The Model of Creation of Customer Relationship Management (CRM) System

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The article analyses client relation management system by disclosing the role and place of relation marketing in formation of CRM theoretical foundations. It reveals the support of customers' (organisations or individual persons) and supplier's (industrial organisations or service organisations) relationship based on trust, cooperation, power distribution, communication, commitment, dependence and other features as well as the development of customers' loyalty.

The application of relationship marketing theory (model) in the narrower CRM conception is simply inevitable because customer relationship management cannot be only the illustration of the relationship, it is more important to perceive relationship management and development.

The system of customer relationship management is presented as the system that integrates management of customers' groups, establishment and management of marketing companies by indicating the benefit of CRM system for customers and enterprise's employees.

CRM – is everything what it is related to satisfaction of customer's needs. What actions are needed to start creating the CRM system? It is necessary to start from the review of the following questions: what and how you are ready to present to your customers, what they expect from you and more than expect. Only afterwards it is necessary to choose necessary technologies, which can help you.

The article analyses variants of CRM management system creation by reviewing different models of CRM creation, the analysis of which allowed envisaging typical elements of CRM model formation or stages of implementation process.

Comparative analysis, inductive method was applied for the review and analysis of CRM models. The formed CRM implementation model integrates the elements of creation, strategy and implementation, which allowed to prepare the structured model.

Keywords: relationship marketing, CRM, CRM models.

Introduction

In developed countries the change of business processes are distinguished in the twist (orientation) to a customer. Enterprises base their actions in the market not on "suspicions" or "experience", but on knowledge that is acquired by analysing customers' data. However knowledge-based activity of an enterprise is possible only when having processed the data on their basis motivated decisions to find, attract and keep customers are taken. This explains why at present it has particularly become fashionable to speak about CRM or the principles of customer-oriented management.

First of all, customer relationship management means "the start of a dialogue with a customer", which later on is converted into enterprise's profit and finally it means enterprise's survival in the competition. Thus CRM gets into the market as the system based on (implemented together with) information technologies frequently not evaluating advantages of direct communication of people.

The CRM system really implemented per se does not guarantee the change of enterprise's activity processes; an enterprise does not become customer-oriented automatically, and the very customer does not become more loyal or more beneficial for the enterprise. Western researchers (Linoff, 2004) assumed that 80% of such decisions' implementations failed, i.e. they do not prove at enterprises; the reason for this is that most frequently there is no clear plan of actions or competence to implement it. Thus the **problem** of this scientific article is to ascertain whether it is possible to prepare a model of customer relationship management system, which would guarantee its successful implementation.

The aim of the article – is *to prepare the theoretical model of customer relationship management system implementation referring to the theory or relationship marketing and models suggested by CRM system formation.*

In order to achieve the aim the following objectives were set*:*

1. to disclose theoretical aspects of customer relationship management by referring to relationship marketing conception;
2. to prepare methodological premises for purposive formation of CRM model;
3. to construct a theoretical model of CRM implementation.

Main methods of the research: analysis of scientific literature, comparative analysis and inductive method of the research. The analysis of scientific literature allowed to reveal and theoretically found the suitability of relationship marketing conception for CRM system formation. By comparing different CRM models and applying the inductive method a theoretical CRM formation model was designed. The theoretical CRM model requires more precise substantiation, thus its components have to be approbated in the process of practical activity and this would allow better generalisation of model's suitability.

Relationship marketing as the basis to form CRM

The interest in relationship marketing emerged only in the second half of the XX century. The first to mention relationship marketing was. Berry L.L. in 1953 (Bagdoniene,

2004) (though he did not mention the content of the notion). Only in the 90s serious scientific works by Christopher et al. (1991), Morgan and Hunt (1994), Christopher, Payne, Ballantyne (2000), Gronroos (2001) appeared. One of the authors who presented the broadest definition of relationship marketing was Gummesson (1999), who referring to the 30S model analysed possible relationship, into which an enterprise and their interested partners got involved.

Constant changes in the market, development of service market sphere as well as limitation of traditional marketing conception (it does not analyse how to sustain long-term relationship with customers and other participants of the market) were the premises for the formation of a new marketing paradigm. As the market relationship is changing, new forms of the change of competitiveness, customers' needs satisfaction and individual random interaction into long-term relationship with suppliers, customers, competitors and other participants of the market were searched for. The support of long-term relationship becomes a central axis of marketing, and the literature analysing relationship marketing points out that customers make the greatest influence upon marketing solutions. Marketing is not any longer perceived as business activity system including only the projection and creation of goods and services meeting customers' wishes, price-fixing and support as well as distribution in the markets. It is a more complicated process, which emphasises not only marketing mix elements, but also maintenance, support and strengthening of relationship with other market participants (Bagdonienė, Hopenienė., 2004).

Referring to Gronroos (1996), Morgan and Hunt (1994), Sheth (1994) as well as Ballantyne (1994), the essence of relationship marketing is based on the support of customers' (organisations or individual people) and supplier's (industrial organisations or service organisations) relationship based on trust, cooperation, power distribution, communication, commitment, dependence and other features as well as development of customers' loyalty.

Referring to the suggestion of Wilson (1995), Žvirelienė (2006) on the model of relationship marketing research and its application on the level of applied researches, it is possible to state that it might be applied for CRM conception as well. The application of relationship marketing theory (model) in the narrower CRM conception is simply inevitable because customer relationship management cannot be only the illustration of the relationship, it is more important to perceive relationship management and development.

One of the main principles of relationship marketing is orientation to a customer, i.e. detection of customers' needs, appropriate reaction to them and their preservation because to attract new customers is more expensive. Relationship principles should be applied where expenditure of customers' indraft and preservation can be precisely identified. It can present valuable information about the expenditure of service use (buying) experienced by customers, changes of customers' number, and changes of each customer's service application.

One of the ways of customers' demand formation and cognition (business conceptions) is customer relationship managements (CRM). CRM notion as well as relationship marketing has a lot of definitions.

CRM is everything what it is related to satisfaction of customer's needs. It is necessary to start from the review of the following questions: what and how you are ready to present to your customers, what they expect from you and more than expect. Only afterwards it is necessary to choose necessary technologies, which can help you. Technologies are only an instrument, a technical solution, which will automate sales process.

Dick Lee (2000) state that CRM is perceived as "chain reaction", which is caused by new strategic initiatives of communication with a customer when high level of information technologies' development and constant customer's need to get better quality of service are achieved. Thompson (2002), "CRM Guru", explains the definition of CRM: in big business, even if it consists of only several persons, there is no collective mind till all information is not saved by different media; and having saved it, it should be presented to "appropriate people" "at appropriate time". For this purpose personal computers, software, and the Internet are necessary.

In the aspect of information technologies CRM is understood as the complex of software and technologies, automating and performing business processes in the following areas: sales, marketing, service, and customer support. The software helps to coordinate the activity of departments interacting with customers (sales, marketing, service and support), as well as to coordinate different channels of communication with customers: individual communication, telephone, the Internet. The software also presents information about a customer for the mentioned departments in order to better meet his/her needs. At present in most organisations sales, marketing and customer support (customers' activity observation and sales organisation as well as relationship support after sales) function as independent departments. Common activity often is not coordinated. In this case CRM creates common platform of communicating with a customer.

Customer relationship management system is the system that integrates management of customer groups, establishment and management of marketing companies. Thus in summary it is possible to state that customer relationship management is:

- multimedia that guarantees the integration of all technological resources used in a company and activity fields related to customers;
- first of all it is business strategy meant for development of customer relationship; and its results optimise profitability, income and meeting the needs of customers;
- meant for maximum personalised satisfaction of customers' needs.

Companies that manage customer relationship acquire such customers who are useful in another indirect meaning of getting profit. The clients who help to popularize the company, its activity and offered products or provided services are very important. Well-organised and successful strategy of customer management guarantees that a client will be more indulgent if a misunderstanding takes place as well as he/she will be more indulgent if he/she was not

fully satisfied with the quality of service or product. Due to such cooperation the situation, in which both parts win, occurs:

1. A customer because he/she gets a qualitative service or product.
2. An organisation because it gets profit and has a reliable client.
3. An organisation can easier and more appropriately serve a customer when he/she is well-known, his/her needs and tastes are known.

Figure 1 presents the scheme of relationship marketing, which shows what important place in CRM system customer understanding as well as appropriate information about him/her should take.
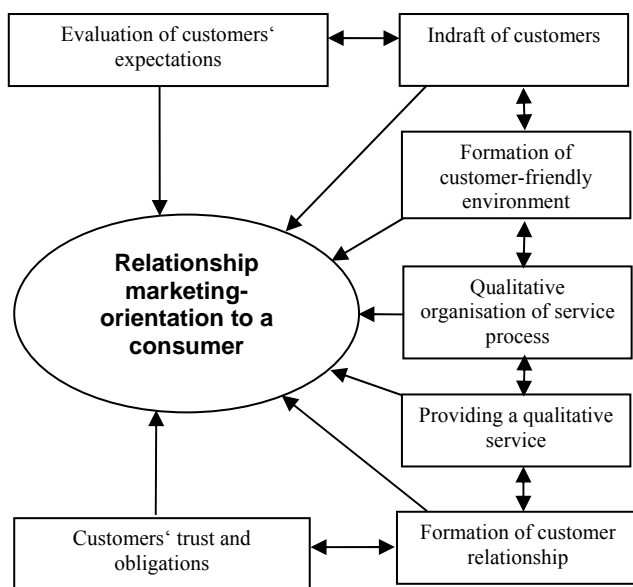
Figure 1. Coherence of relationship marketing and CRM elements

Customer relationship management (CRM) can help to select the most useful clients for an enterprise. Enterprises most frequently feel who their main customers are, but only some use systematised media of customers' stimulation, loyalty development. Collected data about consumers later become knowledge, and the latter determines profit for an enterprise. However the enterprise's activity can be based on such knowledge only when the data are processed and on their basis motivated decisions to attract or sustain customers are taken. Of course, it is necessary to possess special media, by means of which it is possible to perform the mentioned actions and which simplify the very decision-making.

At present most organisations recognise evident benefit of CRM and almost every enterprise either use certain CRM technologies, supporting their business, or evaluate specific benefit of CRM technology and plan its future realisation.

The achieved higher profit is the main **benefit** of CRM systems **for proprietors**, i.e.:

1. *Costs decrease:* increased total effectiveness, an automated process of sales, service and marketing companies; decreased costs of customers' management, automated routine work.

2. *Income increase:* greater quality of sales and services, management of customers' possibilities and problems (incidents, enquiries), better ratio of sales.

Benefit of CRM systems for a customer: to get an offer in an appropriate form when it is necessary and what it is necessary, to be appropriately served, to feel important, to be informed in time, a possibility to choose a service channel (self-service, full service).

Benefit of CRM systems for an employee: The system has to be a friend; it helps to fulfil more activity during the same time, and a higher salary is related to it; the feeling of self-control, a possibility to show oneself as leader and sound competition emerge.

CRM can be implemented within enterprises independent of enterprise's size or amount of goods or services selling; both within small, and big enterprises that value the quality of customer's service, his or her loyalty, less sensitivity for price changes and that recognise that to attract a new customer is much more expensive than to sustain the present one. *CRM decisions are reasonably interesting for, namely:* retail networks, telecommunication operators, banks, insurance companies, travel agencies, advertising and public relations agencies, and wholesale and logistics enterprises possessing a lot of customers.

Methodological premises of CRM model formation

Creation of customer relationship management (CRM) system is a complicated process. Different authors present a lot of variants of creation (implementation) of CRM management system. Table 1 presents 13 CRM models offered by different authors. The table shows components or process stages of CRM models.

Different authors distinguish similar **CRM model formation elements or stages of its implementation process,** which cannot be superposed because each author, according to his/her opinion, adds some important element. For example, it is possible to notice that most authors Lindgreen (2004); Dwyer, Schurr, & Oh (1987), Evans & Laskin (1994), Wilson (1995); Curry and Kkolou (2004); Atos Origin Company (2007); Reichheld, (1996); „Future Lab Business Consulting" (2003)) start from the stage of planning, i.e. evaluation of the situation at an enterprise, setting of strategy, vision, goals and objectives. According to Borys & Jemison (1998), Dwyer, Schurr, & Oh (1987) and Wilson (1995), CRM formation process consists of three important parts:

1. setting of CRM goal (and/or objects) (e.g. to increase effectiveness);
2. choice of a team (or partners);
3. choice/creation of programs (relative schemes of activity), meant for customer relationship management.

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Table 1

CRM models and their structure by different authors

Authors	Structure of CRM model
Wilson (1995), *Evans & Laskin (1994);* *Parvatiyar, Sheth, (2001)*	**CRM model involves four stages of the process, consisting of four subsystems:** • process of customer relationship formation • process of relationship administration and management • relative process of activity evaluation • process of CRM evaluation or improvement
Reichheld, (1996)	**CRM model involves the following elements:** strategy, processes, competence, culture, organisation, measurement methods and information technologies
Oligvy One/Qci (2001)	**Model structure of CRM creation:** • Analysis, evaluation of a current situation • Preparation of a project/plan • Technologies • Employees and an enterprise • Processes • Management of customers • Effectiveness measurement • Experience of customers
Winer (2001)	**CRM process in respect of marketing** is divided into the following elements: • Creation of customers' data base • Analysis of data base • Analysis and decisions for choosing customers (segmentation) • Choice of customers • Making of contacts with selected customers • Result • Measuring of CRM program success
Institute of Direct Marketing (2002)	**CRM implementation elements:** 1. *Investment:* to invest subject to customer's value; 2. *Intercourse:* to improve customers' relationship of all types; 3. *Reputation:* to be an ethical and reliable partner; 4. *Suitability:* to appropriately serve each customer of the community; 5. *Value:* first of all to create long-term value of a service or an item, and later – tactical value; 6. *Contacts:* to manage relationship at all possible contacts; 7. *Imagination*: to understand and to form customer's imagination; 8. *Cognition:* to evaluate and to know a customer; 9. *Technology***:** to perfectly know and apply technology; 10. *Intermediation***:** to cater for a customer, employee or enterprise
Lindgreen (2004)	**CRM model involves the following main elements:** evaluation of a situation, analysis, strategy formulation and implementation
Chen, Popovich (2003)	**CRM implementation model consists of** technologies, processes, people
„Future Lab Business Consulting" *(2003)*	**Hexagonal star model is presented:** it consists of strategy, processes, structure, employees, technologies, activity and management
Curry and *Kkolou (2004)*	**CRM stages**: strategy, implementation (implantation), system of measurements, plans of an enterprise, technologies
Jason (2004)	**Factors of CRM strategy creation:** 1. Each client is a unique personality, thus it is necessary to analyse his/her needs and features; 2. Modelling of current and potential activity segments; 3. Creation of discounts and actions for the most valuable buyers in order to pay attention and offer discounts; 4. Reform of enterprise's technology activity in order to implement closer cooperation of a firm and its customers

Table 2

CRM models and their structure by different authors (continued)

Authors	Structure of CRM model
Sin,, Tse and *Yim (2004)*	**Basic elements of CRM:** • Focus on a basic customer • CRM structure • Knowledge/data management • CRM based on technologies
"PHS Management Training" (PHS *Associates Ltd subdivision)(2007)*	**CRM model consists of the following four components**: • Identification of customers • Ways of contact making • Internal information • External information
Atos (2007)	**CRM cycle process consists of**: • Planning process (strategies, visions, setting of goals) • Process of communication with customers • Process of information collection • Analysis of collected information

(2003)) start from the stage of planning, i.e. evaluation of the situation at an enterprise, setting of strategy, vision, goals and objectives. According to Borys & Jemison (1998), Dwyer, Schurr, & Oh (1987), Evans & Laskin (1994), Heide (1994) and Wilson (1995), CRM *formation process* consists of three important parts:

1. setting of CRM goal (and /or objects) (e.g. to increase effectiveness);
2. choice of a team (or partners);
3. choice/creation of programs (relative schemes of activity), meant for customer relationship management.

Having chosen CRM program, *the stage of relationship administration and management* has to be considered, it involves the following decisions: creation of team structure, distribution of functions, communication, intercourse, process planning, and motivation of employees as well as supervision of process course. In the third stage of *activity evaluation* it is necessary to set goals, which are to be attained, i.e. what strategic, finance and marketing goals will be. Customers' loyalty and satisfaction are among basic marketing goals. The last *stage of CRM development* ends in actions of CRM support and improvement.

A simple and clear CRM model is presented by Sin, Yim (2005); it presents four elements groups (see Fig. 2): consumers (customers) characteristics, management of knowledge/data (information about customers), CRM structure (organisation structure, organisation obligations, sources, human resources, etc.) and CRM substantiation by IT technologies.

According to *Jason (2004),* each customer is a unique personality, thus it is necessary to analyse his or her needs and features. It means that it is necessary to accumulate at least little information about a customer, to possess his or her contact information, work profile and main wishes. The author also assumes that certain reorganisation of an enterprise is necessary. If the level of customer service is not developed sufficiently, customer relationship cannot be managed effectively. For this purpose it is best to acquire the program of contact management, which permits to accumulate information about customers as well as to perform the analysis of accumulated information. Software is one of the means enabling the reorganisation of company's activity for the benefit of customers and enterprise.

Summarising all CRM creation models, their formats, it is possible to state that the diagnosis (analysis) of enterprise's customers is a primary stage when creating CRM system. Having analysed the most useful customers of an enterprise, it is advisable to prepare the appropriate program, which would contribute to the strengthening of current relationship in every way possible.

Four actions should be applied in order to reinforce and strengthen customers' relationship:

1. Identification of individual features, wishes of each customer.
2. Modelling of current and potential purchases.
3. Creation of business plans and strategies beginning with the most profitable projects.
4. Reorganisation of enterprise's activity is necessary for creating closer relations between the enterprise and a customer (Kuprys, 2005).
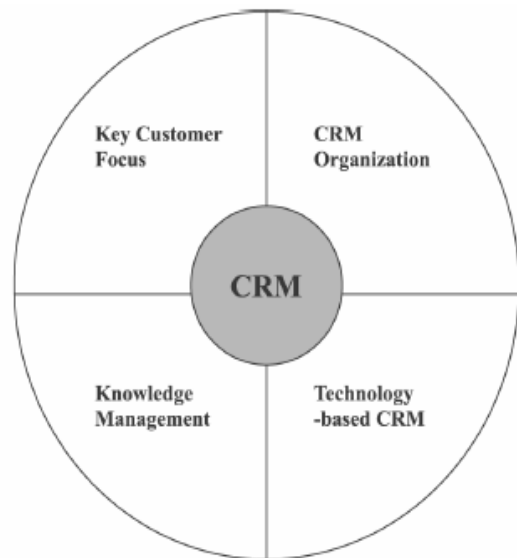
Figure 2. Four elements of CRM system (adjusted according to Sin, Tse, Yim., 2005)

Summarising viewpoints of various authors, it would be possible to highlight that in order to successfully implement CRM, it is necessary to balance and integrate technologies, processes and people. These elements are closely related to enterprise's strategy, processes of technologies, and processes of integration of overlapping functions as well as orientation to basic customers.

When forming CRM system, the authors faced the dilemma how to appropriately choose structural elements of the system that would show the existence of the system, as well as it would guarantee its implementation. Thus, by constructing the theoretical model, first of all priorities of functionalism and implementation against the creation strategy were searched for, but of course by not eliminating the latter components.

Theoretical model of CRM implementation

Referring to standpoints of many authors on the creation of the customer management system, and having analysed the structure of CRM models presented by them, the following stages and elements of CRM model formation were chosen:

1. CRM strategy and evaluation of current situation within an enterprise. Before starting the implementation works of CRM, the audit of current situation should be performed, i.e. skills of the work with customers, wrong decisions and failures, competitors, partners, customers are analysed as well as enterprise's needs to establish CRM system are also identified.

The CRM strategy is the basis for the creation and implementation of customer relationship system, thus this element in the model is seen behind the borders of the system but not eliminated.

2. Formation of CRM system: customers, their segmentation. The task of each enterprise is qualitative cost-effectives and profitable service of customers. In order to attain the goal, it is necessary to pay more attention to such value - creating means related to customers' service as
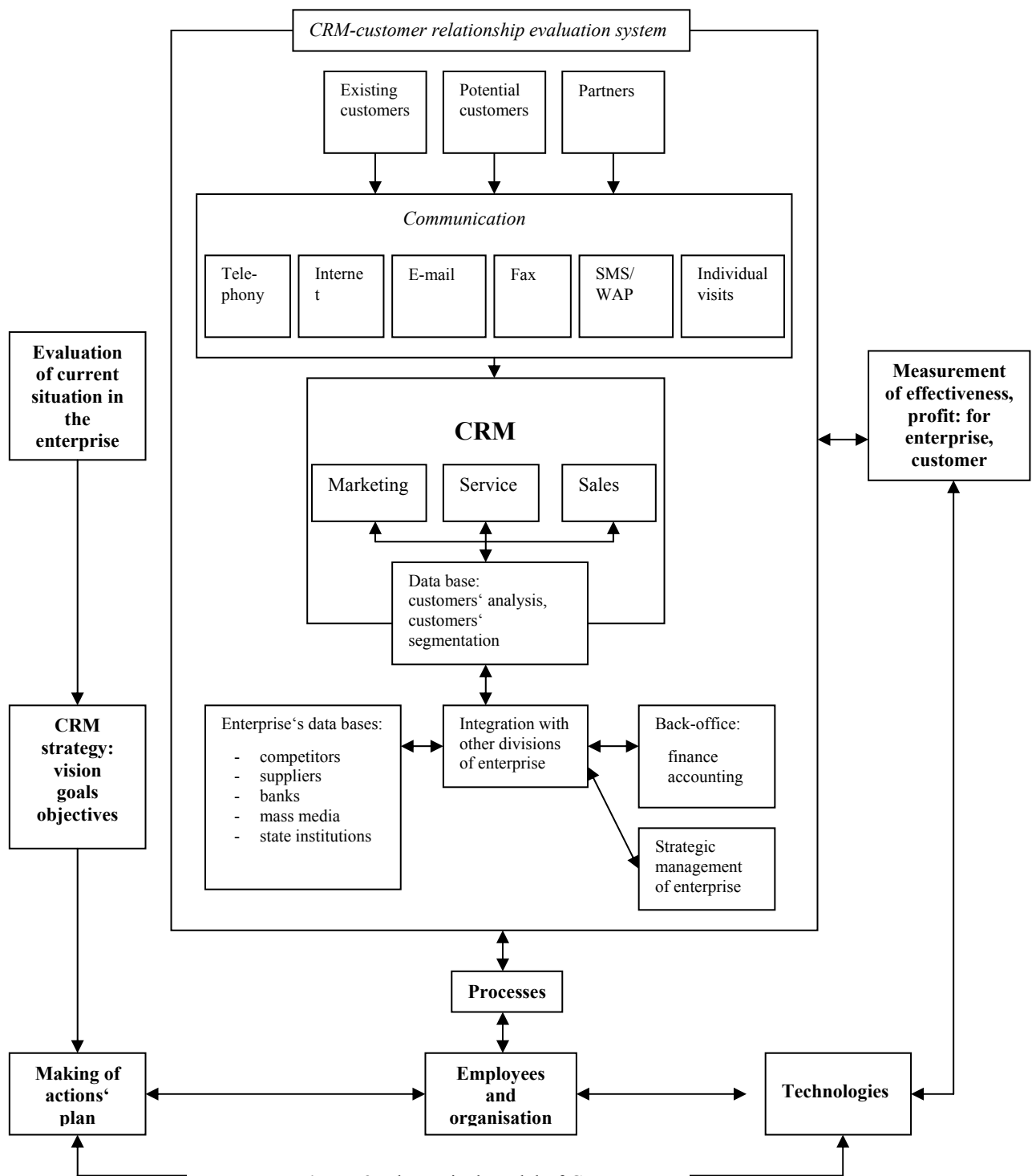
Figure 3. Theoretical model of CRM

selling development, loyalty development, data collection, customers' segmentation, customers' service when the enterprise itself initiates it, etc

In the model the *customers' element* is primary and the most important.

3. *Communication channels of interaction*; *Information sources and data base*. In the model they are secondary, but they guarantee technological functioning of CRM, as well as they allow proper analysis of the information and formation of customers' databases.

4. *Employees and an organisation itself.* CRM projects often are of huge degree and most frequently cause

reorganisation of usual processes, the change of set goals and the way of customers' management. Having chosen CRM as strategic medium, it has to necessarily penetrate within a whole organisation and remain in the focus of attention in any activity of an organisation. Enterprise's employees also have to constantly give thought how everyone should behave in order to improve relationship with customers. In the model these components of CRM creation are shown as guaranteeing system's functioning where employees have to prepare the analysis of a situation, to formulate strategy, action plans as well as to control system's efficiency and efficacy.

5. Processes. It is necessary to determine how enterprise's processes should function and what factors can influence successful results of an enterprise. CRM project is carried out for a whole organisation, thus it relates to a lot of current and new processes of an enterprise. Considering it also induces cultural changes, coordination to new circumstances, CRM project can be related to optimisation of organisation processes and management of changes. It is necessary to integrate CRM system into other processes of an enterprise. In other words, CRM system will not be useful till it is not related to other main systems of an enterprise. If CRM system is not inserted into the entirety, it will soon become a closed island. In the model it is shown as the basis for the interaction of the most important elements.

6. Information technologies: fast and easy accessibility of accumulated information; accessibility of information from geographically remote locations, optimisation of work time use, decrease of negative impact of employees' change: by means of CRM system the maintenance of relationship between a customer and service operator is realised by any communication media. It can be post, e-mail, phone calls, the Internet, individual visits, etc. In the model these elements are very important both in economical and relationship marketing meaning. Fast and effective customer relationship management will depend on properly chosen technologies.

7. Investments and anticipated profit. Investments into CRM and future profit depends on a lot of factors, which are determined by different circumstances related to an enterprise (among them also readiness of an enterprise to implement CRM). The size of investments into CRM depends on the following factors:

- Investments into IT software and hardware
- Investments into a new role the essence of which is CRM improvement and application, formation
- Resources that will be necessary in managing changes (fixation project)
- Expenditure of CRM system consumers' education
- Suppression of disturbances often occurring in an organisation when implementing a project
- Implementation tasks of much broader extent and more complicated than expected.

It is rather difficult to carry out the real analysis of expenditure and profit. As such profit is more qualitative than quantitative. However real profit manifests so that possibilities of sales are better controlled and distributed more considering their importance (management of sales channels), more effective split by important data, better quality of the data, more attention is paid to "real customers", employees better understand customers, reports on sales and management are easier prepared.

In the model these elements are not directly shown, they will be the output of the CRM system. From the management viewpoint, an effectively functioning system has to give profit both for the enterprise and customers.

Figure 3 presents theoretical model of CRM implementation; it was formed by having summarised all chosen stages and elements of customer management system formation.

Conclusions

1. Customer relationship management (CRM) system is the system that integrates management of customer groups, establishment and management of marketing companies referring to relationship (intercourse) marketing.

2. The application of relationship marketing theory (model) in narrower conception of CRM is simply inevitable because customer relationship management cannot be only the illustration of the relationship, it is much more important to understand the management and development of relationship and intercourse; CRM integrates new strategic initiatives of communication with customers or their groups, it creates common platform of communication with customers.

3. Customer relationship management (CRM) is:

- first of all it is business strategy meant for development of customer relationship; and its results optimise profitability, income and meeting the needs of customers;
- multimedia that guarantees the integration of all technological resources used in a company and activity fields related to customers;
- meant for maximum personalised satisfaction of customers' needs;

4. Diversity of CRM models and their structures show that CRM as system is forming and thus preparation of typical model, which would enable its successful implementation, is possible.

5. Summarising the functionalism and validity of researched elements of different models, it would be possible to highlight that in order to successfully implement CRM, it is necessary to balance and integrate technologies, processes and people. These elements are closely related to enterprise's strategy, processes of technologies, and processes of integration of overlapping functions as well as orientation to basic customers.

6. Model's formation has to appeal to certain continuity of actions (a situation is evaluated, CRM strategy is formulated, investments are determined, anticipated profit is calculated), and creation of the system can be successful when the following elements of the system are analysed and related: customers, relationship interaction, information sources and data bases, processes and employees.

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Ryšių su klientas valdymo (crm) sistemos kūrimo modelis

Santrauka

Straipsnyje nagrinėjama ryšių su klientais valdymo sistema: formuojant teorinius CRM pagrindus, aptariant CRM naudą ir reikšmę šiuolaikinėje rinkoje, išnagrinėjant įvairius CRM modelius, pasiūlant teorinį CRM modelį. Santykių marketingas atskleidžia vartotojų (organizacijų ar pavienių asmenų) ir teikėjo (gamybinės organizacijos ar paslaugų organizacijos) santykių (ryšių), pagrįstų pasitikėjimu, bendradarbiavimu, galios pasiskirstymu, komunikacija, įsipareigojimu, priklausomybe ir kitomis savybėmis, palaikymą ir vartotojų lojalumo ugdymą. Ši koncepcija nurodo į vartotojus orientuoto marketingo funkcijas. Vienas iš pagrindinių santykių (ryšių) marketingo principų yra orientacija į vartotoją, t. y. vartotojų poreikių išaiškinimas, tinkamas reagavimas į juos bei jų išlaikymas (nes naujų vartotojų pritraukimas kainuoja daug brangiau).

Tokie veiksniai: prekių gyvavimo ciklo trumpėjimas dėl naujų technologijų, fizinių produktų evoliucija, klientų migracija nuo vienų paslaugų teikėjų prie kitų, hiperkonkurencija rinkoje, lėmė kompanijų domėjimąsi, kaip sukurti klientų valdymo ir ryšių su jais sistemas, o kartu ir strategijas. Tai natūralus kompanijų rūpinimasis savo išlikimu ir konkurencingumu.

Šiandien, kai santykių su klientais valdymo strategija pateikiama kaip viena iš tik prioritetinių kompanijų veiklos sričių, tik gerai organizuota santykių su klientais valdymo strategija duoda akivaizdžius rezultatus įvairiose kompanijos funkcionavimo srityse: padidėja pardavimai, pagerinamas klientų išlaikymas, taip pat sumažinamos paslaugų kainos ir užtikrinamas didesnis pelnas. Sėkmingai šioje srityje dirbančios kompanijos įgyja tokius klientus, kurie padeda populiarinti kompaniją, jos veiklą ir siūlomus produktus ar atliekamas paslaugas.

Pagrindinė į vartotojus orientuoto marketingo funkcija yra informacijos apie klientus rinkimas bei papildomų paslaugų jiems teikimas. Tam reikalingos informacinės technologijos, formuojamos duomenų bazės. Ahn,. Kim ir Han (2003) nuomone, klientų duomenų rinkimas yra pagrindinė priežastis vykstant marketingo paradigmų pokyčiams.

Kita priemonė - sisteminių ryšių su klientais formavimas - leidžia pritraukti ir išlaikyti vartotojus, partnerius ar tarpininkus. Ryšių su klientais valdymo sistema formuojama kaip sistema, kuri integruoja klientų grupių valdymą, marketingo kampanijų kūrimą ir valdymą, nurodant CRM sistemos naudą klientams ir įmonės darbuotojams.

Svarbi ryšių su klientais valdymo sistemos dalis yra klientų informacijos struktūra. Reikalingi tam tikri įrankiai ir metodologijos, kurios padėtų parengti kiekvienai įmonei skirtingą klientų informacijos valdymo architektūrą. Klientų informacinės struktūros remiasi duomenų valdymo paketais (programinės įrangos išėmimu, perkėlimu, įdiegimu), kurie automatizuoja operacinių duomenų dizainą, konstrukciją ir plėtojimą bei duomenų saugyklą. Paprastai kalbant, ji turi užtikrinti tinkamą klientų duomenų integraciją (duomenys apie klientus arba būna skirtingose duomenų bazėse, arba išmėtyti po visą organizaciją, arba tai tiesiog neprieinami duomenys). Tinkama klientų informacijos architektūra turi efektyviai integruoti daugelio šaltinių duomenis: finansinius, pardavimų, nusiskundimus ir t. t.

Organizacijos klientų duomenų modelis turi būti toks, kad visi duomenys: klientų ryšiai, produktai, paslaugos ir pelnas, būtų nuolatos matomi ir kad šie duomenys būtų tikslūs. Teisingas duomenų modelis užtikrina CRM sėkmę bei konkurencinį pranašumą.

CRM kūrimas yra sudėtingas procesas. Skirtingi autoriai išskiria panašius CRM modelio formavimo elementus ar diegimo proceso etapus, tačiau sutapatinti jų negalima, nes kiekvienas autorius įtraukia ir kažkokį naują, jo manymu, svarbų elementą. Lindgreen (2004); Borys & Jemison (1998), Dwyer, Schurr, & Oh (1987), Evans & Laskin (1994), Heide (1994), Wilson (1995); Curry ir Kkolou (2004); Atos Origin kompanija (2007); Reichheld (1996); „Future Lab Business Consulting" (2003) – CRM kūrimo procesas prasideda nuo planavimo etapo, t. y. situacijos įmonėje įvertinimo, strategijos, vizijos, tikslų bei uždavinių nustatymo. Wilson (1995 Borys & Jemison (1998), Dwyer, Schurr, & Oh (1987), Evans & Laskin (1994) nuomone, CRM kūrimo procesą sudaro trys svarbios dalys:

- CRM tikslo (ar objektų) nustatymas (pvz. padidinti efektyvumą);
- komandos (ar partnerių) pasirinkimas;
- programų (santykinių veiklos schemų), skirtų santykiams su klientu valdyti pasirinkimas / sudarymas.

Straipsnyje išnagrinėti CRM valdymo sistemos kūrimo variantai, apžvelgiant įvairius CRM kūrimo modelius. Juos išanalizavus, nustatyti tipiniai CRM modelio kūrimo elementai ir diegimo proceso etapai.

Išanalizavus mokslinę literatūrą ir CRM modelius, suformuluotos šios išvados:

1. Ryšių su klientais valdymo (angl. CRM – *Customer relationship Management)* sistema – tai sistema, kuri sujungia klientų grupių valdymą, marketingo kampanijų kūrimą ir valdymą remiantis ryšių (santykių) marketingo pagrindu.

2. Siauresnės CRM koncepcijos prasme santykių marketingo teorijos (modelio) taikymas tiesiog neišvengiamas, nes ryšių su klientais valdymas neapima tų santykių rodymo. Daug svarbiau suvokti ryšių (santykių) valdymą ir plėtotę; CRM integruoja naujas strategines bendravimo su klientais ar jų grupėmis iniciatyvas, sukuria bendrą bendravimo su klientais pagrindą.

3. Ryšių (santykių) su klientais valdymas (CRM) yra:

- pirmiausia, tai verslo strategija, skirta santykiams su klientais plėtoti (jos rezultatai gerina pelningumą, pajamas ir klientų poreikių patenkinimą; antra, ši strategija skirta personalizuotų klientų poreikiams tenkinti.

- daugialypė priemonė, užtikrinanti visų bendrovėje naudojamų technologinių resursų ir veiklos sričių, susijusių su klientais, integraciją;

4. CRM modelių bei jų struktūros įvairovė rodo, jog CRM kuriasi kaip sistema, todėl galima parengti tipinį modelį, kuris leistų sėkmingai įdiegti CRM modelį.

5. CRM modelio kūrimas turi remtis tam tikrų veiksmų nuoseklumu (įvertinama esama situacija, suformuojama CRM strategija, nustatomos investicijos, apskaičiuojama laukiama nauda), o sistemos kūrimas gali būti sėkmingas, išnagrinėjus ir susiejus šiuos sistemos elementus: klientus, jų analizes, informacinės duomenų bazes, technologijas, procesus ir darbuotojus.