

Integrative CRM Enhances Midsize Business Agility and Performance

Sponsored by IBM

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Executive Summary

*More than ever before, it is the customer's choice today that determines a brand's or a company's destiny. In an era of an increasingly mobile, dynamic and connected global world, customers are redefining markets in more ways than anticipated; **evolving into a 'customer economy'**¹. Remarkable advances in and ubiquitous access to Information Technology (IT) are at the core of this transformation. When these IT offerings interact with **changing customer demographics and a multitude of available market channels**, customers are empowered in unprecedented ways. Today, customers have exceptional flexibility of choice and can express and share their opinions at lightning speed, directly influencing other stakeholders and prospective buyers. Often, these opinions multiply and magnify through social media rapidly affecting a company's future.*

*Businesses are recognizing this shift in mindset from reactively transacting with their customers to **proactively earning customer loyalty**. These businesses must 'be there' where customers are and 'when' they need them. As customers re-write rules on how they interact with businesses, midsize companies find it even more challenging to attract customers resulting in lost revenues. Despite significant challenges with Customer Relationship Management (CRM) implementations², several companies have successfully managed to deploy a suitable CRM solution. However, they are not fully equipped to manage and leverage the impact of the **proliferation of channels, social media and data explosion**³.*

*The key question that midsize companies implementing CRM solutions must ask is "How can we best leverage our customer data into productive actions that result in increasing our customer value and profitability?" **IBM's customer-activated integrative CRM solutions** help midsize companies address these challenges by:*

- Leveraging **emerging IT solutions** in cloud, mobile, social computing, and analytics
- **Securely** assimilating these solutions in an **integrated** manner across business silos
- Proactively promoting active **collaboration** with their customers and Business Partners thereby opening new avenues for revenue generation and growth.

This whitepaper addresses a target audience of IT and Business Leaders looking for innovative ways to extend the capabilities of CRM. It also discusses:

- Midmarket-specific **CRM trends** and key factors contributing to the rising importance of integrative, multichannel CRM solutions today
- **Challenges** faced by C-level executives in leveraging CRM for their company's advantage and how they benefit from considering and deploying integrated, multichannel CRM solutions, and finally,
- **IBM's approach for integrative CRM** detailing how midsize businesses can benefit from IBM and IBM Business Partner solutions and services to enhance **business agility and performance** and leverage a fundamental shift in CRM solutions that are focused on **customer experience**.

*Recently **Frost & Sullivan** presented IBM with its **prestigious 2012 Customer Value Enhancement Award**⁴. Frost & Sullivan recognizes IBM for its excellence in the design, marketing and deployment of its CRM applications for the midmarket.*

¹ "A smarter approach to CRM: An IBM perspective", <http://www-935.ibm.com/services/uk/gbs/pdf/SMW03042WWEN.PDF>

² CRM Failure Rates (2001-2009) <http://www.zdnet.com/blog/projectfailures/crm-failure-rates-2001-2009/4967>

³ IBM CMO Study shows general unpreparedness for social media and more <http://socialmediatoday.com/tomhumbarger/376388/insights-ibms-global-cmo-marketing-study>

⁴ Frost & Sullivan, "Customer Value Enhancement Award CRM Solutions North America, 2012", Best Practices Research, 2012.

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Introduction

Digital empowerment is a reality across industries today. However, it is not just where customers conduct business that is changing; it is also changing the speed of the business decision-making process. Today's globally integrated world has ushered in a **'customer economy'** along with the rise of individuals as influencers through a multitude of channels and ease of sharing opinions; shattering barriers to transparency like never before. Beyond product customizations and personalization, customers expect to exert control over the overall buying experience.

Midsized companies are finding it difficult to control the brand experience across multiple platforms in a crowded marketplace and with fragmented interaction with potential clients. To attract and retain an increasingly global client base, midsized business executives must:

- Be aware of the cultural nuances of their clients
- Identify customer behavior and patterns for building customer loyalty and to drive product innovation, boost sales and make marketing effective and efficient
- Address massive shifts in the relationship between the customer and the business
- Make prudent choices in customer relationship management (CRM) solutions synergistic with their marketing and sales, business development, advertising and communication strategies.

CRM helps in the understanding of who the customers are and what they want. However, traditional CRM often falls short in enabling proactive decision-making that is so critical today. While the CRM market has seen tremendous growth in the last decade (see **Figure 1**), success rates have been dismal in the last decade⁵ and recent analyses indicate that 50% of Fortune 1000 companies run the risk of not seeing a ROI in their CRM initiatives because most CRM deployments:

- Have been point solutions with little integration with legacy business systems and processes
- Rarely leverage analysis of CRM data which hampers businesses from getting a 360-degree view of their customers, and
- Fail to tie their use of social networks to clear business performance objectives⁶.

CRM solutions today:

- Are evolving from traditional customer attracting and transaction management tools to sophisticated solutions to help gain insights into future customer behavior
- Can leverage customer intelligence more effectively for better customer retention and business profitability.



Figure 1: Despite growth of CRM in the last decade, the success rate has been poor

CRM is experiencing a real resurgence⁷, becoming more affordable for midsized companies, especially with cloud delivery models. Today, CRM is modular with a service-oriented architecture that permits integration with existing software applications without requiring major modifications. CRM also integrates with other business processes and can also integrate unstructured data that come out of channels like call centers and web sites with a company's traditional, structured business data.

⁵ CRM Then and Now - <http://www.destinationcrm.com/Articles/Editorial/Magazine-Features/CRM-Then-and-Now-68083.aspx>

⁶ <http://searchcrm.techtarget.com/news/2240158035/Half-of-Fortune-1000-wont-see-ROI-with-social-CRM-analyst-predicts>

⁷ CRM rises again, Why is it more relevant than ever <http://www-304.ibm.com/businesscenter/cpe/html0/228097.html?lmk=ibmcomhpfv1202&lsr=fvcrn>

CRM spurs innovation and enables the development of better products and services

CRM solutions must be simple to deploy and integrate with other business processes to consistently deliver the best customer experience

Integrative CRM = (mobile, social collaboration + real-time analytics)

Midsize companies must enhance agility and performance to consistently delight their customers

With IBM Integrative CRM solutions, midsize companies readily benefit from social media, new channels, and mobile consumer demographics

CRM spurs innovations with insights into customer data when it:

- Improves collaboration with all stakeholders especially if these insights integrate with data from other supply chain elements
- Assists development teams in designing superior products and services that are better aligned with their customer needs and their "aspirations", and
- Supports a midsize business manager's proactive decision-making ability to anticipate and quickly respond to a customer's needs.

CRM solutions need to:

- Be simple and economical to deploy and operate
- Integrate with other business processes such as billing, fulfillment, shipping, services, and sales, in order for business managers to be where their customers are when they need them
- Enable companies to provide consistent and meaningful interactions across all customer touch points⁸, and
- Provide more real-time data management and analyses capabilities to help businesses decide the best contact methods to improve service levels and satisfy their customers.

For midsize businesses, CRM is a journey with a clear purpose of proactively getting closer to their customers. In order to succeed, these businesses must:

- Constantly learn about their customers and their perceptions, and
- Consistently improve their related businesses processes to delight their clients, and
- Integrate all these learning and processes to enhance the customer experience. This is **Integrative CRM**.

Yet, many midsize businesses still rely on traditional, siloed customer management, sales tracking or marketing systems—applications that are insufficient to meet the demands of the changing customer. However, CRM technology and data (software applications and associated data) alone are insufficient to sustain a competitive advantage for midsize businesses.

The failure to reap rewards from investments in CRM technology is a symptom of an underlying core business problem - how can businesses create a coordinated strategy that transforms their business processes and culture to generate an enhanced customer experience? Business leaders must capitalize on these marketplace shifts towards a "customer economy" and leverage integrative CRM solutions strategically.

A successful CRM transformation will enable midsize companies to:

- Increase customer and company value, providing sustained competitive advantage and operational efficiencies
- Create value from higher-quality offerings and superior relations with all stakeholders including customers, suppliers, and employees.

IBM's CRM solutions portfolio for midsize companies builds upon these principles. These integrative CRM solutions - delivered in collaboration with IBM Business Partners – have already enhanced business agility and performance at many midsize companies worldwide.

Forces Driving CRM Adoption in Midsize Businesses

Technology and markets are the two powerful external forces driving businesses today. The four biggest challenges that CMOs face⁹ are the **explosion of data, social media, the proliferation of channels and devices, and shifting consumer demographics**. These factors serve as catalysts for change in the marketing function. How can midsize businesses convert these challenges into

⁸ IBM CEO Study, <http://www.ibm.com/ceommstudy2012/>, 2012.

⁹ IBM CMO Survey – 1700 global CMOs, Oct 2011 <http://www.slideshare.net/Briancrotty/ibm-cmo-study-oct-2011-9683750>

Traditional CRM is being integrated with other key business processes i.e. ERP using middleware such as IBM WebSphere Cast Iron

Integrative CRM includes analytics and social/mobile capabilities and further enhances customer focus and relationship

Successful CRM solutions improve customer life time value

Retaining an existing customer is more profitable and 50% of revenues come from higher margin aftermarket services and upgrades

To maximize ROI, CRM solutions must be architected and implemented in an integrated approach across the business and yet be flexible

opportunities? And what are the underlying business transformations and technologies required to make this happen?

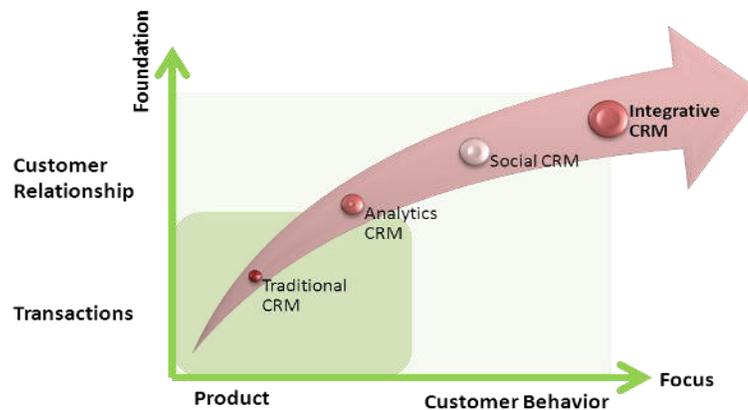


Figure 2: Evolution of CRM in a Business

Market dynamics, changing customer demographics and the challenging economic climate have also dramatically shifted the strategic mindset of midsize firms today. Studies¹⁰ reveal that in midsize firms, a single-minded focus on cost-effectiveness is giving way to a broadening of focus to other strategic areas to expand the momentum gained from reducing costs and increasing efficiencies to more forward-looking aspects of the business such as emphasis on customers' value, revenue growth and innovation.

CRM solutions improve customer lifetime value, which is the value of the customers to the company until one of them terminates the relationship¹¹. Retaining an existing customer saves more cost and is more profitable and more than 50% of revenue opportunity comes from additional aftermarket revenue from service and upgrades — activities with substantially higher-profit margins than the original solution sale¹².

Challenges and Opportunities for Midsize Businesses Deploying CRM

The adoption of CRM technology is full of implementation challenges, including information technology design, procedure, and process issues. Other critical issues include difficulties in maintaining accurate and current information, obstacles arising from interfaces that are not user friendly, and the lack of an integrated approach for CRM across the business. Today, midsize business CRM buyers (see **Figure 3**) are looking for solutions that:

- Have more functionality and are also flexible enough to meet diverse needs
- Integrate with their existing applications, and support mobility
- Allow connections and collaboration across multiple customer channels and social media
- Maximize Return on Investment (ROI), and
- Have multiple economical deployment models including on-premise or on the cloud

¹⁰ Inside the midmarket – a 2011 Perspective http://www.ibm.com/businesscenter/cpe/download0/214954/Inside_the_MM_UK_report.pdf

¹¹ Winer – CRM Systems and Customer Lifetime Value <http://gvoss.cox.smu.edu/CRM.pdf>

¹² Joe Barkai, "Customer Relationship Excellence: How Industrial Equipment Manufacturers Can Grow and Protect Customer Loyalty Every Step of the Way" IDC Manufacturing Insights, October, 2009.

CRM solutions for midsize businesses must support mobile/social collaboration and be economical to deploy on-premise or on the cloud



Figure 3: Midsize Business: Key requirements for CRM solutions

When midsize businesses implement traditional CRM solutions to predict future customers' behavior and gain insights to plan, schedule and control the pre-sales and post-sales activities, they usually fall short. At best, these traditional solutions provide rear-view mirror insights. That is why these midsize companies need CRM tools and components that:

- Can perform predictive analytics and help them model customer behavior with ease, and
- Allows them to better forecast future trends in customer behavior, buying patterns, and other market dynamics.

Today, numerous point products address various CRM requirements. There are specific point solutions for customer management, mobility, social CRM, analytics, campaign and contact center management, and marketing automation. However, what is missing for midsize businesses is the level of **integration** required¹³. What CRM customers really require is a flexible CRM platform that can fit with and work like their existing or new IT system, including legacy systems and gives them the freedom to choose components and CRM tools that work for their specific business.

Collaboration and **analytics** are two very important components to gain additional customer insight. Obtaining customer intelligence and insights is tricky in the absence of an integrated approach that includes collaboration, mobility, scalability and evolutionary changes in the business. Midsize businesses that already deploy on-premise CRM need to evolve it, so that they maximize returns from their existing investment, and are also able to harness the power of emerging solutions in collaboration, social CRM, cloud computing and Software as a Service (SaaS) as and when required.

Next, we highlight several key IBM solutions, services and components available today for midsize businesses to help them make the most of their CRM deployments. We start with articulating IBM's approach to integrative CRM and the associated CRM reference architecture that has been deployed at several clients worldwide.

¹³ What best of breed point products in CRM are missing <http://crmsearch.com/best-of-breed-crm.php>

Several point CRM solutions exist but midsize firms are looking for a flexible integrative CRM platform

Integrative CRM maximizes ROI from existing CRM solutions and provides a platform to add collaboration and analytics

An Integrative CRM Reference Architecture

Cost conscious and resource constrained midsize businesses are caught between nimble small business competitors on the one end and large enterprises with fierce marketing power, price and resource advantages on the other. Integrative CRM solutions help them significantly enhance business agility and performance with very attractive economics.

From Figures 4-7, we describe the IBM Integrative CRM architecture (drilling down from high-level client requirements to capabilities enabled by business processes to operational models to a description of the underlying technology architecture) that facilitates a deeper level of change in organizations. It enables an organization to **change** from being a **siloed product organization** to one that focuses on the total **customer experience** across all CRM relevant business processes.

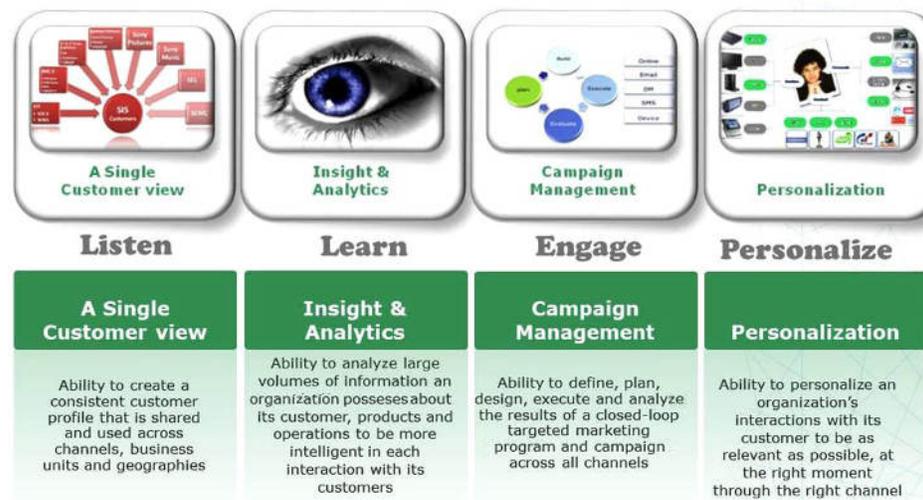


Figure 4: Core Customer Intimacy Capabilities Delivered by the IBM CRM Reference Architecture

IBM's integrated cross-industry CRM solution architecture delivers core **customer intimacy** (**Figure 4**) **capabilities** built upon key IT solutions for collaboration, security, mobility, social CRM and analytics. This architecture:

- Facilitates integration with other business processes, ERP solutions, existing business applications, and with the supply chain and other business partners either on-premise, or on private and hybrid clouds.
- Enables midsize businesses to combine three fundamental functions: strategy, operations and information governance
- Empowers midsize businesses to focus on the core CRM capabilities (*see Figure 4¹⁴ - listen, learn, engage and personalize*), and
- Build customer intimacy in a way that can materially improve the profitability of the business and increase Customer Lifetime Value¹⁵ (CLV).

Maximizing CLV essentially means delivering value to the customer cost-effectively. When an organization delivers what customers need and what is valuable to them, their customers are more likely to respond positively to future marketing efforts, buy more products and services and, as a result, become more valuable to the organization. However, to achieve and maintain this type of relationship, both kinds of CRM solutions are required - operational and analytical.

¹⁴ Richard D. Davies, Peter D. Stubbs and Tarek A. Helmy, "IBM Customer Intimacy Framework and Reference Architecture", 2012.

¹⁵ CLV – Total Profits generated during the time customer does business with the company. Refer to 'Managing Customer Relationships' for details. <http://www.ruthbolton.com/Publications/01Malhotra-V3-Chap1.pdf>

IBM delivers an Integrative CRM architecture that supports social and mobile collaboration, analytics and can be deployed securely on-premise and/or on a cloud.

Architecture facilitates integration with other business processes, ERP, existing applications, supply chain and business partners

Integrative CRM empowers midsize firms to enhance customer intimacy and experience, and maximize Customer Lifetime Value

Integrative CRM enables midsize businesses to model, monitor, operationalize and link cross-functional capabilities.

Linking Strategy, Sales, Marketing, Product Management and Governance enhances business agility and performance

Integrative CRM increases a customer's tendency to remain loyal and make additional purchases.

This increases a customer's lifetime value – and the organization's profits.

Figure 5 depicts cross-functional CRM capabilities delivered across all industries. These capabilities represent the **business processes** enabled by the IBM Integrative CRM Reference Architecture.



Figure 5: IBM CRM Reference Architecture - Conceptual CRM Capabilities Framework

The most evolved midsize CRM solutions work by applying predictive analytics across information governance and CRM functions and deploy the results throughout the business. This ensures that whenever their customers interact online, by phone, or face-to-face, they receive the kind of treatment that meets their present needs and anticipates new ones. This increases their tendency to remain loyal and make additional purchases, increasing their lifetime value – and the organization's profits¹⁶.

Satisfied customers are a company's "customer relationship capital".¹²

- Acquiring new customers can cost five times more than satisfying and retaining current ones. It takes a great deal of effort to induce satisfied customers to switch from current suppliers
- The average company loses 10 percent of its customers each year
- A 5 percent reduction in customer defection rate can increase profits by 25% to 85% depending on the industry
- Profit rate tends to increase over the life of the retained customer due to increased purchases, referrals, price premiums, and reduced operating costs to service.

¹⁶ Frederick F. Reichheld, *Loyalty Rules*, (Boston: Harvard Business School Press, 2001); Frederick F. Reichheld, *Loyalty Rules*, (Boston: Harvard Business School Press, 1996).

IBM Operational Architecture supports personalized, collaborative customer interactions across multiple mobile/social channels

Architecture provides midsize firms end-to-end capabilities to operate/manage business and analyze and discover customer insights

IBM partners with several key ISVs and delivers specially priced and optimized Integrative IBM CRM solutions for midsize businesses

IBM technical architecture supports social and mobile collaboration, and analytics deployed securely on-premise and/or on a cloud.

IBM delivers an Integrative CRM **operational architecture** (Figure 6) that supports social and mobile collaboration, analytics and can be deployed securely on-premise and/or on a cloud.

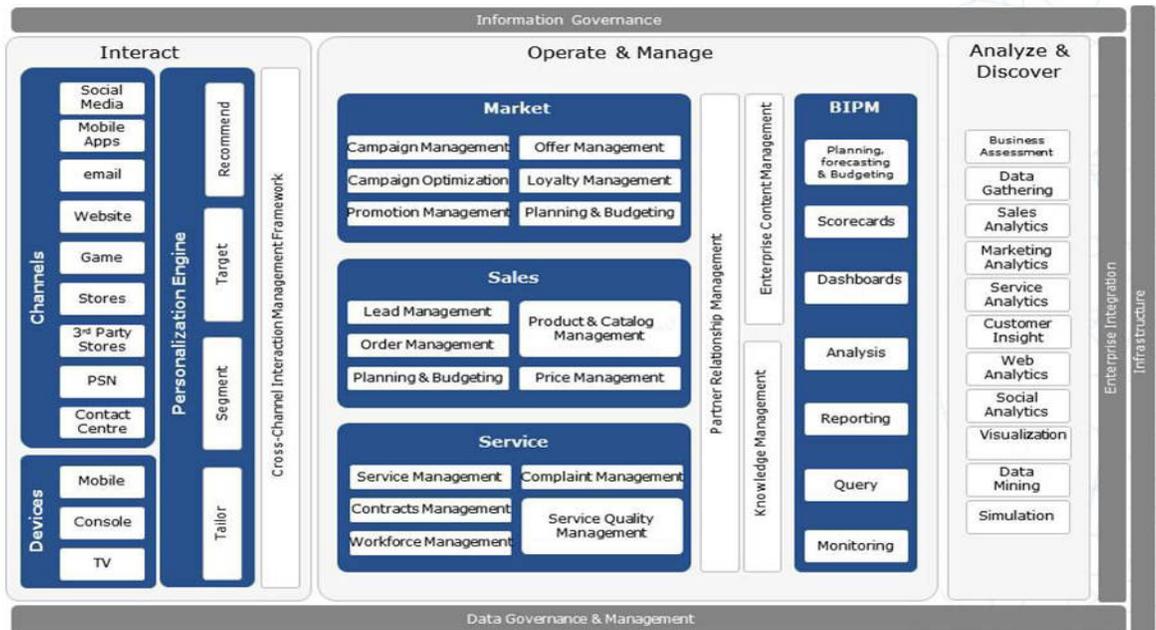


Figure 6: The IBM CRM Reference Architecture - Operational Architecture

IBM CRM Solutions Optimize Value for Midsize Businesses

IBM partners with key Independent Software Vendors (ISVs) to deliver integrated CRM solutions. These solutions help midsize businesses enhance their capabilities to gain faster insights, enable real-time decision making, and deliver customized experiences resulting in **increased customer loyalty and growth in customer base**.

IBM offerings are specially priced for midsize companies to maximize return on their CRM investment. IBM offerings include CRM components that address predictive analytics, social CRM, modeling and forecasting to gain insights into customer behavior, integration of third party CRM components and with other business applications, processes and systems. The Appendix details the IBM Integrative CRM solution components that make up the **IBM CRM Solutions Technical Architecture** (Figure 7).

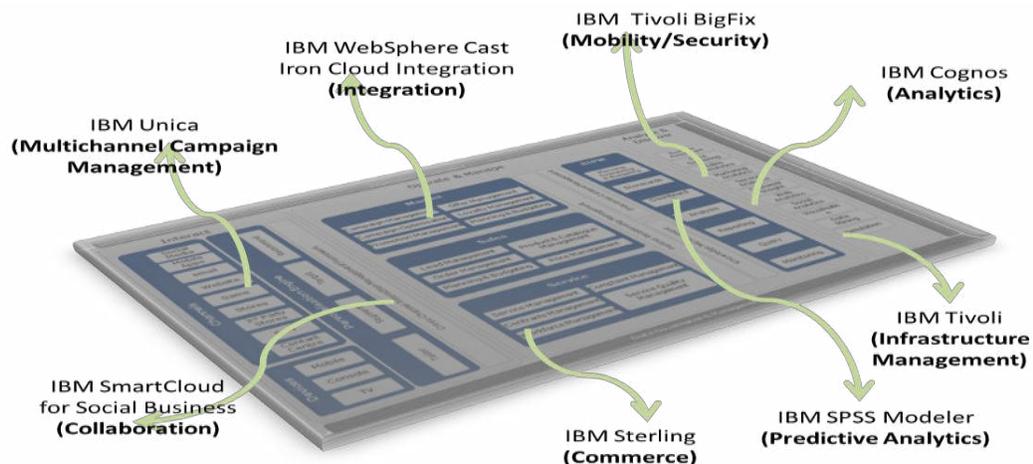


Figure 7: The IBM CRM Reference Architecture – Technical Architecture with Key CRM Solution Components

This CRM technical architecture includes IBM software components that complement a midsize businesses' current point CRM application with capabilities in analytics, collaboration, integration, mobile and social computing – all securely delivered with efficient infrastructure management.

Cloud computing has emerged as another way for midsize companies to supplement their existing CRM capabilities on limited resources. CRM via the cloud allows companies to take advantage of virtualized, shared architectures, which allow for scalability, flexibility and significant cost savings.

IBM solutions assist in enhancing CRM deployments with cloud technology. By using CRM applications on the cloud, companies can not only focus on core CRM activities but also achieve greater flexibility in managing demand from CRM operations while delegating infrastructure implementation to the cloud. IBM provides seamless integration with other IBM SmartCloud offerings in the areas of collaboration, business intelligence and predictive analytics.

There are several other products that can integrate third party CRM point products across operations, applications and processes. These capabilities of the IBM CRM reference architecture further enhance a midsize business' CRM deployment. According to several reports¹⁷, integration and security are the major barriers for cloud adoption. IBM's Integrative CRM solutions address these concerns effectively and are detailed in the *Appendix*.

Key Considerations for IBM Clients Deploying CRM

Before deploying a CRM solution, IBM clients should recognize that:

- Implementing a CRM system in functional silos such as Sales, Marketing and Call Centers while effective, may not maximize total business value as the rest of the organization and external partners are unable to fully leverage insights only available with an integrated CRM deployment
- Beyond back office integration, CRM solutions must also link to a variety of communication and social media channels prevalent in today's interconnected world.

Businesses must not only proactively communicate with their customers, they must also help customers enjoy the products and services that they have paid for and collaborate with them to co-create newer products and services that can further enhance a company's business success.

With IBM's Integrative CRM solutions, businesses can achieve business-wide real-time visibility. This not only reduces complexity but also helps collapse businesses processes **from weeks and months to hours and days** through service integration and effort consolidation. In fact, next, we highlight some key IBM CRM solution success stories across a range of industries and applications. Application Integration done right can save time and money. One case study clearly demonstrates how a midsize business in just five days could achieve real-time integration between their CRM and ERP, and how they **cut down their IT budget by 70%**.

Case Studies: Integrative CRM with IBM Solutions

By leveraging Integrative CRM from IBM, several midsize clients have benefited by easy, smooth, non-disruptive CRM deployments without incurring huge investments in time or resources. These IBM customer case studies represent a range of core Integrative CRM capabilities: Analytics, Integration, Collaboration, Cloud and Infrastructure.

IBM provides seamless integration with IBM SmartCloud offerings

Companies achieve greater flexibility in managing demand from CRM operations while delegating infrastructure implementation to the cloud

Leveraging Integrative CRM, several midsize clients have benefited by easy, smooth, non-disruptive deployments

Seamless deployments without incurring huge investments in time or resources

¹⁷ Cloud facts & figures http://www.arnnet.com.au/article/341263/cloud_computing_cloud_facts_figures/

Highland deployed IBM & SugarCRM's highly scalable cloud-based solution

Accommodated data growth as business evolved and offered new value-added services to customers by utilizing SugarCRM investments better

Elevated customer satisfaction as service levels improved integrating IBM SmartCloud for Social Business with Business Partners.

Highland Group, Inc. (IT Solutions Provider)

Business Challenge	<ul style="list-style-type: none"> Scale up business by increasing number of value-added services offered.
Situation before Solution Deployment	<ul style="list-style-type: none"> SugarCRM deployment for product management and customer interaction management were in separate silos Different databases for product and customer data resulted in less optimal service offerings to customers Could not maximize benefits from SugarCRM investment and there was duplication of effort because of lack of integrated systems and data.
Integrative CRM Solutions Deployed	<ul style="list-style-type: none"> IBM SmartCloud Enterprise with SugarCRM deployed for product management and customer interaction management in separate silos by IBM Global Technology Services.
Benefits Realized after Solution Deployment	<ul style="list-style-type: none"> The IBM SmartCloud Enterprise IaaS solution helped Highland enhance their SugarCRM environment into a scalable, stable and virtualized platform with a centralized repository for product and customer data Highland can collaborate better, harness more intelligence about their business and integrate their systems With IBM and SugarCRM's highly scalable cloud-based solution, it became easy for Highland to accommodate data growth as their business evolved and offer new value-added services to customers by utilizing their SugarCRM investments better¹⁸.

ViroSafe Norge AS (Security Software Solutions Provider)

Business Challenges	<ul style="list-style-type: none"> Improve ability to collaborate and communicate with employees and customers. Evolve from customer-centric to 'customer-activated' CRM.
Situation before Solution Deployment	<ul style="list-style-type: none"> Ineffective communication and collaboration via traditional methods – email, phone, travel Rising travel costs, cluttered mailboxes, undocumented sales processes Lack of information sharing and low overall service levels.
Integrative CRM Solutions Deployed	<ul style="list-style-type: none"> IBM Business Partner Redpill Linpro, SugarCRM integration with Microsoft Outlook, integration of the solution with IBM SmartCloud for Social Business¹⁹ Engage service.
Benefits Realized after Solution Deployment	<ul style="list-style-type: none"> Improved efficiency of internal and external communication and collaboration The integrated solution provided ViroSafe Norge with clearer visibility of its own sales processes while establishing an online community to communicate with customers The solution facilitates online meetings thus reducing travel costs for the company Elevated customer satisfaction as the quality of their service levels improved with the IBM and Redpill Linpro's bundled solution²⁰.

¹⁸ [IBM SmartCloud SugarCRM integration-Highland](#)

¹⁹ LotusLive is now known as SmartCloud for Social Business

²⁰ [ViroSafe IBM SmartCloud and SugarCRM solution for Social Business](#)

A Leading US Retailer and Direct Marketer of Outdoor Merchandise

Business Challenges	<ul style="list-style-type: none"> • Required new CRM strategy, implementation and support to enhance business processes • Needed to replace an AS/400 based environment with the PeopleSoft CRM application.
Situation before Solution Deployment	<ul style="list-style-type: none"> • Rising costs, more time and resources spent on activities that were not core to the business • Lack of visibility into customer and their value to the company • Product quality and service level issues • Ineffective internet strategy.
Integrative CRM Solutions Deployed	<ul style="list-style-type: none"> • IBM Global Services' Application Management Services (AMS).
Benefits Realized after Solution Deployment	<ul style="list-style-type: none"> • This retailer can now create the business processes and rules needed to support CRM capability. The solution also helps the company to enhance its market segmentation and differentiation to gain deeper insights about its customers and increase effectiveness • With IBM's support and skilled resources for its CRM strategy, the retailer can focus more on its core activities, while improving the quality of its products and reducing costs • This IBM solution allows retail expansion, visibility into retail customer behavior, aligns with their MIS strategy, supports multiple branding strategies and enables comprehensive market research.

IBM Global Services solution helps retail expansion, visibility into retail customer behavior, and aligns with MIS strategy.

Supports multiple branding strategies and enables comprehensive market research

Sephora (Retailer)

Business Challenge	<ul style="list-style-type: none"> • Needed effective and scalable CRM solution for integrated loyalty management, on-demand data analysis and campaign management • Wanted to gain deeper insight into business and increase repeat business by moving CRM database marketing activities in-house.
Situation before Solution Deployment	<ul style="list-style-type: none"> • Outsourced customer loyalty management, scattered databases, ineffective on-demand customer data analysis • Dependency on third party for gaining business and customer intelligence, existing CRM solution hit limits and could not scale • Slow response, charges for all new requests, lengthy creation time and a lack of business knowledge
Integrative CRM Solutions Deployed	<ul style="list-style-type: none"> • IBM Cognos Business Intelligence, IBM SPSS Modeler Server for data mining, and IBM Business Analytics software.
Benefits Realized after Solution Deployment	<ul style="list-style-type: none"> • Sephora can now centralize all customer information across suppliers, sales and stores in a data warehouse that can be updated automatically • Can better understand customer buying behaviors using indicators to each segment, adapt and personalize campaigns and improve ROI ²¹ • Gained a secure data warehouse with unification in names and calculation formulae of indicators in all Sephora business units. This database can be used for customer loyalty management and all other marketing activities • Predictive analytics helped the CRM team become more results oriented • With better understanding of customer profiles, Sephora created customized, twice-a-year exclusive sales for its customers. As a result, the customer-response rate grew by 200 percent without any increase in the direct-marketing budget. Its new direct marketing campaign to targeted customers increased cross sell revenues by 10%.

Implemented an analytics CRM solution - IBM Cognos Business Intelligence, SPSS Modeler Server, and IBM Business Analytics software

Sephora grew customer-response rate by 200% and increased cross sell revenues by 10%

²¹ [Sephora Case Study](#)

Precise (Application Performance Management)

Business Challenge	<ul style="list-style-type: none">• Needed integration between ERP and CRM systems, better visibility into data for making informed business decisions.
Situation before Solution Deployment	<ul style="list-style-type: none">• Lacked data visibility across systems as it was spun out of a larger company. Precise, now a midsize company, could not afford expensive IT and needed better cost-effective systems• No consistent way of reporting and resolving double entry of data leading to errors• Implementation resources were limited for effective product management and customer database management.
Integrative CRM Solutions Deployed	<ul style="list-style-type: none">• IBM WebSphere Cast Iron Cloud Integration Portfolio.
Benefits Realized after Solution Deployment	<ul style="list-style-type: none">• Precise can now move Install base records from NetSuite to SFDC and consolidate the views of account information, support contracts, Product Management Reporting and Business Intelligence• Quick ROI and fast deployment – Precise spent only 5 days for this real-time integration between ERP and CRM systems; eliminating manual double-entry/errors and achieving fact-based decision making• Precise could cut down²² their IT budget by 70% and part of those savings came from the use of IBM WebSphere Cast Iron integration of some of its core systems.

Precise cut down IT budget by 70%. Some savings came from the use of IBM WebSphere Cast Iron integration of some of core systems

Midsize businesses can chart out a roadmap to higher value by engaging with IBM Global Business Services

IBM integrates a trusted combination of CRM components offered through an extensive, highly skilled worldwide network of Business Partners

How Midsize Businesses Can Deploy Integrative CRM Solutions

Midsize businesses require flexibility in CRM deployments that can help them deal with change and scalability required for growth. IBM helps clients rethink customer value, develop new levels of customer insight and innovative approaches for facilitating customer and partner engagement, driving predictable and improved outcomes for their business by providing a 360 degree view of their customers across several channels. Midsize businesses can chart out a roadmap to higher value by engaging with IBM Global Business Services for short term consulting assignments and learn how they can embrace Integrative CRM to promote sustainable competitive advantage.

IBM integrates a robust combination of CRM components including collaboration and information management, security, analytics, and capabilities. This provides a highly scalable foundation for efficiently deploying CRM, with support for open source and third party CRM solutions, offered through an extensive, highly skilled worldwide network of IBM Business Partners delivered by IBM's trusted services and support infrastructure.

IBM can help midsize businesses²³ generate additional revenue opportunity per engagement by improving the customer experience with Integrative CRM. The full midsize business CRM offerings list is available from <http://www.ibm.com/midmarket/us/en/crm.html> . Here are examples of IBM CRM partnerships and bundled offerings available to midsize businesses to enhance their CRM deployments²⁴.

1. **Sugar CRM and IBM²⁵** - SugarCRM and SmartCloud for social business²⁶
2. **CRM Done Right – IBM Global Services²⁷**

²² Using IBM WebSphere Cast Iron Integration for ERP and CRM integration <http://gigaom.com/2012/02/18/how-to-cut-70-percent-of-your-it-budget-in-one-year/comment-page-2/>

²³ IBM midsize business CRM offerings <http://www.ibm.com/midmarket/uk/en/crm.html>

²⁴ IBM CRM for midmarket https://www.ibm.com/partnerworld/wps/servlet/ContentHandler/pw_com_smb_crm_for_midmarket

²⁵ <http://www.sugarcrm.com/ibm/become-smarter-business-sugarcrm-ibm>

²⁶ <http://highlandsolutions.com/technology-2/ibm-smart-cloud>

3. **SAP CRM Rapid-Deployment Solution on the IBM Cloud**, optimized by IBM DB2 and IBM POWER7²⁸

4. **IBM Microsoft Dynamics Deployment and Support and Service**²⁹

Midsize Businesses will Benefit Even More from Integrative CRM in the Future...

Marketing and Sales Operations at most midsize companies consist of two core activities: **customer acquisition and customer retention**. As CRM evolves from traditional mass and target marketing (a. k. a. Database marketing) to relationship marketing, the focus is now steadily shifting towards customer retention in a win-win model which grows business profitability and customer value.

This requires a newer mindset. For instance, historically, to acquire customers, companies strategically segmented markets using differentiation variables such as geography, channel, customer size, industry, and growth rate. Today, as the focus shifts to customer retention, market segmentation and targeting will increasingly be based on the ease of **acquiring and retaining customers**.

It is well established that there is a **negative correlation** between the costs of customer acquisition and retention and business profitability³⁰. Marketers need to skillfully use insights from customer information when they generate a marketing strategy for the firm. Integrative CRM will help considerably here and in many other facets of the business.

In the future, businesses will also require simple to use Integrative CRM to guide strategic choices and allocate resources. To create and optimize value for customers and the business, midsize companies must improve customer **acquisition and retention and cross-selling**. These businesses must continually communicate with their clients through many peer-to-peer channels including word-of-mouth and social media in ways that can increase profitability. This will require predictive analytics and mathematical models of complex systems that can capture relationships among business processes, customer attitudes, social buying trends and link to traditional strategic and tactical business considerations such as partnerships, governance and performance.

These factors will continue to grow and fuel the demand for integrative CRM in the near future, as businesses **interact with customers in real-time** and where communication with the customer is essentially a two-way process that happens across multiple channels.

Integrative CRM **unlocks substantial “hidden value”** from CRM. New approaches are needed to fully quantify the return on investment (ROI) from integrative CRM. Traditionally, businesses use ROI metrics that are built on traditional benefits such as reduced total cost of ownership (TCO), revenue growth, profitability that is obtained through improvements in sales force productivity, better cross-selling and increased customer retention. Businesses should also consider ROI metrics that are based on **additional benefits** gained through integrative CRM such as greater customer satisfaction, improved customer-centric product development, customer-activated CRM including collaboration with key customers, better predictability of client sentiment, and greater brand equity which is the one of the **most vital assets** in today’s **customer economy**.

As CRM evolves from traditional mass marketing to personalized relationships, customer retention drives profits and value

Market segmentation and targeting will be based on the ease of acquiring and retaining customers as this is more profitable

Predictive analytics and Integrative CRM can capture and nurture client relationships across many channels

ROI of Integrative CRM include traditional benefits (revenues, TCO, profits) & new benefits (client sentiments/ satisfaction, brand equity)

²⁷ <http://www.ibm.com/solutions/oracle/us/en/solution/I436947A07379033.html> , http://www-900.ibm.com/cn/services/ondemand/pdf/CRM_Management_Services_Executive_Brief.pdf

²⁸ <http://www.ibm.com/solutions/sap/us/en/solution/E493699X05042L38.html>

²⁹ <http://www.ibm.com/services/us/gbs/alliances/microsoft/> , http://www.ibm.com/software/success/cssdb.nsf/CS/STRD-86UJRW?OpenDocument&Site=corp&cty=en_us

³⁰ Using Customer-level marketing strategy to enhance Firm performance <http://www.unc.edu/~jandrew/documents/publications/JAMS%20-%20Using%20a%20Customer-Level%20Marketing%20Strategy.pdf>

Customer data must be gathered, controlled, safeguarded and used with utmost wisdom.

The IBM architecture provides a reliable solution infrastructure that safeguards sensitive client information

IT must collaborate with their business line executives/ counterparts to implement Integrative CRM

IBM Integrative CRM solutions are rapidly deployed with Business Partners and require minimal investments

Worldwide, many midsize businesses have significantly enhanced their business agility and performance

...But they need Trusted and Reliable Partners to Protect Data and Privacy

Data security and customer privacy continue to be a top CRM business priority. As businesses gather, analyze, and act on client information, they must be very careful to tread that delicate **balance between customer personalization and privacy**. Customer data must be gathered, controlled, safeguarded and used with utmost wisdom.

Today, IBM has several key partnerships with CRM application providers such as SugarCRM, SAP, Microsoft and other strategic partners to help customers enhance their CRM solutions using an Integrative CRM approach that is deep, comprehensive and integrates contemporary CRM trends such as **collaboration** and **social CRM** to enhance midsize business agility and performance. This Integrative CRM architecture consists of software components that provide a reliable solution infrastructure that **safeguards sensitive client data and information**.

In Summary – Moving to Customer-Activated Integrative CRM

There is a fundamental shift in CRM today from simply being customer focused or customer-centric to proactively being **customer-activated**. Clients in today's **consumer economy** desire to be treated as individuals with **very specific and highly personalized needs** and they want their voices to be heard and acted upon³¹.

To be successful in this customer-active world, midsize businesses must:

- Encourage IT executives and professionals to **collaborate** with their business line executives/counterparts to implement Integrative CRM
- Leverage social networking and other IT solutions e.g. analytics, cloud computing, mobile, etc.
- Apply these IT solutions **strategically**, and **securely assimilate** them into their systems and processes in an **integrated** manner across traditional business silos
- Proactively promote **collaboration** with their clients and Business Partners thereby opening new avenues for revenue generation and growth.

This is **Customer-Activated Integrative CRM**. It helps break traditional silos and facilitates better information sharing across different parts of the business to improve profitability.

IBM helps with **various facets of CRM** encompassing Sales, Marketing, Infrastructure, Customer Interaction and Product development in today's world, where the boundary of separation between the internal and external environment is blurring, as social media brings about **unprecedented transparency** and speed of information sharing across the globe.

Delivered jointly with IBM's strong ecosystem of ISVs and IBM Business Partners, IBM's Integrative CRM architecture ensures that midsize businesses:

- Have the necessary software and solution components to promote **information sharing and integration** of business processes essential for improving profitability and customer retention
- Can successfully deploy various IBM CRM components to **enhance** their CRM deployments,
- Evolve this architecture into a **strategic asset** that helps improve decision-making, and
- Stay in **close, constant, and continuous** touch with customers across multiple channels in a consistent and integrated manner.

Worldwide, many midsize businesses across a range of industries have:

- **Rapidly** deployed solutions based on IBM's Integrative CRM architecture, and
- Significantly **enhanced** their **business agility** and **performance** without incurring huge investments in time or resources.

³¹ IBM CEO Study, <http://www.ibm.com/ceommstudy2012/>, 2012.

Recently, **Frost and Sullivan** has closely evaluated IBM across several **performance drivers** crucial to delivering successful CRM solutions including:

- Connecting Applications
- Partnerships
- Understanding Market Needs and Opportunities
- IT Assurance
- True Customer Value Enhancement.

This Frost and Sullivan research report highlights IBM's superior portfolio in CRM related client services including:

- Comprehensive CRM strategy consulting services
- CRM Business Analytics and Optimization services
- Advanced Customer Research CRM Application Innovation services
- CRM Enterprise Applications and Application Management services
- CRM Global Process Services (CRM Business Process Outsourcing)
- Leading CRM and Customer Analytics Software solutions
- Direct and indirect consumer research

Based on this comprehensive research, Frost & Sullivan presented IBM with its **prestigious 2012 Customer Value Enhancement Award**³² for excellence in the design, marketing, and delivery of meaningful CRM solutions for midsize businesses that enhance the customer service experience, promote strong brand loyalty, and bring about high levels of performance and profitability.

For More Information

To learn more about IBM CRM solutions and how to get started, please contact your IBM marketing representative or visit IBM's Midmarket Customer Relationship Management solution site -

<http://www.ibm.com/midmarket/us/en/crm.html>

³² Frost & Sullivan, "Customer Value Enhancement Award CRM Solutions North America, 2012", Best Practices Research, 2012.

Appendix – Some Key IBM CRM Solution Components

IBM offers several components that help enhance CRM deployments and address key challenges faced by midsize businesses. These components provide application integration with legacy CRM modules and business processes and also deliver leading edge predictive analytics, collaboration, self-service, social media, mobile and cloud based technologies that help businesses scale their CRM needs efficiently as and when required. The following table highlights some of the technical and business strengths of the IBM CRM solutions portfolio and how midsize businesses can leverage them to achieve Integrative CRM with actionable insights.

IBM CRM Component	Technical & Business Strengths	CRM Functions	Customer Value Proposition
IBM Cognos Express	<ul style="list-style-type: none"> • Allows users to analyze data in a business context and quickly gain insights into company performance and trends • Delivers all the essential reporting, analysis, dashboard, scorecard and planning capabilities that midsize companies need at a price they can afford. 	Analytics, Reporting & Customer Insights	Real-Time actionable customer insights to make informed business decisions.
IBM Cognos Consumer Insight	<p>By combining an in-memory analysis engine with intuitive data-visualization capabilities, IBM Cognos Consumer Insight gives business users a simple, low-cost tool through which they can combine data from corporate servers and their personal desktops with external sources to do a bit of exploration and what-if analysis and share it with colleagues, communities and partners.</p> <ul style="list-style-type: none"> • Drag and drop-based approach for easy import, combining and enriching data from multiple sources to create and visualize a more complete and current view of business scenarios • Helps to create custom applications, dashboards and “what-if” scenario models • Easy navigation through large data sets with multiple dimensions facilitates better visualization and better business decisions with actionable insights 	Analyze & Discover, Data Mining, Insights, Reporting, Simulation.	<p>Cognos Consumer Insight enables organizations to bridge the gap between business user freedom and IT governance processes--while creating a growth path to enterprise-level collaboration and management.</p> <p>Integrated with the Cognos family of products. Users can start small and later as needs grow evolve to:</p> <ul style="list-style-type: none"> • Share insights through a server or additional reports on larger data sets with IBM Cognos Express • Combine those insights with real-time and corporate information • Place insights on scorecards and

			<p>interact with colleagues or partners on mobile devices with Cognos Enterprise</p> <ul style="list-style-type: none"> • Add broader analytic capabilities such as managed reporting, financial performance management and predictive analytics
IBM WebSphere Cast Iron	<p>IBM WebSphere Cast Iron Cloud Integration enables companies to integrate applications, regardless of whether the applications are located on-premise or in public or private clouds.</p> <ul style="list-style-type: none"> • WebSphere Cast Iron Studio provides a graphical, no-coding approach for integration flows • Cast Iron contains many built-in connectors³³ to applications (for example SAP), databases, and web services that make connecting several data sources simple. 	Enterprise Application & Business Process Integration, Information Governance, Infrastructure, Data Management, Single Sign-on.	<p>Integration can be beneficial in the following situations:</p> <ul style="list-style-type: none"> • Migrating data to new SaaS applications • Providing a single view of customer information in cloud and on-premise applications, for example a cloud-based CRM system and an on-premise Enterprise Resource Planning (ERP) system • Using information from cloud marketing automation in e-commerce solutions • Providing connectivity between private cloud systems and Business Partner solutions
IBM Unica	<p>Market leading Multi-channel Campaign Management (MCCM), Enterprise Marketing Management (EMM), response modeling software to understand and estimate customer behavior.</p> <ul style="list-style-type: none"> • Enables automatic operation of the modeling engine • Sophisticated Customer Segmentation and e-Marketing 	Marketing Automation, Customer Loyalty & Interaction, Marketing Campaign Optimization ³⁴ , Customer	Empowers marketing professionals to recognize and predict customer behaviors and preferences to develop relevant, profitable, and customer-focused marketing strategies

³³ IBM WebSphere Cast Iron Cloud Integration Getting Started Guide <http://www.redbooks.ibm.com/redbooks/pdfs/sg248004.pdf>

³⁴ Gartner Retail CRM Report <http://ebookbrowse.com/gartner-retail-crm-report-pdf-d315768444>

	<ul style="list-style-type: none"> • Creation of Mobile Campaign Management System • Create rule or algorithm-based customized offers and provide them in real-time to customer touch point 	Analytics, Segmentation, Cross-Channel Interactive Marketing	<p>and interactions:</p> <ul style="list-style-type: none"> • Enables automatic operation of the modeling engine and shields the user from many data mining operations including choice of algorithms. • Suitable for the non-data miner or statistician, who lacks statistical and graphical knowledge
IBM Sterling	<p>e-Commerce product that strengthens WebSphere based internal integration with B2B capabilities that can address multi-business integration</p> <ul style="list-style-type: none"> • Provides comprehensive smart commerce along with supply chain management capabilities in Tivoli (DIOS³⁵ – Maximo Suite) and Ilog³⁶ supply chain optimization algorithms • Helps better customer service level experience through: <ul style="list-style-type: none"> ○ Accurate demand forecasting ○ Minimizing demand and supply risk in inventory management ○ Forecast-based inventory replenishment ○ Analytics and Reporting for smart business understanding 	Supply Chain Data Management, Visualization, Operations Management, Analytics, Reporting, Multi-business Integration, Sales and Customer Service, Partner Relationship Management	<p>Sterling multi-channel and order fulfillment suite can enhance CRM:</p> <ul style="list-style-type: none"> • Gain insights into changes required for product catalogs, pricing or customer promotions for a new market condition or customer behavior such as entry of an iPad or a new mobile device/technology • Helps businesses manage sale of families of like products through the channel • Empowers businesses for evaluating the profitability or growth potential of B2B relationships³⁷
IBM Tivoli BigFix	<p>BigFix provides real-time visibility and control through a single infrastructure, single agent, and single console for:</p> <ul style="list-style-type: none"> • systems life cycle management, • endpoint protection and security configuration, • vulnerability management. 	BIPM, Dashboard, Monitoring & Reporting, Infrastructure	<ul style="list-style-type: none"> • Simpler and smarter approach to endpoint security - single pane of glass for all assets—fixed or mobile, physical or virtual, regardless of platform. • This platform enables customers to securely

³⁵ Dynamic Inventory Optimization Solutions http://www.ibm.com/podcasts/software/tivoli/maximo/Maximo_Monday_Inventory_Optimization_081108_v1.pdf

³⁶ Visualizations, Optimization & Smarter Supply Chain Management <http://www-01.ibm.com/software/websphere/ilog/#>

³⁷ Dana Gardner – IBM expands scope of B2B commerce with Sterling Commerce <http://www.zdnet.com/blog/gardner/ibm-adds-sterling-commerce-to-websphere-expands-scope-of-b2b-integration/3653>

			<p>manage their global IT infrastructures faster and more accurately, resulting in improved governance, control, visibility, and business agility.</p> <ul style="list-style-type: none"> • Lightweight, globally scalable, real-time service delivery³⁸ for business IT security and systems mgmt.
IBM Tivoli Access Manager for eBusiness	<p>Access Manager for e-business works by centrally managing security and audit policy for enforcement points that can be placed as a proxy in front of Web applications, or through authorization and authentication plug-ins direct into a Web server or application-server environment.</p> <ul style="list-style-type: none"> • For authorized users, Access Manager integrates with Web applications and servers to deliver a secured and unified business experience. • It secures access to business-critical applications and data spread across the extended business, allowing highly available, scalable transactions with partners, customers, suppliers, and employees. 	Information Governance, SSO, Enterprise Integration	<p>Provides Integration with over 70 ISV offerings including Siebel CRM, SAP, PeopleSoft and Portal solutions from WebSphere, Plumtree and others³⁹:</p> <ul style="list-style-type: none"> • Businesses benefit from a common security model (authentication, access control, Single Sign On and audit) across the e-business, ISV and legacy applications • Reduces costly integrations and delivers rapid time to value in solution deployment because businesses can standardize on a single identity and access management platform
IBM SmartCloud for Social Business (formerly	SmartCloud for Social Business integrates email, web conferencing, instant messaging, file sharing, relationship management and project tracking	Social CRM, Collaboration, Infrastructure, Sales Reporting and	Harness Social Business solutions and processes for engaging customers and prospects in a more

³⁸ IBM BigFix Solution http://public.dhe.ibm.com/common/ssi/ecm/en/tis14071usen/TIS14071USEN_HR.PDF

³⁹ IBM Tivoli Access Manager for e-Business <http://www-01.ibm.com/software/tivoli/products/access-mgr-e-bus/features.html>

<p><i>known as IBM LotusLive)</i></p>	<p>Cloud based collaboration platform with features like instant messaging, file storage and sharing and chart creation.</p> <p>Integrated with Social Networking tools such as Skype, LinkedIn, SugarCRM, Ariba and Salesforce CRM⁴⁰.</p>	<p>Information Control⁴¹</p>	<p>personal and effective manner:</p> <ul style="list-style-type: none"> • Helps in developing stronger customer relationships through which businesses can learn more about what their customers want
<p>IBM CoreMetrics</p>	<p>IBM Smarter Commerce initiative component which combines commerce, marketing, social media monitoring and analytics software to provide insight into customer interactions.</p> <ul style="list-style-type: none"> • Includes customizable Customer Lifecycle templates for a range of industries, actionable insights into online marketing program effectiveness and integration with other Coremetrics solutions for rapid retargeting of customer segments. • Coremetrics helps determine which marketing programs and content most efficiently yield high-value customers enabling users to select the most effective strategies and marketing budgets for every stage of the customer development cycle 	<p>Analytics, Service, Insights into customer behavior, Customer LifeCycle management⁴²</p>	<p>Coremetrics benefits marketers and helps them make the most of interactions with prospects across all online marketing channels, including email, display advertising, search marketing and social media, based on real customer behavior.</p> <p>Better Customer Segmentation and management in three key areas:</p> <ul style="list-style-type: none"> • converting customers more quickly to increase ROI, • identifying and leveraging successful motivators, • tailoring communications based on customer milestones.
<p>IBM Connections</p>	<p>IBM Connections is an IBM Social Collaboration platform that helps organizations tap into business benefits gained from social networking within and outside the enterprise, enabling all stakeholders to collaborate effectively.</p> <ul style="list-style-type: none"> • Facilitates innovation through collaboration, faster task execution through dynamic networks of co-workers, partners and 	<p>Social CRM, Collaboration, Product Management, Operational Model and Customer Dialog</p>	<p>Higher efficiency and effectiveness of business processes through the use of existing skills discovered through IBM Connections professional network</p>

⁴⁰ IBM SmartCloud for Social Business Integrated Applications <https://www.lotuslive.com/en/catalog/index.php?id=integratedapps&tab=salesforce>

⁴¹ Social Commerce and CRM Capabilities in SmartCloud for Social Business <http://www.cmswire.com/cms/enterprise-collaboration/ibm-adds-social-commerce-and-crm-capabilities-to-lotuslive-009983.php>

⁴² IBM Coremetrics success stories http://www.coremetrics.co.uk/clients/success_stories.php

	<p>customers.</p> <ul style="list-style-type: none"> • Provides social networking tools for businesses to use to bring together people through online tools. • Various components of IBM Connections provide features such as: <ul style="list-style-type: none"> ○ Federated information from various sources on a customizable portal ○ Microblogging, blogging, Wikis, forum, communities, bookmark and search services ○ Ideation - capability to crowd source ideas ○ Files / Media / Content sharing ○ Profiles - a social networking service that helps to find people with required skills within an organization 		<p>Informed decisions can be made with confidence knowing they were vetted by experts across the organization and reflect past experience.</p> <p>Collaboration spurs innovative products and services by crowd sourcing and use of community/forum knowledge that includes employees, partners, and customers</p> <p>Enterprises can create sustainable competitive advantage by leveraging information across value chain and build stronger relationships for Integrative CRM.</p>
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For More Information

To learn more about IBM CRM solutions and how to get started, please contact your IBM marketing representative or visit IBM's Midmarket Customer Relationship Management solution site - <http://www.ibm.com/midmarket/us/en/crm.html>

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