

# Vendor Checklist: Wireless CRM Solutions

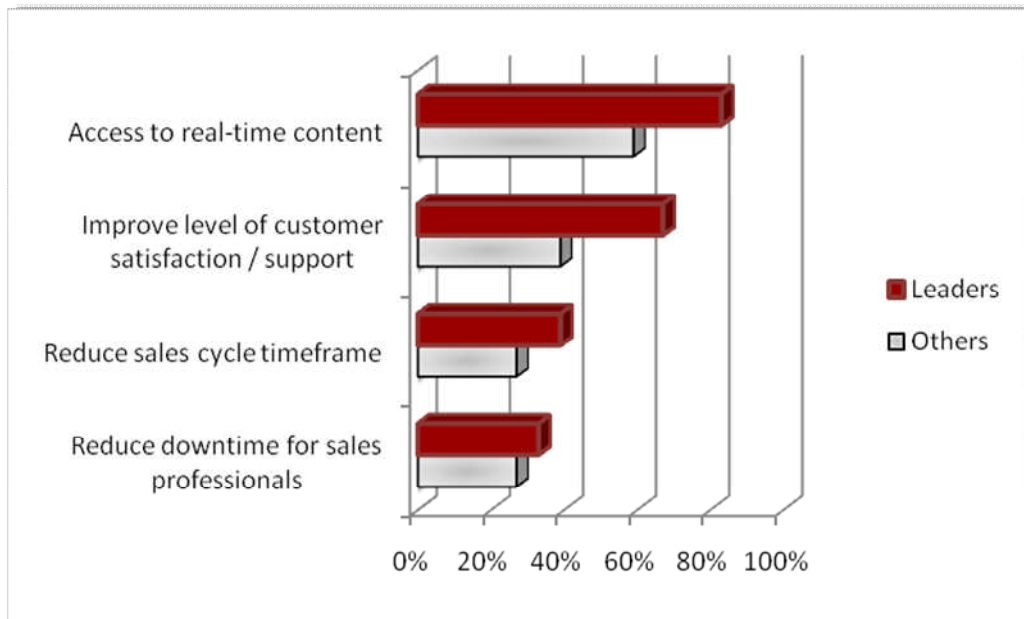
Accelerating Performance by Calculating Results™

**Selecting the Right Approach:** Organizations are providing sales professionals with real-time customer information with the goal of driving revenue growth by enhancing customer satisfaction, increasing productivity, and shortening the sales cycle. However, before selecting solutions, nearly half of our survey respondents indicated they plan to deploy pilot programs when evaluating three types of vendors necessary for mobile sales solution deployment. In essence, companies say 'show me the money' before investing. Our research revealed most pilot programs were run from 6 weeks up to 6 months on average with most participants reporting break-even ROI within 4-6 months. This report will highlight selection, engagement and deployment processes utilized for mobile sales solutions.

## Market Overview

Sales productivity tools have gone mobile. Over fifty percent of companies surveyed have some level of mobile access to key customer information stored within a customer relationship management (CRM) or Sales Force Automation (SFA) system. Furthermore, seventy-nine percent of respondents are in a decision-making cycle—these companies plan to extend or implement a mobile sales solution initiative within the next twelve months.

Figure 1: Top Factors Driving Investment in Mobile CRM & Sales Productivity Tools



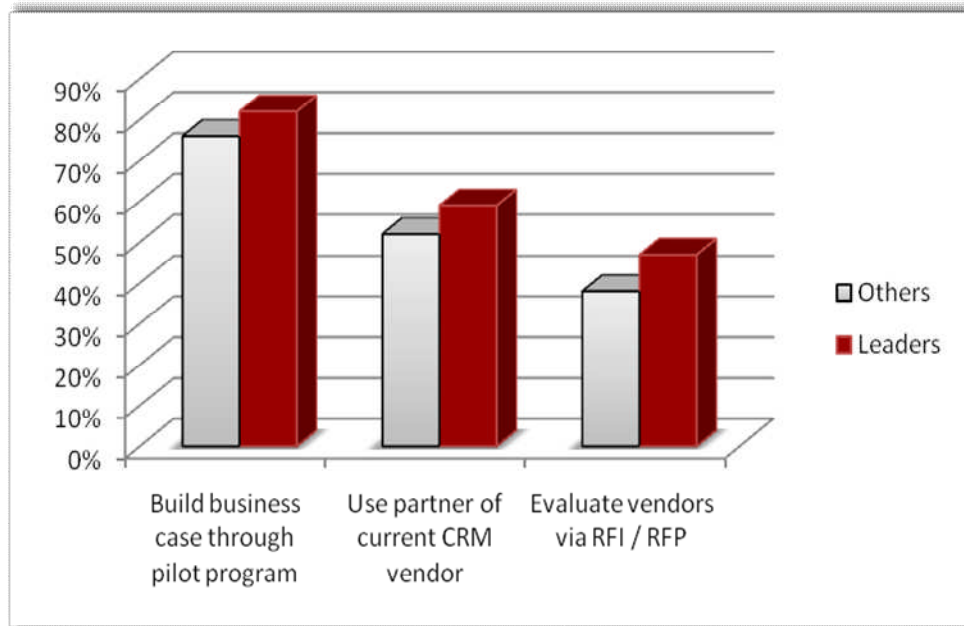
The increasing demands and pressures of selling within a global environment require that sales professionals have mobile access to real-time customer data. Our research demonstrates that top performing organizations provide sales professionals with access to vital customer information such as: key accounts (82%), order status (47%), and

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inventory availability (35%) at the point of customer interaction as a competitive edge. Annual benefits measured by these best-in-class performers include: revenue growth (83%), increased sales productivity (78%), and enhanced customer loyalty and retention rates (72%). Bottom line: It's all about growing revenues and customers.

Moreover, we found that eighty-two percent of top performers build a business case for investment in mobile sales solutions through pilot programs. Companies are taking a “show me the money” approach through selective deployment to end-users by team, territory, product, or business unit—allowing organizations to benchmark return on investment prior to final vendor selection or enterprise roll-out.

**Figure 2: Selection & Investment in Mobile Sales Solutions**



### Key Technology Challenges

Deployment may seem rather straight forward, but organizations need to evaluate their corporate objectives for usage against multiple vendors and service providers to determine current and future requirements. For example, end-users reported experiencing more technology-related challenges rather than business-related issues in selection, deployment and usage of mobile solutions. These included:

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- ✓ Implementation timelines (79%)
- ✓ Selection of the right tools, services and applications (61%)<sup>‡</sup>
- ✓ Securing data transmitted to device 50%
- ✓ Inability to extract data from a single or multi-system application (50%)

<sup>‡</sup>Given that mobile sales solutions are comprised of three enabling technologies: 1) Customer Relationship Management / Sales Force Automation (SFA) applications, 2) information access network providers, and 3) mobile device hardware providers—this is not surprising. Each piece of the mobile sales solution must facilitate synchronization and access to up-to-date information.

### Process Checklist: Moving from Why to How?

While more than one-half of top performing organizations move to secure executive level sponsorship for these initiatives, the actual selection and deployment processes differ greatly among organizations of all sizes and across diverse industries. This checklist is meant to be a guide for the successful selection and deployment of mobile sales pilot programs:

**Business Requirements Gathering**—Companies surveyed were unanimous in that line of business (LOB) functions within sales, marketing, customer experience and/or business analysts drove the requirements gathering processes at their organizations. Moreover, these functions were also responsible for determining critical issues as:

- ✓ Evaluation of the overall scope of their implementation—enterprise-wide or business unit deployment?
- ✓ Organizational need for a point solution that offers access to one application such as CRM or SFA for the sales and/or field service team.
- ✓ Needs assessment for a multi-system solution which offers access to multiple front and back office applications such as Accounting/Finance, Enterprise Resource Management, Call Center, Field Service and Asset Management.

### Mobile Sales Solution Vendor Landscape

Hypatia assessed the landscape of mobile sales solution providers and categorized them into the following three segments:

- ✓ CRM / SFA Applications
- ✓ Mobile Device Providers
- ✓ Information Access Networks

**Business Process Strategy**—Cross-functional teams comprised of LOB and IT should formulate a pragmatic business process strategy—one that compliments the sales team's approach to securing new customer wins and enhancing customer satisfaction through exemplary service and support. LOB should be accountable for mapping the desired business processes, while IT should advise on the optimal integration processes.

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**Deployment Processes**— Not surprisingly, IT should drive the deployment processes. Business analysts, customer experience teams comprised of sales, marketing, customer service and support participate at the project management level, however, IT is primarily responsible for achieving integration, implementation, and deployment timelines. Quality assurance testing and feedback mechanisms should be created and executed by LOB users to ensure business process performance goals are met.

**Benchmarking**— Ultimately, the role or function with a budget line item for mobile technologies, (sales management, marketing and/or the CFO), will demand proof of ROI before investing. Our research revealed that LOB takes the lead in creating appropriate performance metrics and for benchmarking sales performance PRIOR to pilot program deployments. In contrast, companies were equally divided as to accountability (LOB or IT) for benchmarking pilot program performance AFTER 3-4 months. For example, LOB users at some organizations were capable of running operational reports from within a CRM system while other enterprises leveraged their IT departments to create custom dashboards that pulled in data from multiple systems.

**Facilitating User Adoption**—Virtually all research participants cited training through online/offline tutorials as the primary means of facilitating user adoption while other organizations have tried more innovative approaches. For example:

- ✓ 80% of organizations surveyed co-opted LOB users through **proactive involvement** in the business requirements gathering and design phase of the pilot program process
- ✓ A large number have created performance metrics that incentivized users towards higher adoption rates
- ✓ Forward-thinking organizations are embedding training into their sales process workflows, thus, creating a “learn as you earn” scenario.

**Assessing Return on Investment**— The very nature of pilot programs dictates that ROI assessments are done in a tightly controlled environment. Thus, it should not astonish anyone to learn less than one-third of respondents deployed pilot programs through multi-system integrations. Pilot programs were primarily deployed through CRM/SFA applications with Accounting/ Financial Management, Service/Asset Management, and Logistics/ Inventory/ Warehousing systems prioritized according to unique sales models, product offerings and/or geographic locations.

Moreover, pilot programs were run from 6 weeks up to 6 months on average with most participants reporting break-even ROI within 4-6 months. KPI's utilized for benchmarking with/without wireless access **most often** included:

- ✓ Customer satisfaction / service levels
- ✓ Reduction in sales cycle time based on conversion rates

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- ✓ Sales productivity in terms of growing revenues

Undoubtedly as mobile solutions become main-stream, other key performance indicators and/or feedback loops that align with corporate goals will be developed to track and refine sales processes. These will most likely differ according to company size, specific industry and/or sales model, and deployment scope.

### Solution Selection

Some CRM vendors partner with service providers, who in many instances have preferred delivery devices. For example, Siebel (an Oracle company) partners with device provider Fujitsu to deliver its on-demand CRM application.

The other players in the marketplace include [Microsoft](#), [Oracle](#), [CDC/Saratoga Systems](#), [Sage CRM Solutions](#), [Maximizer](#) and [Salesforce.com](#). Saratoga offers real-time delivery of CRM and other enterprise information with their Apresta division, and partnerships with Blackberry and Microsoft. After Salesforce.com acquired Sendia, and they immediately went to market with their AppExchange Mobile solution.

Sage CRM solutions acquisition of partner Corum Mobile Division puts them among the short list of vendors who provide a fully integrated solution comprised of:

- CRM applications: SalesLogix, with future potential for ACT! and Sage CRM
- Mobile access infrastructure: Corum Mobile
- Mobile device partners: [Palm](#), [Blackberry](#), [Microsoft Windows Mobile](#)

Integrating Microsoft Windows Mobile into its Enterprise CRM offering, Maximizer launched MaxMobile CRM offering a native CRM application available on Palm, Blackberry and Windows Mobile PDA. In addition to real-time access to CRM information via web browsers, the application supports offline access for data resident on the device.

### Conclusions

Operating within a “24x7” global environment breeds demand for more timely, pertinent customer information which can mean the difference between a multi-million dollar sale and a “no decision”. Increasingly, organizations will be evaluating solution providers capable of supplying their sales teams with real-time access to vital customer and partner data residing in multiple systems—CRM, SFA, ERP, and/or Accounting/Financial Management. Vendors that provide a fully integrated mobile solution combined with best practice processes for pilot program deployment will be well positioned to capture market share from enterprises at all mobile maturity levels.

*Continued...*

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### Contacting Vendors:

Below are the website contacts for companies briefed by Hypatia Research, LLC as part of our ongoing Customer Intelligence Research & Advisory services:

- ✓ **Adobe Mobile & Devices:** [www.adobe.com](http://www.adobe.com)
- ✓ **CDC Software: Apresta / Saratoga Systems** [www.cdcsoftware.com](http://www.cdcsoftware.com)
- ✓ **Blackberry:** [www.blackberry.com](http://www.blackberry.com)
- ✓ **Corum Mobile Division / Sage CRM Solutions:** [www.sageCRMsolutions.com](http://www.sageCRMsolutions.com)
- ✓ **Maximizer / MaxMobile:** [www.maximizer.com](http://www.maximizer.com)
- ✓ **Microsoft Windows Mobile:** [www.microsoft.com](http://www.microsoft.com)
- ✓ **Mobile AppExchange / Salesforce.com:** [www.salesforce.com](http://www.salesforce.com)
- ✓ **Oracle Mobile Sales Assistant / CRM:** [www.oracle.com](http://www.oracle.com)
- ✓ **Palm:** [www.palm.com](http://www.palm.com)
- ✓ **Research in Motion (RIM):** [www.rim.com](http://www.rim.com)
- ✓ **Sage CRM Solutions / Corum Mobile Division:** [www.sageCRMsolutions.com](http://www.sageCRMsolutions.com)
- ✓ **Salesforce.com Mobile AppExchange:** [www.salesforce.com](http://www.salesforce.com)

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*Author: Leslie Ament, Managing Partner, Customer Intelligence Research: [LAR@Hypatiaresearch.com](mailto:LAR@Hypatiaresearch.com)*

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