and CRM process enhancement. Today, iCRM serves its multinational client base with offices in India, Malaysia, Japan, UK and USA.

In Malaysia, the Institute for Customer Relationship Management Sdn. Bhd. has been awarded the prestigious MSC Status for its pioneering work in technology solutions and IT-enabled knowledge work outsourcing services.

Why iCRM?

Our distinctive capabilities include strong *domain knowledge*, understanding of industry issues including *best practices*, and the blend of *rigor and relevance* in our approach. One of our key capabilities is our network of relationships with thought leaders, academics, researchers, consultants and business community in major countries of every part of the world.

iCRM is primary host to premier international research conferences on CRM for a decade which normally include participation of academicians and practitioners from over 40 countries. It readily taps into for access to people, institutions and other resources. The unique fusion of practicing academics, well-qualified analysts, and experienced managers provide us the ability to develop path-breaking solutions and strategies.

iCRM has consistently worked with clients at multiple levels of engagement – *from strategy to operations*. We have the ability to work with top management and at the same time work in the trenches with middle and junior managers to implement strategies, programs, tools, develop skills and act as mentors and coaches. In some cases, our engagements included build operate & transfer of CRM and Strategic Marketing Resource Centers. Thus, iCRM associates are well-trained to understand issues “*within the box*” and simultaneously develop solutions “*outside the box*.”

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A Selection of Our Clients

ADC Telecommunications

Allstate Insurance

Audi Automobiles

Bank of America

Bose Corporation

Celcom

City of Atlanta

The Coca-Cola Company

Colonial Pipeline

DraftFCB

Foodservice Sales and
Marketing Association (FSMA)

Grocery Manufacturers
Association (GMA)

IBM

Lanier Worldwide

Mavesa (Venezuela)

Milliken International

Motorola

Nautilus Group

Panacea Biotec

Panasonic

PRG Schultz

Rapid Granulator

Shoppers' Stop

Siemens

SMC Corporation

State of Georgia

Telekom Malaysia Bhd.

Toyota Motors

Our tailored solutions leverage the depth and breadth of CRM knowledge and experience. Our *international presence*, a strong global network of *thought leaders* and collaborative style collectively allow us to share key learnings from around the world and across industries. We bring to our clients a distinctive ability to achieve results. Our success is best measured by our clients' success. Therefore we are also willing to take a portion of our compensation based on client success achieved.

Our Work

iCRM's engagements cover a wide breadth of customer and market focused initiatives including:

- ▶ Best practice studies
- ▶ Customer research, analytics and insight development
- ▶ Strategic marketing and communication planning
- ▶ Loyalty & CRM program design & implementation
- ▶ Brand roadmaps
- ▶ CRM program and system audits
- ▶ Key/ Global account programs
- ▶ Distributor partnering
- ▶ International market research and demand assessment

Additionally, we provide *software products* designed and developed in-house that are anchored on our proprietary knowledge and patent pending technologies. Our IT-enabled service capabilities include *call-center* operations, *KPO* services and *analytics* involving high-level *statistical* and *mathematical models*.

iCRM has enjoyed the opportunity to work with a number of well-known global companies, including Allstate, Coca-Cola, Kimberly Clark, Nautilus, Panasonic, TM (Telekom Malaysia), Toyota and Wal-Mart. We take pride in our ability to help these and other organizations achieve meaningful results.

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Our World-Class Solutions Across Industries And Governments

- ▶ Developed citizen relationship management processes for the City of Atlanta.
- ▶ Designed and developed customer centric strategies and account management approach for the Department of Administrative Services of the State of Georgia
- ▶ Planned transformational strategies for one of the key divisions of Bank of America in preparation of new banking regulations
- ▶ Worked in collaboration with DraftFCB in developing and implementing various aspects of re-branding strategy of Telecom Malaysia both in Malaysia and the Asian region
- ▶ Actively involved in global strategy, business partnering and brand implementation program of Nautilus Inc.
- ▶ Helped the Coca Cola Company create innovative strategies and implementation plans for global customers such as Burger King and Wal-Mart
- ▶ Redesigned a loyalty program for a retail department store chain, Shoppers' Stop in India with an expected doubling of sales in 18 months and no capital expenditure
- ▶ Developed a global management account strategy and analytic framework for a Fortune 10 customer of Kimberly-Clark
- ▶ Crafted a CRM strategy, built a marketing resource center and developed strategies and programs for a leading global office equipment manufacturer
- ▶ Helped an international pneumatics manufacturer create a customer focused organization resulting in over 50% revenue improvement in first 6 months
- ▶ Aided a NYSE listed accounting services company with a business plan to create a new multi million dollar division
- ▶ Assisted a Fortune 100 ranked insurance company redesign its marketing processes for effective customer partnering

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- ▶ Designed and implemented a holistic CRM approach for a pharmaceutical company including training of Field Representatives to deliver value added services
- ▶ Assisted in the redesign of a corporate account management program for a Malcolm Baldrige Award winning company
- ▶ Developed numerous strategic marketing and communication initiatives for leading telecommunication companies to increase product off take and enhance corporate image
- ▶ Conducted in-depth multi-segment customer profiling and behavioural analysis for an emerging regional telecommunications leader

Our Industry Academic Partnerships

Retail Summit & Best Practices Forum on Post-Audit Recovery

In collaboration with PRG-Schultz and Center for Business and Industrial Marketing (CBIM) of Georgia State University, iCRM hosts the annual Retail Summit & Best Practices Forum on Post-Audit Recovery. At each summit, participating companies represent \$1 Trillion in annual revenues. iCRM also leads the steering committee for best practices in post-audit represented by senior executives from some of the world's largest retail and vendor companies.

Industry Studies on the Value of Outsourcing Sales & Marketing

Sponsored by Grocery Manufacturers' Association (GMA) and Foodservice Sales and Marketing Association (FSMA), iCRM recently completed pioneering works to measure the value of outsourcing sales and marketing by CPG companies as well as Food manufacturers. These studies were completed in close collaboration with leading organizations and the results were released and presented at the annual meetings GMA and FSMA.

Research Forum on Global Customer Management

A joint program of iCRM and CBIM of Georgia State University, this research forum involves senior corporate executives and academics to research and determine effective and efficient strategies, programs, processes and structure to manage their largest global customers. Participating organizations include the Coca-Cola Company, Kimberly Clark, IBM, Siemens and Nautilus.

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Our Offices

iCRM USA (Global Headquarters)

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Our People

Chief Executive Officer

Atul Parvatiyar, Ph.D.

Dr. Atul Parvatiyar is Principal Consultant & CEO of the Institute for Customer Relationship Management (iCRM) and responsible for the overall operations of the company in USA, UK, India and Malaysia. He is also the Robinson Research Fellow & Managing Director of the Center for Business & Industrial Marketing (CBIM) at Georgia State University. His expertise areas include customer relationship management and global strategic marketing processes. He is project leader for several industry studies including Assessing the Value of Outsourcing Sales and Marketing by CPG Companies on behalf of Grocery Manufacturers of America (GMA) as well as the Foodservice Sales and Marketing Association (FSMA).

Atul has been actively involved in strategy consulting for several leading organizations including Allstate Insurance, Bank of America, Bose Corporation, The Coca-Cola Company, Celcom, City of Atlanta, Interface Advertising, Kimberly-Clark Professional, Kuok Group (Singapore), Mavesa (Venezuela), Milliken International, Nautilus Inc., Panasonic, Panacea-Biotec, Piramal Enterprises, PRG-Schultz, Shoppers' Stop (India), Siemens, SMC Pneumatics, DOAS - State of Georgia, Telekom Malaysia and Toyota. Previously, Atul was a Marketing Professor and Associate Director of Center for Relationship Marketing at the Goizueta Business School of Emory University where he won the MBA Distinguished Educator Award. He also founded the popular Goizueta Marketing Competition and managed several collaborative projects with AT&T, BellSouth, Chubb, Coca-Cola, Ernst & Young, IBM, Kodak, Motorola, NCR, Procter & Gamble, UPS and Xerox.

Dr. Parvatiyar has published several articles and books including the Handbook of Relationship Marketing (with Dr. Jagdish N. Sheth, Sage Publications 2000); Customer Relationship Management: Emerging Concepts, Tools and Applications (with Jagdish Sheth and G. Shainesh, Tata McGraw Hill 2001); and the recently released report on Best Practices in Post-Audit Recovery: An Examination of Prevalent Post-Audit Practices in the Retail Industry (with Naveen Donthu, Tom Gruen, Fred Jacobs and Brad Kesel, iCRM – CBIM, 2005). Atul also serves as a visiting professor at several universities in Austria, Germany, India, Norway and Spain.

In October 2005, his alma mater, the Faculty of Management Studies of Banaras Hindu University honored Dr. Parvatiyar with Distinguished Alumni Award. During the 1996 Olympic Games in Atlanta, Atul was presented a gold medal by the International Olympic Committee for outstanding voluntary services as Venue Protocol Manager.

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Advisor

Dr. Jagdish Sheth

Dr. Jagdish (Jag) N. Sheth is the Charles H. Kellstadt Professor of Marketing in the Goizueta Business School at Emory University. Prior to his present position, he was at the University of Southern California (7 years); at the University of Illinois (15 years), and on the faculty of Columbia University (5 years), as well as the Massachusetts Institute of Technology (2 years). Dr. Sheth is nationally and internationally known for his scholarly contributions in consumer behavior, relationship marketing, competitive strategy and geopolitical analysis.

Professor Sheth has worked for numerous industries and companies in the United States, Europe and Asia, both as an Advisor and as a Seminar Leader. His clients include AT&T, BellSouth, Cox Communications, Delta, Ernst & Young, Ford, GE, Lucent Technologies, Motorola, Nortel, Pillsbury, Sprint, Square D, 3M, Whirlpool and many more. He has offered more than a thousand presentations in at least twenty countries. He is also on the Board of Directors of several public companies including Norstan (NASDAQ), Cryo Cell Internatinal (NASDAQ) and Wipro Limited (NYSE).

In 1989, Dr. Sheth was given the Outstanding Marketing Educator award by the Academy of Marketing Science. In 1991 and again in 1999, he was given the Outstanding Educator Award by the Sales and Marketing Executives International (SMEI). Dr. Sheth was also awarded the P.D. Converse Award for his outstanding contributions to theory in marketing in 1992 by the American Marketing Association. In 1996, Dr. Sheth was selected as the Distinguished Fellow of the Academy of Marketing Science. In 1997, Dr. Sheth was awarded the Distinguished Fellow award from the International Engineering Consortium. Dr. Sheth is also a Fellow of the American Psychological Association (APA). 2004 marked a stellar year for Dr. Sheth as he was awarded both the Richard D. Irwin Distinguished Marketing Educator Award and the Charles Coolidge Parlin Award which are the two highest awards given by the American Marketing Association.

A prolific author, Dr. Sheth has authored or coauthored hundreds of articles and books. In 2000, Dr. Sheth and Andrew Sobel published a best seller, Clients for Life (Simon & Schuster) and in 2001, the book Value Space (McGraw-Hill), coauthored with Banwari Mittal, was published. Dr. Sheth's latest book, The Rule of Three (Free Press), was coauthored with Dr. Rajendra Sisodia and published in 2002. In addition, he is under contract to co-author three books: Tectonic Shift, Firms of Endearment and 4 As of Marketing.