



E-BUSINESS TRAINING CONTENT FOR TRAINERS



MS201

Marketing & Sales

Core

CUSTOMER DEVELOPMENT

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LEARNING OBJECTIVES

Upon completion of this course, students will be able to:

1. Understand the Customer Development Process
2. Conduct the Customer Discovery Interview
3. Plan for customer relationship management (CRM)

OUTLINE

Module 1. Customer Development Process

- Customer Discovery
- Customer Validation
- Customer Creation

Module 2. Customer Discovery Interview

- Articulate your Business Model Hypotheses
- Plan and Conduct a Customer Discovery Interview

Module 3. Customer Relationship Management (CRM)

- Understanding Customer Relationship Management
- Plan for Customer Relationship Management

DURATION

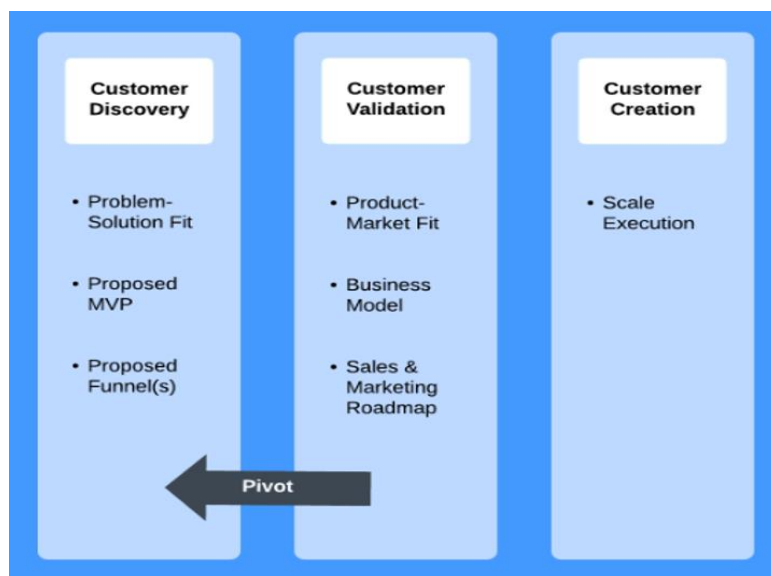
1.5 – 2.0 hours (30 – 40 mins per module).

MODULE 1. CUSTOMER DEVELOPMENT PROCESS

1-1. [Customer Development]

Objective: To let participants understand what Customer Development is

Customer development aimed at understanding and solving the Customer's problem. This requires Companies to vet the opportunity and validate that the proposed solution will meet customer needs and demand. The Customer Development framework is a way of questioning the assumptions of companies by systematically testing them in the marketplace



[Lean Startup methodology](#). (Blank S, n.d.)

Additional details for this slide.

Instructor explain that The Customer Development framework is a way of questioning the assumptions of companies by systematically testing them in the marketplace. This encourages companies to spend more time testing and interacting with potential customers before they even begin to sell a product or service.

Instructor can add that Customer development is closely related to “business development” as Customer development involves “hypothesis testing” (ie trying out small product experiments) using prototypes, which allow prospective customers to react positively or negatively interactively. The idea of customer development is to discover a product-market

fit through series of experiments. Since business development is generally viewed as building new revenue through partnerships, customer development and business development are essentially similar especially for start-ups

1-2. [Concept of Customer Development]

Objective: To introduce the concept of Customer Development

- Customer Development framework was developed by Steve Blank as part of the [Lean Startup methodology](#). (Blank S, n.d.). It is part of the lean startup concept which is composed of business model design, customer development, and agile engineering.
- Customer development is a framework that is used to determine whether or not a product fulfills a need or needs of the customer. The framework, if used correctly, should result in a final product that solves a real-world problem for the consumer, is viable to produce and scale.



Posted on January 10, 2023 by steve blank

Additional details for this slide.

Instructor start by explaining that The Customer Development framework was developed by Steve Blank as part of the [Lean Startup methodology](#). (Blank S, n.d.) Steve Blank, whom is the Silicon Valley serial entrepreneur, created the customer development methodology in the 1990s and early 2000s with startups in mind and this methodology remains valuable to modern businesses by providing them with a framework for assessing a product's viability through the lens of customer demand. Blank's model is a way of questioning the assumptions of companies by systematically testing them in the marketplace.

Customer development framework is used to determine whether or not a product fulfills a need or needs of the customer. The framework, if used correctly, should result in a final product that

solves a real-world problem for the consumer and is viable to produce and scale.

1-3. [Customer Development Process]

Objective: to explain the customer development process

[Customer Development Process includes:

1. **Customer discovery** : This phase focus on the understanding of customers and their needs. This may result in formulation of one or more business models, problem-solution fit, creation of inferences, hypotheses, concepts, proposed minimum viable product (MVP), problem-solution fit that can be tested.
2. **Customer validation** : This phase examines the scalability and repeatability of the viable hypotheses to meet customers need(s). This is where testing is conducted in order to assess whether or not the business model, project, or product, is viable. Typical consideration are product-market fit, scalability, feasibility, and repeatability.
3. **Customer creation** : The knowledge and information gathered from customer discovery and validation phases will enable company to develop the relevant marketing program, sales collateral to increase customer awareness and product/services demand. During this phase, company will need to develop a repeatable, scalable sales process to service growing customers and build relationship to improve customer satisfaction. Company will need to embrace customer focused activities and embark on cultivating better customer relationship management (CRM). Company may need to systemize process using tools and systems like CRM and Data Analytics

Additional details for this slide.

Instructor can explain the Customer Development Processes and what each of these involves based on this slide and the diagram in the earlier slide.

Instructor explain that these processes establish direction for company's product with the goal

of identifying potential customers and finding a better way to meet their needs. Whether companies are struggling to come up with the right idea or have been polishing a well-developed brainchild for years, the customer development process can give companies the insight into what their potential customers actually want, assessing how to best fulfill this considering product-market fit and to scale up via repeatable, scalable sales process to service growing customers and build relationship to improve customer satisfaction.

1-4. [Benefits of Customer Development]

Objective: for participants to understand the benefits for customer development process

[Benefits of Customer Development includes:

1. Delays investing significant resources into building solutions until there is a proven, justifiable need for them and an assurance that the product will actually benefit the customer. With this upfront exercise, companies avoid spending money and time on products that *might* work versus products that *should* work. Customer validation :
2. Avoid making the mistake of creating a product or solution without truly testing if it's the best approach. The rigorous validation that comes with Customer Development can remove much of the emotion from the decision-making process and allow facts and data to drive the process.
3. Often results in much simpler and cheaper solutions; by truly understanding the market and customer requirements, companies can focus on building what companies *actually* need (ranked by customer priority) instead of trying to solve every possible issue the company *thinks* customers care about.

Additional details for this slide.

Instructor can discuss about the benefit of having the Customer Development Process based on the slide which is self-explanatory.

Instructor can ask participants to name more benefits and have a discussion on the pros and cons of customer development process

Finally Instructor should emphasize that Customer Development is an ongoing, iterative process that never truly ends. Companies should not stop after an initial round of research and a successful MVP.

1-5. [Customer Development case example]

Objective: case study for participant to have a deeper understanding on how Customer Development can be applied

- [customer development case study : Dropbox
- **Background** : Dropbox had a team full of great engineers, but didn't know all that much about marketing — leading them to spend way too much on various marketing channels.
- **Problem** : The team at Dropbox had engineering experience but almost no marketing experience to speak of. The team was taking the advice of investors and mentors and using traditional marketing methods. Yet, these traditional marketing methods were not what was causing the company to grow. Essentially, Dropbox was throwing money away on marketing channels that were not driving customers while still seeing a growth that was unexplained. Growth of any kind was good but it is hard to perpetuate that growth when it is unclear where the growth was coming from. At one point, they were spending hundreds of dollars per customer acquisition on a product that cost only \$99!
- **Customer Discovery** : What Dropbox realized it had to do was go back to finding their customers. To do this, they began to work closely with the customers that Steve Blank would call “early adopters.” They worked to put code together to send out to keen engineers – people just like them. The code they sent out was far from the finished product. However, this basic presentation of the product allowed Dropbox to confirm that the problem that it was attempting to solve was very real for its customers. Through the feedback it got from early adopters, Dropbox realized it was on its way to a real solution. One of the biggest lessons that Dropbox learned during this stage was that they could not just head to the forums where its audience spent its time. They also had to communicate with these customers in an authentic way if they wanted to get real feedback.

- **Customer Validation** : Dropbox created a snapshot of their product. This was their minimum viable product. It showed the inherent value of the full product but did not include all of the bells and whistles yet. They sent this minimum viable product out to Hacker News, where their early adopters lived. The feedback they got was of very high quality. More importantly, the feedback they got validated their learning. They created a private beta launch video for their early adopters. Because they knew where their customers were and how to speak to them, the video resulted in a waiting list that grew to 75,000 people in only a single day.
- **Customer Creation** : Dropbox had its early adopters excited about its product. To stick to the Customer Development model, the company would have to begin to create its mainstream customer base. To get started, Dropbox created a landing page that was designed to capture interest before the official release of the product. This landing page was important because it gave a place for its current customers to refer their friends. Rather than driving demand through the mainstream media, Dropbox pivoted and found a way to facilitate these referrals by creating a solid landing page. Dropbox started to focus on data analysis and marketing. They also perform split tests to determine the best landing page optimizations, encourage sharing and analyze surveys. This investment in the analytics was a part of the “learn early, learn often” strategy that Dropbox had previously adopted. With all of these tools, Dropbox grew their user base from 100,000 users to four million users almost entirely through viral sharing and their word of mouth programs.
- **Result** : Dropbox remains a very popular product and one of Silicon Valley's greatest success stories.

Additional details for this slide.

Instructor to go through this Dropbox's case example (self-explanatory) for participants to have a better understanding on how Customer Development Process can be applied.

Instructor can encourage discussion using this case study on how customer development process can be applied at participants' companies

MODULE 2. CUSTOMER DISCOVERY INTERVIEW

2-1 [Customer Discovery Phase to understand customers needs]

Objective: for Participants to understand about Customer Discovery

- Business starts with a hypothesis in customer development
- Customer Discovery phase focuses on Understand customers and their needs that company may be able to satisfy.
- Companies need to talk to potential customers to gather real feedback to back own assumptions.
- By listening to real needs, pain points, and opinions about existing products, companies will ensure their product or service has real value to the customers.
- As Steve puts it, “Stop selling, start listening.”

Additional details for this slide.

Instructors explain that business starts with a hypothesis in customer development and emphasize that Customer Discovery phase focuses on Understanding customers and their real needs that company may be able to satisfy so that company can come up with product or service which can cater best to customer needs.

2-2 [Activity] Discovering Needs

Objective: to experience simple Customer Discovery concept of “Stop selling, start listening.”

Participants will need to practice listening and understanding of customer needs.

Class Activity : Using Customer Discovery to discover needs :

- Starting with your own business hypothesis, find a partner to act as your potential customer & get answers on what are their pain points/ problems / needs. Then

write down the answers to the following questions:

- Describe your partner's pain points in your own words
- List out the real needs and how do you think this can be solved or aligned to your business hypothesis

Additional details for this slide.

Using the Dropbox Case Study as an example, instructors request the participants to find a partner and participate in above activity. Participants are free to talk about problems/ needs / pain points they are facing as an individual or as a business.

Thereafter, participants exchange role after getting the answers so both participants can experience asking questions to practice listening and understanding of "customer" needs.

The instructor may ask one or two participants to share their experiences for the class to comment if the interpretation/understanding of the "customer" need can be improve or not.

Instructors can link the activity which the participants participated just now and explain that this is part of the customer discovery phase. From the information collected in the customer discovery phase, companies can put together a business strategy and then test both the "problem" hypothesis, or their understanding of customer pain points, with company's "product" hypothesis or the solution developed to solve those pain points

Instructors to emphasize it is important for companies to talk to potential customers to back up their assumptions with real feedback. By listening to real needs, pain points, and opinions about existing products, companies can ensure their product or service has real value to customer.

Instructor to remind participants that as Steve Blank puts it, "Stop selling, start listening."

2-3. [Customer Discovery Interview]

Objective: for Participants to understand how to conduct Customer Discovery Interview

SPIN Selling process developed by Neil Rackham (SPIN Selling: The Ultimate Guide, n.d.)

The SPIN Selling process involves four key stages:

1. Situation Questions: The salesperson begins by asking questions to understand the

prospect's current situation, needs, and challenges.

2. Problem Questions: The salesperson asks questions to identify the prospect's problems, challenges, and pain points.
 3. Implication Questions: The salesperson asks questions to help the prospect understand the potential consequences of not solving their problems or addressing their challenges.
 4. Need-Payoff Questions: The salesperson asks questions to help the prospect see the value in solving their problems or addressing their challenges, and to build momentum towards closing the sale.
- Important to LISTEN to have accurate understanding of customer's needs.

Additional details for this slide.

Instructors to go through the SPIN Selling process by Neil Rackham (SPIN Selling: The Ultimate Guide, n.d.) based on the slide. SPIN involves questions for Situation, Problem, Implication and Need-payoff.

Instructors should request participants to come up with more questions that are relevant to their own businesses or services and go through these in class where time permits

Instructors must emphasize that although asking the right questions are important, companies need to listen earnestly to have accurate understanding of customer's needs.

2-4. Recap

Objective: to summarize and recall the main contents of this module

Customer discovery : focuses on the understanding of customers and their needs. This result in business models, problem-solution fit, creation of inferences, hypotheses, concepts, proposed minimum viable product (MVP), problem-solution fit that can be tested.

Use information gathered in Customer discovery, participants can develop materials

needed, including a [business model canvas](#), (Business Model Canvas, n.d.) value propositions, sales collateral, and [product positioning](#) (Business Model Canvas, n.d.) to meet customers real needs.

Additional details for this slide.

Having gone through the exercise, Instructors can summarise that participants can now understand the importance of customer discovery to find out real needs of customers. Referring to DropBox case study, customer discovery phase helped them to identify their target customers real needs.

Instructors can emphasize that using the information participants gathered from customer discovery, they will be able to develop the materials , including a [business model canvas](#), (Business Model Canvas, n.d.) value propositions, sales collateral, and [product positioning](#) (Business Model Canvas, n.d.) to meet the customers real needs.

Instructors can stress that according to Steve Blank, Customer Discovery is the step of the customer development process that shows whether the business has a future. That decision is always for the business owners and stakeholders to make—after all, other factors like capital and overhead will also affect your business’s viability. However, failure at this stage doesn’t necessarily mean it’s the end of the line. For startups entering the marketplace with just one product or service, this is the time to turn around if there isn’t enough demonstrable customer interest in what you’re selling. Revisit the first step if needed to make sure you have the necessary buy-in.

MODULE 3. CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

3-1. [Activity] Sharing experiences

Objective: to share participants' experiences regarding customer-business relationship.

Activity for Participants (work in pair)

- As Business owner, think about experiences on how to grow customers for your business
- Share your experiences with your partner

Additional details for this slide.

The instructor pair participants in groups and ask the participants to think about experiences regarding how to grow customers for their business.

If some participants do not have such experiences as a business owner, they can share their experiences as a customer.

The instructor may ask one or two participants to share their experiences.

Additionally, it is recommended that the instructor prepare and introduce an exemplary case of customer-business relationship by a micro/small business to show the importance of CRM regardless of the size of their businesses.

3-2. Customer relationship management (CRM)

Objective: to introduce the meaning and concept of CRM.

- Customer relationship management (CRM) refers to a set of methodologies, tools, and practices that businesses use to manage and improve their interactions with customers. The ultimate goal of CRM is to build better relationships with customers, which can lead to increased sales, improved customer satisfaction, and long-term

loyalty.

- CRM is a process to manage potential and current customers and provides salesperson with systematic approach to Get, Grow and Retain customers. salesperson follow processes to improve sales potential.
- CRM system automates day-to-day interactions with customers, collects customer data for business to gain insights and improve customer experiences.

Instructor to introduce meaning and concept of CRM as stated on the slide. Instructor to emphasize that CRM is about the company's business practices, strategies, and the business owner's mindsets in building good relationship with the customers. CRM provides a systematic approach to Get, Grow and Retain customers. CRM system automates day-to-day interactions with customers, collects customer data for organisation to gain insights improve customer experiences. The systematic CRM process ensure all salesperson follow the processes so that the management and the salesperson can easily identify the potential of closing and strategize how to react to improve the sales potential

3-3. The benefits of CRM

Objective: to introduce main benefits of CRM in businesses

- **Automation:** CRM systems can automate many routine tasks, such as lead and opportunity management, contact management, and customer service, freeing up time for employees to focus on improving relationships with customers.
- **Improved efficiency:** By streamlining processes and automating tasks, Salesperson can improve overall efficiency and productivity, helping businesses save time and money.
- **Improved insights:** CRM with Analytics function provide valuable insights into customer behavior and preferences, helping businesses make data-driven decisions to improve customer experiences and increase revenue.
- **Personalization:** CRM with Analytics can help businesses create more personalized experiences for customers, increasing customer satisfaction and loyalty.

Additional details for this slide.

The instructor goes through above benefits of CRM by involving participants to give their opinion and comments. Instructor can emphasize that the main benefit of CRM is enabling businesses to have a customer centric systematic process to develop and improve relationship with customers. As a result of this, business can expect enhanced customers' perception which may lead to increased customer loyalty, and increased business visibility and revenue growth.

Instructor can explain that CRM approach can help businesses to :

- Get (Acquire), Grow and Retain customers
- Provide systematic business process to guide salespersons to carry out necessary tasks in a correct sequence to improve relationship with customers.
- Qualify lead on time with the necessary information so the management can strategize to shorten the closing cycle
- Able to guide the salesperson to understand the customers' needs so that the salesperson can propose the correct products and services to meet the customer pain points.
- Serve customers better which result in increased revenue and profits.

The improved efficiency helps to Improve salesperson productivity and Increase selling opportunities. Instructor can stress that participants need to keep in mind that it is 20 times more expensive to acquire a new customer than to keep an existing one. The right type of Analytics in CRM can provide valuable insights into customer behavior and preferences, helping businesses make data-driven decisions to improve customer experiences and increase revenue. Customer loyalty grows as they see their needs preferences and feedback is reflected in the business decisions and improvements

3-4. Benefits of CRM to Industries

Objectives: to highlight the benefits of CRM to Industries

As CRM collects customer centric data, businesses can leverage on Analytics to make strategic decisions, for example:

- Retail: Retail businesses can gain insights into customer behavior and preferences, such as what products they buy and when they are most likely to make a purchase.
- Financial services: Financial services businesses can identify trends and predict future behavior. This information can help businesses make informed decisions about lending and risk management.
- Healthcare: Healthcare businesses to identify health risks and develop targeted treatment plans. This information can help healthcare providers improve patient outcomes and reduce costs.

Additional details for this slide.

The instructor starts by saying as CRM collects customer centric data, it is important for businesses to know the importance of Analytics for CRM to benefit from data collected. Businesses can use CRM to manage customer data, such as contact information and purchase history, and automate processes like lead and opportunity management, helping to improve sales efficiency and customer service.

Instructor can go through the benefit of analytics of CRM for various industries as stated on the slide. Here are additional information :

1. Retail: Retail businesses can gain insights into customer behavior and preferences, such as what products they buy and when they are most likely to make a purchase (via predictive Analytics). This information can help businesses optimize their product offerings and marketing strategies to increase sales.
2. Financial services: Financial services businesses can analyze customer data, such as transaction history and credit scores, to identify trends and predict future behavior. This information can help businesses make informed decisions about lending and risk management.
3. Healthcare: Healthcare businesses can analyze patient data, such as medical history and demographics, to identify health risks and develop targeted treatment plans. This information can help healthcare providers improve patient outcomes and reduce costs.

In summary, CRM and Analytics can benefit any industry that relies on customer data to make strategic decisions and are valuable tools for managing customer data and improving customer experiences.

3-5. CRM Process

Objectives: to understand the CRM process.

1. Steps of CRM processLead Generation: The process starts with collecting leads through various channels
2. Lead Management: Then manage and qualify them based on criterias eg BANT
3. Sales Process: Qualified leads are passed to sales team to start sales process.
4. Opportunity Management: Leads created and move through various stages of the sales process.
5. Account Management: Customer is onboarded, and managed, nurture to increase loyalty, upselling and cross-selling.
6. Analytics and Reporting: Throughout the process, data is collected, analyzed, and reported to measure the success of the CRM process and to make data-driven decisions.

Additional details for this slide.

The instructor explains that CRM helps businesses manage their sales, marketing, and customer service operations. Instructor then introduce an example of the systematic CRM process as follows:

1. Lead Generation: The process starts with collecting leads through various channels such as social media, email campaigns, and advertising.
2. Lead Management: Once the leads are generated, the next step is to manage and

qualify them based on criteria such as budget, authority, need, and timing (BANT)

3. Sales Process: The qualified leads are then passed on to the sales team, who will engage with them, answer their queries, and provide product/service demos.
4. Opportunity Management: If the lead is interested, the sales team will create an opportunity and move it through various stages of the sales process, such as proposal, negotiation, contract drafting, and closing.
5. Account Management: After the deal is closed, the customer is onboarded, and the account is managed. This involves nurturing the relationship with the customer, providing post-sales support, and identifying opportunities for upselling and cross-selling.
6. Analytics and Reporting: Throughout the process, data is collected and should be analyzed, and reported to measure the success of the CRM process, identify areas for improvement, and make data-driven decisions. Analytics can be in the form of manual or automated analytics via machine learning to discover insights missed by sales team. Some examples are Customer profiles for target marketing, customer segmentation, propensity to buy, cross sell and up sell opportunities, optimum pricing to increase sales revenue and profitability, customer lifetime value and customer churn.

Overall, the CRM process aims to create a seamless and efficient customer experience, improve sales performance, and increase customer satisfaction and retention.

3.6 LEAD GENERATION

Objectives: to make participants understand the Lead Generation Process

Step 1 : Lead Generation

The process starts with collecting leads through various channels such as social media, email campaigns, and advertising. (e.g company name, website, telephone, email, social media...)

Additional details for this slide.

Instructor explain Step 1 in CRM process - Lead Generation. This process starts with collecting leads through various channels such as social media, email campaigns, and advertising. Information such as company name, website, telephone, email, social media...

3-7. (2) LEAD MANAGEMENT

Objectives: to make participants understand the Lead Management Process of CRM

Step 2 : Lead Management

Once the leads are generated, the next step is to manage and qualify them based on criteria such as budget, authority, need, and timing (BANT) (Lucidchart, 2022)



<https://www.lucidchart.com/blog/what-is-BANT-and-how-can-it-streamline-lead-qualification>

Additional details for this slide.

Instructor then explain step 2 of CRM process, Lead Management. Once the leads are generated, the next step is to manage leads and qualify them based on criterias such as budget, authority, need, and timing (BANT) (Lucidchart, 2022)

Instructor explains that BANT was originally conceived by IBM as a way to quickly identify leads who were most likely to make a purchase, BANT is considered the old-school, go-to method of sales and lead qualification. BANT is an acronym for budget, authority, needs, and timeline, and it is a type of sales lead qualification process designed to identify leads worth pursuing. As far as qualifying frameworks go, BANT is straightforward and asks salespeople to consider the following:

- Budget: Does the prospective client have the necessary budget to purchase your product?
- Authority: Does the potential lead have the authority to make a purchase, or are there additional people you need to speak with?
- Needs: What business pain points does your service reduce?
- Timeline: When is the lead looking to make a purchase?

3-8. SALES PROCESS, OPPORTUNITY MANAGEMENT AND ACCOUNT MANAGEMENT PROCESS

Objectives: to make participants understand the Sales Process pipeline, Opportunity Management and Account Management Process of CRM



Managing a sales pipeline using leads and opportunities is one of key functions of CRM.

Step 3 Sales Process : The qualified leads are then passed on to the sales team, who will engage, answer queries, and provide product/service demos.

Step 4 Opportunity Management : Sales team create opportunity for interested leads and move lead through various stages of the sales process pipeline i.e. Qualify, Develop, Propose, Close

Step 5 Account Management : After deal is closed, customer is onboarded, account is managed, nurtured via Identify, Plan, Execute, Review, providing post-sales support, and identifying opportunities for upselling and cross-selling

Additional details for this slide.

Instructor explain that there are several processes (steps 3 to 5) that are used to manage sales pipeline in CRM, including opportunity and account management processes.

Step 3 in CRM process is for qualified leads to be passed the sales team or individual salesperson to handle. Salesperson will record the activities of engagement with the lead including answering queries, and providing product/service demos.

Step 4 is to process the opportunity and in CRM, this is a step-by-step approach to managing sales opportunities. The process typically includes the following stages:

1. Qualify: In this stage, the salesperson determines whether the opportunity is worth pursuing. They may look at factors such as the prospect's budget, timeline, decision-

making process, and needs.

2. Develop: If the opportunity is deemed worth pursuing, the salesperson will work to develop a proposal or pitch that meets the prospect's needs.
3. Propose: In this stage, the salesperson presents the proposal or pitch to the prospect.
4. Close: If the prospect accepts the proposal, the salesperson will close the deal.
5. Fulfill: Once the deal is closed, the salesperson will work to fulfill the order or provide the service as agreed upon.

Step 5 is Account Management Process: The account management process in CRM is focused on managing existing customer accounts. The process typically includes the following stages:

1. Identify: In this stage, the salesperson identifies the customer's needs and objectives.
2. Plan: Once the customer's needs and objectives have been identified, the salesperson will work to develop a plan for meeting those needs and objectives.
3. Execute: In this stage, the salesperson will execute the plan by delivering the products or services agreed upon with the customer.
4. Review: After the plan has been executed, the salesperson will review the results to ensure that the customer's needs and objectives have been met.

In summary, the opportunity process and account management process are two key processes within CRM that are designed to help businesses manage their sales operations. By following these processes, businesses can increase their efficiency, improve their customer relationships, and ultimately drive more revenue.

3-9. ANALYTICS & REPORTS

Objectives: to make participants understand Analytics & Reports of CRM (1)

Step 6 : Analytics and Reporting

Examples of Automated Analytics to derive insights in different stages of customer's life cycle :



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Additional details for this slide.

Instructor emphasizes that throughout the CRM process, customer data is collected and should be analyzed, reported to measure the success of the CRM process, identify areas for

improvement, and make data-driven decisions.

Instructor to go through the examples of Analytics for different stages of customers' life cycle which businesses can do.

Objectives: to make participants understand Analytics & Reports of CRM (2)

Differences between Manual and Automated Analytics:

Manual Analytics depends on users to pre-select parameters/dimension. This is usually presented as static reports or dashboards as information

Automated Analytics leverages Artificial Intelligence (AI) to discover patterns and target segments from data automatically. This often results in insights which may be missed by users and pre-selected dimensions

Automated Analytics are used to increase effectiveness of target marketing, discover new customer segmentation to increase revenue, predict next purchase items, discover up sell opportunities to increase profitability, discover customer lifetime value and increase customer loyalty.

Additional details for this slide.

Instructor should explain the differences of Analytics outcome dependent on Analysis process. Analytics can be in the form of either Manual Analytics or Automated Analytics.

1) Manual Analytics depend on users to pre-select parameters/dimension. This is usually presented as static reports (daily, weekly, monthly reports) or dashboards generated by Excel and Business Intelligence tools (BI) as information.

2) Automated Analytics leverage on Artificial Intelligence (AI) to discover patterns and target segments from data automatically. This often result in insights on intelligent dashboards, predictions, recommendations automatically generated by AI in the form of Predictive or Prescriptive Analytics. These results are often missed by users and pre-selected dimensions. Automated Analytics are used to uncover customer segments to increase effectiveness of target marketing, discover new customer segmentation to increase revenue, prediction of next purchase items, discover cross sell and up sell opportunities, recommend optimum pricing to increase sales revenue and profitability, discover customer lifetime value and increase customer loyalty. Moreover, Automated Analytics are self-learning and can detect new patterns

and trends on its own to enable businesses to make informed decisions despite changes in customers purchase behaviour.

It is important to continue to analyse the data you have collected in your CRM to develop insights, predict customer preferences and behavior.

Here are some strategies you can use to analyze your data:

- Segments are customer groups by their behaviors and personal information. It is recommended that not just using static customer data (e.g., age, gender), but also considering their behaviors (e.g., buying frequencies, contributed revenues) to determine the segments.
- Patterns regard the customers' repeated behaviors. The customers' behavioral patterns can be used to determine the customer segments for the business.
- Trends regard the change of customers' behaviors over time. The business owner can find out the trends by comparing recent customer behaviors with the old ones.

A key focus of your analysis is to identify ways to make the customer journey a positive experience. A customer's journey is their experiences from initial awareness of your product or service to a long-term relationship and referrals.

For CRM to be successful, you need to optimize your business processes by setting aside time on a regular basis to review your CRM data, promotion results, sales forecasting, and business plans.

3-10. Recap

Objectives: to summarize and recall the main contents of this module

- CRM provides a systematic approach to Get, Grow and Retain customers enabling businesses to build and maintain relationship with customers
- Is a systematic approach to do Lead Generation, Lead Management, Sales Process, Opportunity Management, Account Management, Analytics and Reporting
- Throughout the process, data is collected, analyzed, and reported to measure the success of the CRM process and to make data-driven decisions
- A well-designed CRM plan can help businesses accomplish better customer relationships, Improved support, Improved efficiency

Additional details for this slide.

Instructor to do recap as stated in the slide. Instructor can ask question to check participants understanding on each point.

Instructor to conclude that a well-designed CRM plan can help businesses accomplish better customer relationships, Improved support, Improved efficiency

3-11. [Activity] CRM Discussion

Objectives: CRM plan for the participants businesses

- Share your direct/indirect experiences regarding the customer relationships in your businesses.
- Share your plan on how to improve or execute your CRM for your businesses.

Additional details for this slide.

The instructor asks the participants form discussion groups (4 – 7 members per group). Considering the similarity of the [intended] businesses, the instructor need to prepare a guide to form the discussion groups.

In each discussion group, the participants share their direct/indirect experiences regarding the customer relationships. In addition, they share their plan on how to improve or execute CRM for their businesses.

Additionally, the instructor may ask one or two of the groups to share their groups' CRM plan to all participants. And for participants to add ideas to the CRM plan.

References and further readings

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