Microsoft

CRM in the World of Buyer 2.0

SALES PERFORMANCE INTERNATIONAL

Microsoft Dynamics CRM

CRM in the World of Buyer 2.0

Professional selling has never been more challenging.

A confluence of factors has created a sales environment that is faster paced and more complex than at any time in history. As a result, sales organizations and sales professionals need to be adaptive and agile – they need to effectively respond to buyers with unbounded access to information. These new demands require new and better forms of technology enablement for the sales professional. While CRM is an established technology in most corporations, the application of CRM needs to evolve to support three essential principles in the world of Buyer 2.0:

- **Sales Process Enablement** – While the concept of process may seem somewhat rigid, clear process definition allows organizations to better define their selling "playbook" so they can propagate new process thinking rapidly across the organization.

- **Sales "Agility"** – The new buyer is armed with unprecedented levels of information, and increased expectations of seller expertise. CRM needs to "serve up" just in time sales intelligence and provide context-based guidance in real time.

- **Sales Mobility** – The mobile workforce is now a reality, with 60% of company's sales force now comprised of primarily remote workers. Access to CRM needs to support the expanding variety of mobile phone and tablet devices in a "Bring Your Own Device" (BYOD) workforce.

Sales Process Made Easy

Process Pay Off

According to recent research conducted by CSO Insights, more than 86% of respondents indicated that a sales process either improves or significantly improves their sales effectiveness.

In fact, one of the most consistent findings in their study of global sales organizations is that sales process adherence has a significant impact on key sales metrics, as illustrated below.

SALES PROCESS PAYS OFF

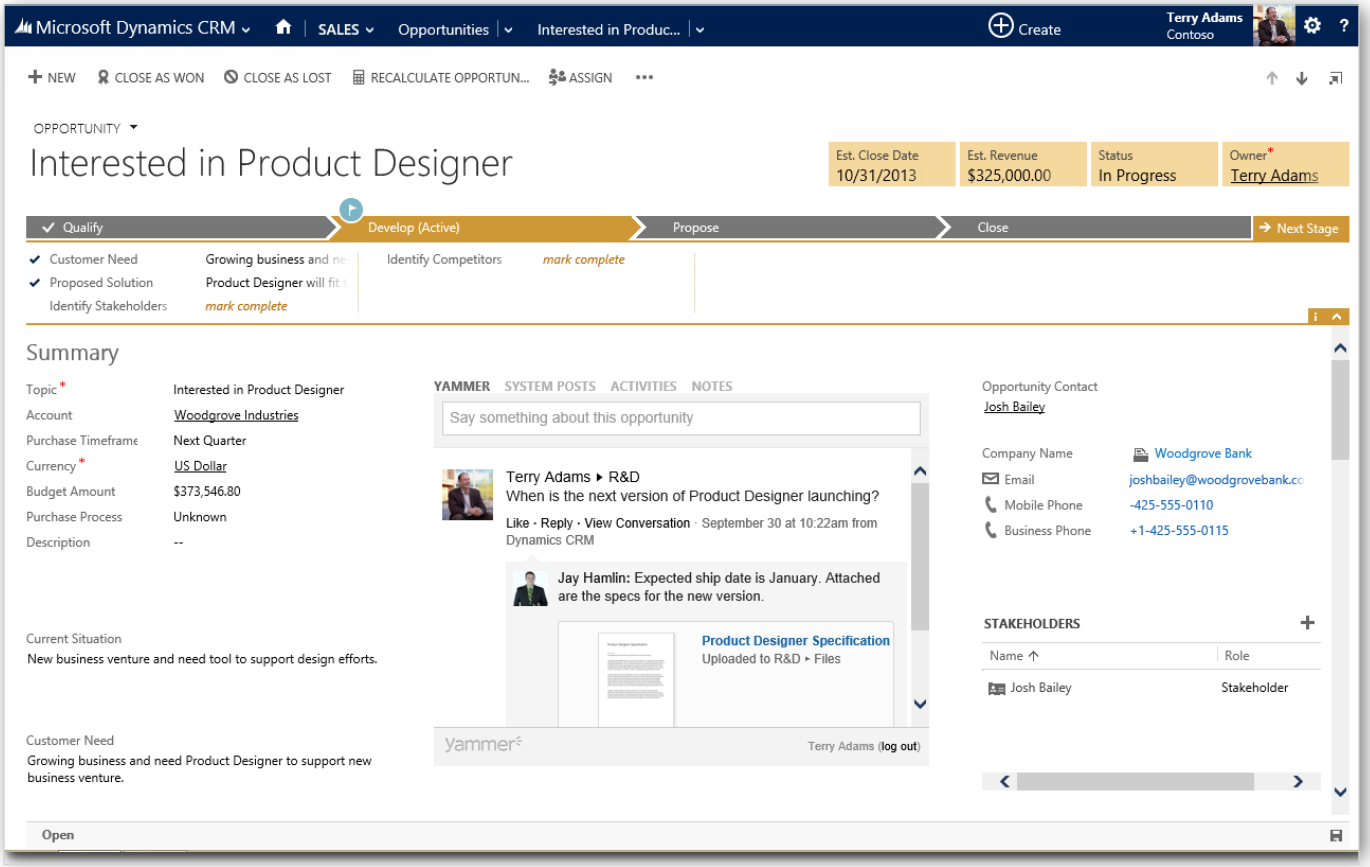
58%	Quota Attainment	65%
49%	Win Rates	55%
39%	Turnover	29%

Level 1	Level 2	Level 3	Level 4
• Definable pattern of selling behavior • Each rep is an entity unto themselves • They do things based on personal discretion, rather than a process	• Process may exist, but is not documented, measured, or reinforced • Sellers need to consult with co-workers to understand the process	• Process is defined, measured, and reinforced • Believe that a very structured manner provides competitive edge	• Most proactive • Have real-time understanding of how they are selling, how customers buy, and how to service the customers

While the evidence that process adherence pays significant dividends is overwhelming, only 14% of global corporations surveyed have attained "Level 4" sales process adherence. Not surprisingly, there is a direct correlation between process adherence and CRM adoption. Nearly two thirds of companies that have dynamic sales process maturity (level 4) also experience 90%+ CRM adoption by the sales organization.

Making Process Reflexive

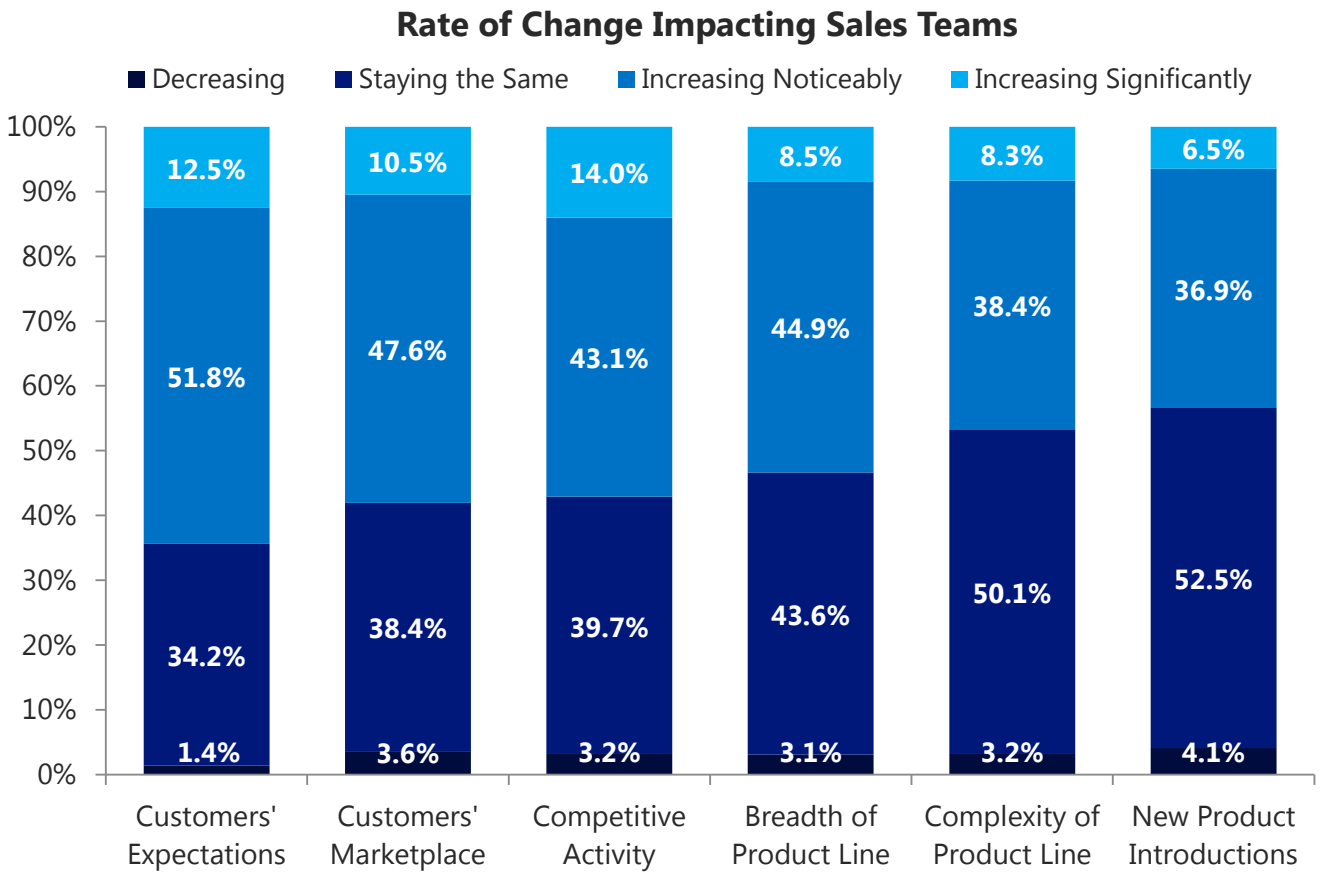
The key to high level of adoption is, quite simply, to make the process easy and reflexive for daily use by sales people. To accomplish that, CRM needs to provide intuitive, easy to follow visual process guidance. Traditionally, CRM business processes, such as sales opportunity management, have been handled through workflows that can be cumbersome, difficult to understand and may require a lot of user training. A good example of this new interface approach is Microsoft Dynamics CRM 2013, which embeds the process directly in to the experience – guiding users at each stage of the process. This completely configurable process guidance takes the "guess" out of "work", driving each individual and toward consistent interactions. This is truly ground-breaking and will give companies using Dynamics CRM a significant edge over those that are using legacy CRM systems.



The Agile Sales Professional

Hyper Change is the New Normal

The role of sales professional has never been more challenging. In research conducted by CSO Insights, multiple factors that impact the sales environment are changing at an accelerated pace.

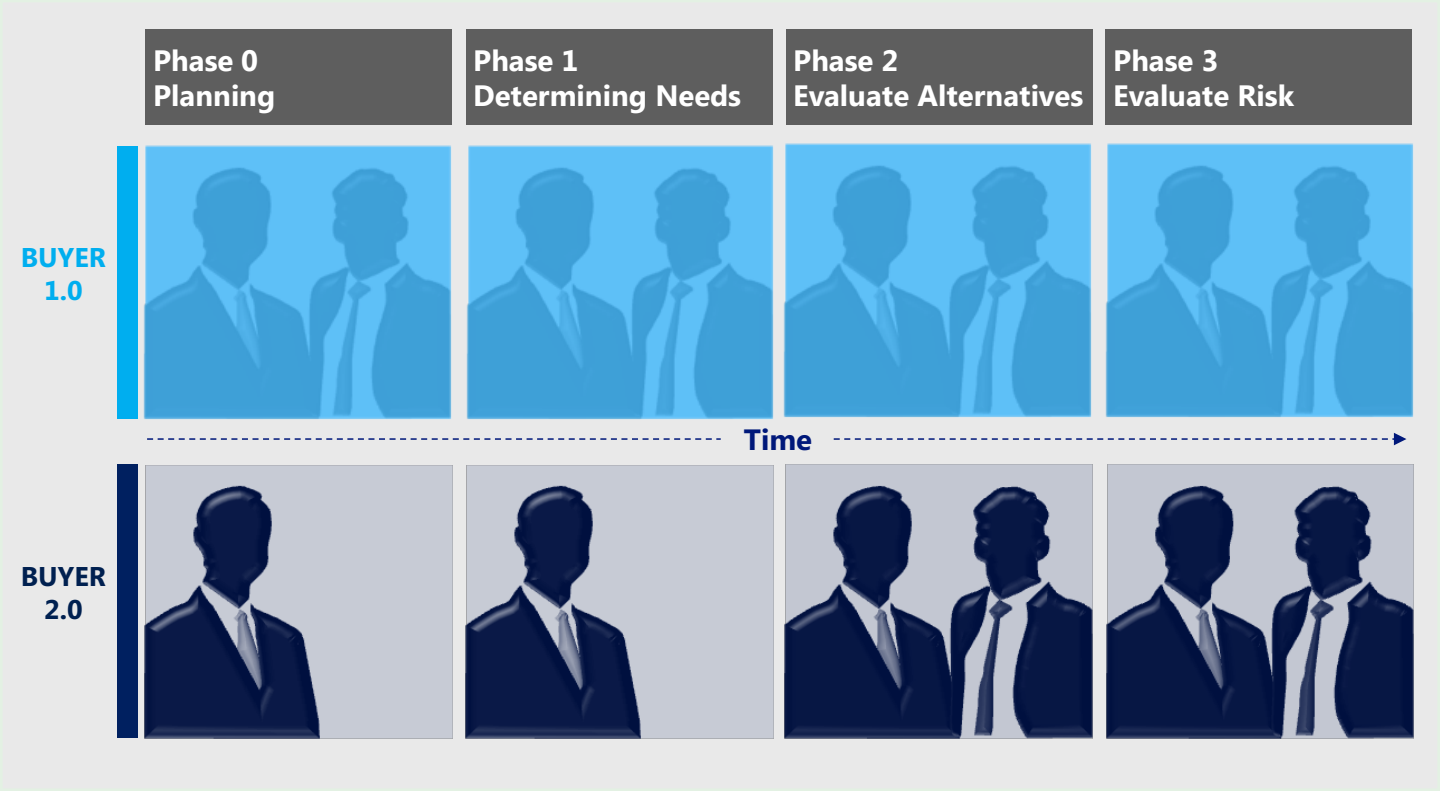


As a result, the demands on today's sales professionals are unprecedented. They must be highly "situationally fluent" with respect to the rapidly changing dynamics of the buyer's industry, issues, competitive alternatives – as well the increasing pace of change with their own offerings.

The Rapidly Evolving Buyer

Today's buyers are empowered to conduct their own research and investigate possible solutions to address their requirements. They can do this through visiting the selling organization's website or by engaging with peers who may have used the selling organization's product and/or services. This means that often the buyer is taking the buying process (and subsequently the "sales process") further down the path before they engage selling organizations. They may eliminate vendors from their evaluation without the vendor ever even knowing they were in consideration.

As a result, in the world of Buyer 2.0, sellers are often reacting to a set of pre-conceptions, versus introducing the potential business issue, and jointly shaping the "vision" of a solution.



- 80% of buyers *find you*
- Buyers have a "hypothesis" already forming
- Sellers need to *validate or challenge* buyer "vision"
- "Situational fluency" is more critical than ever

The abundance of information available to buyers can put even the best sales professionals on the defensive – in a position of reacting and competing on price. The ability to position and sell value effectively – with agility - is more critical now than ever. "Situationally fluent" sales professionals that can adeptly validate or challenge a customer's vision of a solution will have a distinct edge.

These factors create new demands for CRM as an enablement platform. An example of CRM supported agility is Insphere Insurance Solution, an independent, career-agent distribution group that specializes in small business and the middle-income individual market. When formed in January 2010, this new structure allowed the company to reposition its sales field from being a single product, niche-market player into one with a product portfolio broad enough to serve a larger range of customers. To support the current sales field and meet goals for growth, Insphere chose Microsoft Dynamics CRM and tailored the solution, with the help of a Microsoft partner. Currently, more than 1,500 agents use the solution every week.

In addition to traditional CRM functionality, agents now have a single source to monitor the status of all customer applications and policies across all carriers, including open underwriting requirements and notifications when policies are about to become active. Agents can also draw on the solution to format a customer-ready needs analysis report that shows a variety of coverage scenarios to address the customer's insurance requirements. For quoting, agents access multicarrier tools directly from the Activity Center. The quoting tools also display dashboards that provide the status of previous quotes.

In other words, CRM is the "intelligence center" for all prospect and customer interactions. Working in Microsoft Dynamics CRM, Insphere agents can also efficiently manage client communications and marketing efforts. The system "serves up" email templates and approved marketing materials that agents can use for individual, personalized notes and for targeted marketing campaigns.

Mobility and Sales Enablement

Aberdeen Group studies over 250 global sales organizations on an annual basis to determine characteristics of "Best-In-Class" performers, who are defined by:

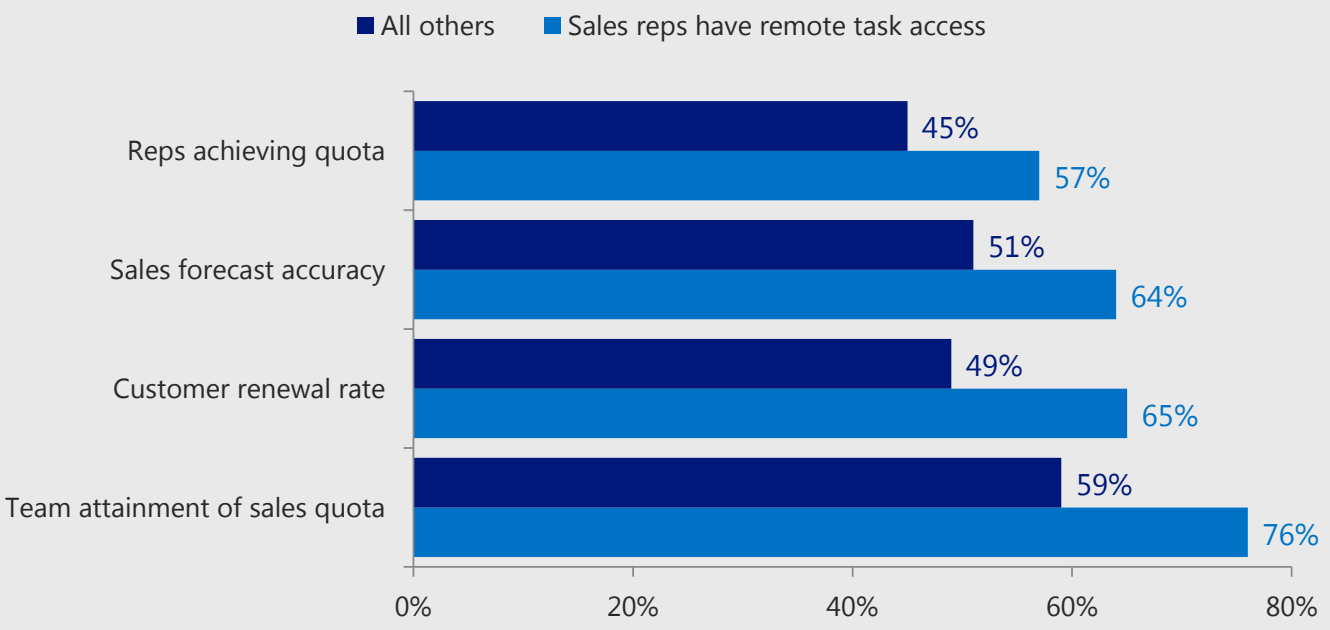
- Top 20% in quota attainment
- Top 20% in YOY revenue growth
- Top 20% in average deal size increase

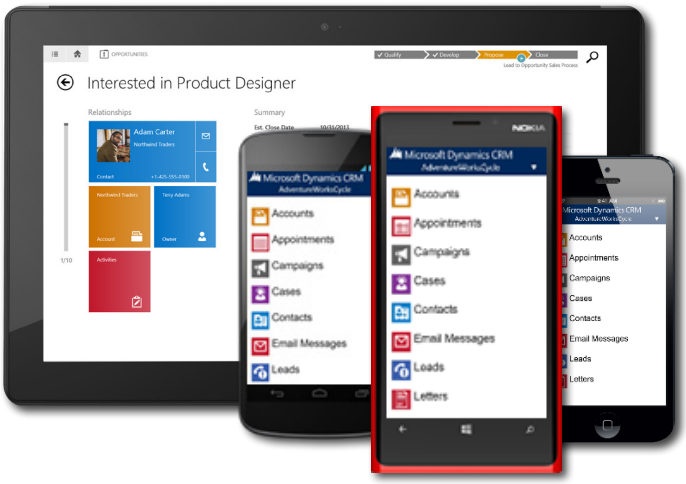
Aberdeen's most recent research illustrates, compellingly, that supporting sales mobility is a key competitive advantage and widely employed by best-in-class companies.

When study respondents were asked to identify the rationale for greater mobile support, they cited two key factors; growing demands from customers and increased business competition – forcing them to react to prospect/customer needs on a timely basis. With the rollout of Microsoft Dynamics CRM 2013, Microsoft will be rolling out a native HTML app for Windows 8 tablets and iPads.

A compelling example of mobile CRM adoption is from Saia LTL Freight – a less-than-truckload (LTL) or regional, interregional, and guaranteed services across 34 states. From headquarters in Georgia and a network of 147 terminals, it handles thousands of freight bills daily. Because of disparate systems for customer information, sales reps and managers lacked a systematic way to retain and access timely records of customer interactions. As a result, the quality of customer communications and customer experience was compromised.

To consolidate customer information, Saia LTL Freight deployed Microsoft Dynamics CRM, allowing sales people to interact with the system using through Microsoft Outlook on their tablet devices. Armed with customer information anytime anywhere, sales reps can respond instantly to customer needs and issues. According to Gary Jones, Sales Training Manager at Saia LTL Freight, "Mobile access to CRM helps reps answer on the spot … Microsoft Dynamics CRM has helped us move from the middle of the pack to a leader position."





Conclusions

In a rapidly changing business world, sales organizations are under intense pressure to differentiate both their offerings as well as the customer experience. Microsoft Dynamics CRM provides an exceptional platform for companies to raise their game by supporting three key drivers of competitive advantage for sales in today's world of informed buyers.

- **Sales Process Enablement** – the ability to implement and evolve the sales "playbook" for better execution
- **Sales Agility** – the ability "serve up" just in time customer intelligence and provide context-based methodology guidance in real time
- **Sales Mobility** – the ability to provide anytime, anywhere access to vital CRM information for "Bring Your Own Device" (BYOD) workforce