

# New Economies, New CRM

## One Design One System paves the way to Change



### 1 Positioning CRM in the Context of New Economies

Business is changing. Business competition is getting more intense, and deals are captured by those who take a proactive and expedient posture. They use Business Intelligence measures to analyze real-time data to determine the best course of action, and make decisions quickly and succinctly before the competition has time to react.

Supply chain economy is giving way to knowledge based economy where success is not measured by the strength of your inventory or how much you have shipped, but also on being able to acquire good information to make wise decisions; and on reaching contractual milestones on time and on budget.

Globalization and outsourcing bring new challenges and opportunities that require specialized handling. Multi-million dollar outsourcing projects are launched by the hour everyday with the decision makers having little to no tools to plan, execute, measure and control the business adequately. The well trusted business applications of bygone years lay helplessly unsuitable to keep up the pace.

All we see is traditional business solution vendors preserving and extending the lives of their legacy systems. The big guys acquire smaller guys' software and string them together to achieve "interoperability" expensively and declare their effort successful using marketing slogan like "Management Excellence".

Meanwhile, new business application architectures were developed and quickly put to use to address the new business management requirements with new features and performance levels not previously achievable, and without cost baggage and performance constraints.

8thManage is one of such performance platforms. It has been implemented on a One Design One System (ODOS) architecture, and is an end-to-end business solution that provides comprehensive functionalities that address all the major business needs of today. It offers interfaces to connect to traditional business applications that together will provide complete services to all application areas. While the full suite provides extensive functionalities, it is modular and an individual user may license to use just the right level of functionalities to maximize cost effectiveness. However, the built-in architectural advantages such as the preservation of data integrity, data transparency, data timeliness and the ability for the user to upgrade to use the full functionality of the suite by adjusting privilege rights at the admin level, and without retraining give new meaning to application usability.

A CRM package configured under the 8thManage ODOS allows all the users to leverage the inherent rich foundation capabilities designed for a much more comprehensive and robust business suite. Typical license options are shown below.

Model	User Type	Functionalities
8thManage BIS Sales Force	Sales representative	Sales force automation, quotation, sales call scheduling, activities reporting and forecasting, orders/contracts, shipment status, sales executive dashboard
8thManage BIS Business Edition	Sales manager, marketing manager	Campaigns, cost management, opportunity & revenue roll-ups, forecasting, budget splits, financials, sales manager/marketing manager dashboard
8thManage BIS Enterprise	General manager, services manager, project manager	Sales revenue roll-ups, business financial status, channel partners, supplier performance, project planning and execution, contracts status, executive dashboard, project/service manager dashboard

### 2 Management Excellence beyond Automation

8thManage offers an end-to-end business front-office solution and a middle-office solution linked to a state of the art project management solution on a single real-time, web-based, transaction-processing platform. This ODOS business architecture provides for transaction a back-end system that is adequate for decision support and execution control. It integrates with and feeds to traditional back-office software. The solution is highly accessible, scalable, cost-effective; and because of the seamless way it is implemented, it helps to achieve the clarity and agility in management excellence. Clarity improves the quality of decisions and agility improves the timeliness of the decisions. Both are essential in management excellence. With the ODOS approach, 8thManage helps users to achieve the following:

#### *Crystal Clear Information – Directly Improving Clarity*

All business data in 8thManage, associated with an organization structure, business activity and financial measure are assembled into the OBS (Organization Breakdown Structure), WBS (Work Breakdown Structure) and FBS (Financial Breakdown Structure) respectively. These are then cross-linked and synchronized to form the 8thManage BBS (Business Breakdown Structure). Using BBS, tree structures which we call Business Maps offer context sensitive paths that the user can click and progressively drill down to business data at transaction level of detail. Alternatively, the same data may be viewed on a personal dashboard either directly or represented in KPIs.

*Data Integrity Measures – Reducing Unreliable Data thus Improving Clarity*

One of the challenges faced by businesses is the integrity of business data. If the data is faulty or cannot be trusted, the validity of business decision made based on the assumption that the data are valid is itself questionable. 8thManage is designed to ensure that data duplication error and inconsistency are eliminated; and that transaction data are captured and authenticated for integrity at the source with the individuals who provided such data.

*Dynamic BBS (Business Breakdown Structure) – Reducing Business Complexity thus Improving Clarity*

In the 8thManage architecture, business data are organized into OBS, WBS and FBS respectively. These are dynamically synchronized at all time. In the event one element in one structure is changed, the effect of such change will dynamically propagate to the other structures instantly, keeping the business consistency intact.

*Ready for Globalization – Reducing Globalization Complexities thus Improving Clarity and Agility*

One of the business trends is globalization where work may be distributed and performed by outside parties with different jurisdiction, rules and styles. 8thManage is designed to handle multi-language, multi-currency, multi-tax rule, multi-calendar, multi-project, multi-group, multi-geography roll-up. The system caters for (both from a hardware perspective and from a software perspective) authorized access, over a TCP/IP network such as the Internet, by suppliers, consultants, contractors, business partners as well as remote staff members working on the same business system as a virtual team.

*Communication Management – Improving Communication and in Turn Improving Clarity*

8thManage is an “intelligent” business system that can be configured and programmed to offer KPIs and reminders for pending commitments, risks, alerts, warnings and automated escalation procedures such as email notices and SMS messages to next level managers. These measures will enable users to leverage opportunities when they become evident, and to eliminate issues when they are small. Built-in IM (instant messaging), email and SMS communication facilities allow users to instantly identify and communicate with all users with access to the system.

*Real-time Integration of Business Management and Project Management – Reducing the Need for Mapping Project Data to Business and vice versa, thus Improving Clarity and Agility*

Another business trend is the increasing occurrence of knowledge based business transactions where the requirements specification and measure of performance is traditionally managed by use of a project management application. Metrics for successes and failures are based on milestones, schedules and more complex measures rather than the quantity of commodities shipped. 8thManage offers an integrated real-time solution for instant decision support and execution control across such mixed business environments.

*Ease of System Deployment – Improving Agility*

8thManage’s system architecture simplicity, simple user menu and good user interface design, built-in powerful import and export capabilities, documentation availability, templates and samples, training courses available, extensive technical and user support all contribute to ease of deployment. Typically a green-field site can be up and running in weeks as opposed to taking months to implement.

*Ease to Customize – Improving Agility*

Every business operates differently by way of data requirements, workflow and reports. 8thManage offers the following customization options:

Customization	Functionalities
User level point & click customization	No programming, no recompilation
Admin level point and click customization	No programming, no recompilation, admin privileges required
API level programming change	Some programming, no recompilation required
Code level programming change	Code change, recompilation required

**3** Traditional CRM

Traditional CRM systems deal with automation and they are being measured by their coverage of the automaton.

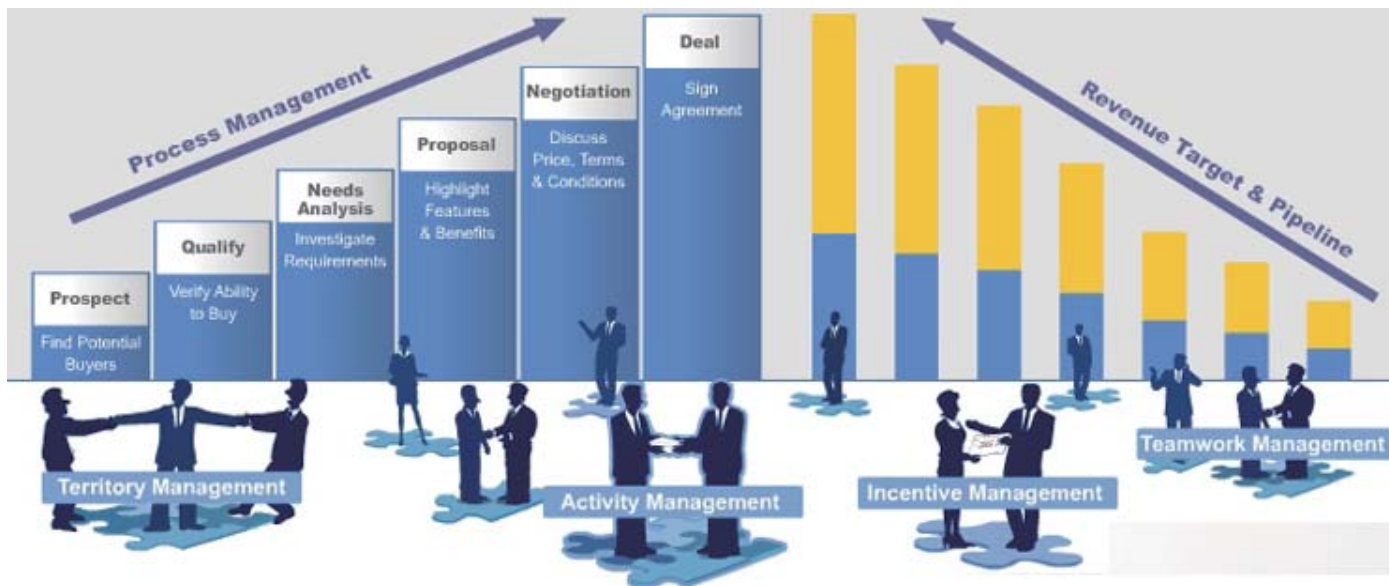
*Account and Contact Management*

In an optimizing way, 8thManage organizes and maintains complete account and contact repository.

Features	Description
Organization chart	Define the organization structure of the client with its contacts and management information, as well as its sub-organization info.
Products, marketing topics and events interested	Record products, marketing topics and events that the client is interested in. Used for marketing search accordingly.
Reference & referral	Provide mutual reference through Check Reference and Give Recommendation features.
Contacts with skills and interests info	Classify contacts into categories such as general, sales, marketing, tender, technical, support, legal, finance, delivery/acceptance, and record their skills and interests as well.
Financial summary	The finance-related information of the client, such as credit evaluation and financial report. Support attachment upload and document linkage.
Client opportunity info	Track all the opportunities related to the client and drill down to see its details.
Client contract info	Track the contracts and quotations to the client and drill down to see the specific information.
Invoice and payment	Track the invoices sent to the client and the payments received, with the settings such as Currency & Tax, Invoice Receiver Address.
License	Record licenses sent from the client and those to the client.
Change request	All the changes or inquiries requested by the client are recorded in its Change Request page and responsible persons assigned to take actions.

*Sales Force Automation*

8thManage CRM controls the entire sales cycle, providing lead management, marketing automation, opportunity management, territory management, strategic selling, team selling and every-deal-is-a-project features. It captures leads online, manages lead sources, qualifies leads, manages lead conversion, assigns accounts, defines responsibilities, tracks results and manages performance. It also provides integrated sales and marketing capabilities and closed-loop marketing through segmentation and campaign management.



Features	Description
Lead management	Lead capture, Lead and contact info, Lead assignment, lead qualification and conversion, result tracking, real time lead progress report.
Marketing automation	Automatically assign salesperson to lead/client, lead/client marketing info, marketing search, campaign targeted at interested lead/client.
Opportunity management	Opportunity analysis (with competitive analysis, value proposition, influencer, leverage), opportunity cost control, opportunity return measurement.
Territory management	Specify territory for each lead/client, and used in marketing search.
Strategic selling	Enable strategic selling by 8thManage CRM with the following features: competitive analysis, value proposition, influencer and leverage.
Team Selling	Define sales team structure; specify roles and responsibilities, set team and individual revenue target, track team and individual revenue achievement, and manage commitments.
Every-deal-is-a-project	Integrate business management and project management, track real time KPI, and the cause-and-effect relationship from deal level to activity level.

**Marketing Campaign Management**

Based on a rich and dynamic clients and market information database, 8thManage CRM assists in prospect search by segment and interest, provides refined information for launching marketing activities and campaigns, helps to manage campaign budget and expenditure, performs campaign-to-sales analysis and tracks return leads and opportunities.

• **Marketing Information Storage and Analysis**

Marketing information of every account such as product interest & inquiry, marketing topics and events is recorded in details. Thus, target groups of clients can be formed from the base according to selected search criteria. Campaign-related material and information can be sent to the target groups for further promotion. Marketing reports can be generated for analysis.

• **Campaign Management**

8thManage CRM supports the entire campaign life cycle from planning to closing.

Features	Description
Detailed campaign planning	Campaign can be planned in details. Information such as responsible person, schedule, original internal opportunity/strategy, marketing topics, industries, product information, target audience, project involved, issues and risks can all be recorded and maintained.
Campaign budget & expenditure management	A dynamic tree-walking campaign cost breakdown structure is provided. Cost classification can be broken down, customized and planned accordingly. Purchase orders, invoices received from supplier, payments requested for suppliers and expenses related to the campaign can also be recorded and tracked.
Investment and return tracking	Campaign expected result is specified as measurable number of leads, opportunities or amount of revenue. The result as today is dynamically updated and can be viewed and tracked by simply clicking the links and then drilling down for more information.

**Sales Lead Generation & Management**

8thManage automates the entire lead generation and management process through web based online lead capture, lead source management, lead qualification, lead conversion, lead assignment, result management, and performance management. It optimizes lead flow from capture to close.

Features	Description
Managing lead sources and capture	Categorize lead sources into different types to help evaluating the effectiveness of different lead sources. Lead could be captured by the lead sources defined.
Qualifying leads and managing lead conversions	(1) Filter all the leads to distinguish qualified leads from unqualified ones with easily customized qualification processes, displaying for different business units or product lines; (2) Support the whole conversion process from a qualified lead to a client by the sales funnel, which can avoid waste of resources and make client conversion more efficient.
Defining responsibilities and account assignments	Enable user to route qualified leads to the right representative and sales region by a seamless process where leads are never dropped or lost.
Tracking results and managing performance	Track sales leads from creation to close and performance of sales representatives through New Lead Report, Lead Conversion Report, Qualified Lead Progress Report, and Client Progress Report.



*Complete Lifetime Relationship Management*

8thManage provides a tool for complete lifetime relationship management to users. From a source found to the favorable result of the source - becoming the company's business partner, 8thManage can record any possible information of the whole process, including lead qualification, interactions with the lead/client and contracts associated with the lead/client, and make current client information available to the entire sales team.

Features	Description
Source management	Including source type and source name, user-defined, flexible.
Lead and qualification management	Have strict lead-qualification control policies which can be set in back-end settings.
Activity & interaction management	Record communications with lead/client and the results, assign responsible person to the follow-up actions.
Contract and delivery management	Contract associated with the client can be drilled down to see projects generated and track the delivery results.
Order and fulfillment management	Order associated with the client can be drilled down to track the fulfillment, invoice to the client, payment received, etc.
Satisfaction management	Track client's satisfaction through Satisfaction Check, Executive Attention and SLA features.
Activeness management	Set whether the client is active or not, used to track client activeness accordingly and take follow-up action.
Partnership management	Manage the conversion from client to partner in which partner has a set of features similar to client.

*Tracking Client Interaction and Results*

Every interaction with clients, either formal or informal, may bring companies new business opportunities. One of the most outstanding value of 8thManage CRM is the support of recording and tracking all historical interactions through the whole life cycle of every account.

Features	Description
Categorize interactions	By simply selecting an appropriate Interaction Type, client interactions are well-categorized. The sales managers and sales persons can view the client interactions ordered by Interaction Type. Interaction types can be easily customized.
Track key decision makers and influencers	Key decision maker in every client interaction can be identified and tracked. In this case, sales person can seize every possible opportunity to maintain better client relationship and do cross-selling or up-selling.
Link interaction records with expense reports	Expense reports can be conveniently linked to the corresponding client interaction, in which case the sales team can have a clear idea about the investment and return for every account.
Track results and follow-up activities/actions	An Interaction Action module is provided for the sales team to record necessary follow-up activities/actions. Actions can be linked to projects, activities, risks or change requests. Responsible persons will be assigned and scheduled finished date will be specified.
Record purposes, dates and participant lists	Interaction purpose, dates, associated opportunity/strategy and participants/representatives of both selling and buying sides are recorded.

*Client Satisfaction Tracking and Reporting*

Clients' satisfaction on products and services delivered may influence the final success of deals. Their suggestion and complaint can also be regarded as the requirement of the vendor's product or service. Taking their feedback seriously and instantaneous response can enforce the probability of successfully finishing the business. 8thManage provides systematic client satisfaction checks on every deal and order. With 8thManage, Client satisfaction information is quite visible to executives, sales and delivery teams through executive attention, real-time SLA, and satisfaction check tracking.

Features	Description
Executive attention	An executive view of client satisfaction information of each contract based on real time reality checks.
Real-time SLA	Grasp client satisfaction information by specifying suitable measurements together with corresponding reward and penalty policy in real-time SLA.
Satisfaction check	Provide convenient client satisfaction check to record feedback on contract/order delivery to client during the business process.

*Finance Management*

With 8thManage BBS (Business Breakdown Structure), user can easily manage organizational finance. Cost and revenue info is clear to be viewed and drilled down to details with simple mouse action. Also 8thManage supports automatic organization budgeting and actual cost tracking, which enables the assembly and dissemination of financial information across functional departments, projects or business units in real time.

By real time revenue tracking, the executives and finance people can have clear info about the corporate finance performance. By invoice and payment tracking matrix, the users can easily see the cash flow with the incoming and outgoing payment clearly provided by 8thManage CRM.

Features	Description
Finance breakdown structure integrated with OBS and WBS	The integration of the three breakdown structures work synchronously and provide a flexible platform for users to get the real time finance information with little human input.
Real time organization budgeting	Based on 8thManage FBS, user can easily make the revenue and cost budgeting and allocation plan.
Real time P & L info	P & L info is all at a glance in contract/order level. Any changes to the cost item or revenue item will be reflected immediately in the P & L panel.
Actual cost tracking	All the cost incurred in either the business or the group can be aggregated automatically by dynamic FBS. With a simple click on the cost amount, user can see clearly how the cost is spent.
Actual revenue tracking	Revenue budget could be assigned to each sales team or salesman. Their achievement can be automatically linked to the organization FBS by actual revenue from deal/order. The executives and finance staff can get control of the revenue performance from organization level to the individual level all in one FBS.
Account payable tracking	A complete tracking matrix for executives and finance staff to get a comprehensive view of the outgoing payment to the suppliers.
Account receivable tracking	A complete tracking matrix for executives and finance staff to get a comprehensive view of the incoming payment from the clients.

*Product Information Management*

• *Product Information Management*

Every company manages product information differently by way of product properties and company policies. For large company with many products to be produced and managed, the product and related information might be so heavy and complicated that in reality it is hard to find an easy-to-use tool to manage this. 8thManage can solve this problem for the user.

Features	Description
Customization with flexibility	Customize product types and families at the “admin” level, according to the user’s needs or to the speciality of the product.
Product details	Its product type, belonging family, belonging group, list price, cost, client discount, etc.
Inventory management	Detect inventory amount, and automatically increase or decrease the amount by purchase orders and orders.
Access privilege control	Set users with access privilege to the product.

• *Fixed Asset Management*

Fixed assets include both sellable products and assets to be used internally. 8thManage provides an easy-to-use tool for the user to manage the fixed assets.

Features	Description
Fixed asset type	Customize fixed asset type.
Total quantity and cost	The total cost and quantity of the fixed asset.
Remaining quantity	The remaining quantity of the fixed asset automatically calculated by 8thManage.
Purchase order	Link fixed asset to the purchase order.
Leasing	Specify whether the fixed asset is leasing or not.
Status	Specify the status of the fixed assets to let the user know whether the assets are being used.
Depreciation	Record the depreciation information of the current fixed asset: useful year, first period ending, booking convention, cost classification. And 8thManage will automatically compute the booking value for the fixed asset.
Association with inventory	Fixed asset can be put into the inventory of a specific product.

**4** *Advanced CRM*

Advanced CRM features deal with better integration of people (from buy side and sell side) and process (marketing, sales, engagement and delivery) to obtain better insights (intelligence) and yield better result. For people integration,

(a) 8thManage provides a framework for strategic selling which will guide the people on the “sell” side to be better integrated with the influencers, coaches and gate keepers from the “buy” side. The 8thMange system cannot guarantee your success, but when you are better connected to the people, you will possibly get better insights which will improve your chance of success.

(b) 8thManage provides a framework to bring client into the engagement programs and projects as a team member. Again, the 8thMange system cannot guarantee your success, but when you are better connected to the people, you will possibly get better understanding of engagement requirements and interim results which will improve your chance of success.

*Sales Intelligence*

Sales success depends heavily on a deep understanding of markets and clients, and whether the sales team pursues every appropriate opportunity with the appropriate strategies during different stages of the client life cycle. As a data-driven sales intelligence system, 8thManage CRM helps sales teams to make better business decisions by providing timely and accurate information.

• *Identify Up-selling/cross-selling/switch-selling Opportunities*

Clients that can provide reference or up-selling/cross-selling/switch-selling opportunities generally will be regarded as highly valuable clients. As a dynamic client information database, 8thManage CRM helps companies to identify and track client value status through the whole client life cycle. Client progress reports are provided and can be easily customized, from which the sales team can figure out more hidden cross/up-selling opportunities.

• *Framework for Strategic Selling*

Besides client understanding and analysis, in order to successfully close deals, companies also have to plan appropriate sales strategies for every single sales objective.

In the book *The New Strategic Selling*, Stephen E. Heiman and Diane Sanchez pointed out the following four key elements for successful strategic selling which have been proven successful by numerous companies of different industries.

Successful Strategic Selling Elements	Description
Cover every buying influence	Economic Buying Influence(s): can give final approval to buy and mainly focus on the ROI and impact of the product on the organization.
	User Buying Influences: make judgments about impact on job performance.
	Technical Buying Influences: screen out vendors based on specs and technicalities.
	Coaches: act as guides at the sale.
Red flags/Leverage from strength	Red flags areas in a sales objective: incomplete or uncertain area. Examples are critical information missing or uncertainty, un-contacted buying influences or reorganization of the buying company.
	Strength in a sales objective: area of differentiation that can improve sales position.
The four response modes	"People buy when, and only when they perceive a discrepancy between reality and their desired results." The receptivity can appear in four different modes: Growth: Probability of closing deal is high Trouble: Probability of closing deal is high Even Keel: Probability of closing deal is low Over Confident: Probability of closing deal is Nil
Win-results	Both the sales person and the buying influences win when their self-interests are served. Serving the customers' self-interest is ultimately the best way of serving the sales person's own. "The only acceptable conclusion to a buy-sell encounter is a Win-Win outcome".

8thManage provides an advanced framework to help each sales team successfully carry out sales strategies and close deals. Value proposition can be claimed; the four buying influences, as well as their response modes, focuses, degree of influence, strategies and tactics can all be recorded; red flags and strength areas and leverage percentage can all be identified and analyzed throughout the whole opportunity/strategy life cycle.

• *Customer Trends*

Customer requirements and interests are ever-changing. 8thManage supports to constantly record and update products & services information and marketing topics/events every account is interested in. Based on the dynamic customer database, by simply setting several search criteria, selling companies can have an up-to-date picture about the latest customer trends and thus perform corresponding marketing events.

• *Customer Drift*

By providing real-time lead/client progress reports, 8thManage CRM will inform the sales team if there's a potential customer drift issue, so that sales people can address the situation before it becomes a problem.

• *Competition Analysis and Tracking*

Due to the lack of differentiation, increasing savviness in the marketplace and the rise in different types of competition, to maintain a competitive edge has become more difficult than before. To know more about the competitors will help improve your company's sales position.

In 8thManage CRM, competitors' information can be recorded and maintained as that of clients. Besides detailed information management, two important modules are provided to help companies better know their competitors and their position in every sale:

Features	Description
Competition analysis	By setting and rating different criteria, companies can have a clear view on the comparison of strength between competitors and themselves. The criteria can be easily customized.
Win-Loss result	No matter a sales opportunity is finished successfully or not, the competitor(s) and success/failure reason(s) can be recorded and tracked. By one click on a competitor's Win-Loss tag page, users can clearly view detailed information of the successfully/unsuccessfully finished opportunities. Win-Loss report can be generated for further competition analysis.

• *Sales Performance*

As an important criterion of staff evaluation, sales performance is well-presented in 8thManage CRM for sales manager's reference.

*Different Sales Representatives for Different Accounts*

Different sales representatives will be assigned to different accounts. Through new lead report and lead/client progress reports, sales manager can have a clear idea of the performance and effort contributed by every sales representative.

*Sales Quota for Every Sales Representative*

Every sales representative will be assigned with a budgeted sales quota in a monthly/quarterly/yearly basis. By simply checking the actual achievement of a certain sales

*Integrated Marketing Sales and Delivery*

In today's business world, every company boasts that they are customer oriented. Maintaining lifetime client relationships is as important as developing relationships with new customers. In order to keep loyal clients, every enterprise places a tremendous emphasis on providing clients with better services/products and increasing client satisfaction. However, it is usually very difficult to keep track of the fulfillment and client satisfaction status during the business process. In this fast-moving world, lack of attention to the process or details would cause client dissatisfaction, which may further lead to loss of business opportunities or even deals. Worse still, the company may then suffer from loss of clients and decrease in revenue, which will seriously affect corporate performance.

Using 8thManage CRM, enterprise can easily avoid the problems mentioned above. With 8thManage dynamic organization breakdown structure, WBS and finance breakdown structure, enterprise can easily track the whole business performance from a marketing campaign to the final delivery. All details are well captured and kept with strict access control in a systematical and wise way. You will never miss any opportunity to improve your corporate performance and increase client satisfaction.

• *End-to-end Business Management*

When talking about business management, user will possibly think of quite a big picture which involves so many components. A business manager needs to take care of his clients and their marketing interests, the organization's product inventory, the resources to be allocated for the business, the cost to be spent on corporate business and the expected return from the investment. With a bundle of complicated matters to be concerned about, user can easily lose sight of the details. Quite often the case is like this: when the business is moving on, the user cannot even bring to mind how the business started.

8thManage CRM provides flexible platforms for user to get track of the business process, from front end to the back end. From planning to its execution, either for marketing campaign, sales opportunity or contract, 8thManage captures all the business moves. With a simple click in the Business Map of the group, user can get all the businesses the group is responsible for by business type. More details are also available by simple mouse action. User doesn't need to worry about how to get all the business data, which have been stored and integrated in 8thManage and always available to be shown in a systematic way.

Features	Description
Marketing campaign management	By 8thManage CRM marketing search, user can get a target leads or client list to do the campaign planning and execution. It supports cost aggregation and accounting. Actual result could be tracked easily by a click on the "Actual result as today". A dialog box will be prompted up with the details of the actual results (the actual result could be a lead, a sales opportunity/contract/order).
Sales opportunity management	A successful campaign could possibly bring a sales opportunity to the organization. With 8thManage CRM's "Analysis" feature, user can do a comprehensive strategic evaluation for decision making.
Contract management	Manage contract in a systematic way. SLA could be used to define the service level agreement so that both the vendor and buyer have a consensus on the contract delivery quality. A contract could be linked to both a previous campaign and a sales opportunity, by which user can easily see the cause-and-effect relationship of your business.
Project execution	All the sales activities could be planned and finished within project in systematic way, and placed under a campaign/opportunity/ contract. You can easily track the progress of your sales activities.
Risk and issue management	8thManage provides built-in feature to detect risks for your business. Action could be taken and responsible person assigned to solve it.
Client involvement and on-going satisfaction check	To insure that the client is satisfied with each of the deliverables, 8thManage allow user to add client into project team, and do the validation, review and acceptance work.
P & L management	Real time P & L provides user with clear profit related info and help you make wiser business decision.
Multiple level of cost control	Strict cost control from enterprise level down to each deal. 8thManage support "drill down" to the detail of each cost item for users to track how the money is spent.
A/P & A/R management	Real time incoming and outgoing payment info of the organization.
SLA	Effective way to insure that your delivery meets the client's requirements with real time rewards and penalty info.
Real time performance report	Track activity progress and deliverables quality by customized search criteria.
Complete audit trail	Every change of the business could be captured automatically and well kept by 8thManage audit trail.

• *Full Engagement and Satisfaction Management*

8thManage provides an intelligent way to manage client involvement and satisfaction. External users could log in the 8thManage server with the internal user of the organization and work together as a team. The information both sides view are synchronous so that no one is kept away from the reality. As a team member, the client contact can be the one either as activity responsible person or deliverable reviewer and acceptance person. They can specifically show their colors and have their say for the business. Since both are moving towards the same direction, the business or the program is easier to be finished successfully.

Meanwhile, taking the client into the team can help improve client satisfaction during the business process. As the client have viewed and participated in the whole process, they are clearer about the progress and the deliverable quality. When the organization hands over the delivery to the client, the client contact, who takes part in the business process, will be the one who stand by the vendor's side and say for the vendor organization. Thus the client will have more confidence in the products or services delivered, which brings a higher client satisfaction.

*Satisfaction through Client-Team-Delivery Integration*

A wise organization knows that its clients are its revenue source. It becomes a tight focus for all the organizations to make the clients happy and insure that they are satisfied with vendor's delivery. What 8thManage CRM does to achieve this is taking clients in as team member and having clients involved in the whole business process. As an old saying goes, seeing is believing. After the clients get a view on the business, they are more possible to have confidence in vendor's products and services.

In this fast-moving business world, the corporate intelligence is highly depended on the client feedback about the products or services. From so many businesses, including contract, order, project, it is not that easy for the organization to have multidimensional measures for all the business types. Not even for individual member's performance. With 8thManage CRM, the organization can have built - in measurements to evaluate either individual or team's performance based on both the client feedback and internal review and acceptance policy.

• *Client as a Team Member*

Involving client into the business team is important, especially when user is managing a complicated program which might need a lot of discussion or negotiation with the client side. When client is in the same team with the vendor organization, both the vendor and the client are viewing the same information. It successfully keeps both sides from telling lies to each other and hide the reality deliberately.

Also, as client is taking into the business team, the issues or uncertain matters regarding the business can be resolved timely whenever they come up. Client and the vendor organization can have discussions and respond quickly according to the changes.

• *Corporate Intelligence Management*

Corporate intelligence is the integration of process intelligence and performance intelligence. In a complicated business background, 8thManage offers an intelligent way to evaluate the corporate performance by the aggregation of contract and order performance. Based on real time client/user reality check and performance report, user can easily get the KPI info and know well about the corporate performance. Also, 8thManage CRM provides real time SLA feature for users to measure the contract performance. By SLA, user can manage the rewards and penalties related to certain contract with the auto-detected and calculated results for the measurements. SLA results will be reflected synchronously in the contract's P & L panel. The organization thus has close monitoring on its profit and loss, and is capable of rapid response.

**5** Conclusion

The real power of the modern CRM is all the 3 things, (1) ODOS (2) automation and (3) better integration of people that yields better insights. Without (1) ODOS, things can be automated but not clear and agile and the power of automation can be tremendously reduced. Without (3) better integration of people, organizations do not have (i) the needed insights for winning the deals and (ii) the needed insights for requirements, interactions and interim deliverables to improve the chance of success for the final results.