



**2022**

**THE STATE  
OF CRM**

*presented by* **tinyclues**



Here we are again: another year, another State of CRM report!

I'm very excited to be introducing this new edition.

My team worked hard to survey one hundred CRM marketers from around the world, representing a wide array of industries and working in companies of all sizes.

In speaking with these marketers, we were able to identify some of the most significant changes from the past year, new CRM challenges we're all facing, and what some of us are doing better than others to keep pace with the ever-evolving landscape.

We've packed this report with deep-dive analyses and actionable insights that we hope you can apply in your daily practice to help your CRM grow!

Happy reading!



**Benoît Bouteille**  
VP Customer Experience

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# Introduction & overview

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# Methodology and Report Overview

## How the data was collected

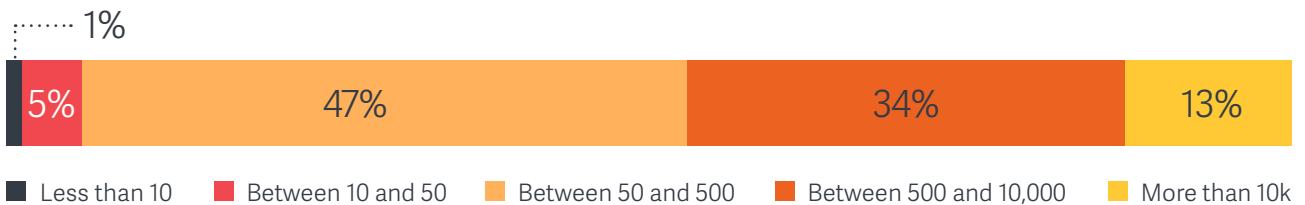
Respondents opted in to complete a quantitative survey in exchange for a tree to be planted on their behalf through the PUR Project. The respondent pool is made up of digital and CRM marketing professionals..

Sample size: n = 99

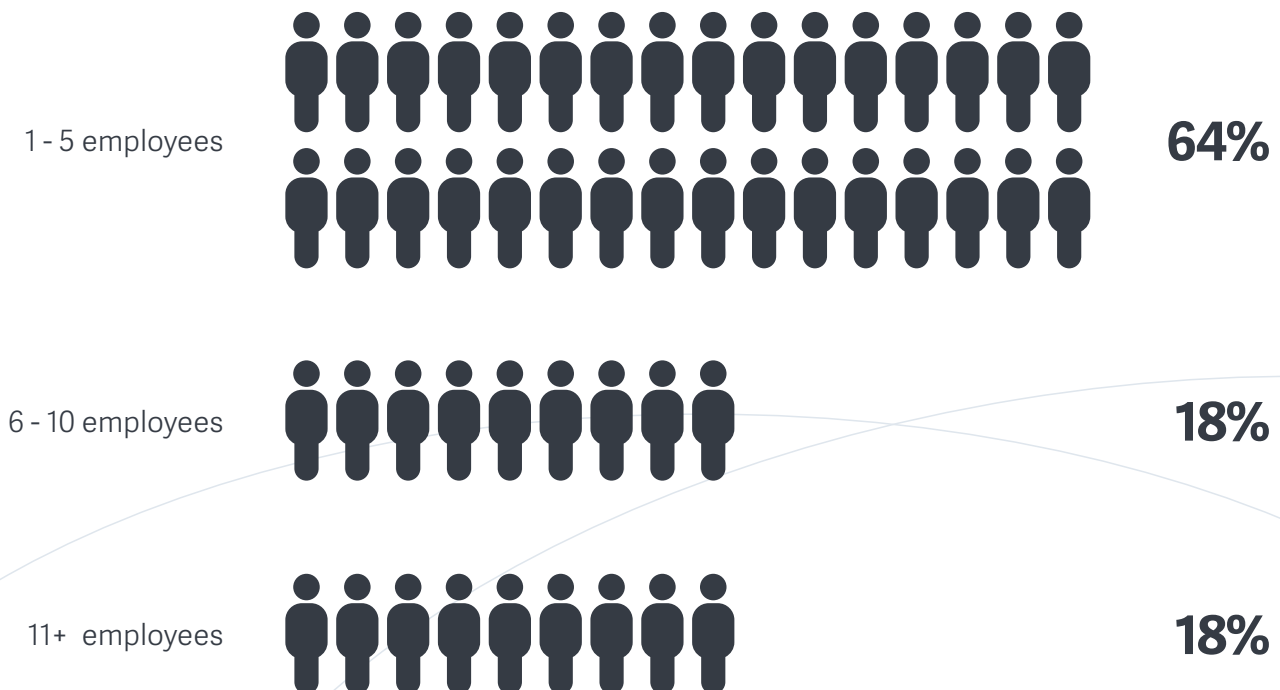


- 88% in CRM, customer marketing or customer loyalty
- 66% of which have been in customer marketing for more than 5 years

## What's the size of the company?

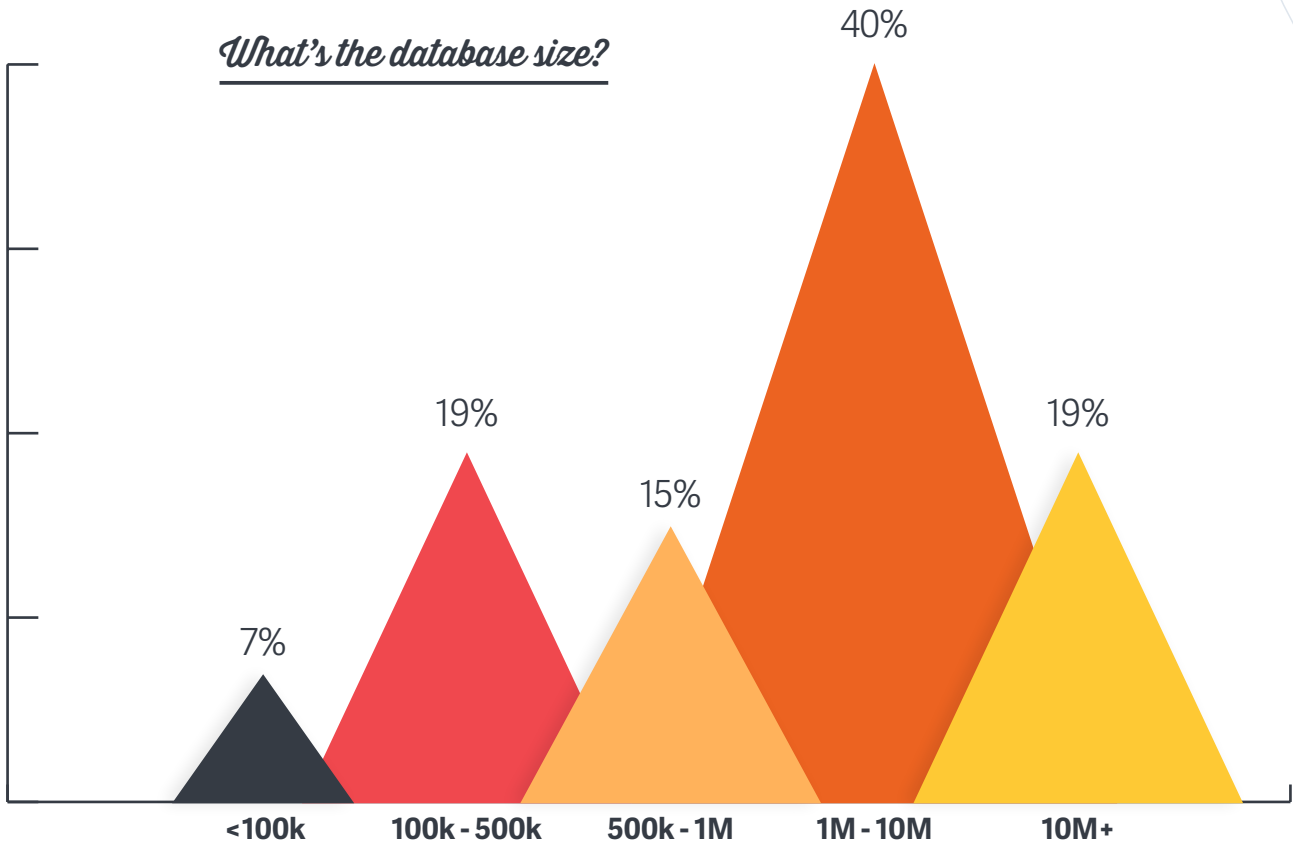


## What's the size of the CRM department?

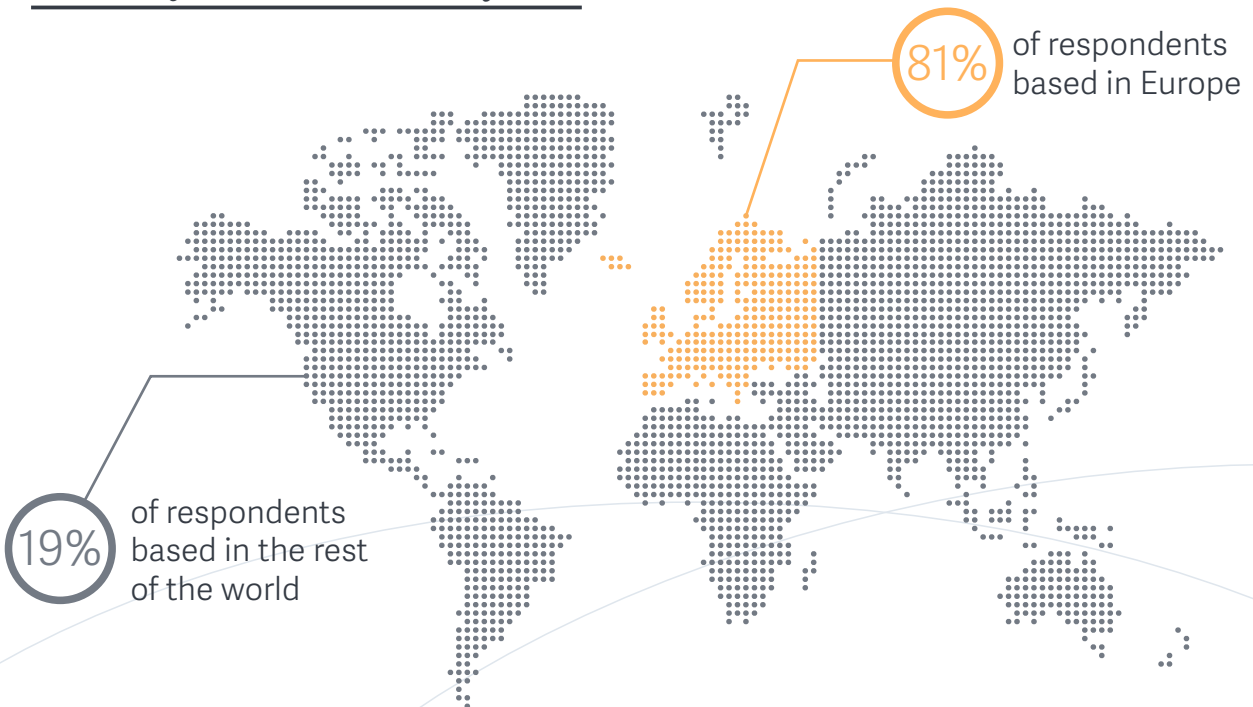


# Methodology and Report Overview

*What's the database size?*






*Which region are respondents from?*



# Top challenges for CRM Marketers

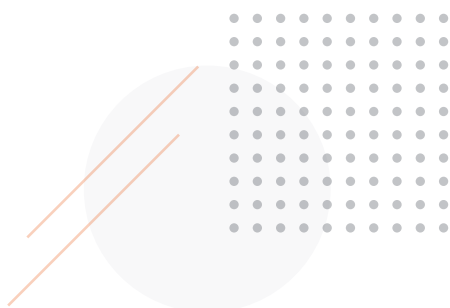
One of the main goals of the study was to identify the challenges CRM marketers face and understand how they are addressing them. The following emerged as key challenges based on the respondents' answers to the survey. We'll dive deeply into each later on in the report.

-  **Increasing revenue**
-  **Building customer lifetime value**
-  **Creating personalized, customer-centric experiences**
-  **Measuring performance**
-  **Sourcing and integrating an effective tech stack**

# Welcome to the State of CRM 2022

## We are excited to launch our 2nd wave

We surveyed over 90 CRM and Digital Marketing professionals from around the globe to get a better understanding of their goals, challenges, and the resources they have to deploy CRM strategies. This is our second wave so we are excited to be able to identify shifts in CRM over the past year.



## Significant changes have impacted the state of CRM

This year was marked by some major changes that have shifted the way CRM and digital marketers are approaching strategies.

### The impact of Covid 19

The continuing impact of Covid has increased the importance of CRM marketing as variants have continued to make digital touchpoints essential for building customer relationships across all channels.

### The rise of data privacy

This year Apple announced some significant changes with the release of iOS 15. The most significant impacts are the ability to capture open rate data and certain data points such as location information.

This means CRM marketers will need to think about additional metrics for measurement and optimization. 80% of respondents see this update as a game changer as it relates to their marketing efforts.



# This year, customer-centricity will be more of a focus than ever

## Marketers are focused on deploying a customer-centric CRM strategy

66% of those surveyed have been working in marketing for 5+ years and have been able to get an interesting read on trends that have occurred over the past year. And nearly 90% of respondents work directly within CRM so they have a strong lens into the customer.

Resoundingly, customer centricity has remained a top focus for CRM and Digital marketers. Survey data suggests that

marketers are doing this fairly well with 55% agreeing that their marketing campaigns are customer centric.

However, customer centricity as it relates to personalization remains a problem. The ability for marketers to create unique experiences to build strong relationships with each, individual customer is a key focus.

## The ability for marketers to create truly personalized experiences depends upon a few key factors:

### Cross-departmental collaboration

Collaboration is especially important between marketing and IT. Personalization is only as strong as the data that drives it. Conversely, IT needs to understand marketing goals so they are able to build data strategies that support those goals.

### Staying ahead of market trends

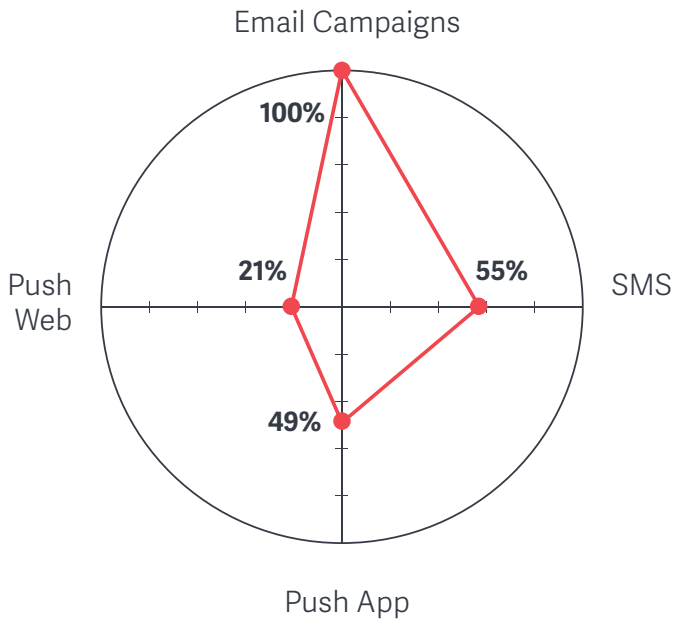
Significant trends such as Covid and an increased focus on privacy can have major impacts on the customer experience. Marketers must stay on top of these trends to continue to put customers first.

### The right tools

There are many partners in the market that offer personalization solutions. Marketers need to be able to understand what these tools offer and whether or not they can effectively translate data into activation that truly puts customers first and creates an individualized experience.



# Key insights snapshot



Most marketers are using segmentation to send campaigns

**94%**  
are sending trigger campaigns

**77%**  
are sending targeted campaigns



**Customer centricity** is a focus, but marketers have room to improve, with just over half of respondents (**57%**) saying their CRM marketing is customer-centric



Making the most of tech partners is difficult as only **44%** of respondents say they can **effectively transfer data to or from a partner**



Despite customer centricity being a key focus, only **29%** of respondents have a **preference center** to allow customers to select how they receive communications



**Marketing pressure management** is a major concern for **90%** of respondents but only **40%** actually monitor pressure



Measurement and understanding campaign effectiveness are important for marketers with **79%** of them using **A/B testing** to measure campaigns



Revenue-based KPIs are front and center for CRM marketers with over **9 in 10** of them **using revenue to measure performance**

# What we discovered

## 1. Customer centricity is many things

Customer centricity is not about one single action, it's about many things that together can power a strategy that involves creating a personalized approach for each customer.

- Place your message where your consumers are with multi-channel strategies
- Send your customers communications with relevant, personalized content
- Keep an eye on pressure and let your customers set the preferences they want
- Listen to the voice of your customer and use that to influence your strategy

## 2. Test, measure, repeat

CRM is not an exact science, it's iterative and that's part of the fun. However, effective measurement can tell you a lot about how you're doing and how to do it better.

- A test and learn approach should be part of your team's DNA
- A/B testing provides a great way to delve into campaign performance
- Understanding the lifecycle and purchase behaviors of your customers can help you elevate relevancy

## 3. Get your stakeholders on board with your long-term strategy

Align your stakeholders behind your strategy: CRM marketing teams should set long-term objectives with clear metrics. Tying long-term objectives to business goals like revenue, CLTV, and margin can help you get support from key stakeholders. Make sure you spend time aligning them behind your strategy.

## 4. The fully integrated, end-to-end CRM platform does not exist (yet)

Many companies are looking to create a fully integrated, end-to-end, data-to-activation marketing cloud. While this may be a reality in the future, right now marketers still have to select the right stack in an industry of many solutions.

- Connectivity and integration between tools are important evaluation criteria
- Support, buy-in, and alignment with your IT team on tech projects is essential to prevent long, expensive onboarding
- Marketers should focus on using business metrics such as revenue generation and alignment between IT and marketing workflows when evaluating partners



# **Top CRM challenges for marketers**



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# What's missing for CRM marketers?

## Identifying CRM challenges through gaps

One of our major objectives was to identify the core challenges that marketers face as it relates to CRM. There were some notable observations, but one good place to start is to identify where marketers see gaps in the CRM Industry.

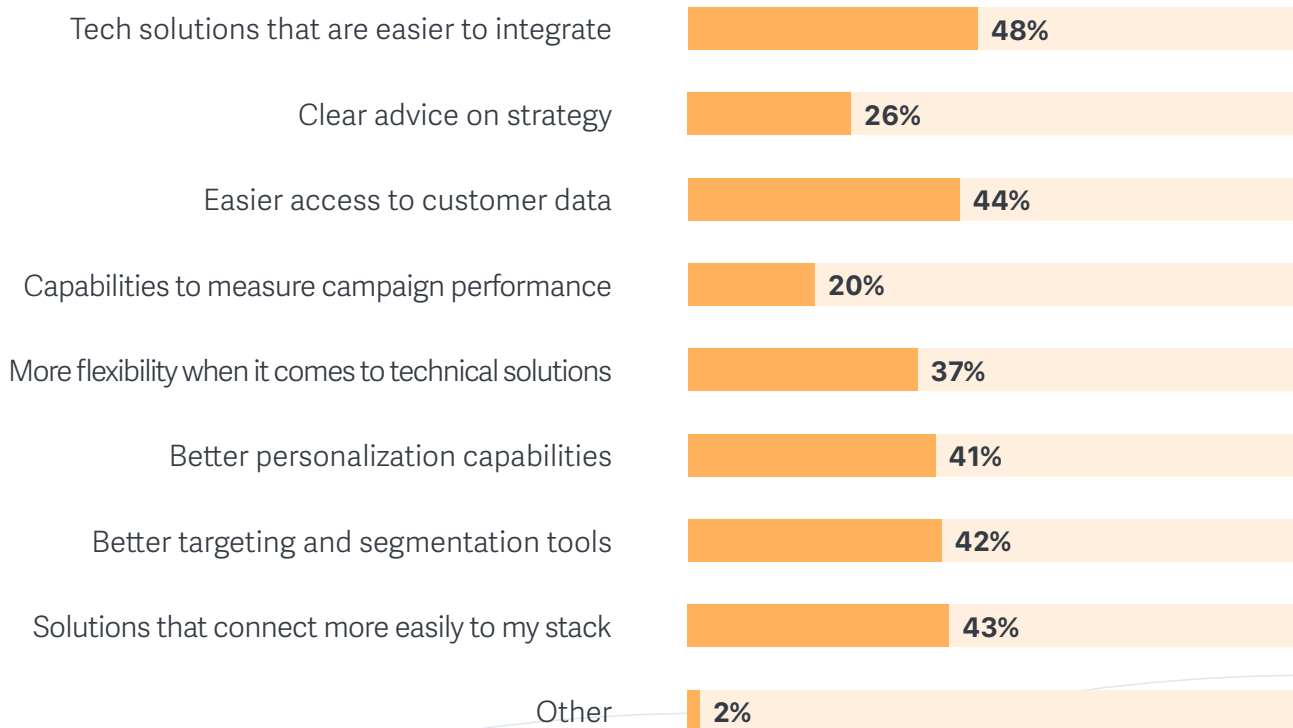
Compared to last year, things have changed quite a bit as it relates to these gaps. In 2021, marketers identified "Clear advice on strategy" as the top element that was missing.

This year is different. Marketers responded that they are looking for tech solutions that are easier to integrate as well as easier access to customer data. 48% of respondents mentioned "tech solutions that are easier to integrate" and 45% of respondents mentioned "easier access

to customer data" as notable gaps.

This suggests that either this year marketers feel like they have a stronger handle on their strategy or that integratable tech and easy access to data have become a more significant challenge.

Knowing that there is an increased focus on customer centricity and personalization, it's likely that this has manifested in greater expectations of tech partners and a need to make better use of customer data to build those strong relationships.



# Top challenges CRM teams are facing

- 1. Increasing revenue**
- 2. Building customer lifetime value**
- 3. Creating personalized, customer-centric experiences**
- 4. Sourcing and integrating an effective tech stack**
- 5. Measuring performance**

## 1. Increasing revenue

Generating more revenue is the top goal CRM and digital marketers look to achieve in 2022 (57% agree). This isn't necessarily a surprise, but it does provide some insight into the expectations and strategies marketers will employ this year.

Marketers are going to expect more ROI from the tech solutions they partner with and will need an understanding of how these solutions provide ROI and greater customer centricity. Additionally, they are likely looking for ROI on their data assets, which aligns with some of the gaps we've identified in the survey.

## 2. Building customer lifetime value

When asked what their top goals are, behind revenue marketers were very clear that customer goals are front and center. 50% said increasing customer lifetime value was a goal, 37% improving customer retention, and 18% selected reactivating lapsed customers.

All of these goals are focused around increasing the value of current customers. So it's no surprise that customer centricity is so important for marketers right now. Additionally, CRM marketers understand that the key to generating more revenue is directly related to building stronger relationships with customers and increasing retention.

## 3. Creating personalized, customer-centric experiences

31% of respondents mentioned creating customer-centric experiences as being a top challenge for them. And 31% also said that personalization is a game changer for their strategy. Personalization, or creating unique, relevant experiences for customers, is a focused strategy for marketers to improve customer centricity.

Personalization approaches differ. Some solutions focus on sending a unique subject line, image, or product based on consumer behaviors such as site browsing or past purchases. Some marketers are employing AI that can create relevant experiences for each of the customers by identifying demand for specific products and delivering unique experiences to each customer.

# Top challenges CRM teams are facing

## 4. Measuring performance

Marketers are focused on revenue and lifetime value, but how do they assess impact? Marketers need more sophisticated ways of measuring campaign success.

**16%**

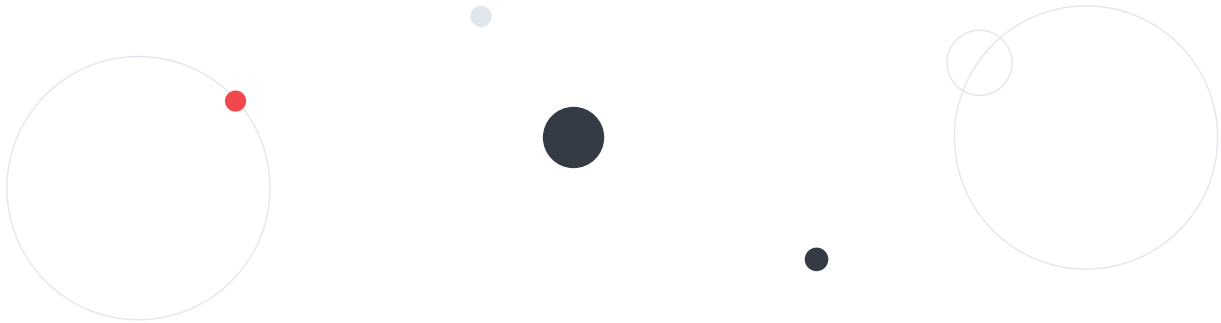
of respondents mentioned that better analytics would be a game changer for them.

Multichannel marketing, increased focus on privacy, and a focus on revenue have made measurement even more important for marketers. Measurement is also critical to gaining stakeholder support for CRM marketing efforts and resources internally.

## 5. Sourcing and integrating an effective tech stack

With a huge focus on revenue generation and increasing customer value, it's no surprise that we see challenges around sourcing and integrating tech solutions. Nearly 1/3 of marketers mentioned that personalization tools would be a game changer for them. We also know a top gap in the industry is a lack of tech that's easily integrated into an existing stack.

Marketers are looking for tech solutions that can directly drive additional revenue. This indicates they may be looking for capabilities beyond what their current tech stacks can offer. Additionally, there's a big dependency on IT teams for implementation so tools that minimize the lift on those teams are interesting for marketers.



# 3 Results deep dive



Best-in-class



All respondents

For this section, the “best-in-class” and “all respondents” will be represented respectively with the two icons shown above.

# Looking at the best and the rest

## Digging into the results through a unique lens

In this section, we are going to take a closer look at some of the results from the survey. But, we are going to do this through the lens of companies employing best practice CRM capabilities in comparison with other companies. This will provide us more insight into what CRM and digital marketers can do to get to best-in-class.

## About best-in-class companies

1. They represent **16%** of the sample
2. **46%** are in the retail vertical
3. **13%** more likely to have between 50-500 employees and **54%** more likely to have more than 10k employees
4. **33%** more likely to have a database between 1MM and 10MM customers

Medium sized and large sized companies are both included in best-in-class, but we'll see some notable differences in the ways they approach CRM as we dig more deeply into the data.

Additionally, marketing teams that are small and flexible (5-10 members), and teams with lots of bandwidth (50+) were overrepresented in the best-in-class segment.

## We defined best-in-class using 5 criteria

1. **They focus on revenue:** Use revenue as a measure of success
2. **They understand their customers:** Track customer lifecycle metrics (new, active, lapsed customers)
3. **They are customer-centric:** Employ customer-centric marketing
4. **They use advanced measurement:** Use control groups in their measurement strategies
5. **They use integrated tech partners:** Can easily import and export data to partners





## The majority of marketers do some form of segmentation

The number of campaigns sent does not seem to be a good way to distinguish best-in-class vs. the rest. A lot of our respondents have intense CRM planning (**38%** of all the respondents send more than 5 campaigns per week very similar to the **40%** of the best-in-class).

Moreover, as seen before, best-in-class CRM teams use more channels and therefore need to be smart to combine all those communications.

**40%**

of best-in-class send more than 5 email campaigns per week

**40%**

of best-in-class send more than 1 push notification campaign per week



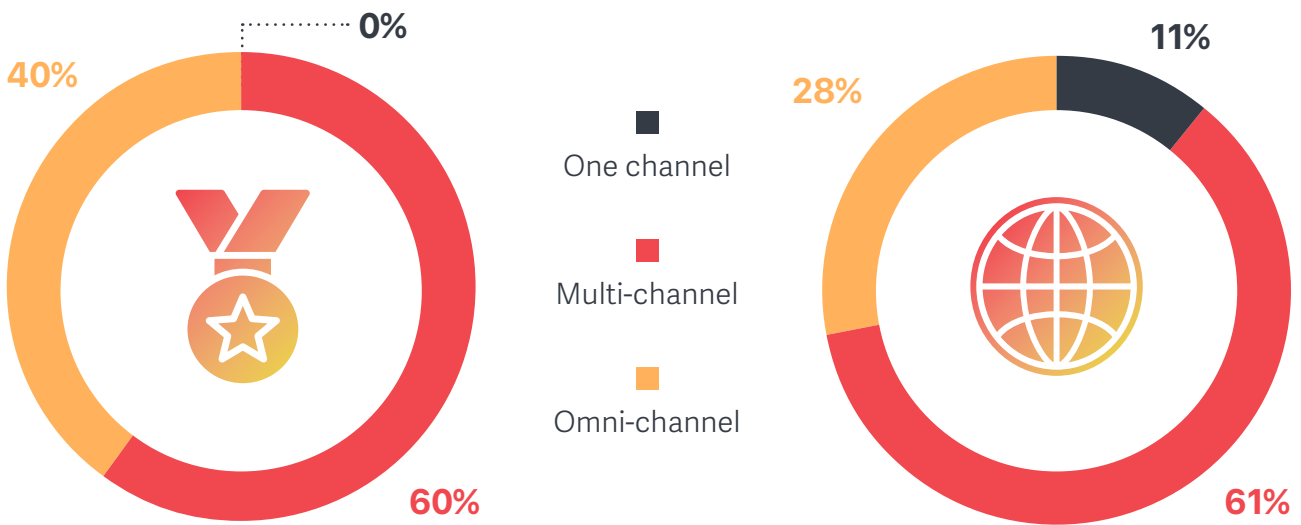
In terms of campaign types, almost all of our respondents have triggers and a majority of them have targeted campaigns (96% and 88%).

These numbers indicate that those campaign types have become more standard (especially targeted campaigns) than they used to be.

# Best-in-class companies employ an omnichannel strategy

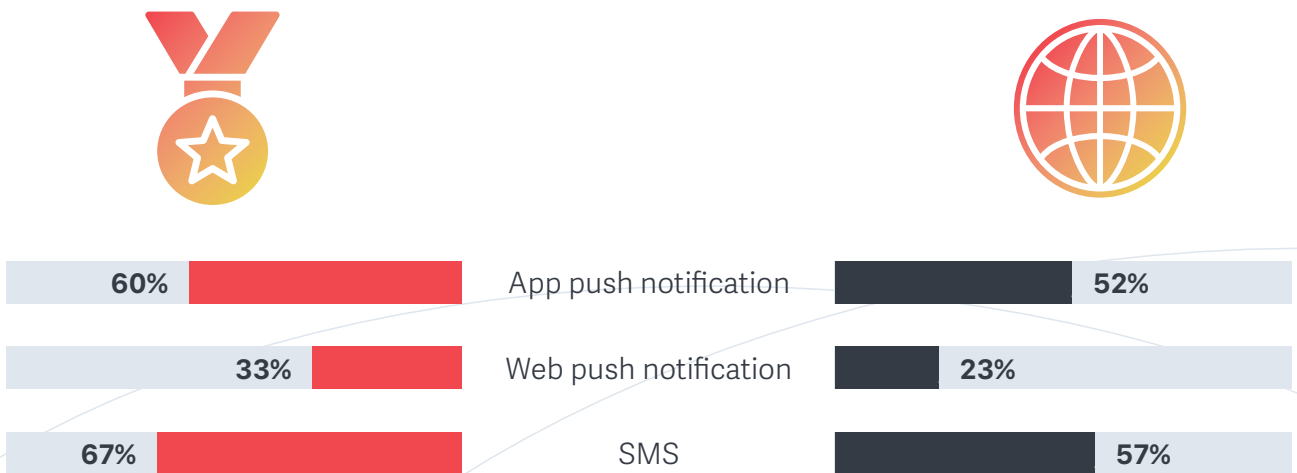
## Omni is the gold standard

Best-in-class companies are more likely to employ an omnichannel strategy. Omnichannel is the use of multiple channels for planning, fatigue management, and optimization. In general, respondents were more likely to use one channel (email) or a multichannel approach, which is distinct from an omnichannel approach in that multiple channels are used but without a unifying strategy.



## Top CRM teams use multiple channels

The most advanced companies are using more channels than the average. All of our respondents use email but the the best-in-class are more likely to use other channels such as App Push, Web Push, and SMS. A focus on customer centricity means reaching customers across the channels they care the most about.

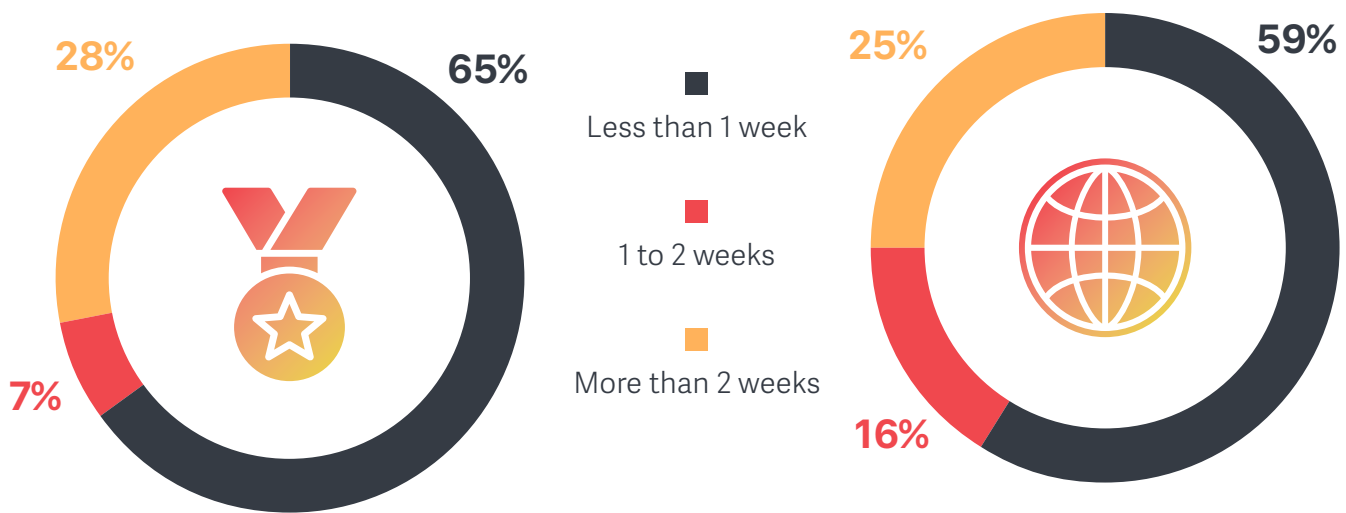


# Email creation times differ for best-in-class

## Two strategies emerge for best-in-class

When looking at best-in-class CRM teams, we see two different email creation times stand out. One group is 10% more likely than average to create emails in less than a week. Other best-in-class companies are 12% more likely to take longer than two weeks.

This reflects two approaches: 1) quick and nimble; able to generate content quickly and at the 11th hour and 2) a focus on strategic planning well in advance of campaign launches.



Less than 2 days



33%

More than 2 weeks



66%

## Large companies take more time

If we look only at the largest companies in the best-in-class group, we see that  $\frac{2}{3}$  of them take over two weeks to create an email. It appears as though larger companies are more focused on producing a large volume of emails rather than focusing on a quick turn around.

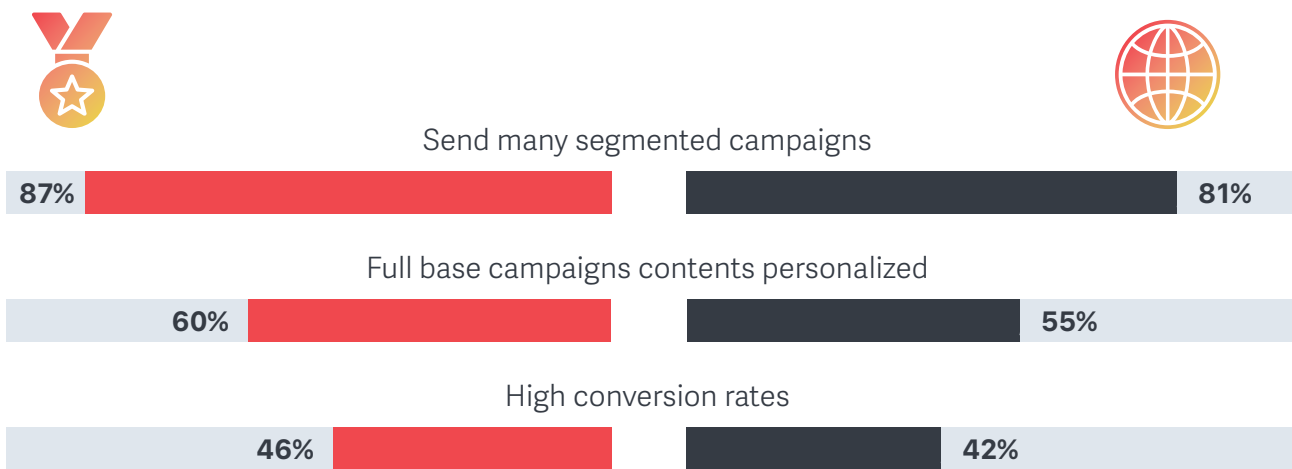
# Most say their strategies are customer-centric

57% of respondents say they are using customer-centric strategies. This means that 4 in 10 marketers still feel like their strategies aren't customer-centric. Being that this is a top goal for marketers, let's take a look at where

those who are customer-centric focus their efforts.

Most respondents associate segmentation with customer centricity.

## Top strategies associated with being customer-centric



## Customer-centric strategies differ by company size

100% of the largest companies (+10000 employees) among our respondents associate customer centricity with the volume of segmented campaigns.

For the smallest companies among the best-in-class (between 50 to 500 employees), the importance of segmented campaigns is equally as important as the content of full-base campaigns being personalized (75%).

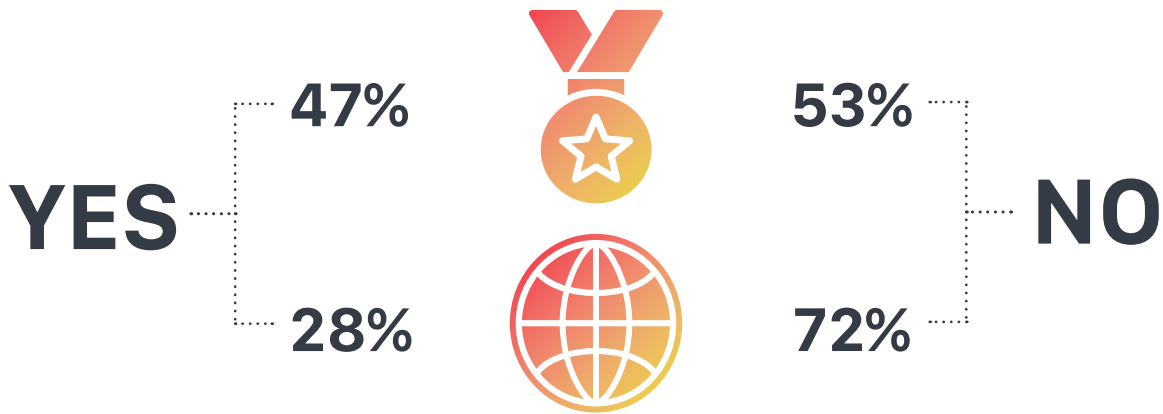
# Best-in-class companies use preference centers to gather intel

## Best-in-class companies ask their customers what they want

A common definition of customer centricity is the ability to send the right message to the right customer at the right time.

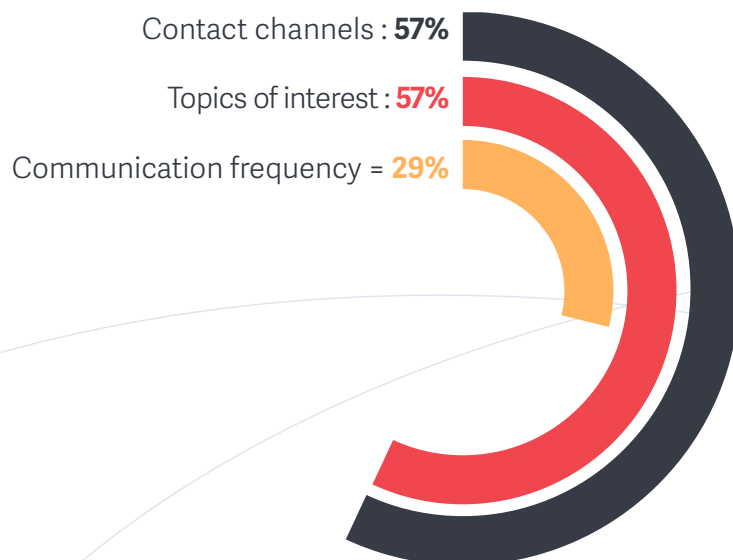
Preference centers are a common way to collect information on how your customers would like to receive communications. They can tell you important things about how customers like to be communicated with and how often. Best-in-class companies are 68% more likely to use preference centers to get information.

## Do you have a preference center to allow customers to control the volume and types of messages they receive?



Best-in-class companies focus on gathering information about channels and topics of interest.

## The top 3 topics when using preference centers to gather information



# Campaign pressure is a concern for marketers

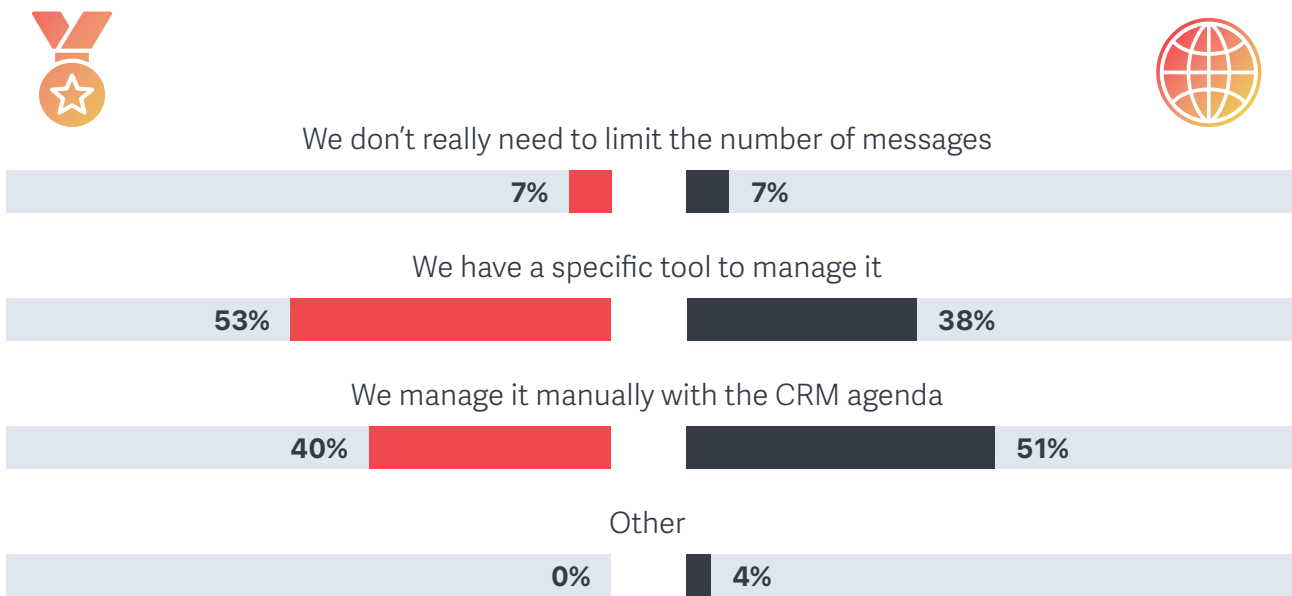
## Nearly 9 in 10 focus on campaign pressure

Customer centricity is a big goal for marketers and that puts a spotlight on campaign pressure; the number of messages a customer receives is a key focus. Too many messages can lead to fatigue, which can lead to an increase in opt-outs and inactive customers, and a decrease in CLTV.

89% of respondents say that managing pressure is important to them while 58% track it regularly.

Best-in-class companies are 39% more likely to use tools to manage pressure.

## How do you limit the number of messages per user ?



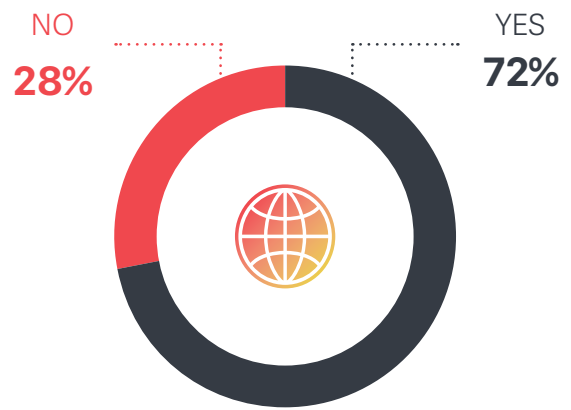
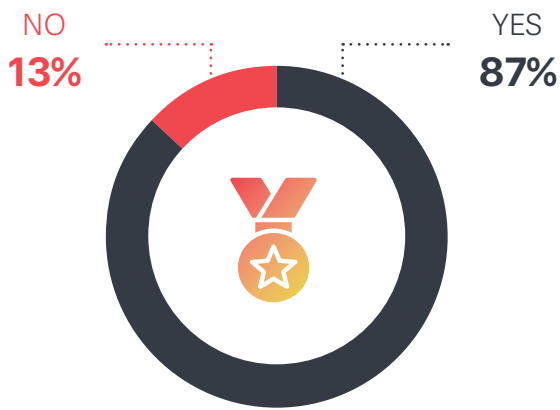
And, best-in-class companies are **150%** more likely to send 5 or more emails to each customer each week. This shows that they are likely to be optimizing relevancy for users as well as pressure.

# Advanced CRM marketers listen closely to their customers

## Customer centricity starts with the customer

Customer centricity is important for most marketers and even more so for those with advanced CRM programs. When asking respondents whether or not they are listening to the voice of their customers, best-in-class companies were 21% more likely to say yes.

### Do you feel that your company is able to hear your customer's voice?

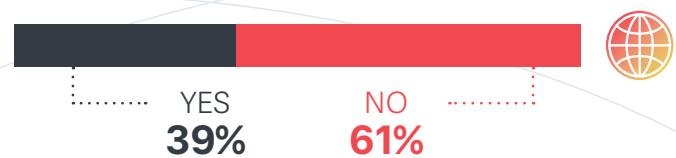
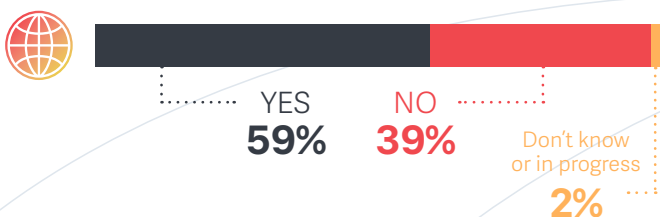
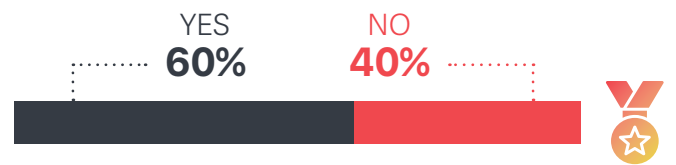
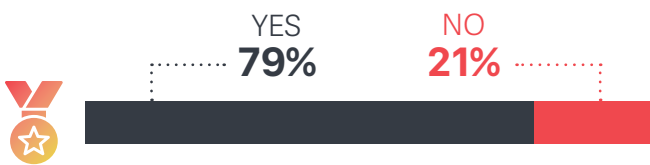


## Customer feedback should inform strategy

Advanced CRM marketers are more likely to use customer feedback to inform their strategies than average. This shows that the customer voice can and should be an essential part of developing a customer-centric approach.

### Do you have satisfaction surveys regarding your CRM plan and strategy?

### Have you ever changed your CRM strategy based on customer feedback?



# Advanced CRM requires a test and learn approach

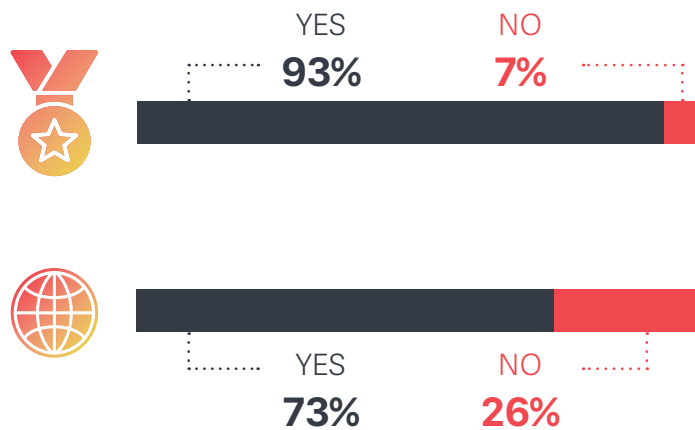
## A/B testing is an important method of measurement

Most marketers are using A/B testing to gather metrics on how their CRM campaigns are performing. However, **best-in-class companies are 27% more likely to use A/B testing vs. total respondents.**

CRM marketing is both an art and a science and metrics provide important information so that marketers can optimize campaigns.

## Do you regularly AB test on your campaigns?

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## Overall, marketers understand customer lifecycles

All respondents are in some way tracking customer lifecycle metrics (activity, etc.) and customer segments (purchase amount, frequency, etc.). CRM marketers are definitely paying close attention to their customers.

## Are you tracking customer lifecycle metrics (activity, etc.) and/or customer segments information (purchase amount, frequency, etc.)?

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# Transferring data remains a challenge

## Being able to successfully use partners is key

And it means that IT department collaboration is crucial when building CRM programs. Only 57% of our respondents have the ability to export / import data from a partner. Not being able to transfer data successfully can limit marketers' ability to tap into the tech solutions they need.

## Few marketers have a dedicated IT team

In terms of IT support, the majority of the best-in-class companies have a ticketing solution to send requests to IT (53%) while only 40% of them have a dedicated IT team.

## How do you solve the technical issues or launch new technical projects related to customer marketing or CRM?



We have a ticketing solution to send to IT (but no direct contact)

53%



33%



There is a dedicated IT squad/team for customer marketing

33%



42%



The marketing team has autonomy when it comes to the tech they employ

7%



17%



Other

8%



7%



# Technical stack

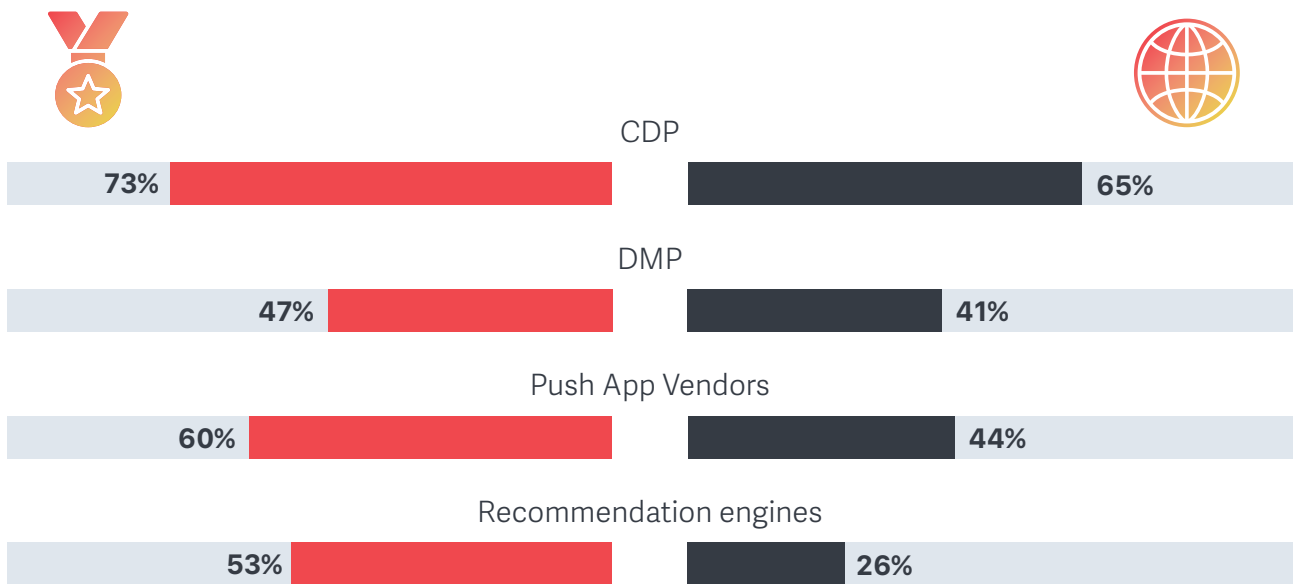
## What tools are most used by best-in-class companies?

Before checking specifically which brands are the most popular among our respondents, we first had a look at the elements that made up the tech stacks of the best-in-class.

If **100% of our respondents use an Email Service Provider** and have an analytics tool

(Google analytics being the most popular by far), some other elements are more frequently used by the more advanced CRM teams. It proves that **the most advanced companies have convinced their organizations to really invest in CRM to be able to execute their strategies.**

## Do you use any of the technical tools listed below?



# No one ESP or CDP owns the market

## Adobe is the most frequently used ESP

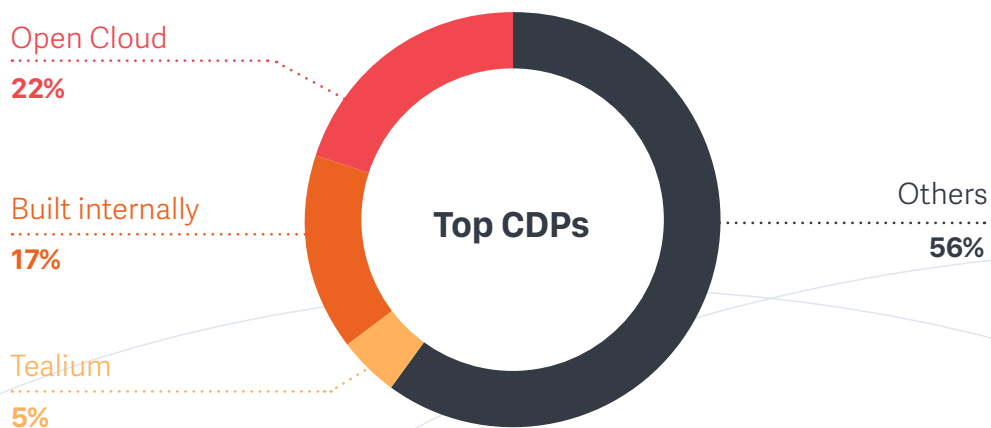
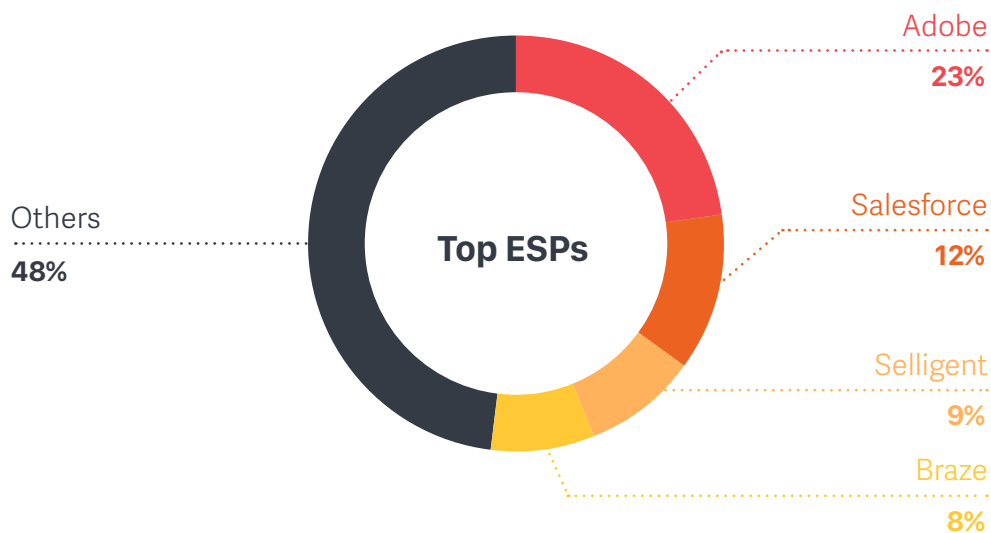
According to respondents, over 1 in 5 use Adobe as their ESP of choice. Salesforce, Selligent and Braze closely follow. The rest of the respondents were using a variety of industry competitors. The rest of the respondents were using a variety of industry competitors, which goes to show that no one particular ESP owns the market.

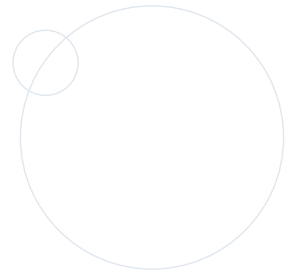
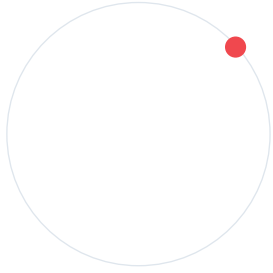
Apart from the quality of their products, Adobe and Selligent being ranked so high can also be explained by the fact that the majority of our respondents are located in Europe (Adobe having a strong footprint in France and Selligent having been born in Belgium).

## Big CDP players are notably absent

According to respondents, there seems to be a shift towards using data clouds as their CDP of choice. Solutions like Google Cloud Platform (GCP), Microsoft Azure, Amazon Web Services, and Snowflake offer a flexible cloud-based approach that marketers seem to be leaning into.

Interestingly, the second most frequent response was that companies are actually building their own internal solutions rather than incurring the heavy cost of implementation and maintenance of a traditional CDP.





# Recommendations & predictions



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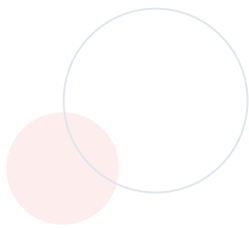
# 4 keys to success for CRM

## KEY TO SUCCESS N°1

### Customer centricity is many things

Customer-centric is not about one single action, it's about many things that together can power a strategy that involves creating a personalized approach for each customer.

- Place your message where your consumers are with multi-channel strategies
- Send your customers communications with relevant, personalized content
- Keep an eye on pressure and let your customers set the preferences they want
- Listen to the voice of your customer and use that to influence your strategy



## KEY TO SUCCESS N°2

### Test, measure, repeat

CRM is not an exact science, it's iterative and that's part of what makes it fun. However, effective measurement can tell you a lot about how you're doing and how to do it better.

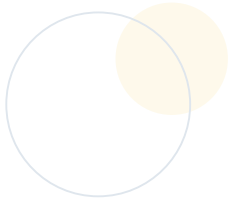
- A test and learn approach should be part of your team's DNA
- A/B testing provides a great way to delve into campaign performance
- Understanding the lifecycle and purchase behaviors of your customers can help you elevate relevancy

# 4 keys to success for CRM

## KEY TO SUCCESS N°3

### Get your stakeholders on board with your long-term strategy

Align your stakeholders behind your strategy: CRM marketing teams should set long-term objectives with clear metrics. Tying long-term objectives to business goals like revenue, CLTV, and margin can help you get support from key stakeholders. Make sure you spend time aligning them behind your strategy.



## KEY TO SUCCESS N°4

### The fully integrated, end-to-end CRM platform does not exist (yet)

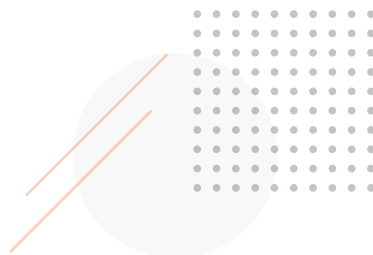
Many companies are looking to create a fully integrated, end-to-end, data-to-activation marketing cloud. While this may be a reality in the future, right now marketers still have to select the right stack in an industry of many solutions.

- Connectivity and integration between tools are important evaluation criteria
- Support, buy-in, and alignment with your IT team on tech projects is essential to prevent long, expensive onboarding.
- Marketers should focus on using business metrics such as revenue generation and alignment between IT and marketing workflows when evaluating partners

## OUR TAKE AWAY (BONUS)

There is more than one way to build an effective CRM strategy. However, when comparing best-in-class CRM teams with all respondents, we saw some interesting trends emerge. Here are five key tips for improving your CRM strategy :

- 1. Use multi-channel messaging** to reach consumers across the media they engage with.
- 2. Employ advanced measurement capabilities** that go beyond last click to understand the full customer lifecycle elevate strategy.
- 3. Build the right tech stack** by clearly defining your goals and carefully vetting partners to find the right ones is important.  
**Bonus:** make sure to vet them on their ability to help you achieve business goals and their ability to connect into your existing stack.
- 4. Listen to your customers** to better understand how they prefer to be communicated with and what channels and pressure levels they prefer.
- 5. Make sure customer-centricity is a company-wide objective** to ensure stakeholders understand and support building a 100% personalized CRM strategy including the executive team, IT, product/category managers, and of course marketing.



# The future of CRM depends upon some important emerging trends

## CRM is evolving more rapidly than ever before

Up until recently, major changes impacting the way marketers deliver CRM strategies have been fairly minimal. We saw the rise of additional channels and tracking capabilities but those shifts have plateaued. However, over the past couple years, the landscape has changed considerably. We are seeing some significant trends having a profound impact on CRM marketing.

### 1. The rise of data privacy

Consumers have higher expectations around how their data is collected and how it's used more than ever before. Companies and governments have responded either through legal regulation or self-regulation from tech.

One such development involves major changes within the iOS 15 release. Apple has restricted certain types of data (like location) as well as the ability for marketers to measure open rates. Marketers will need to lean into metrics that are more aligned with revenue for optimization over the long term.

### 2. Covid has changed consumer behavior

Lockdowns and restrictions due to Covid 19 have caused major changes in customer behavior. Digital commerce drastically increased and consumption of digital media also accelerated.

This means marketers have had to rely even more heavily on CRM teams to build relationships with customers across digital channels. It's also important to note that there has been a return to in-store shopping. CRM teams need to be able to optimize campaigns for customers who prefer to shop online AND for those who prefer an in-store experience.

### 3. A hyper focus on customer centricity and personalization

Marketers have become hyper-focused on creating immersive digital experiences for customers that rival the in-store experience. Technology capabilities have made it possible for marketers to deliver more personalized messaging across channels to their audiences. However, marketers are still challenged to deliver 100% personalization.

Identifying demand and delivering offers to customers who want to buy will continue to be an important way to scale personalized campaigns.



# Major trends are impacting CRM strategies

## 4. Targeted, omni-channel CRM strategies will build stronger relationships with customers

We still see a fair number of CRM strategies that rely upon batch & blast and are single-channel focused. Customers expect more personalized experiences and their attention is spread across a variety of channels.

Marketers need to respond by increasing their audience-building and targeting capabilities so they are reaching the right people with each campaign on the channels that have the greatest opportunity for impact.

## 5. Measurement will become even more important

Being able to deliver a fully weighted, multi-channel attribution model is difficult and in many cases may still be impossible. However, the way marketers measure and optimize based off of those metrics is changing fast.

There will be an increased focus on measuring the impact of campaigns on business goals such as revenue and CLTV. Additionally, measurement methodologies have become more sophisticated so marketers can actually better understand the customer lifecycle and the influences that impact customer behavior. The result will be fewer lapsed customers and better, more relevant experiences for audiences.

### The future is bright for CRM

It's no doubt an exciting time to work in CRM. Acquisition marketing has had its revolution and the next few years look to be the golden age of CRM as 1st-party data becomes essential to marketing strategies and the ability to build strong relationships with customers increases due to marketing sophistication and the availability of technology to help deploy it.

# Last but not least : thank you!

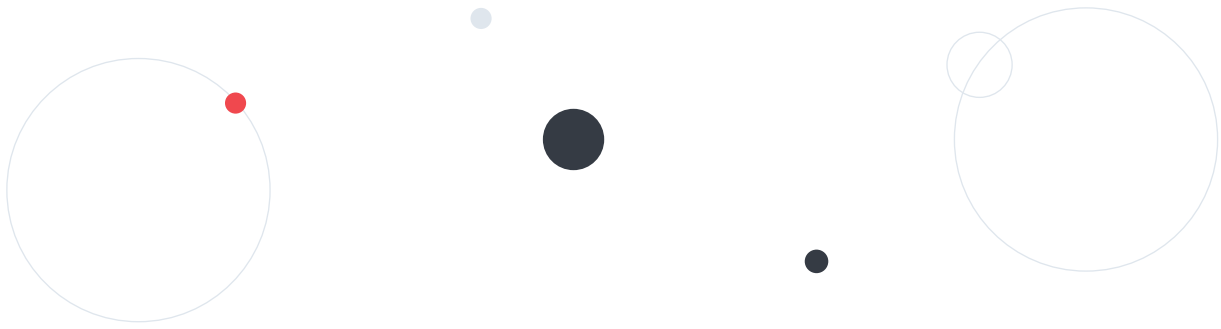
**We want to thank all of our respondents for their time and the quality of their answers!**

The State of CRM report depends on the participation of CRM professionals around the world. A big Thank You to those who participated for completing our survey and sharing insights for the benefit of the entire CRM industry!

## **Promise kept**

Our promise has been kept. For every response our survey received, Tinyclues has donated a tree to support the Jubilación Segura project in the Amazonian forest in Peru through the [PUR Project](#).





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