

CUSTOMER RELATIONSHIP MANAGEMENT

Improving customer interactions with this powerful technology

Executive Summary

As we move further into an era when the manipulation and assessment of data and consumer information represents a primary competitive advantage, having a strategic plan for customer relationship management (CRM) is essential.

Businesses and enterprises of all sizes are increasingly turning to CRM tools and strategies to enhance their interaction with end users, whether they be customers, constituents or students. For our purposes, we'll use the general term *customers* to reference these different types of end users.

In the past, many viewed CRM as too complex or expensive to implement for the return on investment (ROI) it offered. Now, cloud-based software as a service offerings and a host of software-based solutions enable organizations large and small to implement scalable CRM strategies at a fraction of the cost, time and effort once required.

Traditionally, CRM's top draws have been improved operational effectiveness, easier access to information and improved interdepartmental collaboration in areas such as marketing, sales force automation and customer service. While those areas are critically important to the success of any business, their focus lies solely on internal operations – not on customer needs.

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And while a more efficient enterprise ultimately should have a positive effect on the customer, efficiency doesn't necessarily foster meaningful engagement with potential customers who today are empowered by social networks and mobile devices, and whose expectations for better products, services and experiences seem to increase by the minute.

Social tools and strategies are now crucial to building a successful CRM strategy because a successful customer relationship is an actual relationship, not simply a transaction. Today's integration of social, mobile and cloud technologies into CRM – known as *social CRM* – means overarching cloud- or software-based solutions can organize and automate sales, customer care and marketing business processes alongside critical social and technology needs to greatly enhance customer loyalty and satisfaction.

Defining CRM in Today's World

Businesses began investing in CRM applications in the late 1980s and early 1990s, mainly as a means to store customer and sales contact data. Before contact management software was available, organizations stored valuable customer information in paper files, on Rolodexes and on spreadsheets.

It was important to be able to maintain such information in a central location and make it easily accessible. With multiple people "touching" a customer for various reasons, it also quickly became important to be able to track activities, appointments, potential deals, notes and other information. Traditional CRM grew out of that need.

In the past few years, the concept of social CRM has grown out of a completely different need – the need to attract the attention of those using the Internet to find the answers to the business challenges they are trying to overcome. Nothing captivates the attention of online searchers like relevant, compelling content.

Having the right content, and enough of it, helps businesses and enterprises connect with those who need their products or services. Whether through a blog post, Facebook page, YouTube video or Twitter hashtag, the ability to create and distribute attractive content is a key pillar of any modern CRM strategy.

Process vs. Conversation

Traditional CRM focused heavily on implementing and automating business processes. An enterprise looking to implement processes such as lead and activity management, or to standardize sales processes to increase the accuracy of sales forecasts, often turned to traditional CRM.

Customer service requests could be tracked, routed, escalated and resolved in a uniform fashion to ensure proper handling. Traditional CRM made it possible to ensure the proper activities and tasks were performed by the appropriate people in the correct sequence.

New CRM Is Not Rip-and-replace

While social, mobile and cloud technologies have brought excitement and opportunity to customer relationship management, that excitement should not lead anyone to believe it replaces traditional CRM tools. These familiar communication resources, such as softphones, nonsocial chatter, online meetings and virtual whiteboards, need to be considered and looped into new CRM initiatives. Users didn't abandon the telephone once other forms of communication came into popularity, nor was email dropped once users became more comfortable with other social media platforms.

Enterprises must look for ways to integrate old and new tools into their processes to create and extend customer relationships. In many cases, that may call for philosophical changes within the organization's culture.

Enterprises shouldn't feel the need to abandon everything they've done in the past and jump to a new system. The wealth of knowledge and experience within the organization should be viewed as an asset – not a negative. The ways in which such expertise is leveraged can be enhanced (even improved) by taking advantage of modern tools and techniques.

CRM strategies can be greatly improved, and made more flexible, by integrating social/mobile/cloud with the foundation created by an organization's traditional engagement efforts. But the bottom line is that wholesale replacement of an entire set of traditional CRM tools is not a good alternative. And those traditional tools should remain at the foundation of any organization's customer engagement strategy.

While those processes are still essential to building a successful CRM strategy, interaction is now at the heart of it. Having meaningful conversations with those searching for the solutions that a business or enterprise provides is critical for transforming clicks into sales, or enabling constituents to discover the proper solutions to their needs.

The processes involved in social CRM are aimed at making it easy for people to find an enterprise (through its content) and start a conversation on their terms. Using a strategic approach to listening to find the context of a prospect's issue – and turning that into a targeted response – is critical to efficiently building mutually valuable relationships.

There are numerous ways to participate in such meaningful conversations. Formalizing a strategy that efficiently turns data into insights increases the likelihood of finding success with CRM today.

Operations vs. Community

Managing customer information plays a key role in an organization's ability to respond to customer requests, manage all of the resources required to close deals efficiently and provide management with reports to keep track of sales

performance. Such management is particularly important for businesses that are expanding their sales and marketing operations and for those that must implement new processes to manage growth.

Businesses typically turn to CRM to improve communication between sales and marketing operations, as well as to improve access to data that will help with decision-making.

Whereas traditional CRM activity focused heavily on operational effectiveness and its impact (internally, as well as externally on the customer), social CRM is all about people and community. It's about how an enterprise intends to participate in the ongoing conversations now taking place in the industry.

How should an organization interact with nontraditional but influential people, such as popular industry bloggers or social websites frequented by the target audience? Knowing how to contribute to such discussions, in a transparent manner, will help the organization build the kind of reputation it needs to become a valued member of the online communities most important to its business.

Enterprises that are turning to CRM to bring in new customers can move beyond the focus of traditional CRM by integrating social media-infused strategies, an approach increasingly used to transition from transaction-based to interaction-based relationships. Such a shift ideally leads to longer, more predictable relationships.

It's important to remember, however, that social CRM is not a substitute for relationship-building. Rather, it's a much needed complement to traditional CRM that brings organizations closer to what they've needed all along.

Increase Revenue

The senior director of analytics and research at one upscale fashion retail website says the company knows a great deal about its customers because it's in constant contact with them, sending emails about new offers and using analytics to figure out what works best for each individual customer. Because the retail site also operates as a membership site, in addition to all of the transaction information, the company knows:

- What its customers purchase
- When they buy
- What type of brands they prefer
- How frequently members visit and when
- What areas of the site are most interesting to individual members

The company attempts to procure as many data elements as possible to determine the right thing to do for their customers at all times. To use the data, the company built and maintains a scalable data warehouse, allowing the data engineering team

to collect all the disparate information from different sources – visits, browsing and email.

The company sends millions of emails each month, so it's vital to know what information or images customers are opening and clicking on. When members are interacting with those emails, all of the information is available in the company's data warehouse.

Other information sources include transactional data, preferences, wait-listing and demographic information. All of this ends up in the company's centralized data warehouse. Cloud-based statistical analysis systems and other tools enable access to the information in the data warehouse and perform different kinds of analysis.

Of course, for an online retailer, conversion rates are one of the most important performance indicators. Additionally, the company pays attention to engagement metrics such as open rates and site visit frequencies. Customer behavior also is tracked throughout the channel to determine where potential drops-offs occur.

Such information provides the company with a better idea of where to focus on improving the customer experience on the site. The company's referral program provides another key metric, because it has been found through analysis that the referral channel is one of the most profitable acquisition channels.

The company's focus on turning information into insights is critical to its ability to create personalized experiences that help it connect with its membership. The analytics director goes as far as to say that with the wealth of information and tools the company has assembled, it has few excuses not to be personal.

Put CRM to Work

Handling such a large amount of information and millions of customer website and email interactions each month calls for not just one app or service, but a multitude of sophisticated tools to send the right emails to the right individuals at the right time. Such a customer engagement strategy cannot be done without important capabilities such as list management, email marketing campaign execution, activity management, social listening and, of course, analytical tools and e-commerce functionality. Every one of those is crucial for a business or enterprise that needs to know what offers or information should be put in front of its customers or constituents to prompt their actions consistently over time.

Organizations without those specific needs will find that, in order to stay meaningfully engaged with their target audience, they will need to find the proper mix of services. Those that are more focused on marketing probably will require a richer functionality set that enables management of multiple lead generation activities (and types), automated workflow

The Pillars of CRM

Customer relationship management combines business processes, people and technology to accomplish a single goal: getting and keeping customers. As an overall strategy, CRM helps organizations learn more about consumer or constituent behavior to develop stronger, lasting relationships that can benefit both the enterprise and the customer.

It's very difficult to run a successful business without a strong focus on CRM. Adding elements of social media and making the transition to a social enterprise to connect with customers in new ways is the latest addition to the CRM toolbox.

Successful CRM involves many areas of an enterprise, starting with sales and extending to other customer-facing divisions such as marketing and customer service. Today's technologies allow businesses to build and customize their CRM solution through myriad applications and add-ons that meet very specific goals or objectives, such as the following:

Sales: The sales pillar of a successful CRM strategy includes tools to make sense of consumer data as a means of up-selling or cross-selling, but it also entails tools designed to improve sales teams themselves, such as sales performance management tools, communication modules for geographically disparate sales groups and productivity applications. Such tools ought to be intuitive and easy-to-use so that sales team members actually feel empowered to use them and gain the most benefits.

Customer care/customer service: CRM solutions can be used to assign and manage customer requests as well as identify and reward loyal customers over time. New tools enable customers to reach a customer service desk through whatever communication channels they prefer.

Marketing/social chatter: Multichannel marketing campaign management makes it possible for marketers to automate or publish messaging. Behavioral and marketing analytics tools enable customer segmentation and more targeted messaging. New social elements allow organizations to listen to social chatter to effect agile messaging or campaigns based on customers' specific needs or responses.

Technology and application integration: Solutions such as Microsoft Dynamics CRM enable users to connect to investments in other technologies or software, or even build integrations with an array of other applications. A solution can be configured to meet a business's specific needs. Even the application framework can be designed to enable additional or extended lines of business tools and workload.

sequences and lead scoring, in addition to other advanced marketing automation processes.

Service-oriented organizations may need to provide service portals, integrate a help desk with social sites or provide service access to knowledge bases via mobile apps on multiple device types. Organizations looking to build a community that

fosters group collaboration, cocreation and idea generation may want a community platform that integrates with a more traditional CRM service.

The bottom line is that it's important for each organization to fully understand what kind of organization they are, who their target audience is and what their philosophy is for engaging those customers. By pulling the right people together to address the important issues, the right processes required to efficiently address those issues can be identified.

Once that is done, the enterprise can find and implement the right systems to build great experiences and create long-lasting and meaningful customer relationships.

Improve Collaboration

When it comes to sales and marketing, it often seems that the thin line between love and hate has evaporated. While there's no disputing the benefits of the two groups working together, in many instances, self-preservation usually wins out over teamwork and cooperation — especially when forecast numbers are missed.

The culture of siloed thinking ends up being reinforced by siloed strategies, supported by siloed applications. But in today's economic environment, where customers place a premium on efficiency, transparency and consistency, organizations that foster the kind of collaborative culture supported by a successful CRM solution stand a much greater likelihood of architecting customer experiences that create loyalty and advocacy.

As the roles of employees evolve to incorporate new tasks that involve content creation or management of social media tools, the need to foster collaboration has never been greater. A successful CRM strategy also enables customers themselves to collaborate with employee teams to ensure that effective customer-oriented processes are integrated.

Persona-based Customer Service

Traditionally, organizations have operated from a functional perspective, organizing themselves into sales, marketing and service departments. Some enterprises are moving away from that model to form teams that more closely mirror the personas of their customers. Instead of placing employees into traditional teams, they might be organized into cross-functional groups that focus on, for instance, the type of business their customers are involved in (such as law or finance) or the type of product they sell (maybe agriculture or education).

Persona-based service-level agreements are then created, where sales and marketing staff know what they're accountable for in terms of key performance indicators. They know that one group's metrics are not the same as those of the other group. And they know that the level of engagement required to convert and close deals also differs

based on persona. But they now are aligned in a manner that not only provides more transparency, it also allows them to focus on the needs of the customer or prospect in a much more direct and meaningful way.

Automated processes and integrated systems contribute to the success of turning leads into customers. Integration with marketing and sales efforts from an application standpoint is critical. But that success also starts with a team approach between sales and marketing.

The switch from a functional focus to persona-based focus fits with the "culture code" described by marketing software maker HubSpot in a recently released SlideShare presentation that received 500,000-plus views in less than two months. The crux of the code is based on the idea of encouraging workers to use good judgment. And, according to HubSpot, good judgment has three guiding principles:

1. Put team before self.
2. Put organization before team.
3. Put customer before organization.

By promoting this approach, HubSpot is driving a level of collaboration that most companies are not able to achieve. But as they have proved, this kind of culture provides a winning solution for all involved.

Benefitting from a New Approach to Selling

While it takes marketing and sales teams working together to get the right leads flowing into the hands of the right sales person, the deals still have to be closed. Many customers today don't want to hear a lot of talk about a product.

A few years back, as soon as buyers embarked on their decision-making process regarding a product or service, they talked to a salesperson. But today, sales calls are no longer a given in this process. If 70 to 80 percent of customers already have their minds made up before they engage with a salesperson, salespeople need to become much more relevant and in-tune with their buyers. Customers don't respond to the traditional sales approach.

During the Social Biz Atlanta 2013 conference, Charles Frydenborg, director of corporate sales for language learning software maker Rosetta Stone, put it this way: "Prospects don't want you to walk in and ask them, 'What keeps you up at night?' You might as well just say, 'I am unprepared and I don't know what your business issues are.' That is a real quick way to get booted out of somebody's office."

A comprehensive CRM strategy should enable business intelligence to be collected and shared among disparate sales and marketing groups, as well as marketing content that shows the enterprise's comprehension of their customers' needs. Prospects today expect a salesperson to be a business adviser – not a salesperson.

Shedding some light on Rosetta Stone's approach, Frydenborg says his company needs to understand where a customer's global locations are, where their customers are and what languages those customers or suppliers speak. And they need to know all of that before his sales professionals walk into their client meeting.

The company, which uses a cloud-based CRM solution, turned to a sales intelligence service to find new prospects, which could be integrated with the CRM. The platform brought in data from thousands of sources to automatically provide new and updated information on the companies and contacts Rosetta Stone wanted to track.

Frydenborg created a list of key accounts, and when any news on those accounts becomes available, he receives an email update. On more than one occasion, he says, the company has been alerted to news that it viewed as an opportunity. The salesperson in those instances called on the prospect, and the prospect had not yet heard the news. The good impression this interaction made accelerated the relationship-building process.

Frydenborg says Rosetta Stone's average deal size increased by 33 percent once the CRM and the sales intelligence app were rolled out enterprisewide, and the frequency of such deals is accelerating as well. Leveraging sales intelligence information to be better prepared has transformed his sales staff into a team of advisers and information sources. And when salespeople act as advisers (and not as salespeople in the traditional sense), empowered customers and prospects will listen to them.

Real-time Visibility

As faster technology adoption leads to widening adjustments in customer behavior, organizations must change their approach to business to better assist customers who want to improve their lifestyles and experiences.

With the current economic climate as a backdrop, there are two maxims companies should keep in mind when engaging today's customers:

- Speed thrills, and the lack of it kills.
- Each person who interacts with a customer on behalf of a company must be prepared to meet the customer's expectations for each and every interaction.

There is less time to make a connection and convert it into a meaningful relationship. And there are more distractions getting in the way of that conversion process. So enterprises must be able to act quickly – and react even more quickly – which calls for them to take a hard look at their current capabilities to make fast moves.

The traditional view of customer service is blurring into all areas of the customer lifecycle. Business leaders in tune with current conditions recognize the growing need to

align service, sales and marketing to engage customers in "unfractured" conversations.

An example of this can be found in TOA Technologies' 2011 *Cost of Waiting* survey, which reported a strong link between customer relationship longevity and the customer's perception of service quality. Of those surveyed, 70 percent said they would recommend a company solely on its ability to keep service appointments on time.

That figure drops to 43 percent if a service technician is 15 minutes late, a time frame that triggered some customers to broadcast their frustration on social networks using their mobile phones and tablets. After an hour's wait, almost half of the customers surveyed posted outright complaints on social channels.

Asked what the customers' takeaway was from waiting for service, the No. 1 answer was that those vendors don't value customers' time, which is as precious as their money. Such a negative impression costs the business extended customer relationships, referrals from otherwise happy customers and a tarnished reputation online. The bottom line: Every minute counts in the relationship between prompt service and customer loyalty.

From a sales perspective, not knowing what's going on with a customer's service request can be embarrassing. Calling on a customer to upsell them to a premium service can be like walking into a buzz saw if that customer has an outstanding service issue they've been trying to get resolved.

Being disconnected from service call information (timely, detailed information on what interactions have taken place) puts the salesperson at a severe disadvantage. It can also cause the customer to question the competency of the organization – or worse, question how much the company values them as a customer.

How CRM Can Help

CRM services can help organizations share information in near real time between departments (for instance, sales and service) to help each stay on top of what's going on with a customer before initiating an interaction. An integrated system also can provide quick, accurate, helpful answers when a customer asks for assistance.

In fact, one of the key points coming out of the *Social Customer Engagement Index 2012* from Social Media Today, an online social media professional community, is that companies that have integrated social profiles, knowledge-base information and other data sources at their fingertips are able to more quickly provide customer support.

On top of that, organizations that effectively leverage the power of branded online communities see community members provide each other with support, which can add valuable insights to the knowledge base. With that level of community participation – and tools to curate, certify and

publish helpful user-generated content into knowledge bases – organizations can provide helpful information on their websites, social networks, self-service portals, mobile apps and anywhere else their customers need it.

On the sales side, CRM applications can standardize sales processes to provide consistency across teams and help management understand the business pipeline. That becomes even more critical as companies grow and must scale up their sales force. Adding new people efficiently can be done only with a well-defined process that identifies stages and time frames and the probabilities of closing deals associated with them. Each stage should include tasks to be completed and the role of the person or people who will perform them.

With a clearly identified sales process implemented in a CRM application, both management and sales professionals have a clearer understanding of what deals are in the pipeline – what stage they are at, and when they can be expected to close. Given that information, sales management can align resources to maximize efficiency and effectiveness.

The dashboards and reports provided by nearly every CRM or stand-alone sales force automation application should help keep executives on top of the situation, allowing them to change course and focus on problem areas or opportunities in real time, based on up-to-date information.

The Amazon Effect

Amazon.com's skill at working across the organization to meet its customers' growing expectations is reflected in its success. According to some estimates, Amazon is not only the biggest online retailer, but also the seventh biggest retailer of any kind. The company has achieved this by combining data efficiency and customer service in ways that previously had not been done before – a process sometimes referred to as "The Amazon Effect."

Amazon's optimized product information pages include:

- Product details, including specifications, special features and competitive advantages
- Real-time inventory and availability
- Price comparisons
- Shipping and payment options, special offers and product promotions
- Cross-sold products frequently bought with the current product
- Predictable product delivery timing

By presenting such information in a single, user-friendly view, Amazon helps shoppers make informed and efficient buying decisions. When customers return to the site, Amazon analyzes their transaction histories, including products previously browsed, to present a personalized, sales-optimized page that encourages additional purchases.

All of the information a customer needs is brought together, whether that is product details, user reviews, product availability, fulfillment information or payment options. The ability to pull that information together calls for systems that are integrated and information that is up to date in real time. Globally, consumer expectations are being shaped by The Amazon Effect, including those of business-to-business enterprises.

Organizations can use CRM to approach their customer relationship—building activities in a more holistic way. Silo-driven enterprises will not be able to keep pace with customer demands for better, more personalized interactions.

Change Management

In the 2012 *Impact of Social Business in Small and Medium Business Study* from SMB Group/CRM Essentials, more business executives and companies reported they are taking a more strategic approach to integrated social/collaboration tools in traditional functions than organizations that reported a more informal approach. When looking specifically at product development, those same surveyed companies were about 3.5 times more likely to report being very positive about their initiatives than those using social/collaboration tools in more informal ways.

That perception is important as enterprises look to connect workers across departments more efficiently and create a better informed organization from a product development standpoint. It's also important when it comes to enabling an organization to bring the voice of the customer into the process.

In addition to using tools such as Yammer or Chatter to better communicate internally, enterprises also are leveraging online community platforms such as Lithium or Jive as a means to collaborate and share information with customers and partners.

As faster technology cycles feed and accelerate the change cycles for customer expectations, it becomes even more critical for organizations to streamline and manage change internally. Making information from all departments available and accessible across the board enables an organization to identify threats and opportunities quickly, and take appropriate action to stay in tune with customer needs. Better collaboration and more timely access to information will give proactive enterprises the best chance to create great experiences to extend the customer lifecycle.

Best Practices in CRM

Many legacy business processes were designed years ago in more stable, predictable environments with fewer technical capabilities than we enjoy today. Organizations that persist in using these systems are facing impediments to adapting to customer demands.

Adapt Outdated Sales Processes

To be effective today, sales professionals need to employ up-to-date tactics and processes more closely aligned with current customer buying patterns. And these processes should be delivered in a flexible manner to address the sudden impact that technological developments will continue to have on customer behavior.

Cloud-based solutions provide the flexibility and accessibility needed to keep processes in step with customer buying patterns, increasing the sales professional's chances of generating successful outcomes. And cloud solutions are designed to make it easier to implement important adjustments to processes, and to access these updated processes immediately from any device with a browser.

There is great value in holding process reviews with key stakeholders (sales, marketing, service, management, partners and customers) and asking for their insights on replacing archaic processes with new efficiencies. Make sure reviews are done regularly to maintain process alignment among all stakeholders. When big developments occur, perform a review as soon as possible to gauge the effect it will have. Using cloud-based solutions will make it easier to implement changes coming out of these review sessions.

Invest in Integrated Solutions

Some businesses use sales force automation or CRM solutions to manage the business pipeline. However, they are still faced with connecting the data dots in disparate, disconnected applications to obtain inventory updates, customer history and other critical sales-focused data.

A truly integrated business management system combines sales force automation, supply chain management, financial management, human resource management and more. Such a centralized data repository simplifies and streamlines the sales department's access to production data, invoicing history, service records, account information and opportunity records, including a complete customer interaction history. It also supports seamless interactions with colleagues and management.

Replacing older, disparate systems with a value-added investment in a fully integrated business management system will yield results. For example, order entries should be integrated into the same system that manages contacts, tracks opportunities, details fulfillment and creates invoices for a total, end-to-end relationship process.

The Intersection of the Last Mile and Last Millisecond

In his keynote speech at this year's Adobe Summit, Brad Rencher, Adobe's senior vice president of digital marketing, encouraged companies to focus their efforts to the very last millisecond before an interaction with a customer or prospect

takes place. It's too important not to blow it at that instant of engagement, whether the company or the consumer initiates it.

Rencher says digital marketers are tasked with delivering experiences in milliseconds, and that marketers have 300 milliseconds to connect actions to experiences. But digital marketers alone, thinking and operating in this fashion, won't make it happen.

In order to find, catch and keep good customers today, it takes an entire organization working in a collaborative manner. It takes valuing customers not only for what's in their wallet, but also for what's in their hearts and minds to take advantage of their collective voice. And it means understanding that social tools and strategies work best when they are integrated into the organizational culture – not viewed as stand-alone gimmicks for short-term promotional gain.

It's still natural for companies to focus on what is perceived to be the biggest issues they face. Customer acquisition is near the top of every business challenge, year in and year out. Marketing budgets are driven by such activities.

In fact, Adobe recently released a study that found that 86 percent of the 1,800 companies surveyed spent less than 15 percent of their budget on website optimization. It comes as no surprise, then, that website conversion rates are less than 1 percent for 35 percent of the companies that participated in the survey. But the companies who use 25 percent or more of

their marketing budget on site optimization report that they are twice as likely to enjoy conversion rates of at least 9 percent.

That illustrates the importance of understanding that processes must be connected throughout lifecycles, and people must collaborate across lifecycles in order to turn content into clicks, clicks into conversations and conversations into customers – and customers into loyalists and advocates.

Every interaction with customers and prospects does matter; the relationship is only as good as the last interaction. All the heavy lifting done by addressing the more complex areas of CRM will be for naught if things that may appear small or easy to deal with are overlooked. CRM today is all about connecting data and culture.

The speed of life has accelerated and customer expectations are heightened, which means organizations have less time and opportunity to get it right with respect to CRM. They know they can't do what they've done in the past if they expect to meet the needs of customers, and the needs of their best employees responsible for interacting with customers.

While the strategy and tactics have changed, and will continue to do so, the objective remains the same: How can an organization find, catch and keep good customers? That may bring more meaning to the old saying, "The more things change, the more they stay the same." CRM is a prime example of just how true that statement is.



Salesforce Chatter is the engine of the social enterprise, helping companies get more done through instant collaboration via enterprise social networking. One single, secure environment connects you to everything you need for your social enterprise. It also eliminates islands of collaboration by enabling employees to work together on sales deals, service cases, marketing campaigns, files, dashboards – any business process – on one trusted platform.

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Microsoft Dynamics® CRM is a flexible business application that helps organizations increase business productivity and strengthen relationships across sales and marketing, customer service and other lines of business. It uses familiar Microsoft® technologies to empower your employees and drive connections across people, processes and ecosystems.

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