CRM AS A TOOL FOR CUSTOMER SERVICE IN THE ORGANIZATION

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ABSTRACT

The service is the fundamental experience that takes place in the contact between the organization and the customer. From the adequately perform of this relationship depends retention or loss of a customer. Therefore, it is imperative that organizations visualize the service as the essential element in which lies the very meaning of their existence and relevance.

The service in the organization essentially seeks to satisfy those needs that the client has, which is why we can say then that the lack of demand for services does not allow organizations to develop projects that revolve around it.

Taking in count the service as an essential factor in the organization, various tools have been developed in order to have a continuous improvement in meeting the needs of customers, one of which is the CRM (Customer Relationship Management) that in this article is presented as an important tool to make an impact on the services provided by the organization.

KEYWORDS: CRM; Customer Service; Quality of Service.

INTRODUCTION

Successful companies of the XXI century stand out as having extensive knowledge of customers in which they combine information with the understanding of being behind every service transaction. Some organizations have been quick to make major investments in technologies that allow them to track the transactional pattern in front of customers. Now, when the initial moment is reduced, i.e., if there is no investment in technological development, the organization ends up with a large customer database without a greater understanding of them as beings that demand increasing quality and monitoring.

On the other hand, those companies that have outstanding quality service and investment in the development of tools that enable a closer relationship with your customers are successful institutions which state that it is much more important that consumers know their transactional information gathering only their actions. It is therefore necessary that organizations consider and give greater value to the person behind the transaction, i.e., it is essential to make a record of the actions taken by the client in negotiations and interactions that they have with the service. Organizations that conduct a comprehensive review of such information may have a greater human understanding and predictability in the behavior of customers, without needing further intervention technology for the collection, distribution and knowledge generated from transactions.

However, since the early 90's we speak of CRM as a tool that enables you to have better and more available customer information. One thing to note is that every business requires efficiency in their processes and efficacy in performance, this required staff to identify and understand those complex factors that affect one way or another sales, marketing and delivery services.

Companies should be aware that the idea that customer relationships can be managed by the supplier or seller is a myth, as no client has to set aside the desire and the ability to exercise control of their relationships when carrying out a business, because they do not want to be managed, just heard, understood, and care served as fundamental elements for the existence of the organization.

DEVELOPMENT

1. Customer service

Activity relationship offered by a supplier for the purpose of a client to get a product or service, at the time, in the right place and where to ensure proper use of it, is what is known as customer service. This is the element through which any organization gets the degree of differentiation from other organizations that offer similar services, this uniqueness is not only achieved through the provision of a well-designed product - in fact this quality standard is the minimum that the public expects- but also to be achieved through the optimization of those other factors involved in the process of customer satisfaction. The CRM is a tool that coherently integrates these factors in order to optimize service delivery.

Recently, companies only focused their efforts on the production, now that thinking has

changed and has seen service as a key element that ensures the positioning of any organization.

Meanwhile, Duke Márquez (2010) offers Ten Commandments of Customer Service, which if applied to businesses and adjusted to its strategic plan, could position their clients above all. According to the above, it can be stated that:

1. The customer is above all and should appear first.

2. Nothing is impossible when you want something; although customers sometimes request things almost impossible for organizations but, if they want, they can get it in order to satisfy the customer.

3. Must fulfill all of its promises. It is desirable that organizations act with deception to make sales or retaining customers.

4. The best way to meet a client is giving much more than he expected; every customer feel welcome to receive much more than they need and this is achieved by the knowledge you have of your needs and desires.

5. The customer will always perceive the differential factors of the organization with respect to others that offer similar products or services and is the personal that have direct contact with them who have a greater commitment because it determines that the customer wants to return or not ever return.

6. Failing in one point is synonymous of a total failure. Compliance and control in each step does not guarantee quality if is a failure in the delivery time, in the packing process or in the information provided.

7. The dissatisfaction of an employee in his job generates totally dissatisfied customers. If employees do not feel satisfaction in their performance they cannot be guaranteed to be satisfied with external customers, which is why we must develop policies and workplace wellness motivational, that result ultimately in the success of the marketing strategies implemented by the organization.

8. The customer is who judges the quality of service, they are the ones that in their mind and feel qualify if the service is good or bad, if they return or not.

9. Being very good in service is not enough since it is always necessary to improve, the achievement of the goals in the service and consumer satisfaction approach must be accompanied by new targets as competition does not let up.

10. Upon meeting a client, the whole organization is a team we all work together for customer satisfaction in every way. (Duke Márquez, 2010)

However, it must be appreciated that no transmission and communication of such principles means that the organization does not have a focus on service and this could support under the idea that what is not read or does not repeat, cannot be built and is therefore unlikely to be become a habit.

Today may be full of value phrases on customer service: the customer is king, the customer is always right, customers come first. The business world is full of something that is not good for the fulfillment of its objectives: customers who are unhappy with the services or products. Not a question of dealing only with customers who want to spend money either group or individual, it is not about clients who are victims of trifles and mere lack of education, however, it is that customers one way or another must support both incompetence and mismanagement of all kinds, which ultimately will result in the end a total absence of a satisfactory service (Berry, L., 2007).

Good service is a key factor by which - as understood in the business cycle- a potential customer, initially not interested in a particular product or service of the organization, becomes a potential buyer and incorporates in his life products offered by that organization.

Today it can be said that the customer service became a model for managing the relationships we have with our customers, about this Ivan Deck says: "service culture consists of all those elements that represent value in the performance" [Mazo, 2007, p.137][1]. However, according to the statement made, by Mazo the important questions is ¿is there a real awareness by companies whose current service goes far beyond a simple attention only in the mind of the employee who gives? And, ¿is there a real business in the adaptation of processes and behaviors that allow them to stay in the heart of your customers?

The term service has been used for so long that is already wearing down and many organizations assume it, for that reason many of them do not fulfill and this is due to a lack of willingness to go beyond the customer satisfaction. In this regard, Mazo says that there are seven reasons why services are poor in business environment:

- "We are bad customers and we deserve bad service
- Mismanagement of customer dissatisfaction which increases the bad service
- The dedication to service is directly proportional to the volume of business
- Employees pay dearly for their mistakes in services
- The absence of a specific definition for the enterprise service
- The service has not been applied as an organizational knowledge but personal
- The attitude of indifference on the part of companies "[Mazo, 2006, p. 19][2].

It could be identified in several companies which conduct that would result in failure.

However, there may be cases where despite the goodwill of the organization, there are factors that may preclude the provision of a good service because of the same customer. One is what Mazo Mejia termed as dictator customer: "Companies are afraid of customers and they know it. At the end of the day all that matters is that the customer buys and if that is achieved, you have to put up with a lot of false starts, including his cynicism, his threats and temperamental responses. " [Mazo, 2006, p. 60][3].

• Now, it could be mentioned that a dictator client acts like this if:

• They blackmail the organization from the competition.

• There are Returns to the parameters set out initially.

• If you order the cancellation of each order you want without justification.

• For the various exaggerated demands of commercial terms.

• Demands for untimely discounts.

• There is abuse in the name of customer facing employees and as such are being disregarded.

• Exaggerate lies to the supplier to be liable to misuse of the product.

One thing to note is that the application of the services has always been present in different organizations; it should cover all personnel whose work is in contact with customers. It is important that each organization designs its own guiding strategies for meeting their rationale, i.e., their customers, making them part of their organizational culture (Serna Gomez, H., 1999).

2. What is and which is the use of the CRM

The CRM (Customer Relationship Management), or the management of customer relationships, is a tool that allows for a strategic understanding of customers and their preferences, and effective management of their information within the organization, with the firm intention that there may be a proper development of all internal processes that are represented on the ability to feedback and measuring business results. However, the CRM allows for an integrated view of customers across the organization. One thing to note is that no great importance whether or not CRM is based on technology, or is a collection of informal sources, provided that the organization is in the ability to collect, organize, share and apply information it has collected, which is truly the challenge facing the company. In the chart below, we present the claim of CRM:
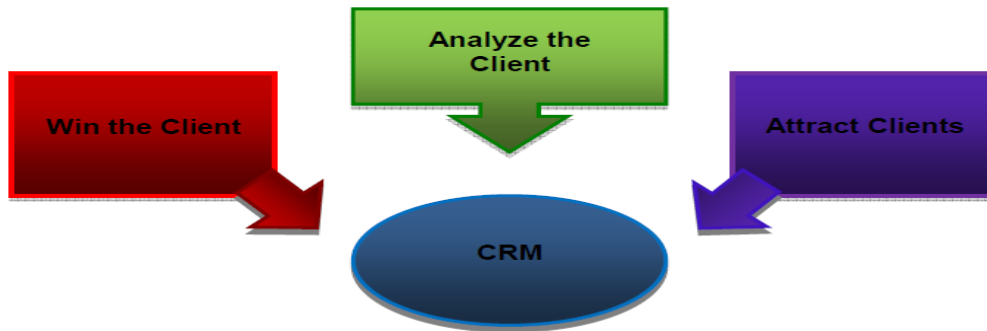
Figure 1. CRM Role
Source: Own Elaboration

We could say that one thing that most concern organizations managers is customer service, they are aware that this action is the organization that leads to success and is the real action that makes it distinctive competitive with their peers, thanks to the development of strategies. However, as already mentioned above, the CRM became the model that allows companies to realize the strategies designed for the service, as it is a business model whose objective is based on the selection, attraction, retention and development of customers in order to maximize their long-term value.

The above mentioned allows deducing that providers, consultants and business in general from his convictions drafted to its own version of what is really customer service, keeping in mind that the CRM market has chosen three types of definitions:

- Focused entirely on technology: which may arise from the latent need for marketers to position their products and often systematically answers to problems focused on the management of customer relationships.

- Centered in the customer life cycle: this has arisen the interest of all CRM users to a description of a new business opportunity or skill set focused on the customer life cycle, leaving aside the product. Generally, the life cycle includes four important factors such as: attraction, transaction, service and improvement. Typically, in large companies in areas that have interaction with customers in any of its phases of operation may have to be modified and therefore there may be no coordination or optimization of services and resources. However, the definition of the customer life cycle for CRM is understood as ability of smooth interaction with the customer or the market.

- Focused strategies: their aim is to have a CRM term release of any technology, and

to a lesser extent, of the techniques used for customer management. This definition means the CRM as a set of techniques used for successful competition in the market and generating value for all shareholders of the company (Greenberg, P., 2003).

The CRM can become a business strategy focused on achieving a competitive advantage to a new long term, thanks to optimal delivery of customer value and the same value of obtaining a business simultaneously. Today, many companies in Argentina and in the Latin American applied the CRM to success stories, one of which is the pharmaceutical Genfar SA, a company that started some years to implement a system called CRM SalesLogix and supplement called mobile Mind SMS to their sales processes and customer service. This project will set specific targets for better customer service and medical population is a key factor in this market. Among the successful results of the implementation of this project in Genfar SA are:

- "Every day the business advisor performs at least one synchronization to update the information in the central system and receive information updates its territory and other aspects necessary to perform its functions. Customer orders are sent quick and timely, so that the Genfar supply chain has been accelerating, improving the level of customer service"
- "Genfar now has a 100% coverage of the country (Colombia) achieving that 95% of orders direct customers are taken through mobile devices (PDA's), thus significantly reducing the role of re-typing orders in the transactional system". [Mind, 2010, 11.25.2012][4].

- "They have managed to reduce significantly the time of order taking and delivery to direct customers, achieving in many cases delivery the same day within hours of making the request"
- "Genfar is giving great support to its dealers, achieving Genfar integrate information with data in information systems from distributors, so they know timely transfer needs to end customers, this is Genfar customers indirect" [Mind, 2010, 11.25.2012][5].

From the Genfar SA experience with CRM, it is possible to infer a service strategy based on two premises:

- That which measure activities that are focused on the customer and has the potential to measure all value-generating activities, the technology itself is no longer a competitive advantage because it has been replaced by the ability to obtain and retain and improve relations of the organization with its customers. However, measuring the potential of CRM is clearly a way of understanding for managing all activities that deal with customers.

- The second premise is based on the use of technology streamlines existing relationships and by different means, but considering that in the long run could become a disadvantage because of their high costs. An important aspect to note is that the understanding of behavior, past and future, is key to have a competitive advantage, bearing in mind that when companies do not have an excellent performance in the area of customer service are bound to fail (Sanchez Carvajal, JH, 2011).

Today we could argue that the most important components of the economy are the information and service that is provided to the customer. According to the above, borne CRM as the point of intersection between the two components with the aim of allowing the analysis from the point of any business, that can effectively capture useful information to any member of the organization to give response to the customer life cycle during and after their relationship with the company, in that sense that you can make customer as a key track in the existence of the organization.

For those organizations that do a detailed analysis of the cost-effectiveness of processes, types of customers, regulatory and economic framework, the implementation of CRM can become an expensive tool. However, the CRM is to claim that there is a comprehensive view of their customers in five essential functions: integrating a complete view of the customer, its strategic segmentation, the design, customization and differentiation of value propositions, a communication of the proposal custom value and a delivery system that supports communication and relationship and transaction (Sanchez Carvajal, JH, 2011).

Such business strategy, presented above, is oriented to any type of organization, i.e., no matter their size or their dedication as their focus is on the constant search for new customers and current conservation, with the firm intention that there is a guarantee that your application is key to organizational development and competitiveness.

Mazo Mejia (2007), argues that the reasons why its elusive successful implementation of CRM is that there is:

- Confusion: because many organizations acquire technology, but not philosophy.

- Total commitment of responsibility for implementation to the System area: policies assume that the implementation of CRM is only responsibility of the System department for the resorts to the use of technology, but they are not realizing that this department

has only a partial view of the whole business of the organization and that such implementation should be an activity that involves all areas of the company.

- Disinterest and lack of commitment from senior management: it is necessary for the CRM to fulfill its mission, that top management of the organization takes a strong commitment for change of focus from products to customers.

- Only look inwards: when organizations focus their eyes only on the inside, make the development of their actions complicated because their attention is centered on their products, not their customers, resulting organizational inertia and personal interests. Very often it has been established that high directives prefer to look into the organization and see customers with as much interest as themselves.

- The system is not used: when there is success in its implementation, users do not assimilate and internalize the change and do not make use of information for strategic decision-making because management of change has not been handled in the most appropriate way. Under this training and teamwork there should be a continuous action.

- Lack of data quality: this is one of the main problems facing the organization, as the backbone of the CRM is the information and if this does not have quality, you cannot succeed. One thing to note is that the standardization of information is key to provide adequate management, which may be reflected in achieving homogeneous trapping methods that allow each data which joined the organization to link directly with CRM vision.

- Divided labor: the division of the processes that are associated with customers has remained constant in its implementation by the various departments of the organization, which prevents evolved benefit of feedback between departments.

- Believing that CRM becomes a loyalty program or cluster of points: the points program constitutes a tactical tool that while looking at measures of how buying behavior of customers, by itself produces no value. Now, as a tool provides support for CRM management for organizations that have no contractual relationship with any client.

- Long-term project: many organizations have the belief that the implementation of CRM should provide short-term results, without having a vision in the medium and long term.

- Defining horizon: some CRM initiatives are not consistent with the expectations laid out, so it is likely that such expectations are not found weighed against the resources to carry them out and therefore are limited, and in some cases, the lack of sufficient staff to perform them, or instead the investment of resources exceeds the intended objectives oversized generating inefficient actions.

3. Fundamentals of CRM

When assuming the CRM as a business philosophy, there is a defined corporate behavior towards changes thought necessary client-oriented matters.

The CRM is a strategy that seeks to learn about the needs and behaviors of customers, with the firm intention to develop closer relationships with them. However, such relationships are the heart of a successful business. For its part, it can be established that the CRM has a large technology component, but it is a real mistake to think this strategy in purely technical terms. It is for this that the easiest way to think about CRM tool is seeing it as a process that contributes to the collection of items of information about customers, markets, sales, responses, effectiveness and trends that may have the market. It is for this, that Caesar Jaramillo proposes that CRM is a tool that provides features such as:

Table 1: CRM Processes

Module	Functionalities
Marketing	Construction of the database Profiling and Segmentation Running relational campaigns Sending direct mail and e-mails Administration of first contacts Rate of leads Managing promotional material Relational marketing ROI
Sales	Account and Contact Management (customers, prospects, competitors, business partners, etc.) Managing the Sales Force Management goals or quotas Consumer Plans or routers views Registration transactional information (inventories, pricing, ordering, collections, etc.) Complex products or services Quotes and proposals Administration (opportunities) Automation of sales Predictions
Customer Service	Call Center Complaints and Grievances Service Contract Management Field work (field service) Self-care portals for customers

Source: Jaramillo, C. (2009). Technological tools for CRM initiatives: Marketing sales and customer service. http://mind.com.co/herramientas-tecnologicas-para-iniciativas-crm/ [accessed 11/25/2012]

4. Critical Success Factors

Among the critical success factors that can result from the implementation of the CRM tool, can be highlighted:

- That organization has a sales force trained and characterized by their pro-activity.
- Being convinced of the benefits and especially the sales force that the organization will have.
- Link directly sales force in the development of the project.
- Perform a system approach gradually, and to possible to refine during implementation.
- Stake training program whenever required.
- Always apply the 4 p's: planning, people, processes and technology platform.

5. What must be submitted with the CRM?

With the implementation of CRM it is intended that it can help the organization to use in a better way technological and human resources, in order to obtain the best understanding of customer behavior and value. According to the above it can be said that with the successful implementation of CRM, the organization will:

- Provide more effective service to their customers.
- Cross-sell more effectively.
- Complete more dizzying business.
- Simplify all processes related to marketing and sales.
- Sales trends.
- Decreased costs.
- Customer loyalty.
- Significant growth in transactions.
- Substantial increase in purchases.
- More efficient Call center
- Development of profitability.

Synthetically, the information generated by the CRM should be used for the simplification and alignment of organizational processes and the strengthening of other business ar-

eas such as sales, marketing and services, with the aim of providing higher returns and lower costs.

Often, companies are excellent for determining financial performance, but in general are not very good determining how to manage their customers. Understanding the effectiveness in managing customers, defining the value proposition, the incorporation of appropriate personnel and understanding the impact of media and communication are key to get to the place in which companies are world class. Now, all clients are one of the most important assets of the organization and CRM is what says that asset is leveraged in the best way for the optimization of all interactions, both in sales and marketing and the service itself. Finally, everything depends on understanding how consumers behave and how much you can use this understanding to your benefit.

6. How can one successfully implement a CRM?

To achieve successful implementation of CRM, organizations should keep in mind some key elements such as:

- Divide the CRM project in manageable parts, this means, it must structure and design as drivers must be defined to control points in the short term. It should be initiated with a pilot project in which all areas involve administrative measures, it must be small enough and flexible enough that along the way, the necessary adjustments can be made, as the CRM should not be seen as a linear process.

- Be clear that such plans include an architecture that is scalable.

- Do not reject the amount of information you can get to the organization, bearing in mind that if the future is essential to carry out an expansion of the system that can ensure its realization.

- Careful analysis of the data to be collected and stored, as the natural tendency is to take and store each data entering the organization. The data storage constitutes an unnecessary waste of both time and money.

- Knowledge that customers are individual and therefore must respond to their needs appropriately.

- Clarity the customer information to provide valuable insight into the relationships with them. How?

Managing data meticulously, i.e., it should be clear that the organization must have a holistic view of the customer by which value is aware of the information that will enrich all customers facing initiative.

- Powerful analysis capability make more potential historical information and real time.

- Establish processes and using administrative tools that are adaptable to all customer needs.

- Develop solutions models that integrate the market, data and creative strategies with CRM technology.

Now to begin the implementation of the CRM tool you need to answer some basic questions in order to be clear about when and how to address the CRM, so they can achieve their great benefits. Such questions are:

- "Is it strategic?

Where does it hurt?

- Do we need perfect information?

- Where do we go from here? " [Tobón Quintero, 2004, p. 92][6].

It is necessary, likewise, to identify those critical activities that must be carried before considering a CRM project:

- Make an adaptation from a pragmatic and disciplined CRM.

- Make structuring projects.

- Let there be a definition of the approach of the tool.

For its part, the success obtained with the implementation of CRM is based on the definition of modest goals, which will serve as a springboard for additional troubleshooting and relatively small in scope. These objectives are aimed at:

- Addressing all the investment that has been made to the deployment project will provide solutions to all the problems detected in the cycle associated with customers. Such action may be constituted from the segmentation and selection of clients, to conducting those activities within the organization so that they consume more products or services offered.

- Accept the benefits that bring the conviction that the CRM tool is synonymous with starting a business in real time.

- Make use of CRM in real time exclusively to situations related to customer problems, resolving them through the provision of data and information without errors.
- Have strategies for improving customer relations, which must be optimized and improved in anticipation of adverse circumstances.

7. Development of indicators in the CRM

Many of the disappointments with the CRM are marked by the lack of a clear definition of what is waiting for it and how to measure. To enable organizations to assess that their implementation was successful, it must answer questions like: What has the organization learned? What has been improved and will be improved? What has been updated in the organization? What is improving? What things still remain the same? How much is being focused on customers? Probably the answers to these questions could lead to surprises in the organization.

Meanwhile, you can set the indicators in managing customers can be a key element in the strategies and guidance that is because it has detected allowing what is right or wrong, as if these nonconformities or disagreements are shared and assimilated by all members of the organization in order to provide substantial support to management in improving processes.

To do CRM measurement is a complex action, in which you can make use of a system of indicators that can range from the strategic to the operational. The construction and operation of such systems must depend on the planning horizon, the market changes, the strategic framework and business goals that you have set the organization, and the degree of impact of CRM on businesses and on clients. On the other hand, how it is created and you get the benefit of the customer knowledge will present a debate and thus all indicators may be susceptible to questioning.

For organizations, the incorporation of technological tools that provide solutions to their problems has become an essential part of their development, being this a true business value. However, organizations must be able to make accurate measurement of all activities that are related to customers, in order to give a proper addressing to the CRM programs. On the other hand, it is necessary to clarify that this measurement can occur through multiple settings and through different media which makes it a very difficult action, for example, today customer contact organizations using various digital and interactive tools.

The way companies are organized today, i.e. either production line is not enough to take full advantage of all the opportunities and activities that relate to customers. As above, could be set that the ideal is that all companies focus all their activities to customers and not to products, or failing that, minimally implement new ways to measure customer-facing activities.

As mentioned above, one could ask the question: why then use indicators? The answer to this question is based on that to manage effectively; you need to make a measurement. And that is why to measure the use of the CRM tool to keep in mind that your foundation is based on:

- "Influence or validate decisions about managing relationships. According to the internal decision-making styles, models are used to measure: returns on investment, benefits or intangible assets, competitive assessment, value orientation, and experience and instinct. Companies often take more than one style of conscious or unconscious decitions.
- Guide current activities or strategies. Measurement systems are also used to inform and guide about current activities related to customers. With that they decide which strategies to adopt and support the employees who perform routine or administrative contact "[Tobón Quintero, 2004, p. 95][7].

It is important to mention that measurement models used must include: the behavior of clients, including asset management and performance brand, marketing, sales force, service centers, supply chain and page web, among others. Now, as the interactions between organizations and their customers are varied, such measurements will have characteristic heterogeneity. Moreover, the previous models may have a direct approach and value-generating processes that deliver products or services to the outside, i.e. towards the client and his behavior.

The complexity of the measurement of CRM is to go beyond the act of evaluating only the behavior or the perception that people have of customers. Consequently, control of internal activities can go beyond those that have a direct impact on the customer and include, for example, the measurement of the specific attributes of what a product or service involves to providers and business partners. And ¿What should measure the CRM? With this tool you must weigh all activities of the organization with customer relations, in behavior and perception.

The Balanced Scorecard, proposed by Robert Kaplan and Norman Norton, was born as a core tool of strategic management system to many companies worldwide. The objective of the Balanced Scorecard is to translate organizational strategies into four perspectives:

customer, internal business, innovation and learning, and financial perspective; which are supported by a set of strategic objectives that involve a chain of management indicators and targets in initiatives (Montoya Agudelo, et al. 2011).

The first approach developed by Kaplan and Norton, the customer, can have significant support in the CRM. Now, while indicators relating to customers are discussed in the Balanced Scorecard, the CRM also includes measurements of the lower levels of abstraction. The constant rethinking of strategies to clients can be applied under the CRM and technology solutions that enable the implementation of such strategies digitally.

It is not common to have a measurement of the mechanisms that were used to create the customer knowledge, much less of the mechanisms that generated strategies with them, however the CRM allows to visualize and analyze the results of such strategies, making them future financial performance indicators for the organization. Potentially theycan extend the CRM to measure how often and accurately are reviewed and reformulated customer strategies, enabling:

- Predicting future states: to anticipate all the needs identified by customers, we use the CRM tool that glimpse a future customer or market the same states. Similarly, this tool enables improved product design or construction thereof by means of a more accurate assistance to customers. Now, thanks to advances in technology, it is possible to recover a data set that can represent the entire market behavior, resulting in a better view of the organizations on this and on customers. As above, companies must shape or reconfigure their internal conditions in relation to the changing conditions of the environment, because it depends on their relevance and assertiveness as key elements of organizational competitiveness.

- Confusion in the measurement of CRM: generally we can say that the most important factors that have contributed to the complexity in the use of the indicators are:
  - Existence of diverse channels for the exchange of information or for the same delivery of products or services to customers.
  - Differentiation between the business units of the organization, products and services that will generate human and methodological disconnected processes.
  - Better integration of data and processes between companies in the value chain.

o Differences in styles of decision making with clients.

o Differences in the objectives of the measurement system.

8. Possible errors in the CRM project

Among some of the errors that can be incurred during the implementation of the CRM tool, the following can be highlighted:

- Convert to CRM in a fixed tool polishing round performance in the margins of the organization.

- Taking technology as one element that gives benefit. In the CRM strategies must be developed guiding, discipline and a high commitment to the organization, it is not just a matter of the size of the platform, it is also services.

- Lack of clear strategies to clients, as an organizational structure to support accurate.

Now, we need to develop some validation activities that need to be considered before applying the CRM tool. It should start by defining the type of information required from customers and what is their final destination. Subsequently, it should be assessed on how information gets customers to the organization, as well as where and how it is stored and most importantly, how it is used today.

CONCLUSION

The analysis of the conceptualization of CRM determines which strategic issues may be applicable to the services offered in organizations, as customers constitute the fundamental element for organizational development and should be the goal towards which to focus all energies to their satisfaction.

One of the main concerns of any organization is the subject of customer service and this is because it is a key to organizational success, independent of commercial activity performed. In this sense, customer service becomes the business differentiator for achieving customer loyalty and to attract new ones.

It is for this that we appeal the use of the CRM tool, which should not be implemented until it is not clear about who are your real customers of the organization, which is the addressing plan and what is the aspiration that it has the diverse information that comes to the company.

Finally, it can be said that the CRM results is a fundamental experience for customer contact, this is why it cannot just be a matter of imagine in a limited way on how to obtain a good product and an excellent communication. It must then understand the map of life of clients, needs to generate impacts either the product or service. When the organization gives a real value to the customer, it cannot spend too much time to give solutions to the problems. It is then necessary that the client obtains satisfaction with every contact they have with the company, so as to enable a successful experience space to allow the construction of real re-lationships between client and organization.

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