



Customer Relationship Management (CRM)

Trends and Concepts of Business Application Architecture

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Enterprise Platform and Integration Concepts

Hasso-Plattner-Institut

Course Overview

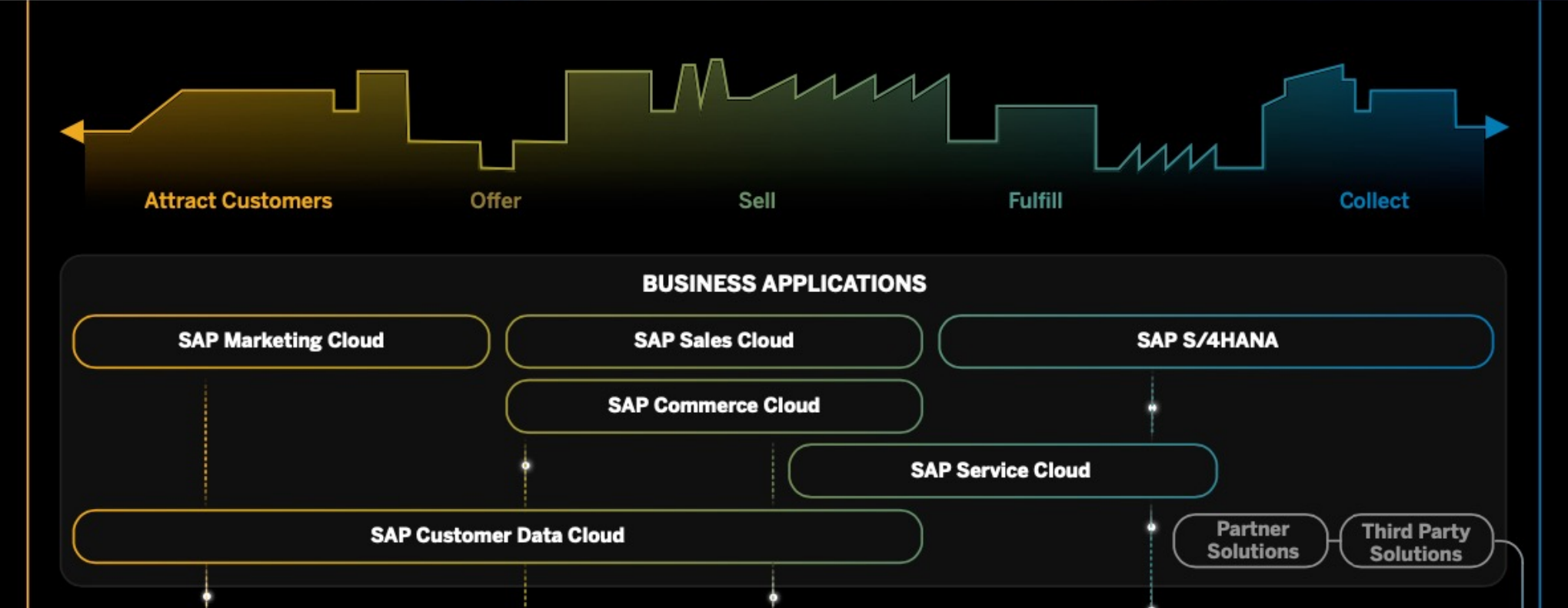
Trends and Concepts of Business Application Architecture



- Digitalization of Business Processes
- Enterprise Resource Planning
 - Sales and Distribution
 - Finance, Accounting, and Controlling
 - Human Resources
 - Material Management and Production Planning
- In-Memory Databases for Business Applications
- **Customer Relationship Management**
- Enterprise Cloud Platforms for Integration and Extensions
- Block Week: Architecture Deep Dives

Lead to Cash

Manage all aspects of the customer experience, from the initial interaction to order fulfillment and service delivery. Drive and realize revenue along the customer journey.





General Procurement

SAP Ariba



Customer Relationship Management

SAP C/4HANA (CRM)



Travel & Expenses

SAP Concur



SAP SuccessFactors (SFSF)

Human Resources

The Intelligent Enterprise



SAP S/4HANA (ERP)

Enterprise Resource Planning



SAP Fieldglass

Workforce Management

Lead to Cash



Lead to
Opportunity

Opportunity
to Quote

Quote to
Order

Create
Customer
Order

Order to Cash

Orchestrate
Fulfillment
Process

Invoice
Customer

Lead to Cash



Lead to
Opportunity

Opportunity
to Quote

Quote to
Order

Create
Customer
Order

**Sales and Distribution
(earlier in the course)**

Invoice
Customer

Agenda

Customer Relationship Management

- **CRM in general**
- Organisational structure
- Master data
- CRM for Marketing - Marketing to Lead Process
- CRM for Sales - Lead-to-Order Process
- CRM for Service – Sustain to Retain Process
- Summary

CRM can be understood as a strategic approach, which is used for the complete planning, controlling and execution of all interactive processes with customers. CRM covers the entire company and the entire customer life cycle and includes the Database Marketing and corresponding CRM software as a management tool.*

Database Marketing - target group-oriented marketing based on detailed information about customers. This information is stored in a database. As specific information, the customer database contains master data as well as transactional data (e.g. sales data) on people or companies, i.e. address data, profile data (for specific identification and classification), campaign and reaction data. *

What is customer relationship management?

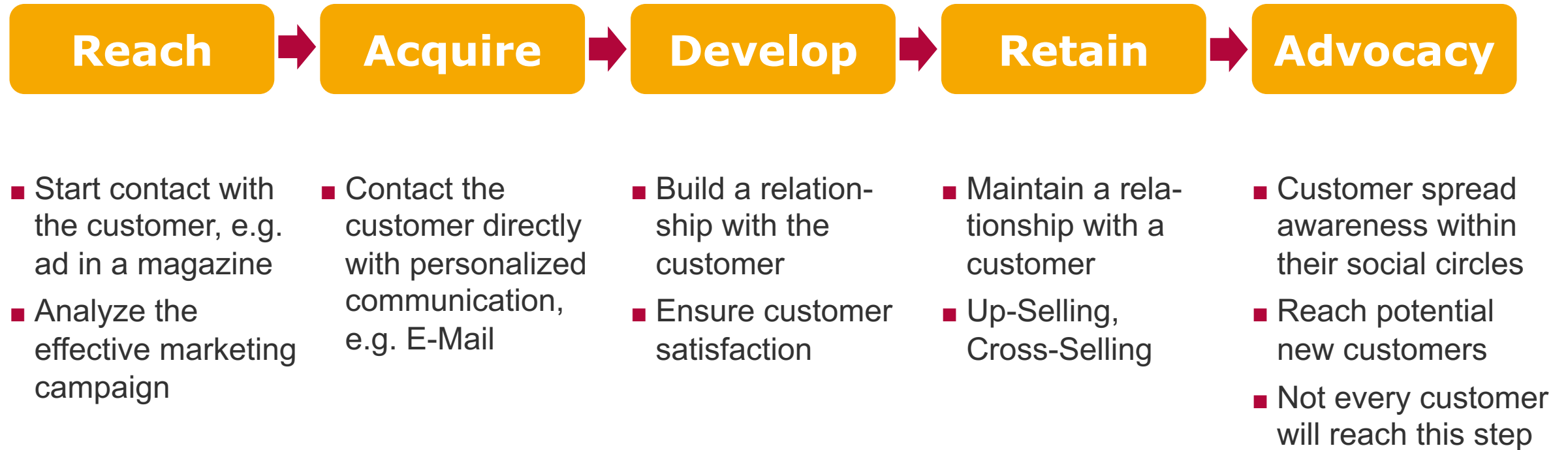
More than just selling:

CRM is a strategy for your company / business to serve your customers needs

- Gain new customers
- Serve the needs of existing customers

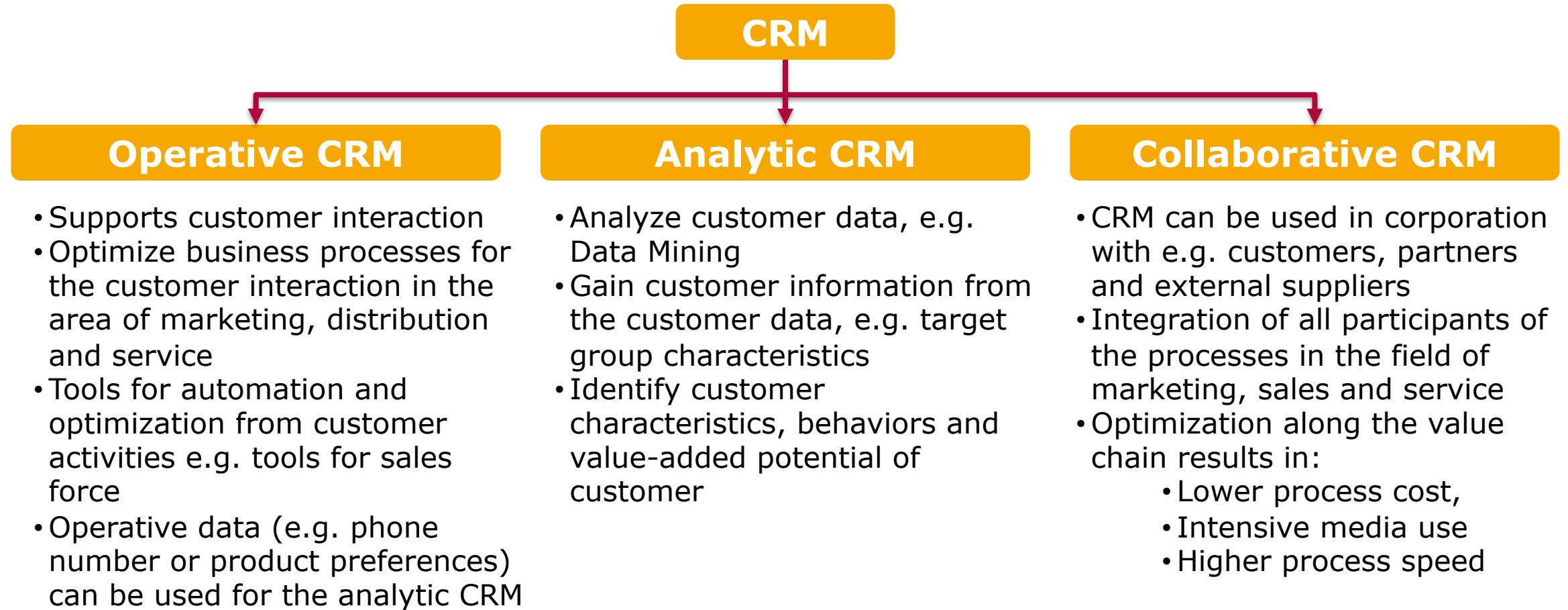
The overall goal is to gain revenue and sell the products and services of your company...

Customer Lifecycle is a 5-Step Process:

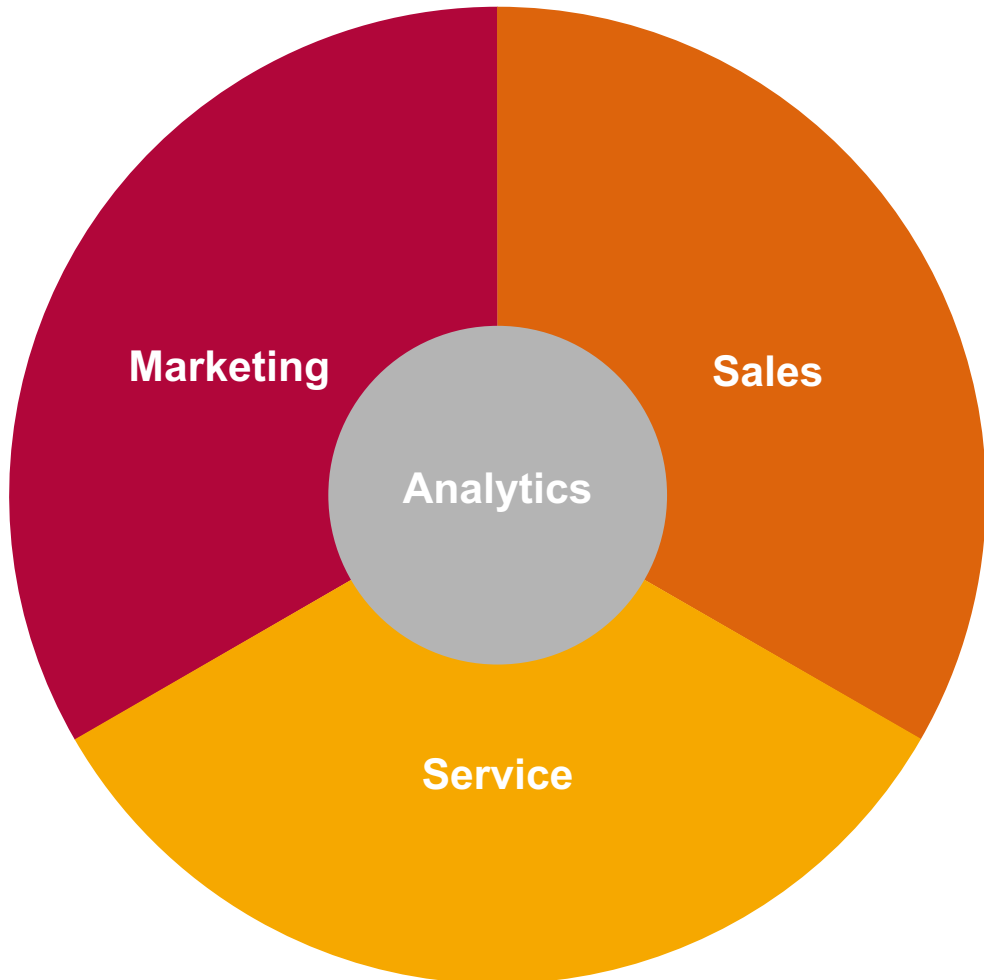


A CRM Tool is the software that enables users to perform the tasks within the area of CRM:

- Central tool for all activities with customer interaction
- Connected and integrated to other systems within the solution landscape of a company and (if necessary) its partners
- Covers the whole customer lifecycle
- Interface to customers
- Analysis of customers to provide best fitting offer to a specific customer



Typically modern CRM Systems combine all three!

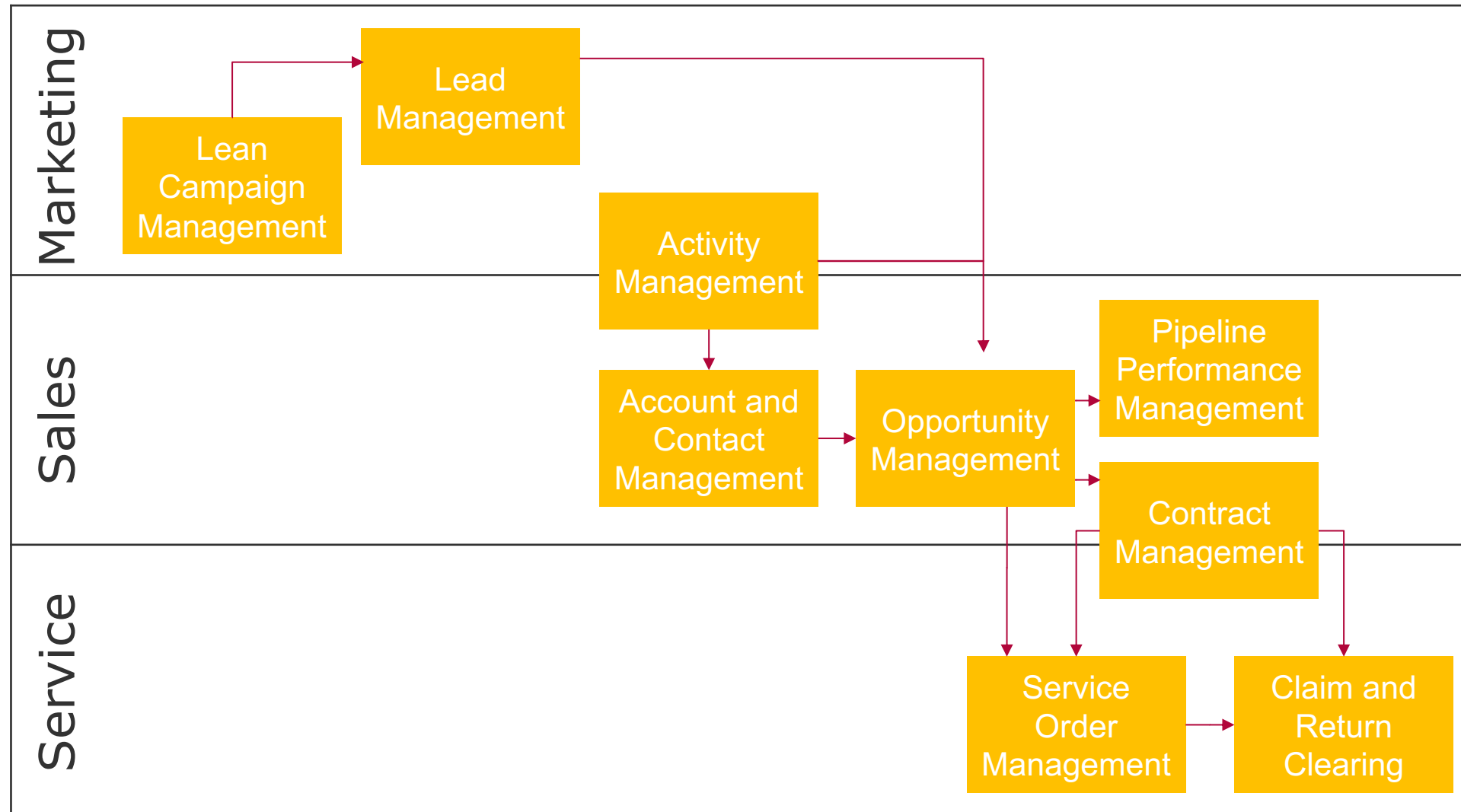


- Functionalities divided into different subprocesses
- Chosen extent defines functions in use
- Communication channels connect functionalities with subprocesses

CRM Functions ordered by Key Functions

Marketing	Marketing Planning	Campaign Management	Lead Management	Trade Promotion Management	Segmentation	Personalization		
Sales	Sales Planning & Forecasting	Territory Management	Account & Contact Management	Activity Management	Opportunity Management	Quotation & Order Management	Contract Management & Leasing	Incentive & Commission Management
Service	Service Planning & Forecasting	Customer Services & Support	Resource Planning & Optimization	Service Operations Management	Professional Services			
Analytics	Customer Analytics	Product Analytics	Marketing Analytics	Sales Analytics	Service Analytics	Interaction Channel Analytics		

Subset of Interacting CRM processes



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Organizational Structure

- Client (Mandant)
 - An independent environment in the system
- Company Code (Buchungskreis)
 - Smallest org unit for which you can maintain a legal set of books
- Marketing Area
- Sales Organization (Verkaufsorganisation)
 - An organizational unit responsible for the sale of certain products or services
 - The responsibility of a sales organization may include legal liability for products and customer claims
- Distribution Channel (Vertriebsweg)
 - The way in which products or services reach the customer
 - Typical examples of distribution channels are wholesale, retail, or direct sales

Organizational Structure

- Division (Sparte)
 - A way of grouping materials, products, or services

- Sales Area (Vertriebsbereich)
 - Combination of Sales Organization, Distribution Channel and Division
 - Determines conditions (i.e. pricing) for sales activities

- Plant (here: Delivering Plant)
 - Plant from which the goods should be delivered to the customer

- Other CRM organization units:
 - Shipping Point
 - Loading Point
 - Sales Office
 - Sales Group
 - Sales Person

Organizational Model

Client

**Global
Bike**

Company Code

**Global
Bike Inc.**

**Global Bike
Germany GmbH**

Sales / Marketing
Organization

US West

US East

**Germany
North**

**Germany
South**

Sales Office

Dallas

San Diego

Miami

Hamburg

Heidelberg

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-
- Business Partner
 - Business Roles
 - Organizational Management
 - Marketing Attributes
 - Service Agreements
 - Products
 - Sales Cycle

- Account
 - Individual Account (a person)
 - Corporate Account (legal entity or part thereof e.g., company or department)
 - Group Account (shared living agreement e.g. married couple or executive board)
- Contact
 - Person
- Employee
 - Person

Customer Master Data

- Customer Master
 - Contains all of the information necessary for processing orders, deliveries, invoices and customer payment as well as marketing attributes, contact information, roles and relationships
 - Every customer MUST have a master record
 - But you can have one-time customers
- Created by Sales Area
 - Sales Organization
 - Distribution Channel
 - Division
- The customer master information is divided into 3 areas:
 - General Data (Name, address, communication)
 - Company Code Data (Accounts, bank)
 - Sales Area Data (Sales office, currency)

The screenshot shows the SAP Customer Master Data display for Business Partner 2001. The header includes the SAP logo and the text "Display Organization: 2001, role FI Customer". Below the header, there are navigation tabs: "Address", "Address Overview", "Identification", "Control", "Payment Transactions", "Status", "Legal Data", and "Custo...". The main content area is divided into several sections:

- Name:** Title: 0003 Company (dropdown), Name: Philly Bikes (text field), Salutation: (text field), Salutation: 00 (text field).
- Search Terms:** Search Term 1/2: 000 (text field).
- Special Customer:** VIP (checkbox), Undesirable Customer (checkbox), Reason Undes.: (text field), Comment: (text field).
- Standard Address:** Print Preview (button).
- Street Address:** Street/House number: 20 Pine St (text field), Postal Code/City: 19073 Philadelphia (text field), Country: US USA (text field), Region: PA Pennsylvania (text field), Time zone: EST (text field), Tax Juris.: PA0000000 (text field), Transportation Zone: 0000000001 (text field), Region East (text field).

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- CRM for Marketing supports complex customer relationships within the total marketing process. It aims to
 - strengthen customer loyalty through better segmentation, personalized offers and efficient marketing campaigns
 - help using the marketing budget in the most efficient way.

Benefits:

- better transparency
- stronger relationship to customers
- rentable marketing investments
- lean processes
- loyal customers

Top 3 Marketing Goals:

1. Generate demand
2. Create Brand Awareness
3. Build long-term profitable relationships

CRM Functions ordered by Key Functions

Plan all marketing activities centrally and implement them across the enterprise

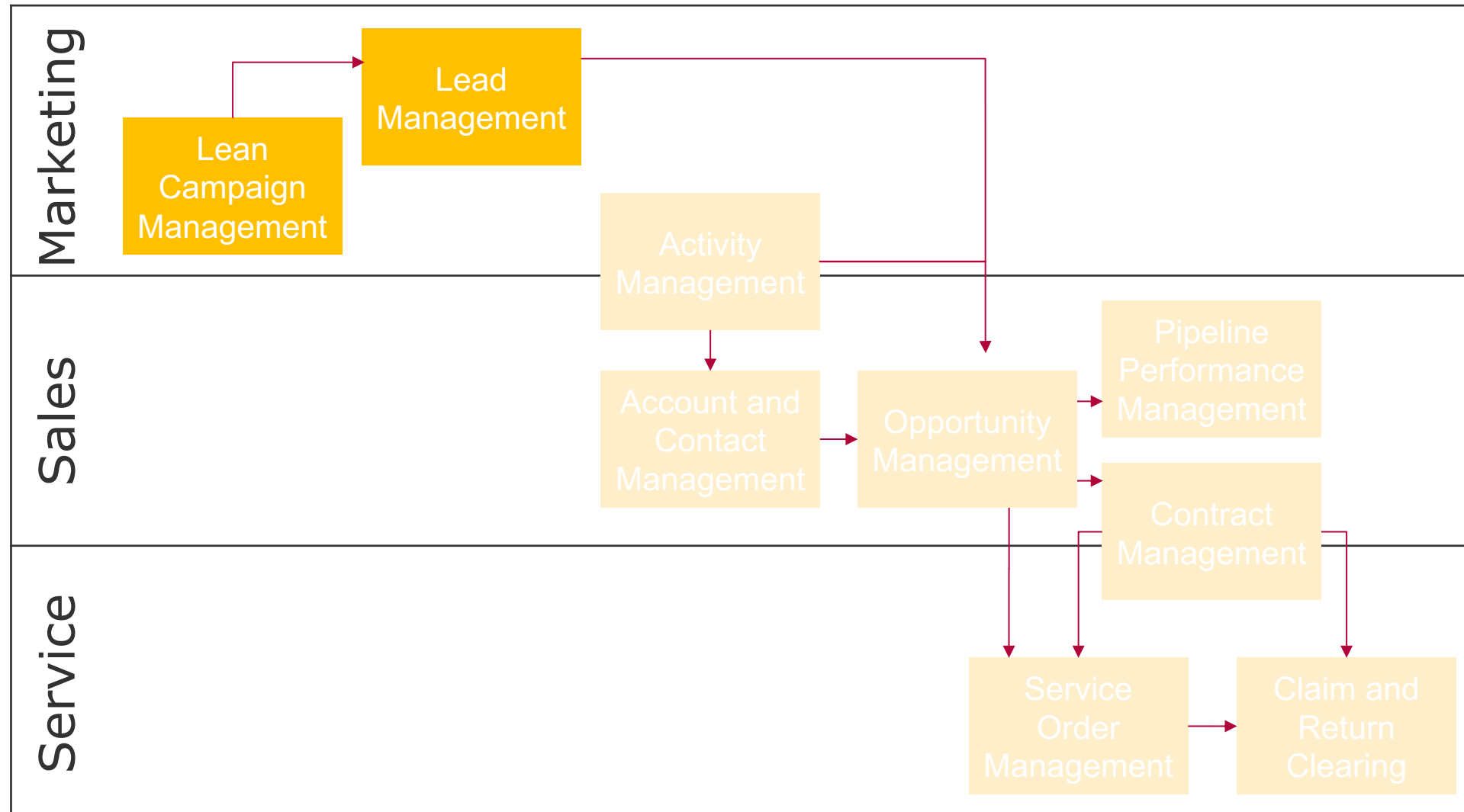
Enable sales professionals to use the CRM for gathering, qualifying, and distributing leads

Create personalized product proposals

Marketing	Marketing Planning	Campaign Management	Lead Management	Trade Promotion Management	Segmentation	Personalization
Sales	Sales Planning & Forecasting	Control the complete marketing campaign process, including design, execution, coordination, optimization, and monitoring		Opportunity Management	Allow business users to create highly targeted segments at the customer, partner, organizational, prospect, and group levels	
Service	Service Planning & Forecasting	Customer Services & Support	Resource Planning & Optimization	Service Operations Management	Professional Services	
Analytics	Customer Analytics	Product Analytics	Marketing Analytics	Sales Analytics	Service Analytics	Interaction Channel Analytics

Analyze customer behavior, segments, competitors, products, market channels, trends, profitability, and third-party market data

Interacting CRM Subprocesses



Agenda

Customer Relationship Management

- CRM for Marketing - Marketing to Lead Process
 - ***General Marketing Functionality***
 - *Lean Campaign Management*
 - *Lead Management*

External Lists contain information about new prospects and can be created and maintained using external data.

- Beneficial for transferring new prospects on a **huge scale** into your CRM System
- Can be obtained from external providers
- formats like .csv or Excel spreadsheets

External data can contain:

- Name and address of business partners and marketing prospects
- Marketing attributes
- Information about business processes, activities and leads
- Survey details

External list management includes:

- Data procurement
- Defining mapping formats
- Maintaining and actualizing data
- Creation of business partners and marketing prospects and their usage in campaigns
- Analysis of used methods (Reporting)

-
- Define exact business partners for selective marketing
 - combine business partners in **Target Groups** by similar marketing attributes
 - used for customer oriented Campaigns
 - estimate customers with most potential / value
-
- Target Group is created using Customer Segmentation

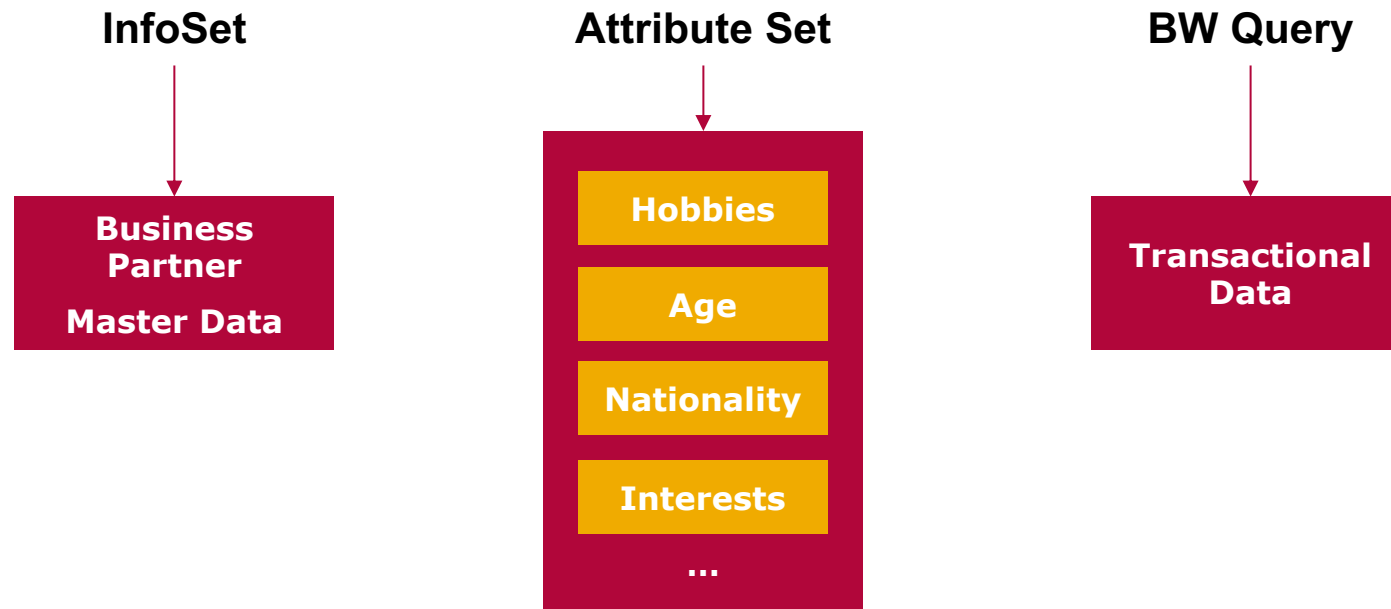
- **Segmentation** in enterprises is used to better **manage and collect information about customers** in groups
 - Better and more complete information about customers increase the market value respectively
 - For executing **selective marketing** procedures you assign common marketing attributes and other general attributes of customers to **target groups**
 - Segmentation itself consists of several process steps



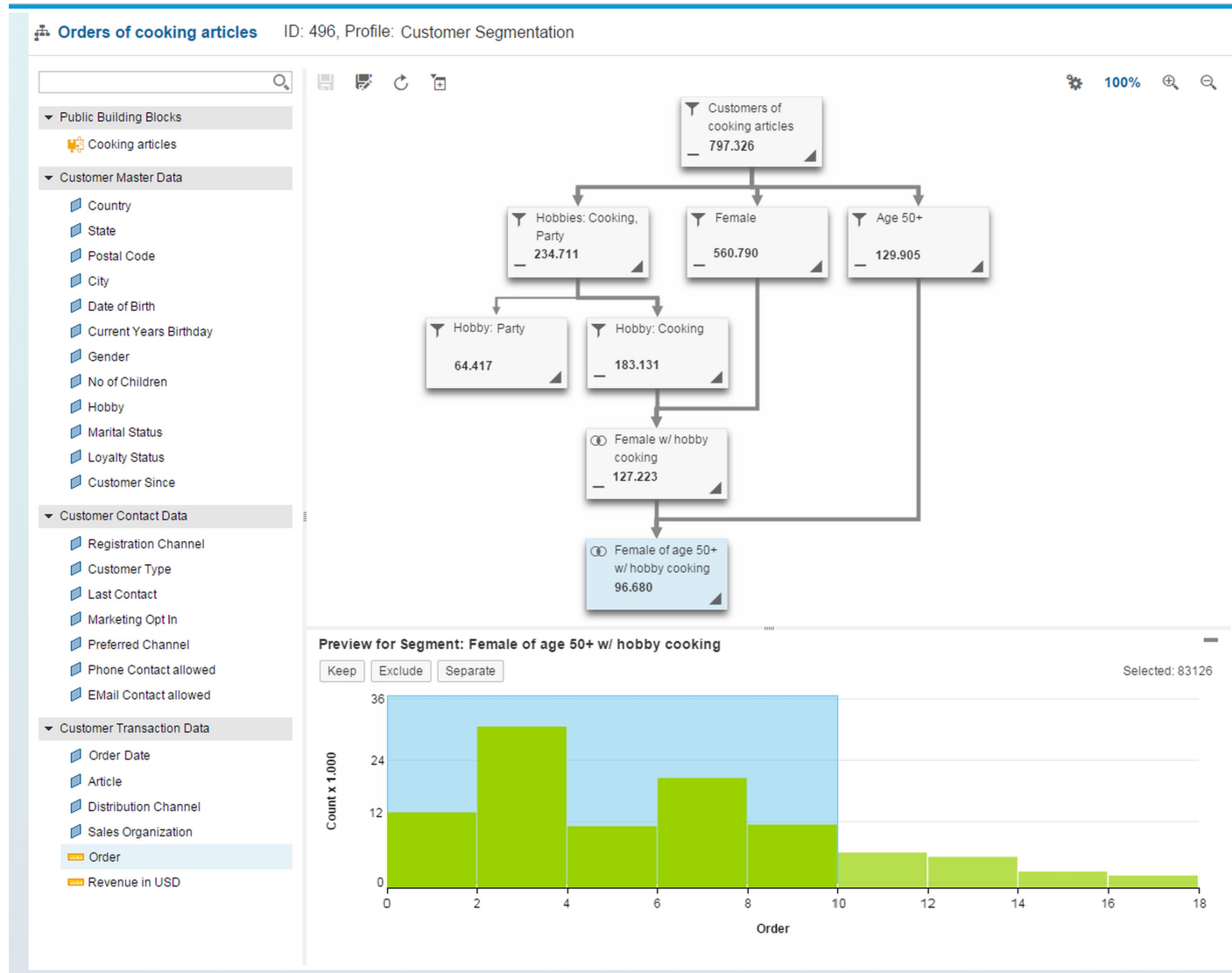
Segmentation and Target Groups

I . Define Master Data

- There is no specific “Marketing Master Data” object
- Different Business Objects can be Selected for Marketing Master Data



Customer Segmentation - UI



Agenda

Customer Relationship Management

- **CRM for Marketing - Marketing to Lead Process**
 - *General Marketing Functionality*
 - *Lean Campaign Management*
 - *Lead Management*

A **Marketing Campaign** represents a **specific marketing operation** – a way in which business partners in a target group are contacted through a communication channel.

The **target group** represents a **specific section of the market** (see Segmentation).

The **communication channel** represents the **way by which the business partners are contacted**, e.g. E-mails, letters, phone calls, activities etc.

Marketing Campaigns form the operative basis in marketing planning and are **used to plan, perform and analyze marketing operations** efficiently.

Lean Campaign Management describes the **process of planning executing and analyzing** these campaigns

Lean Campaign Management

Process and Workflow

Marketing Leader



Marketing Plan and Marketing Plan Elements are created in the CRM system

Marketing Campaign is created in the Marketing Calendar and relates to the Marketing Plan Elements

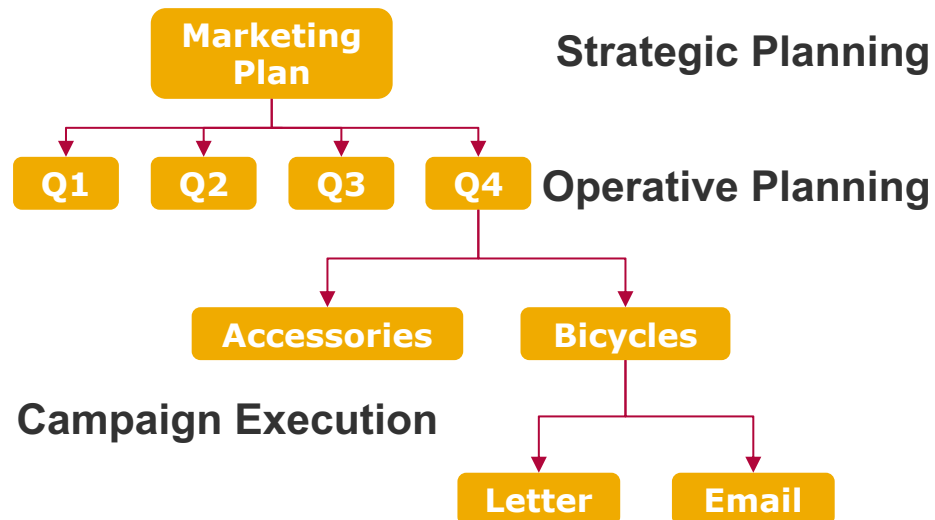
Campaign Execution via multiple Communication Channels

Lean Campaign Management

I. Marketing Planning

- A Marketing Plan is used to get an overview about the planned campaign steps
- create, delete or edit single marketing plan elements
- a hierarchy of marketing plan elements can be displayed

Marketing Plan Hierarchy



The screenshot shows a 'Campaign Details' interface. On the left, there is a 'Hierarchy' section with a tree view showing the following structure:

- MPLAN-001
 - MPE001-Q1_2
 - CAMP001-1
 - CAMP001-2
 - CAMP001-3
 - CAMP001-4
 - MPE001-Q2
 - MPE001-Q3
 - MPE001-Q4

Lean Campaign Management

II. Campaign Planning

- Marketing Campaign is created in the Marketing Calendar and relates to the Marketing Plan Elements

- General Data such as:

- Objective
- Tactic
- Priority
- Type
- Currency etc.

Campaign: CAMP000-5, Trade Show Campaign (Letter)

Save Cancel New Show Hierarchy Campaign Automation Start More

Campaign Details Edit

General Data	Dates
ID: CAMP000-5	Planned Start Date: 01.02.2018
Description: Trade Show Campaign (Letter) English	Planned End Date: 28.02.2018
Type: Product Promotion	Status
Objective: Brand Awareness	Current Status: Released
Tactic: Trade Show	New Status:
Priority: High	Channel
Employee Responsible: gbi-000 gbi-000	Communication Medium: Lead Generation
Marketing Organization: US West Marketing	Lead Template:
Currency: USD	
Parent:	
Authorization Group:	

Campaign Planning is a 4 step process:

- Define product groups
 - Which products shall be offered to customers?
 - Bicycles, air pumps, other accessories etc.?
- Find target groups
 - Which customers shall be informed about your products via communication channel?
 - Setting filters to find meaningful target groups
- Decide for communication channel
- Resource planning

Lean Campaign Management

II.II Campaign Execution – Example: Personalized Email

Personalized Email is used to send Mails to target groups or to provide lists of marketing prospects with marketing information that are designed especially for these people.

- Mail formulas are used to create personalized mails
- Badge processes send out emails to assigned Target Group

Agenda

Customer Relationship Management

- **CRM for Marketing - Marketing to Lead Process**
 - *General Marketing Functionality*
 - *Lean Campaign Management*
 - ***Lead Management***

A **Lead** represents

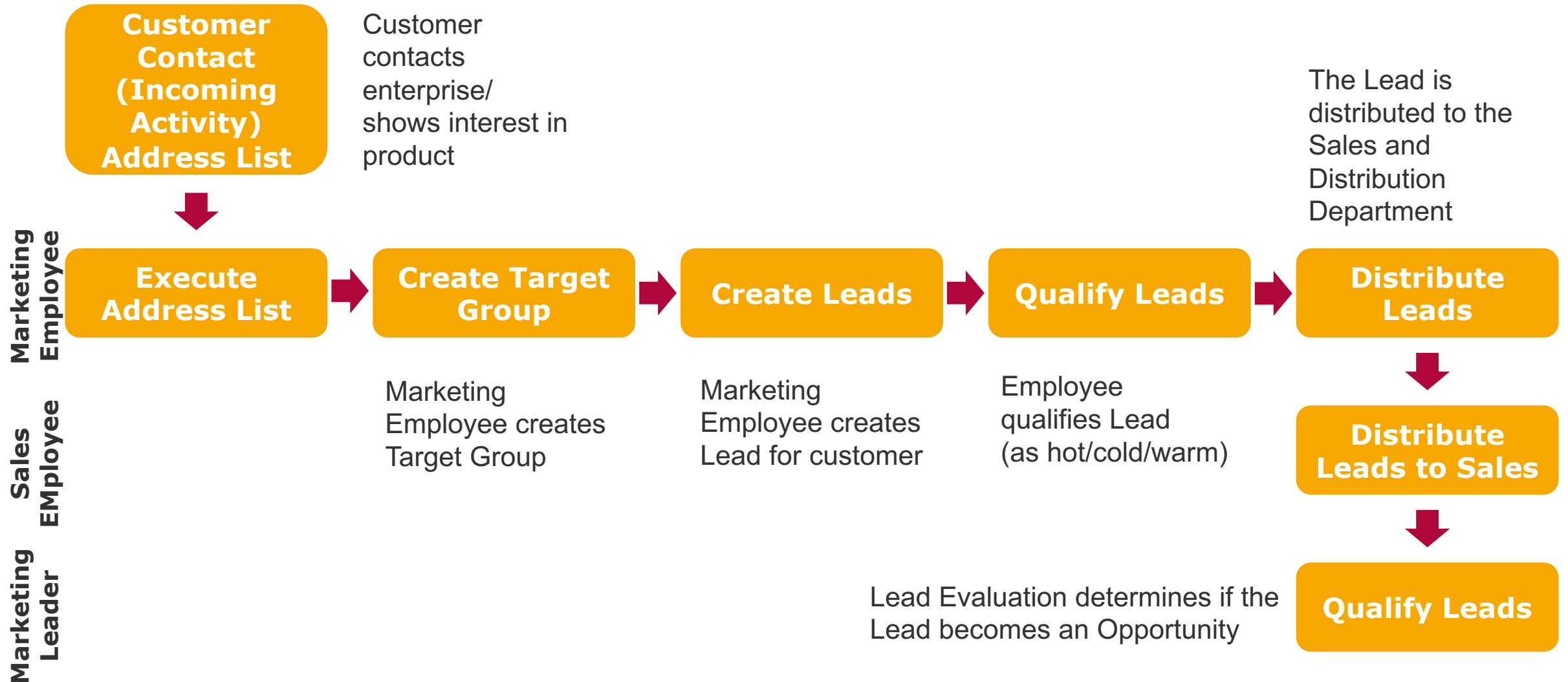
- a new potential business
- the basic interest in a product or service through a specific person or organization.

A **lead is a connection between marketing and sales**. Marketing can attract and increase the interest of a (new customer). The lead captures data for validation and prioritization of their interest. Once the interest is high enough the lead is handed over to sales and becomes an opportunity.

Lead Management is the process of collecting, updating and managing the interest of a business partner over time.

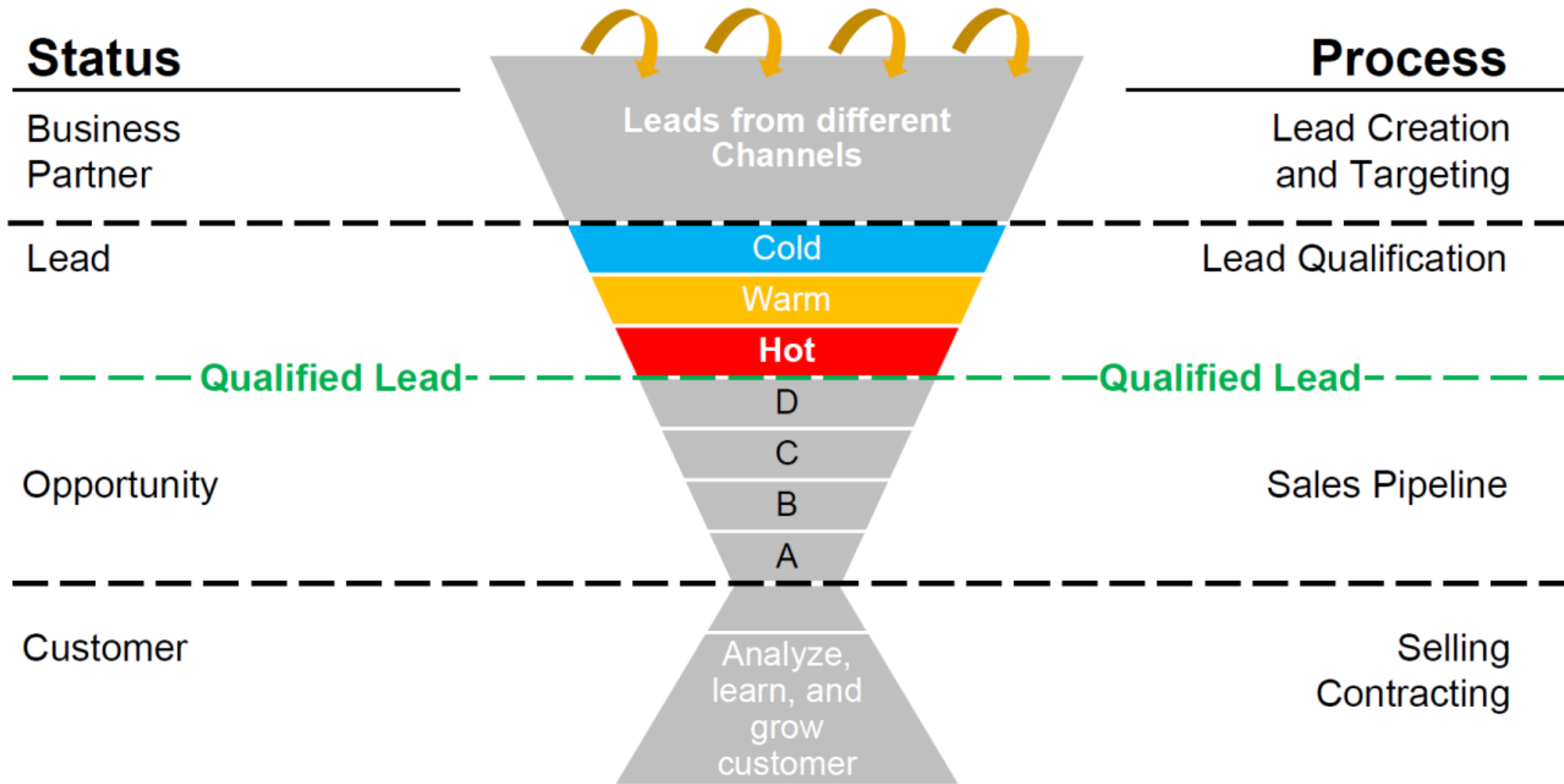
Lead Management

Process and Workflow



Lead Management

Qualification of Leads



Lead Management in SAP CRM

- The Marketing person creates a Lead which can be qualified directly within the creation
- The campaign type can be added

The screenshot displays the 'DP Lead: New' form in SAP CRM. The form is organized into several sections:

- General Data:** Includes fields for Type (set to 'BP Lead'), ID, Description, Prospect, Partner Number, Prospect Address, Main Contact, Employee Responsible (set to '061400'), Campaign, and Campaign Description.
- Dates:** Includes Start Date (set to '03.03.2017') and End Date.
- Status:** Includes Status (set to 'Open'), Reason, and Since (set to '03.03.2017').
- Classification:** Includes Priority, Origin, and Group (set to 'New Customers').
- Qualification:** Includes Qualification Level and Questionnaire Level.
- Notes:** A large text area at the bottom for entering notes.

The 'General Data' section is highlighted with a yellow box. The form also features a top navigation bar with buttons for Save, Cancel, New, Distribute, Follow-Up, and More.

Agenda

Customer Relationship Management

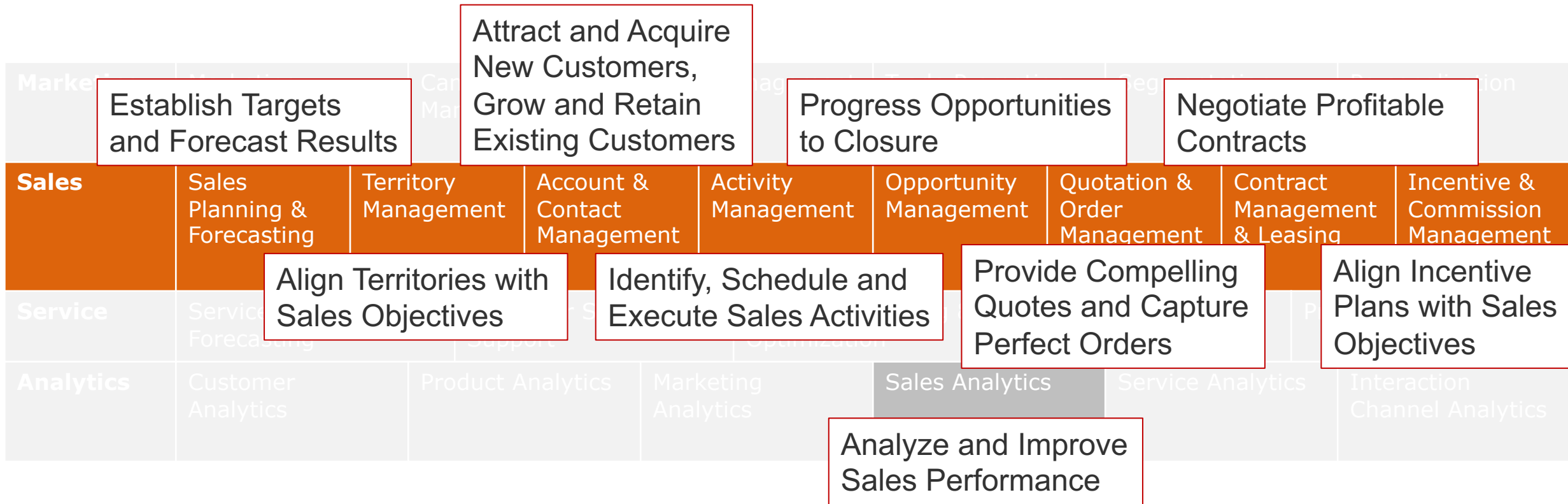
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- CRM for Sales covers the planning, managing, execution and analysis of sales activities.

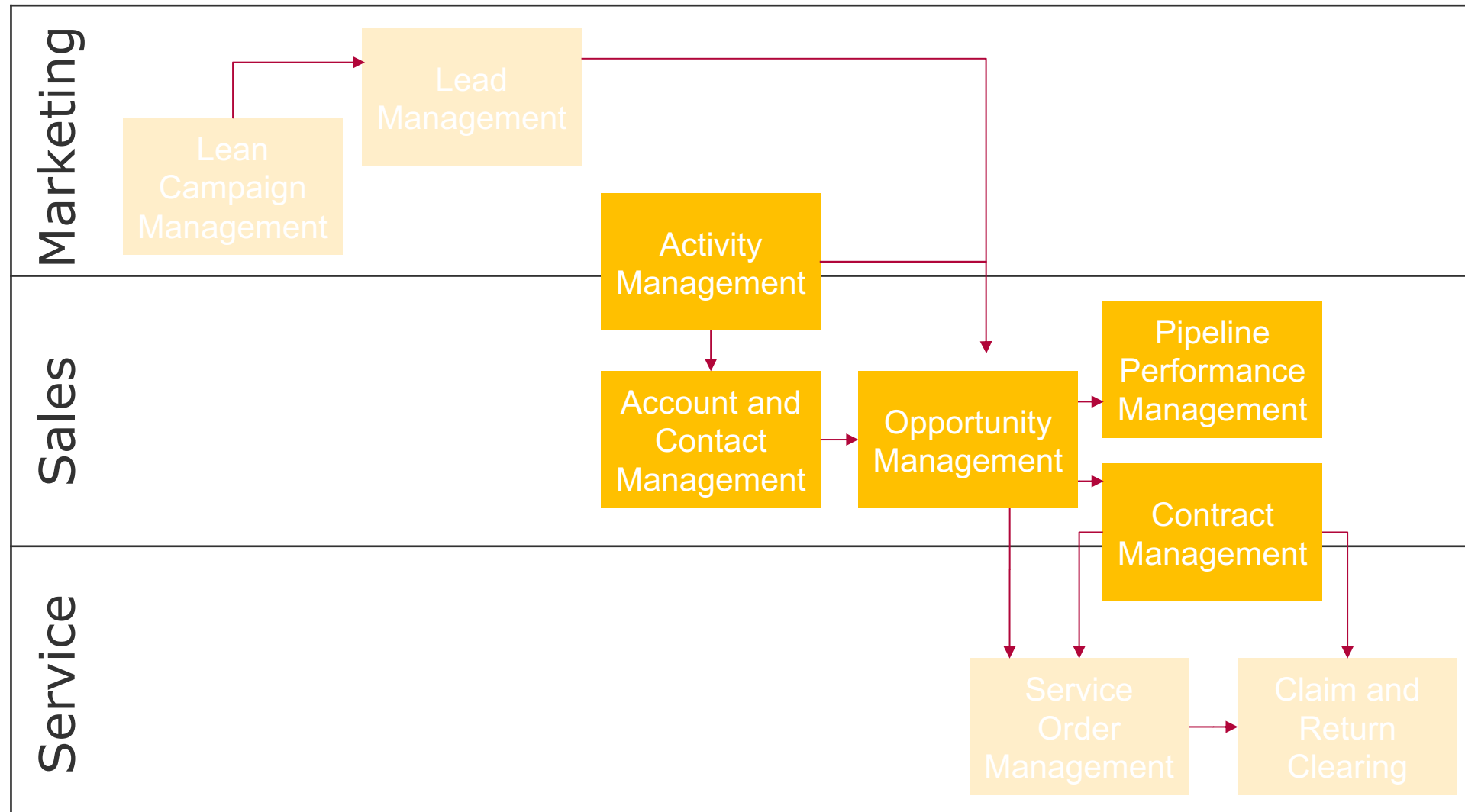
Benefits:

- efficient and goal-oriented Sales Execution and Target-Setting
- overall customer knowledge.
- shorten sales cycles
- increase revenues
- maximize sales team productivity,
- ensure customer loyalty
- and optimize indirect selling channels

CRM Functions ordered by Key Functions



Interacting CRM Subprocesses



Account and Contact Management

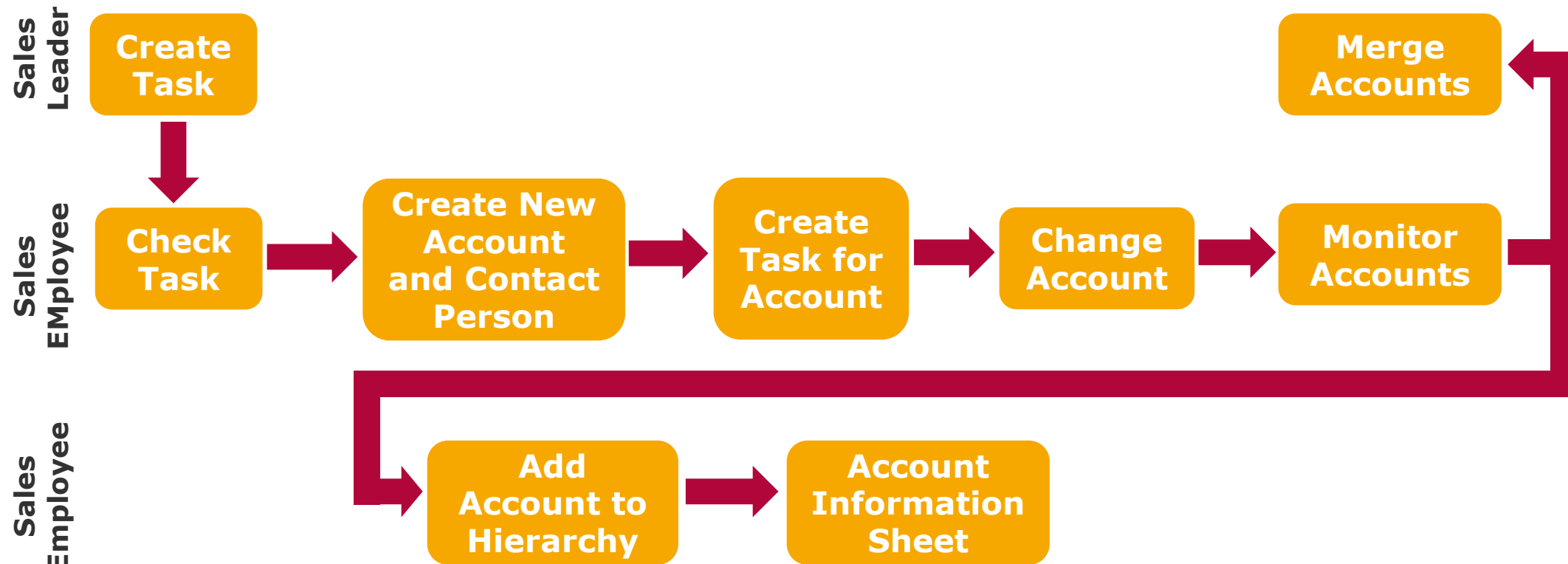
Definitions

- **Account Management** comprises Information about customers, prospects or contact persons in master data, activity information and analysis.

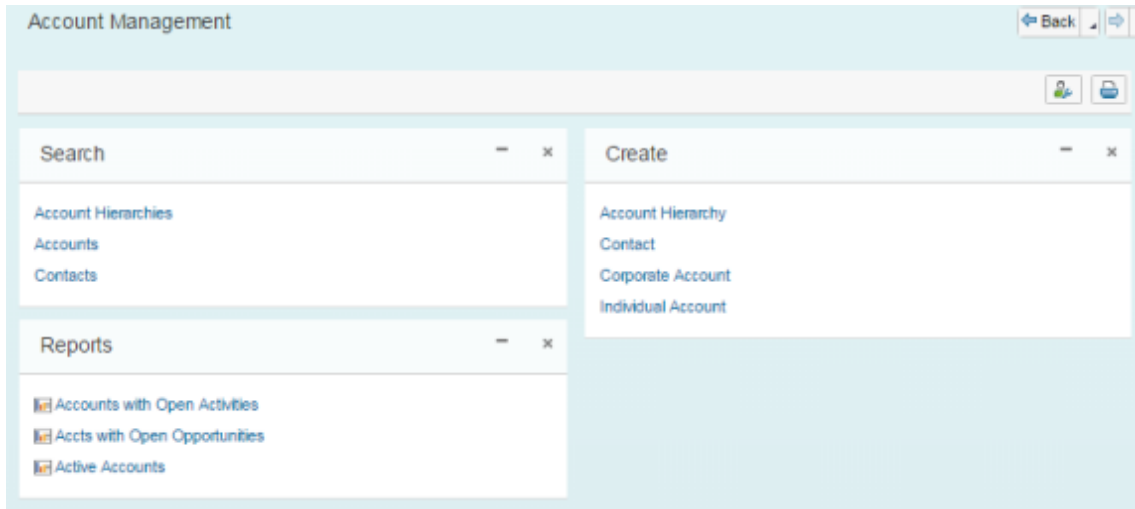
- **Features:**
 - Overview
 - Accounts
 - Information Sheet
 - Contact Person
 - Account Planning
 - Price Lists

Account and Contact Management

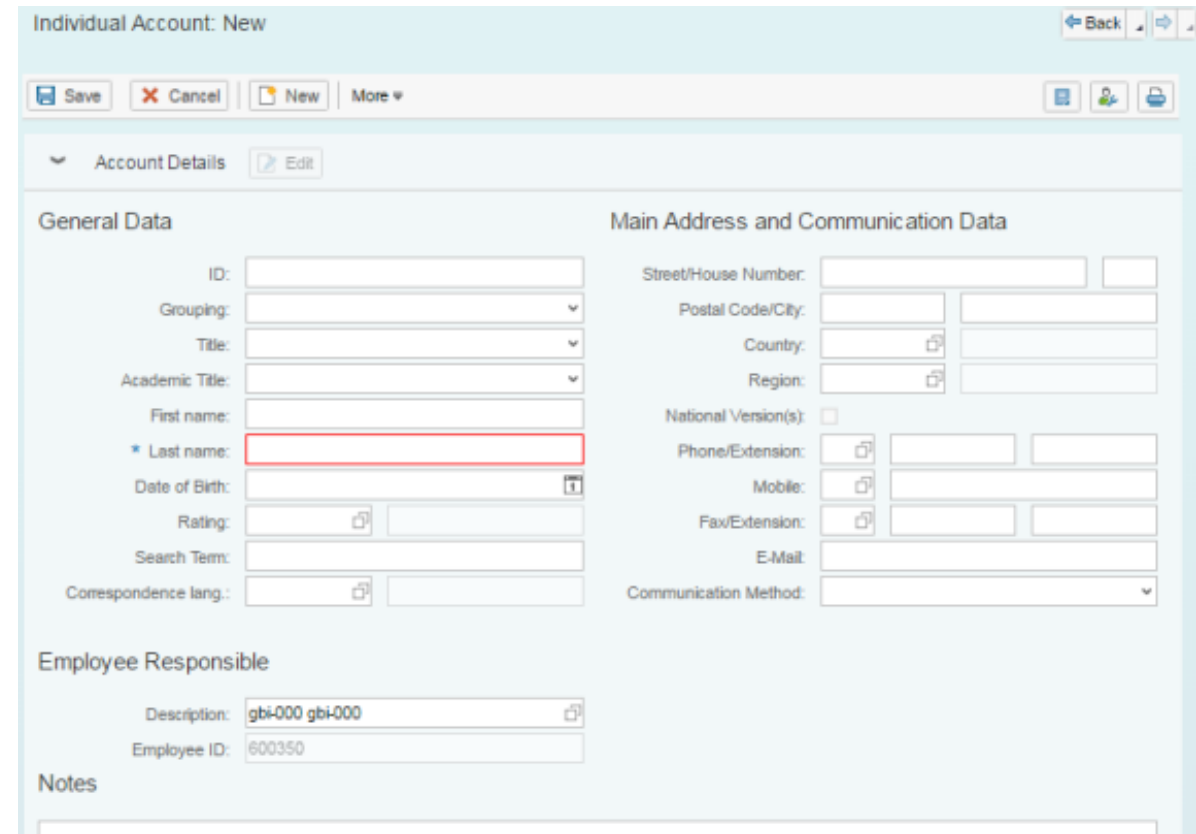
Process



Account and Contact Management in SAP CRM



The screenshot shows the 'Account Management' interface. It features a top navigation bar with a 'Back' button and a search icon. Below this, there are two main panels: 'Search' and 'Create'. The 'Search' panel contains links for 'Account Hierarchies', 'Accounts', and 'Contacts'. The 'Create' panel contains links for 'Account Hierarchy', 'Contact', 'Corporate Account', and 'Individual Account'. At the bottom, there is a 'Reports' section with three items: 'Accounts with Open Activities', 'Accts with Open Opportunities', and 'Active Accounts'.



The screenshot shows the 'Individual Account: New' form. It has a top navigation bar with 'Save', 'Cancel', 'New', and 'More' buttons, along with a 'Back' button and a search icon. The form is divided into several sections: 'Account Details' (with an 'Edit' button), 'General Data', 'Main Address and Communication Data', 'Employee Responsible', and 'Notes'. The 'General Data' section includes fields for ID, Grouping, Title, Academic Title, First name, Last name (highlighted with a red border), Date of Birth, Rating, Search Term, and Correspondence lang. The 'Main Address and Communication Data' section includes fields for Street/House Number, Postal Code/City, Country, Region, National Version(s), Phone/Extension, Mobile, Fax/Extension, E-Mail, and Communication Method. The 'Employee Responsible' section includes fields for Description (containing 'gbi-000 gbi-000') and Employee ID (containing '600350').

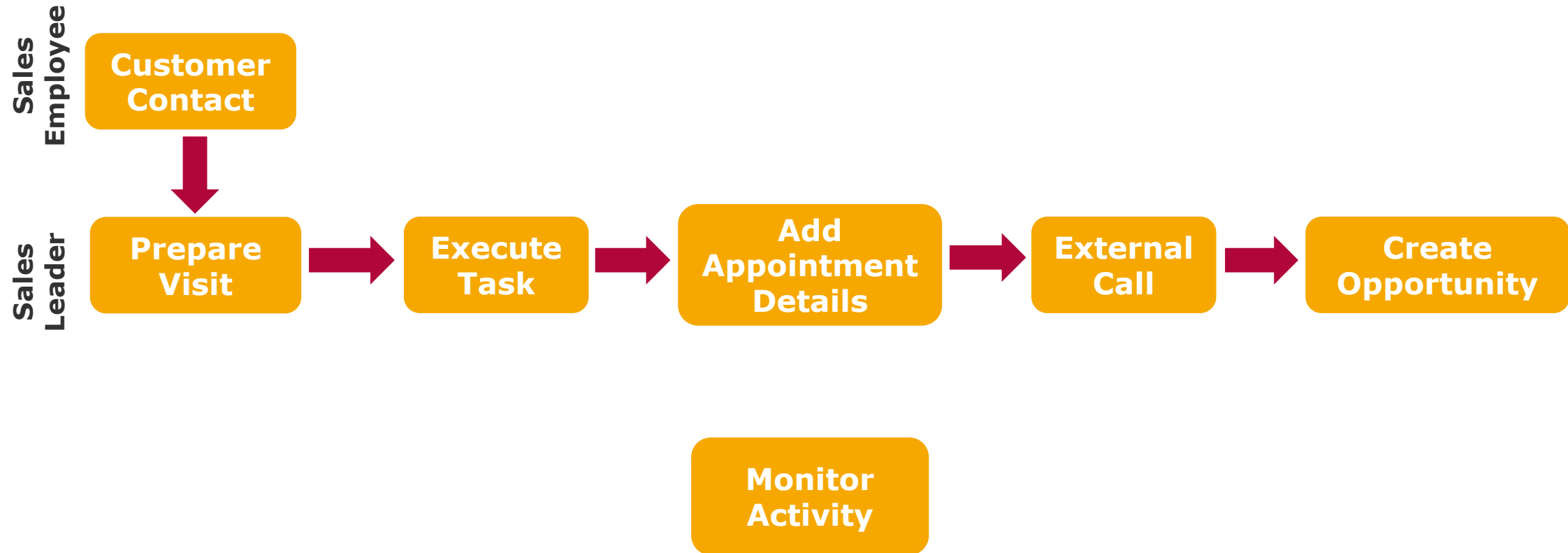
Activity Management

Definitions

- **Activity Management** supports the sales and service process across all phases and **provides information about all activities carried out** to serve the customer.
- Features:
 - Incoming call or e-mail and follow-up visit
 - Preparing visit
 - Customer visit
 - Visit report
 - Activity monitor
 - Opportunity

Activity Management

Process



Activity Management in SAP CRM

Appointment: New

Save and Back Save Cancel New More

Appointment Details Edit

General Data

Description:

Location:

Start Date/Time: 03.03.2017 15:58

End Date/Time: 03.03.2017 16:08

All Day:

Importance: Medium

Active Status: Open

Category: Date

Territory:

References

* Account:

* Contact:

Employee Responsible: gbi-000 gbi-000

Reference:

Item:

Reference Description:

Private:

Notes

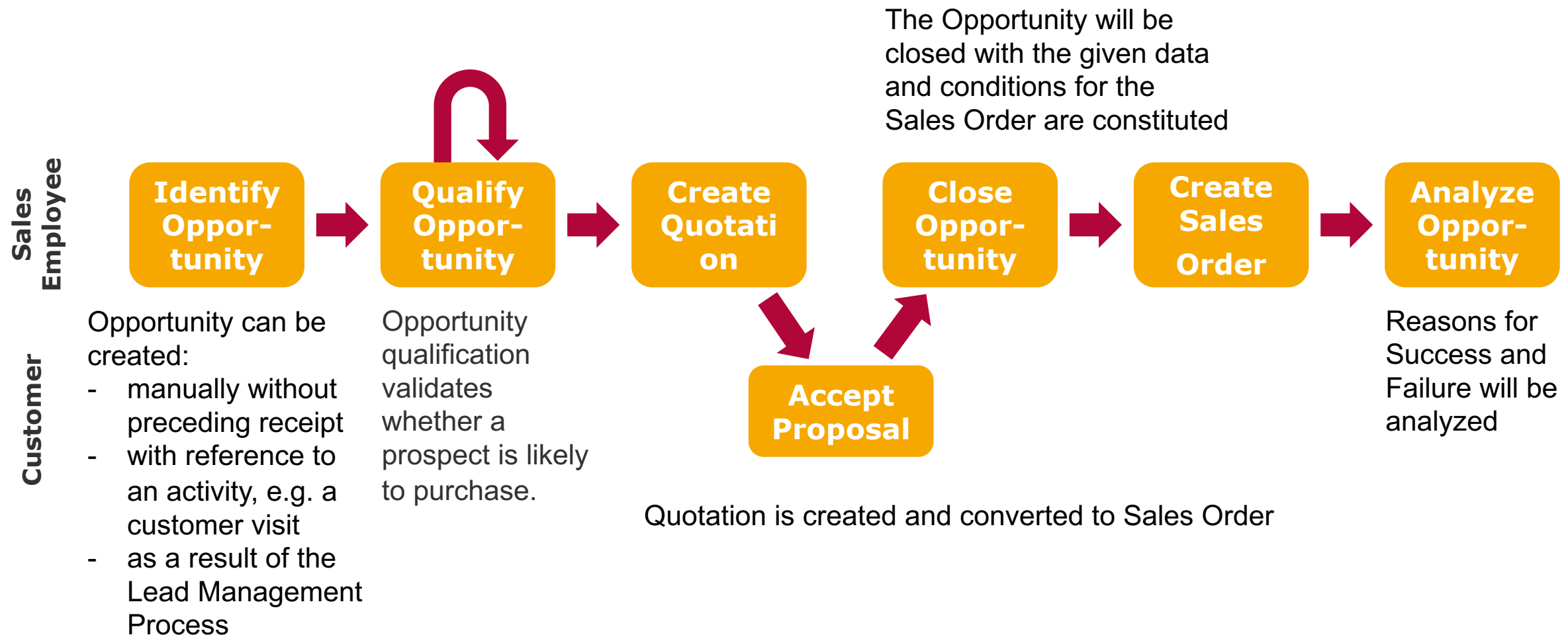
Opportunity Management

Definitions

- The **Opportunity Management** scenario creates a framework for **pursuing sales projects from the start**, as they progress, and provides the basis for a **target-oriented analysis and optimization of your sales processes**.
- Features:
 - Opportunity identification
 - Opportunity qualification
 - Quotation creation
 - Decision
 - Closure
 - Sales Order creation

Opportunity Management

Process



Opportunity Management in SAP CRM

BP Opportunity: New

Save Cancel New Create Follow-Up Trigger Output More

Opportunity Details Edit

General Data	Dates
Type: BP Opportunity	Start Date: 03.03.2017
ID:	* Closing Date: 03.04.2017
* Description: GBI Opportunity 000	Sales Cycle
Prospect: Rocky Mountain Bikes	Sales Stage:
Prospect Address: 6400 Fiddler's Green Circle / Denver CO 80111	Chance of Success: 0 %
Main Contact: Mr. Peter Lemon	Calculated Chance: 0 %
Employee Responsible: gbi-000 gbi-000	Status: Open
Forecast	Reason:
Exp. Sales Volume: 0,00 USD	Credit Status: Not Relevant
Weight. Exp. Sts Vol.: 0,00 USD	Classification
Exp. Total Value: 0,00 USD	Opportunity Group: New Customers
Rel. for Forecast: <input checked="" type="checkbox"/>	Origin:
Territory:	Priority:
Notes	
<p>- Why is the customer looking for a new solution?</p> <p>- What is he currently using?</p> <p>- Which requirements should be fulfilled by the new solution?</p>	

Quotation and Order Management

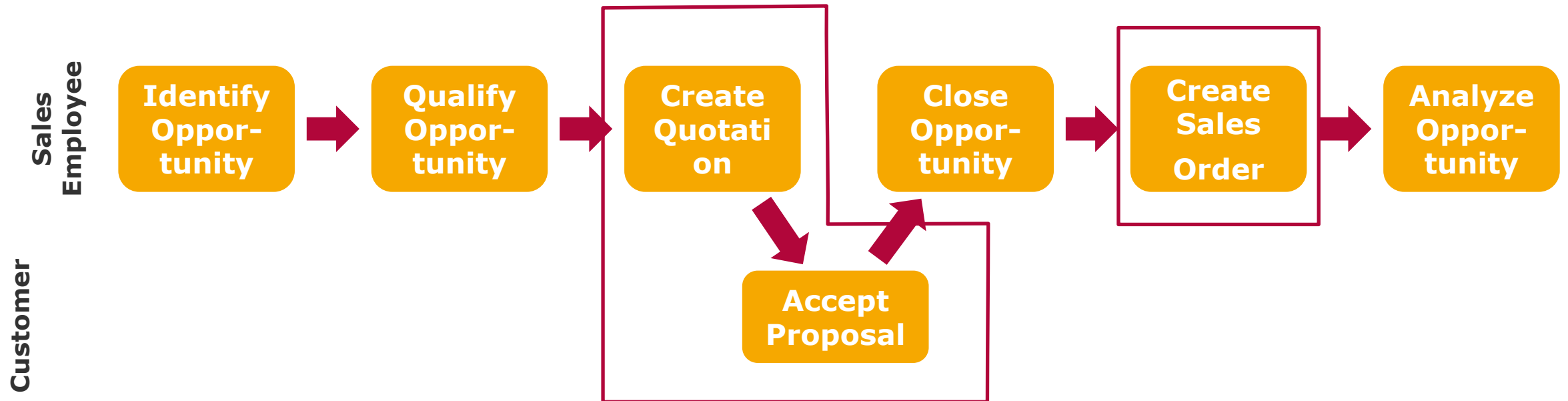
Definitions

- ***Quotation and Order Management*** helps you to offer, sell and deliver products to the customers, mostly serial or bulk products that you procure externally.
- Features:
 - Processing via various communication channels
 - Integrated processes
 - Extensive information
 - Automatic determination procedures
 - Billing takes place in SAP ERP

Quotation and Order Management

Process

Quotation and Order Management were already represented as part of Opportunity Management



Quotation & Order Management: Quotation Functionalities



Lead to Cash



Lead to Opportunity

Opportunity to Quote

Quote to Order

Create Customer Order

Sales and Distribution
(earlier in the course)

Invoice Customer

Sales Order Process

Lead to Quote / Lead to Order

Order to Cash

Quote to Order

Lead to Opportunity

Opportunity to Quote

Create Customer Order

Orchestrate Fulfillment Process

Invoice Customer

Pre-Sales Activities

- Inquiry
- Quotation

Create Sales Order

- Delivery Scheduling
- Shipping & Route Determination
- Availability Check
- Pricing
- Credit Check

Material Provision

- Delivery Creation
- Picking
- Loading and Packing
- Goods Issue

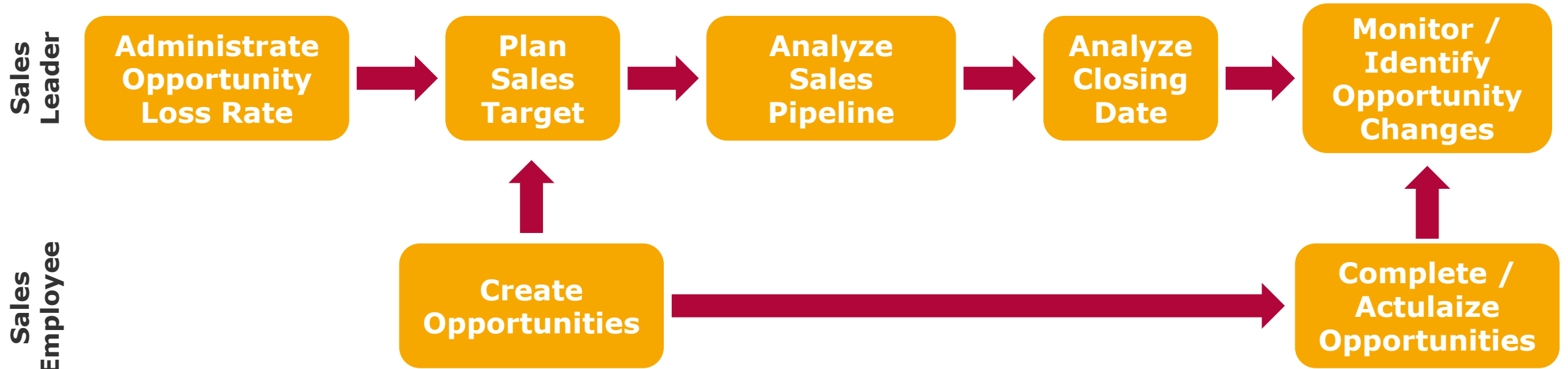
Pipeline Performance Management

Definitions

- **Pipeline Performance Management** supports Sales Employees when analyzing their Sales Pipeline. The process is using standard sales processes in the CRM System:
 - Opportunity Management
 - Activity Management
 - Account and Contact Management
- **Features:**
 - Administration of Sales Targets with integrated planning of Sales Rate
 - Identification of critical Opportunities
 - Simulation of Opportunity Changes and What if Scenarios

Pipeline Performance Management

Process



Territory Management

Definitions

- **Territories** are market based groupings of customers. They serve criteria that help to manage and control Sales and Marketing operations of an organization. The Main objective is to help establish sales territories
- Territory are Defined in terms of:
 - geographic segments
 - market segments
 - product or product lines
 - size of customer groups
 - specific customers or prospects
- Features
 - Increase Market and Customer Coverage
 - Control Selling Expenses
 - Improve Sales Force Performance Evaluation
 - Improve Customer Relationships
 - Improve Co-Ordination
 - Benefits for Sales People and Companies

Territory Management

Process

Sales Leader designs territory
hierarchy and territories

Sales
Leader

**Rule
Determination**



**Hierarchy
Assignment**



**Attribute
Assignment**



**Changing
Territory
Hierarchy**



**Change in
Territory**



Sales
Employee

**Opportunity
Design**

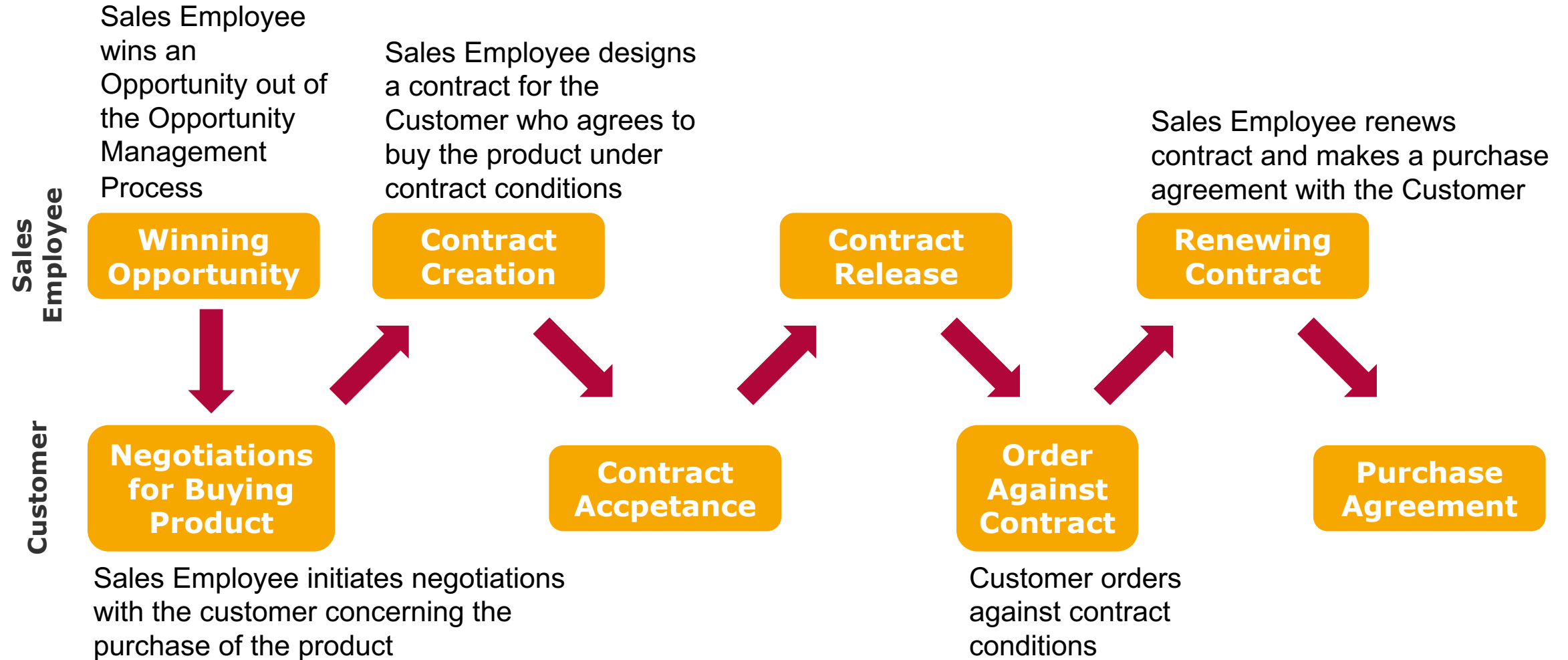
Contract Management

Definitions

- Contracts are based on the concept of business transactions and contain general data as well as specific product and customer data
- Status possible:
 - Open
 - In Process
 - Released
 - Completed

Contract Management

Process



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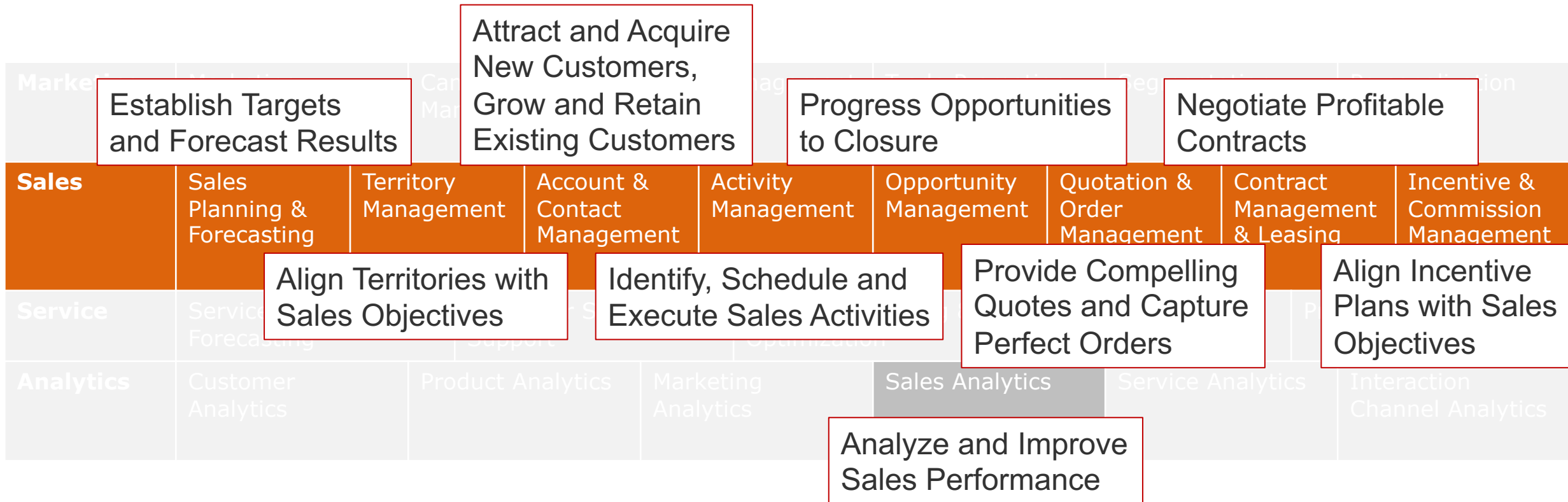
- CRM for Service helps organizations manage the complexities of operating a service business.

- Benefits:
 - consolidated, operational insight enabling service and fulfillment appropriately matched to customer revenue potential
- It provides comprehensive Capabilities to organizations in the following areas:
 - ServiceRequest, ServiceOrder
 - Complaint Management
 - Service Planning and Analytics
 - and more

- General Service Management Processes:
 - Service Marketing, Sales and Contracts follow similar processes to Product Marketing, Sales and Contracts.
 - Service Logistics & Finance
 - Field Service Management

- Specialized Service Management Processes:
 - Installation & Maintenance
 - Customer Service & Support
 - Returns & Depot Repairs
 - Warranty and Claim Management
 - Personnel Services

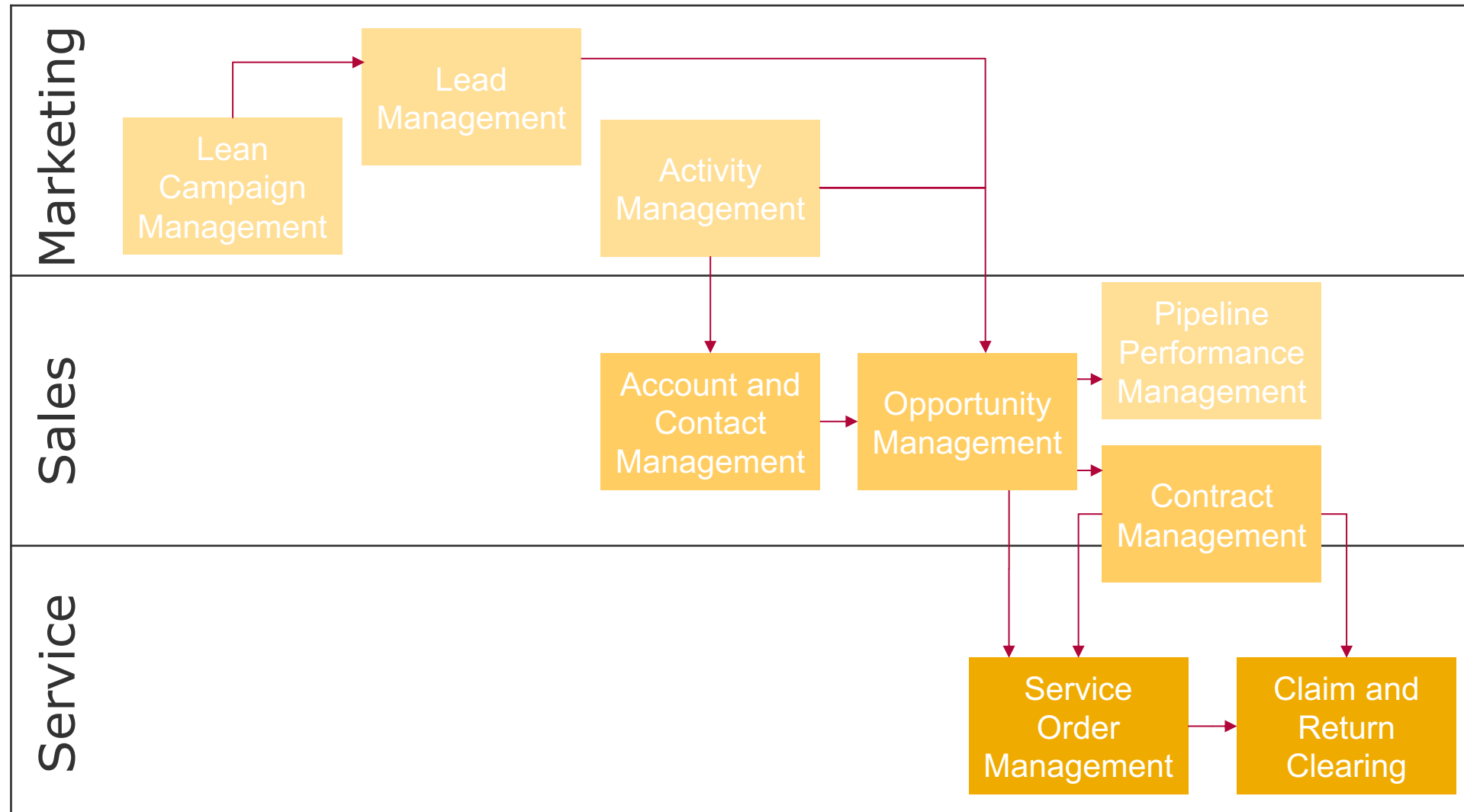
CRM Functions ordered by Key Functions



CRM Functions ordered by Key Functions

Marketing	Marketing Planning	Campaign Management	Lead Management	Trade Promotion Management	Segmentation	Manage Knowledge Intensive Services, e.g. Consulting	
Sales	Sales Planning & Forecasting	Territory Management	Manage Service Activities Related to Customer Requests	Activity Management	Opportunity Management	Quotation & Order Management	Commission Management
Service	Service Planning & Forecasting	Customer Services & Support	Resource Planning & Optimization	Service Operations Management	Manage daily operations of services		
Analytics	Establish Targets and Forecast Results	Product Analytics	Optimization of services regarding human resources, raw materials, tasks, and projects	Service Analytics	Analyze and Improve Service Performance		

Interacting CRM Subprocesses



Agenda

Customer Relationship Management

- CRM for Service – Sustain to Retain Process
 - ***Service Order Management***
 - *Claim and Return Clearing*

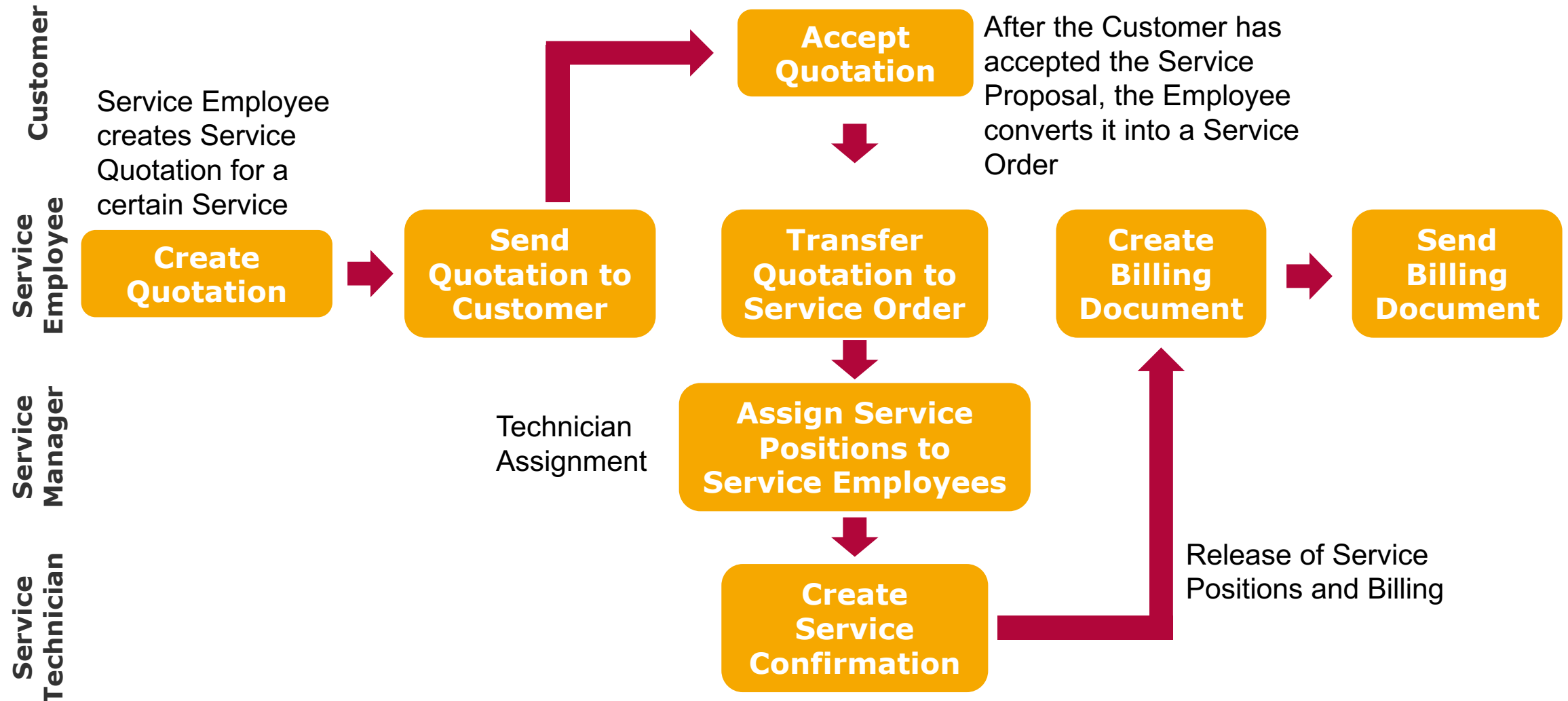
Service Order Management

Definitions

- Service Order is the equivalent of the Sales Order when selling Services
- Features
 - Preparation of Service Quotations and Printout of Bills
 - Preparation of Service Orders (Creation, Confirmation, Billing)
 - Resource Planning
 - Printout of Billing Documents and other Documents
 - Optional: Evaluation of Service in BW

Service Order Management

Process



Agenda

Customer Relationship Management

- CRM for Service – Sustain to Retain Process
 - *Service Order Management*
 - ***Claim and Return Clearing***

Claim and Return Clearing

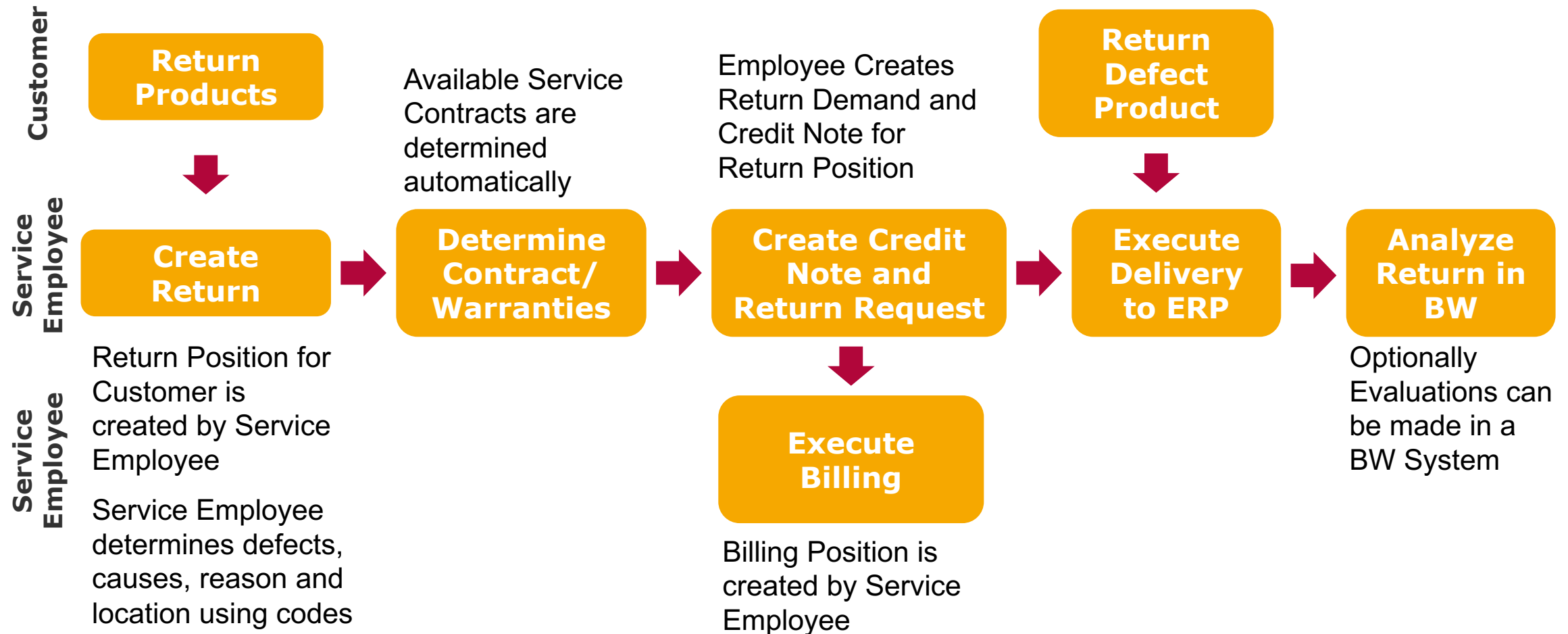
Definitions

- Claims and Returns are a common service when selling any goods.
- Claims – defects on the product, errors in fulfillment or billing, ...
- Returns – Returning goods as part of canceling the sale, returning goods to be exchanged for different sizes, ...

- Features
 - Execution of Returns in Frontend
 - Preparation of Returns in Backend
 - Optional Evaluation of Returns in BW

Claim and Return Clearing

Process



Summary

- The CRM system is the central tool for all activities with customer interaction
- It is connected and integrated to other systems
- It supports processes in Marketing, Sales and Service and allows for Analysis in these areas

Marketing	Marketing Planning	Campaign Management	Lead Management	Trade Promotion Management	Segmentation	Personalization		
Sales	Sales Planning & Forecasting	Territory Management	Account & Contact Management	Activity Management	Opportunity Management	Quotation & Order Management	Contract Management & Leasing	Incentive & Commission Management
Service	Service Planning & Forecasting	Customer Services & Support	Resource Planning & Optimization	Service Operations Management	Professional Services			
Analytics	Customer Analytics	Product Analytics	Marketing Analytics	Sales Analytics	Service Analytics	Interaction Channel Analytics		