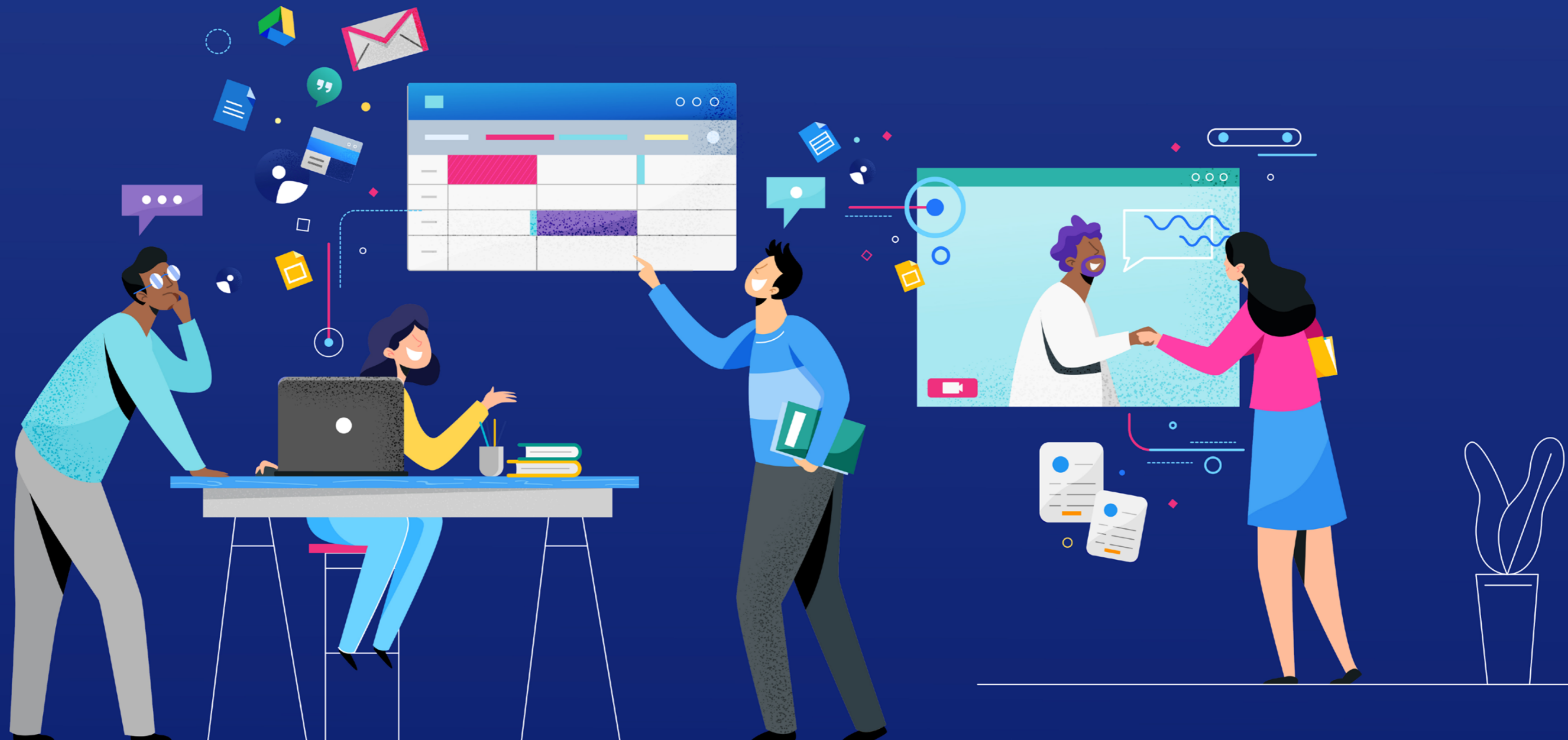


The State of Customer Management in the Relationship Era

MAY 2018



FOREWARD

We've entered a new era in which business success is defined by lasting customer relationships built by cross-functional teams of Relationship Makers. Companies that win today—those that disrupt entire industries, like Zendesk, Lyft, Box, Netflix, Fitbit, and Nest—succeed because they were built to thrive in the Relationship Era.

This new era is characterized by three shifts:

The Shift to Lasting Relationships. The rise of subscription businesses has transformed the nature of customer relationships. In the subscription economy, people try before they buy and are free to cancel at any time. In this context, customers have no reason to stick around if a business doesn't deliver on its promise.

The Shift to Relationship Makers. Customer relationships are no longer siloed to a single team within your company. Today's Relationship Makers come from every corner of your business, from sales and marketing to operations and finance. Heck, even design and engineering play a part.

The Shift to Relationship Teams. In the Relationship Era, no single person can provide everything a customer needs. We now live in a world of many-to-many relationships, where standout customer experiences are the result of seamless collaboration between cross-functional teams of Relationship Makers.

Our hope in publishing this research is to reveal who today's Relationship Makers are, how they work together to build lasting customer relationships, and where that work takes place.



Morgan Norman
CMO at Copper

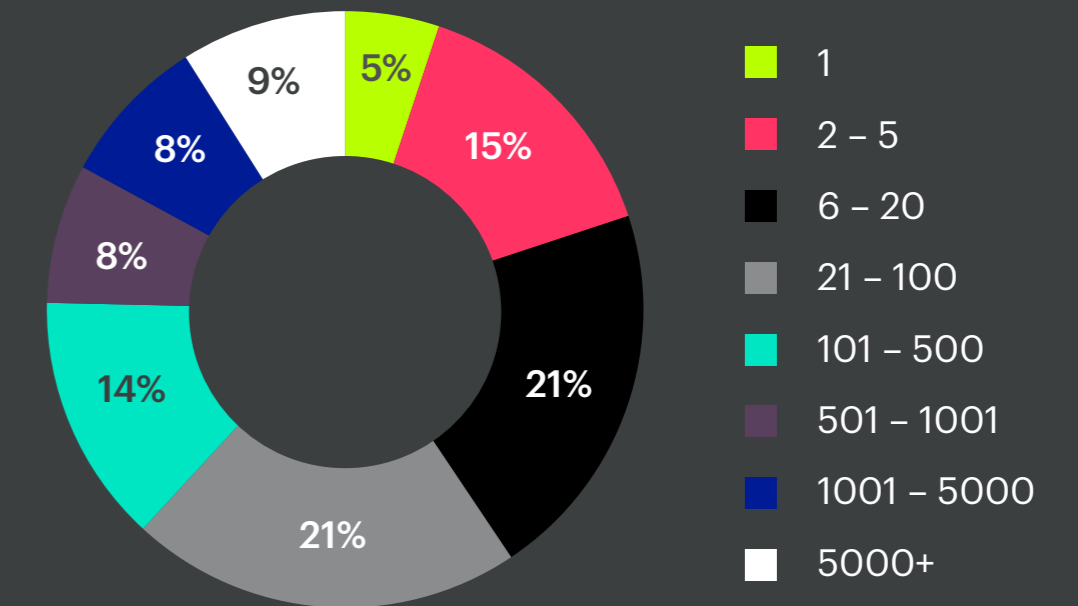
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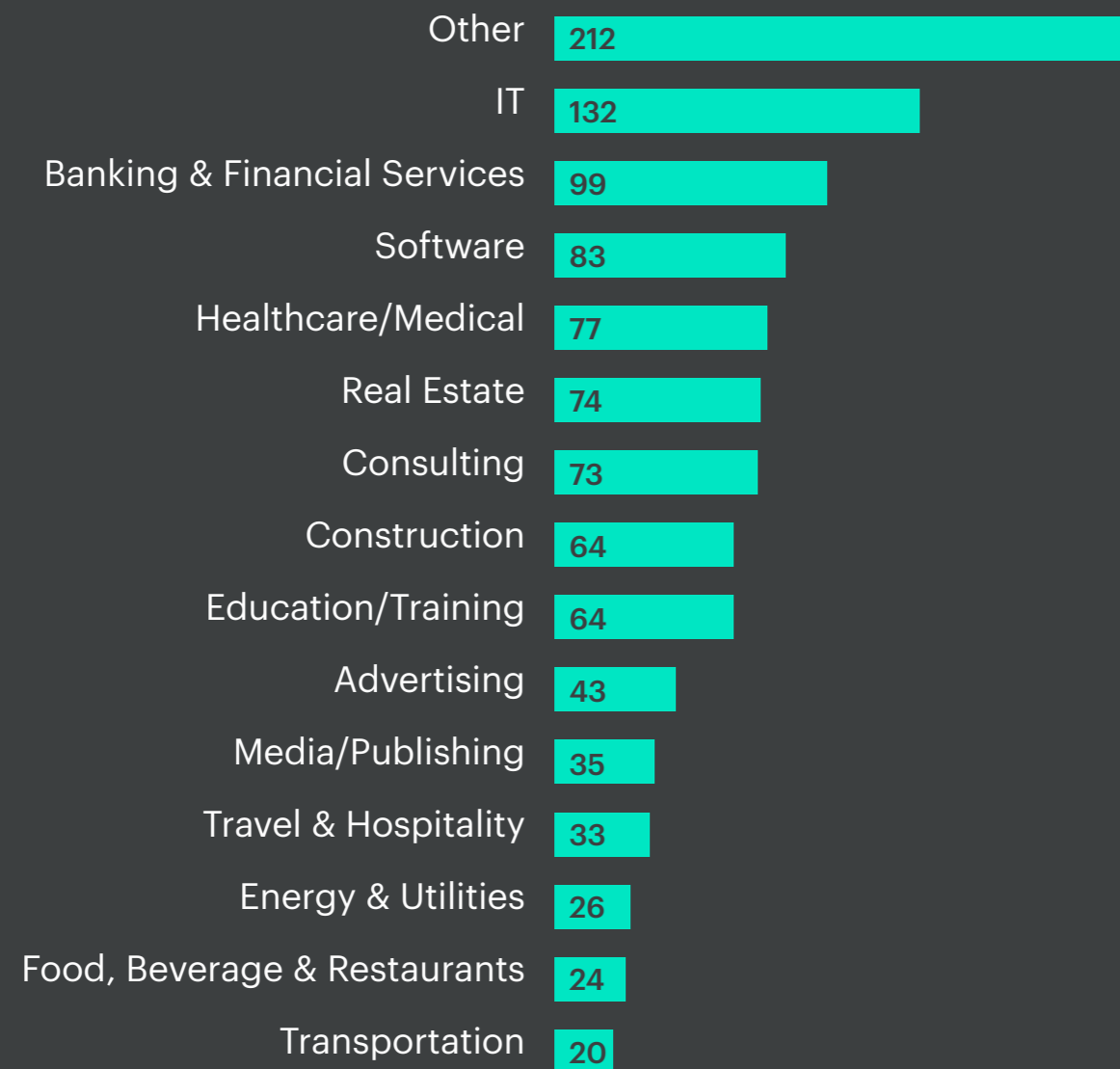
Research Methodology

To discover how businesses work in the Relationship Era, we surveyed 1,059 professionals from a variety of industries, company sizes, and functions. Respondents range from individual contributors and mid-level managers to company executives and founders.

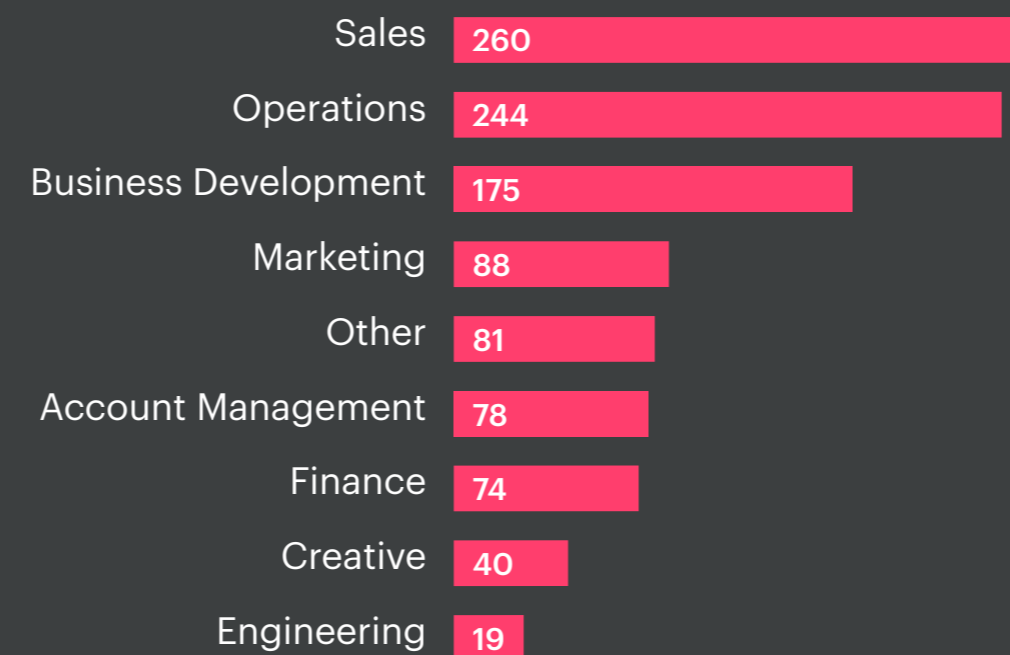
COMPANY SIZE BY # EMPLOYEES



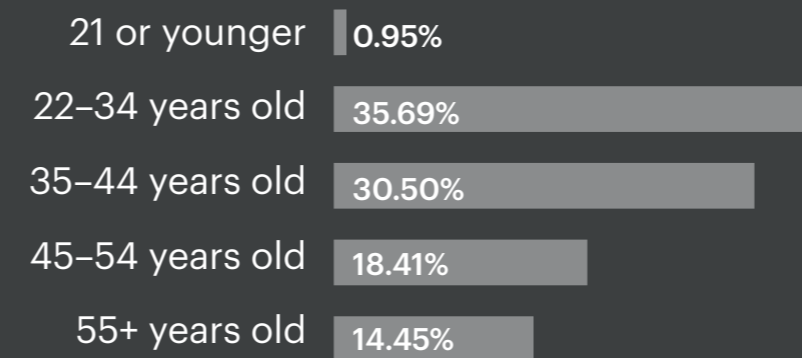
INDUSTRY



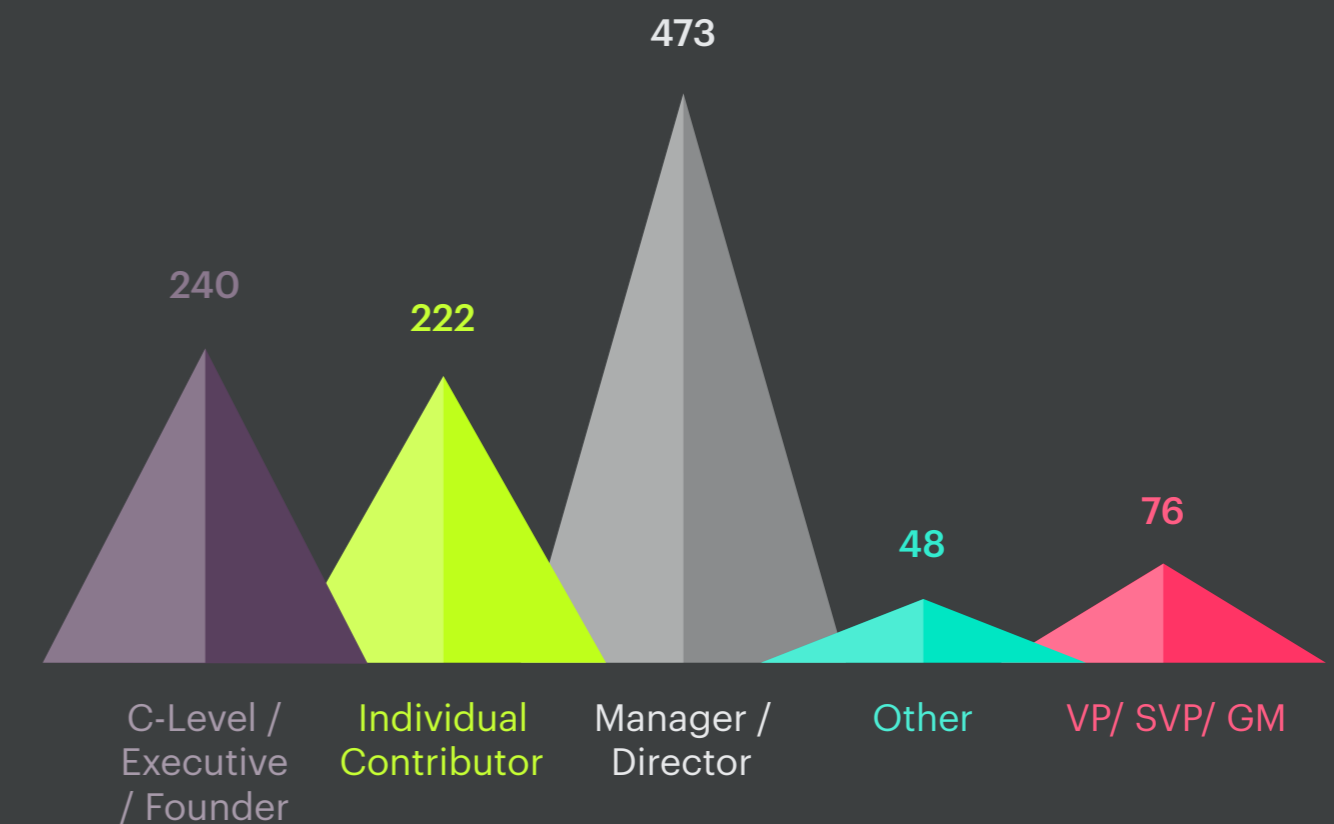
DEPARTMENT



AGE



ROLE LEVEL

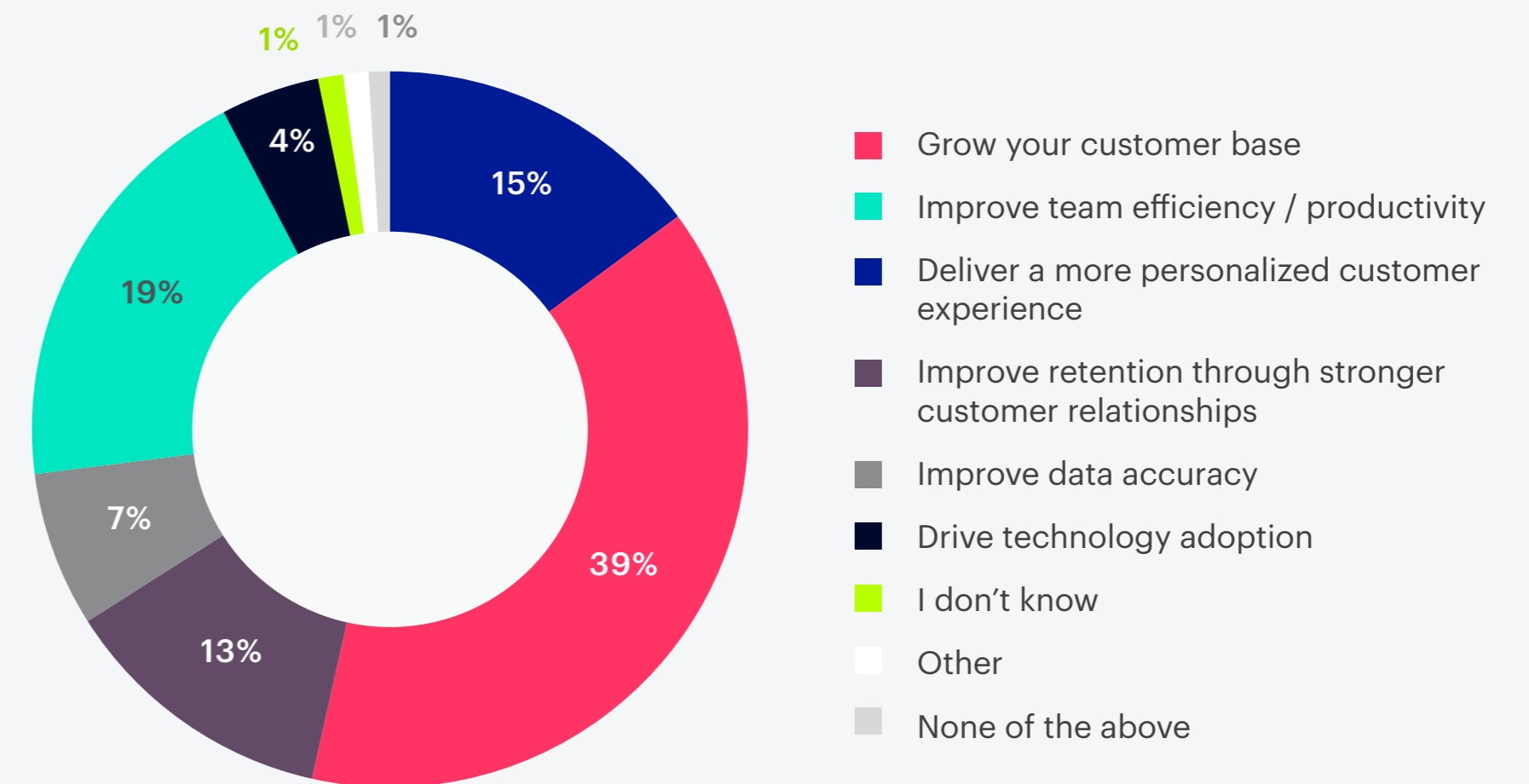


Finding #1

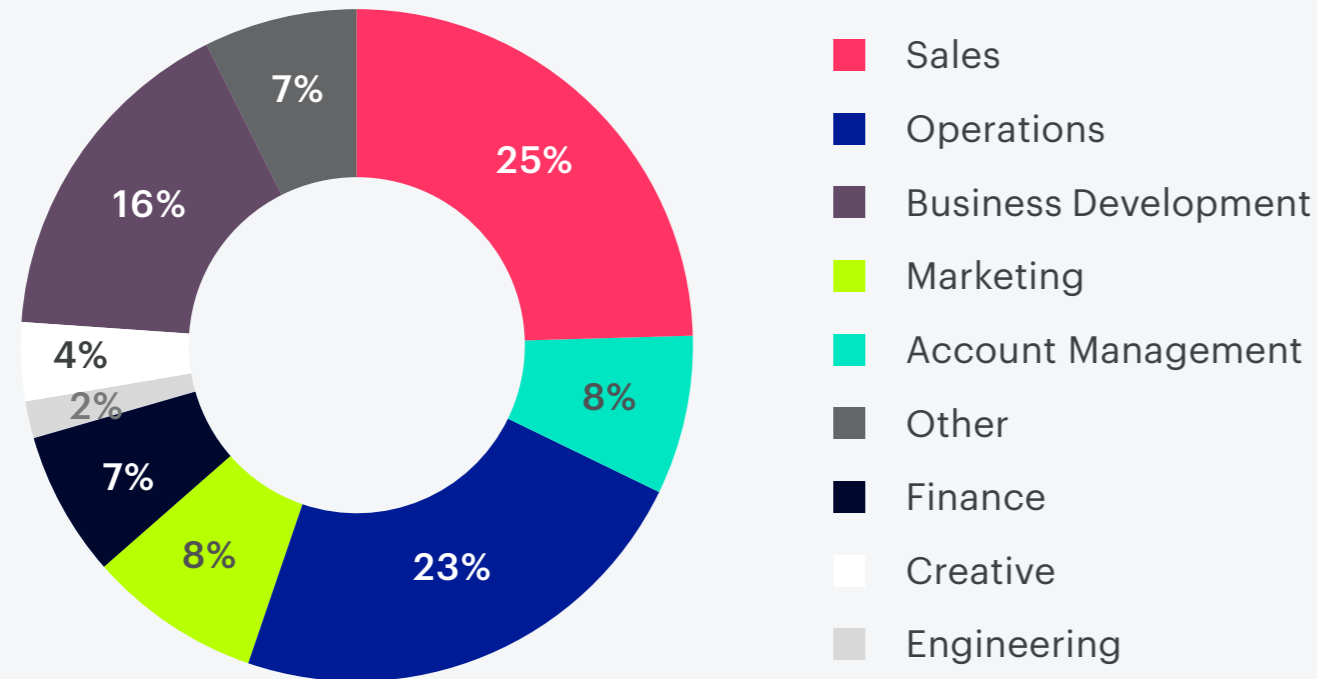
Business Priorities Center on Relationships

While customer growth continues to reign supreme, companies care about more than just making deals today. In the Relationship Era, professionals strive to build long-term, profitable customer relationships through productive collaboration, personalized experiences, and retention initiatives that fuel sustainable business growth.

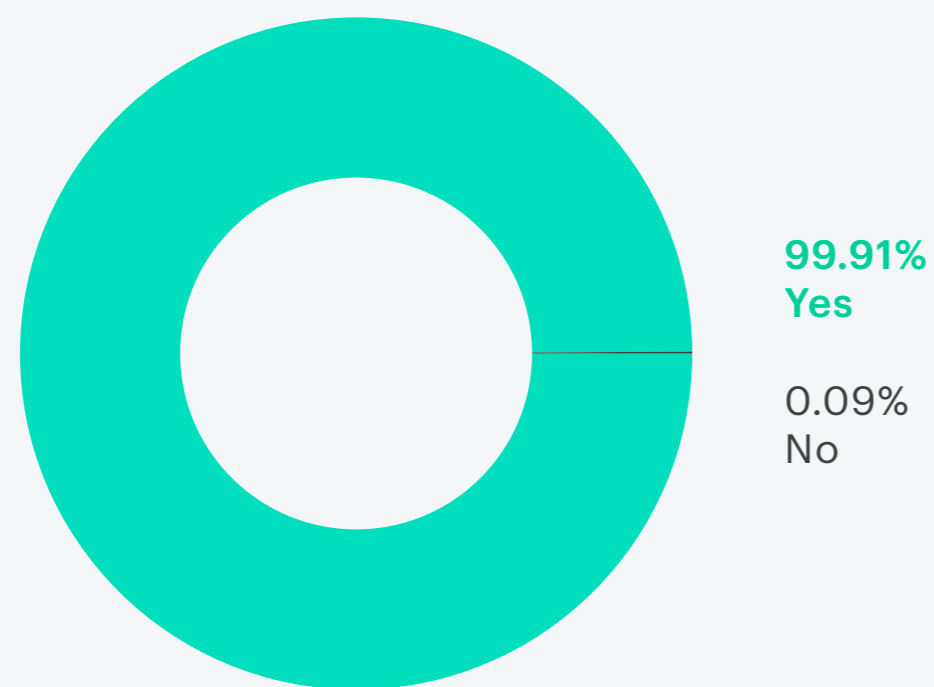
What is your top business priority for next year?



Which department do you belong to within your organization?



Do you use a CRM in your role?



Finding #2

Everyone Is a Relationship Maker

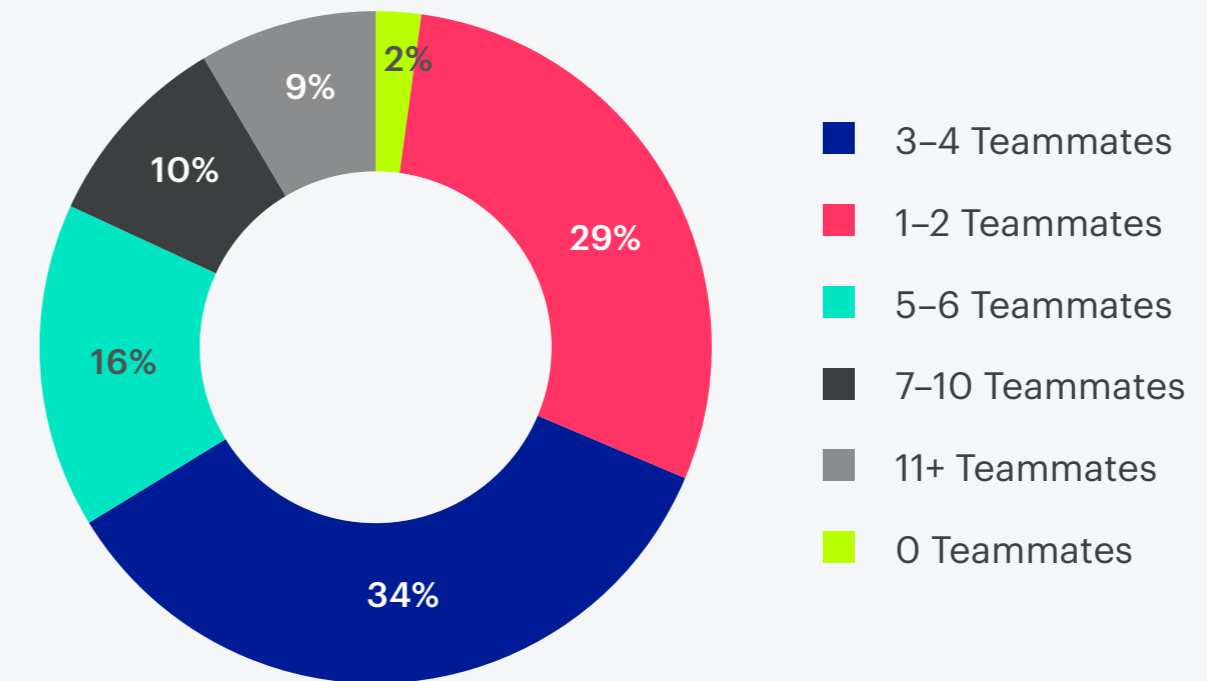
Sales isn't the only function driving customer acquisition and retention today. Relationship Makers come from every corner of your business, from sales, business development, marketing, and customer success to operations, finance, product, engineering, and design. Regardless of function, everyone uses CRM.

Finding #3

Relationships Are a Team Sport

Gone are the days of the solo salesperson closing deals on the golf course. Today, lasting customer relationships are built by teams, not individuals. In fact, two-thirds say their Relationship Team consists of three or more players from different departments.

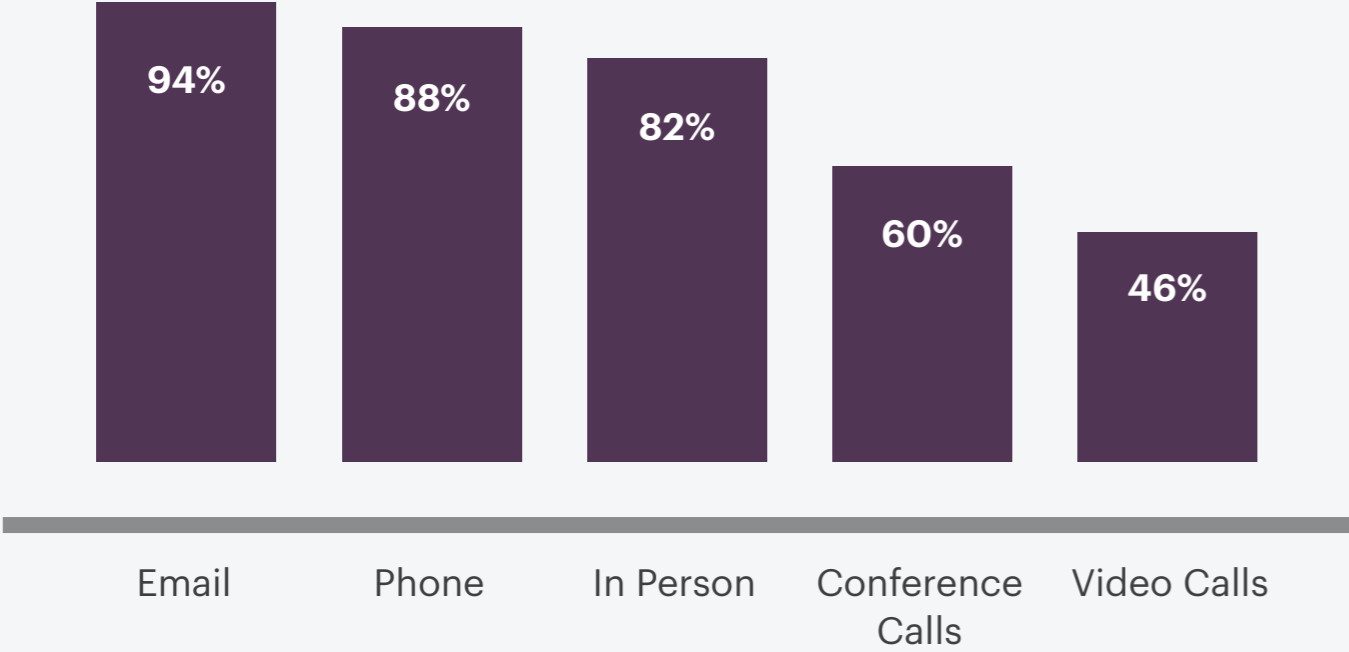
How many teammates are involved with every customer relationship?



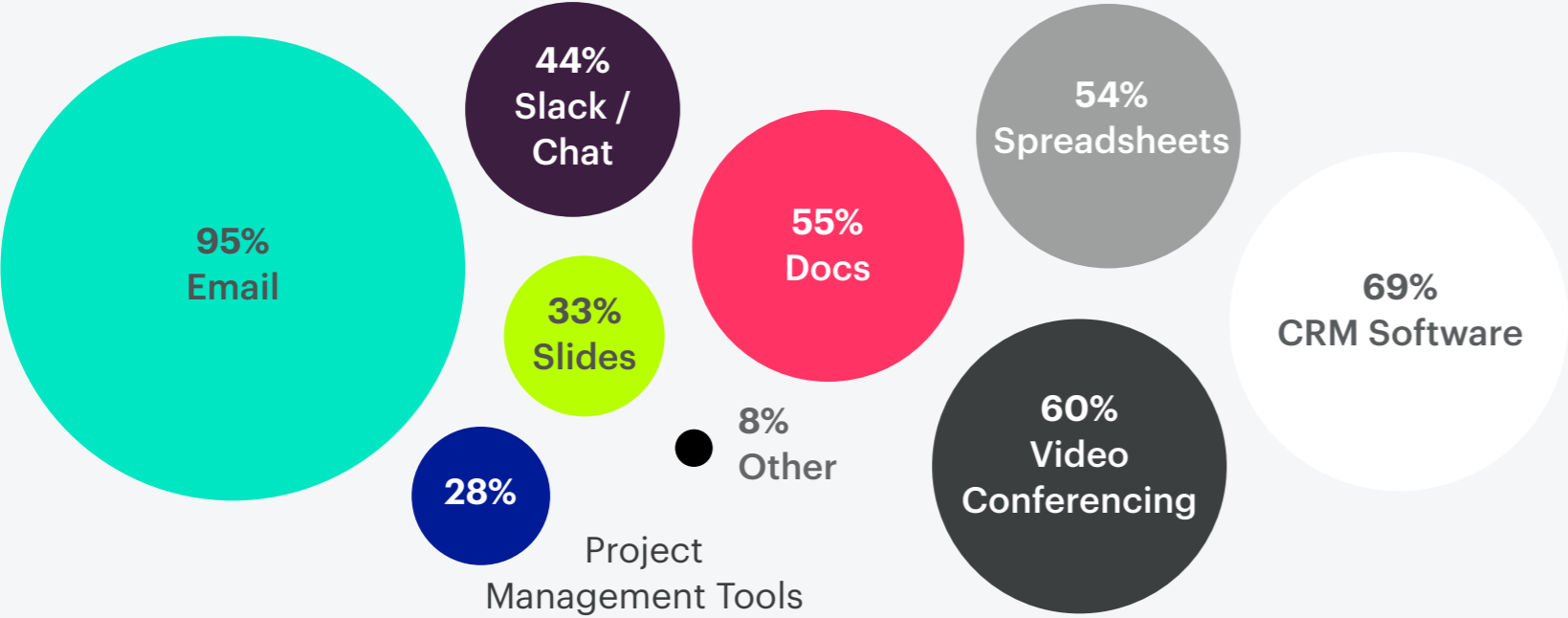
Which teams do you collaborate with to move your customer relationships forward?



During your sales cycle, which communication channels do you leverage with potential and current customers?



When building customer relationships, which collaboration channels do you leverage with potential and current customers?



Finding #4

Relationships Happen Everywhere

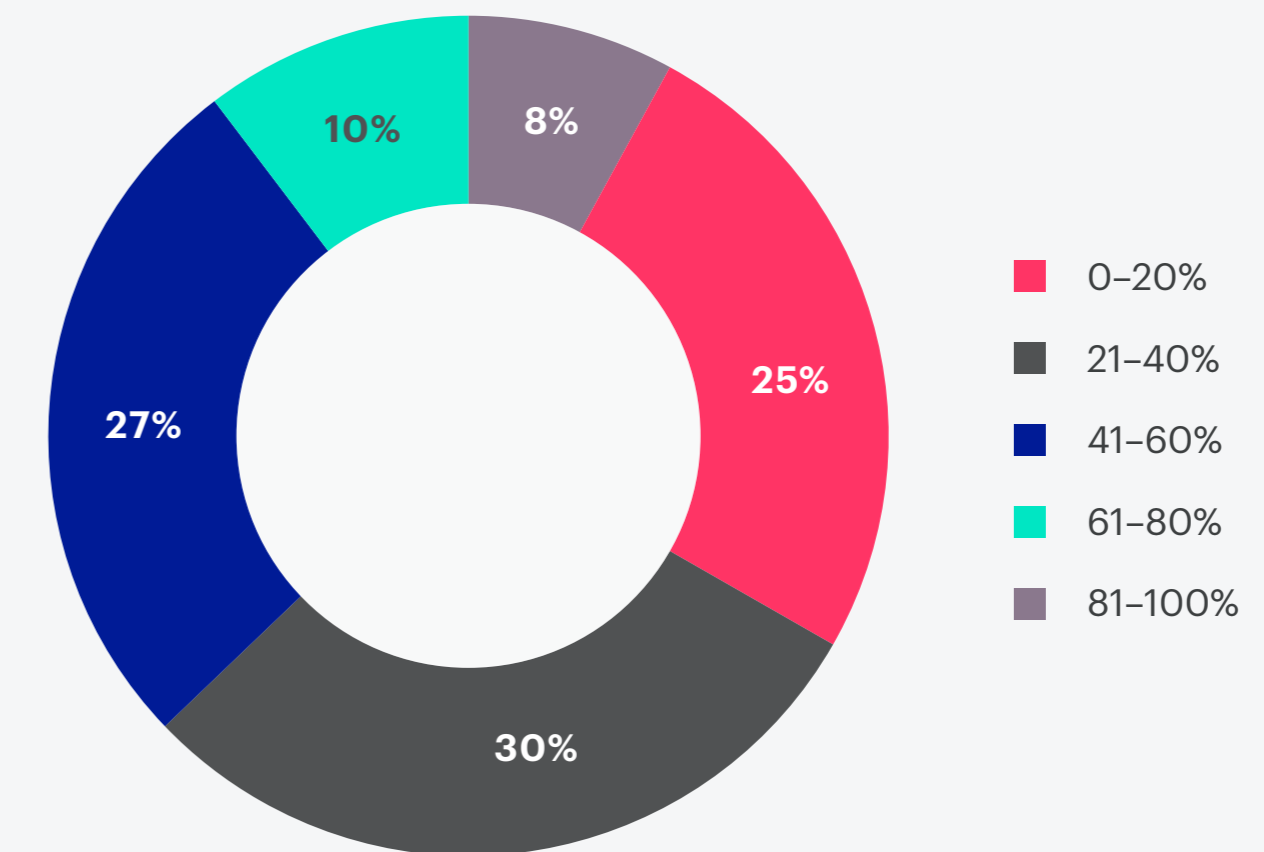
In the Relationship Era, customer communication and collaboration takes place across many different channels. In fact, half of Relationship Makers use 8+ different channels to build lasting relationships with current and future customers.

Finding #5

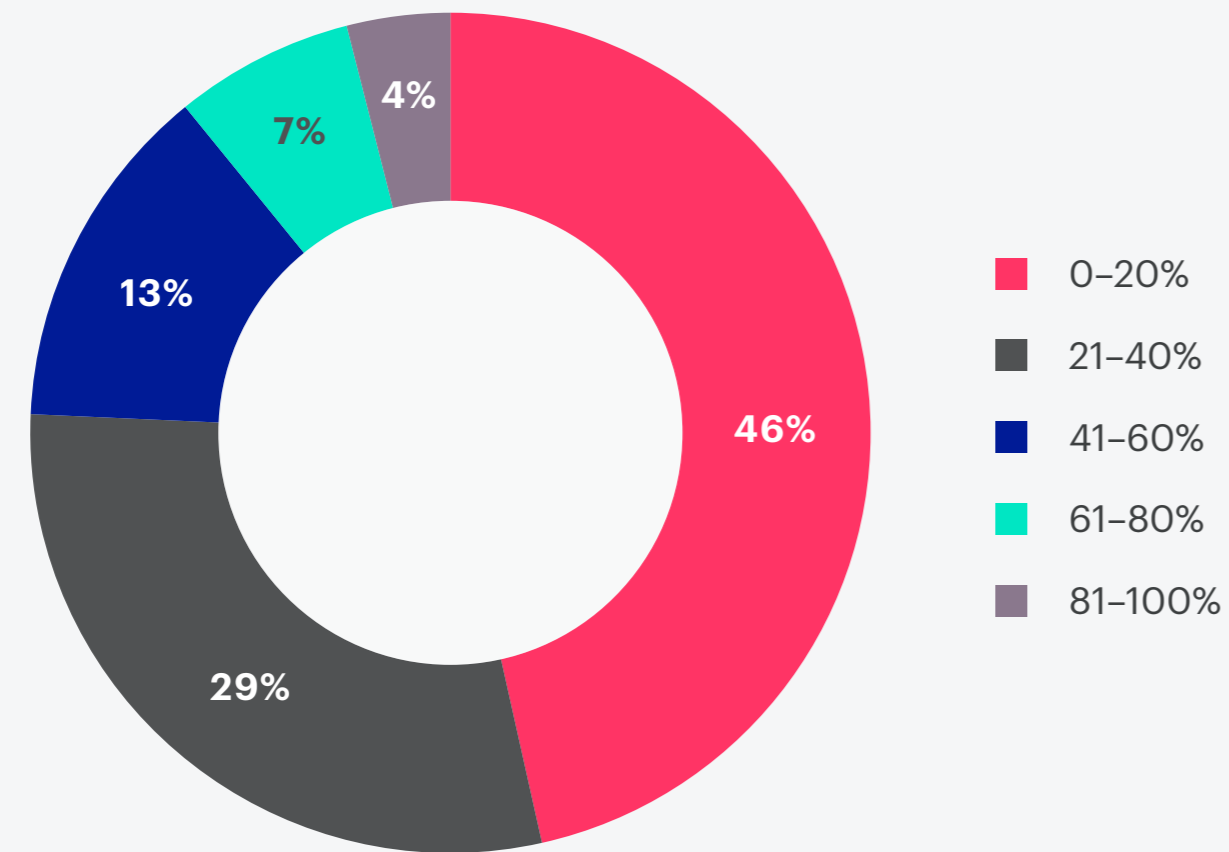
Email Is Still King

Email is far from dead. In fact, 95% leverage email to communicate with customers and two-thirds say this activity eats up at least 40% of their time.

Of the time you spend communicating with customers, what percent is done in Gmail?



Of the time you spend communicating with customers, what percent is done in Docs and Sheets?



Finding #6

Productivity Suites Enable Collaboration

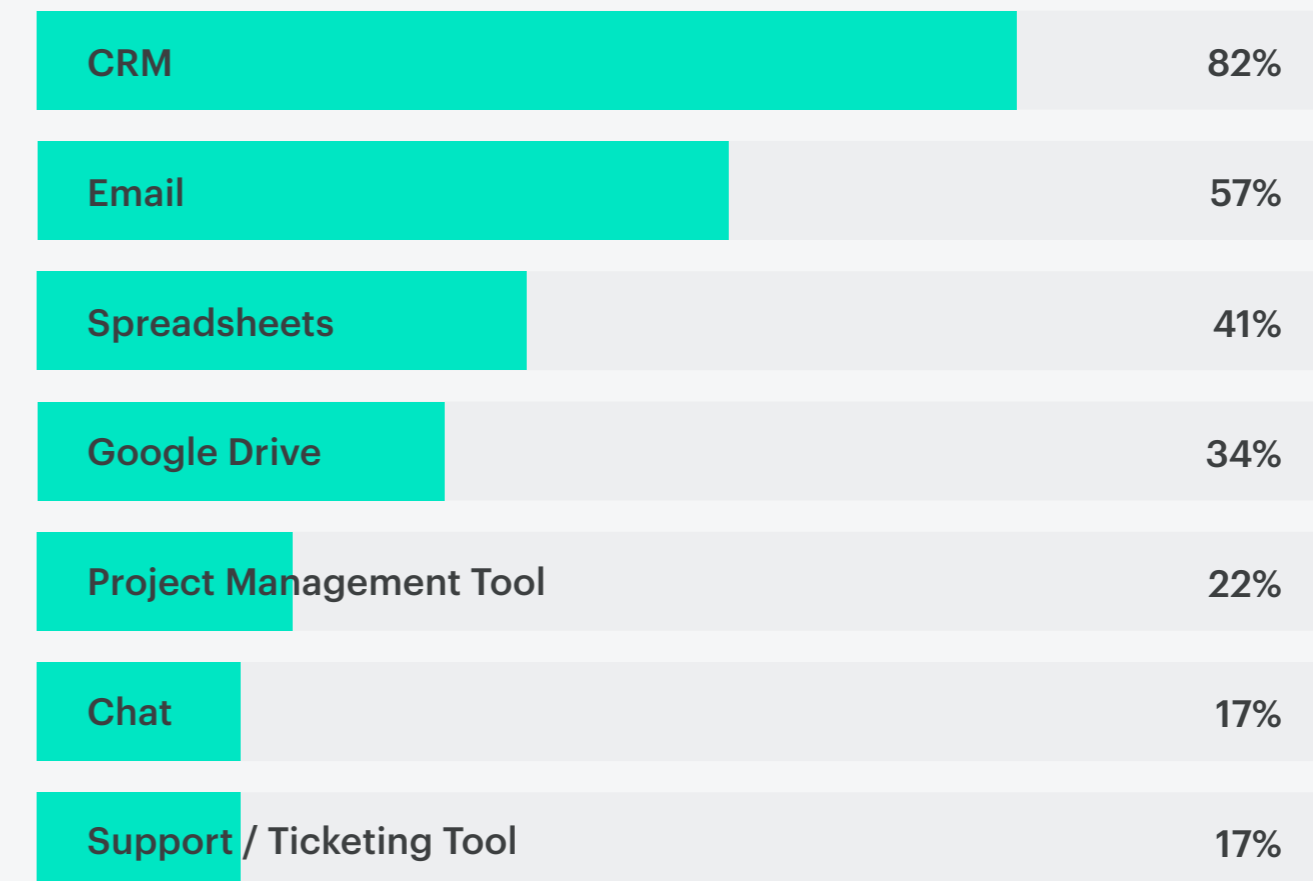
Collaborating with customers via productivity suites, like G Suite, is rising in popularity. Nearly half of respondents spend at least 20% of their time interacting with clients in Docs and Sheets, while one in 10 spends over 61% of their time collaborating with customers in these applications.

Finding #7

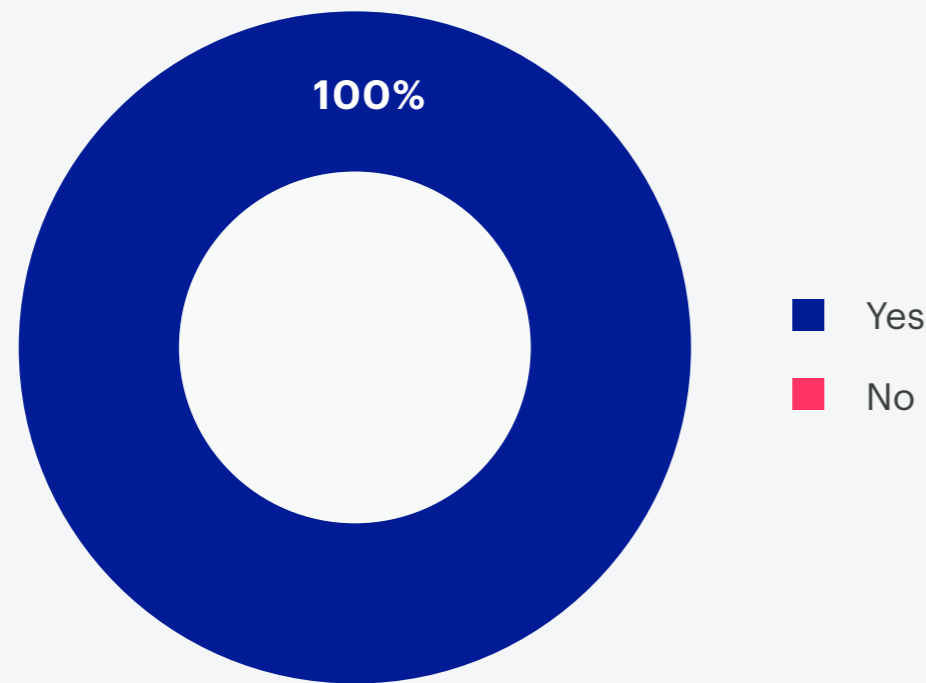
Customer Data Lives in CRM, G Suite

Most Relationship Makers leverage CRM to manage their customer data. However, the modern customer journey spans dozens of touch points and not all interactions are captured by traditional CRMs. For this reason, important customer data continues to live in our inboxes, spreadsheets, and drives—hidden from those who need it most.

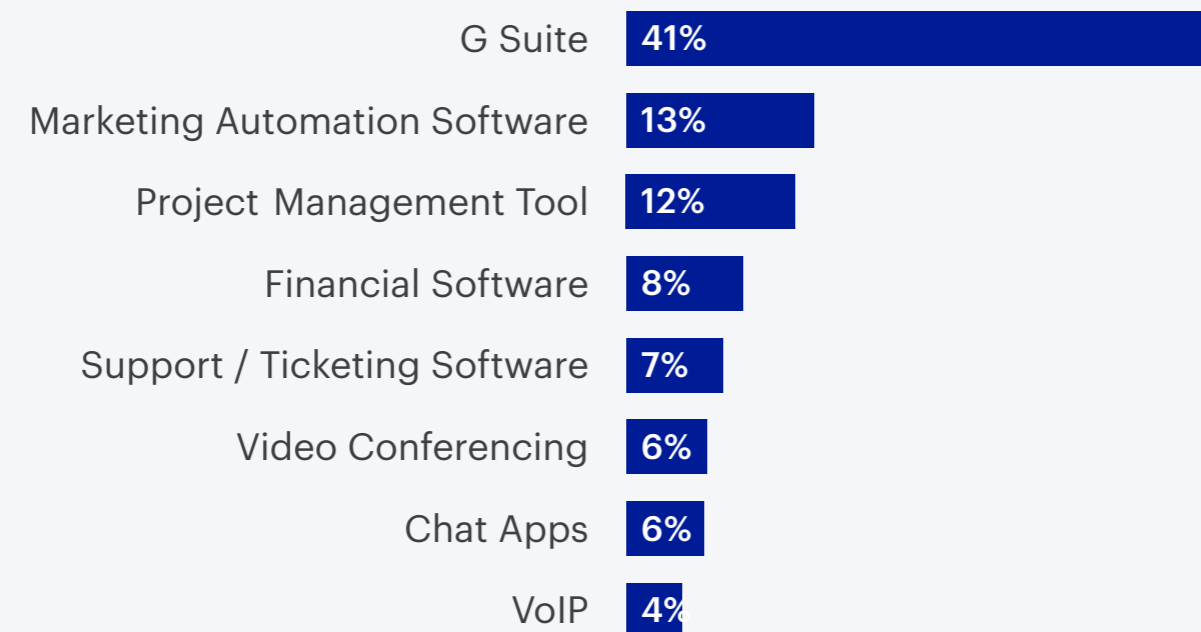
What tools do you use to manage your customer data?



Does your company use G Suite?



What's the most important CRM integration for maximizing your productivity?



Finding #8

CRM and G Suite Are Better Together

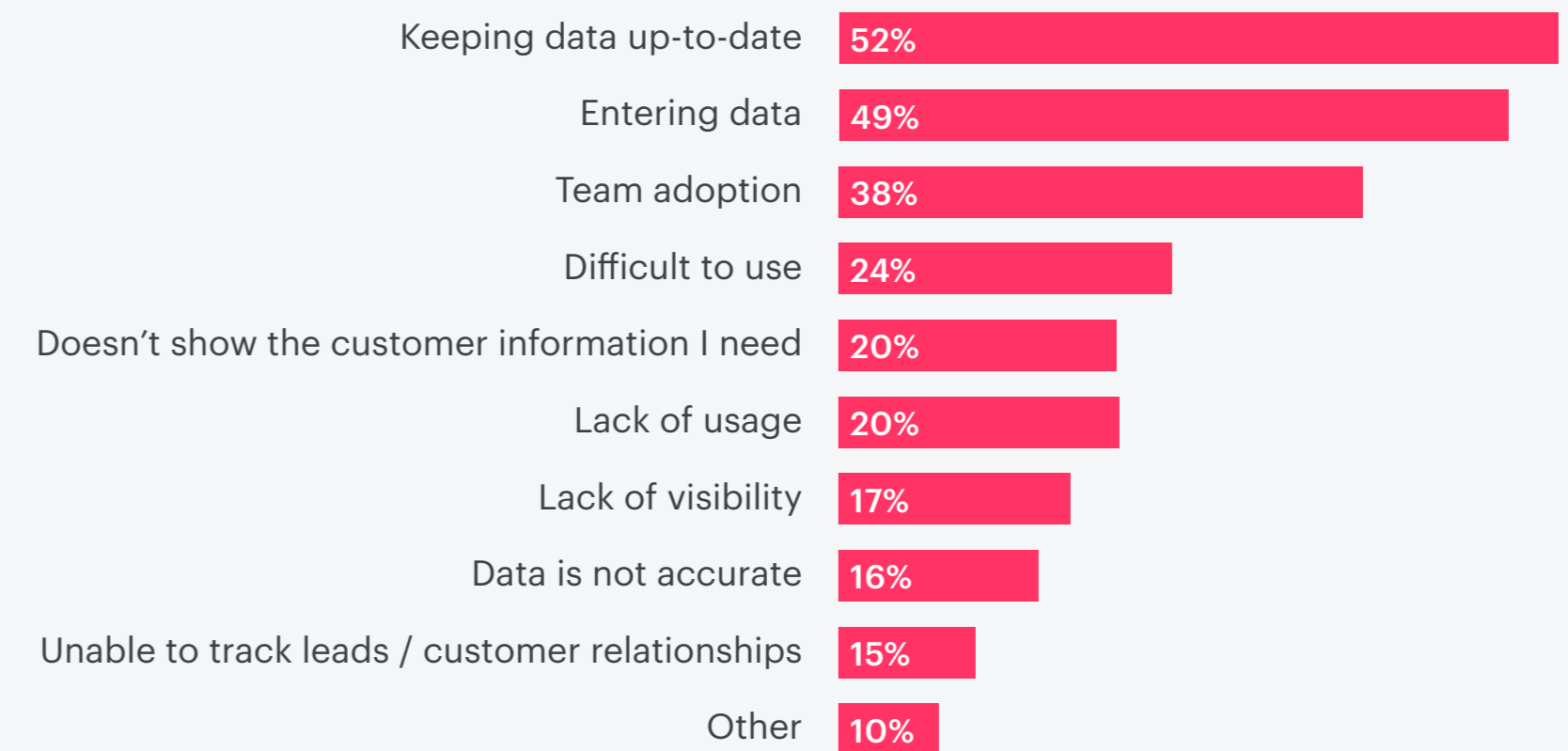
All 1,059 respondents use G Suite at work, so it's not surprising that they ranked G Suite the most important integration for maximizing their productivity. The message is clear: CRMs must have a seamless integration with G Suite that aggregates every communication and collaboration between teams and customers in one place.

Finding #9

Traditional CRMs Aren't Effective

Two thirds wouldn't describe their CRM as effective—43% say it's tolerable, while 22% say it's confusing, hard to use, or frustrating. The same old issues are to blame: endless data entry, constant data upkeep, and low team adoption.

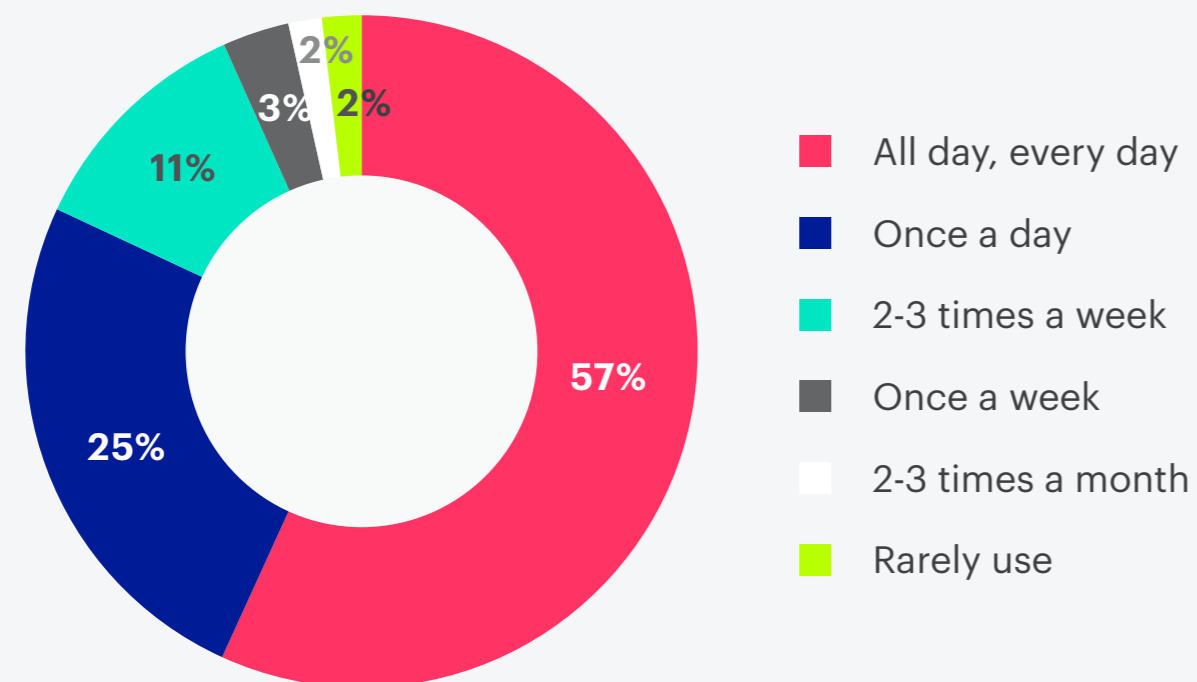
What are the largest hurdles or challenges with your CRM today?



Which processes require you to manually input data into your CRM?



How often do you log in to your CRM?



Finding #10

Traditional CRMs Ask Too Much

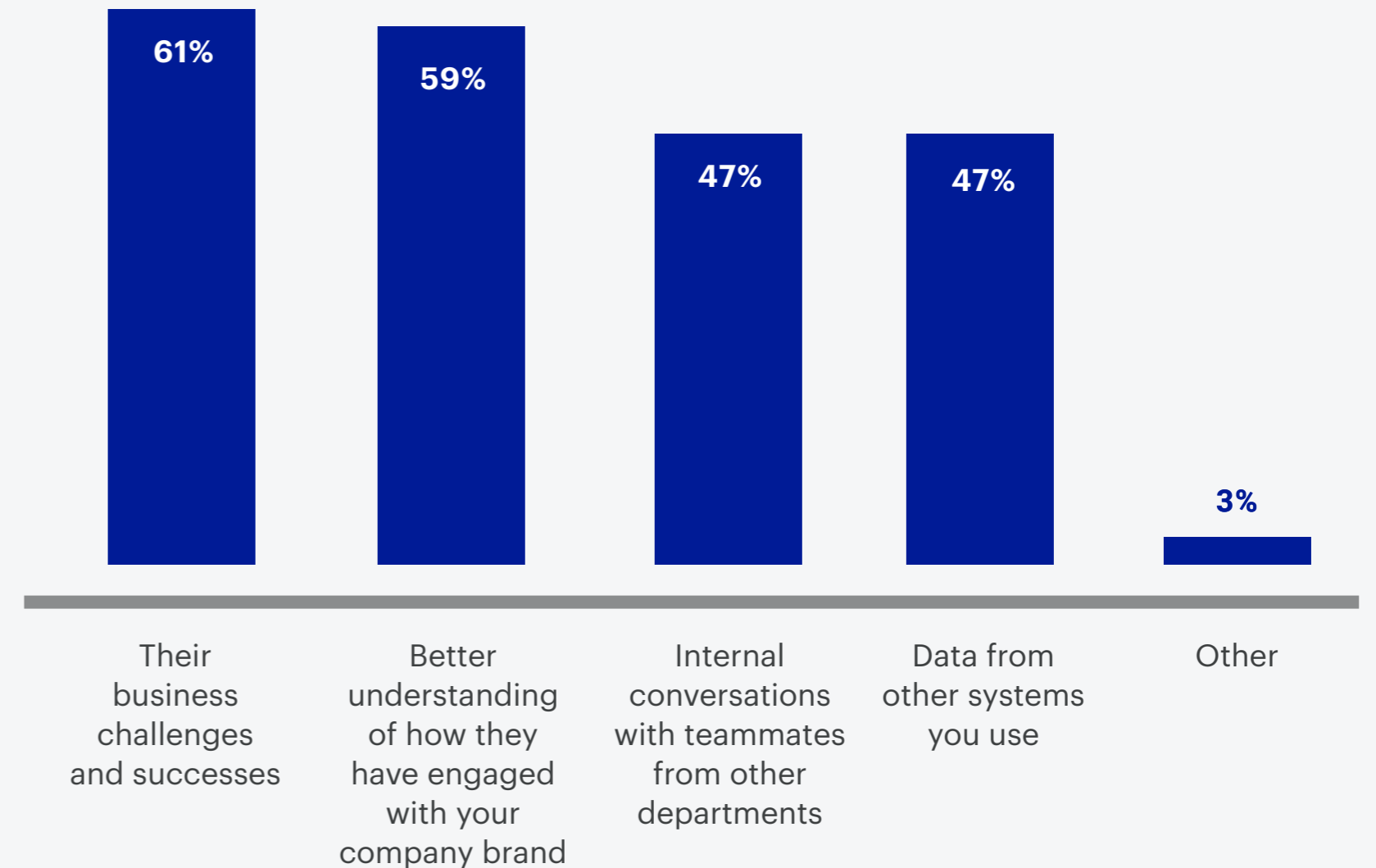
Relationship Makers obsess over relationships, not records. Despite this, they must manually enter and update contact data, work new business opportunities, and manage their to-do lists. For 57% of respondents, these tasks are so labor-intensive that they spend “all day, every day” in their CRM.

Finding #11

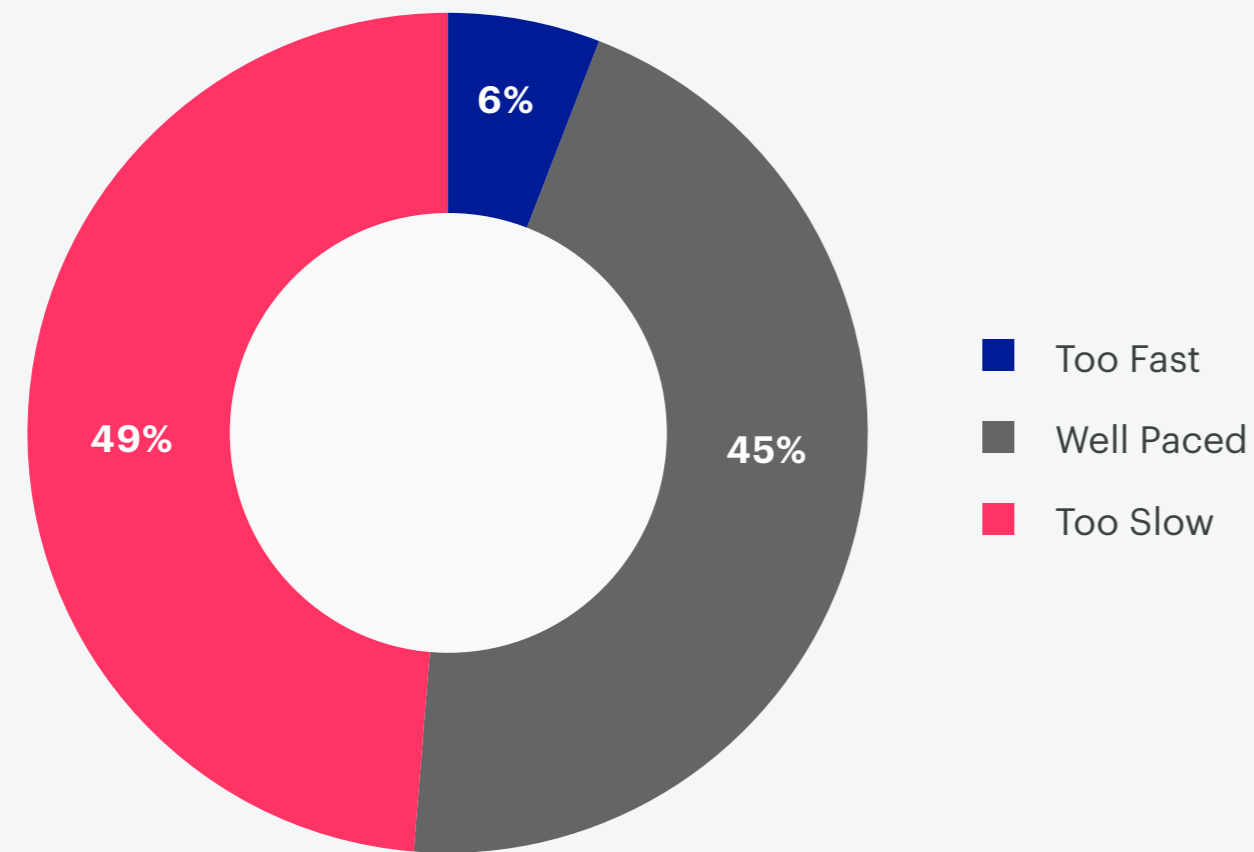
Traditional CRMs Give Too Little

One-fifth of Relationship Makers say their CRM doesn't provide the information they need to do their jobs. To build stronger customer relationships, they need more context, such as insight into past engagements and access to customer interactions.

What additional information do you need to build stronger relationships with your customers?



How would you describe the pace of innovation in CRM?



Finding #12

Traditional CRMs Are Falling Behind

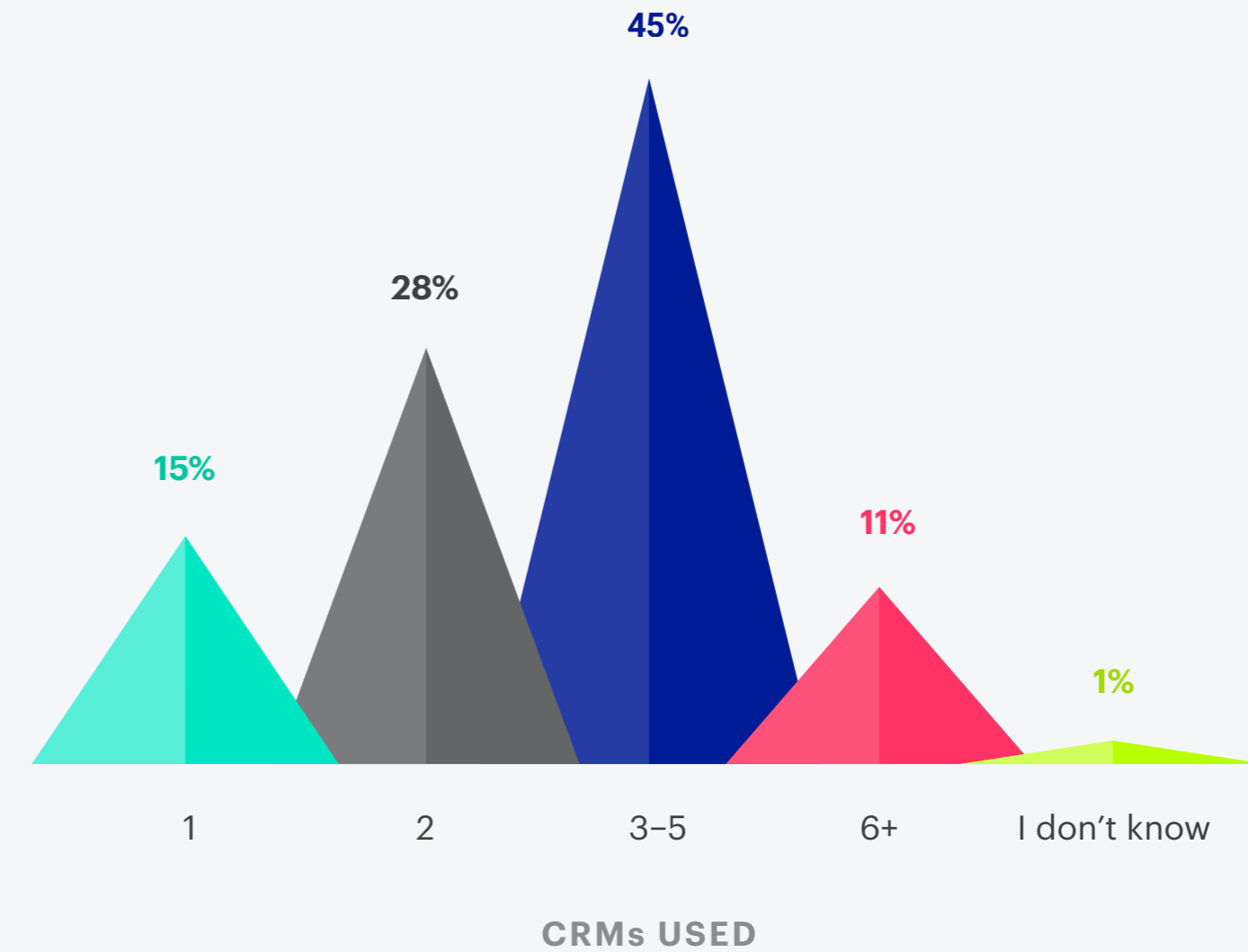
In an era when technological advancements are made daily, Relationship Makers expect a constant drumbeat of product improvements. Half say CRM innovation is pacing too slow, suggesting traditional CRMs aren't meeting this expectation.

Finding #13

Traditional CRMs Don't Stick

Over half of respondents have used three or more CRMs throughout their careers, despite the fact that two thirds are under 44 years of age. The message is clear: If traditional CRMs can't keep up with customer expectations, they're bound to lose.

How many CRMs have you used over the course of your career?



The Future of Relationship Management

Customer expectations and business priorities have already evolved. In the Relationship Era, the stage is set for a new kind of CRM:

- A CRM that enables fluid collaboration between cross-functional teams and their customers
- A CRM that empowers individual users to be more productive through intelligent automation
- A CRM that delivers both real-time insights based on accurate customer data and the added context users need to build lasting relationships

To make this possible, **CRMs must integrate seamlessly with the G Suite tools we already know and love**, like Gmail, Docs, Sheets, Slides, Meet, and Drive. Only with these capabilities can CRMs help businesses achieve sustainable growth.



Copper is the CRM that works for you. Copper is the leading CRM for G Suite and recommended by Google. It works instantly through a seamless integration with G Suite, has a beautiful user experience, and is designed to help teams and business build long-lasting relationships. Copper services more than 15,000 paid businesses in more than 110 countries. Headquartered in San Francisco with over 200 employees, the company has raised \$87M in venture capital financing to date. For more information or to sign up for a free trial, visit www.copper.com.

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