

Plaisimond Erry

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Prof. Ronald L. Deming

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Case study question 1: Think about the business benefits of the mobile CRM deployments discussed in the case. How did Dow Corning and DirecTV benefit from these applications? What can they do that was not possible before? What were the effects on productivity?

The adaptation of mobile CRM (Customer Relationship Management) can be a tricky and difficult thing to do in a company. As the case shows it, it wasn't easy for Dow Corning and DirecTV to incorporate mobile CRM, but as soon as they did it, they were able to see a lot of transformation throughout their entire business. Some of the benefits are the followings.

The director of marketing at Dow Corning, Chip Reeves said for example that salespeople can get access "quick links" on SAP CRM data on their BlackBerrys simply by clicking on an Icon. These quick links show critical data, such as each salesperson's sales customer, open order statuses, and customer complaints (which is also important for a salesperson dropping in on a customer). Before the mobile deployment, when a customer asked to check on order status, the Dow Corning sales representatives or salespeople had to call into Dow Corning customer service, but now with the "quick links" they can give the customer the information right away. Another advantage of the immediate access to important information such as account history, products recently purchased and the most up to date pricing information is that it helps a salesperson plan and prepare for a meeting on location, or remind him to follow up with a prospect while on the road. Not too long ago, being away from the office equaled a complete information blackout. Now with a mobile CRM, productivity can be boosted by having sales reps keep in touch with a higher number of prospects while on the road. Mobile CRM's are also a great tool to collect information at the source. Reducing the number of steps between the original source of data (a conversation with a client) and the collection of the information (log it into the CRM) reduces the chance of failing to update the CRM.

Another example is the mobile middleware application used by DirecTV that enabled over 675 of their employees to vastly increase the productivity of sales managers. According to Erik Walters, a program manager for DirecTV's sales and operations arm, in the past an industrious area sales manager would be lucky to see three or four customers a day; now it is closer to ten or twelve. This example here shows how mobile CRM applications increase productivity. When salespeople are on the road and attending multiple meetings, a mobile CRM can not only be used to keep data organized it also serves as a platform to submit orders as soon as they are agreed to, instead of delaying them until the rep returns to her office. The sooner an

order is placed; the sooner the final product or service is ready to be delivered which in turn translates to shorter delivery times and more satisfied customers. DirecTV also implemented a hosted Call Center On Demand product from Siebel parent Oracle for incoming phone queries from dealers. The success of the mobilized CRM On Demand has given the company confidence to move more hosted model for its overall relationship with this critical group of resellers.

Citation: Maximizer. "5 Strategic Advantages to Using a Mobile CRM." *Maximizer Blog 5 Strategic Advantages to Using a Mobile Customer Relationship Management Software Comments*. Maximizer.com, 09 Feb. 2016. Web. 16 Oct. 2016.

O'Brien, James A., 1936-2007 *Management information systems*/James A. O'Brien, George M. Marakas. 10th ed.

Case study question 2: What are some of the reasons that makes it so challenging to mobilize an existing enterprise application? How did the companies featured in the case tackle that challenge?

Implementing a mobile customer relationship management (CRM) solution can be intimidating. It seems like there are so many options, customization decisions and integrations that could simply go wrong. On top of that, you keep hearing that adoption is the hardest part – getting sales reps to actually use it. It can be tempting to push CRM into the “losing battle” category and embrace the inefficiencies instead. In this case Dow Corning and DirecTV are facing pretty much the same challenges when it comes to implementing mobility to corporate applications. These challenges include struggle to determine exactly how best to mobilize critical applications that can bring a measurable payback to the company but also limit the disruption to and administration headaches in their users’ lives. They also had to face the salespeople who ignore any new administrative process or technology.

Implementing CRM can seem like adding an extra layer to sales or service processes – employees have to constantly jump between applications to track their progress or look up information. That’s why The project leader must start by crafting a valid business case for CRM before selecting a vendor, upgrading software, or launching a new project. Assemble a cross-functional team to determine specific, measurable goals for the initiative. Areas to consider include automating processes that will improve user productivity and boost customer satisfaction, streamlining marketing and sales processes, giving customer-facing employees access to a 360-degree view of customer information, and supporting contact center agents with the tools to cross-sell and upsell. And this exactly what the directors of Dow Corning and DirecTV did. Reeves put a team together and ask questions about how to make the transition to mobilization and how to make it smoothly with a clear vision and implementation plan.

With his experience and knowledge about the life of a sales guy, Chip Reeves knew exactly how to approach the salespeople. It's natural to resist change and Reeves knew that. Top salespeople may ask, for example, why should we be forced to change our working habits, when those very habits helped us become so successful? On the other hand, poorer performers may fear the outcome of their managers having a window into their bad habits. Failure to convince these and other employees of the benefits of CRM often results in passive resistance and low employee-adoption rates. Effectively communicating the benefits of CRM to users should bolster their confidence in and comfort levels with the new system. It's crucial to "sell" those benefits internally both before and during a CRM initiative. Companies must not only create buy-in, but must also maintain users' enthusiasm. That's why Dow Corning and DirecTV have done a series of visioning exercises, what Reeves calls "looking at a day in the Life of a salesperson" where his team take groups of employees and identify what their lives look like today and what their lives will look like in the future (after the CRM implementation). These visioning exercises helped Dow Corning to improve the CRM implementing process by working hand in hand with the salespeople to tweak capabilities and address their ongoing concerns.

Citation: Myron, David. "6 Barriers to CRM Success And How to Overcome Them." *CRM Magazine*. Destinationcrm.com, 01 Aug. 2003. Web. 16 Oct. 2016.

O'Brien, James A., 1936-2007 Management information systems/James A. O'Brien, George M. Marakas. 10th ed.

Case study question 3: Salespeople are generally known for their independence and emphasis on efficient time management, and not their willingness to adopt new technologies pushed by management. What were some the approaches mentioned in the case that were used to foster adoption? What are other alternatives can you think of?

According to Gartner, more than 65 percent of all customer relationship management (CRM) projects fail. Why? The most common pitfall is that salespeople don't view CRM as a tool that can help them. At best, they see it as just another administrative burden. At worst, they regard CRM as Big Brother. What can sales leaders do to help salespeople overcome their defense mechanisms and resistance to change? In this case we learn about some of the strategies.

For example, Chip Reeves, the Dow Corning's director of marketing and sales processes and his team made sure that the salespeople were being listened to. He said: "heavy involvement with the salespeople has been key and we're trying to be responsive to them". his team approached that by looking at a day in the life of a salesperson, thinking through their information and task needs, what were their priorities, what were their common tasks, and what were the process pain points. By being symbiotic, they made sure that the salespeople would want to use the mobile devices and applications. Reeves also preached a "low input, high output" strategy that has guided the entire mobile deployment. It was clear to him that when dealing with the sales force, less is always more. His team tried to weed out and simplify the processes and

make it easy for every salesperson. Other strategies that executives can use are: Sharing examples of success, focusing on what's in it for them, creating the right coaching culture, rewarding success.

Leaders must constantly sell the vision and communicate why the team is moving in this direction. It is critical to back up communication with actions and clearly articulate the strategy. An effective leader should cite examples and best practices from other companies. Help your sales team members understand how CRM will help them achieve their individual goals – not how CRM will help achieve management goals. Leveraging CRM technology and mobility provides sales teams with a wealth of information about current and potential customers when and where they need it. This information helps them serve customers better, which in turn helps build stronger relationships. Those relationships lead to better sales and more satisfied customers. When they understand the value of CRM, they'll be more open to the idea of using it. Sales managers should conduct regular funnel reviews with their salespeople. When salespeople see their managers using data from the CRM system to conduct reviews, it sends a strong message about the managers' expectations for system usage. Adding scientific tools that provide insight about leading, rather than just lagging indicators, can also help drive adoption and be a valuable coaching tool. Monitoring leading indicators means a sales manager has a chance to get involved sooner and coach a salesperson on how to get a deal back on track.

Finally, the managers can reward the salespeople who work harder and use the mobile CRM applications better by making them compete to win the prizes. Choosing a CRM with mobile capabilities will make it easier for sales reps to access the program more often, but this doesn't necessarily mean that they have to use it. Top performers, for example, may be busy with client meetings and allow CRM to fall by the wayside. This is where competition can come into play – holding contests can encourage more CRM use. For instance, managers can create a competition to see which sales rep can create the most robust customer profiles in their CRM, and then offer a prize to whoever comes out on top. In order to keep it rolling, make the competition a weekly event. Don't reveal the prize beforehand – this will create more mystery and make the contest more engaging.

Citation: Doddrell, Kevin. "Sales Management Digest." *Selling Power*. Sellingpower.com, n.d. Web. 16 Oct. 2016.

O'Brien, James A., 1936-2007 *Management information systems*/James A. O'Brien, George M. Marakas. 10th ed.