

# VRM Maturity Model/Framework

DRAFT

Individual	Phase	Corporation
<p><b>VRM? More Web2.0 nonsense or something new...</b> As a User, VRM is being mentioned more and more in the blogs that I follow and my sources for news (mainstream and digital). Right now it just seems to be a concept (like the Web was before I got on in the 1990s), that will give me more control over how I buy from companies and how they sell to me. It seems interesting, but I have yet to see a working example in the mainstream ecommerce world I live in (Amazon, Orbitz, Craigslist).</p>	<p><b>1</b> <i>Initial</i> <b>Learning, Prototypes</b> Competent people and heroics</p> <ul style="list-style-type: none"> <li>• Little understanding of VRM</li> <li>• Concept Promotion</li> <li>• Reference Architecture Development</li> </ul>	<p><b>VRM? That's like CRM right?</b> As a business, our CRM layer currently consists of merchandising ops where we let users know about new products via email newsletter – and we have a less than stellar CTR. VRM has been promoted recently at the conferences our Marketing and Tech folks are attending as a potential way for us to have a deeper connection with users – something we desperately need considering our new focus on innovation. We might take a look at it once there are some reference architectures we can review.</p>
<p><b>I Wish I Had More Control</b> As a user I am getting more access and control of my identity across all of the social networks and websites I frequent – I just wish the places I shopped allowed me to set preferences the same way I set relationships - as opposed to simply recommending things based on past purchases or promoting stuff they don't know I would like. I want to be able to "friend" things and brands too. A friend recommended a site to me the other day that claims to be VRM compliant – allowing the user to define their needs with companies matching their services to it. Seems pretty cool.</p>	<p><b>2</b> <i>Repeatable</i> <b>Experiments and Small Instances</b> Basic project management</p> <ul style="list-style-type: none"> <li>• VRM frameworks emerging/defined</li> <li>• VRM Startups emerging</li> <li>• Testing on a user and corporate level</li> </ul>	<p><b>Opening Doors</b> As a business, we now have seen some small implementations and examples of VRM "in the wild". Right now we have our developers and marketing people looking at VRM from an implementation as well as sales level – can we leverage it for growth or is it the next virtual world that will flame out in a couple of years. There are a couple of small companies out there now with VRM implementations on an ASP or SAAS level and a simple VRM pilot may be worth trying, even with our B2B customers</p>
<p><b>VRM Gives Me What I Want</b> As a user I know have a personal dashboard (web based, mobile, desktop app, and widget) that allows me to take advantage of the startups and a couple established companies that have VRM as an option for the user. It isn't for everybody yet, but I am an early adopter so having the ability to "show my colors" regarding a purchase is a pretty big deal for me.</p>	<p><b>3</b> <i>Defined</i> <b>VRM In The Real World</b> Process standardization</p> <ul style="list-style-type: none"> <li>• Workable, functioning VRM applications and businesses emerging</li> <li>• Value being realized on the user and company level</li> </ul>	<p><b>Grand Experiment</b> As a company we have implemented VRM as a small part of our marketing~merchandising mix (it is both – not either/or). We are seeing greater engagement and activity from a user perspective along with a coordinate increase in data regarding our customers' needs – they are telling us what they want before we ask.</p>
<p><b>VRM Is Changing How I &lt;insert&gt;</b> As a user of VRM it's great to see more and more companies are "getting on the bus". I now have more information at my fingertips from a decision standpoint before – and it's filtered for me as a part of the VRM experience. I still have transactions with non-VRM enabled companies, but they aren't as fast, clean or efficient.</p>	<p><b>4</b> <i>Quantitative</i> <b>Value Exchange Realized</b> Quantitative management</p> <ul style="list-style-type: none"> <li>• VRM transactions are commonplace</li> <li>• VRM is losing early adopter status and moving into the "real world"</li> <li>• VRM efficiency and value is quantifiable on a user level and a company level</li> </ul>	<p><b>VRM Is Changing How Our Company &lt;insert&gt;</b> VRM is becoming its own sales channel for the business as well as a competitive advantage for the enterprise. A lot of our customers work through traditional channels, but this is changing the game in how we relate to and react to customers. <a href="#">The investment of time and money into implementing VRM frameworks has paid off in customer relationships and revenue. Our company is giving back to the VRM community by open sourcing the code we are using, and contributing it to the VRM authority.</a></p>
<p><b>Everybody is doing it...</b> For certain transactions, I only buy from Vendors who are VRM-enabled. The frictionless aspect of the transaction coupled with the "on my terms" nature of doing business in a VRM world makes it hard for me to believe this is something new and we haven't always worked this way.</p>	<p><b>5</b> <i>Optimizing</i> <b>VRM Nirvana</b> Continuous process improvement</p> <ul style="list-style-type: none"> <li>• VRM is a defined business state</li> <li>• VRM'd Co.s are adding back to the community, requiring partners and suppliers to comply</li> <li>• Individuals are promoting and demanding VRM from their vendors</li> </ul>	<p><b>VRM Is Business As Usual</b> VRM is a large part of our business. VRM crosses the Marketing, Merchandising, Product Development and Customer Service divisions of the company because it functions as both a sales channel and a communications layer between our business and our customers. <a href="#">Our company is innovating thanks to VRM and is innovating with its own implementation of VRM. VRM has become part of our business to such an extent that our suppliers and partners are expected to participate with VRM platforms of their own. VRM has achieved "dial tone" status for a business – like SCM, CRM, and the Web.</a></p>

# Corporation

## Individual

	1	2	3	4	5
1	We don't have VRM Old Business as Usual	We are experimenting with VRM	We have a VRM implementation	VRM is growing, we are growing and giving back	VRM is a large part of our sales channel  VRM is Business as Usual
	I don't need VRM – what is it anyway? Old Business as Usual	This company is doing something interesting and talking about it	I can learn more about it thanks to this company making a commitment to it	This company has a different way of doing transactions. Recognition may convert to more learning	This company is "VRM Compliant" – I am either oblivious to this, its transparent to me as a way of doing business or its a learning opportunity
2	We don't have a position on VRM or a plan for it. Awareness is not action	We need to educate this user on VRM and how it applies to our business. Partnership with the customer on finding their way in the VRM maze	Investing in getting users engaged and seeing the value in the new platform is as important as execution. Evangelism is Key	Real world examples are built and running. Usability, ubiquity and evangelism within the industry and with consumers is critical	If companies don't promote their VRM work or make it a part of their everyday, then users won't know it exists or miss the opportunity.
	VRM is interesting and I am learning more	There is a VRM beta that I signed up for – Mutual exploration and experimentation	This VRM thing actually has applications that work and are being used by real people.	This company seems to be on the edge of something that is built with my needs in mind as opposed to pushing something on me	There are actually companies out there that are doing this and making it a real part of business. Acceptance
3	Business as usual means lack of deeper engagement and loss of "listening opportunities".	Users are getting ahead of us and competitive pressure is making it more relevant.	Our VRM pilot has a core, active, engaged audience. We are learning about it as well as sharing what we learned with the VRM community	Evangelism/Education is critical as we roll out of Pilot. Need to find the middle ground between the early adopters and the middle ground	Bringing users into the fold is as critical as building working, compliant platforms. Every compliant company is resp for moving the user to 5
	This company isn't trying to engage me on a needs-based level or is really behind the curve	This company is making attempts to "get it". Some users will encourage it and give positive feedback.	I am as invested in seeing VRM as these companies are. The real value of VRM is just scratching the surface	This company is really trying to engage me and is making moves to get its partners "on the bus"	This company is an innovator, especially in how it deals with me and mine. Loyalty and greater engagement
4	What the heck is this customer complaining about? Watching competitors experiment with unproven platforms while we stay focused	Losing early-adopter, evangelist customers due to lack of implementation	Users are helping to push our adoption and how we implement. Feedback is already affecting how we make and market products	User demand and the backchannel becoming the frontchannel is changing our business from within and without. From a pilot to a platform	VRM changes how our customers engage with us. Choice is critical as we must connect with users on their terms (old-school ways and the VRM)
	I wish these guys would "get on the bus" – Looks like I will take my money elsewhere	"Getting It" doesn't cut it. Companies that are trying to implement will get encouragement as long as they are part of the community and not "off the reservation"	Willing to give a second look to any company implementing VRM – even if they are doing it due to market forces	VRM is becoming more of a choice for my own selection process. Companies and orgs that are compliant are on the top of my list	Not aware of how deeply VRM is implemented within the company, but aware of how it affects me, drives my engagement and loyalty
5	Why are customers trying to change how we do business?  Never had them, didn't realize we lost them until they were gone	Run the risk of losing customers because we are behind on VRM implementation and competitors are farther ahead	Early adopters are driving us to more VRM growth. Validation of research and education and their feedback is helping us define our own growth	Customers are pushing us as much as we are changing how we interact. Feedback loop of VRM is improving how we work and transact	We <3 VRM and love our customers who support it. We require VRM from our suppliers and partners as well as giving back.
	This company is clueless – they won't let me work with them on my terms. Will work with partners that see VRM as win-win	Company is "on the bus" but going slowly. They need to ramp up and implement, follow best practices, engage the community	Willing to experiment with companies that are implementing pilots and give critical, valuable feedback as long as they are within compliance norms	Prefer to work with companies that are part of "this thing of ours" – even with only a few lines. Now if they would just implement VRM in all aspects...	I expect VRM as a matter of course, support those companies who implement VRM and tell my friends. VRM is Biz as Usual