

SYBASE®



# Are Your Sales Reps Missing Important Sales Opportunities?

## How Sybase Mobile Solutions for SAP Dramatically Increase Sales Productivity

WHITE PAPER



# Contents:

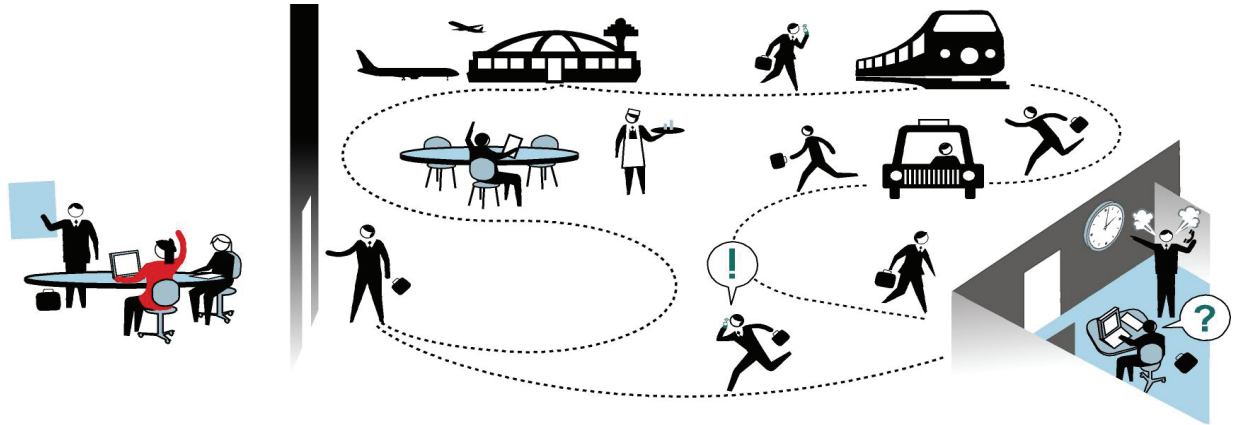
Why Do Sales Reps Spend 74% of Their Time NOT Selling?.....	3
A Day in the Life of a Sales Rep.....	3
What If You Could Cut Sales Prep and Administrative Time in Half? .....	3
What Is a 20% (or More) Gain in Sales Productivity Worth to You? .....	4
Increasing Face-to-face Sales Time.....	4
Better Sales Management and Forecasting.....	5
Better Data for More Accurate Downstream Business Processes.....	6
Mobile Business Applications Are Prohibitively Expensive to Deploy and Maintain: TRUE or FALSE ?....	8
The Significance of Device Independence .....	8
How Vulnerable Are Smartphones, and Is Your Data at Risk When They Are in Use? .....	9
Anticipating ROI in Months, Not Years .....	9
Gaining Additional Productivity Benefits Through Mobile Workflow.....	10
Inside Sybase Mobile Solutions: Sybase Unwired Platform .....	12
Business Mobility Is Business Advantage .....	13

# Why Do Sales Reps Spend 74% of Their Time NOT Selling?

## What Sales Reps Do with Their Time . . .

26% in face-to-face sales

74% in sales prep, travel, waiting, and administrative tasks



Yet, according to Yankee Group research, sales reps are eight times more effective at cross-selling in person.<sup>1</sup>

## A Day in the Life of a Sales Rep

Sales is the lifeblood of any business, yet most sales people spend precious little time actually selling. According to Yankee Group, reps spend 74% of their time on non-revenue-generating activities: Where does their time go?<sup>2</sup>

- **Sales prep (16%).** Sales reps typically go into the office to prep before meetings. If they travel a lot, it is easy for them to lose touch with customers' current issues and needs.
- **Administrative tasks (26%).** Most sales reps prefer to leave their computers behind, saving up their call reporting and other administrative work for the end of the day or week. This strategy hinders management visibility into sales activity. It also delays responses to customer requests, which in turn lengthens sales cycles.
- **Travel and waiting (32%).** Sales reps travel to and from customer sites, and back and forth to their offices. They wait for meetings, wait in airports, sit on trains and airplanes, and sit in traffic.
- **Selling (26%).** Outside sales people typically spend 26% of their time face-to-face with customers.

## What If You Could Cut Sales Prep and Administrative Time in Half?

Could you increase face-to-face sales by 20%? Or even more?

A Yankee Group survey of mobile sales force automation users found that the four most important measurable benefits realized through their use of these tools are:

1. Increase face-to-face selling time.
2. Eliminate redundant activities.
3. Increase win rates and lead close rates.
4. Increase forecast accuracy.

Close to 2/3 of the companies surveyed reported 20% or better improvement in all four of these key metrics as a direct result of implementing mobile sales force automation tools. They also reported a 20% or more *decrease* in administrative time.<sup>3</sup>

What does this mean to your business and the way you manage outside sales? Let's take a look.

# What Is a 20% (or More) Gain in Sales Productivity Worth to You?

There are two parts to this question:

- What do mobile business applications do for your sales, including related downstream business processes like forecasting and fulfillment?
- What does it cost to deploy mobile business applications?

Sybase and SAP have joined forces to develop a new generation of mobile customer relationship management (CRM) and mobile workflow applications totally optimized for use on smartphones. Let's first look at what these applications do for sales and business processes.

## Increasing Face-to-face Sales Time

Let's say Ted the Sales Rep has a critically important meeting today. He is closing a huge sale that he's been working on for the past six months. This one deal makes up almost half of his sales pipeline. This is how it goes:

### Outside Sales Scenario

#### Without Mobile CRM



- Ted goes to the office early—before the meeting—to review customer data in the CRM system.
- Ted arrives at the customer site ready for an all-day meeting. He plans to close the deal, then go back to the office to enter order information.
- After hashing over project details all morning, the customer decides to kill the project. Ted is stunned.
- Ted goes to lunch.
- Ted goes to the office. He logs in to the CRM system and begins reviewing his customer list. He needs to rebuild his pipeline.
- Ted realizes that his sales activity reporting is not fully up to date. He reviews email and notes to update status information for his prospects and leads.
- Ted moves the day's big deal to the lost column and sees the hit on his pipeline report.
- Ted gets a call from his manager, who asks what happened to the pipeline. Ted explains the situation but says he's working on setting up meetings for the rest of the week.
- Ted calls his wife to let her know he won't be home for dinner.

**Sales score at the end of the day: 0**

#### With Mobile CRM



- Ted arrives at the customer site a few minutes before the meeting. While sitting in his car, he uses his Mobile CRM solution to review key information about the negotiations and historical data on this customer.
- Ted enters the building ready for an all-day meeting.
- After hashing over project details all morning, the customer decides to kill the project. Ted is stunned.
- On his way to lunch, Ted uses his smartphone to move this prospect to the lost column.
- Then Ted gets an idea: Using his GPS-enabled smartphone, he asks the CRM to pull up customers and prospects closest to his current location.
- Ted sees a cold prospect whose project was on indefinite hold. He decides to call. He reaches his contact, who says they just decided to move forward and how quickly can Ted get there?
- Ted skips lunch and arrives at the customer site in 10 minutes.
- The customer needs product availability information. Ted finds it quickly using his smartphone, then closes the deal.
- Ted logs the sale from his smartphone and goes home early.



**Sales score at the end of the day: 1**



## Better Sales Management and Forecasting

Sales managers know how challenging it can be to keep sales information current.

Sales Reps are always on the run. Many save their sales activity reporting to the end of the day and try to do it from home, where—unfortunately—there are many distractions. Others try to block out time at the end of the week to catch up on their activity logs. Still others hastily collect data minutes before a sales meeting.

CRM applications greatly improve the visibility of sales data if users widely adopt the applications and use them often. But according to Yankee Group research, traditional CRM solutions have an adoption rate of less than 30%.<sup>4</sup>

In contrast, mobile CRM solutions have a much higher adoption rate—about 70%—and people who use them do so more frequently.<sup>5</sup> One of the great benefits of mobile CRM to sales management is increased real-time logging of sales activity. This means that sales information is more accurate, and management has a better real-time picture of what is happening. Let's see what this means in practice.

### Sales Management Scenario

#### Without Mobile CRM

- One of Ted's customers needs to see him right away. Fred, Ted's boss, lets Ted know there's a problem with an order. Ted is near by and drops in to see the customer.
- At the customer site, Ted discovers the customer received two pallets of the wrong item. The mistake may cause this customer to miss a deadline, and the contact wants to know how quickly Ted can correct the mistake.
- Ted will need to go back to the office to put in a change order and check inventory. He gets right on it.
- Ted heads back to the office, knowing the customer is not happy.
- Meanwhile, Sales Manager Fred is blasting emails out to all his sales reps asking them to update their activity logs. He has a meeting coming up with the CEO, and a bunch of the data in the CRM system is not current. His forecasts will be way off.



**Sales score at the end of another day: 0**



#### With Mobile CRM

- One of Ted's customers needs to see him right away. Fred, Ted's boss, lets Ted know there's a problem with an order.
- On his way to the customer site, Ted uses his phone to review this customer's account history.
- At the customer site, Ted discovers the customer received two pallets of the wrong item.
- Ted also sees, based on his earlier review of the account history, that this customer is using supplies faster than they planned. Ted says he can quickly fix the problem order, but they should also order more because their inventory is low. The customer is not so sure.
- Ted uses his smartphone to show the customer their purchasing history. He also verifies his company has the items in stock.
- Ted sends a text message to Fred asking if he can offer a 5% discount on an expanded order. Fred gives Ted the okay.
- Ted clinches the deal and enters a rush order that includes a credit for returned items. On his way to another meeting, he uses his phone to record the sale. He notes the customer is happy.
- Within minutes, Fred sees a new sale in Ted's pipeline. Fred sends a congratulations message to Ted.
- Meanwhile, Sales Manager Fred is reviewing the current numbers for his upcoming meeting with the CEO.



**Sales score at the end of another day: 2**

## Better Data for More Accurate Downstream Business Processes

Accurate sales data and forecasting have a direct impact on marketing and sales strategy, channel management, financial planning, decisions related to manufacturing and procurement, and decisions related to hiring. All these business processes benefit from better, more accurate, and more current data that shows what's in the pipeline now as well as forecasts future sales.

Let's see how mobile CRM affects downstream decision-making.

### Downstream Business Process Scenario

#### Without Mobile CRM

- Fred, the regional sales manager, is on his way to a big quarterly budget and planning meeting. He built his reports and has a pretty good idea where things stand, although he had to guess on a number of things, because sales reps have not been updating their sales data.
- Much of the morning is consumed with reconciling current numbers with last quarter's forecasts. There are significant discrepancies.
- During a working lunch, the meeting attendees examine trends.
- They work into the afternoon. They ask Fred for information on a couple of key accounts. He tells what he knows, but there's uncertainty because that particular sales rep has been on the road for two weeks.
- By the end of the day, they have decided to stay the course. Fred is exhausted.



#### With Mobile CRM

- Fred, the regional sales manager, is on his way to a big quarterly budget and planning meeting. He built his reports based on data current to end of day yesterday.
- The meeting attendees briefly review last quarter's forecasts and quickly see that they are making their numbers.
- As they work, they all see a big order come in from one of Fred's sales reps. This order confirms what they are seeing in the data: a late quarter spike in demand for one of their sleeper products.
- During the meeting, they agree on a shift in manufacturing resources to beef up production of the suddenly popular product. They also decide to adjust their sales strategy around this product.
- The meeting is over well before lunch. On his way back to the office, Fred whips out his iPhone, checks his pipeline reports, and sends a text congratulating Ted on his latest sale.



The key to achieving these sales, management, and business process benefits from CRM is user adoption. As stated earlier, Yankee Group research shows that whereas companies deploying traditional CRM systems typically have a 30% adoption rate, mobile CRM has a 70% adoption rate. Why is that?

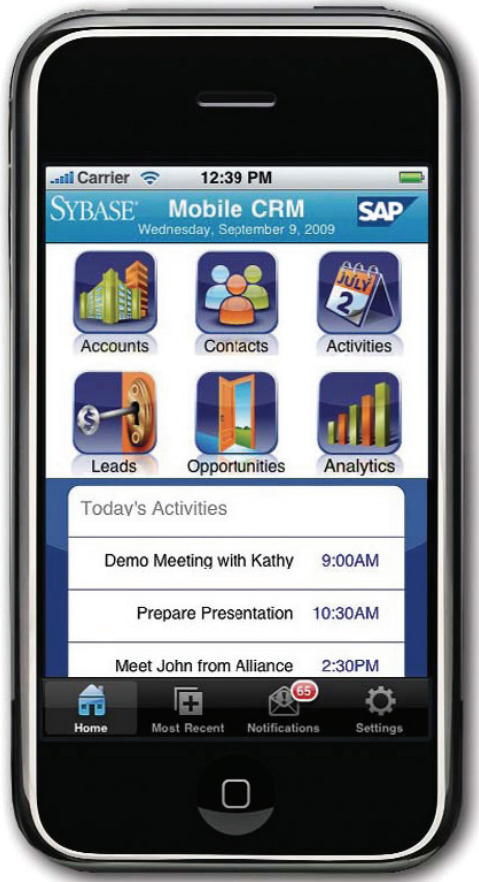
Mobile CRM has higher adoption rates because it gives users the data they need exactly when they need it. But that's not the only reason. With the CRM enabled smartphone in hand, and the fact that some activities, like email, are captured automatically, users find that mobile CRM greatly simplifies logging sales activity in real time. This actually reduces time spent on administrative tasks.



Sybase has made mobile sales for SAP CRM even more appealing by:

- **Carefully designing the feature set and user interface so that it is immediately intuitive to sales people.** CRM specialist John Appleby at Bluefin, the United Kingdom's largest dedicated SAP consultancy, says, "You give it to a sales person, and they really get it."
- **Building the mobile sales product on an application development platform that is hardware independent.** This means companies do not need to standardize on one mobile phone manufacturer for their business applications, and users can continue using their own favorite phones at work without having to carry around and learn how to use a second phone.

**"You give it to a sales person,  
and they really get it."**  
John Appleby, CRM Specialist, Bluefin



Home page of Sybase Mobile Sales for SAP® CRM, shown on an iPhone.



Pipeline analytics report of Sybase Mobile Sales for SAP® CRM, shown on a Windows Mobile phone.

The benefits side of the value question is clear. But what about the cost side of the equation? Is the cost of deploying and managing a mobile CRM system too much? Let's take a look.

# Mobile Business Applications Are Prohibitively Expensive to Deploy and Maintain: TRUE or FALSE ?

Given the value proposition of mobile CRM, why hasn't every company adopted it?

Until recently, significant technology and cost barriers have held companies back. It is also a fact that mobile phone adoption has largely been a consumer-driven trend—not enterprise or IT driven. Companies typically think of mobile devices as personal items. Everyone chooses their own phone from a wide selection of devices and service providers.

This variety has resulted in a mobility landscape with its own challenges, including:

- There are about eight different operating systems that could be running on workers' devices;
- When companies adopt a smartphone mobile solution, it typically works on a single operating system. People who get the company device (usually executives), often end up carrying two devices – the company phone and their personal one;
- A diverse set of niche, siloed, and hardware-dependent products created by individual departments dominate the mobile applications scene. These applications typically only run on one mobile operating system.

From an IT perspective, this makes application customization and device management expensive. Organizations must either develop different versions of applications to run on different mobile devices, which is quite costly, or develop a highly customized application for one device that all employees must adopt. This is also expensive and assures obsolescence as new generations of mobile devices (and new generations of workers) appear in the market. Furthermore, IT has resisted the task of managing so many portable devices that are easy to lose and present an entirely new security risk to the organization.

Sybase and SAP have teamed up to change this dynamic. By building mobile versions of SAP's CRM and Business Suite Workflow applications on Sybase® Unwired Platform, they have created applications that are:

- Hardware or device independent
- Faster to customize and deploy
- Easier to manage and secure

Let's see what that means in practice.

## ***The Significance of Device Independence***

Sybase mobile solutions for SAP applications are hardware independent. That means one application can run on multiple devices and multiple operating systems. For instance, Sybase Mobile Sales for SAP® CRM currently runs on Windows Mobile and iPhone devices, and it will soon be available on BlackBerry smartphones. Why is this important?

1. By making business applications available to users on their preferred mobile device, you encourage workers to use their own phones for business purposes. This reduces their learning curve and increases user adoption—a key factor in realizing business benefit. It can also reduce your investment in mobile devices for your employees.
2. You can invest in one application-customization effort to roll out an application across your enterprise, reducing the time needed for deployment and lowering deployment costs.
3. Hardware and operating system independence assures that your business applications will still work as employees adopt the newest mobile technology. This protects your mobile business applications against obsolescence.

Device independence is an important part of lowering total cost, but there is more to it than that.

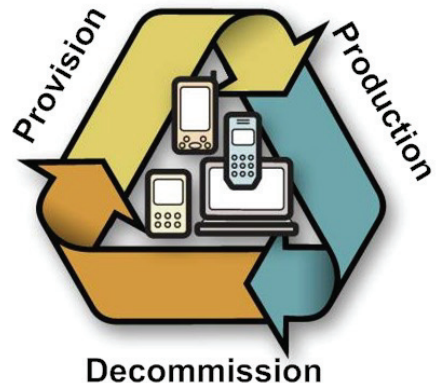




## How Vulnerable Are Smartphones, and Is Your Data at Risk When They Are In Use?

As more data and functionality reside on mobile devices, management and security is critical. Sybase offers a device-management console that provides you with complete control over your mobile devices during these phases of their life cycle:

- **Provisioning.** Enables you to remotely load applications onto designated devices and configure them for firewall and password protection, group policies, security policies, data encryption, and other setup functions.
- **Production.** Enables you to monitor devices, update their software, remotely control devices, update their security settings and configuration, perform data backup and restore, and perform other administrative tasks.
- **Decommissioning.** Enables you to remotely disable or lock a lost or stolen device, wipe data from the device, retire a device, or re-provision a device for a new user.



**The management console enables you to perform all these tasks remotely, without having employees bring their mobile devices to the IT department for maintenance.**

This management console supports a wide variety of devices, including Windows Mobile, iPhones, Windows notebook and netbook computers, RIM BlackBerry smartphones, Palm OS phones, and Symbian phones. Having full control over device security and management from a central console, combined with password protection, data encryption, and over-the-air encryption, makes these devices as secure as desktop computers.

## Anticipating Return on Investment in Months, Not Years

There are several key factors in accelerating return on investment for mobile business applications:

- **Lower-cost deployments.** Enjoy optimum out-of-the-box functionality and integration to back-end systems, along with easy configuration and customization.
- **Quick user adoption.** Intuitive application design and simple but essential feature sets running on familiar mobile devices mean that users adopt the applications quickly.
- **Immediate business benefit.** In the case of mobile CRM, improvements in sales performance, sales management, forecasting, and better quality sales data feeding downstream business processes are tangible benefits that occur quickly.

According to John Appleby at Bluefin, “One of our customers is talking about a complete system payback, for SAP CRM and the Sybase Mobile CRM product, in less than 12 months.”

**“One of our customers is talking about a complete system payback, for SAP CRM and the Sybase Mobile CRM product, in less than 12 months.”**

**John Appleby, CRM Specialist, Bluefin**



Clearly, sales and most downstream business processes can benefit from mobile CRM, but how can you extend the benefits of business process mobility to others in the organization?

# Gaining Additional Productivity Benefits Through Mobile Workflow

You can extend the benefits of enterprise mobility across your organization by pushing workflow items to users via their mobile devices. When your employees—whether they are administrative assistants, middle-level managers, or executives—no longer have to be tethered to their desks or laptop computers to make a request, decision, or provide an approval, you dramatically accelerate the speed of business.

Consider this example:

## Contract Approval Scenario

<u>Without Mobile Workflow</u>	<u>With Mobile Workflow</u>
<ul style="list-style-type: none"> <li>• It's a final contract review after the last round of changes. Ted, the sales rep who made the sale, and Fred, the regional sales manager, need to sign off.</li> <li>• Legal passes on the contract to Ted. After meeting with customers all day, he's too tired to fire up his laptop and check his inbox. Next morning, he sees an alert, reviews the contract, and approves it.</li> <li>• The contract goes to Fred, who is traveling. That night, Fred logs in from his laptop, checks his inbox, reviews the contract, and approves it.</li> <li>• The contract goes back to legal for signature.</li> </ul>	<ul style="list-style-type: none"> <li>• It's a final contract review after the last round of changes. Ted, the sales rep who made the sale, and Fred, the regional sales manager, need to sign off.</li> <li>• Legal passes on the contract to Ted. Ted immediately sees the alert on his smartphone. He quickly reviews and approves the contract before his first meeting of the day.</li> <li>• The contract goes to Fred, who is in an airport. He sees the alert on his smartphone, reviews the contract, and approves it.</li> <li>• The contract goes back to legal for signature.</li> </ul>
 <p style="text-align: center;">Days</p> <p style="text-align: center;">Process Cycle Time</p>	 <p style="text-align: center;">Minutes</p> <p style="text-align: center;">Process Cycle Time</p>

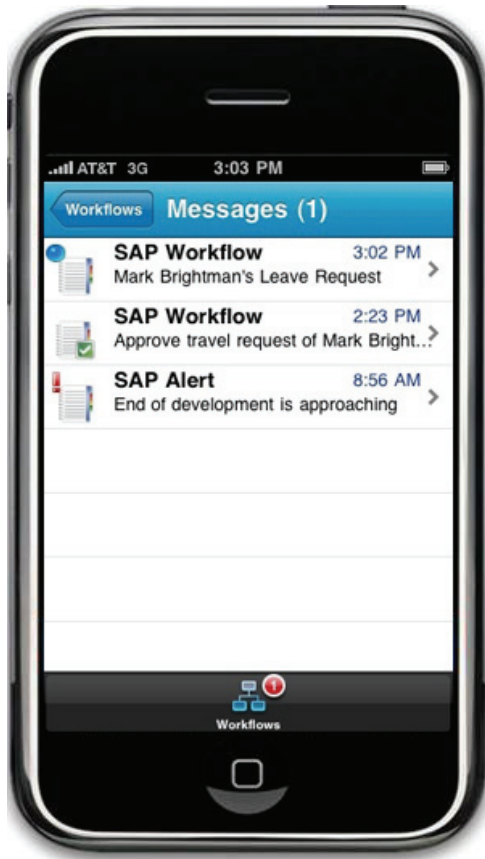
Sybase has created Sybase Mobile Workflow for SAP® Business Suite, which mobilizes SAP Business Suite processes, notifications, and alerts through a mobile inbox solution. Both SAP and Sybase fully certify and support the Sybase Mobile Workflow application, just as they do for the mobile CRM application.

With Mobile Workflow, mobile workers can receive and manage SAP Universal Worklist notifications and alerts on their mobile device of choice. This allows them to:

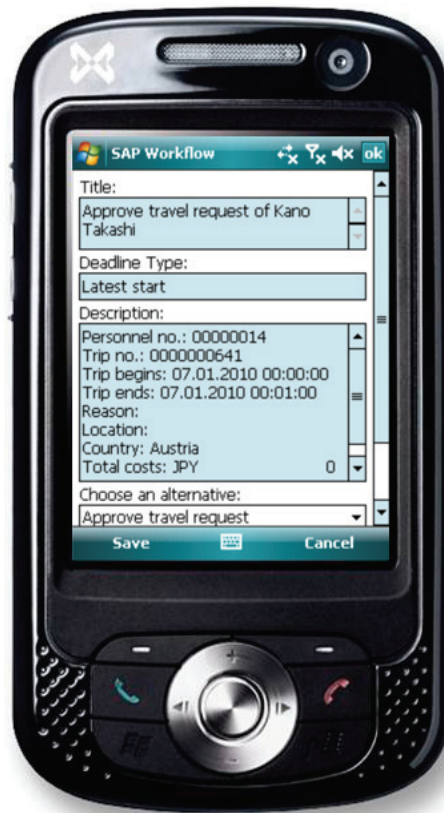
- **Manage their inbox.** Employees can receive notifications and process decision-based workflow items on their mobile device. For example, they can respond to alerts when business-critical problems occur, process decision-based workflow items while on the go, and receive notifications of overdue workflow items. This functionality enables them to quickly execute tasks and make informed, timely decisions regardless of where they are physically located.
- **Clock in and clock out.** Recording time-based activities on a notepad or form, and then transferring it to an SAP system via standard data-entry processes is both costly and time consuming. Now mobile workers can record clock-in/clock-out times while in the field, which improves reporting accuracy and reduces time spent on administrative tasks.



- **Handle travel and leave requests.** Workers can submit and managers can process travel and leave requests from their mobile device, enabling them to handle these tasks while on the go.



**Inbox of Sybase Mobile Workflow for SAP® Business Suite, shown on an iPhone.**

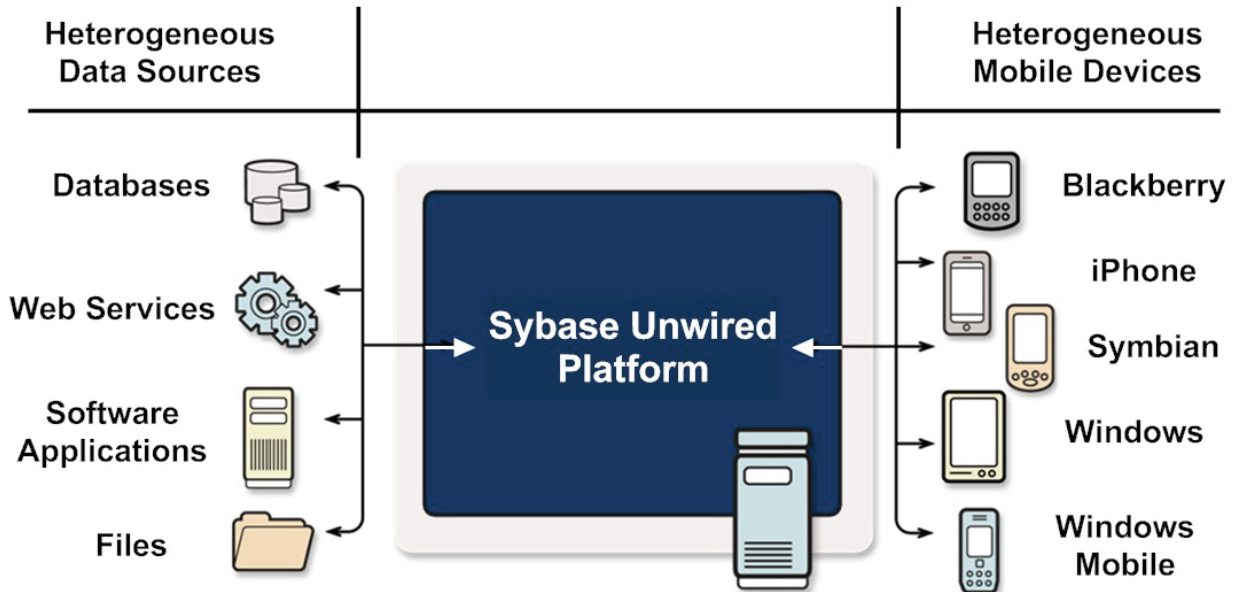


**Travel request approval of Sybase Mobile Workflow for SAP® Business Suite, shown on a Windows Mobile phone.**

## Inside Sybase Mobile Solutions: Sybase Unwired Platform

One key advantage of Sybase mobile applications is their device independence. Sybase Unwired Platform is a mobile enterprise application platform that enables you to develop mobile applications using standard developer tools.

Device independence, however, is not the only advantage. There are two sides to applications built using Sybase Unwired Platform. In addition to being device independent, Sybase mobile applications work in a heterogeneous data environment. That means they can easily integrate data from many different databases, Web services, and other applications into a single mobile application.



This approach to mobile application development simplifies back-end integration in complex data environments, and it allows you to be flexible about portable devices at a time when new mobile technologies are springing up every year. At the same time, it significantly reduces the total cost of ownership for mobile applications by:

- Enabling software developers to create a mobile application once and deploy it to a range of mobile device types, classes, and operating systems;
- Avoiding the costs and hassle of tactical mobile application silos;
- Getting out-of-the-box integration with a variety of enterprise applications, including SAP software or any other application that leverages databases or service-oriented architecture;
- Taking advantage of Sybase's best-of-breed mobile device management and security system.

## Business Mobility Is Business Advantage

Most people would agree that competition is more intense now than ever before. It is also just as true that customers want service: They want what they want as soon as possible.

Business mobility gives you advantages that start in the field and carry through to downstream business processes. The more mobile business applications are used, the greater these advantages, which include:

- Increasing sales productivity by increasing the time sales people have for face-to-face customer visits, providing sales people with critical information when they need it to make a sale, and increasing cross-selling opportunities by matching real-time customer needs with products and services;
- Increasing customer satisfaction by providing a more responsive sales service, reducing the contract cycle time, providing rapid “on the spot” resolution of customer issues, and turning account management calls into sales opportunities;
- Reducing sales administrative time so that field sale people have more time to spend with customers;
- Providing a work environment with tools that new generations of workers know and expect to use in their work;
- Increasing the visibility of sales activity to management, with more current and accurate sales reporting.
- Improving the quality of sales data used in forecasting and business planning.

To learn more about how your business can realize the benefits of mobile enterprise solutions quickly and cost-effectively, contact your SAP sales representative, or visit these Web sites:

- For more information about jointly developed Sybase Mobile Solutions for SAP, go to [www.Sybase.com/SAP](http://www.Sybase.com/SAP)
- For more information about creating device independent custom mobile solutions, go to [www.Sybase.com/SUP](http://www.Sybase.com/SUP)

### Notes

<sup>1</sup> Yankee Group, 2008. “Mobile CRM Tipping Point Finally Arrives”

<sup>2</sup> Ibid

<sup>3</sup> Ibid

<sup>4</sup> Ibid

<sup>5</sup> Ibid



SYBASE, INC.  
WORLDWIDE HEADQUARTERS  
ONE SYBASE DRIVE  
DUBLIN, CA 94568-7902 USA  
Tel: 1 800 8 SYBASE

[www.sybase.com](http://www.sybase.com)

Copyright © 2010 Sybase, Inc. All rights reserved. Unpublished rights reserved under U.S. copyright laws. Sybase, and the Sybase logo are trademarks of Sybase, Inc. or its subsidiaries. All other trademarks are the property of their respective owners. ® indicates registration in the United States. Specifications are subject to change without notice. 3/09.

**SYBASE®**