

CRM 協議会 - 東京

CRM Beyond CRM

【ベスト プラクシスのあくなき追求】

—Pursuing of Best Practices —

2005/05・18

CRM協議会 理事長

グローバル情報社会研究所(株) 代表取締役社長,

客員教授 ; 信州大学大学院

講師 ; 京都大学学術メディアセンター・東京電機大学大学院

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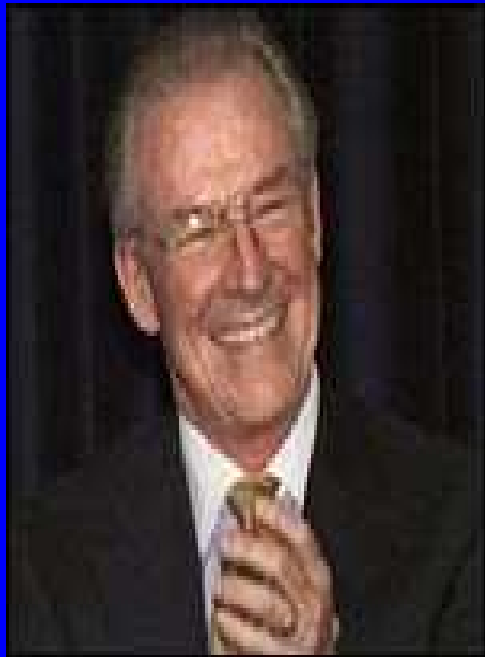
NII (National Innovation Initiative)

Final Report by Council on Competitiveness Chairman
F. Duane Ackerman & NII Co-Chairs, Samuel J. Palmisano &

- 変化のスピード
- 人口の 25%まで技術が浸透するスピード

- 自動車 55年
- 電話 35年
- ラジオ 22年
- パソコン 16年
- 携帯電話 13年

CRM (企業) 10年?



NII (National Innovation Initiative)

Final Report by Council on Competitiveness Chairman F. Duane Ackerman & NII Co-Chairs, Samuel J. Palmisano &

- Multidisciplinary (複合領域)
 - Complex (複雑性)
- Happen at Intersections (交差点)
- Collaborative between Science and Engineering
 - (科学と工学の協業)
- Between Workers and Consumers
 - (消費者と作業者)
- Global (グローバル化) 3極化
 - America, Europe, **ASIA**

グローバル化 2006 - 2040

1. グローバリゼーション - - 母国語プラスワン or ツウ
2. ユビキタス コンピューティング - Internet, Bio & RFID
3. 知価社会 - 知価の確認: 多層・異相な価値の共存
4. ナノテック - マルチコア・NAP
5. 光と無線の共存による中央集権的 コンピューティング
6. オープン標準による安全な総合接続性の保障
7. セキュリティ、プライバシーとガバナンス
8. e国際法の強化
9. 専有から共有に向かって—持つものと持たざるもの
10. E-国際社会インフラはhuman capital の強化,
Medical, ITS, Space & E-Gov.

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Theme of the Month

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2004 BEST CRM PRACTICES



2004



Cross-industry Grand Award



invent

[FULL REPORT](#)

Theme Of The Month

2005

[Non-Profit &](#)

GreaterChinaCRM

- CRM is not just about software.
- the keys to CRM success are ;
- "Strategy, People, Process, Technology and the Customer".
- Founded in 2001, GreaterChinaCRM preaches "CRM Success Beyond Software" via GCCRM Portal, Consulting Associates, Institute and The 3C Method (a CRM method jointly developed by Customer Marketing Institute (Netherlands-based) and GreaterChinaCRM tailors for the Greater China market.)
Our mission is to improve the success rate of CRM implementations in Greater China.
 - GCCRM.com ; the bilingual CRM portal with 70,000+ members from over 100 countries .
 - - In GCCRM Research Institute, on CRM in China, "Best CRM Practice in China", "CRMBodyCheck " and "China CRM Solution Guide".



Sampson Lee
GreaterChinaCRM,
President

Founded in 2001,
GreaterChinaCRM preaches
"CRM Success Beyond Software"



Paul Greenberg
The 56 Group, President

Paul Greenberg, 'CRM at the speed of light'.
(ダイヤモンド2001年10月)“CRM実践顧客戦略”

Paul Greenberg

- "CRM and irony is probably the only combination of concepts involving CRM that I haven't written about. Yet as 2005 comes upon us, this last bastion will fall and, as you will see, 2005 shapes up to be an ironic year, and potentially momentous one, for CRM."
- In addition to being the author of the best-selling CRM at the Speed of Light: Capturing and Keeping Customers in Internet Real Time, Paul Greenberg is President of The 56 Group, LLC, an enterprise applications consulting services firm, focused on CRM strategic services.

His book, CRM at the Speed of Light: Essential Customer Strategies for the 21st Century, now in its third edition, is in 8 languages and been called "the bible of the CRM industry". It is used by more than 60 universities as a primary text. It was named "the number 1 CRM book" by SearchCRM.com in 2002 and is one of two books recommended by CRMGuru. The Asian edition of CIO Magazine named it one of the 12 most important books an Asian CEO will ever read.



日本のCRM協議会 理事長として日本のCRMを紹介



Sidney Yuen
Hong Kong Call Center Association, Chairman



The Award Presentation of
Best CRM Practice in China 2009

GreaterChinaCRM | Greater Award

中国平安

11月23日



5%
of the ticket revenue
will be donated to
HOPE Worldwide for
children education
programmed
in China

Jonathan Liu
of HOPE Worldwide
presenting souvenirs to
the organizers –
GreaterChinaCRM.

HOPE Worldwide



China Ping An Group

SINA Reports First Quarter 2005 Financial Results

SHANGHAI, China, May 5 /Xinhua-- SINA Corporation (Nasdaq: SINA), 2,000人 a leading online media company and value-added information service provider for China and for global Chinese communities,

- * Net revenues for the quarter grew 11% year-over-year to \$45.8 million,
- * Advertising revenues for the quarter grew 27% year-over-year to \$16.6 million, accounting for 36% of total revenues.
- * Non-advertising revenues for the quarter grew 3% year-over-year to \$29.2 million, accounting for 64% of total revenues.

2004中国最佳CRM实施 颁奖仪式

The Award Presentation of
Best CRM Practice in China 2004

2004年中国最佳CRM实施颁奖仪式

IBM

Microsoft

Acronis

HP

FORTE

HP



China CRM Forum 2005
中国CRM论坛

China HP



Best IT: Lenovo Group

Represented by Ms Wang Xiaochun, Vice President,
Lenovo Group

Prize presented by Mr Paul Greenberg, Executive Vice President,
CRM Association, U.S.



Best Manufacturing: Sony (China) Limited
Represented by Mr Tatsuo Muranaka, Group President,
Sony (China) Limited
Prize presented by Mr Junkyo Fujieda,

19 award-winning enterprises (1)

- Cross-industry Grand Award: China Ping An Group
- **Cross-industry Grand Award: Sina.com**
- **Cross-industry Grand Award: China Hewlett-Packard**
- **Best IT: Lenovo Group**
- **Best Manufacturing: Sony (China) Limited**
- **Best Insurance: Manulife-Sinochem Life Insurance Co.,**
- **Best Servicing: Bertelsmann DirectGroup China**
- **Best Airline: Air China**
- **Best Automobile: Shanghai Volkswagen**
- **Best Pharmaceuticals: Wyeth-Ayerst (China) Ltd.**

19 award-winning enterprises (2)

- **Best Bank: China Merchants Bank**
- **Best Telecom: Siemens Shanghai Mobile Communications**
- **Best Hotel: Shangri-La Hotels & Resorts**
- **Best Real Estate: Forte Group**
- **Best Retailing: Starbucks Shanghai**
- **Best FMCG: L'Oreal China**
- **Best Logistics: DHL-Sinotrans**
- **Best Securities: China Securities Co., Ltd**
- **Best Internet: Alibaba.com**



**honorable moment - group photo of all 19 senior representative
of award-winning enterprises:**



From left to right: Candice Ng-Chee (Meta Core Asia, Managing Consultant), Naras Eechambadi (Quaero, CEO), Rosemary King (Quaero, Co founder), Prof., Junkyo Fujieda (President of CRMA, Japan), Sidney Yuen, (Hongkong Call Center) Prof., Rafael Rodriguez (Focused Management, Columbia)

2005-2006 CRMA National Officers



President:
Michael Thomas,
CRM Essentials

Executive Vice President:

Paul Greenberg, 56 Group

VP of Analyst Relations: Ginger Conlon, CRM Magazine

VP of Communications: Share Reeves, NetNack

VP of Marketing: Tara Scarlett, Integrative Logic

VP of Membership: Marsha Calfee, Net Bank

VP of Sponsorship: Paul Ward, PKWard

VP of Strategic Growth: Jason Johnson, Columbia River Group

Co-VP of Technology: Brent Leary, CRM Essentials

CRMA USA ; Board of Directors

Ginger Cooper, Founder and President of the Board, CRMA



Jill Dyché, Baseline Consulting

Erin Kinikin, Forrester Research

Brent Leary, CRM Essentials

Michael Maoz, Gartner

Michael Thomas, CRM Essentials

Bob Thompson, FrontLine Solutions

Bruce Culbert, President of Cultech



Ginger Cooper, Founder and President of the Board, CRMA

Ginger is a freelance journalist on the SFA/CRM industry for 15 years.

She founded the CRM Association (CRMA) in May of 2000.

CRMA-USA Chapters

PROVIDING EXPERIENCES FOR CUSTOMER CENTERED INDUSTRY

Customer Relationship Management (CRM) is now part of the mainstream.

- Customer strategy is “ordinary” and something that is a day-to-day concern for all enterprises, large or small.
- The business universe has shifted its focus from the company at its center to the customer at its hub.
- **As a result, the CRM supplier industry has matured.**
- More than ever, firms that do nothing but work involving the analysis and enrichment of customers abound.
- CRM as an industry has not just practitioners, but vendors, integrators, management consultants, boutique specialists, evangelists, analysts, pundits, bloggers, authors and even detractors!
- **As the industry has matured, so has the customer.**
- **The customer experience, formerly an art and a gut check, is now a cutting edge science that is necessary for business growth and differentiation in an era where customers are fully empowered and highly volatile.**

Promises OF CRMA

- **The CRM Association aims at representing the industry as not just a purveyor of knowledge and information,**
- **but an action-oriented association that will**
- **protect and promote the interests of customer relationship management & provide the members with the tools that it needs to enrich and improve that customer experience**
 - (1) **Represent the industry as a whole, not special interest groups within the industry**
 - (2) **Provide a forum for the industry and the practitioners to interact without fear or pressure**
 - (3) **Be a center for the dissemination of knowledge and information to the CRM community**
 - (4) **Provide services to the community that will enhance business and careers associated with the industry**
 - (5) **Provide members with both mainstream and cutting edge tools and best practices .**
 - (6) **Provide the important industry standards so that members can interoperate knowing the quality of what they are giving & getting.**
 - (7) **Represent the industry's best interests in legislative and other activities through programs to heighten awareness and support of important issues that impact the industry**



The Forum For Building Better Customer Relationships

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2005 is the Year to Optimize Your Customer's Experience!

The CRM industry has matured. – [join the CRMA today.](#)

Events

customerthink Leadership Summit 2005

CRMGuru's annual event, the CustomerThink Leadership Summit, is coming up soon!

[Click here for more information](#)

June 14-15, 2005

Chaminade at Santa Cruz

Santa Cruz, California

CRMA Members receive a \$100.00 Discount by using the code "crma" when registering.

Attend the CRM Solution Providers Expo

May 10, 2005 -- 2:00- 5:30 pm Seattle

Avoiding the Pitfalls in CRM Software Selection!

Presented by the CRMA Seattle Chapter.



CustomerThink Leadership Summit

CRM Guru's international forum of customer management thought leaders

June 14 and 15
Chaminade
Santa Cruz, California

Space is limited!
Register Now!

The Future of CRM Is Here.
Are You Ready To Lead Your Industry?

No sales pitches. No demos.
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What can you do to improve your customer-centricity?



Find out in these keynotes:

Customer Management: Realizing Its Promise and the New Business Paradigm



Cathy F. Burrows,



RBC Royal Bank

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June 13rd 6:00 p.m. Welcome Reception and Dinner
June 14th; CRM SUMMIT DAY 1

- 7:30 a.m. Registration and Breakfast
- 8:15 a.m. Welcome Bob Thompson
- 8:30 a.m. Keynote Customer Management: Realizing Its Promise and the New Business Paradigm
- 9:15 a.m. How Great Companies Got That Way
- 9:45 a.m. Customer Value Innovation: How Two Leading Auto Makers Are Reinventing CRM
- 10:30 a.m. The Contact Center Conundrum: How To Build Loyalty, Not Expense
- 11:00 a.m. Panel: The Business Case for Putting Customers First
noon Lunch 1:00 p.m. Using Performance Management To Reap CRM Rewards
1:30 p.m. Think Tank: Listening to the Voice of the Customer
Think Tank: Managing Customer Value for Profit
- 3:00 p.m. Break 3:30 p.m. Accelerating Marketing Performance Through a Disciplined Approach
- 4:00 p.m. Awards Presentation and Panel
- 5:00 p.m. Closing Comments, Adjourn Day 1
- 6:30 p.m. Reception and Dine

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- 6:30 p.m. Reception and Dine

June 15th; SUMMIT DAY 2

June 15th

7:30 a.m. Registration and Breakfast ;

8:15 a.m. Welcome [Bob Thompson](#)

8:30 a.m. Keynote [Growth Through Customer-Driven Marketing Innovation](#)

9:15 a.m. [Creating and Managing the Customer Experience](#)

9:45 a.m. [The Journey to Customer-Centricity](#)

10:30 a.m. [Sales Knowledge Management: Getting Reps What They Need](#)

11:00 a.m. Technology Trends To Watch in the CRM Industry

1:00 p.m. [New Process Improvement Tools for Non-Manufacturing Environments](#)

1:30 p.m. Think Tank: [CRM Strategy and Planning for Success](#)

Think Tank: [Leading Change To Align People with Strategy](#)

3:30 p.m. [State of CRM: Project Success Factors and ROI Trends](#)

4:00 p.m. Closing Comments, Adjourn Summi



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email.

Cathy F. Burrows is director of Enterprise Information and Customer Management Support for RBC Centura Bank (a subsidiary of Royal Bank of Canada), based in North Carolina. Burrows develops and implements enterprise information strategy to support business process standardization and customer relationship management programs. Earlier, Burrows was a senior industry consultant for Teradata, a division of NCR and a national manager, Consumer Markets, for Royal Bank of Canada. Before joining Royal Bank in 1989, Burrows held marketing and sales roles with U.K.-based packaged goods manufacturer Reckitt & Colman Inc. She has a bachelor of arts degree in sociology and business from the University of Toronto, Canada, and an MBA from York University's Schulich School in Toronto, Canada.



Linda Denis, vice president, Customer Relationship Marketing, Intrawest Corp., has been in marketing for 25 years. She leads a team of CRM specialists in Intrawest's Leisure and Travel Group, which owns and operates 10 of the leading ski resorts in North America. Previously, she worked at TELUS, where she headed its Customer Relationship Marketing Team. Before that, Denis worked with two ad agencies, Bryant Fulton & Shee (now part of TBWA) and Palmer Jarvis (now part of DDB) in the area of direct response marketing. Earlier, Denis operated her own business designing and manufacturing packaging for retailers across Canada. Denis began her career with JWT Direct in Toronto, specializing in direct mail and local store marketing for such clients as Midas Muffler, Burger King and the Toronto Blue Jays.



Jim Barnes, an internationally recognized consultant, speaker and author on customer relationship strategy and metrics, approaches the creation of customer relationships from the customer's viewpoint. His views are based on more than 30 years of experience in researching customer relationships and loyalty on behalf of clients in North America and Europe. Barnes operates his consulting practice, Barnes Marketing Associates, Inc., from his base in Canada. His most pertinent book for CRM practitioners, *Secrets of Customer Relationship Management: It's All About How You Make them Feel*, was published by McGraw-Hill.



Bill Brendler, of Brendler Associates Inc., teaches organizations how to change. He has helped numerous companies eliminate customer retention problems by facilitating changes in the culture. Brendler has written numerous articles and is quoted extensively in top business publications. He is the author of the best-selling online book, *Change Leadership: The Management/CRM Connection*, and is a keynote speaker at industry trade shows around the world.



Silvana Buljan has been working for more than seven years in CRM and eCRM projects as project manager and consultant for blue-chip clients. Her industry expertise is in the automotive, air transport and services sectors. She worked for PwC Consulting and Pixelpark before founding her own consultancy, Smartworxx, which specializes in CRM in the Spanish-speaking markets. Her focus is in supporting her clients in making CRM work throughout the whole organization, cultural change management and training.



Jay Curry originated "Customer Marketing," a structured methodology for implementing and profiting from CRM. Thousands of businesses have adopted Customer Marketing, supported by Customer Marketing books and tools that have appeared in six languages. Curry is president of Jay Curry Associates, an Amsterdam-based consultancy specializing in non-profit companies and advanced "Voice of the Customer" techniques.



Marco De Veglia has worked in marketing communications since 1990, both inside international advertising agencies and as a consultant on the integration of traditional and digital marketing. In 2001 he founded the CRM Group of affiliate professionals offering CRM consulting and services to Italian companies. He also founded *CRM Italia*, the first newsletter and portal dedicated to CRM in Italy. Currently, he is supervising the CRM unit of ARC, the digital-relationship marketing agency of Leo Burnett Group.



Jim Dickie is a partner with CSO Insights, a research firm that specializes in analyzing how companies are reinventing the way they market, sell to, and service customers. He is also a contributing editor for *CRM Magazine* and the author of *The Chief Sales Officers Guide to CRM* and *Insights into High Tech Sales and Marketing* and the co-author of *The Information Technology Challenge*. He is a board member for Baylor University's Center for Professional Selling. Dickie is a guest host on PBS' *World Business Review*. He has more than 25 years of sales and marketing management experience. Dickie began his career with IBM and Sterling Software and then went on to launch two successful software companies.



Naras Eechambadi is the founder and CEO of Quaero Corp. Quaero helps marketing organizations grow market share and accelerate revenue performance by leveraging a unique combination of innovative ideas, best practices and proven technologies. Quaero serves leading companies in financial services, publishing, pharmaceuticals, travel and leisure, high technology and retail, providing consulting solutions for CRM initiatives, marketing automation and marketing effectiveness as well as turnkey and outsourcing services. Before starting Quaero, Eechambadi built the Knowledge Based Marketing division at First Union Corp.



Donna Fluss is principal of DMG Consulting LLC, delivering customer-focused business strategy, operations and technology for both Global 2000 and emerging companies. Fluss is a recognized CRM visionary, specializing in contact centers. She is the author of the industry-leading 2004 *Quality Management/Liability Recording Product and Market Report*, widely quoted in leading business and CRM-related publications and a highly sought after writer and speaker. She previously was a vice president and research director in Gartner's CRM practice and a senior manager at Chase Manhattan Bank.



Dick Lee is founder and principal of High-Yield Methods (HYM), a boutique consulting firm that works with select clients that are committed to achieving outstanding growth and profitability through alignment with customers. While Lee was a pioneer in the relationship marketing movement, he has broadened his focus to include alignment of business strategies, business process and technology. Lee speaks frequently to both CRM and BPI audiences--and has authored several books and numerous articles on achieving customer-centricity.



Sampson Lee is the founder and president of GreaterChinaCRM.org, the first bilingual CRM portal to focus on Greater China, which is mainland China, Hong Kong and Taiwan. The purpose of GreaterChinaCRM.org is to share the global experiences of CRM experts and the development status of CRM in Greater China. Lee is an experienced sales and marketing professional in multiple industries, including telecommunications and information technology in China and Hong Kong.



Rich Lloyd, director of technology management at Dell Inc.'s U.S. consumer business, is responsible for building a strategic roadmap for consumers' technology investment and working with Dell IT to deliver substantive operating income through technology project delivery to the business. Lloyd has worked in a number of technical and marketing leadership roles in his six years with Dell. He also recently worked directly for Dell's chief marketing officer and was responsible for global CRM and privacy strategy and implementation. Previously, Lloyd worked for several years in database consulting, database and web marketing and strategy consulting and financial analysis. He holds an MBA with distinction from Harvard University and a bachelor of science in finance from the University of Utah.



Bill Price, president and CEO, Driva Solutions, LLC, has more than 25 years of experience as a consultant, a CRM instructor at the college and post-graduate level, a writer and a CRM practitioner, most recently serving as Amazon.com's first global vice president of Customer Service. He founded Driva Solutions in late 2001. He has a bachelor of arts in economic geography from Dartmouth College and an MBA from Stanford University. He enjoys running, kayaking, collecting modern Japanese prints and old baseball cards, digging into U.S. Navy operations in World War II and, with his wife, Trudi, chasing after his



Junkyo "Jack" Fujieda, the president and CEO of both ReGIS Inc. (Research Environment of Global Information Society) and CRM Association, Japan, began his career as a systems engineer at IBM Japan, moving into marketing and sales leadership roles over the next 17 years. In 1982, he became the CEO of System Development Corp., a subsidiary of IBM Japan, and joined the board of CSK/Sega. He is the author of several publications on systems and project management. He has a bachelor's degree from Kyoto University in Japan.



Mei Lin Fung, CEO of MLF Associates, Inc., was an early pioneer in CRM. She was the business analyst for the first integrated sales and marketing application, envisioned by Tom Siebel at Oracle in 1988. During her career, Fung worked in assembler programming, as a customer marketing engineer, as a division controller and in marketing operations at Shell, Intel and Oracle. She was managing director for Waincott Venture Partners. From 2001 to 2004, she worked with Douglas Engelbart, the inventor of the computer mouse, on next-generation community technologies. She holds a master's degree in management from MIT.



Paul Greenberg is the president of the 56 Group, LLC, an enterprise applications consulting services firm focused on CRM strategic services. He is the author of the best-selling *CRM at the Speed of Light: Capturing and Keeping Customers in Internet Real Time*. His book, *CRM at the Speed of Light: Essential Customer Strategies for the 21st Century*, now in its third edition, is in eight languages and has been called "the bible of the CRM industry." Previously, Greenberg was the executive vice president of Live Wire, Inc., a Massachusetts-based enterprise applications staff augmentation company. Earlier, he was vice president of marketing for Atlantic Duncans International (now Optimos), and he served as the director of strategic relations for Nexgen Solutions, Inc. Greenberg lives in Manassas, Virginia, with his wife and two cats.



Graham Hill is a principal at Sophron Partners, a specialist Customer Value Management consultancy based in London. He has more than 20 years experience in all aspects of customer-driven change program for clients in the aviation, automotive, telecom and financial services industries and in the public sector. He is also the Customer Value Management guru at CRMGuru.com.



IT enterprises. Rance was the managing director of Customer Centricity Ltd., a consultancy he established in 1988 to help organizations increase their business performance through improved customer management. Customer Centricity later merged with Round. Rance has earned an international reputation as a challenging conference speaker. He escapes to his 14th century manor house in North Yorkshire whenever he can and sometimes goes from there to his golf club to indulge his other passion.



Rafael Rodriguez is founder of Focused Management Colombia, based in Bogotá. His firm specializes in CRM, Balanced Scorecard and Activity-Based Costing. Rodriguez has extensive experience in leading people, project teams and businesses. He began his consulting career after 25 years of work in the media and telecommunications, in the commercial, international and public sectors. Rodriguez has worked in Colombia, Chile, Peru, Nicaragua and the United States. He served as an IT consultant for the Pan American Health Organization. In his early professional days, he worked at the World Bank and returned to Colombia to become IS director and later planning manager of a major public utility.



Bob Thompson is CEO of CustomerThink Corp., an independent customer relationship management (CRM) research and publishing firm, and founder of CRMGuru.com, launched in 2000 and now the world's largest CRM industry portal, with more than 200,000 members. Thompson specializes in CRM strategic planning and research. Since 1998, he has researched the leading industry trends, including how CRM concepts can be applied to extended enterprise relationships. He is frequently published and quoted in industry publications such as *BusinessWeek*, *InformationWeek* and *Computerworld* and speaks at conferences and seminars worldwide. Before starting CustomerThink, Thompson had 15 years of experience in the IT industry, including positions as business unit executive and IT strategy consultant at IBM.



Barry Trailer has consulted with companies with complex B2B sales for more than 20 years. He is formerly president of Miller Heiman, a sales methodology company, and past president of the GoldMine Division of FrontRange Solutions, a CRM company. Together with partner Jim Dickie, Trailer conducts primary research on sales effectiveness at CSO Insights, a research firm that specializes in benchmarking how companies are leveraging people, process, technology and knowledge to optimize the way they market and sell to customers. CSO Insights produces case studies, white papers, special research studies



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- ・川崎市はNTT東日本が落札 (2005-4-19)
- ・川崎市入札公表コンタクトセンター運営業務委託 (2005-3-6)
- ・東松山市CRM+GIS「市民の声システム」を稼働 (2005-3-6)
- ・市川市もコールセンター構築 (2005-3-6)
- ・京都市コールセンター委託業者公募の公告 (2005-3-1)
- ・コミュニティFMとのコラボ速報 (2005-2-28)
- ・札幌市コールセンター近況 (2005-2-28)
- ・マーケティング情報の地域活用 (2005-2-22)
- ・政令市コールセンター担当者ML (2005-1-24)

新着リンク

- ・逗子市すぐやるコール (2004-11-21)
- ・オーストラリアの行政CRM (2004-11-13)
- ・さいたま市電子会議室設置 (2004-8-19)
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- ・Sapporo Citizen Contact Center (2004-8-2)
- ・岡崎市「教えてバンク」と「教えてコール」 (2004-7-3)
- ・山梨県電子申請ヘルプデスクの事例紹介 (2004-6-30)
- ・CRM協議会 (2004-6-28)
- ・問い合わせ業務(CTI,音声認識、その他) (2004-6-17)

フォーラムでの最近の話題

最も読まれたニュース

- ・自治体コールセンター研究会を始めました! (1703)
- ・住民の質問に24時間対応 長崎でコールセンター実験 (1432)
- ・杉並区コールセンター実験続報 (1218)
- ・札幌市コールセンター最新情報 (1078)
- ・長野県がコールセンターの検討組織を新設 (1035)
- ・京都市がコールセンター検討開始! (993)
- ・杉並区で実証実験開始・足立区は督促センター好調 (922)
- ・横浜市コールセンターが3区でモデル事業開始 (809)
- ・札幌市コールセンター利用者満足度★最新調査結果 (804)
- ・年末のコール数、予想以上の伸び! (769)

トップリンク

- ・横浜市コールセンターPR (768)
- ・自治体職員有志の会 (561)
- ・札幌市コールセンター (455)
- ・岡崎市「教えてバンク」と「教えてコール」 (344)
- ・板橋区区民の声収集・FAQシステム (290)

トップページ

本サイトの主旨

先進的
アウトソーシング事例

北海道札幌市

福島県会津坂下町

神奈川県横浜市

石川県加賀市

三重県桑名市

京都府町村会

大阪府

広島県庄原市

福岡県久留米市
福岡県宗像市

先進的アウトソーシング事例紹介マップ



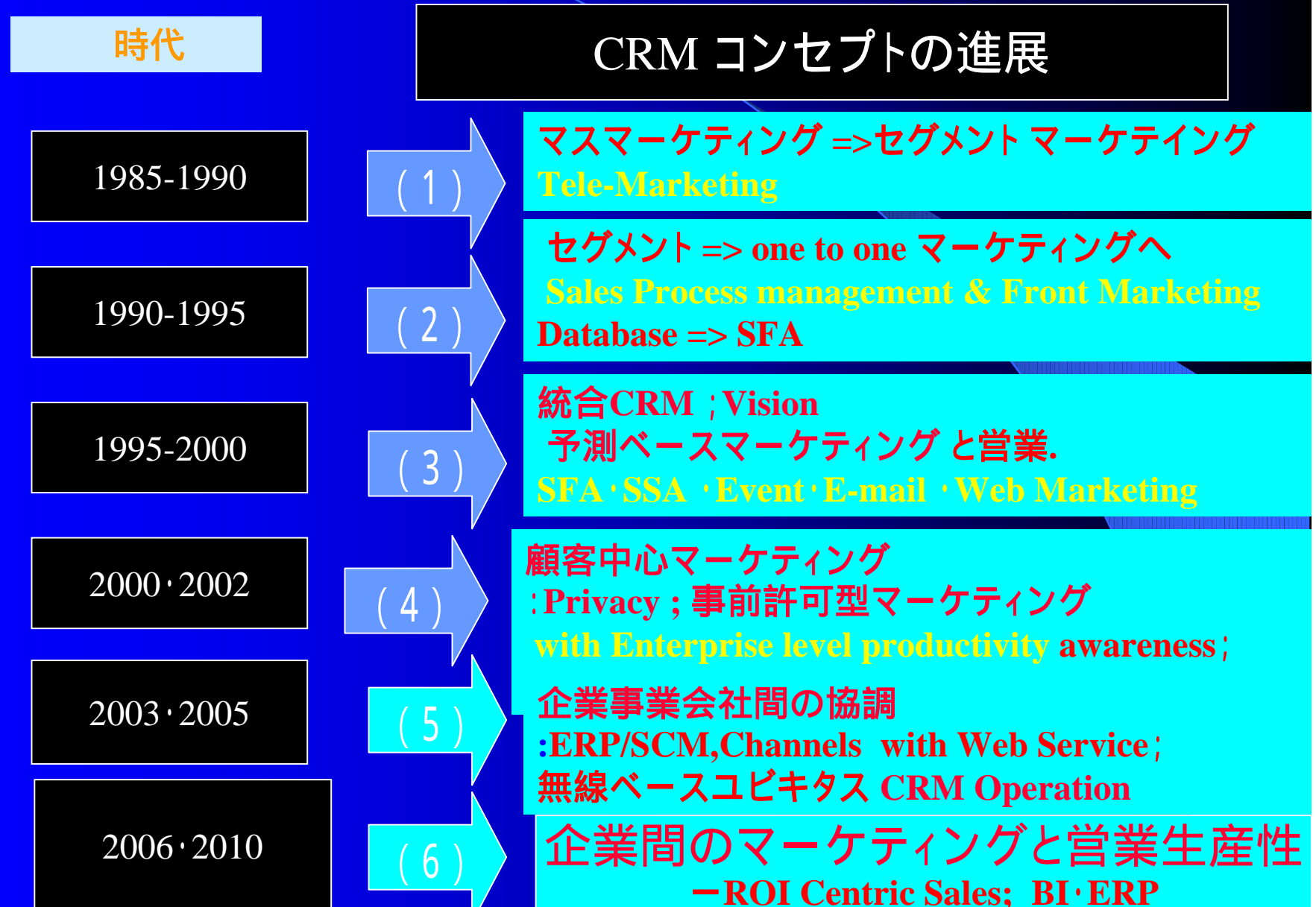
先進的アウトソーシング事例とは…

全国の地方公共団体において行われている、効果的なアウトソーシング（外部委託）事例をさします。つまり、

- (1) 顧客（＝住民）主義に基づく競争原理の導入
- (2) 業績、成果に基づく評価
- (3) 政策の企画立案の実施執行の分離

といった、NPM（New Public Management）の考え方に基づき、より効率的で質の高い行政サービスを提供している、地方公共団体における先進的な事例であると言えます。

CRM その成長と挫折：未来への着実なステップ

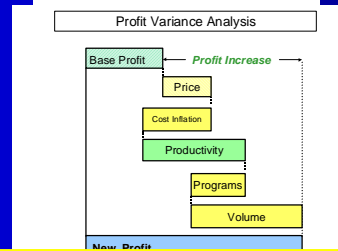
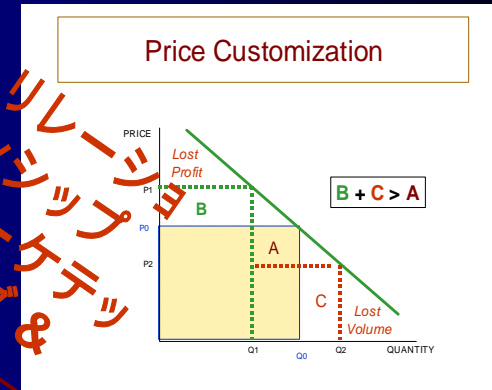
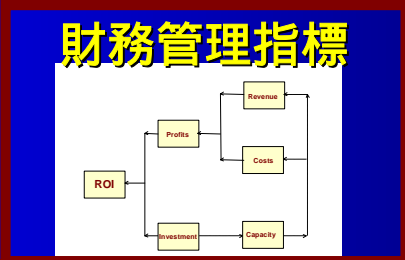
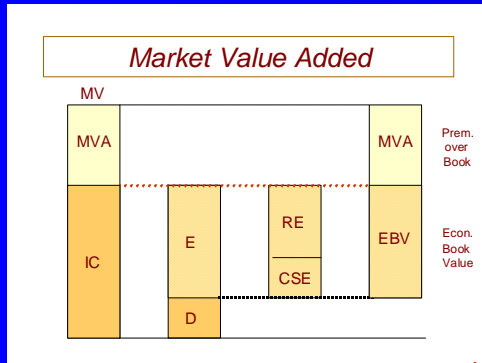


CRM 主な買収、合併等

年月	買収された会社	買収した会社	金額
2003.9	オラクル・ PeopleSoft敵対買収	Oracle	July18 \$ 7.7B
2003.7	Peoplesoft、JDE買収	Peoplesoft	\$1.7 B
2002.7	Navision A/S	Microsoft	\$1,450M
2001.10	KanaとBroadbaseが合併		\$71M
2001.6	Remedy	Peregrine Systems	\$1,080M
2001.4	Quintus(CRM)	Avaya(CTI)	\$60M
2001.3	Interact Commerce	英Sage	\$263M
2001.2	Brightware(Channel)	Firepond(CRM)	\$23M
2001.1	WebTrends(Web Analytics)	NetIQ(Network)	\$1,000M
2000.12	Great Plains	Microsoft	\$1,100M
2000.12	Clarify(CRM = \$ 1 8 0 M)=12倍	Nortel(Telecom)	\$2,100M
2000.12	Continuity (interaction mgmnt)	DELANO (marketing mgnt)	\$18M
2000.9	Servicesoft	Broadbase(CRM)	\$645M
2000.2	Silknet	Broadbase(CRM)	\$4,000M
2000.1	Vantive(CRM = \$ 1 8 0 M)=3倍	PeopleSoft(ERP)	\$560M
1999.9	WebTrends	CISSCO(Network)	\$225M

ROI – PDCA (Plan Do Check action)

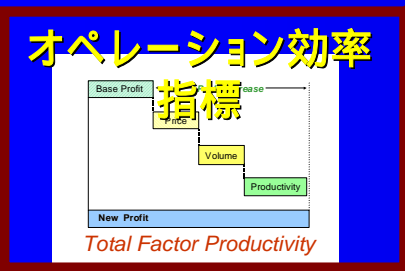
バランスド スコアカード



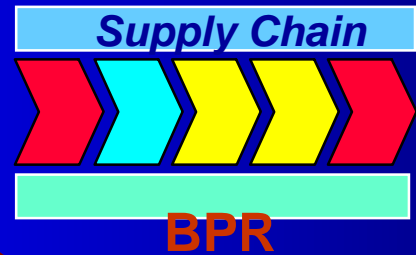
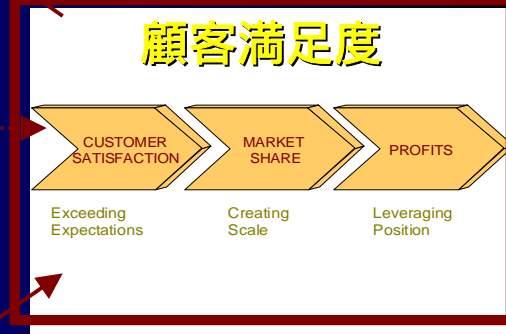
EVA / MVA

マルチプル
インゲ
&
PC

CQFS



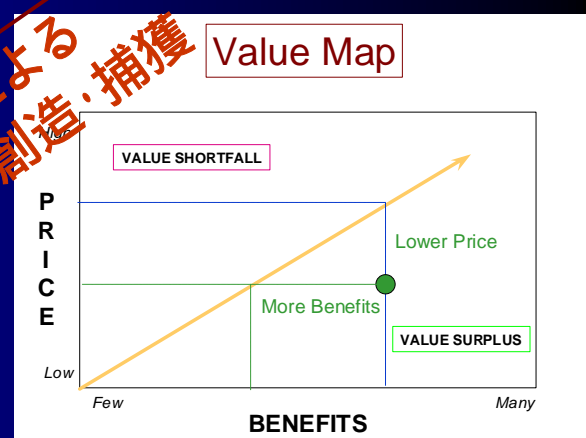
アクティビティ・プラクティス管理
プライスカスタマイゼーション



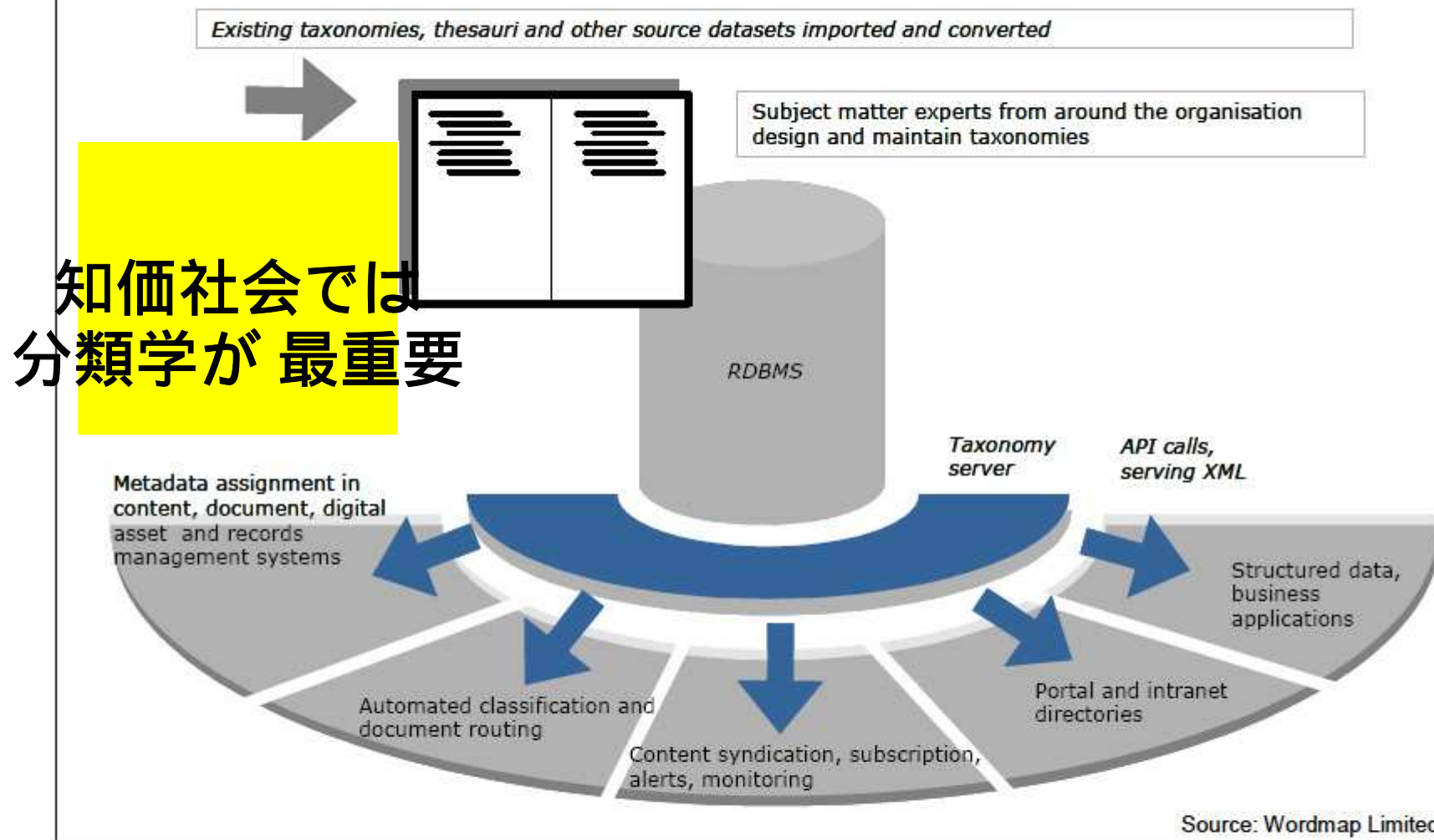
QFD		Engineering characteristics					Customer Requirements						
Importance to Cust		Energy needed to close	Door seal resistance	Close force on latch	Energy needed to open door	Account. Trans.	Weather resistance	Competitive evaluation					
Easy to close	2	⊙	○	○	○	○	○	X = Us	1	2	3	4	5
Stays open on a hill	1			⊙				A = Comp. A					
Easy to open	3			○	⊙			B = Comp. B					
Doesn't leak in rain	1			○	⊙			(5 is best)					
No road noise	2			○		○		1	2	3	4	5	
Importance weighting		10	8	8	8	8	8	Relationships:					
Target values		Reduce energy to close	Maximize current level	Reduce force	Reduce energy to open door to 7.5 lbf.	Maintain weather resistance	Maximize current level	⊙ Strong +3					
Technical evaluation (5 is best)		5	4	4	4	4	4	○ Medium +2					
		3	3	3	3	3	3	△ Small +1					

製品プロセス
創造革新

STP による
価値創造・捕獲



An Enterprise Taxonomy Server Architecture



知価社会では
分類学が最重要

Illustration 1. An enterprise taxonomy server manages the content categories that are used by enterprise portals, enterprise content management systems, and other kinds of enterprise applications. Most importantly, the terminology and categorization is managed centrally. The taxonomy server provides tailored views of the content categories through API calls serving XML elements.

CRMと先端IT技術の流れ

—JF views

- 1st Phase; CIS (顧客情報システム)
- 2nd Phase; CTI: コンピュータテレフォニー
- 3rd Phase; データ分析・ビジネスインテリジェンス
- 4th Phase; E - メール & ウェブとE-コマース
- 5th Phase; 無線 & Web サービス (SOAP・XML)
- 6th Phase; SCM/ERP をまたがった Measurements
- 8th Phase; オンデマンド サービス & SOA
- 9th Phase; **Security & Privacy & Taxonomy**
- 10th Phase; **Architecture , Best Practice Library, Governance**

TOGAF; ITIL; COBIT (Control Objectives for Information and related Technology)

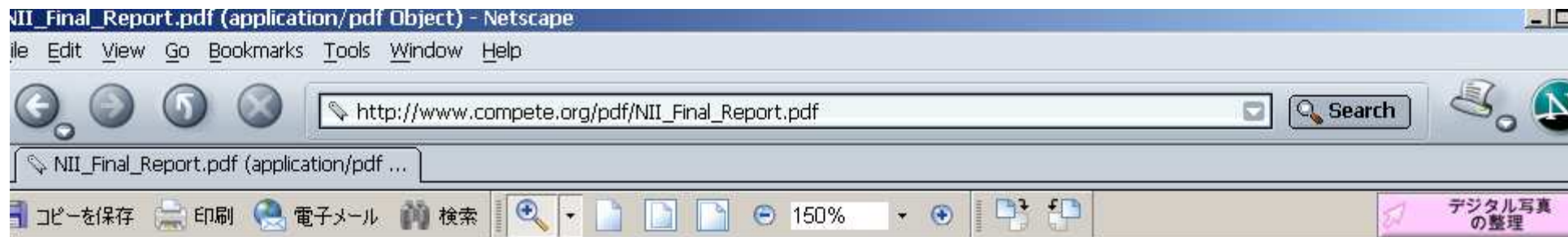
11 th – on ; RFID, E-Card with wireless & Bio ID

「ITガバナンスの成熟度モデル」

COBITは、ITの企画から運用に至るまでのフローを4つ管理プロセスと34のITプロセスとして定義し、それぞれのプロセスについて、**KSF(主要成功要因) / KGI(重要目標達成指数)・KPI(重要業績達成指標)**とその成熟度レベルを6段階で定義する。

ITIL (IT Infrastructure Library)

- 90年英国政府機関は標準ITIL (IT Infrastructure Library) の導入した。 ITILとは英国政府機関 (OGC: Office of Government Commerce) によって作成された、ITサービス・マネジメントに関するベストプラクティスをまとめた一連の指導書です。
- 英国ではユーザーがベンダーに入札仕様書RFP (Request For Proposal) を書くときにITILの適用を要求するケースが一般化しており、米国でも1995, 6年からITIL活用が本格化しているといわれている。



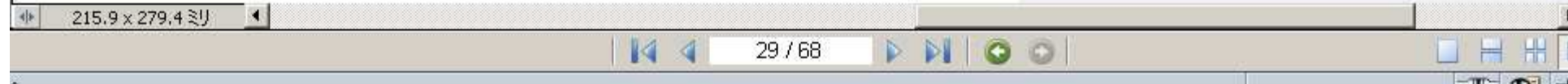
IV - NII GOALS AND RECOMMENDATIONS

Figure 5

Skill Sets Have Shorter "Shelf-Lives" – IT Skills Shift from "Hot" to "Cold" at a Quick Pace

2000-2001 Skill Shift			
2001 Rank	2000 Rank	Skill	Movement
1	3	Unix	▲
2	2	C++	No change
3	1	Java	▼
4	5	SQL	▲
5	6	Visual Basic	▲
6	4	HTML	▼
7	12	C Language	▲
8	8	Oracle 8/8i	No change
9	7	SQL Server	▼
10	10	Microsoft ASP	No change
11	9	Windows NT4	▼
12	n/a	TCP/IP	NEW

2001-2002 Skill Shift			
2002 Rank	2001 Rank	Skill	Movement
1	n/a	Unix/Tornado Development	NEW
2	1	Unix	▼
3	3	Java	No change
4	n/a	COM (Microsoft)	NEW
5	4	SQL	▼
6	n/a	Development Life Cycle for Software	NEW
7	n/a	Develop Design Specs	NEW
8	n/a	Dev. Programming Code to Spec.	NEW
9	n/a	Dev. SW Architecture	NEW
10	n/a	Dev. Methodology and Procedures	NEW
11	n/a	Project Leadership	NEW
12	2	C++	▼



技術なくして革新は無い。
ただし、技術は テコであり生産
性向上の倍数ファクターである。

- 何をどうしたいのか？
- 営業売り上げ向上？
- 利益の向上？
- 顧客満足度向上？
- 何を売り何をサービスしたにしても買った顧客は払ったコストの何倍の利益を得たのか？
- 売る前その価値を知るべきだ。

だからどうすべきなのか？ 皆さん、自己防衛に自信があり ますか？

- 自信が無い。
- 誰も、自分の成功例も失敗例も出してくれない。
- だから、困った人たちが集まって、CRM協議会に入会して、情報をメンバー間で共有しよう！

2004年活動概況

- 継続的パートナー；商工会議所・フジサンケ－Bi
- 新関西本部・支部の開設
- ー北海道・九州地区活動
- 2004年度ベストプラクシス賞の選定・贈呈
- 2004年度ベストプラクシス白書の発刊
- 海外フォーラム参画：
- グレーター中国CRMサミット

2005年活動計画

- CRM協議会講師認定プログラムの本格実施
- 新支部の開設
 - ー中部・東北・四国など
- 2005年度ベストプラクシス賞の選定・贈呈
- 2005年度ベストプラクシス白書の発刊
- 海外フォーラム参画：
 - 米国CustomerThink Summit
 - グローバルCRM研究会の発足
 - 自治体CRM研究会の発足

ご静聴感謝します。
ぜひ一緒に勉強しましょう。

- CRM協議会理事長 藤枝純教
- (グローバル情報社会研究所 代表取締役社長)