



# Customer Relationship Management

THE WINNING STRATEGY IN A CHALLENGING ECONOMY

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### Introduction

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#### MARKET BACKDROP

As the economic environment continues to gyrate wildly, many organizations are asking themselves what strategies they can pursue to bring tangible business benefits while taking stock of the economic conditions.

In a growth economy, businesses typically work hard to expand their customer base and spend aggressively to stoke the growth engine. When money is tight however, existing customer relationships grow in importance as organizations seek a cost-effective way to nurture business expansion.

And while there is no magic pill or panacea, customer relationship management (CRM) solutions can provide the foundation for sustainable growth and enable organizations to survive and thrive in these uncertain times.

#### PLANNING FOR SUCCESS

While the natural reaction for many companies in challenging times is to become inwardly focused and concentrate on conserving capital, history has shown that it is in these critical times that organizations have a significant opportunity to outflank their competition. In fact a study conducted by Bain and Company found that during the last recession more than a fifth of the companies in the bottom quartile jumped to the top quartile in their industry and more than a fifth of “leadership companies” fell to the bottom quartile (Bain and Company 2008).

Forward-looking companies maintain their unwavering focus on investing in and optimizing existing assets through both good and bad times, coupled with a concerted effort to exploit operational efficiencies. A study by the McGraw-Hill Laboratory shows that companies who continue strategic spending during a recession outperformed non-spenders and experienced revenue growth of 275 percent during the first full year of recovery (McGraw-Hill).

And the key asset that lies at the center of every business is customers. It is by protecting and investing in this single most important asset that companies can establish the foundation for a sustainable business. In fact, improving customer loyalty and experience are listed in Forrester’s *Trends 2009* report as the top two concerns of business executives (Band, Leaver, and Magarie 2008). In the Marketing Executives Networking Group survey, customer satisfaction and retention were noted as the top executive priorities for 2009, both rising in importance from 2008 (Tsai 2009).

These trends are likely to continue—and even intensify—as businesses increase their focus on existing customers.

### The Role of CRM in a Challenging Economy

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#### CRM: THE ENABLING TECHNOLOGY

In today’s economy organizations can’t rely on brute strength to maximize the value of their customer relationships, rather they need enabling technologies and tools. CRM is a technology that allows organizations to track and leverage every customer interaction to maximize revenue opportunities and improve customer loyalty.

But CRM does much more than just track customer interactions. It also helps organizations optimize their operations by automating routine tasks and standardizing best practices. Ultimately, CRM allows organizations to better acquire, manage, serve, and extract value from their customers while improving operational efficiency—something that is critical in today’s economy.

In fact, customer relationship management was noted as a leading priority of business executives by AMR Research in 2008 (Fletcher 2008). This trend has continued, with Forrester Research showing that more than a third of enterprises plan for CRM upgrades in 2009 (Marston 2009). And Nucleus Research goes on to state that, “If there is one technology area where you should increase your investment today {in these uncertain economic times}, it’s CRM” (Nucleus Research 2008).

And compared to setting up a new manufacturing plant, hiring a cadre of new sales and customer service representatives, or raising capital to acquire other companies, CRM is a technology that can be implemented rapidly with relatively limited costs. It is something that any company should consider as it attempts to ensure success in these challenging times. Put simply, CRM can provide real business benefits in times where every dollar counts.

### FIVE KEY STRATEGIES WITH CRM

But what exactly does CRM enable and what are the potential benefits? While there are surely many approaches being espoused in the market today, we believe there are five main strategies that companies can employ to survive and thrive during uncertain economic conditions:

1. Focus on existing customers
2. Maximize revenue opportunities
3. Do more with less
4. Reduce operational costs
5. Optimize existing IT assets

This paper will demonstrate how Microsoft Dynamics® CRM business software can provide organizations with the tools and capabilities they need to successfully achieve those five strategies and how to turn a down economy into an opportunity to grow.

## Focus on Existing Customers

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It is common knowledge in business circles that it is significantly cheaper to retain existing customers than to acquire new ones. By providing employees with quick access to actionable customer data, organizations can better identify the right customers, increase their loyalty, and maximize their profitability.

### RETAIN THE RIGHT CUSTOMERS

Effective customer retention begins with knowledge. Companies should assemble a complete customer profile that allows users to see all demographic data, interactions, communications, and purchases made. This information, combined with robust segmentation and analysis tools, enables organizations to better gauge the profitability of each customer.

Organizations can then create programs and policies commensurate with the customer's profitability. For example, organizations can configure call routing systems to automatically identify high-value customers and route them to premium customer service representatives, ensuring that the most valuable customers get the best service. Or agents may be empowered to provide on-the-spot discounts proportionate with each customer's value.

But routing the call is only the beginning. In today's market customers want quality not quantity of information. Customer service agents should be empowered to resolve issues more quickly by being equipped with a complete customer history and a full view of service incidents so they can zero in on relevant facts and provide the appropriate service or product. And with access to order and invoice information within the CRM system itself, customer service agents can quickly answer billing questions without tedious transfers to other departments.

As important as efficient inbound communication is, it is proactive, relevant communication that often endears an organization to its customers. For example, organizations can set up an automated process to alert affected organizations of potential issues, such as product defects, and then automatically send out proactive communications to keep their customer base informed. Or organizations can set up a simple process to automatically send out Birthday Cards or product vouchers based on a key date (anniversary date, number of years as a customer, etc.) to show their appreciation to the customer. It is often those "little things" that establish a stronger connection between company and customer.

With 360-degree customer views, insightful analytics, and streamlined customer service capabilities, Microsoft Dynamics CRM allows organizations to better identify service and retain customers.



**VisionShare**, a provider of secure data connectivity for the healthcare industry, used Microsoft Dynamics CRM to streamline its support activities so agents had better access to relevant data. This solution helped them achieve a 98% customer renewal rate and increase revenue 115%.



**Pathology Associates Medical Laboratories (PAML)**, a medical testing company, used Microsoft Dynamics CRM to implement a comprehensive system for managing interactions and data across all customer-facing activities. They were able to reduce turnaround times from an average of three days to hours or minutes and eliminate customer churn, which had been at 20%.

### MAXIMIZE CUSTOMER PROFITABILITY

Establishing strong customer loyalty is only half of the equation. Organizations should also strive to maximize the profitability of their existing customers.

Organizations can use robust segmentation and data mining capabilities to identify trends and patterns that indicate key selling scenarios based on buying behavior, demographics, or other criteria. Taken to another level, organizations might leverage leading indicators such as life-time value (LTV) to predict future profitability and use that information as the basis for more accurate lead scoring and effective sales engagement.

In addition, marketing teams should be able to easily create nurturing programs via guided campaign wizard and send out a steady trickle of relevant information about new products or offers to keep the pipeline primed. Sales and marketing organizations can then jointly track revenue generated and tailor marketing programs based on real-time results of those programs.

But maximizing customer profitability is not just about sales and marketing. When service agents have access to up-to-date information, they are better able to take advantage of revenue opportunities. Real-time visibility into contract details and renewals allows agents to proactively address issues before the contract expires and thereby improve renewal rates. Or agents can use embedded analytics based on customer purchase history and profile to provide more compelling up-sell and cross-sell offers.

By providing a 360 degree customer view coupled with insightful analytics, Microsoft Dynamics CRM gives companies the foundation they need to maximize customer profitability.



**Arvato AG**, a business media service company, used Microsoft Dynamics CRM to consolidate customer data, enabling them to identify other Arvato units at the same customer in seconds, which previously took two weeks, and then better capitalize on cross-sell opportunities.



**Roland DGA**, a global high-tech manufacturing company, used Microsoft Dynamics CRM to track and increase customer warranty renewals, resulting in more than U.S. \$100,000 in increased annual profits.

### Maximize Revenue Opportunities

In today's economy it is imperative that organizations not only maximize the value of existing customers but also win new business in order to establish a foundation for sustainable growth.

#### EVALUATE THE MARKETING MIX

One of the most effective ways to maximize revenue opportunities is by optimizing the marketing mix. But in order to do that, marketing departments need end-to-end visibility into marketing data through a unified CRM application.

This visibility enables organizations to determine lead-to-revenue metrics and understand their true ROMI (return on marketing investment). That in turn allows them to more tightly link demand generation activities to sale execution, with the ability to adjust tactics as conditions change.

Targeting the right prospects from the start is one of the fastest ways to reduce waste and improve campaign effectiveness. A recent study indicates differences in data quality can amount to a 66 percent shift in revenue from customers (Lager 2009). More accurate customer segmentation, lead qualification and lead scoring based on insightful customer data helps companies focus on prospects most likely to buy.

Better targeting alone is not enough. Organizations need to be able track campaign details throughout the campaign lifecycle across all channels. Organizations should be able to quickly create campaigns, distribute communications, seamlessly track responses and qualify leads. And when marketing capabilities are part of a holistic CRM solution, organization can easily track their effectiveness and quickly adjust the channel or messaging to improve results.

But these capabilities shouldn't be limited to traditional channels. For example, organizations that rely heavily on events should be able to track all event venue details, attendees, registrations, cancellations, and customer details within their CRM solution, enabling them to accurately measure the success of events and optimize future ones. Online marketing campaigns with Web-to-lead capture shouldn't be a disparate product or process. Organizations should be able to create online campaigns with the requisite landing pages within their core CRM solution and then easily track the associated impressions, clicks, leads, and revenue generated.

By providing a broad array of marketing capabilities within a holistic CRM solution, Microsoft Dynamics CRM helps organizations optimize their marketing mix and ensure demand generation activities are tightly linked to sales execution.



**Pumpkin Patch**, a leading children's clothing retailer, was able to optimize their marketing mix after using Microsoft Dynamics CRM to identify and align their marketing efforts around 27 distinct RFM (recency, frequency, and monetary value) segments which led to more effective marketing programs and reduced direct marketing costs.



**Carlson Capital Management**, a wealth management firm, used Microsoft Dynamics CRM to help attain 40% savings in campaign costs through improved customer segmentation that enabled them to reach the right prospect with the right communications.

### RE-PRIORITIZE SALES INVESTMENTS

In the current business climate, few companies can afford to aggressively increase the size of their sales force. And with fewer resources, organizations are placing a premium on optimizing sales channels and resources.

The first step to successfully reprioritizing sales investments is to know where the organization stands today. Identify strengths and weaknesses of the current sales strategy by scrutinizing key metrics including lead evolution, sales pipeline, quota attainment, and revenue forecasts. Use dashboards and key performance indicators (KPIs) to provide real-time visualizations of sales performance.

Or organizations can tighten their focus and take a closer look at deal mix and competitors by analyzing account distribution, lead source effectiveness, invoices/orders received, and win-loss data in an effort to better identify ideal deal size and type. Sales organizations can use that information to hone in on their sweet spot and jointly work with marketing to create more effective lead scoring criteria.

That data can then be leveraged by powerful sales automation capabilities to help ensure sales resources are optimized. For example, workflow tools could be leveraged to intelligently score leads and assign them to the most qualified resource. A consistent and more systematic approach to prospecting in turn allows organizations to avoid getting mired in inefficient "elephant hunting" and instead improve the quality of leads pursued.

Microsoft Dynamics CRM provides a wealth of sales analytics and automation capabilities that help organizations to zero in on their sweet-spot and institutionalize best practices for improved sales alignment.



**ISS**, a world-wide facilities management company, were able to better align and optimize their sales efforts by reducing pipeline generation time by 1/5, reducing “friendly fire” sales incidents by 1/10, and by increasing leads shared across business units by 20 fold with Microsoft Dynamics CRM.



**The Norris Group**, a California-based real estate firm, used Microsoft Dynamics CRM to exclude 75% of its lowest-value targets from their direct market campaigns, eliminating needless sales cycles while retaining their most valuable prospects.

### Do More with Less

When money is tight, shrewd businesses look for ways to do more with less. And one of the fastest ways to achieve improved efficiency is by streamlining key business processes and improving individual productivity.

#### STREAMLINE BUSINESS PROCESSES

Every business has processes which must be repeated every day. Time spent executing repetitive manual tasks, delays associated with cross-group approvals, and the lack of consistently enforced standards can bog down the business. Ultimately, streamlining and automating processes allows organizations to enforce best practices and frees up employees to concentrate on higher-value activities.

Robust workflow capabilities enable organizations to streamline time-consuming processes such as budget approvals, campaign execution, lead qualification, lead routing, RFP submission, sales follow up, reference management, and case routing, just to name a few. The more these processes can be automated, the more employees can focus on their core competencies. Workflow can also take the guesswork out of more complex processes. For example, leads can be automatically distributed based on sales territory or informational mailings may be triggered based on pre-defined triggers.

Another way to leverage workflow capabilities is by automating end-to-end business processes. For example, workflow can be used to take a holistic approach to sales by enforcing best practices from lead to final close, defining a common sales methodology and streamlining execution. Organizations can model each stage in the sales process, define an ideal flow, and ensure that all criteria are met and data captured before a deal advances to the next stage. Organizations can also take established sales methodologies like Miller Heiman or SPI and institutionalize those sales methodologies within the CRM solution itself.

Microsoft Dynamics CRM includes powerful yet intuitive workflow capabilities that allow organizations to streamline everyday tasks as well as organization-wide business processes for improved operational efficiency.



**Raiffeisenbank Kleinwalsertal**, Austria’s largest cooperative bank, reduced time spent preparing customer satisfaction reports by 70% and increased overall productivity 17% by using Microsoft Dynamics CRM to automate manual processes.



**Cold Stone Creamery**, a premium ice cream chain, used Microsoft Dynamics CRM to automate and streamline its birthday club program. In one year, they were able to increase membership from nearly 200,000 to over 1.5 million and reduce direct marketing costs per contact from 80 cents to pennies.

#### IMPROVE PERSONAL PRODUCTIVITY

Personal productivity goes hand-in-hand with process automation in helping organizations achieve more with less. When users have intuitive, time-saving tools, it helps them do their job better and provide more value to the business.

With many traditional CRM solutions, users are often forced to make significant behavioral changes to use the system. By providing users with a familiar look and feel through a commonly-used tool like Microsoft® Office Outlook® messaging and collaboration client, Microsoft Dynamics CRM helps them get up to speed quickly and complete tasks with minimal hassle. For example, with just a click, users can promote existing Office Outlook contacts to Microsoft Dynamics CRM. E-mail messages and calendars are automatically synchronized with Office Outlook, which alleviates tracking information in multiple sources.

Another area that saps productivity is inaccurate data and unwanted communications. If workers have tools that automatically detect and cleanse duplicate data, many wasted cycles can be avoided. Equally vexing is the issue of preventing unwanted communications. Done manually, this task can siphon off many man-hours. Automatically excluding these “Opt-Out” contacts based on contact preferences can help prevent costly mishaps and enables employees to focus on higher value tasks.

Another way to improve productivity is to reduce the time needed for daily tasks. For example, in Microsoft Dynamics CRM users can leverage the “Quick Campaign” feature to instantly create and execute impromptu campaigns. Time to create quotes and e-mail messages can be dramatically reduced with useful templates that pre-populate customer data. Mass e-mail communications can be easily personalized with embedded mail-merge capabilities. Leads can be automatically populated with data from incoming e-mail messages. And orders can be created with just a few clicks by populating the order and invoice with details from the sales opportunity.

Microsoft Dynamics CRM provides a Native Outlook Client with a wealth of time-saving features which helps reduce time spent on administrative tasks and improve productivity.



**ProCurve Networking**, an Ethernet switching vendor, reduced the need for sales people to perform redundant data entry, fill out forms, and hunt for customer data by delivering CRM information directly through Office Outlook, freeing them to spend more time on selling.



**The Toledo Mud Hens**, one of the most successful Minor League baseball teams in America, was able to save 2,000 hours annually by using Microsoft Dynamics CRM to significantly reduce the amount of time needed to update account details, improve data accuracy, and streamline the order tracking process.

## Reduce Operational Costs

Doing more with less is certainly valuable but at the end of the day organizations need to reduce “hard costs”. Microsoft Dynamics CRM can help with cost reduction in two primary ways. It makes it easier for organizations to deliver cost-effective customer service, and it enables organizations to minimize IT costs through system consolidation.

### RIGHT-SIZE SERVICE COSTS


While every company wants to provide superior customer service, this goal must be balanced with the need to keep costs down.


One of the fastest ways to minimize costs is through automation. By automatically generating customer service cases from incoming e-mail messages, with the relevant details already populated, organizations can save significant data entry time. Customer support cases can be automatically assigned to the most qualified resource based on pre-defined criteria or triggers. And escalations can be made seamless with automatic transfer of customer details so that the supervisor can seamlessly engage with the customer where the agent left off.

Empowering agents to resolve issues is also an effective way to control service costs. When agents have easy access to embedded customer profiles, service cases, purchase and service history and robust knowledge management tools, they can resolve problems quickly. Knowledge management in particular is more powerful when it is part of the core CRM solution because the customer data adds context and greater relevancy to the knowledge base articles. That in turn allows organizations to increase the speed of service and improve first call resolution rates.

But in today's market, customers also want to be able to service their own needs. They want to go to a company's website and manage their account details, download product information, resolve issues, and schedule field service visits at their own convenience. Take advantage of this trend by providing intuitive self-service portals that help empower customers while at the same time reducing agent workload.

Microsoft Dynamics CRM provides organizations with the right mix of agent empowerment, automation, and self-service capabilities for more cost-efficient customer service operations.

	<p><b>The Egyptian Ministry of State for Administrative Development (MSAD)</b>, a federal agency focused on economic development, was able to double the average number of calls handled per month, achieve an 80%+ first call resolution, and improve overall productivity by 35% with Microsoft Dynamics CRM.</p>
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	<p><b>Service Repair Solutions</b>, an automotive service repair solutions vendor, deployed Microsoft Dynamics CRM to its customer support staff and gained a holistic view of its customers, which in turn led to a 30% reduction in call time. They were also able to reduce agent training time by 25% through ease-of-use of Microsoft Dynamics CRM.</p>
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### REDUCE COSTS THROUGH CONSOLIDATION


Another way to effectively reduce costs is by consolidating systems and achieving a more streamlined IT environment.


One of the first areas to consolidate is the presentation of information or the user interface (UI). Users are less productive when they are forced to repetitively switch back and forth between multiple applications in order to conduct their daily work. Whether employees are executing campaigns, working a sales deal, updating customer information, fielding a customer service inquiry or taking an order they should be able to do that in one unified system. Enterprise-caliber CRM solutions should not only provide a "one-stop-shop" for customer interactions but also need to provide easy-to-use configuration tools that allow organizations to further tailor and optimize the presentation of information for their business. By standardizing customer management functions into a single user interface (UI), companies can reduce training and system maintenance costs.

Data consolidation has the potential not only to reduce the costs associated with storing and maintaining data, but also to make data more relevant. Too many organizations are saddled with an assortment of systems that contain customer data. Often there is overlap, each with a partial lens of the customer. That in turn leads to wasted cycles, duplicated efforts, and escalating costs as IT resources are spent trying to resolve data discrepancies. At the end of the day, organizations need to have "one version of the truth" when it comes to customer data and the cost benefits that come with it.

Another way to reduce costs is by using the CRM solution as a platform for development. Rather than expending many dollars and extended development cycles, organizations can streamline custom application development and retain key connections to the core CRM system. Applications such as citizen/constituent management, vendor management, grant management, asset management, property/facility management, recruiting management and logistics tracking are just a few examples of custom applications that have been built on Microsoft Dynamics CRM. By providing a ready-made platform for relational business applications, Microsoft Dynamics CRM can help reduce the cost of these custom development projects while opening paths for future technology innovation.

Microsoft Dynamics CRM provides a rich platform for consolidation and development, helping companies to streamline operations and reduce IT costs.

	<p><b>Vodafone Iceland</b> used Microsoft Dynamics CRM to consolidate 30 different systems, improving its customer service, achieving a 95% first call resolution rate, and leading to a 20% increase in sales from existing customers.</p>
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	<p><b>The United States Department of Agriculture (USDA)</b> used Microsoft Dynamics CRM as a development platform to better manage land plots and were able to replace 70 applications, reduce technical contractors from 20 to 8 and expect to save \$8 million over five years.</p>
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### Optimize Existing IT Assets

No one would dispute the importance of reducing hard costs in these times but another effective way to improve the bottom line is by better leveraging and extracting value from existing IT assets.


#### MAXIMIZE THE VALUE OF EXISTING SYSTEMS


Many companies have significant investments in mission-critical custom solutions but often have difficulty in converting data into useful information and creating processes that connect people across disparate systems.

Integrating a CRM solution with other applications such as enterprise resource planning (ERP), billing, and inventory management systems can add value to customer-facing activities. For example, giving sales representatives access to inventory data through a CRM solution allows the sales person to tell customers on the spot when an order will be filled, thereby increasing customer satisfaction. Integration to billing systems can allow managers to instantly identify and follow up on delinquent accounts and improve alignment between the sales and accounting organizations.

But meaningful integration doesn't stop with data, it also includes processes. An enterprise-caliber CRM solution should enable workflows not only within the base application but also across multiple systems. For example, an organization could create a process linking e-commerce and CRM systems so that when a product shipment is delayed, the system checks the customer LTV and either sends an e-mail notification or, for a high-value customer, creates a service incident for the call center agent to personally call the customer. Or a manufacturing company could create a process so that when a high-probability large deal is forecast in the CRM system, a workflow automatically takes that information and inserts it into a capacity planning system. Any changes to the probability of the deal are automatically reflected in the capacity planning system and the closing of the deal fires off a process in the inventory management system to ensure capacity is aligned with demand.

Microsoft Dynamics CRM is a highly flexible, native service-oriented architecture (SOA) based solution with extensible workflow capabilities that helps organizations maximize the value of their existing systems.

	<p><b>The Portuguese Municipality of Abrantes</b> effectively integrated Microsoft Dynamics CRM to existing systems and created unified processes to better serve their constituents and were able to solve citizen issues with 50% fewer interactions and reduce the planning permit processing time by more than half.</p>
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	<p><b>National Air Cargo</b>, a global freight forwarder, integrated Microsoft Dynamics CRM to its financial systems and collaboration tools to give employees fast access to relevant customer information, increasing productivity by 25% and reducing the time to submit invoices and receive payment from 120 days to 36 hours.</p>
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#### MAXIMIZE MICROSOFT INVESTMENTS

Many organizations around the world already use a wide variety of Microsoft products and Microsoft Dynamics CRM can amplify the value of those products through its seamless connectivity and tight alignment.

First and foremost, organizations have the luxury of using a powerful CRM product within Microsoft Office Outlook. In addition, companies that already use Microsoft Office can take advantage of built-in Office Word mail merge capabilities, e-mail templates, Microsoft Office Excel® reports, and easy data transfer between Office Excel and Microsoft Dynamics CRM.

Embedded presence capabilities from Microsoft Office Communications Server allow Microsoft Dynamics CRM users to instantly see the status/availability of their colleagues. And seamless connectivity with Microsoft Unified Communications Manager allows organizations to intelligently route calls and provide relevant screen pops with the associated customer details.

Microsoft Dynamics CRM analysis capabilities are built on the Microsoft SQL Server® Analytics Services foundation that provides a vast array of powerful business intelligence and data visualization technologies. Streamlined connectivity with Microsoft Office SharePoint® Server allows CRM users to get the full benefit of powerful collaboration, document management, and search capabilities through Microsoft Dynamics CRM.

Lastly, the tight alignment between Microsoft Dynamics CRM and Microsoft Dynamics ERP products allow organizations to achieve end-to-end visibility of their business and to holistically track and manage customer, product, and billing details.

By providing embedded capabilities and seamless connectivity, Microsoft Dynamics CRM allows organizations to better leverage their existing assets and extract more value from their existing Microsoft investment.



**University of Sorocaba**, a prestigious Brazilian university, reduced their CRM total cost of ownership by 60% with Microsoft Dynamics CRM due to reduced overhead and their ability to better take advantage of existing Microsoft technologies.



**Security Benefit Group**, a leading provider of retirement and investment products, were able to capitalize on common skill sets across Microsoft products to lower system maintenance costs and reduce their customer management costs by 50% with Microsoft Dynamics CRM.

## A Reliable Technology Investment

While features and capabilities are important for any CRM project, equally important is the standing of the CRM vendor itself. Microsoft helps organizations achieve success by providing them with a full-featured CRM solution, a commitment to product innovation, and the true power of choice for their business today.

### KEY TECHNOLOGY REQUIREMENTS

Microsoft Dynamics CRM provides the right balance of features, platform flexibility and usability to help make your CRM project successful. These include:

- Ease of use achieved through a native Microsoft Office Outlook user experience.
- Embedded capabilities of key tools such as Microsoft Office Outlook, Microsoft Office Word, and Microsoft Office Excel.
- A holistic CRM suite with comprehensive marketing, sales, and customer service capabilities.
- A robust platform based on commonly-supported technologies such as Microsoft .NET, IIS, and SQL Server.
- A CRM solution that offers multiple delivery options, including on-premise, on-demand and partner hosted.
- Native Web Services/SOA support for easy integration with third-party or custom-built applications.
- Customization made easy through metadata driven definitions and point-and-click configuration.

- Breadth and depth of business intelligence, analysis and reporting capabilities.
- Powerful yet intuitive workflow capabilities with inherent flexibility and extensibility.
- Support for multiple time zones, currencies, and languages with technical support staff around the world.
- Native multi-tenancy support for infrastructure optimization.

### LONG-TERM VENDOR VIABILITY

Companies can invest in Microsoft Dynamics CRM with confidence that they will receive continued support and access to future innovation. By investing in Microsoft products, customers benefit from Microsoft's commitment to sustainable business growth, including:

- A financially stable Fortune 50 company
- A diversified business model that helps it better weather turbulent economic conditions
- A successful track record of continued product development and innovation.
- Technical support resources around the world to better serve customers with international operations
- A network of partners in over 80 countries that provide value-add implementation and consulting services.

### A Commitment to Innovation

Microsoft recently released seven CRM Product Accelerators, no-cost add-on modules for existing customers, that extend the capabilities of Microsoft Dynamics CRM, including:

- Event Management Accelerator
- eService Accelerator
- Analytics Accelerator
- Enterprise Search Accelerator
- Extended Sales Forecasting Accelerator
- Business Productivity Accelerator
- CRM Notifications Accelerator

### THE POWER OF CHOICE

During a time when technology purchases are likely to come under extra scrutiny, it is more important than ever to offer purchase terms that help businesses achieve their financial goals. Microsoft Dynamics CRM provides a variety of purchase options to help organizations get the greatest value out of their investment:

- **On-Demand:** An on-demand offering that minimizes up-front costs and allows organizations to pay a very reasonable monthly subscription cost while getting the full features of Microsoft Dynamics CRM.
- **On-Premise:** An on-premise option, with one of the lowest total costs of ownership, which is available for companies who want greater control in how they implement and manage CRM.
- **Flexible:** The ability to switch between on-demand, partner hosted and on-premise offerings by virtue of them being built on the same platform and code base.
- **Financial Options:** By providing organizations with special financial options and offers. Please contact your Microsoft representative for details.

## Conclusion

If history has taught us one thing, it is that organizations cannot afford to neglect strategic investments in challenging economic times. The biggest risk of all is to do nothing. With every passing week that an organization doesn't have a well-considered strategy and the enabling tools to execute upon it, it is missing opportunities to better position itself for sustainable growth.

By investing in operational efficiencies, organizations can save money over time and find themselves better positioned to take the lead when times improve. By focusing on their customers, they can continue to nurture the business, strengthen critical relationships, and better capitalize on revenue opportunities. Microsoft Dynamics CRM provides organizations with an opportunity to improve their business by providing the right mix of features and platform flexibility along with strong corporate viability to help ensure long-term success.

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