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University of Applied Sciences

Customer Intelligence and Relationships Management (CRM)



**L81A310 Customer Relationship
Management (CRM) Course**
8th – 12th February, 2016

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“Technology Entrepreneurship
and Innovations in IT”

Sofia University “St. Kliment Ohridski”

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Overview on CRM Processes

C

➔ Marketing



R

➔ Sales



M

➔ Orders



➔ Support



- Run campaigns
- Generate Leads
- Form a Database



- Assign Leads
- Qualify Leads
- Convert Leads
- Track Opportunities



- Deliver Products
- Produce Invoices



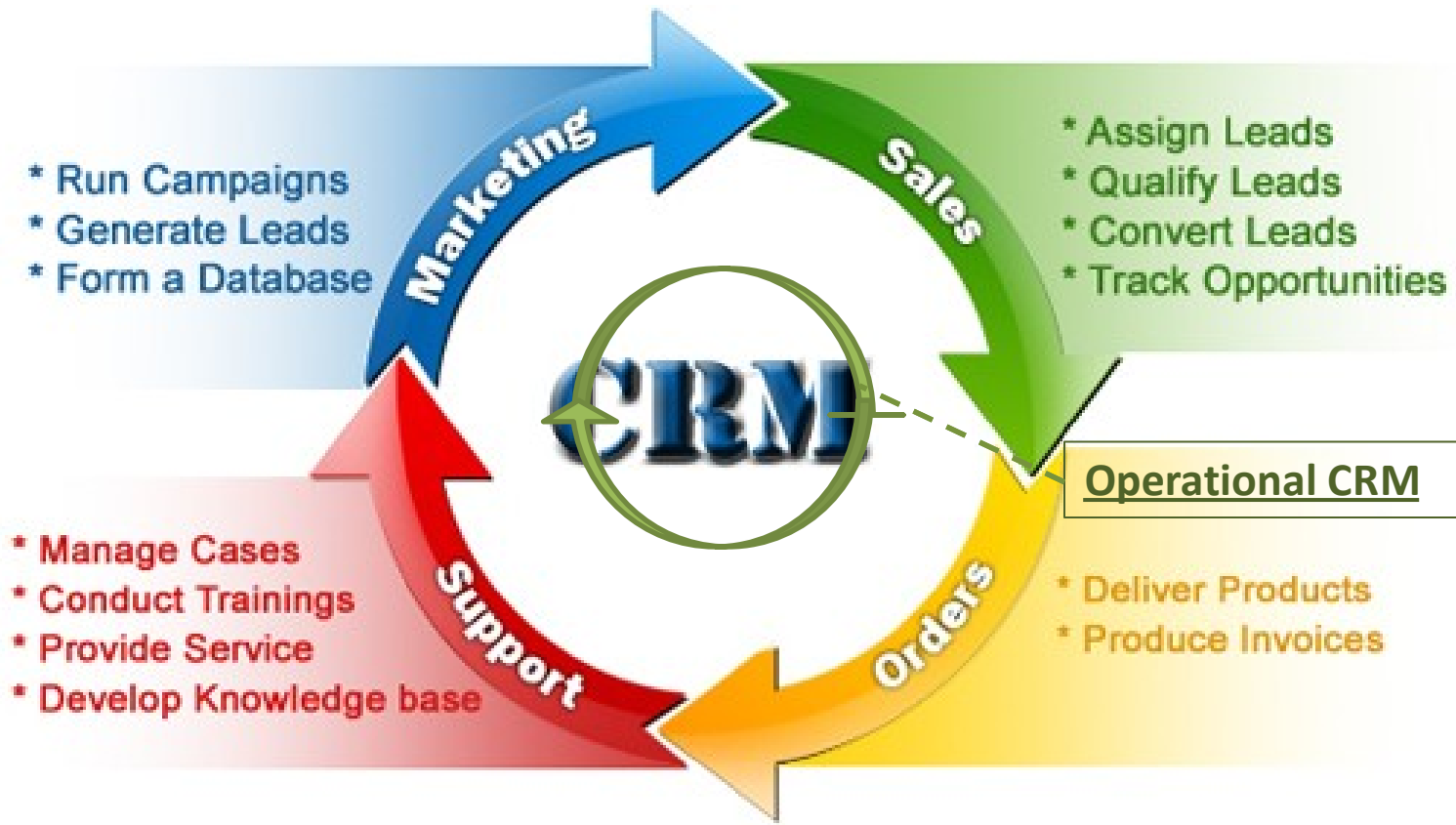
- Manage Cases
- Conduct Trainings
- Provide Service
- Develop knowledge base



Customer Relationships Management Process



Customer Relationship Management - Types of CRM



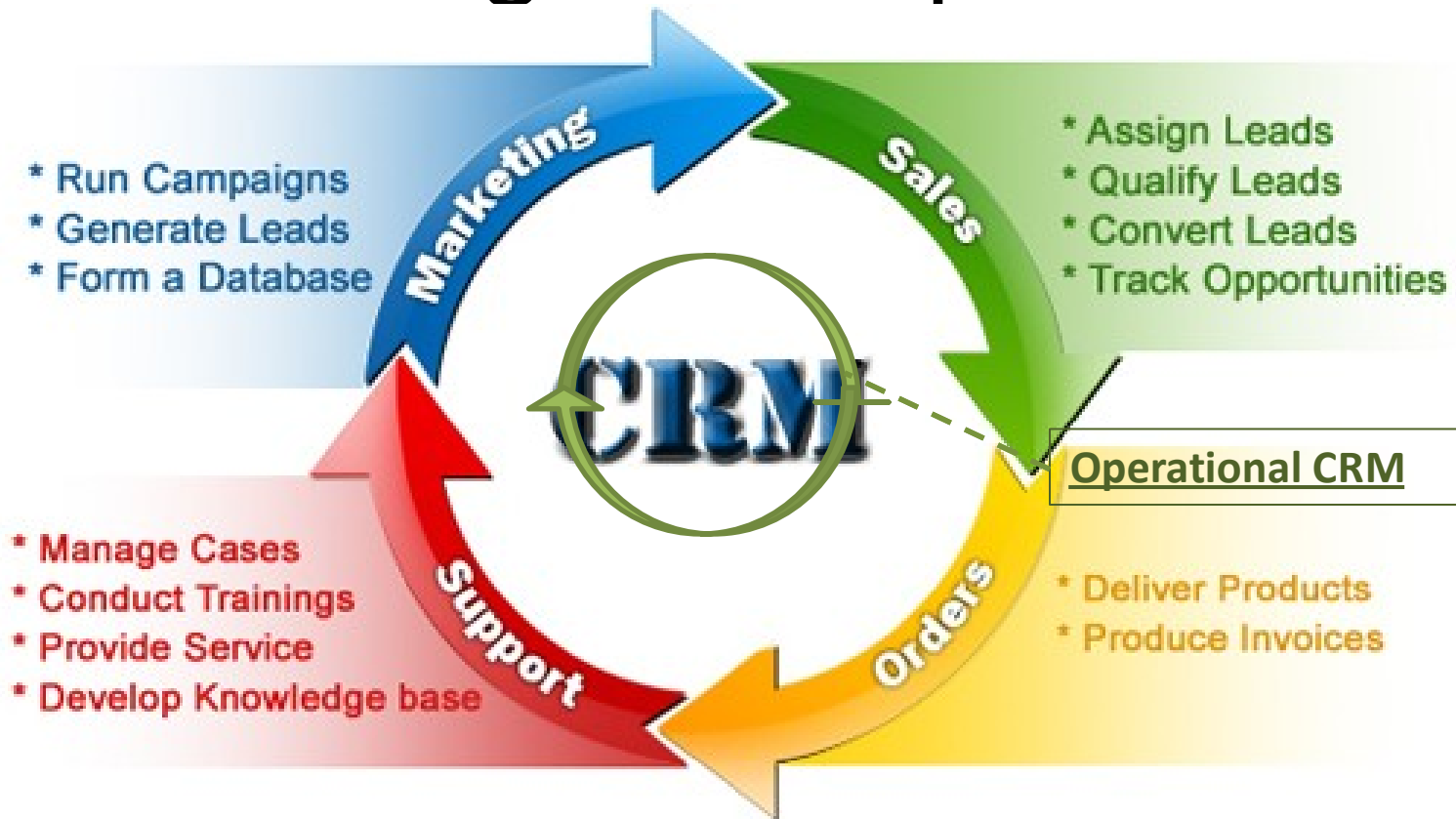
Customer Relationship Management – Types of CRM



Customer Relationship Management – Types of CRM



What Customer-connected activities do we perform at each stage of the process?



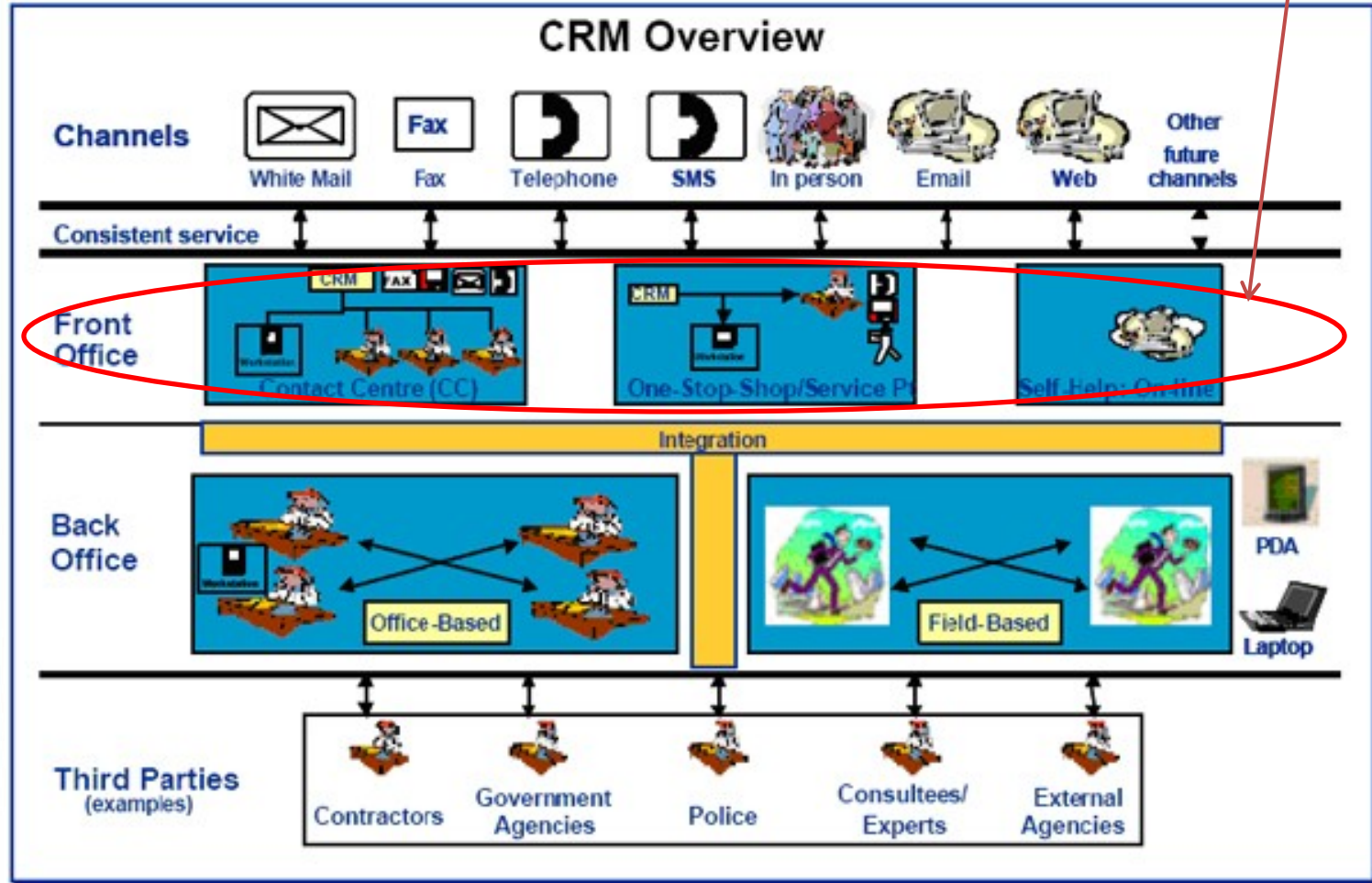
Operational Customer Relationship Management

Operational CRM is a subset of CRM focusing on the direct interactions of the customer with the company with a view to keeping the customer satisfied and happy, thus helping the company grow.



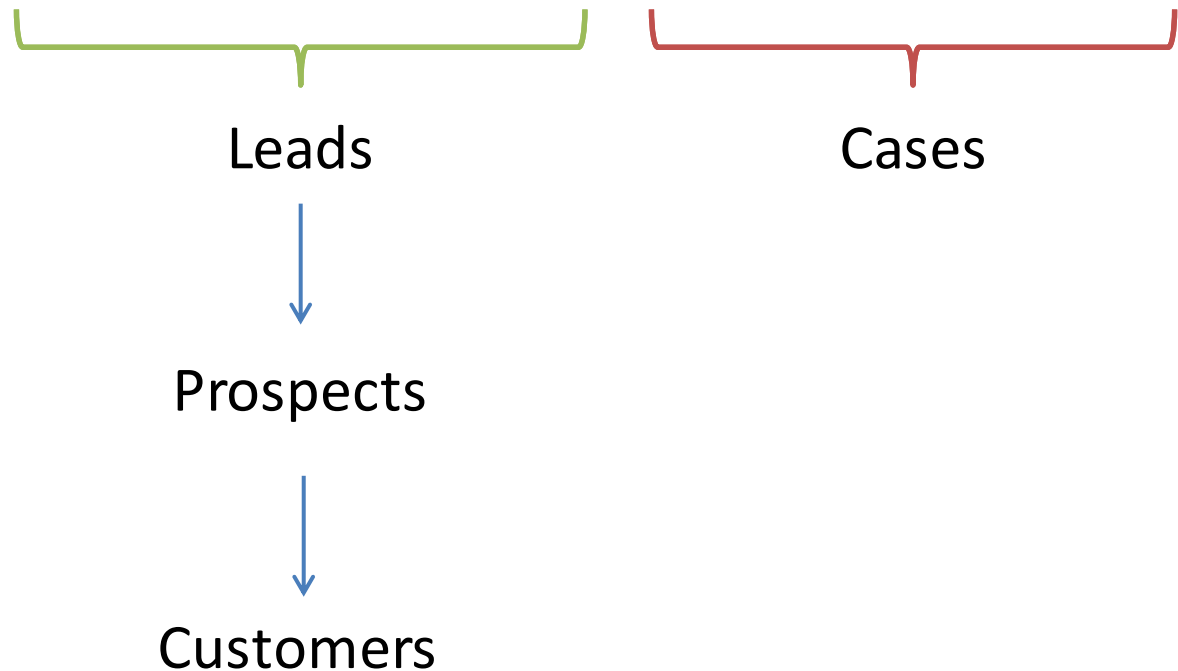
CRM Structure

Operational CRM



Customer Service and Operational CRM Terms

Before + During + After Purchase



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Operational Customer Relationship Management

Operational CRM

The basic two methods for interactions are:

- **Face-to-face personal interactions (emails, calls/skype calls/skype messages, SMS, etc.)**
- **Interactions with any websites or call centers (or other means of communication between the customer and the company – web site, blog, social media (facebook), form, feedback. etc.)**



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What is a Lead?

Definition:

A **lead**, in a marketing context, is a **potential sales contact**: an **individual** or **organization** that expresses an interest in your goods or services. **Leads** are typically obtained through the referral of an existing customer, or through a direct response to advertising/publicity. A company's **marketing department** is **typically responsible for lead generation**.



Example – Microsoft Dynamics CRM Leads Information and History of Communication View

Microsoft Dynamics CRM | SALES | Leads | Cat Francis

LEAD **Cat Francis**

Lead Source: Partner | Rating: Warm | Status: New | Owner: Veronica Quek

Qualify (Active) | Develop | Propose | Close | Next Stage

- Existing Contact? **Cat Francis**
- Existing Account? **Coho Winery**
- Purchase Timeframe **This Year**
- Estimated Budget **\$2,578,700.00**
- Purchase Process **Committee**
- Identify Decision Maker **completed**
- Preliminary Research **completed**

Summary

CONTACT

Topic: Interested in our newer offerings

Name: Cat Francis

Job Title: Purchasing Manager

Business Phone: 555-0718

Mobile Phone: --

Email: Cat@cohowinery.com

COMPANY

Company: Coho Winery

Website: http://www.cohowinery.com

Address: 4405 Balboa Court, Santa Cruz, NM 72052

ACTIVITIES

- Review Cat Francis preliminary information
Veronica: Preliminary research completed. Details attached to Cat's lead record. Completed by Sanjay Shah Today
- Cat Francis Site Visit
Due Date 3/17/2015 11:00 AM
Modified by Veronica Quek Today
- Introduce Cat Francis to Veronica Quek
Due Date 3/3/2015 10:00 AM
Completed by Veronica Quek Today

STAKEHOLDERS

Name	Role
Cat Francis	Stakeholder

What is a Case?

Definition:

Cases (or case tickets, incidents) provide **incident-based tracking for issues** that may arise from your customers **after purchase**.

They are designed to **track the process from the initial intake** of an incident, tracking the details throughout the remediation process, and **to final resolution**.



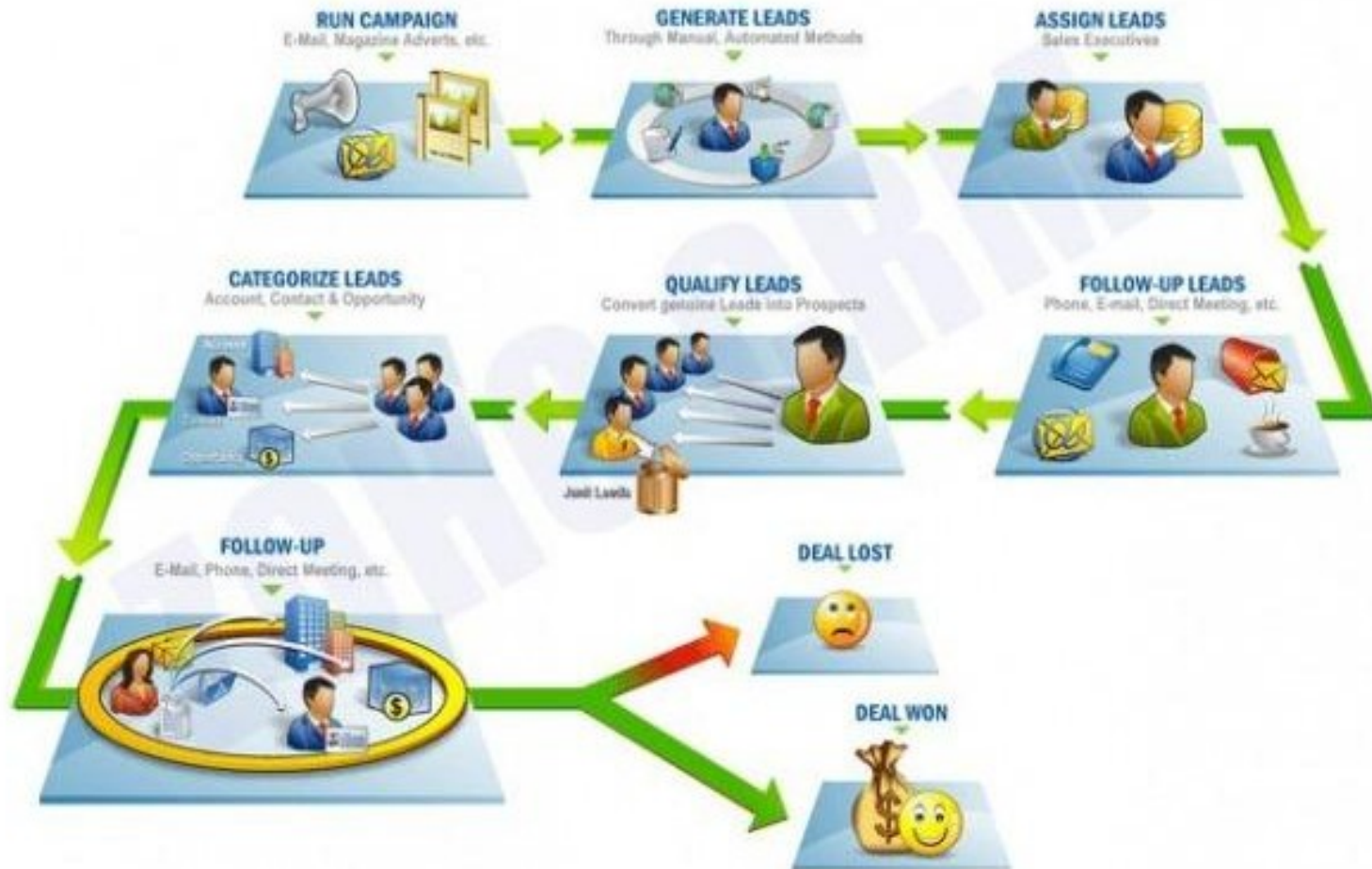
Sequence of Workflow in Operational CRM

A. Operational CRM workflow **before and during** purchase:

1. Run a Campaign
2. Generate Leads (Gather Potential Customer Contacts)
3. Assign Leads
4. Qualify Leads
5. Convert Leads
6. Create Customers



Operational CRM – Workflow – before and during purchase (example 1)



Operational CRM – Workflow – **before and during** purchase (example 2)



Sequence of Workflow in Operational CRM

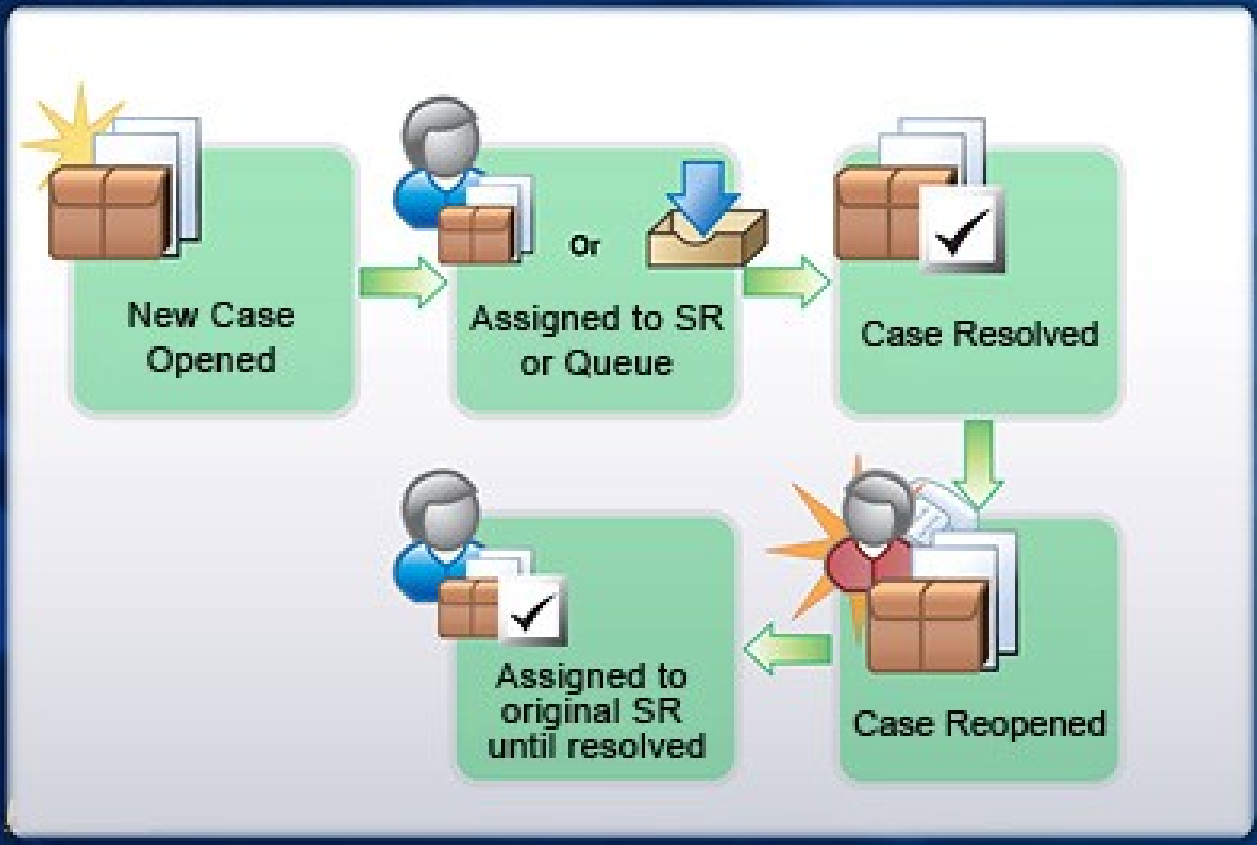
B. Operational CRM workflow **after** purchase:

1. Opening a new Case. (customer's problem on product or service)
2. Assigning Case to Service Representative (SR) of the Company or Queue Case (if there is a queue)
3. Resolution of the Case
4. Possible Case Reopening
5. Assigning Case to first SR until resolved



Operational CRM – Workflow – after purchase (example)

Case Management: Process Flow of Case Resolution



After Generating Leads

After Generating Leads the Marketing Department sends the leads towards the Sales department. Sales department is responsible for the following actions:

- Assign Leads
- Qualify Leads
- Convert Leads
- Sales to Customers



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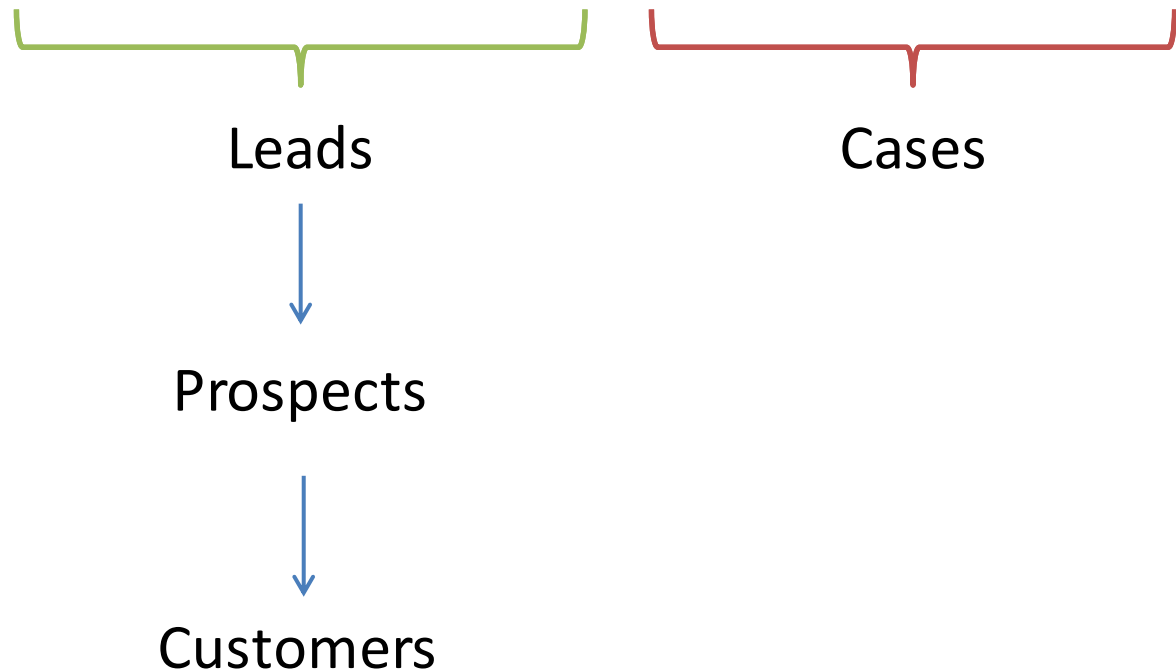
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<http://marketingwisdom.com/strategies/leads>

<http://smallbiztrends.com/2015/08/11-ways-generate-sales-leads-online.html>

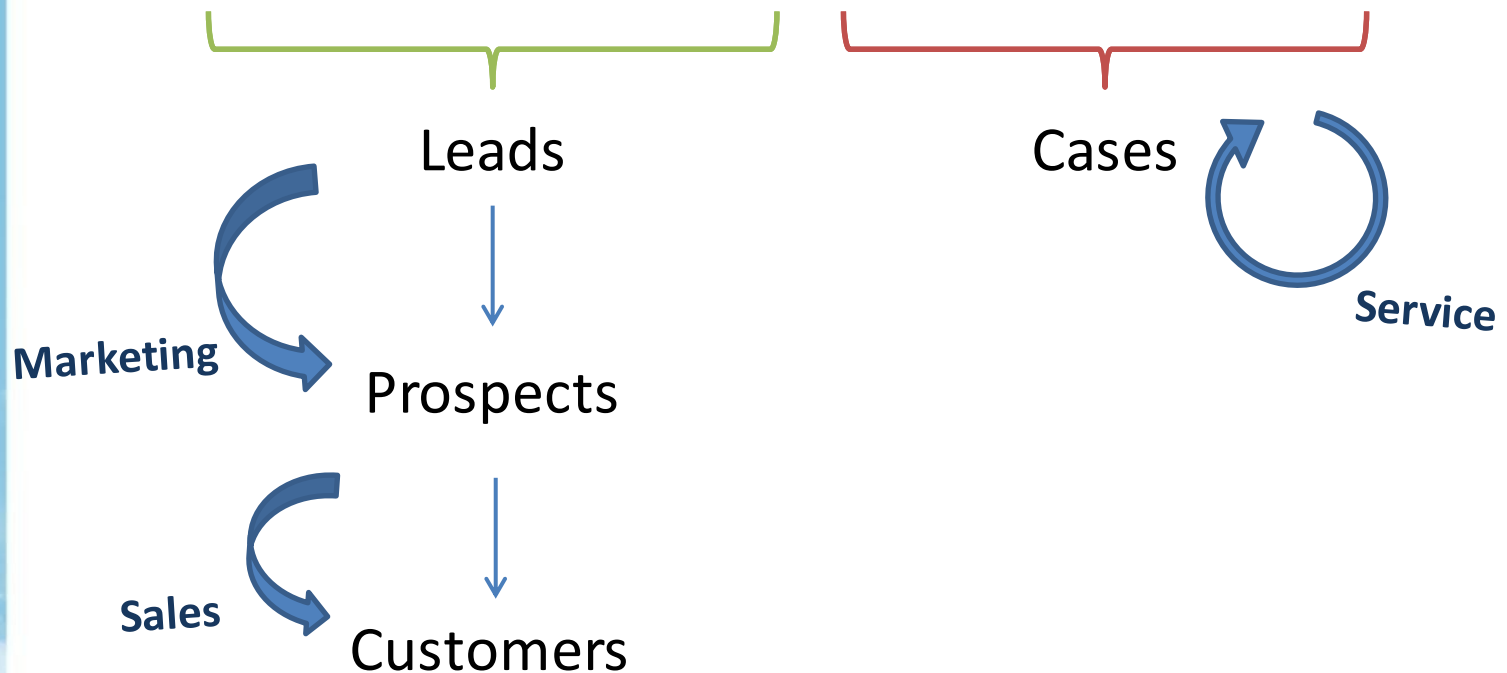
Customer Service + Terms in Operational CRM

Before + During + After Purchase



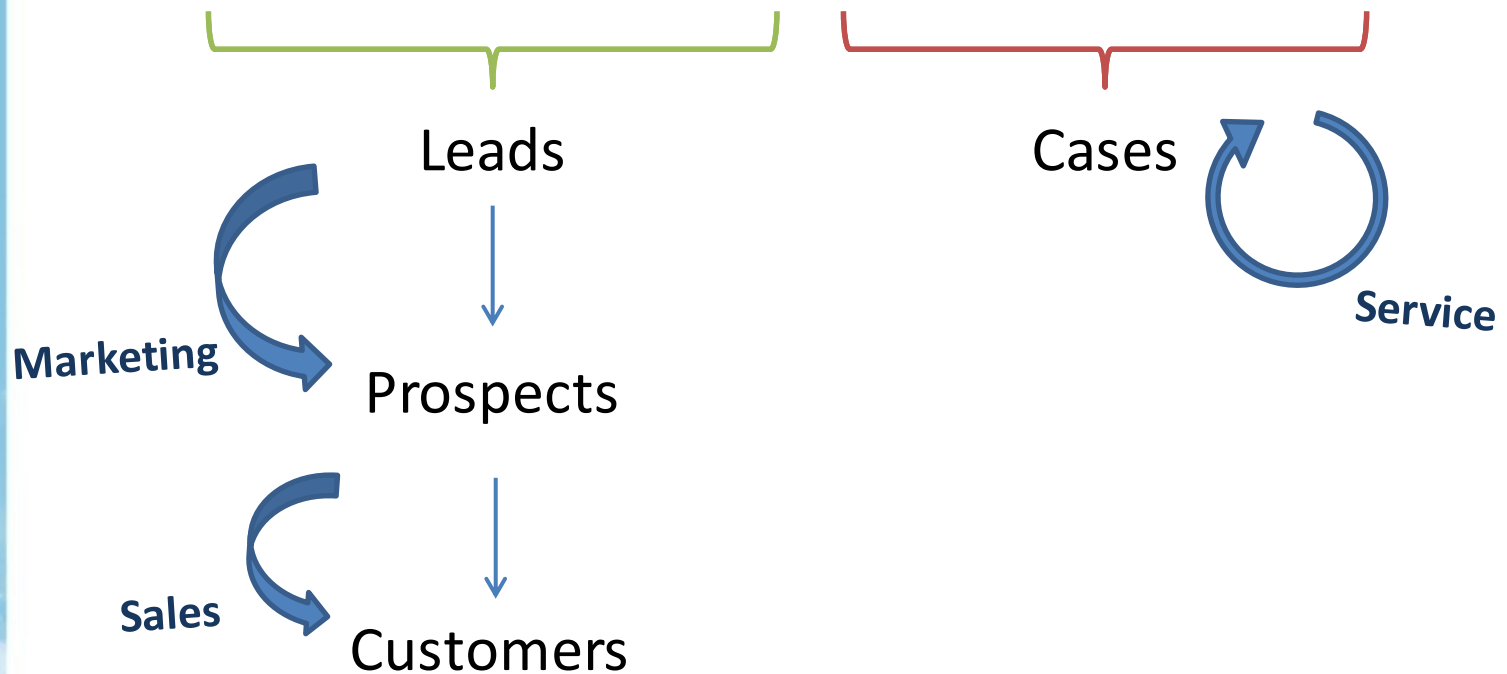
Customer Service + Terms in Operational CRM

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Customer Service + Terms in Operational CRM

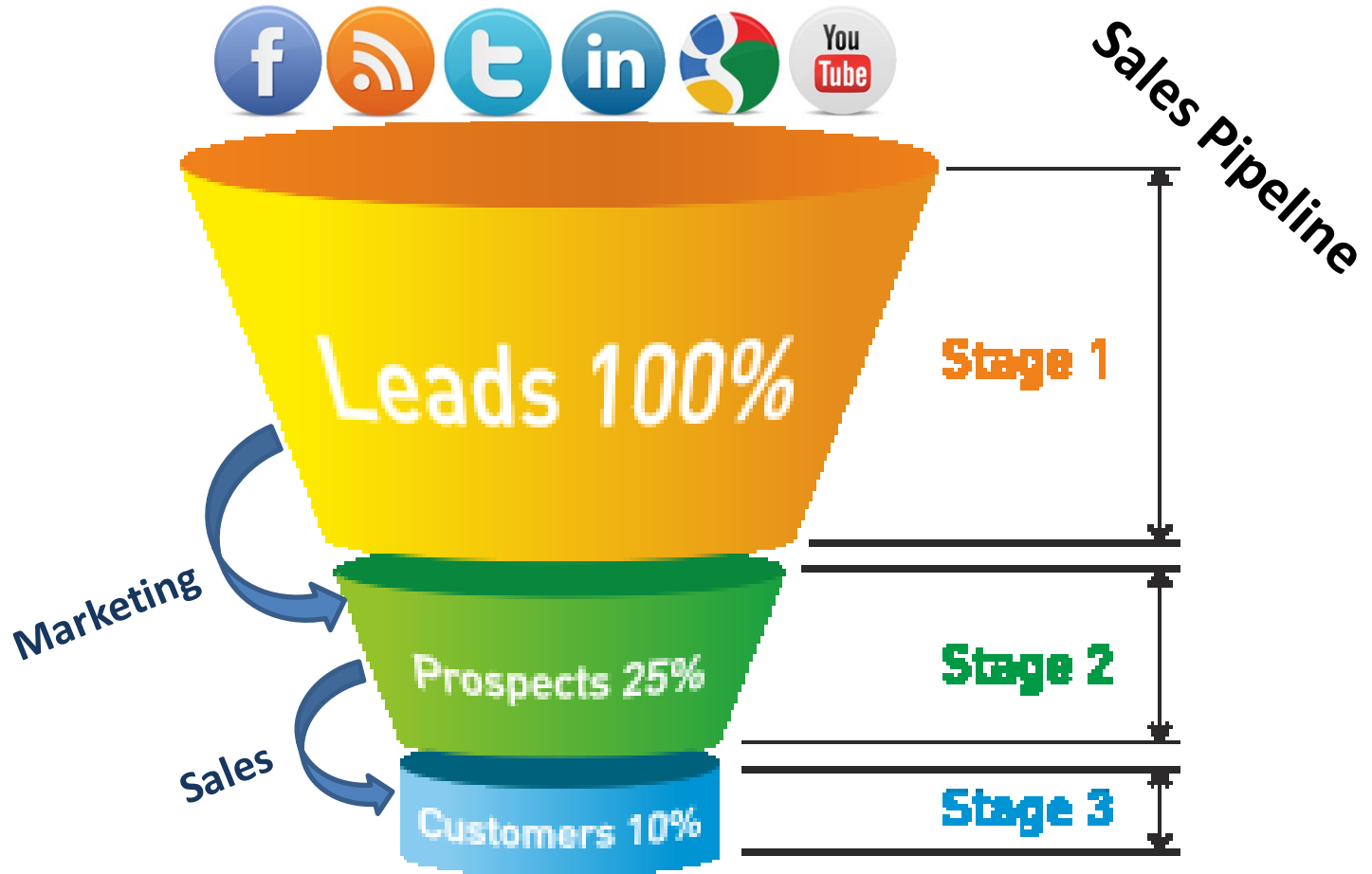
Before + During + After Purchase



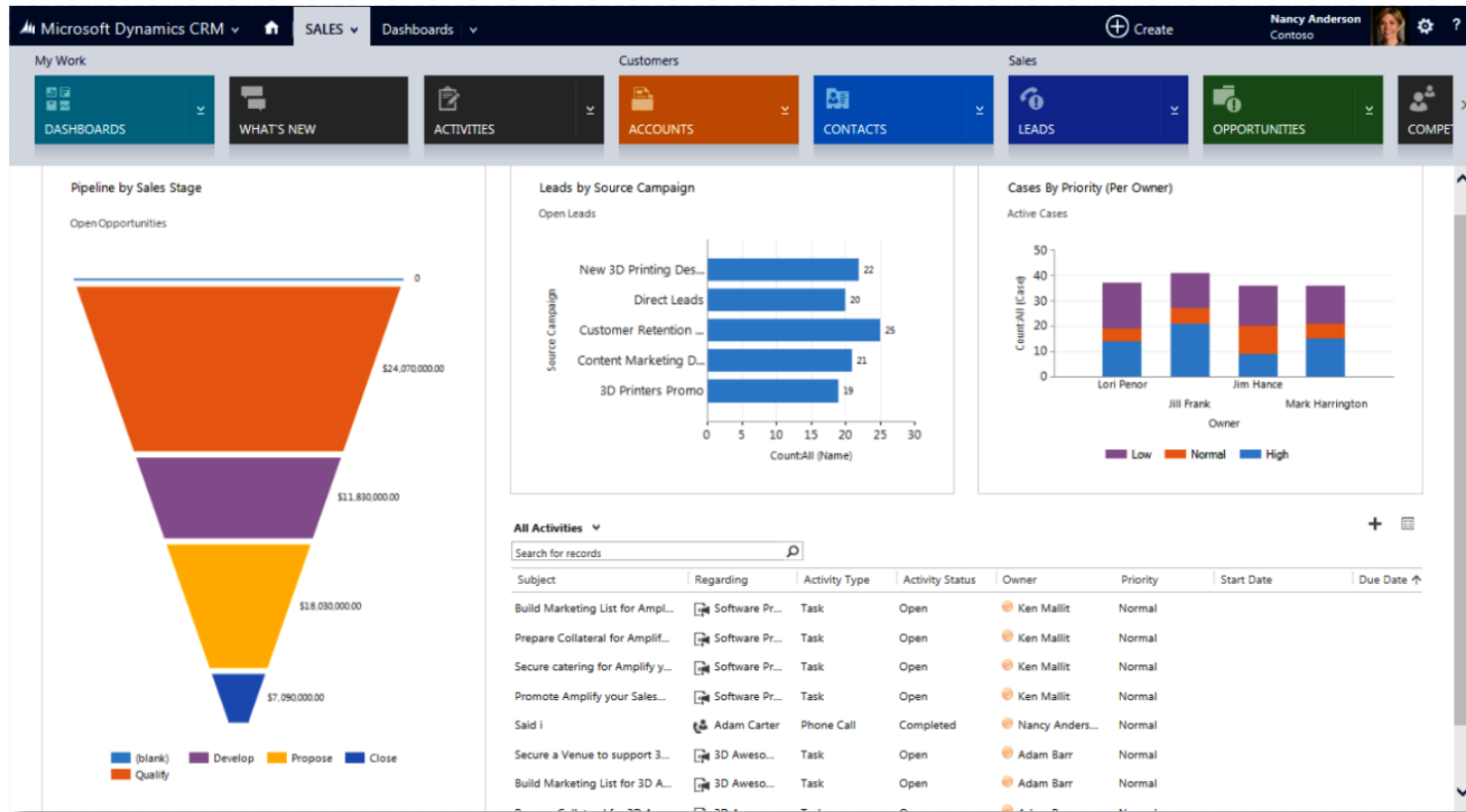
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Customer Relationship Management & Lead Process



Example – Microsoft Dynamics CRM Dashboard view



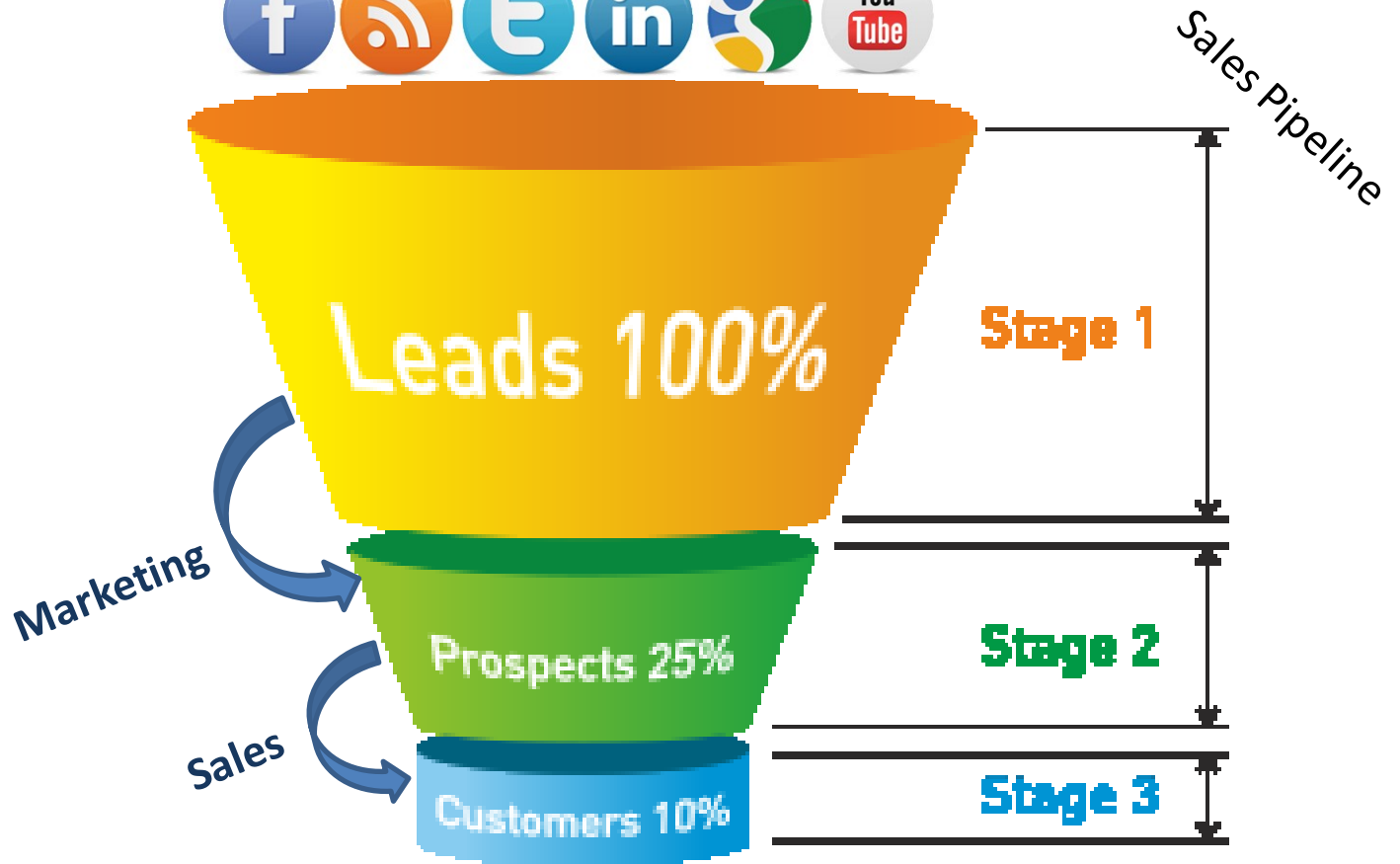
blank-qualify-develop-propose-close leads (adaptation for each software needed)

<http://www.turnkeytec.com/wp-content/uploads/2014/04/CRM-2013-Dashboard.png>

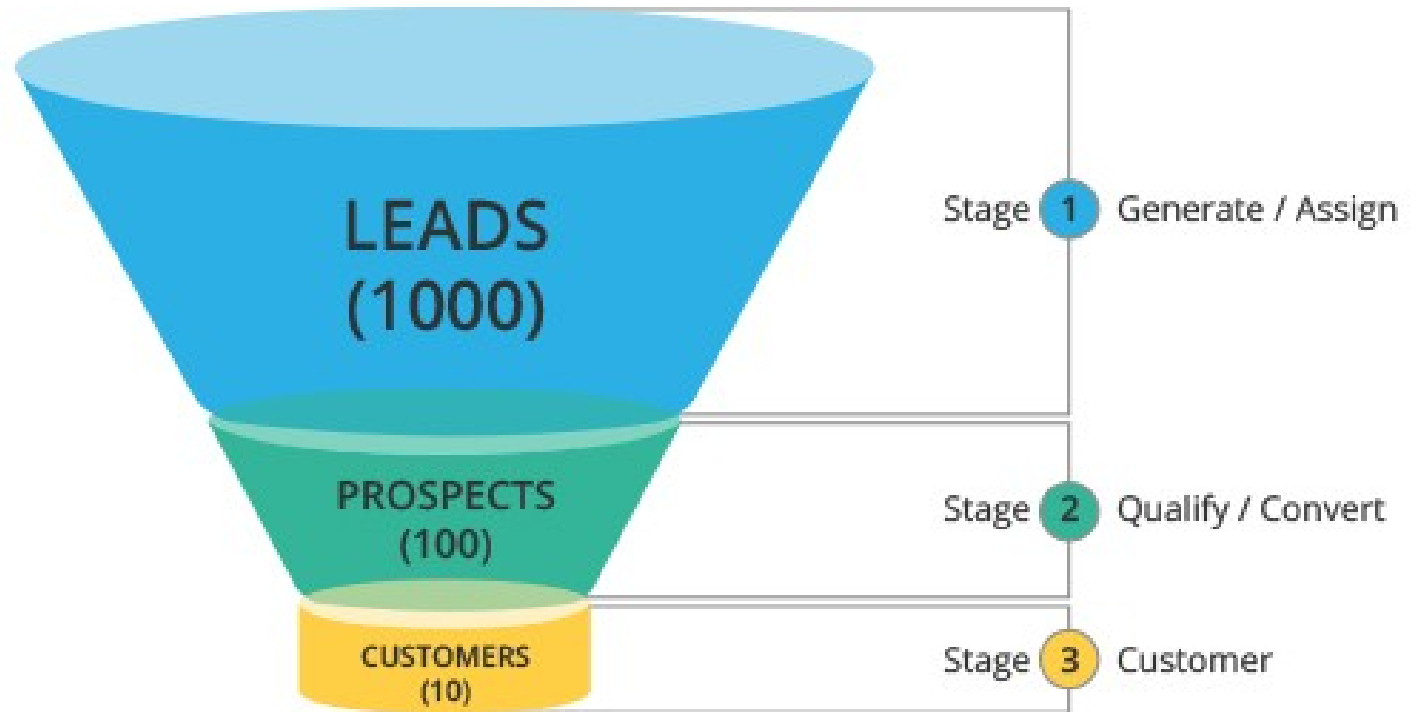
Example – Microsoft Dynamics CRM Dashboard view



Customer Relationship Management & Lead Process

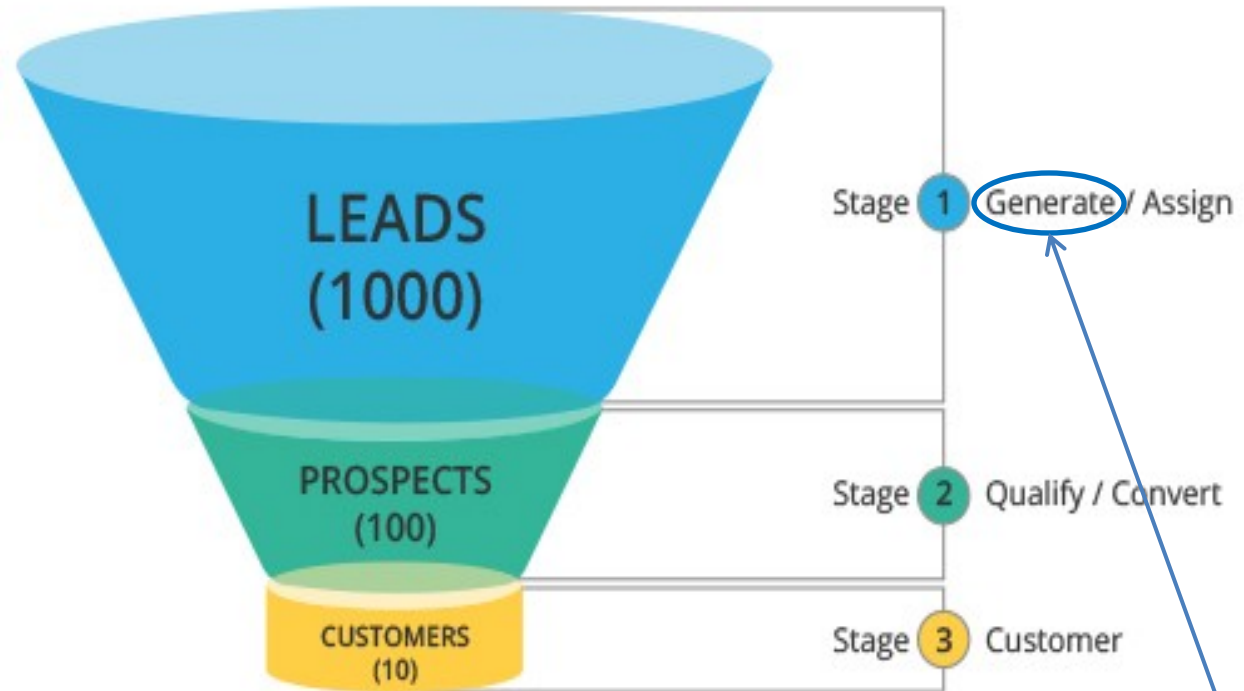


Leads Process Flow in Business



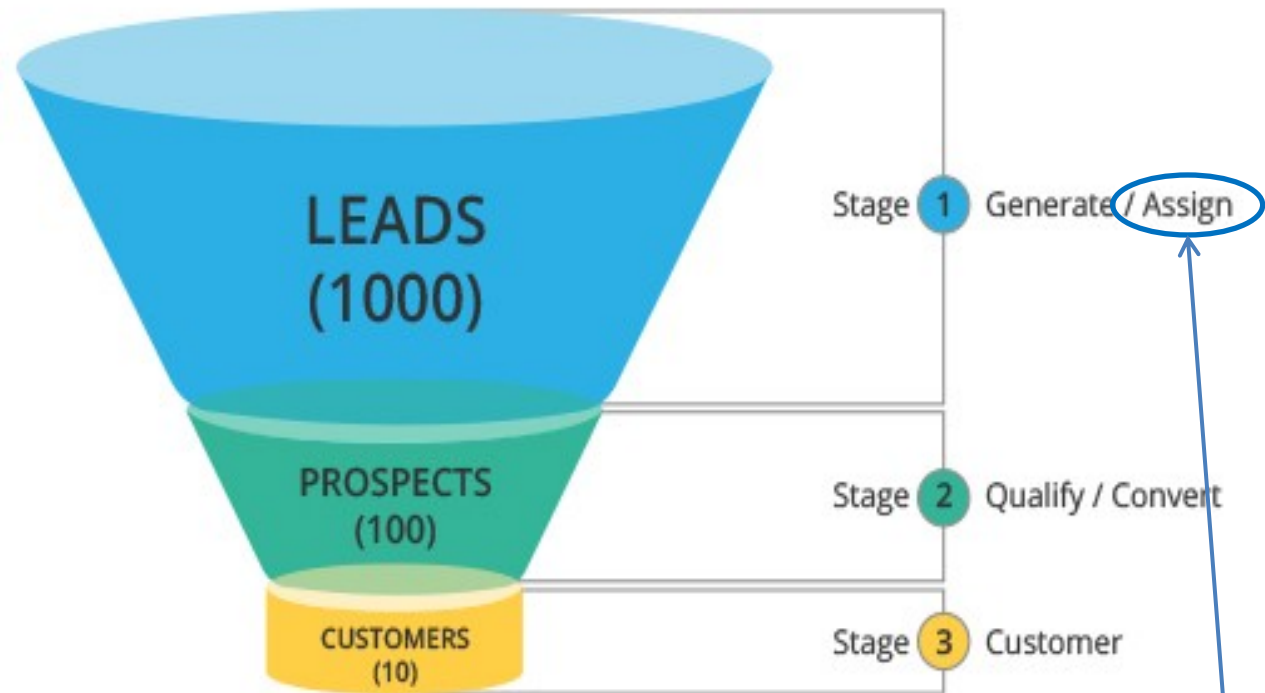
Source: <https://www.zoho.com/crm/help/leads/>

Leads Process Flow in Business



1. Every **unqualified contact/account** that you receive from different sources **becomes a lead** and probably a prospective customer.

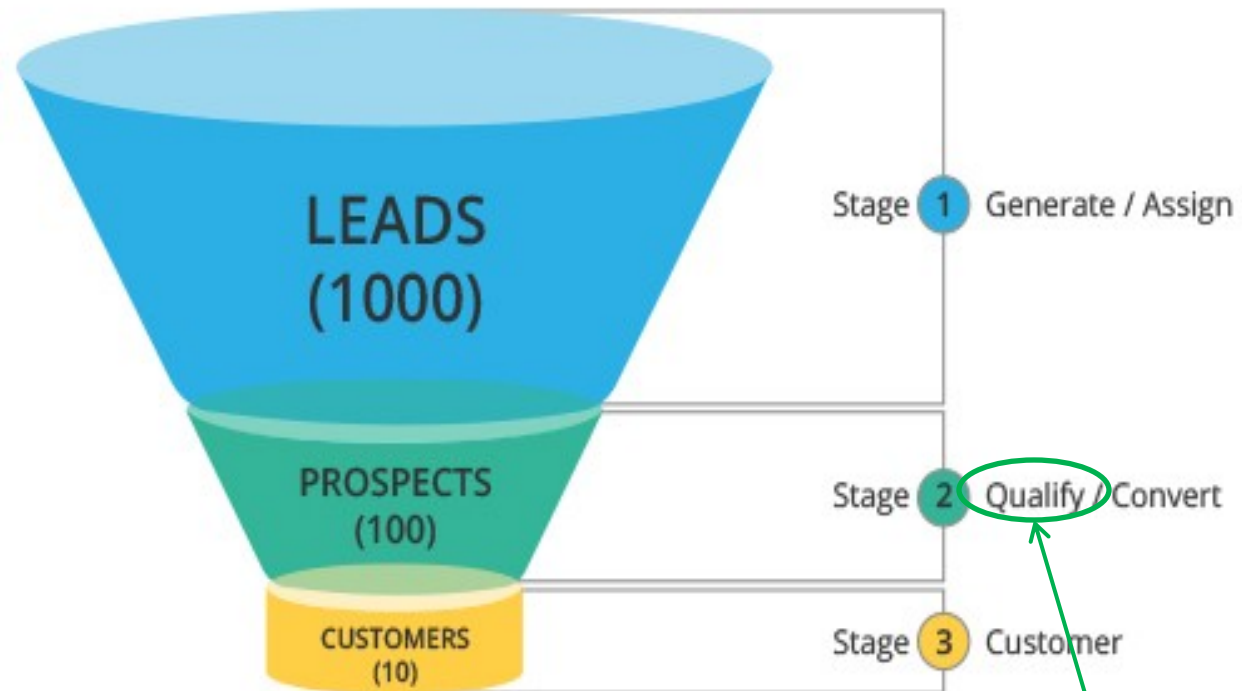
Leads Process Flow in Business



2. Once a **lead** is **generated**, the **CRM system** automatically **assigns** the particular **lead** to a **sales person**, provided the **Lead Assignment Rules** are **defined**.



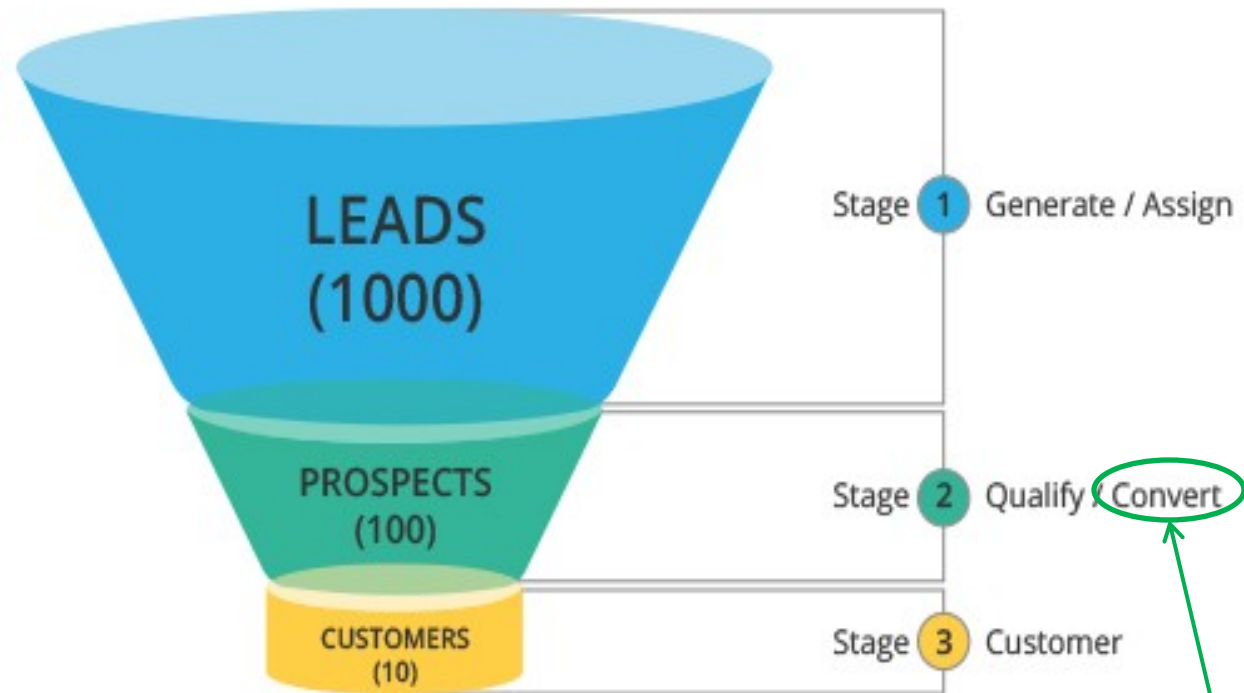
Leads Process Flow in Business



3. The **sales person** performs the **validation** (or background check) of the **lead** and **analyzes** the **opportunities** that are available. The **leads** are then **filtered** based on these opportunities. **Prospects.**



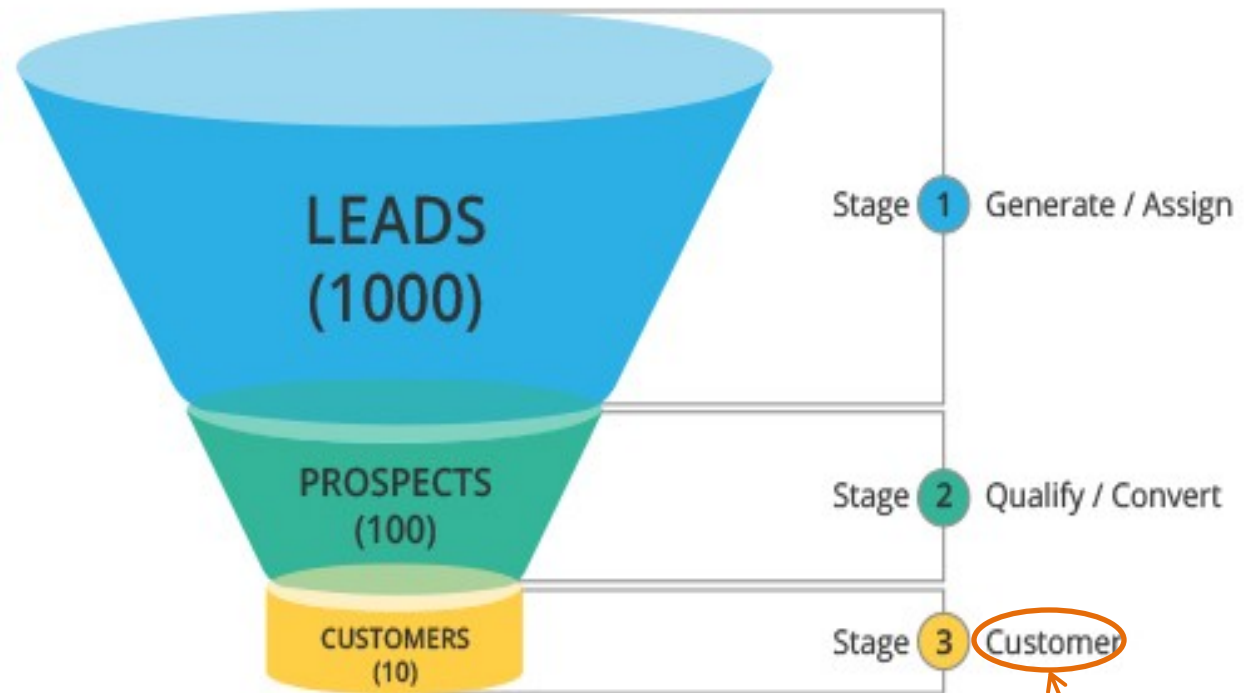
Leads Process Flow in Business



4. If the opportunities are positive, the **lead** has become a **potential** or a **possible customer (Prospect)** and communication/negotiations with customer **are active**.



Leads Process Flow in Business



5. The **potentials** are either **won** or lost. Won scenarios - Prospect has become a customer and is subject to further Customer Service.

Differences between Leads and Prospects

Leads

- Top-of-funnel to middle-of-funnel
- Varying levels of qualification
- Predominantly one way communication
- Mass communications from general business address
- Several steps from actualization

Prospects

- Lower/middle-of-funnel
- Qualified for purchase intent and ability
- Predominantly two way communication
- Personalized communications from individual rep
- One step from actualization



Specifics of **Generating Leads**

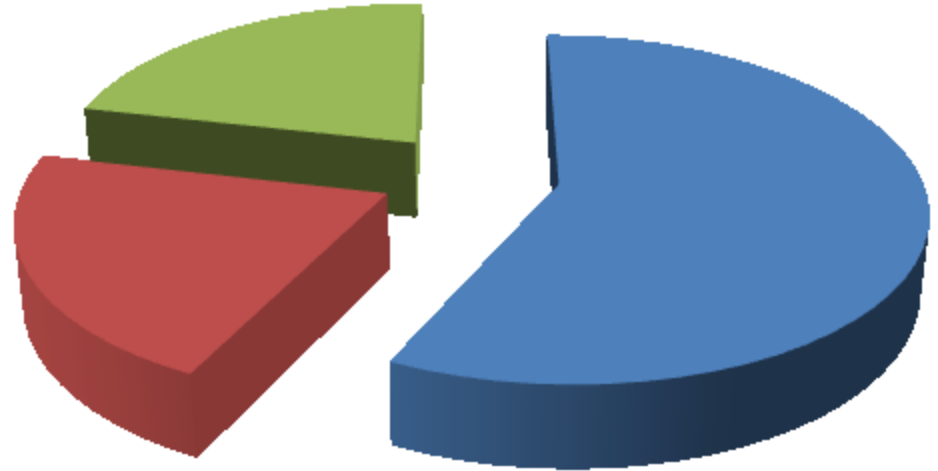
1. Leads can be generated online and offline.
 2. Generating Leads is implemented after Running a marketing campaign.
 3. Generating Leads requires action from interested customers for them to share with your company their contacts.
- Next slides shows examples of an Online Lead Generation Strategy



Online Lead Generation Strategy (Example)

Social Media

- Facebook
- LinkedIn
- Twitter
- My Space



Content

- Videos
- Blogs
- Articles
- Etc. (bringing traffic to your web site)

Paid Advertising

- Youtube PPC
- Facebook PPC
- Google Advert.
- Banner Ads

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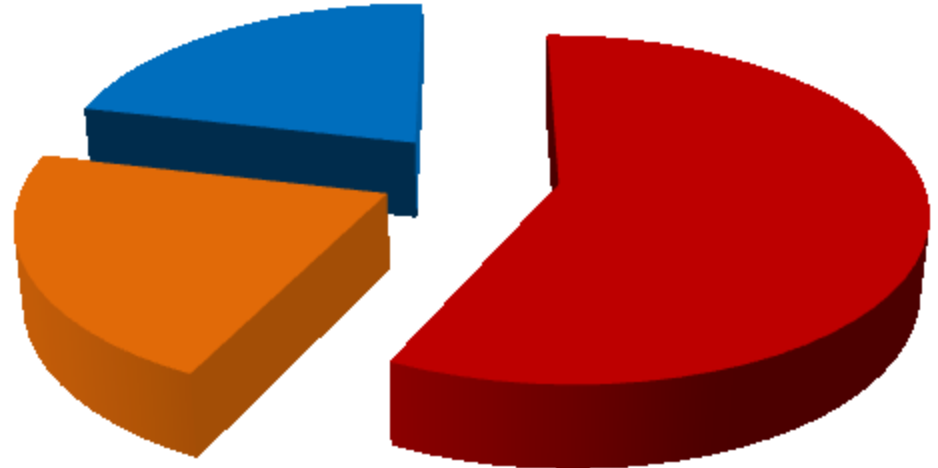
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Offline Lead Generation Strategy (Example)

Reviews

Ask existing customers for posting reviews on your product or service



Referrals

Referrals from existing customers (ask customers)

Direct Mail

Mail (with repetition for detecting efficiency)
Telephone



Methods to Generate Leads

DIRECT

- Direct Mail
- Email
- Telephone

Advertising

- Print
- Digital
- E-Marketing
- Website

PR

- Press Releases
- Speaking Engagements
- Articles (Published)



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<http://marketingwizdom.com/strategies/leads>

<http://smallbiztrends.com/2015/08/11-ways-generate-sales-leads-online.html>

Methods to Generate Leads

Social Media

- Blogs
- Network Sites

Events

- Trade Shows
- Conferences
- Webinars

Market Research

- Paid Search Tools
- Organic Search



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<http://marketingwisdom.com/strategies/leads>

<http://smallbiztrends.com/2015/08/11-ways-generate-sales-leads-online.html>

Methods to Generate Leads from Your Website



Other Examples to Generate Leads

- Create a Destination Website
- Offer Free downloads with email
- Drive Traffic with Targeted Ads (PPC,PPV)
- Create Content for a specific audience
- Send out a newsletter
- Create a Multi-purpose content (for blogs, emails, newsletter, etc.)



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<http://marketingwisdom.com/strategies/leads>

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Other Examples to Generate Leads

- Host a webinar
- Build Genuine Relationships on Social Platforms
- Participate in Twitter Chats
- Reach Out to People in Groups (Facebook, LinkedIn)
- Partner with Others and Cross-Promote



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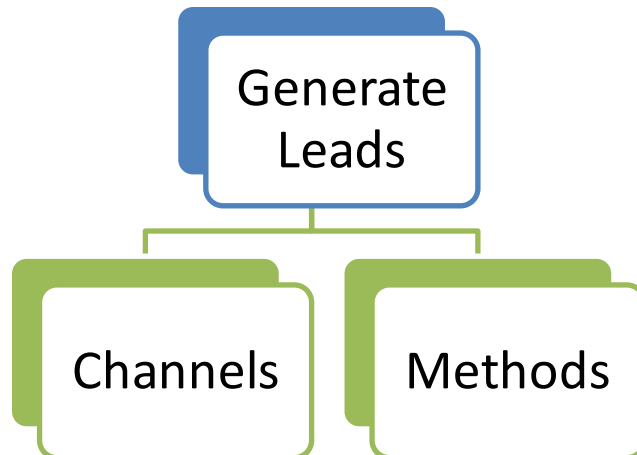
<http://smallbiztrends.com/2015/08/11-ways-generate-sales-leads-online.html>

Questions (team work)

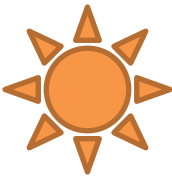
Situation: Your Online Retail Store is offering Software Products of different companies (i.e. Microsoft Office, Antivirus Software, etc.) for Business and Consumer customers. You are looking for a way to generate more leads. What methods and channels would you use? Please, identify **as many as possible** practical examples (good practices) for generating leads:

Team 1, 3, 5 – for Business customers

Team 2, 4, 6 – for Consumer customers



Questions (team work)

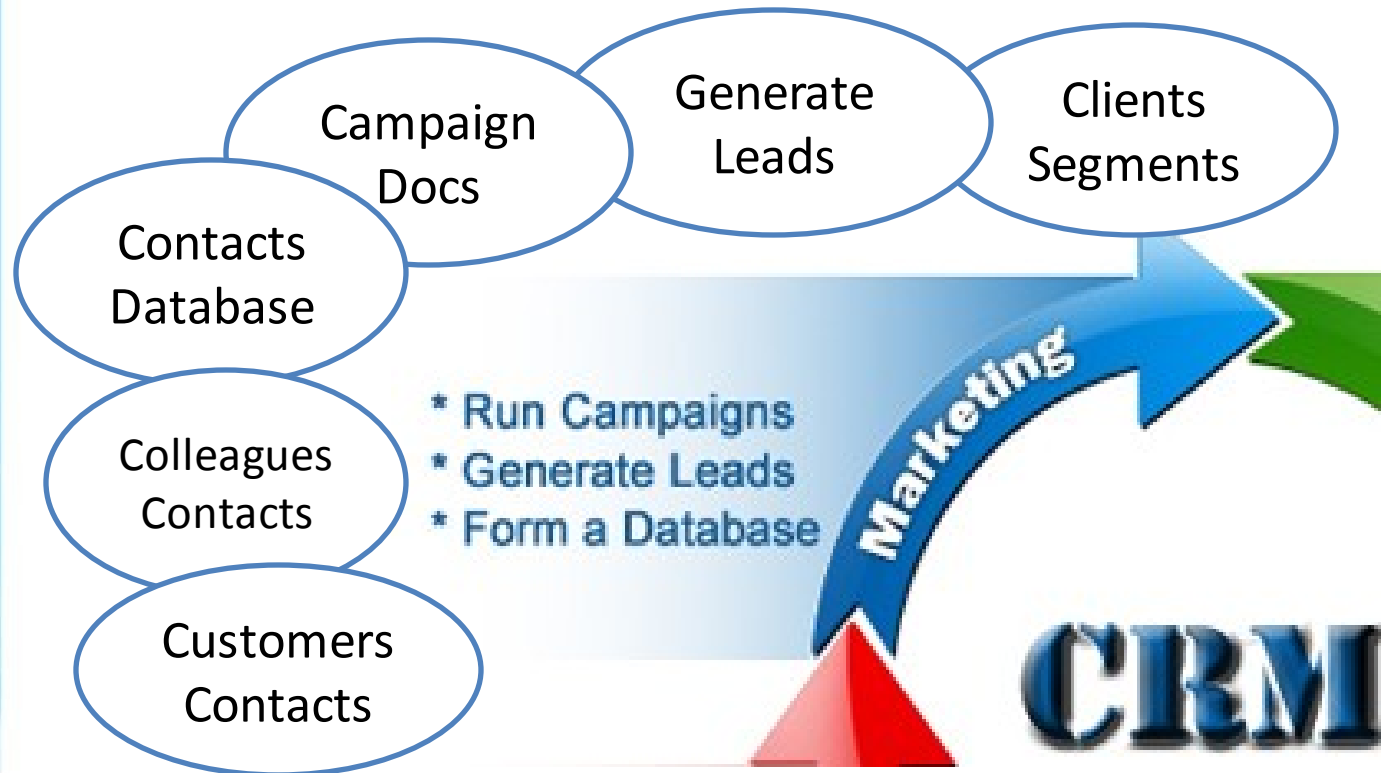


Some terms exercises:

- What does a lead mean?
- Do we always talk about unqualified leads, when we use just the term “lead”?
- What does assigned lead mean?
- What does a qualified lead mean?
- What does “converting” mean?



What Customer-connected activities do we perform at each stage of the process?
What documents and objects are involved?



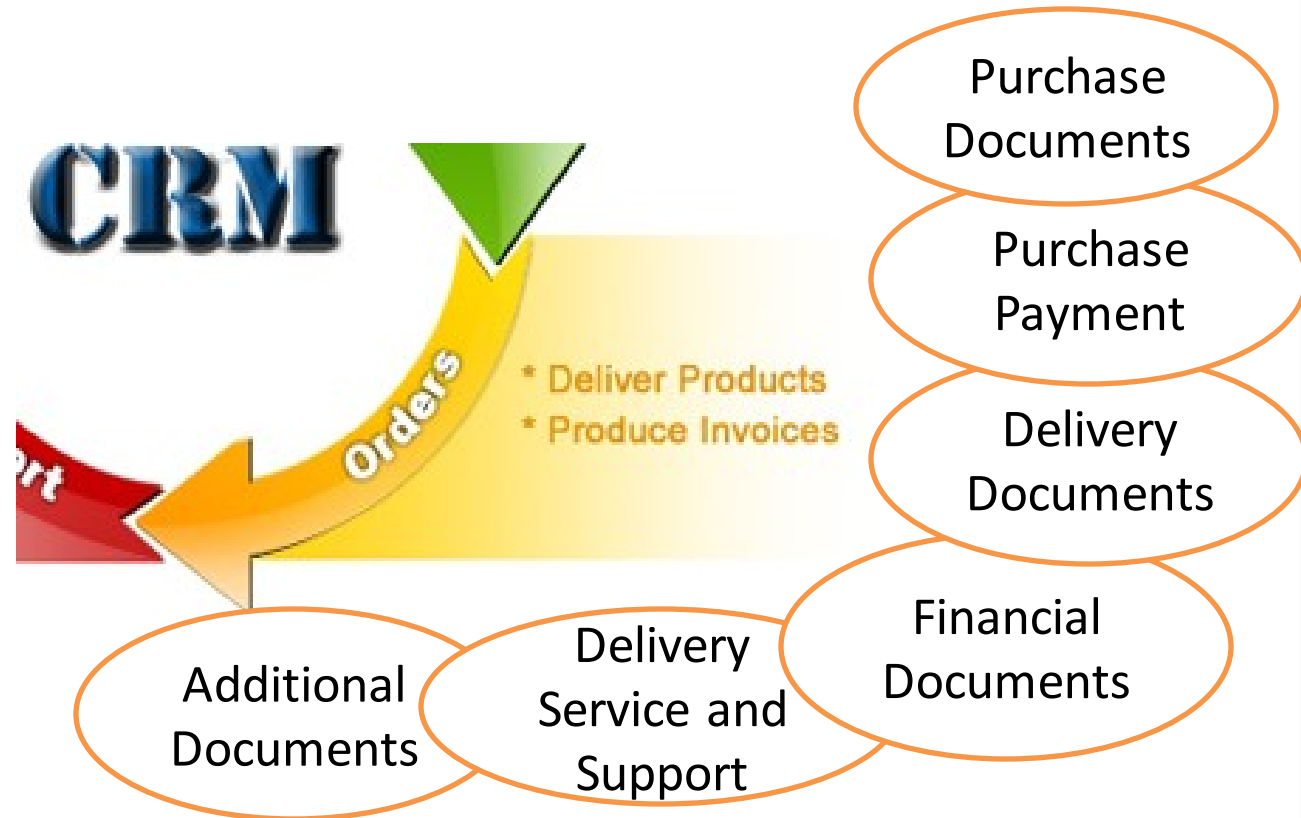
Operational CRM

What Customer-connected activities do we perform at each stage of the process?
What documents and objects are involved?

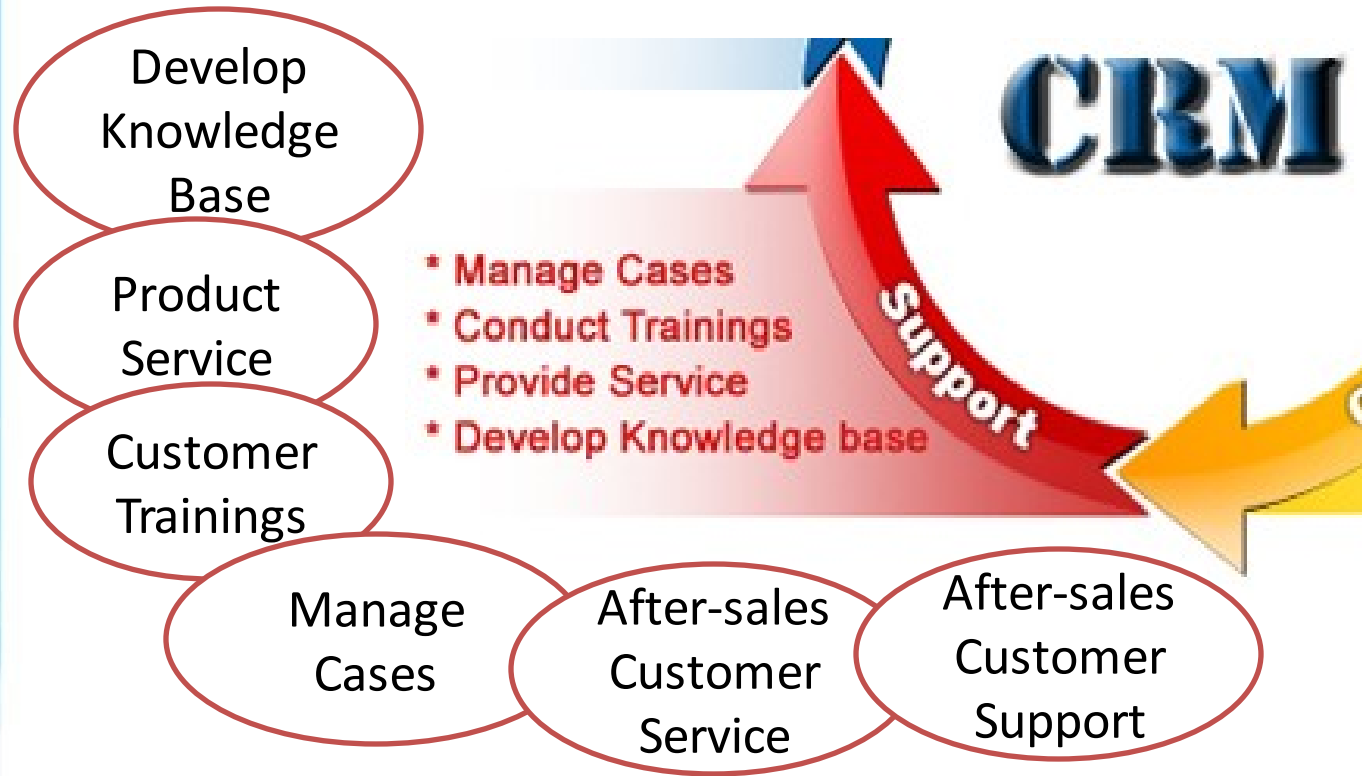


Operational CRM

What Customer-connected activities do we perform at each stage of the process?
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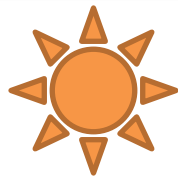
Operational CRM

What Customer-connected activities do we perform at each stage of the process? What documents and objects are involved?



Operational CRM

Questions (team work)



What particular activities (in the table below) in operational CRM according to you are involved in the Marketing, Sales, Orders and Support operational stages for an Online Software Retailer Store:

Team 1,3,5 – for Consumer Customers

Team 2,4,6 – for Business Customers

Focus of Customer Service	What information or help would customers need/like to receive/look for	What channels for communication would you use (face-to-face, multichannels)	What documents would customers need/require
Marketing			
Sales			
Orders and Delivery			
Support			



Operational CRM

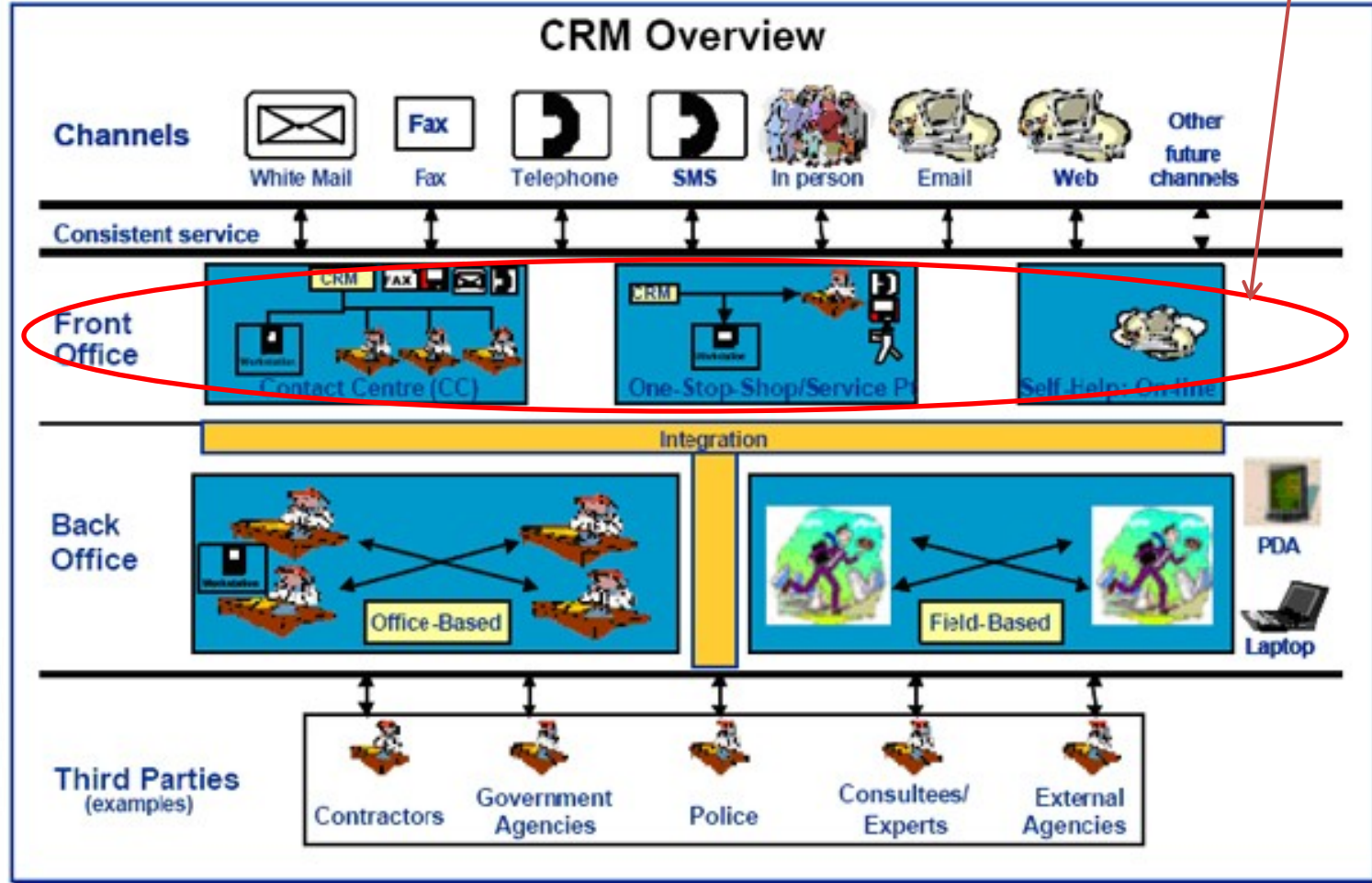
Operational CRM refers to services that provide support for various **'front office'** business processes in helping organization to take care of their customers.

Focus on customers' value is important for a successful operational CRM strategy. Different customers have to be treated differently so information on variables like customers' ranking, actual value and potential value is of strategic value.



CRM Structure

Operational CRM

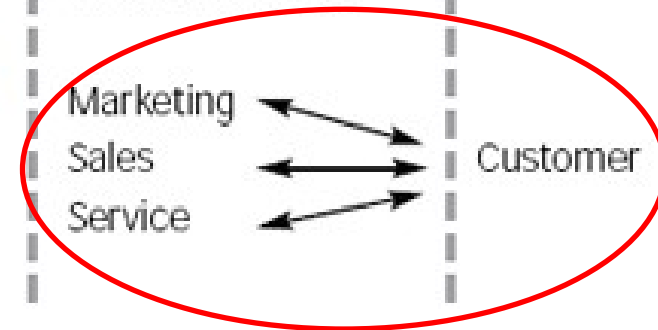


Traditional CRM Structure

Back-office



Front-office



Traditional CRM IT Structure

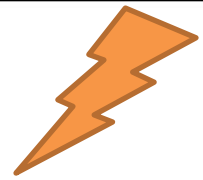


CI and Operational CRM

Operational CRM provides the structure, processes, automation with the usage of IT Systems. The content of the communication between the customer and the customer service representatives is based on the knowledge and skills from Customer Intelligence and Marketing, Sales and Business Communications.



Question



Discussion

- How complex would it be to offer personalised help/support/information to all customers when a company has many customers and many employees in customer service?
- What about the complexity of organising documents templates, documents versions and information about customers interactions?
- Next... CRM Automation

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Operational CRM Automation

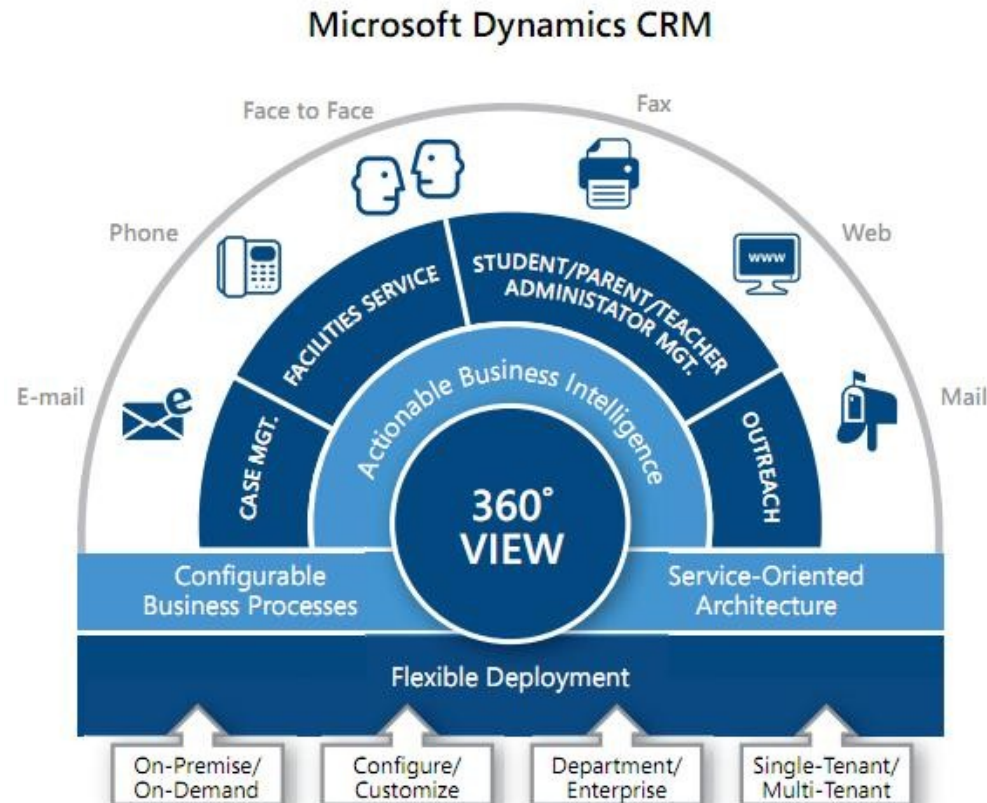
Operational CRM supports **automation, improvement and enhancement of business processes** which are based on **customer-facing or customer supporting:**

- **Marketing automation** (individual or with mailmerge, multichannel, event-based marketing, etc.)
- **Sales-force automation** (Sales and Orders)
- **Service automation**

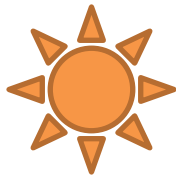


Microsoft Dynamics CRM

Application of the methods of work in Operational CRM in April using Microsoft Dynamics CRM Software.



http://www.globalcomarca.com/wp-content/uploads/2015/04/What_CRM_Has_to_Offer_1.jpg

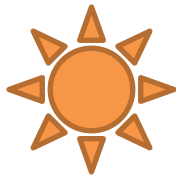


1. What is one of the components of Operational CRM?

- a) Reducing costs
- b) Customer service
- c) Analyzing customer purchase history
- d) Time management



Operational CRM Q&A



2. Which of the following is not a way by which a customer has a direct interaction with a company?

a) Face to face meeting with the customer service department of the company



b) Purchasing a product from the company's website



c) Browsing the website of the company and providing feedback on products purchased



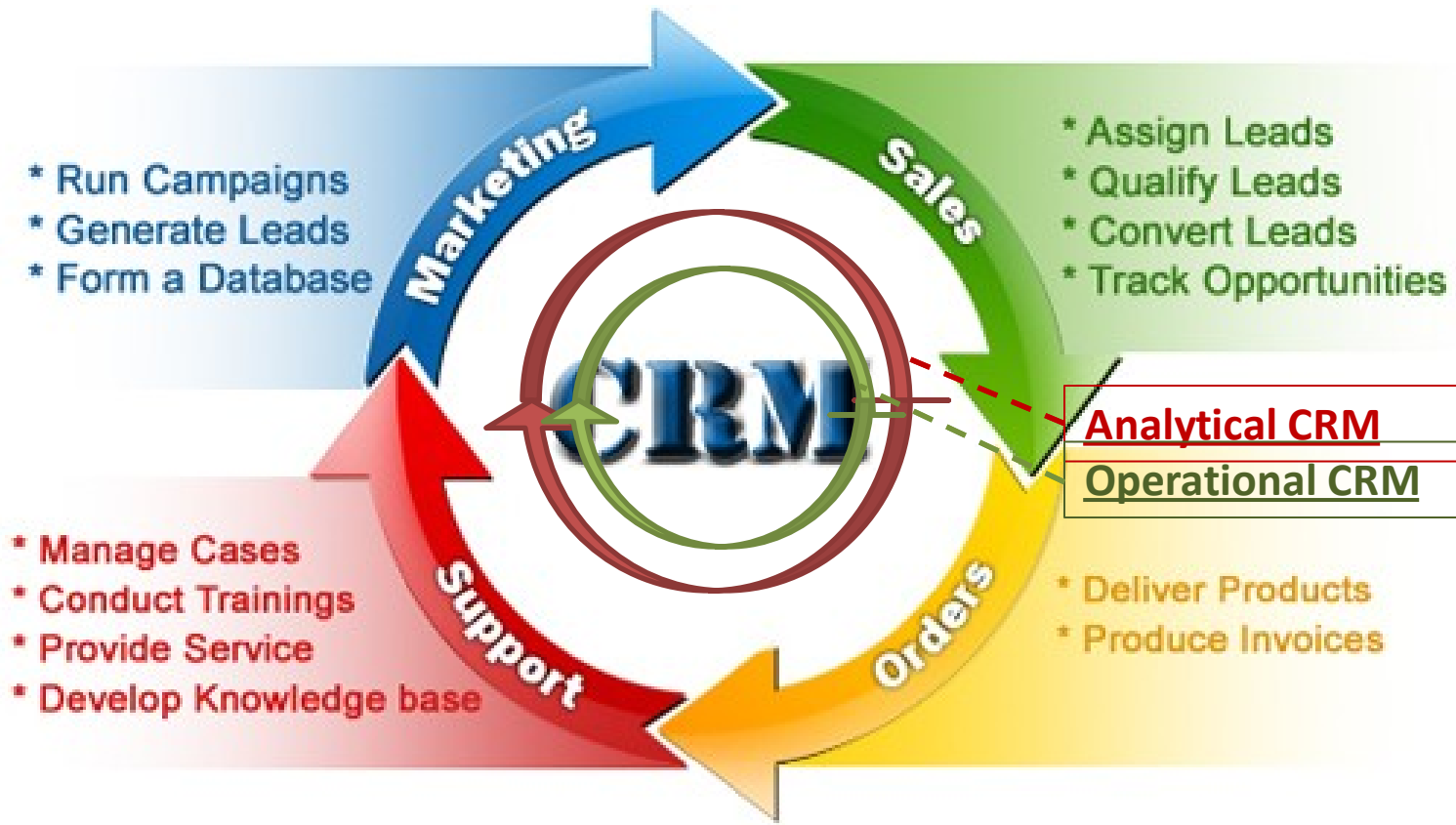
d) Using a promotion of the company to consider purchasing a product



Operational CRM Process



Analytical Customer Relationship Management



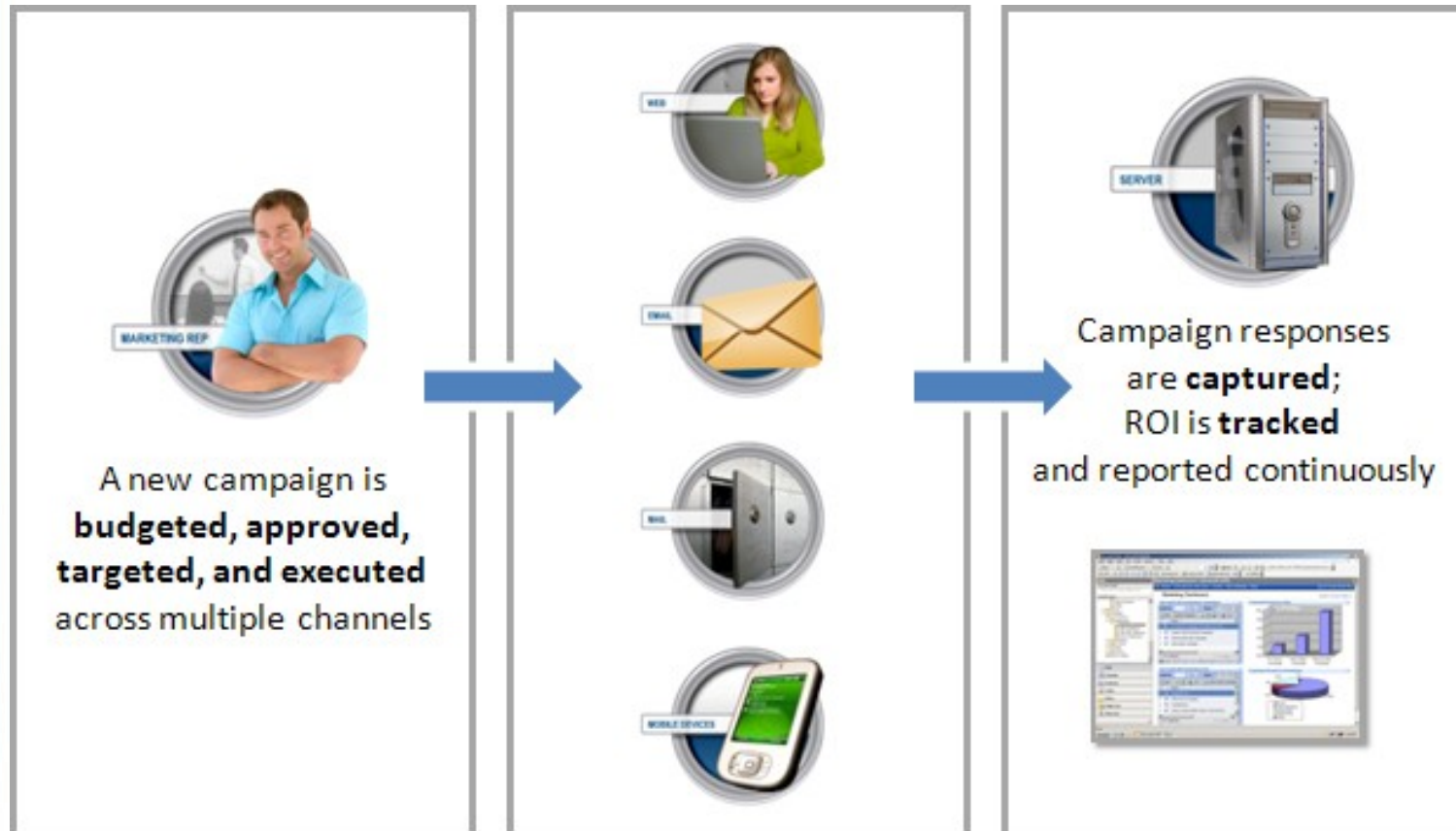
Analytical Customer Relationship Management

Analytical CRM is a subset of CRM in which **data** is collected by a company about their customer interactions, and **analyzed** with the goal of increasing **customer satisfaction** and their **customer retention rate**.

Analytical CRM is a behind-the-scenes process; the customer is not aware that his or her actions and interactions with the company are being captured and analyzed.

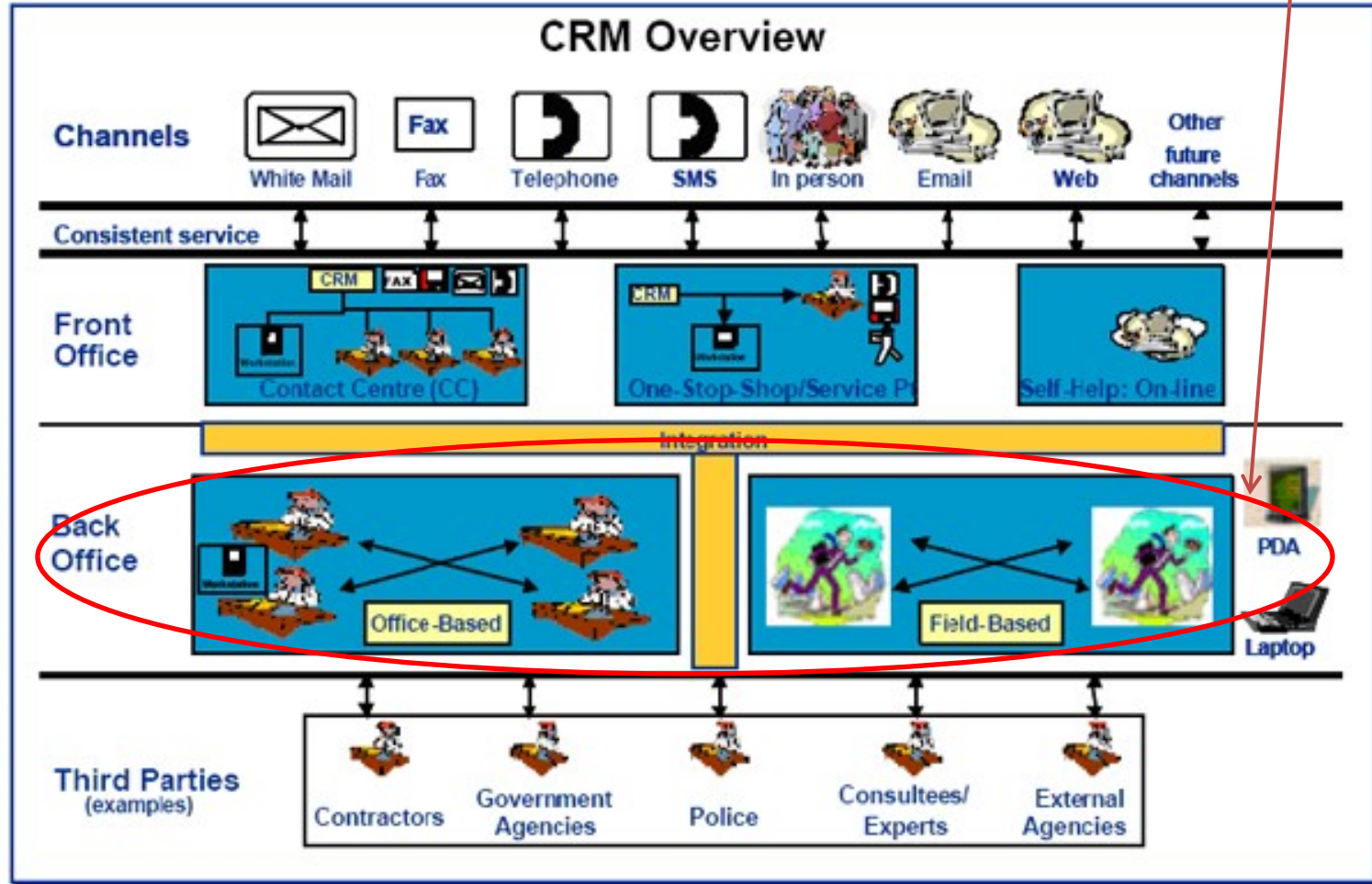


Example of Analytical CRM Processes



CRM Structure

Analytical CRM



Analytical CRM Applications

REPORTING "Asking What Happened"	ANALYZING "Asking Why It Happened"	PREDICTING "Asking What Will Happen"
What is the total revenue by customer?	Why did sales not meet forecasts?	What customers are at risk of leaving?
How many units did we manufacture?	Why was production so low?	What products will the customer buy?
Where did we sell the most products?	Why did we not sell as many units as last year?	Who are the best candidates for a mailing?
What were total sales by product?	Who are our customers?	What is the best way to reach the customer?
How many customers did we serve?	Why was customer revenue so high?	What is the lifetime profitability of a customer?
What are our inventory levels?	Why are inventory levels so low?	What transactions might be fraudulent?



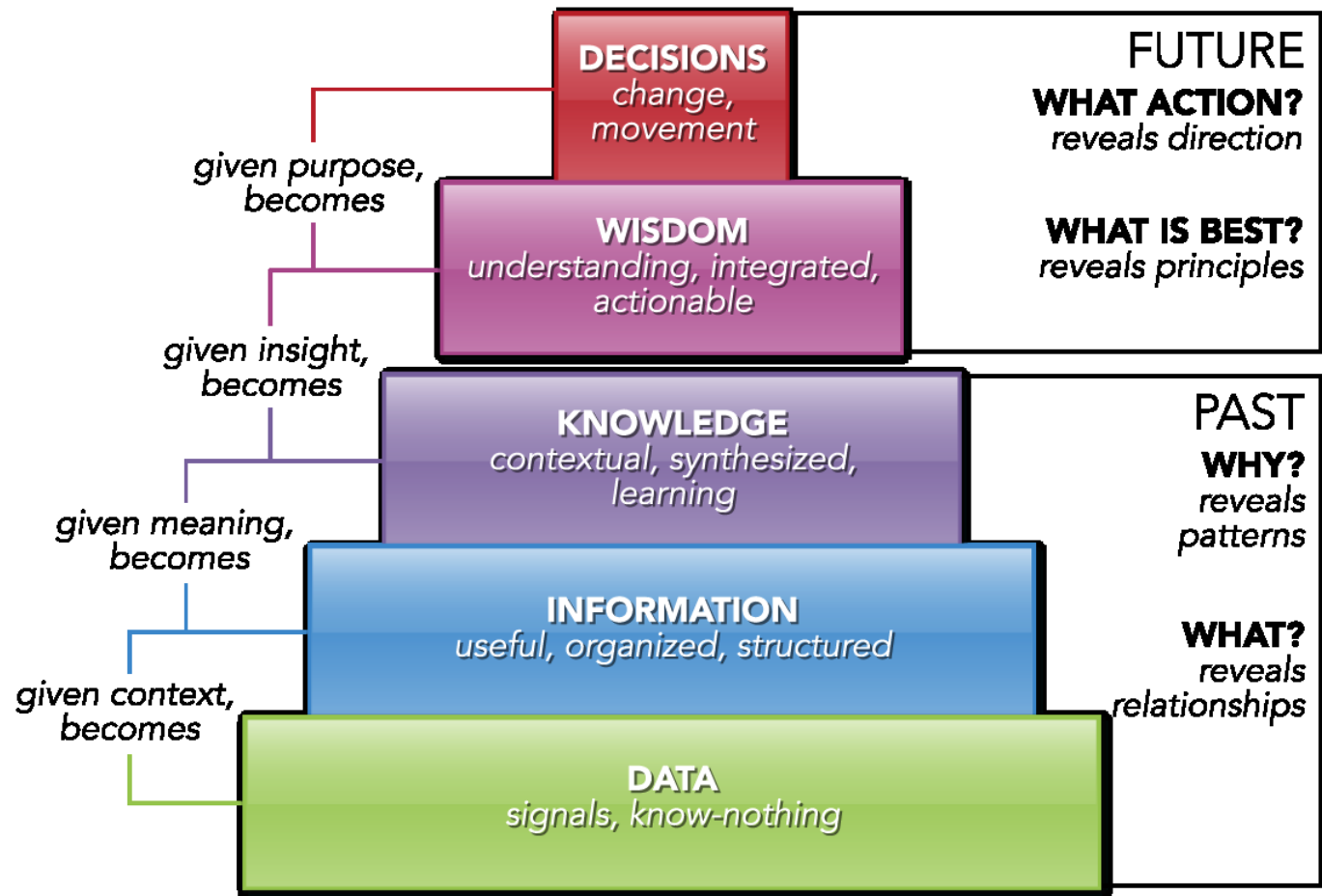
Analytical CRM

Definition:

Analytical CRM is the part of Customer Relationship Management that aims at **storing, analyzing and applying** the **knowledge** about customers and about ways to approach customers, *typically using databases, statistical tools, data mining, machine learning, Business Intelligence and reporting methodologies.*



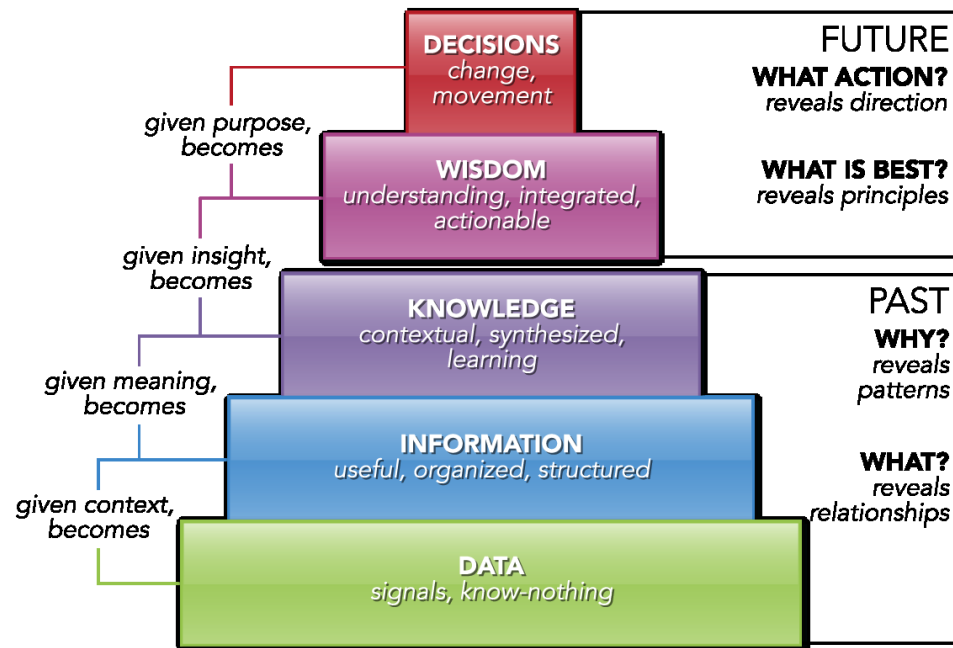
Difference between Data, Information, Knowledge, Wisdom + Prediction



Difference between Data, Information, Knowledge, Wisdom + Prediction

Example: Avg. Number of checked resources in Internet before making a decision for purchase:

- 8-10 for non-technology products
- 9-14 for technology products



Analytical Customer Relationship Management

The **basic kinds of data** used in the **analysis process** in **Analytical CRM** are:

- **Marketing data:** customer response rates to marketing campaigns, customer satisfaction data and retention data, etc.
- **Sales data:** purchase and return history, brand/product preferences, etc.
- **Financial data:** payment and credit history, including payment type, credit scores, etc.



Data examples for Analytical CRM

Analytical CRM uses the Customer data that is accumulated from the work of the Operational CRM.

1) **Basic personal data** such as: *customer name, company name, geographical data (nationality, city, etc.), demographical data (age, gender, etc.), company data (name of the company, business unit, business department, address, email, phone, fax, etc.), etc.*



Data examples for Analytical CRM

2) More sophisticated client knowledge such as:

- *Client value (annual revenue, profitability)*
- *Transactions (product description, revenue, profit, payment method, payment behavior)*
- *Internet communication (IP-address, entry page, click stream, visit length)*
- *Telephone communication (call center report data, sales calls)*
- *Other communications (mailings, response)*
- *Customer satisfaction (with product, service, company)*



Data sources for Analytical CRM

This client information can be captured from the **processes** (sales, services, finance, marketing) and **channels** (Multi Channel Marketing) of the organization. Certain data can also be acquired from **external sources**, such as **market research data**.



Application of the Available Data in Analytical CRM

REPORTING "Asking What Happened"	ANALYZING "Asking Why It Happened"	PREDICTING "Asking What Will Happen"
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Questions (team work)

Try to find **as many as possible** examples on: What kinds of **sources of information** (i.e. channels, operations, reports, etc.) could you use in order to acquire: customer data, market data, sales data, channels data and customer service/support data?

Team 1,3,5 – You have an Chain of Pharmacies in your country.

Team 2,4,6 – You have a Chain of Retailer stores for Boats or Fishing Equipment in your country. Additional question: What type of

customers do you have?



Analytical CRM

After the client data is collected and stored, the actual analysis can take place. The analysis process is made of four steps.



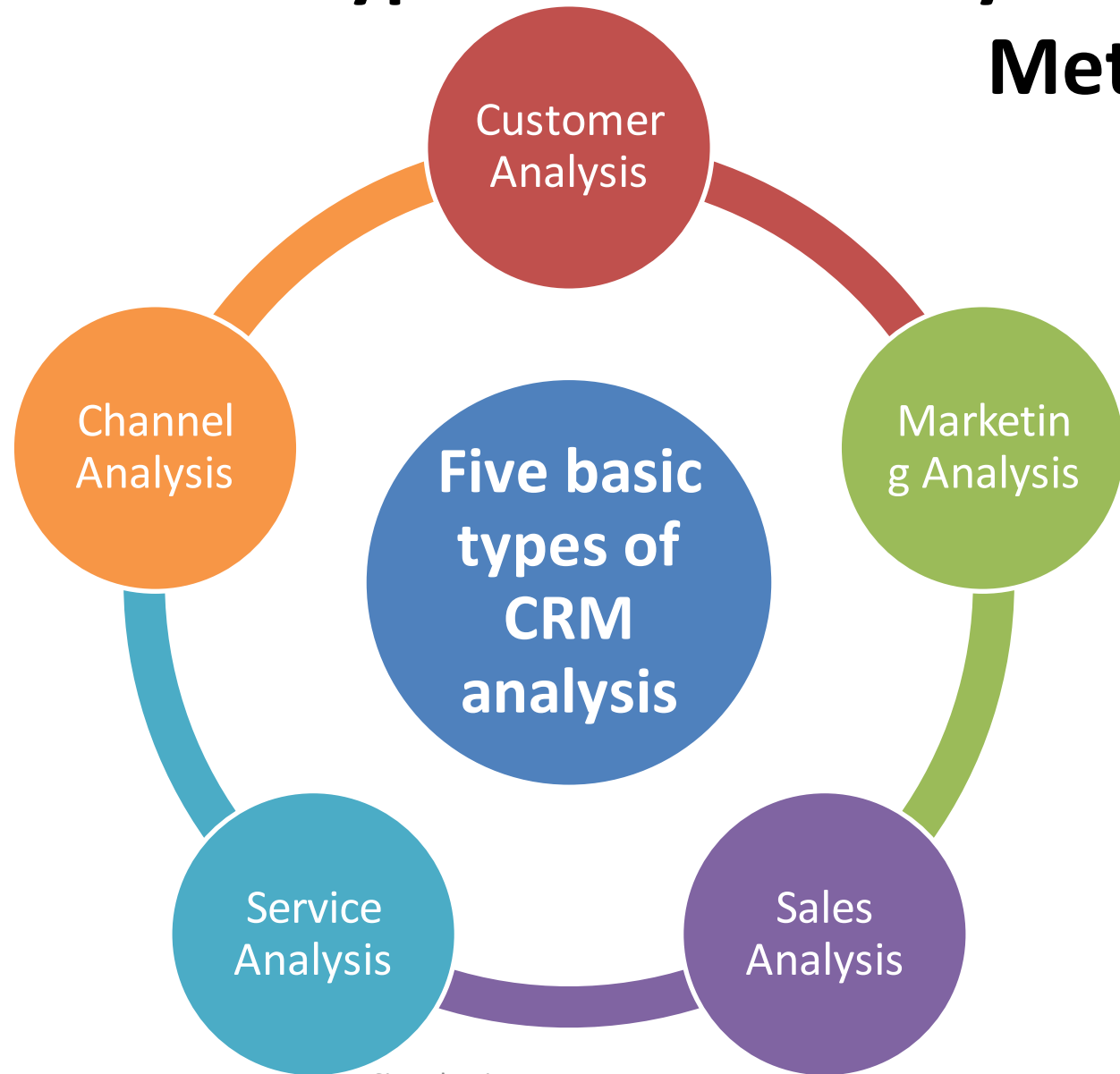
Steps in making CRM Analysis

The four basic steps in CRM Analysis are:

- 1) Problem formulation.** What do we want to know. Is answering the question relevant and possible (technically, financially and organizationally).
- 2) Preparation of data**
- 3) Definitive analysis** (statistical methods, data mining, machine learning, etc.)
- 4) Visualization** of the results



Five Basic Types of CRM Analysis and Metrics



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Five basic types of CRM analysis

1) Customer Analysis

This is the base analytics used to analyze customer knowledge base. It provides a better **view of customer behavior** and by **modeling, assessing customer values** and assessing customer's portfolio or profiles and creates an exact **understanding** of all the **customers**.



1) Customer Analysis Metrics (examples)

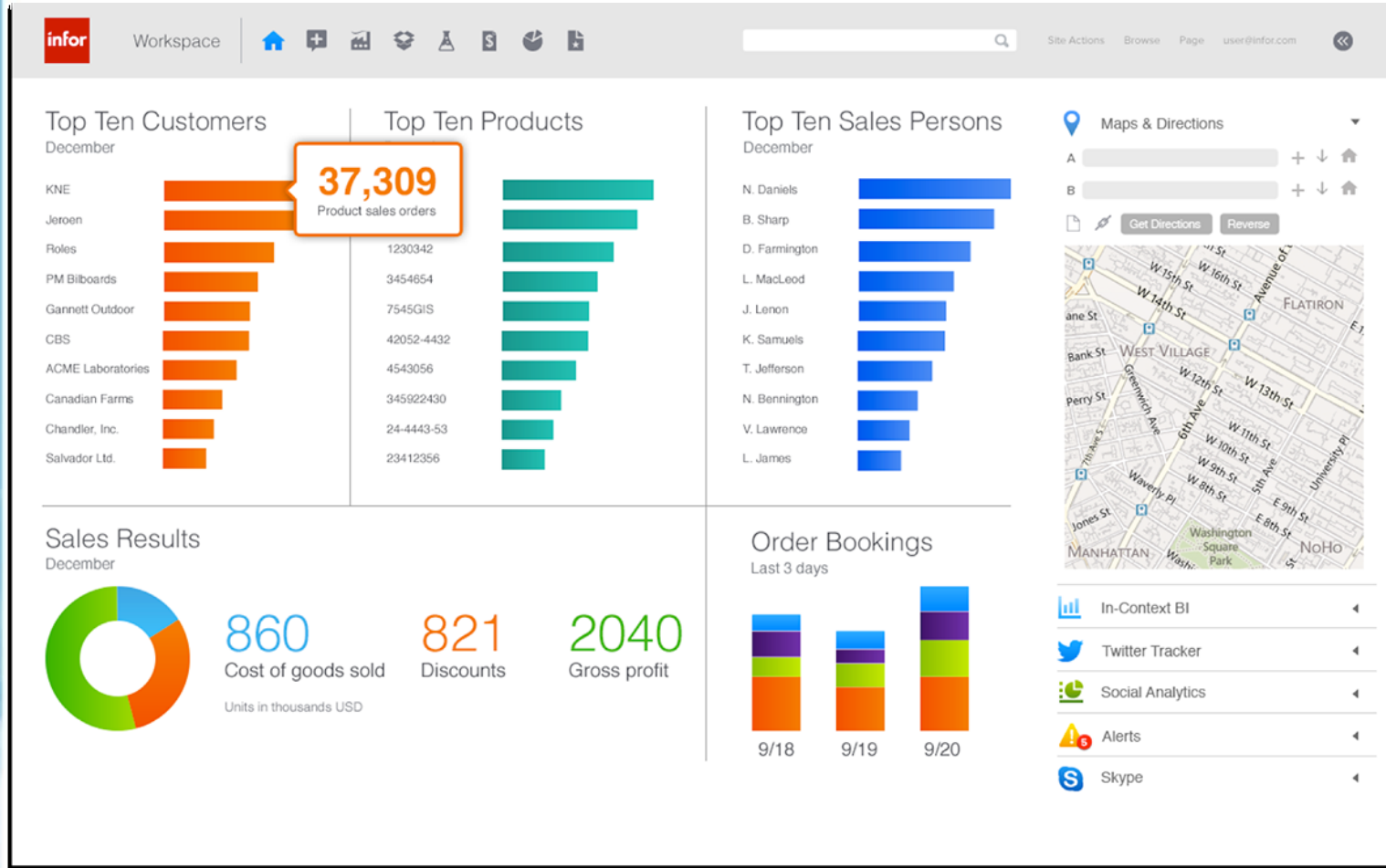
- Total number of customers per region for a specific period
- Number of customers in a specific age range per regions
- Total revenue per customer
- Top age groups with most valuable customers
- Number of customers of a specific gender per age groups
- Identifying most valuable customers
- Etc.

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Examples of Analytical CRM visualisation



Five basic types of CRM analysis

2) Marketing Analytics

This helps discovering **new market opportunities** and seeks their **potential values**. It also helps in **managing marketing strategies** and **scale** and **plan marketing performance** at **district, regional** and **national levels**. Marketing analytics also focus on **campaign management** and **planning, product analysis** and **branding**.



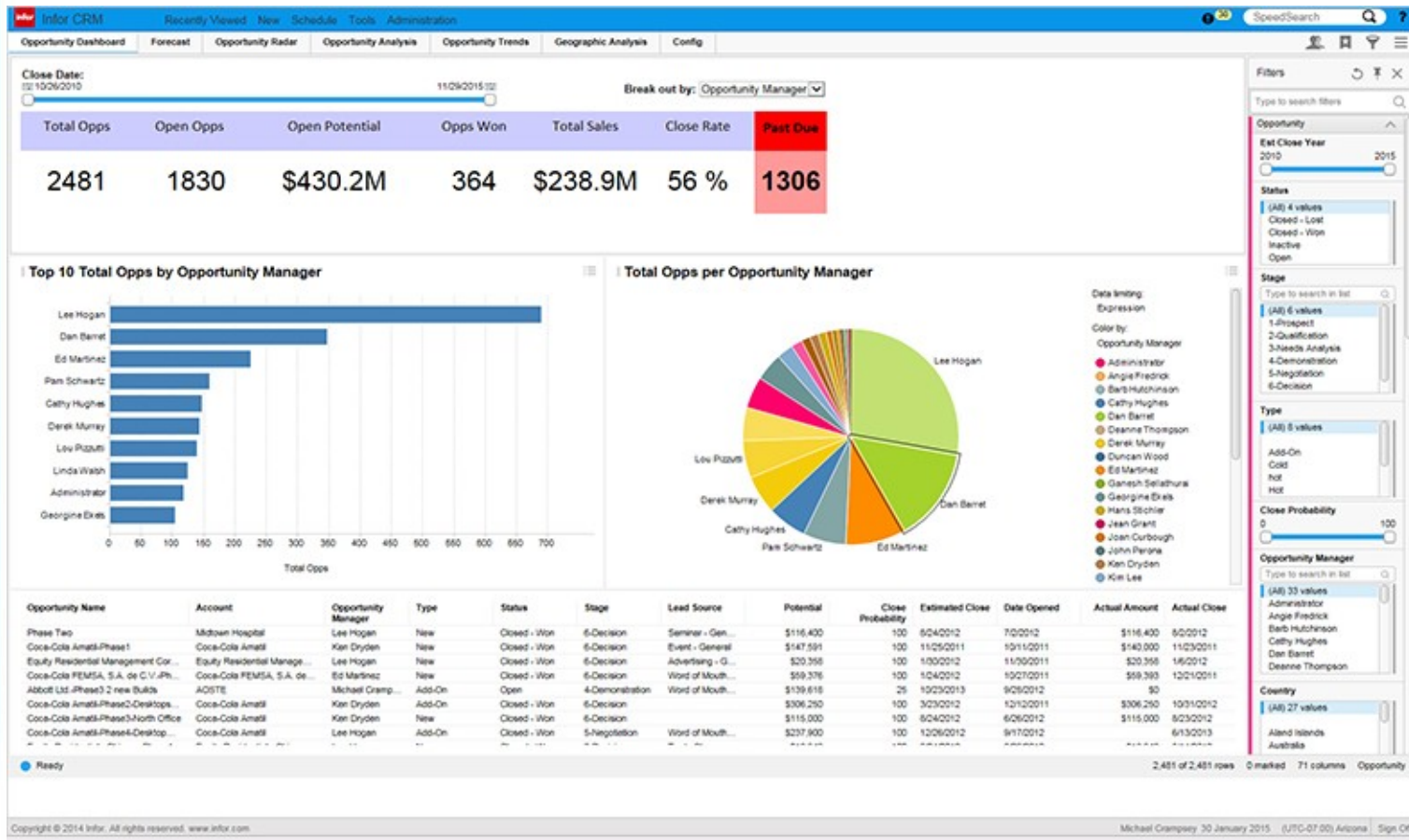
2) Marketing Analytics Metrics (examples)

- Number of website visitors (Google Analytics)
- Number of visitors per pages
- Number of subscribers to a blog (sign-up)
- Number of responders to an advert
- Number of confirmed attendees to a webinar (sign-up stats)
- Footfall through a retail shop (count of people who entered the shop)
- Visitors churn rate
- Number of Trade show registrations (sign-up stats)

- Etc. © Dr. Sia Valentinova
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Examples of Analytical CRM visualisation



<http://www.insalescrmsolutions.com/analytics-and-reporting/>

Five basic types of CRM analysis

3) Sales Analytics

Sales analytics provides essential environment to **planning, simulation** and **prediction** of **sales volumes** and **profits** by constantly analyzing organizational **sales behavior**. It helps in **pipelining** all the selling opportunities in an **efficient way** by improving the **sales cycle**.



3) Sales Analytics Metrics (examples)

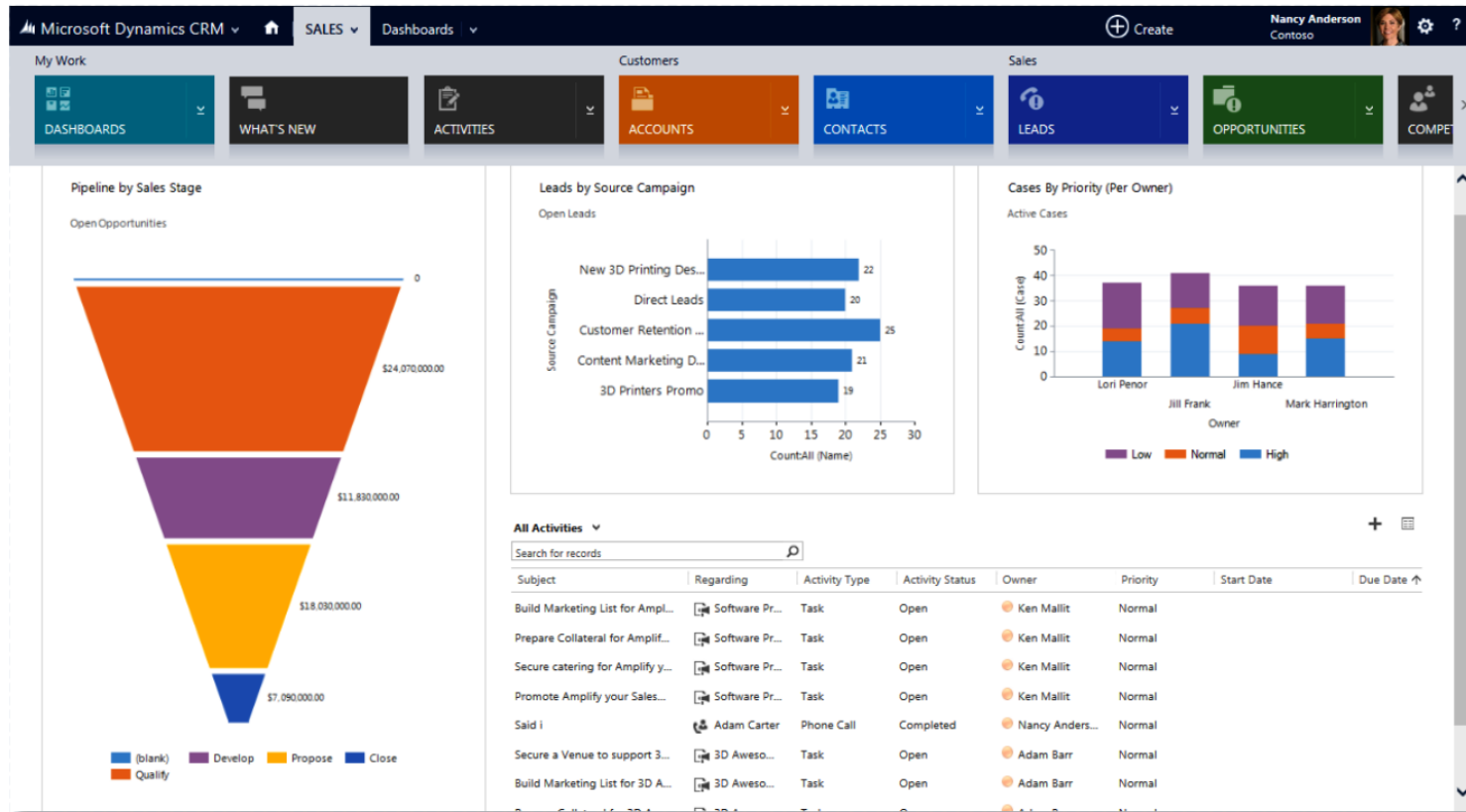
- Total number of leads (generated)
- Generated leads to qualified leads ratio (shows quality of generated leads - per channel for example)
- Quote to close ratio (ratio of the offers with a specific price that have ended with a sale, shows best prices tactics)
- Generated leads to close ratio (shows the overall effectiveness of the sales department)
- Lifetime Value of the Customer (LTV)
- Etc.

LTV Starbucks Example – Infographic:

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<https://blog.kissmetrics.com/how-to-calculate-lifetime-value/?wide=1>



Example – Microsoft Dynamics CRM Dashboard view



blank-qualify-develop-propose-close leads

<http://www.turnkeytec.com/wp-content/uploads/2014/04/CRM-2013-Dashboard.png>

Five basic types of CRM analysis

4) Service Analytics

Analytical CRM has major role in enhancing the services which answering all the questions regarding **customer satisfaction, quality and cost of products, complaint management** etc. It even helps in **improving and optimizing the services by sophisticatedly analyzing the service revenue and cost.**

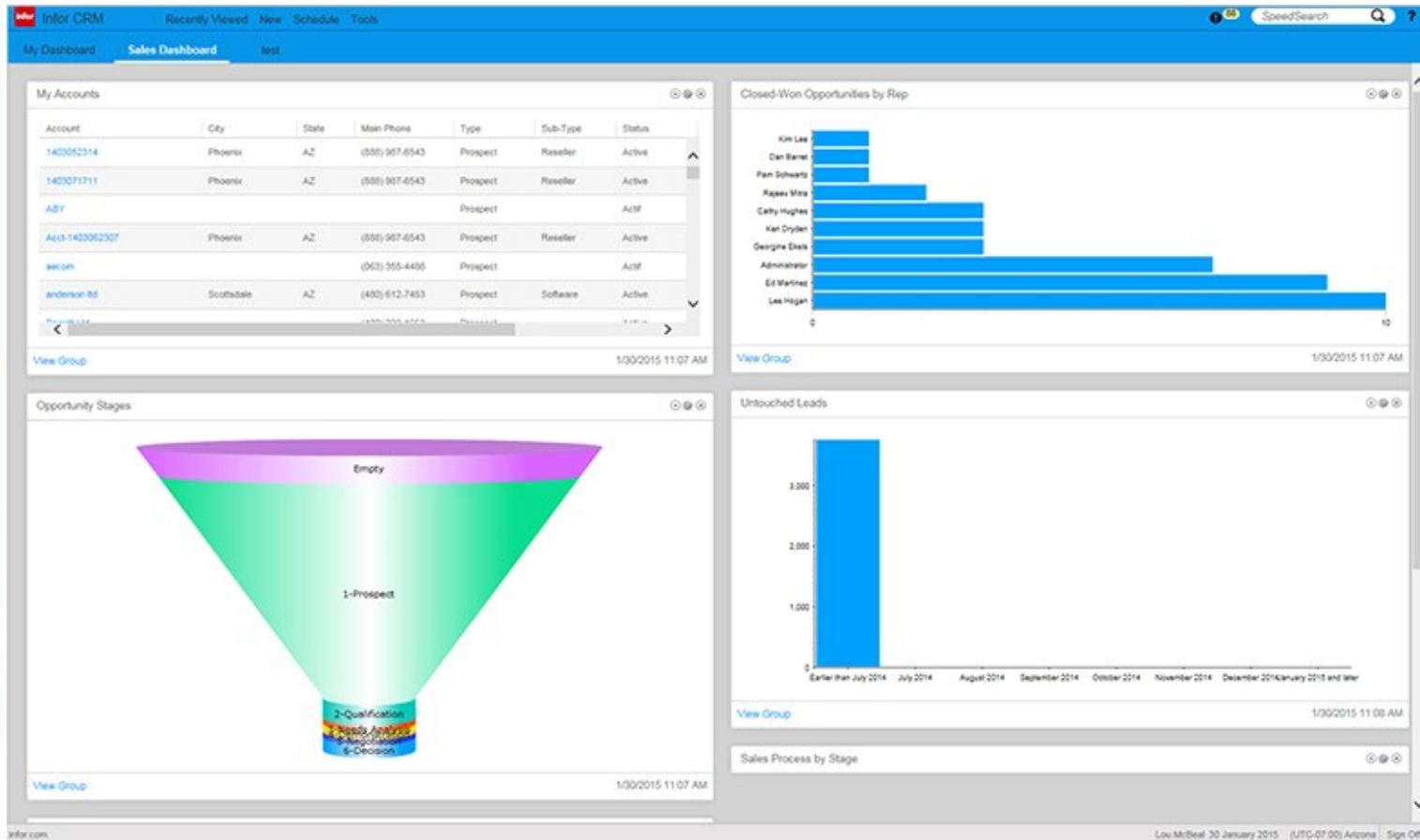


4) Service Analytics Metrics (examples)

- Number of customer contacted service department for a specific period of time
- Number of customers per case type
- Average level of customer satisfaction
- First Call Resolution (FCR) (percent of cases resolved in first call by service representatives)
- Direct Customer Feedback per product or per advert/commercial/etc.
- Etc.



Examples of Analytical CRM visualisation



<http://www.insalescrmsolutions.com/analytics-and-reporting/>

Five basic types of CRM analysis

5) Channel Analytics

This type of analysis helps to determine the **customer behaviour on channel preferences**, like **web channel, personal interaction, telephone channel**, etc. This information is efficiently **integrated in customers' knowledge base** so that they **can be contacted accordingly**.



5) Channel Analytics Metrics (Examples)

- Preferred channels from customers per specific age group/location
- Most visited channels by customers per product category
- Most profitable channels
- Channels with highest lead generation
- Most cost effective channels per lead generation
- Most efficient channel for closing sales
- Number of qualified leads per channel
- Etc.

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Usage Of Analytical CRM

- Optimize marketing effectiveness
- Customer acquisition, cross-selling, up-selling, retention, etc.
- Analysis of customer behaviour to aid product and service decision making (e.g. pricing, new product development)
- Management decisions, e.g. financial forecasting and customer profitability analysis
- Prediction of the probability of customer defection (churn)

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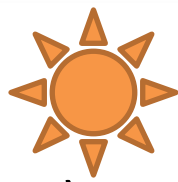


Applications of the Available Data in Analytical CRM

REPORTING "Asking What Happened"	ANALYZING "Asking Why It Happened"	PREDICTING "Asking What Will Happen"
What is the total revenue by customer?	Why did sales not meet forecasts?	What customers are at risk of leaving?
How many units did we manufacture?	Why was production so low?	What products will the customer buy?
Where did we sell the most products?	Why did we not sell as many units as last year?	Who are the best candidates for a mailing?
What were total sales by product?	Who are our customers?	What is the best way to reach the customer?
How many customers did we serve?	Why was customer revenue so high?	What is the lifetime profitability of a customer?
What are our inventory levels?	Why are inventory levels so low?	What transactions might be fraudulent?



Questions (team work)



What type of questions would you like to answer using Analytical CRM (What would you like to know) in directions: Customers, Marketing, Sales, Service and Channels:

Team 1,3,5 – for your Chain of Pharmacy retailer stores in your country.

Team 2,4,6 – for a Chain of Retailer stores for Boats or Fishing Equipment in your country.

Analytics of Customer Service in:	What information would you like to answer using Analytical CRM ? REPORTS	What information would you like to answer using Analytical CRM ? - ANALYSES (Why & How)
Customers		
Marketing		
Sales		
Service and Support		
Channels		

Optional: + PREDICTIONS



Q&A Time



