1. Executive Summary

This report is a key deliverable from the CRM Processes: Self Analysis Tools project funded by JISC. It overviews a number of process maps from a range of Higher Education Institutions (HEIs), revealing key Business and Community Engagement (BCE) processes (tasks, flows and decision points) supported by Customer Relationship Management (CRM) systems. It is clear that a number of HEIs are utilising CRM to develop their BCE strategies through such areas as harnessing alumni contact management systems, working directly with businesses and developing systems to support local continuing professional development (CPD) activities. Yet, some of these processes have not been mapped and, even when they have, they have not been brought into a single place for easy reference. Moreover, HEIs are at different stages of maturity concerning CRM adoption. This report, therefore, highlights a number of HEI processes related to BCE but also shows the different processes according to the institutions level of CRM maturity (Peripheral, Tactical, Strategic) as set out in the JISC funded (KSA Partnership) report\(^1\) (see also Appendix 1). This report also offers suggestions on how an institution at one level of maturity might move to the next level.

It is important to note that this report can be cross-referenced to other CRM self analysis tools which have been developed as part of the project (see [http://www.nottingham.ac.uk/gradschool/crm](http://www.nottingham.ac.uk/gradschool/crm)). Indeed, within these tools, the section ‘process mapping’ includes a guide on how to undertake process mapping within your own HEI.

2. Methodology

Most of the mapping work was undertaken by five postgraduate (PhD) students trained in process mapping techniques. They each mapped a number of institutions (up to four), though all focused on one institution in depth. The sample of institutions was taken, in the main, from a previous JISC funded (KSA Partnership) report as mentioned, which outlined a number of different HEIs at different maturity levels (Peripheral, Tactical and Strategic) in terms of CRM adoption. However, there were some other institutions which were targeted to represent different HEI structures (large, small, specialist) and geographical contexts (English, Scottish, Welsh). We also targeted some FECs as we felt these could provide interesting case studies.

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\(^1\) Although we do analyse a Further Education College (FEC) towards the end of this document

\(^2\) See [http://www.jisc.ac.uk/media/documents/themes/bce/crmstudyfinalreport20070817.pdf](http://www.jisc.ac.uk/media/documents/themes/bce/crmstudyfinalreport20070817.pdf)
given many of them had more of a legacy of BCE than some HEIs. In reality, some of the institutions proved difficult to contact as most of the research was undertaken over the summer holiday period. However, we were still able to provide a broad spread of institutions (13). The team targeted a variety of personnel within these institutions (e.g. business development, marketing, academic representatives) with a view to obtaining a workshop discussion and/or telephone interviews on their processes. The team attempted to gather information relating to CRM supported BCE processes – addressing processes of how HEIs proactively engage with external organisations (outward process) but also how those organisations engaged the HEI (inward process). Some team members also covered other BCE related processes, such as alumni engagement and CPD.

Through workshops and individual interviews, processes were then mapped in Microsoft Visio and then sent back to the institution for clarification and verification. The postgraduates then wrote internal reports on each institution, which were then analysed by the Project Manager. The Project Manager then produced a synthesis of the individual reports and process maps, with a view to showing examples of different process maps at different maturity levels but also addressing some of the key people, process and technology issues underpinning each level. Indeed, not all of the case studies produced by the postgraduates have been used in this report as there were many similarities between processes - certainly at the operational level – which would have simply led to repetition. The cases chosen are aligned to the key peripheral, tactical and strategic categories, subject to some of the limitations listed below.

3. Limitations of the report

- Whilst every attempt has been made to check and clarify processes with the respective organisations, the limited time, resources and scope of the project means that some minor errors may have occurred.
- Process maps are never ‘pure’ representations of reality. Whilst organisations may have clear and transparent processes in place, they may not operate as such in reality.
- The process mapping research did find examples of institutions working in areas wider than the standard business and commercialisation engagements (for example, CPD in FEC A and public sector consultancy in HEI D)\(^3\). However, for most HEIs, it appears that such types of engagement are limited, or such HEIs are not (rightly or wrongly) capturing these engagements as part of their core business/commercial models.
- Whilst this report attempts to set the process maps in organisational context, there are wider cultural implications of the issues raised by the maps (such as leadership, management and process ‘buy in’), which are covered in more detail in the corresponding tools:

  http://www.nottingham.ac.uk/gradschool/crm/

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\(^3\) See definitions of institutions in the next section below.
• Whilst the project team have researched a broad sample of institutions with a view to providing a rich and credible source of information, the team cannot say with certainty that had a different sample been used the same results would have arisen.

4. HEIs

Most of the HEIs targeted were those originally studied by the KSA partnership and are therefore grouped under peripheral, tactical, or strategic. The additional HEIs, based on the supplementary sampling frame (mentioned above), have also been grouped under these categories. Indeed, the team found that many of the characteristics identified by the KSA Partnership could also be applied to these other institutions; the project team do, however, recognise that further detailed analysis might be needed in order to accurately verify their status. A short description is provided for the main HEIs that were studied, though more detailed analysis can be found, where necessary, within the main body of the report. For the purposes of confidentiality, the institutions have been anonymised.

Peripheral

HEI A is a specialist institution, focused on the creative arts. It has 6500 students and has just achieved University status. Whilst it has two Knowledge Transfer Offices, it recognises that it does not have a fully worked up strategy and approach to CRM. This said, it did provide the project team with very insightful and useful process maps for a ‘peripheral’ institution.

HEI B is a distance learning based University, dedicated to providing undergraduate courses to 150,000 students and postgraduate courses to 30,000 students. It has some BCE, which though comparatively small, is growing. Indeed, there are plans to expand the Innovation Department, which is dedicated to BCE related activities.

HEI C is a strategic regional consortium between three leading research universities. It facilitates and supports the partner universities by ensuring they can secure funding and resources to pursue research, teaching and enterprise initiatives.

HEI D is a large university with over 30,000 students and 5,000 staff. Whilst being a research intensive institution it also has a BCE focus and has a Research and Development office to engage with external organisations. It views itself as peripheral in terms of CRM development, though wants to develop a more tactical approach.

Tactical
HEI E – is a large post 1992 University. In addition to providing a learning environment, it has a clear focus in creating strong links with the economy. It has created a technology park, where training, conferences and business opportunities, accommodation for new small and medium-sized enterprises, as well as services for the business sector that address skills shortages in ICT and advanced technology are offered. Furthermore, the University has a strong emphasis on building and fostering successful business partnerships.

HEI F is a specialist institution. In terms of teaching and learning, it only offers postgraduate degrees, short courses, or executive development courses. A significant amount of its funding comes from external (non-government) sources.

HEI G appears an ambitious and entrepreneurial university with over 2,700 staff and a turnover of £181m. With a student community of 23,000, including more than 2,000 international students from over 85 countries, the university has a global network of over 160,000 alumni. It has strong BCE ambitions and has an existing CRM infrastructure (and future plans) to support such ambitions.

Strategic

HEI H has a community of over 18,000 students with approximately 4500 staff. It has an active BCE strategy, CRM systems to support this strategy, and is recognised by other institutions as having a sophisticated ‘enterprise-wide’ approach to CRM.

FEC A is a leading local college, providing training and further education in addition to being a centre of vocational excellence in catering and hospitality. It offers a range of full, part time, distance learning and community based courses as well as having experienced corporate trainers. It has developed an ‘enterprise-wide’ CRM system and aims to develop this further.

5. Peripheral Institutions

Before we look into some of the characteristics and issues around peripheral institutions and how they might move towards a more tactical position, it is important to note that some of the HEIs in this grouping appeared to have well worked through processes in terms of BCE (and some use of technology) which are worth displaying. For example, HEI A appears to have well worked through processes in terms of the processes through which external contacts are sought, managed and stored as well as the process through which business and community organisations and individuals establish contacts with the University.

Indeed, some of these maps can still provide institutions with useful templates (or benchmarks) for comparative purposes.
Across this University, external contacts are sought pro-actively. A variety of people and organisational units including the Enterprise Partnership Managers of the two Knowledge Management Offices based in two locations, academics of the various academic departments, the Heads of Schools, the Executive Dean and the Head of Research and Knowledge Transfer go out to establish contacts with organisations and individuals from business and the community. This is generally done in two ways. The first is the attendance of networking events. The Knowledge Transfer Offices for example are part of networking groups such as Chambers of Commerce and Business Link Organisation as well as community groups such as residence groups and local churches. Networking events arranged by these groups are attended on a regular basis by each of the two offices. The second way is the direct contacting of identified relevant potential external contacts. Whereas academics establish contacts with business and community groups relevant to their particular departmental factors such as fashion or photography, the Knowledge Management Transfer Offices create more general databases.

The strategy for both ways of seeking external contacts is generally managed at the departmental level. The information relating to established contacts is stored and managed at a departmental level. There is no corporate centre where all external contacts are managed and stored. Information storage is done using Microsoft Excel databases. However, there is no standard format for this storage and different databases exist.

The process of pro-active creation of databases storing information about external contacts is illustrated in the following process map (See Appendix 2 for process map ‘key’):

With regards to the potential sharing of established external contacts, sometimes already established external contacts are sought and consequently stored and managed. This is done by the sharing of database information. However, external access to database information requires the permission of the database holder. Often this access is restricted due to data protection issues. At this University, business and personal email addresses are supposed to be treated with caution and should only be shared under the strict agreement that details and, in particular, email address will not be passed on to a third party. Any other data relating to personal details of contacts should not, in any circumstances, be passed on to other staff.
The following process occurs when the Knowledge Transfer Offices and the academic departments get access to information about one or more external contacts stored in extra-departmental databases. When a Knowledge Transfer Office identifies an established external contact it seeks to get in touch with (but who cannot be found in the database), other potential holders of the required information are contacted and asked for the availability and the permission to access that information. Database holders the office might address are - relevant academic departments, the Career Service, as well as a networking or community group of which the university is a member. If the desired information can be accessed, the particular external individual or organisation is contacted and the contact information is stored in the department’s own database.

Academic departments follow the same process but they generally contact the Knowledge Transfer Offices for the required database information.

The following two process maps show this potential sharing of established external contacts:
How Business and Community Contact the University and how these contacts are managed and stored

Knowledge Offices

Start

Get in touch with established external contacts?

Yes

Retrieve information about external contact(s) from departmental database

No

Identify the relevant databases for information about external contact(s)

Contact holders of relevant database and ask for provision of information about contact(s)

Store information in departmental databases

Get in touch with external contacts

End

Academic Departments

Is it ok to provide information about external contact(s)?

Yes

Provide information about external contact(s)

No

Careers Service

Is it ok to provide information about external contact(s)?

Yes

Provide information about external contact(s)

No

Associated organisations

Is it ok to provide information about external contact(s)?

Yes

Provide information about external contact(s)

No
How external organisations contact this University

The two Knowledge Transfer Offices are the corporate contact centres for BCE. External organisations and individuals tend to contact the office responsible for their geographical area via the contact details that are provided on the University's website. Based on the nature of the enquiry, the Enterprise Partnership Manager or the administrator decides about further processing. An enquiry may be processed within these offices or the external contact may be passed on to the relevant department or person. Depending on the enquiry this is done either directly or, in the case of academic staff, via the arrangement of a meeting between the contact and the particular academic.
The Innovation and Enterprise Services (IES) Department acts as the first contact for business enquiries into the University. Its mission is to assist in the commercialisation of research ideas created by scientists, engineers, postgraduate students and other innovators at the University. Contact management works as follows: The contacts and requests are stored in Outlook (alphabetically). These are not shared between different departments at the University. Next IES will identify the relevant academic or department to deal with the enquiry. If such expertise does not exist within the University, the process ends without referral. If the expertise does exist within the University the request is rooted to the relevant academic or department concerning the task. If the person can deal with the problem alone then the process is completed and the task accomplished. If there are agreements or contracts to be made, IES are contacted. They draft the agreement or contract and agree the details with the client. If needed, commercial legal services are contacted to assist with the legal terms of a contract or agreement.
HEI C

This case represents a strategic partnership between three leading research universities within a region, aimed at collaborative research, exploiting commercial opportunities, industrial partnerships and joint postgraduate scholarships. Interestingly, this case was chosen as the team thought it might have had a more strategic focus – given it had to work across three different universities. On closer inspection, it had evolved a more informal approach to contact management.

In terms of the process, HEI C engages with external organisations at the start up of a research project. Once the proposed project has been approved and funded by a research council or funding authority, the projects are then run by assigned project management teams and researchers. HEI C does not capture any on-going project information. Occasionally, if they need certain data and information from existing projects, they ask the project management team directly:
Indeed, a senior management team member for HEI C described the operation as very "informal", given that there is no CRM system for capturing all the contacts or research progress. All the contact names, telephone numbers, emails and other information are stored in simple Excel tables. The team have to manually 'pull out' information for project meetings and workshops, and must themselves make sure that there is no repeating or missing of contacts from the list. The senior management team understands that there would be benefits for using CRM systems to capture certain information for its own management. However, HEI C’s contact management approach is largely based on the knowledge and networks of the management team. The senior manager interviewed also mentioned that although they do understand there are some misgivings in that there is no central coordination between partners, they are satisfied with the current operation. CRM is considered by this institution to be human interaction between the senior management team and its partners - rather than based on data in software systems: “Simply putting data and information on a CRM system would not help us; we have to go out there and talk to people (or on the phone) and arrange meetings and settle agreements for research projects. We simply do not have the time or money for buying CRM software systems 'off the shelf' and inputting all the data; after all the technology and data would not be talking to our partners”.

The process characteristics of ‘peripheral’ HEIs

Our process research found that many peripheral HEIs shared similar characteristics:

- Limited approach to information sharing
- Sporadic use of technology to maintain BCE contacts (but more of a localised ‘c-drive’ culture)
- Some interoperability between systems but nonetheless cultural issues in terms of a lack of willingness by schools or departments to share contacts and knowledge

HEI D is a very good illustration of this and it is worth highlighting exactly where in the process these issues come to the fore. For instance, when the University proactively attempts to engage with an external organisation with a view to moving forward a research project, we can see that there are areas where more could be done to collate, store and share contact (and research) information for future benefits to the whole organisation:
Business Engagement – From University to Company

1. Telephone/Email/ Face-to-Face Contact
   - Start
   - Funding Opportunity for Research Project

2. Agreement on Research Project
   - Sign Contract
     - Pre-Award Team Evaluation
       - Submit Application
       - 3-6 Months
       - Project approved?

3. Research Student Working on the Research Project
   - Receive Research Funding
   - End

End

Company Participation and Financial Support

Post-Award Team Monitor

Research Project Written Report

Completion of Research Project

Carry out Research Project?

Project Proposal

Discussion on the Research and Project

Establish Corporate Partnership

Email/ Telephone/ Meeting Contact Academics

School/ Department Academics

University Business Development Team

Business/ Company
Indeed, the numbered areas highlight where:

1. there is no centralised data base for existing BCE contacts and updates
2. there is no means of capturing existing BCE related research and contacts
3. there is no capturing research progress or findings, for evaluation and further development

Furthermore, although HEI D is increasingly focusing on BCE, there is no enterprise-wide CRM system to support this strategy. Whilst there is a dedicated website, email addresses and telephone number for businesses, community and organisations to contact HEI D for research and business engagement, the majority of activities are done pro-actively by the Research Development Office and Schools / Academics with their existing contacts. Moreover, whilst there are some contact management systems in operation within the Alumni Office (Razors Edge) and some centralising of information via existing finance systems (Agresso), different schools, individual academics and staff appear to be holding their own contact databases, either in their own notebooks, simple Excel spreadsheets or in other database systems. Hence, there are duplicated contact details held by different departments, schools or academics. In the words of one interviewee, “We need a coordinated approach. I don’t want to be the 10th different university person to contact the company on the same day because no one knows who has made contact in the first place”.

At the moment, the interoperability and sharing of data between these systems in HEI D is limited and, in most cases, data collection and analysis are done manually among these independent databases. In addition to these, certain staff are also accessing external databases - such as the UK Research Councils, local authorities and companies. It would be impossible to have a general view of the past and on-going projects unless data are pulled and gathered from different systems manually. There is no central control system which could enable different departments, schools and academics to share information at different stages of BCE.

This was indeed typical of other organisations we analysed at this level.

Moving to a tactical phase

The researchers explored with the organisations how they might move towards a more tactical phase. It should be noted that many of the organisations were already in the process and recognised that more was needed to be done to provide an enterprise-wide approach to CRM. The organisations considered that the following would help move them towards a more tactical focus:

- Working towards more centralised CRM systems by sharing contact information between at least two or three departments/units
- Well communicated policies regarding information sharing across departments with the aim of ensuring clarity and institutional ‘buy in’
- Harnessing existing contacts (within existing databases) rather than trying to foster new contacts (and databases)
- Clear processes in terms of updating and sharing contact information
6. Tactical Institutions

Whilst the tactical institutions targeted were all different in their approach to BCE orientated CRM, they all displayed a great deal more organisation and focus around their CRM processes, as compared to the peripheral institutions.

**HEI E**

Within this case study, there are two main process themes: the processes through which external contacts are sought, managed and stored as well as the process through which business and community organisations and individuals establish contact with the university. The first main theme is subdivided into ‘encouraging the use of the corporate CRM system’, ‘strategic partnership development’, and ‘academics’.

*How External Contacts Are Sought, Managed and Stored: Encouraging the use of the corporate CRM system*

In the CRM and Portal Development Unit, a CRM system has been developed for university-wide use. This system is the corporate CRM system ‘CARE’, which in the past has predominantly been used in the charity sector. Its functions have been adapted to the special needs of the university’s contact and enquiry storage and management processes. In terms of contact management, the system allows for the creation of the person with which contact has been established, as well as the organisation that this person represents. Wider, however, is that the system can be used for other processes, including student application processes and the recording and management of student placements.

Developed at the corporate level, university-wide use of the CRM system is encouraged. The CRM and Portal Development Unit are charged with encouraging its use. This department explains the system’s benefits to the various organisational units (a faculty, a school or a smaller unit within a faculty/school) and seeks to persuade the particular unit of the system’s advantages over the unit’s current mode of storing and managing external contacts.

If a unit chooses to apply the corporate CRM system, the system can be tailored to the unit’s specific needs. The CRM and Portal Development Unit can add new functions to the general functions of the system. After a couple of days the system is available for use.

Generally, contact information that has been uploaded onto the corporate CRM system is available to other units within the university. This sharing of contact information is embedded in the university’s strategic objective of ‘sharing information’. However, those units who have special confidentiality requirements with regard to their external contacts are allowed ‘protection’ of contact information should they require it. These requirements are usually secured by a contract with an external contact. Companies to which staff training is delivered often require this formal confidentiality. Again, this inaccessibility of information is ensured by the
CRM and Portal Development Unit. Consequently, the contact information is managed within the corporate CRM system but at the level of the particular unit.

For those organisational units who use the CRM system, the CRM and Portal Development Unit encourage the early loading of contact information into the system, usually immediately after the first point of contact with the external organisation or individual has been made. Units that have chosen to not use the corporate CRM system have their own ways of storing and managing contact information, usually using Microsoft Excel or Access spreadsheets, Microsoft Outlook or paper documentation.

The encouragement of the university-wide use of the corporate CRM system for the storage and management of external contacts is illustrated by the following process map:
How External Contacts are Stored and Managed - Encouraging use of corporate CRM

**CRM and Portal Development Unit**
- Start
- Encourage the use of CRM system (CARE) designed for corporate use
- Add functions to corporate CRM system
- Ensure inaccessibility of contact info stored in CRM system to other units

**Partic. Organisational unit within faculty or department**
- Is the use of the corporate CRM system desired?
  - Yes: Using corporate CRM system for contact information storage and management
  - No: Using present ways of storing and managing contact information (e.g. Excel, Access, Outlook, documentation)
- Do functions of system match unit's needs?
  - Yes
  - No: Using present ways of storing and managing contact information (e.g. Excel, Access, Outlook, documentation)
- Do confidentiality issues require inaccessibility of contact's info to other units?
  - Yes
  - No: Using present ways of storing and managing contact information (e.g. Excel, Access, Outlook, documentation)

End
Strategic Partnership Development

As mentioned in the introduction, this University seeks to develop strategic corporate partnerships, an objective that is based on the Corporate Partnership Strategy. Responsible for this is the Corporate Partnership Unit (CPU), situated within the Business Development Team. This unit identifies corporate organisations that might fit within the Corporate Partnership Strategy, and hence a long-term alliance might be created. Interestingly, however, an identified potential corporate partner of the University will always need approval by the Vice-Chancellor who will assess whether the potential external contact meets the criteria of a corporate partner. If approval is granted, the CPU then adds the external contact as a ‘targeted’ corporate partner to its wider list of corporate partners, and it is then stored in the corporate CRM system (CARE).

Making contact with the targeted corporate partners does, however, not belong to the field of activity of the CPU. Its task is to provide those partners guidelines for corporate engagement. In doing so, they give some centralised direction and focus (but not dictation) to the BCE strategy.

When a particular unit or individual within the university establishes an active relationship with a targeted corporate partner, the CPU adds that partner as an established corporate partnership in its corporate partnership list stored in the CRM system. In order to ensure that the established relationship becomes a long-term strategic partnership, the CPU provides support to the University unit or staff member through the account management of that partnership. This includes the regular arrangement of meetings between the corporate partner and the relevant university staff members, as well as the regular uploading of documents and information concerning the partnership onto the CRM system.

Besides the identification of potential corporate partners by the CPU, however, strategic partnership development can also start when any individual within the university suggests a potential or already existent external business contact as a corporate partner. In order for this contact to be added to the list of corporate partners, again it needs approval by the Vice-Chancellor in the same way described earlier. If the contact meets the requirements of a ‘corporate partner’ it is either added to the Corporate Partnership list as a targeted corporate partner or an established corporate partnership, depending on its ‘contact status’ within the University.

The process of strategic partnership development is shown by the following process map:
Academics

Academics, often on an individual basis, will seek to establish external contacts for the benefit of their academic department. Although the exact processes involved in this will differ between or within departments, generally the following processes can be identified in the seeking, storage and management of contacts applied by academic staff.

First, academics establish contacts with external individuals or organisations by attending conferences, network events or other events of their (academic) interest, by working with research councils or by any other activity related to their academic work. When they have established a contact, then they have the choice whether to choose to store the details of that contact in the corporate CRM system or a database or document (usually Microsoft Excel or Access spreadsheets, Outlook or paper work) held by themselves or by the organisational unit they are working for (e.g. faculty or department).

A second process is when academics seek to establish a new external contact for a project they are planning to carry out. One way to get information about a potential external contact is to get in touch with another unit within the university that might hold information about one or more relevant contacts. The necessary contact information stored in the corporate database or a different database might be directly accessible to the academic or its provision might be asked for. In the latter case, the information holder usually only gives information about the relevant contact rather than allowing access to the entire database.

In the case that the academic may not have identified an organisational unit that might hold information about one or more potential contacts, he/she usually contacts the Business Development Manager (BDM) within his faculty, who will source relevant contacts on his/her behalf. For this to be done, the BDM creates a profile of the academic and if applicable of his/her project. With that information the BDM either himself/herself sources the external contact(s) or delegates this task to the CPU. A contact sourced by either of them is then fed back to the academic by the BDM.

Subsequently, the academic gets in touch with the external contact(s), either provided by another organisational unit or by the BDM. Afterwards, he/she stores information about the contact(s) either in the corporate CRM system or another database or documentation, if he/she chooses to do so.

These processes are illustrated by the subsequent process map:
How External Organisations or Individuals Contact the University

External organisations or individuals contact the university via the contact information that is provided on the university’s website. There are several contact numbers available, depending on the reason/subject of enquiry. For general enquiries or in case the department or service relevant to the enquiry is not known, usually the first contact is made with the switchboard. For more specific subject enquiries or business enquiries the external person might use the contact details of the relevant organisational unit or staff member or the CPU, respectively.

For further processing, an external individual or organisation contacting the switchboard is passed on to the relevant staff members within the university or, as it is often done, to the CPU. The CPU decides about the further processing of the enquiry made by a contact, that has either been passed on to them by the switchboard or has contacted their own unit. If an enquiry is not processed by themselves, then the contact’s details and the enquiry will be taken down to be passed on to the relevant staff members or, where appropriate, a meeting will be arranged between these and the external contact. The CPU does not pass on incoming contacts directly via phone in order to avoid the situation where the contact might not reach the staff member. Where the CPU arranges a meeting between the involved parties, they will facilitate the long-term relationship between the external contact and the staff. This involves regular meetings to check how the collaboration/relationship is progressing.

Information about the external contact for whom a meeting has been arranged is stored by the CPU in the corporate CRM system, only when this contact fits within their Corporate Partnership Strategy. The contact details of an external organisation or individual contacting directly or passed on to a particular relevant university unit or staff member, might be stored in the corporate CRM system - if this is used - or in a different database or document, if this method is chosen.

An illustration of these processes is provided by the following process map:
How external organisations or individuals contact the University and how these are stored and managed

**Switchboard**

- **Start**
  - Should the contact be passed on to CPU?
    - **Yes** → Pass contact on to CPU
    - **No** → Pass contact on to relevant organisational unit or member of staff

**Corporate Partnership Unit**

- **Process Enquiry**
  - Should CPU process the enquiry?
    - **Yes**
      - Is a meeting to be arranged between contact and relevant member(s) of staff?
        - **Yes** → Facilitate long-term relationship between unit/staff member and external contact
        - **No** → Make note of contact details and enquiry and pass this on to relevant unit or staff member
    - **No**

**Relevant organ. Unit or member of staff**

- **Process Enquiry**
  - Store info about external contact in corporate CRM system or own database/documents (e.g. Excel, Access, Outlook or paper) if desired

**End**
As this institution is heavily reliant on external (non-government) funding for its operation, a tactical approach to contact management and CRM is both crucial and apparent. CRM has become a high level priority for the organisation and senior management champion its use across the various organisational units. There are also various communication policies which accompany CRM usage.

Information that enters the central services of this University is usually stored effectively by using acknowledged contact management systems (Cedric / Agresso). The below process map shows the process by which a person within the University seeks out information about a contact and how they follow up with this contact. It may be that the person already has in mind the type of contact they want to seek and thus makes enquiries about it to the relevant department; or it could be that this person likes to have regular updates/reports (usually done quarterly) on a specific contact which are stored in the general databases of the University (Cedric / Agresso).
<table>
<thead>
<tr>
<th>Business Development</th>
<th>Student Registry</th>
<th>Finance Department</th>
<th>Heads of Schools</th>
<th>Other individuals from university</th>
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<tbody>
<tr>
<td>Start</td>
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<td>Does contact already exist with certain School?</td>
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<tr>
<td>Identify which exact information is needed about (potential) contact</td>
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<tr>
<td>Send request to relevant department</td>
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</tr>
<tr>
<td>Ask for permission to get information about (potential) contact</td>
<td>Is information sufficient?</td>
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<td></td>
</tr>
<tr>
<td>Yes</td>
<td>No</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Get in touch with contact</td>
<td>Send request to certain individuals</td>
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<tr>
<td>No</td>
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</tr>
<tr>
<td>Information about contact stored in personal database</td>
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</tr>
<tr>
<td>Access, collate and send information from CEDRIC</td>
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<td></td>
</tr>
<tr>
<td>Access, collate and send information from AGRESSO</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is it ok to get information about contact?</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>End</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access, collate and send information from personal ACT or ACCESS database</td>
<td></td>
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</tbody>
</table>
The HEI in question also had well defined and controlled processes in terms of how academics can harness external contacts for projects via a Schools database. In the process map below an academic seeks out new contacts for a project via the School’s own alumni and marketing database (‘Open Programme’). It is necessary to point out that the alumni and programme sections have databases in place to store contacts, which are only accessible by them; in other words, people external to those departments cannot access those databases directly. So when the academic seeks out contacts for a project, they first need to create an advert which can be published in the alumni or student programme newsletter, or online. The School then decides whether this is to be marketed or not and to whom this information should be sent. If permission is granted, only then can the contact information from the database be harnessed. If a larger audience needs to be targeted, i.e. people not directly associated with the School, then data is bought from an external organization. After the data has been bought, the IT department checks whether this data already exists in-house, i.e. in the alumni directory or in the other internal database. They update the bought contact information and will then mass mail (or email) the contacts that do not already exist in-house. The external partners are then contacted by email or a face-to-face meeting takes place - whatever seems appropriate within the context:
EXAMPLE OF CRM PROCESS (ACADEMIC)

1. **Academic**
   - **Start**
   - Identify which people to contact to market activities
   - Send proposed advert to be marketed to relevant department
   - After event invitation to face-to-face meeting etc.
   - Should a larger audience be targeted?
     - No
     - Yes
   - Is advert appropriate to be marketed?
     - No
     - Yes
   - Access and collate contact information from School alumni database
     - Advert is posted on alumni website or in email newsletter
   - End

2. **School’s Alumni Organisation**
   - Yes
   - Is advert appropriate to be marketed?
     - No
     - Yes
   - Access and collate contact information from School internal database
     - Advert is posted via email newsletter or via post
   - End

3. **Open Programme Marketing**
   - Yes
   - Is advert appropriate to be marketed?
     - No
     - Yes
   - Access and collate contact information from School internal database
     - Advert is posted via email newsletter or via post
   - End

4. **IT department of School**
   - Are some contacts the same as held on internal databases?
     - Yes
     - Update list
     - Send out mass emails to bought contacts
   - No

5. **External Organisation**
   - Send request to external organisation
   - Derive contact details via own databases
HEI G

HEI G has a well worked up CRM supported process for dealing with BCE enquiries. This institution has a well documented vision for engaging with businesses and is moving towards an enterprise-wide approach to CRM usage.

The Business Partnership Office (BPO) usually acts as the first contact for business enquiries to the University, which can come from a variety of sources (i10, Business Link East, Exemplas, GardsEast and London Technology network). Enquiries fall into six types corresponding to the main business propositions on the University’s “Services to Business” web pages and brochures: person, expertise, training, facilities, specific programmes and others. The clients are required to mention the type of enquiry when making their request.

Next, the BPO will assess the company or person who made the request, looking to see if there are any records of previous business or issues relating to this client; in case of previous records of a client not paying for previous services - or any other problems - the request may be refused. Otherwise, a new record is made for the new request or, for a client who has made previous enquiries, the record is updated. The current CRM system cannot, however, track multiple concurrent enquiries from the same client. The contacts are recorded using a customised CRM system built around Microsoft Outlook and Exchange. The CRM system is used within the BPO, by ‘Sector Partnership Champions’ (SPCs) and by Business Development Coordinators in other units. The Graduate Employability Unit also uses the system.

Next, the BPO will identify the relevant academic/department who can deal with the enquiry. If such expertise does not exist within the University the request is usually referred either to Exemplas or to the region’s other HEIs via Ask i10. The enquirer’s permission is asked first. The request is also routed to Sector Partnership Champions (SPCs) and/or faculty Business Development Coordinators. The BPO has agreed with the Heads of School to create a ‘tree’ of representatives and champions who have knowledge of the expertise of the people and research within academic departments and will record, manage and store the clients and tasks. They communicate periodically with the BPO.

There are other ways in which this University is contacted for business purposes either via KT or Graduates Services or directly to the faculties or relevant academics. The faculties have Faculty Client Service teams which include Business Development Coordinators, marketing executives, employability advisors, finance advisors and HR specialists.

The SPC will contact the relevant person concerning the task. If the person can deal with the problem alone then the process is completed and the task accomplished. If there are agreements or contracts to be made, the Intellectual Property Rights and Contracts department is contacted which will draft the agreement or contract and agree with the client.
<table>
<thead>
<tr>
<th>Business Partnership Office</th>
<th>How business enquiries are managed and stored</th>
</tr>
</thead>
<tbody>
<tr>
<td>New enquiry</td>
<td>Identify type of enquiry</td>
</tr>
<tr>
<td>Assess the company and</td>
<td>Record enquiry in Outlook</td>
</tr>
<tr>
<td>End</td>
<td>Is there any relevant expertise to deal with the enquiry?</td>
</tr>
<tr>
<td>No</td>
<td>Send request to Exemplas or other HEI via Ask r10</td>
</tr>
<tr>
<td>Yes</td>
<td>Ask client permission</td>
</tr>
<tr>
<td></td>
<td>Send request to relevant department</td>
</tr>
</tbody>
</table>

| Other Entry Points          | Record enquiry in existing databases         |

<table>
<thead>
<tr>
<th>Faculty Client Service Team</th>
<th>Record the enquiry and contact Sector Partnership Champions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact relevant academic</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Business Unit</th>
<th>Can academics/department deal with enquiry on their own?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Send request to the legal team</td>
<td></td>
</tr>
<tr>
<td>Deal with enquiry: research contract/consultancy/training etc.</td>
<td>End</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Intellectual Property Rights &amp; Contracts</th>
<th>Draft the contract agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree with client</td>
<td></td>
</tr>
</tbody>
</table>
Moving to a Strategic Institution

It is important to note that while these institutions’ processes appear more organised and focused regarding CRM and BCE, they have by no means adopted fully-fledged enterprise-wide approaches to CRM. Even at the tactical level, much of the research conducted for this project points toward a strong culture of academics maintaining individual contacts, which could negate organisational policies on information sharing. The institutions within this grouping recognise that whilst they are trying to move towards more robust and organisation-wide approaches to CRM, individual schools still have a considerable degree of autonomy and therefore bespoke approaches to contact management (with their own databases). HEI E, moreover, is aware that there is no department that can force the use of CRM (however good the technology) upon all organisation units.

The researchers explored with the organisations how they might move towards a more strategic phase. It should be noted that many of the organisations were already in the process of changing and that more was needed in terms of developing an ‘enterprise-wide’ approach to CRM. The following were mooted by the organisations as important factors that could help them move towards a strategic approach:

- Using a single CRM system adopted by all departments / schools and integrated with other corporate information systems such as finance, business development offices, graduate services and marketing and communications;
- Ensuring that institutional policies and senior management instructions around BCE and information sharing were actually put into practice;
- That the right amount of money is invested into the people, process and technology areas needed to ensure successful CRM development.

7. Strategic Institutions

One University we analysed undertook a strategic approach to CRM and BCE. Not only did they have strong and enthusiastic leadership underpinning the overall operation but also well worked through CRM processes. Indeed, unlike the other institutions the project analysed, they were able to provide the researcher with already existing process maps. For this case study, not only is a process map provided, but an appraisal of the people, process and technology drivers which support the operation are also offered. Within this section, an appraisal is provided of a FEC, which has a strategic approach to CRM adoption.

HEI H

Business engagement at HEI H is highly focused. Not only does it possess a commercial development team (CDT), but any potential customer from either business or community can achieve clear access through to the university via the home website page. The CDT team have access to the relevant knowledge regarding expertise, services and capabilities via a bespoke software package known as “My Projects” and can accurately assess their ability to meet the customer’s needs. In addition, customers who cannot be helped directly are passed
to a regional scheme known as “Knowledge House” which operates in a similar method but encompasses the skills of five regional HEIs. This University appears, therefore, strategic in its approach to CRM and BCE.

People

The commercial development centre was implemented and is run by enthusiastic individuals who developed and applied a clear strategy during the formation of a CRM system. The strategic principles which govern the system are as follows:

- The system should attain university ‘buy in’ at the highest level.
- The system should be integrated not bolted on.
- The system should be focused on bringing commercial business into the university.
- The system should assist faculty, schools and academics to maximise the benefits from commercial activities.

Although the strategy is clear it should be noted that its implementation and the formation of the commercial development team (CDT) did not occur instantly. A need was recognised throughout the institution for a universal system of this type but most people lacked the software development skills required to implement it. Only after it was apparent that benefits could be achieved more easily than through using the existing system, did it receive the backing of senior staff.

The University's current CDT is home to several members of staff whose role is to coordinate projects from enquiry to completion. Once assigned, the member of staff's name is attached to the project and from then on he/she is responsible for ensuring that the project information is updated accordingly. Enquiries can be allocated to the relevant department by searching under ‘expertise’.

In order for the system to work effectively, academics and technical staff must register their categorised skills, capabilities and area of expertise. Interestingly, this includes the submission of a C.V., which can be circulated to enquiring businesses. This information is generally supplied through the human resources (HR) department. Members of staff are self motivated to supply their expertise details - also known as ‘esteem indicators’ - as this data is generally used in the decision to promote staff. This data includes any patents and publications which staff members may hold. Plans have recently been put in place to automate the process of gathering publication data by linking to the ‘web of science’ publications data base, with the added possibility of performing a citations analysis.

Academics are allowed to seek / hold personal contacts but are encouraged to use the CDT. However, if an academic engages in commercial activities then use of the CDT system is made compulsory. The CDT system is beneficial to the academic as their personal paperwork is reduced and the system is ISO9000 accredited. The academic may also ask the CDT team to make contact with companies they wish to work with.

In addition to the input from academics, each faculty has its own Business Development Manager (BDM) who actively gathers knowledge of the department’s
expertise and capabilities. Staff can liaise with the CDT directly or through its BDM. Details of new equipment and services are willingly added in order to receive business and therefore further funding. Details of new services are also supplied with relevant “tags” or key words which will enable CDT staff to find the service on the database.

Process

The majority of enquiries will come through an academic or technician who is already a contact or has been passed on by a colleague. Skilled staff members are encouraged to gather their own contacts but may ask the CDT to pursue unknown companies they wish to work with. In this case the academic, known as the ‘consultant’ by the CDT, may negotiate a proposal before contacting the CDT to complete the relevant paperwork.

New enquiries are sought in the usual manner - via public lectures, workshops, website advertising and seminars demonstrating the University’s skills and expertise. The University will call specific companies if requested but does not conduct ‘cold calling’ and mail shots en masse as this approach has been attempted but with little success. External enquiries may also come through the ‘Knowledge House’, a regional database system.

New direct enquiries without contacts are directed to the CDT and are logged and assigned accordingly, provided the University has the relevant capabilities. Otherwise, the enquiry will be redirected to Knowledge House.

The initial enquiry is logged on the system and assigned to a member of staff in the CDT (project coordinator). If the enquiry has not already come with suitably skilled contact then the CDT member can search the database for the relevant expertise across the University.

Once the relevant staff member has been allocated, a proposal or contract is drawn up. The assigned project coordinator will contact the relevant staff member to ensure that the work has been carried out before issuing an invoice.

Once notification is given, through a daily SAP and “My Projects” link – verifying that the client has paid the invoice - feedback is gathered and the project is reviewed and closed. The records are then archived by the project coordinator. See below:
The CDT has developed its own process map (below) and also shown is the regional “Knowledge House” process (in grey):
Technology

The technology utilised by CDT has been custom written in cold fusion and developed over several years to suit the University’s needs, with a team of software developers close at hand for any required updates. The software is a powerful, easy to use database system known as “My Projects”. Projects are logged onto the system and their status (e.g. Initial Enquiry, Quote sent to client, Work completed) regularly updated. All projects are registered, providing that the exchange of money occurs. Small ‘free of charge’ (FOC) work and favours are most likely to be completed ‘unregistered’ by the system.

The system also holds a record of customers, patents, services, skills, staff and capabilities, all of which can be cross linked and cross searched using categories, tags or keywords, and then linked to the relevant project. Emails can be generated easily to the relevant parties and are also attached to the project. Reminder emails are automatically sent if a project is stagnant for a specified length of time.

The system has the capability to sort contacts by location, size, business area and many other categories enabling the university to accurately target business groups for mail shot purposes. However, as stated, the university does not consider “cold calling” to be a successful marketing tool. Skilled staff members C.V. and links to their personal web pages are also held on the system and can be sent to enquiring potential customers along with the department’s website, detailing skills or services on offer.

Project value and financing details are also held on “my projects” and can be cross referenced against staff members, departments, subject areas and businesses, thus enabling the University to identify its most valued customers and facilities. A separate system (SAP) is used by the University for accounting purposes, though financial information within “My Projects” is updated daily via an automated link.

FEC A

This FEC appears to have a relatively strategic approach to CRM. Whilst they could not provide the team with a process map, their interview revealed that they have developed an enterprise-wide CRM solution, using a bespoke variant of the ACT software which is worthy of note. The system was implemented five years ago and was driven by senior management and wider drivers such as 'Action for Business Colleges', a Learning and Skills Council initiative, which called upon colleges in the South-East to review their business engagement strategy and accreditation processes.

This particular college provides a great deal of training for local businesses and therefore wanted a robust contact management system. The system as it stands today not only captures contact information but also has a 'notes' field which gives context to that relationship. Moreover, it also houses evaluation data in terms of the impact of the training on that external organisation, which the organisation may want the college to report on from time to time. The system is web-based - as the College is geographically dispersed - and all organisational units can use the system. During its implementation, the different organisational units submitted their own contact lists
(in Excel) during the holiday period so that when they returned from holiday the CRM team had updated the central records and the organisational units could use the system straight away. In other words, there was minimal effort on the part of the organisational units. The CRM development team found that it was important to 'sell' the benefits internally during implementation and also to make sure that the system looked as 'familiar' to the people using the system as possible.

8. Conclusion

The research and accompanying process maps from the peripheral (and even some of the more tactical) institutions, confirm wider studies on this topic - that CRM supported BCE processes within HEIs are, at best, patchy. Most operate systems around one or two business units rather than via an enterprise-wide approach. Those that are more tactical and strategic appear to have a clear business engagement vision and their CRM systems and processes have been configured to support such a vision. Points to note from the more tactical and strategic processes are that:

- There is clear leadership embedded in the process, to the extent that the Vice-Chancellor in HEI E takes an active role in screening potential contacts
- Strategic thinking and transparent policy development has supported information sharing approaches, to the extent that HEI E and HEI F are clear on which information can be shared in the process and which needs protection.
- There is more emphasis on an enterprise-wide approach to CRM. For example, HEI G is using CRM not only for contact management but also for business intelligence, cross-selling, financial analysis, resource and skills alignment and strategic review.
- There is ‘buy in’ to the processes, to the extent that FEC A’s CRM team actually assisted with the transfer of data from departmental systems into a central CRM system as part of the implementation, thus reducing overall departmental workload.
- Systems can be tailored to suit individual departments, to the extent that HEI H have their own software support unit which can reconfigure fields to suit particular needs and that FEC A are working towards CRM screens that appear ‘familiar’ to users.

The following may also be a useful summary of the steps needed to reach the next level of maturity where CRM processes are concerned:

<table>
<thead>
<tr>
<th>Characteristics of peripheral processes</th>
<th>Steps needed for tactical processes</th>
<th>Steps needed for strategic processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Limited approach to information sharing</td>
<td>- Working towards more centralised CRM systems by sharing information between at least two or three departments/units;</td>
<td>- Using a single CRM system adopted by departments / schools and integrated with other corporate information systems such as finance, business development offices, graduate services and marketing and communications;</td>
</tr>
<tr>
<td>- Sporadic use of technology to maintain BCE contacts (but more of a localised ‘c’ drive culture)</td>
<td>- Well communicated policies regarding information sharing across departments with the aim of ensuring clarity and</td>
<td>- Ensuring that institutional policies</td>
</tr>
<tr>
<td>- Some interoperability between systems but nonetheless cultural</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Characteristics of peripheral processes</td>
<td>Steps needed for <strong>tactical</strong> processes</td>
<td>Steps needed for <strong>strategic</strong> processes</td>
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</tbody>
</table>
| issues in terms of a lack of willingness by schools or departments to share contacts and knowledge | institutional 'buy in';  
- Harnessing existing contacts (within databases) rather than trying to foster new contacts (and databases);  
- Clear processes in terms of updating and sharing contact information. | and senior management instructions around BCE and information sharing were actually put into practice;  
- That the right amount of money is invested into the people, process and technology areas needed to ensure successful CRM development. |
Appendices

Appendix 1

Taken from the JISC (KSA Partnership) Report:

Appendix 2

Key for process symbols: