

# Building customer connections



*Increase customer loyalty by simplifying how people work together to add value to your business.*

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# Executive Summary

This white paper outlines some of today's business challenges and trends in creating the optimal customer experience and achieving anticipated value from investment in customer management through a complete unified communications and collaboration solution.

The moment you make a connection with a customer is a moment that defines the effectiveness of your business. Your people strive for those moments and your customers tell others about them. In maintaining and developing customer contacts, it is your people who can best convey the impression that your company is committed to delivering greater value than your competitors. With their talent, knowledge and passion, they can achieve lasting value for your organisation through increased customer loyalty.

## **Short-term revenue growth**

In the short term, customer loyalty benefits your business through revenue growth as a result of repeat and referral business. In the long term, closer relationships with customers give your organisation greater insight into your customers' needs and preferences. With the cost of acquiring new customers typically much greater than the cost of retaining existing ones, and profitability found to increase as much as 25 per cent for every five per cent increase in customer retention<sup>1</sup>, there's never been greater pressure or more opportunity to invest in and foster valuable customer connections.

## **New opportunities for business**

As the world becomes more economically integrated, unprecedented opportunities exist for businesses that can collaborate across geographical boundaries. With increased scope for innovative products and services comes the daily challenge of achieving excellence in customer service to differentiate your business from your competitors'. Your people can work on the move, as can your competitors and your customers. A study of the effects of mobile technologies found that mobile field solutions improved worker productivity by 27 per cent and increased customer satisfaction by 19 per cent. The resulting positive business outcomes included a 13 per cent increase in services revenue and 17 per cent more profitability.<sup>2</sup>

## **Aligning business strategy**

Consistent with positions taken by leading analysts such as Gartner<sup>3</sup>, CRM is more than a one-time initiative or system implementation project - it is often productive to think about CRM as an ongoing process of aligning business strategy, processes, enabling technologies and culture to deliver the kind of customer experience that increases loyalty among your most profitable customers. This all adds up to unified communications and collaboration across an organisation.

To increase the value of customer relationships, your people need access to the right customer information and the ability to work with colleagues, partners and customers across different countries and sectors.

# Research on perceived value investment in customer management

Some studies suggest that as few as 14 per cent of executives are fully satisfied with the impact CRM has had on productivity and only 10 per cent strongly agree that they realised immediate value from CRM investments<sup>4</sup>.

The reasons why CRM investments are often not delivering expected value seem to centre on one issue: CRM projects have been focused on 'one-size-fits-all' applications and business processes that do not allow people to work the way their jobs and customers require.

Businesses need to re-evaluate and improve their approach to interacting with their customers so that customer experience and expectations drive plans for CRM investments as part of a wider 'communications and collaboration' technology solution.

Companies that respond to customers' changing expectations find they can build new competitive advantage. By demonstrating comprehensive collaboration across the enterprise, businesses find the opportunity to enrich the customer experience and thus generate increased loyalty and demand, while allowing the company to better manage its costs and improve its products and services.

## The changing customer-management model

A key element in changing customer management models is a re-examination of how the enterprise is defined and how it operates. The number of different factors involved in defining and delivering products and services continues to expand and that expansion drives the requirements and importance of organisational change.

When redefining their strategy and delivery models, businesses need to consider changing operational factors and their impact on performance, and especially how these relate to the customer experience. Several significant factors that affect operations when redefining the enterprise approach include:

- **Globalisation** and the expectation of customers that they receive comparable levels of service across geographies
- **Outsourcing** continues to embrace higher numbers of stakeholders in building services and products and in delivering them to customers
- **Increasing business** execution through different distribution channels or partners introduces a shared responsibility for selling, delivering and supporting products and services
- **Increasing product complexity** and the race for innovation require a more broadly based use of expertise to design and build products across businesses.

Businesses that successfully change their customer relationship management models achieve closer collaboration with the extended network of partners, suppliers and outsourcers in their value chain. Often these partners play a critical role in the customer experience. Without effective tools for sharing customer information and working with these partners, problems arise, including inconsistency, lower quality and lost sales due to poor visibility in some customer interactions.

# Customer management extends to all communication networks

Businesses need to extend their customer management programmes to include collaboration across the full value chain. Operating as one seamless, extended enterprise and functioning virtually can get everyone involved to focus on the specific needs of the customer. We also need to regularly update our understanding of how best to share this information effectively across the extended enterprise to include and improve the customer experience.

Building this competitive advantage in the customer-centric arena often requires a change in the thinking and culture of the company and the way it considers the customer in its strategy. These changes result in a need for greater intimacy and communication with customers and collaboration capabilities across all communication networks.

## Achieving customer-centric performance

Microsoft® software capabilities are uniquely positioned to help companies deliver the transformation towards customer-centric performance. New tools and technologies can help you reach new heights in enhancing and empowering effective customer management activity. Microsoft is bringing new capabilities to the market that help businesses transform CRM, not merely to introduce a new set of tools for the same practices.

The focus on communication and collaboration helps resources across the extended enterprise deliver heightened customer experiences. These capabilities can be used as stand-alone enhancers or as extensions to existing customer management systems that enable you to get more from existing investments. Microsoft software capabilities offer a comprehensive customer management approach designed to help you deliver the best possible experience for your customers.

## To respond to customer needs, first we have to listen

Microsoft is listening and responding. The company works extensively through its partners to help you attain the benefits of new Microsoft capabilities. Partners in the Microsoft network are trained to help you take full advantage of these capabilities. In fact, Microsoft will help you locate a suitable partner if you don't already have one in mind, from local, small-business support through global enterprise integrators.

Microsoft is ready to show you and your people how to enhance your customer management effectiveness through the deployment of new communication and collaboration capabilities.

# Demonstrating the value of customer management

The key to business success is people working effectively with other people. Employees drive business outcomes that include developing and maintaining customer relationships through partners who also enhance customer experiences.

Although these have long been key objectives, they are now being dealt with differently and with greater priority. Leading companies address these goals in new ways, by changing the way they do business to get more value from their customer management activities. They are empowering their customer-facing people and partners by providing tools that improve customer insight and simplify how these parties work together.

## Evolving bespoke approaches to customer management

To address the constant challenges of competition, expansion into new markets and cost management, businesses change their customer relationship management models. Businesses increasingly rely on partners, suppliers and outsourcers to manage segments of the customer experience. This creates its own set of problems, including inconsistency, lower quality and lost visibility in some customer interactions. Businesses need to extend their customer management programmes to include unified communications and collaboration across the value chain. Involving both suppliers and partners in making the customer experience more rewarding is a first step in getting everyone involved to focus on the specific needs of the customer.

The traditional approach to customer management, heavily focused on systems solutions, does not meet the requirements for collaborating with customers and involving them in the solution experience. To win in this rapidly-changing environment businesses today need expanded customer management that begins with customer information and extends through a closed-loop feedback process; provides for collaborative communications; and promotes the sharing of tools and infrastructure. This new virtual enterprise requires the company and its employees, suppliers, distributors, business partners and the customer to complete a closed-loop network.

## Collaborating across the networks

Businesses must evolve towards an increasingly customer-centric model in order to survive and prosper. Companies need to re-evaluate and improve their customer management approaches to address changes in customer expectations. The traditional approach to customer management, often addressed through the introduction of CRM systems solutions, has not delivered the full value that many anticipated. This systems approach has often fallen short of delivering a fully integrated customer solution, at best meeting enterprise level requirements, but seldom expanding into the realm of integrating the customer experience.

People remain key to providing effective customer management, as they continue to be the fact of the business. People can make smart decisions, find new value in existing systems, react to changing customer demands, and take advantage of new market opportunities when provided with the right tools and guidelines.

# Increasing customer expectations

Across industries, customers expect greater customisation or personalisation, faster delivery, more sophisticated after-sales support and additional lifecycle services bundled into the original sales offer.

## This evolution presents new challenges:

- How to **acquire and share** knowledge of customer buying patterns
- How to **anticipate** future customer needs; the ability to follow market shifts and build first-mover advantage
- How to **identify** your most important customers and segment the customer base so that your business can be responsive to customers' expectations and entitlement
- How to **co-ordinate** globally distributed teams in providing more responsive support to customers.

These challenges need to be met through increased communication with customers and streamlined, collaborative processes across the extended network.

## Extending the enterprise through collaboration

The number of players involved in the definition and delivery of products and services continues to increase and drives the requirement for changing operating models. As mentioned above, globalisation, outsourcing and increased product complexity are all major considerations in the race for innovation.

Collaboration across the extended enterprise reshapes all the fundamental go-to-market processes — whether dealing with product development or a complex sales process, companies need to include inputs from multiple parties. Choosing processes and tools that enable team collaboration helps to build competitive advantage through effective coordination of lead-time reduction, budget control, effectiveness of delivery and the cost to serve.

## Extending multi-channel connections

Advances in technology have led to an increase in the number of contact points and communication channels available to customers. With the options of web, phone, fax, email, instant message, kiosks, and virtual branches, customers expect to communicate through their channel of choice. This multi-channel capability introduces new challenges for companies in terms of organisation, culture, and processes, including:

- **Self-service:** more and more customers are willing to take charge of their own experience with their supplier. Once they have direct access to company systems, they can qualify their needs, place and track orders, access after-sales services, chat live with customer support or even connect with their local sales representative
- **Supplier-customer integration:** customers expect their suppliers to simplify the way they work together, using enablers such as e-procurement, requirements definition and co-development solutions. This is not merely a tools issue as many companies previously thought, but rather entails a broad consideration of integrated business communications
- **Information management:** the burgeoning number of contact channels requires that companies treat information and customer needs on a real-time basis and ensure consistency of information across the channels, and that they secure customer information. Management of this information is becoming more challenging and complex due to the integration of technologies and the need to access data as information while maintaining confidentiality and privacy of customer information

- **External partner integration:** as business partners become more involved in delivering products and services, they start to interact directly with customers and can influence a customer's experience and loyalty to the supplier. Companies need to have visibility of all customer interactions in order to maintain connection and understanding of their requirements and experiences, while maintaining an integrated information or communication path with the partner.

### **Three vital levels of extending collaboration to improve your customers' experience**

Your customers' experience of your whole business is shaped by every single interaction you have with them. These interactions may occur through a direct, customer-facing person in your organisation or through another channel, such as suppliers, alliance partners, or channel partners. Managing and enriching customer interaction is possible through effective collaboration, no matter where the contact point occurs.

A positive effect on the customer experience can generate more loyalty and demand, while at the same time helping the business better manage its costs and improve its product or services design. Improving the customer experience and making it more personal and interactive can have positive results: more customer retention, loyalty, more demand and repeat purchases increase; and more positive informal referencing.

Your collaborative approach will centre on the customer expectation being addressed. The approach can range from internal development of a response for the customer, to direct customer interaction and feedback. Collaboration is essential and may occur anywhere within the Marketing, Sales, Service and Knowledge cycle. The greater the degree of collaboration as it relates to the customer solution, the more positive the customer experience.

### **Extending collaboration across the extended enterprise**

As well as the company and its employees, this type of collaboration involves suppliers and partners, bringing together all parties to develop a customer solution. By working with all members of the value chain, companies can better utilise customer input and integrate the unique skills of each member to provide the best possible experience for the customer. This process helps ensure that functionality, fit-for-use, and cost-effective development and pricing are all covered for benefit to the customer.

### **Extending collaboration across internal teams**

Organisations need to be agile, resourceful and proactive when interacting with customers. They must be able to use collaboration tools to locate experts across the organisation to satisfy the customer needs and critical consumer issues. Customer responsiveness necessitates rapid access to the organisation's best assets regardless of physical location or divisional alignment.

### **Extending direct collaboration with the customer**

This involves direct interaction with the customer to foster loyalty and satisfaction. Collaborative tools facilitate better understanding of customer needs and enable more focused offerings to meet their expectations. Integrating customer information and the ability to work directly with the customer creates a relationship based on mutual value that grows with each interaction. This customer-centric approach provides for lasting relationships based on invaluable teamwork and partnerships between organisations, and retains the competitive advantage for the organisation.

# Bringing customer connections to life

The following examples illustrate how businesses and their partners achieve more value from their relationships:

*a) when launching new products*

*b) when winning new business and*

*c) when delivering a responsive service.*

## *a) When launching new products or services*

The speed and effectiveness with which a company takes a new product or service offering to market directly affects its market share, revenue and costs. Many companies struggle with the complexity of orchestrating go-to-market initiatives across multiple channels, but these are important in improving customer connections during a marketing campaign.

Field sales teams, distributors, dealers and partners (such as retailers) need to participate in generating demand for the new product or service through public events, online experiences, advertising campaigns and new promotions. Multiple teams and organisations play critical roles in positioning the new product or service for success in the market.

The various people and teams need to work in a highly coordinated way to target the right customers and sell the new offering with a consistent, differentiated value proposition. Companies unable to quickly educate all the right field sales, marketing and partners on important aspects of launch - such as product features, pricing, competitive positioning and warranty or support terms - risk confusing customers with local variations or other interpretations of their customer promise.

To improve the impact of marketing campaigns and accelerate the roll-out of new products and services, companies need tools that enable people to work together more effectively with a complete view of each customer to create and run better marketing campaigns.

Companies that use tools with team spaces and workflow capabilities can improve control over the proposal submission process, and by using integrated content management, business intelligence, and collaborative capabilities they can help increase the effectiveness and efficiency of the proposal process. Microsoft helps increase the impact of marketing new products or services by enabling brand managers and/or marketing professionals to work together securely with field sales teams, channel/alliance partners and customers to create, execute and track more effective campaigns.

Microsoft can help your organisation launch new products faster by providing the following capabilities:

- **Enable** marketing professionals to communicate and work more closely with field teams and channel partners, resulting in increased consistency in new launches
- **Coordinate** campaign and launch activities, materials, and resources, resulting in maximised return on marketing investments by identifying and reaching the highest value customers
- **Share information** in a secure, interactive working environment resulting in real-time sales support and competitive information for field teams and channel partners.

By providing people with the right customer information and tools to work together to launch new products or services, companies can increase their return on marketing investments and grow market share by getting products to customers faster than ever. Microsoft software enables sales and marketing teams across geographies and organisations to share information through online collaborative workspaces and provide field representatives with access to the most updated customer information and campaign materials - any time and anywhere.

## Customer success story

### Paul Smith

#### ***Real-time messaging improves collaboration across designer's geographically dispersed offices***

With more than 550 employees based at offices in Nottingham, London, Paris, Milan and New York, designer clothes retailer and manufacturer Paul Smith must ensure that company-wide communication is as quick and effective as possible. To improve collaboration across its geographically dispersed offices, Paul Smith decided to implement a real-time communication platform that could integrate easily with its existing technology infrastructure.

The company worked with Lynx Technology, a Microsoft Gold Certified Partner, to implement Microsoft Office Live Communications Server 2005 across the organisation.

### Benefits

As a result of the project, Paul Smith now has a secure and reliable instant messaging infrastructure that delivers accelerated team collaboration and enhanced staff productivity.

Paul Smith plans to upgrade to Microsoft Office Live Communications Server 2005 Service Pack 1, and further integrate the solution with Microsoft Office Communicator 2005.

*"With Live Communications Server 2005 Service Pack 1, we'll be able to use Office Communicator 2005 to enhance company-wide collaboration by integrating the solution with our corporate phone system."*

*"Video conferencing will also definitely enhance productivity in the company. There's a big requirement for it across Paul Smith, so integration with Office products is going to be key for us."*

*Hunter-Paterson, Network Administrator, Paul Smith*

## ***b) When winning new business***

Simplifying the way people work together to create high-impact proposals helps improve sales productivity. In order to drive profitable growth and improve sales productivity, businesses must not only sell to existing customers but also win new business. Simplifying the process of how people work together to pursue business opportunities is imperative. To reach out to the customers with the most potential and win their business, information about their needs must be readily available. During the proposal writing process, team members and other colleagues need a way to collaborate across organisational boundaries and geographies to share information, such as previous proposal content. Sales professionals need a way to easily collaborate and find insightful information quickly, even though expertise is often spread across the organisation or geography, which prevents segmentation and targeting of the most profitable customers. Challenges also arise when companies lack collaboration tools, workspaces, and the capabilities to find and share customer information. Thus, gathering expertise and information becomes time-consuming and costly.

## Monitor your responses to new opportunities

Microsoft answers these challenges with the familiar Microsoft Office Enterprise 2007 products, which help businesses collaborate easily on sales proposals. The tools help identify and develop new business opportunities by making it easier for sales professionals to find and use customer information and expertise while working with colleagues, partners or subcontractors to create and deliver high-impact proposals. Online workspaces enable teams to collaborate on proposals, hold meetings with individuals and groups from any location, and quickly locate expertise. Microsoft integrated tools provide automated approval processes, digital signoffs, and a centralised repository to more securely share valuable proposal and customer information. With Microsoft technology, information workers can manage communication better, work together in teams more effectively, access people and information, and streamline business processes using structured workflow capabilities integrated with familiar desktop applications.

Microsoft tools can help your organisation simplify working together to pursue business opportunities by providing the following capabilities:

- **Identify** and manage new opportunities. This improves the success rates of proposals based on easy access to both relevant material and experts across the organisation, including partners
- **Find people, information, and expertise** to accelerate and enrich proposal development. This helps shorten proposal development time through streamlining the workflows and validation process and through meeting customer deadlines
- **Improve collaboration** among proposal developers, regardless of location. This helps decrease business development cost based on streamlined processes and a shorter overall proposal development time.

## *Customer success story*

### *Hillarys Blinds*

#### *How a large UK field sales operation boosted revenues by more than £1 million with a mobile solution*

Sales advisors at Hillarys, the UK's leading made-to-measure blinds specialist, travel to customers' homes to measure windows and take orders. Until recently, they filled out the details on paper forms and data was then manually entered into the back-office ordering system. Keen to further boost its market-leader status, Hillarys engaged Microsoft partner Fujitsu Services to develop an application running on Microsoft Windows Mobile®-based Pocket PC Phone Edition devices.

### **Benefits**

The Sales Advisor Mobilisation (SAM) application enhances two-way communications and connects users to the company's back office in real time. Users can now capture data in the field and transmit it wirelessly to the ordering system. Improved accuracy of ordering is expected to bring a further £1.1 million in revenues each year. Hillarys now consistently fits blinds at its customers' convenience, and makes annual efficiency gains of a quarter of a million pounds sterling.

*"We expect that we will achieve return on investment during the first year of rollout and deliver net cost savings of around £250,000 a year thereon. Based on our pilot project, we estimate that the average advisor will realise personal cost savings of around £700 a year and earn incremental commission of up to £2,000 a year."*

*"Because orders and payment information is uploaded into the ordering system in real-time, the facilitation cycle is reduced by three or four days. This means we now consistently fit the customers' blinds at their convenience."*

*David Lewis, Director of ICT, Hillarys*

## **Customer success story**

### **Reed Elsevier**

#### **Global media company cuts costs and extends sales reach**

Reed Elsevier is a leading global media company employing 36,500 people across the world. Its business is people-intensive, demanding constant travel and meetings. When looking for a collaborative software solution that would help it to make better use of its specialists, product development experts and sales executives, the company chose Microsoft Office Live Meeting 2005.

#### **Benefits**

The Microsoft solution has improved the company's communications with its customers, makes better use of highly skilled employees, achieves substantial savings in travel costs and improves access to specialists within the company. Sales calls are now transformed, with greater flexibility and the capability to call on specialists at any point in the conversation to answer customer queries or address particular issues. Reed Elsevier now views Live Meeting as a strategic information investment.

*"Originally, we were looking for a tool that would simply let us collaborate over distances and cut our travel costs. And that's what we saw with all the products that we reviewed, but Microsoft Live Meeting offered a far more strategic solution that could integrate closely into all our other tools. It completely changed our perception of what collaborative systems could offer."*

*"Integration was a central feature. The integration of Live Meeting with our other Microsoft products made it a natural fit. The support we got from Microsoft during the testing period was just excellent, and made it a simple decision."*

*"We view Microsoft Enterprise Agreement for Live Meeting as a key enterprise tool in our business. We needed a collaboration capability that would allow us to take products that we had and extend them to new locations, with their own particular footprint for the location."*

*"I have to say that Microsoft was extremely flexible in the support that they gave us. They got us moving as quickly as possible."*

*Paul Alessi, Senior Global Relationship Manager, Reed Elsevier*

## *c) Delivering responsive service*

The more responsive the service, the more rapidly people can identify and resolve customer issues. Customers have increasing expectations for support and diminishing tolerance for slow or less-than-complete responsiveness. The challenge in pursuing responsive customer service lies in collecting pertinent information and getting the right people involved quickly. Many businesses own multiple, disparate communication tools and systems that overwhelm employees with too many sources of incoming information, thereby making it a challenge to prioritise and take effective action. Responding to customers with 'one face' is essential, as multiple handoffs or message forwarding result in customer dissatisfaction and impact customer loyalty and retention.

### **Resolving issues and measuring satisfaction**

The business imperative is to increase customer satisfaction and loyalty by enabling customer facing individuals and teams (call centre reps, account teams, field service technicians, and channel partners) to identify, collaborate on and resolve critical customer issues through timely access to customer information and one another. By building a platform to answer these challenges, you will be able to automate service processes, resolve issues quickly and accurately, and find qualified service professionals to deliver value-added service to your customers. Microsoft can help you proactively measure customer satisfaction during each service interaction to ensure long-term customer loyalty. Microsoft's integrated tools can help you manage your sales, service, and marketing relationships through a centralised repository and identifiable document libraries. The platform spans capabilities for instant messaging, voice messaging, Web conferencing, collaborative workspaces, and portals to enable customer service representatives to collaborate with individuals across boundaries.

### **Improving responsiveness**

Microsoft's tools can help your organisation deliver more responsive customer service, increase customer satisfaction, and detect new business opportunities by providing the following capabilities:

- **Locating the right information** and expertise rapidly, resulting in increased customer satisfaction and loyalty through easy access to information that better answers customer requests
- **Resolve customer issues quickly:** develop a better understanding of customers, products, and experiences, so they can identify up-sell and cross-sell opportunities
- **Deliver proactive customer support** through open communications: enable the organisation to better detect opportunities due to easy access to customer and sales data.

By focusing on more responsive customer service and by centralising repository data for easy access to all employees, companies can better manage their most valuable customers and increase overall customer loyalty.

## Customer success story

### **Drive Assist**

#### **Mobile solution helps credit hire-car service eliminate 120,000 paper forms a month**

Rapid growth at UK credit-hire car service Drive Assist left the company in need of a solution to help it deal with the tens of thousands of paper forms processed monthly. Drive Assist deployed Windows Mobile powered Pocket PCs running the TBS TaskMaster field mobility solution to its 500 drivers.

### **Benefits**

The drivers use TaskMaster, which is integrated with ALK CoPilot satellite navigation, on the devices to locate clients quickly. They can now receive jobs while in the field, and input information from inspections directly on the device, which is sent in real time to the organisation's back-end system. The processing burden of 120,000 paper forms a month has been eliminated and drivers are now able to optimise their routes and conserve fuel to help meet environmental targets.

During the development of a prototype, TBS worked closely with drivers to emulate their workflow for delivering and inspecting vehicles. A series of drop-down menus and pick lists guides them intuitively through each process.

*"Drivers are a contrasting range of ages and technical ability, so it was very important that the interface was easy to use. The solution is so intuitive that training has become much easier and more effective."*

*"Previously, move-on deliveries made up just one per cent of the business. Now, Drive Assist is predicting that move-on deliveries will make up 75 per cent of the business."*

*Nigel Bardsley, Operations Director, Drive Assist*

## Customer Success Story

### **Hauser**

#### **European transport company boosts the quality of its customer service with an integrated IT system**

Leading European transport company Hauser provides overland logistics solutions to European exporters and importers. When Hauser needed to handle an increased growth rate, to improve telecom connections and deliver a faster, more reliable service, the company approached Datel, who had been working with telecoms provider Pennine Telecom to develop an integrated customer management solution.

The two companies built a solution based on Microsoft Dynamics™ CRM, Microsoft SQL Server 2000, Microsoft Exchange Server 2003, and the Avaya IP Office Telephony Solution. Now Hauser can:

- Consolidate all company data on a single SQL Server 2000 database
- Help staff view customer information on-screen as soon as they receive a call
- Take advantage of Microsoft SQL Server 2000 Reporting Services and analyse data such as won or lost opportunities.

## Benefits

Information automatically appears on-screen with each call, so that staff no longer need to re-key in data from notes taken during a call.

- Reduces the time taken to create field service charges from four days to one minute
- Reduced number of servers from six to two running Microsoft Exchange Server 2003 and Microsoft Dynamics CRM
- Managers can analyse trends such as how long it takes to convert a lead into a win
- Hauser can engage in activities such as targeted marketing.

*"Thanks to the implementation, we have a much clearer view of our customers and can deliver a consistently high-quality service as a result."*

*Ian Dixon, IT Manager, Hauser*

## Are you ready?

Your people set you apart from the competition. Their creativity sparks innovation and fuels growth. Their dedication brings in new customers and keeps the old ones coming back time and again. But the world is changing fast. More people from more companies shape your customers' experience. Customers increasingly expect more value and innovation in the products and services they purchase as well as greater ease in the channels available to interact with your company. Are your people ready to deliver it?

To build lasting customer connections you need to empower your people with the right tools to work together across organisations and different geographical regions with instant access to customer information. The challenges and potential failures of prior CRM projects should not stand in the way of efforts to create a more customer-centric enterprise that delivers the kind of customer experience that promotes intense loyalty. Talk to your Microsoft representative or Microsoft Certified Partner to learn more about the role technology can play in improving your sales productivity, marketing impact and service responsiveness.

If you would like to reconsider your CRM and find out more about Microsoft's complete communications and collaboration solutions, please visit [www.microsoft.com/uk/peopleready](http://www.microsoft.com/uk/peopleready) or phone **0870 60 10 100**.

For hearing impaired customers with a Minicom, contact **0870 50 30 400**.  
Lines are open 8am-6pm Monday to Friday.

Please note, numbers prefixed 0870 will be charged at national call rates.

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