SALES PERFORMANCE

INTEGRATING THE IMPAX PROCESS INTO CRM

Whitepaper

INTRODUCTION

Customer Relationship Management (CRM) systems have become a central element to corporate customer experience and sales enablement strategy. Companies of all types, sizes, and channel structures have implemented CRM systems – from large global B2B organizations to small entrepreneurial startups. CRM implementation is ubiquitous. The question is no longer *if to implement* a CRM, but rather *how to optimize* performance.

Companies have spent tens, if not hundreds, of thousands of dollars implementing CRM in pursuit of:

- Increasing revenue from new wins
- Accelerating funnel velocity
- Improving customer retention through improved satisfaction
- Deepening customer penetration
- Expanding market share
- Improving margins by driving greater efficiency

To be clear, companies have realized many successes in these areas and more. However, many companies also struggle to achieve the objectives originally established in the business case to justify the CRM investment.

IMPAX is not a CRM integration firm; however, we care about the performance of our clients and desire to be a strategic resource to them. Our clients ask for guidance on improving performance and driving adoption. To that end, this whitepaper seeks to share our organizational beliefs regarding CRM and provide recommendations to further internalize the IMPAX process through CRM systems.

IMPAX CRM PHILOSOPHY

1. DESIGN THE SYSTEM FOR USER VALUE

This seems simple and easy. Corporate leaders talk about user value right out of the gate, but then competing interests begin to impair the design criteria. Things like management benefit, operational efficiency gains, and business insight can all be enabled by CRM systems with advancing capability. Eventually, the lure of benefits that lay outside the direct aspects of user value begins to take priority, and erosion of the CRM design – and maximal adoption – begins.

It is essential for those who are designing the CRM instance to understand the day-to-day reality of those who will be using it; namely the front-line market development representatives, sales representatives and customer/client service representatives. Doing so will allow leaders and designers to identify the areas that truly bring value to the user, areas such as:

- Improved personal performance
- Reduced administrative burden
- An enhanced experience for customers

Be clear and honest about how the end user will benefit from the system. Identify specific processes that will go away or be automated, and what can become of the released capacity. Determine how insight gathered from data will allow sales management to provide more effective coaching. Allow better decision making to direct marketing dollars towards promotions that yield higher performance.

And, the very best way to truly understand the value a CRM system can bring to those who use it, is to invite them to the table of project assessment and planning.

IMPAX CRM PHILOSOPHY

2. KEEP THE DESIGN INSTANCE SIMPLE

Simple is not always easy, but complex is almost always difficult. Complexity in the CRM design is a major threat to adoption. The old adage, “just because you can, doesn’t mean you should” applies to CRM design.

CRM technology providers have advanced the capability of their systems to fulfill nearly any technical need, desire or requirement. It is important for sales and technology leaders to fight the temptation of dazzling capability and focus instead on the simple basics.

In its “Second Annual State of Sales” SalesForce.com found that only 36% of sales representative capacity is directed to selling activities. Put another way, a full 64% of sales capacity is directed to non-selling activities (25% of which are completing administrative tasks).

An overly complex CRM design risks increasing the administrative burden for sales users and threatens usage.

At IMPAX, we use CRM for two very simple purposes:
contact management *and* ***funnel management***

Keep required inputs to an absolute minimum. Asking for ten inputs and receiving two is a failure and will erode adoption. Asking for two inputs and receiving two is success… ask for the two that really matter! To summarize: select what is important and doable, realize success, and build from there.

IMPAX CRM PHILOSOPHY

3. ESTABLISH MEASURABLE OBJECTIVES

Establishing goals is important. Goals tend to be visionary statements that challenge us to think differently and strive for something more than we may believe is possible.

Objectives are different. They are time-bound and measurable. They are based on research, insight and intelligence. And objectives tend to be the basis of the business case constructed to justify the investment in a CRM implementation.

The ability to accurately measure performance toward an objective is essential to establishing the objective in the first place. Without the ability to measure performance toward an objective, the objective is rendered useless.

Sales and business leaders have learned that isolating CRM system performance to broad objectives such as “grow 2020 revenue by 10%” is difficult. There are numerous factors that contribute to revenue performance, things such as:

- Economic trends
- Changes to promotional strategy
- Introduction of new products/services
- Changes to the sales team
- Operational performance

Regression analysis to isolate the impact of these various factors is challenging. Being thoughtful about the objectives for, ability to measure, and assumptions for performance change is essential.

IMPAX CRM PHILOSOPHY

4. INTEGRATE THE CRM WITH OTHER SYSTEMS AND PROCESSES

Integrating one system or process with another is a highly effective strategy to drive adoption for both processes. Doing so internalizes those processes and systems into the cultural fabric of the business development organization.

Not surprisingly, IMPAX advocates reflecting the IMPAX process into CRM design. A subtle, yet clear, message is sent to users that connected systems and process are more permanent than those that stand alone.

There are a number of possible integration points.

See integration recommendations provided on pages 7-9

IMPAX CRM PHILOSOPHY

5. DEVELOP A STRONG ROLE MODEL IN SALES MANAGEMENT

Sales managers, particularly front-line, sales managers play an essential role in driving organizational performance. One critical role sales managers play is that of "coach". There are numerous coaching principles that apply to CRM usage and adoption.

1. Set clear expectations
2. Check for understanding
3. Know your resources
4. Be willing to do that which you ask of your team
5. Model expected behavior

Sales manager use of the CRM system is imperative - it sets the tone for CRM adoption. Sales representatives will take queues from their manager.

Imagine how deflating and frustrating it is for a sales representative to keep their opportunities up-to-date in CRM and enter a one-on-one with their sales manager only to be asked, *"So where are we at with the XYZ Company opportunity?"* Or to have their sales manager ask, *"Can you pull together your top 10 opportunities together in a spreadsheet and email them to me by Friday afternoon? I have a review with the VP on Monday and need to prepare for it."*

Managers must lead the way to adoption by aligning to leadership's expectation, coaching their teams, and demonstrating proficiency through their own usage of the system.

CRM INTEGRATION RECOMMENDATIONS

IMPAX strongly advocates integrating the IMPAX Process into the CRM system. Doing so builds user value and drives internalization by conveying a sense of permanence.

The following represent opportunities to integrate the IMPAX Process into a CRM design. *Note: Broader data points not pertaining directly to IMPAX are not reflected.*

OPPORTUNITY OBJECT

FUNNEL STAGES	OPPORTUNITY SELECTION SCORE	BUYING ROLES	CONTACT INFLUENCE INDEX
Prospect Select Understand Access Advance Closed won Closed lost	Solution fit *(0 – 15)* Value *(0 – 15)* Competitive situation *(-10 – +10)* Urgency *(0 – 10)* Quality of information *(-5 – +15)* Quality of Coaching *(0 – 20)* Strength of Gatekeeper *(-10 – 0)* Influence alignment *(-5 – +15)* Business fit *(0 – 15)* Total score	Decision Maker Coach Gatekeeper User Evaluator Executive Sponsor	High Medium Low

The opportunity selection scoring may be free form entry; however, we recommend establishing the parameters for the top and bottom ends of the scoring ranges.

Buying roles and influence index may be captured on the Contact Object. However, we believe buying roles and the corresponding level of influence may change from one opportunity to the next.

Finally, we recommend allowing for new business presentations to be attached to the opportunity object.

CRM INTEGRATION RECOMMENDATIONS

OPPORTUNITY OBJECT

Key activities by funnel stage

SELECT	UNDERSTAND	ACCESS	ADVANCE	CLOSED (IF YES)
Interest Qualifications	Data collection Research meetings Coach development Decision Maker ID Develop Business Fit **Complete POSI**	Gatekeeper strategy Procurement strategy **Schedule presentation**	**Deliver presentation** Proposal	**Contract signed**

Gate activities indicated in **bold**

ACCOUNT OBJECT

BUSINESS DIRECTION
Profile Objectives Strategies Issues

The account profile may be auto populated with third party data sources. We also recommend allowing for relationship review presentations to be attached to the account object.

CRM INTEGRATION RECOMMENDATIONS

CONTACT OBJECT

TITLE	TITLE INDEX	BUYING ROLES	INFLUENCE INDEX	PERSONAL PRIORITIES
Open field	High Medium Low	Decision Maker Coach Gatekeeper User Evaluator Executive Sponsor	High Medium Low	Open field

Buying Roles and Influence Index may be included on the Account Object if not included for contacts on the Opportunity Object. The title index may be assigned through intuitive technology based on the title input.

For example, C-level or VP titles may be assigned a “high” rating; Directors and Managers may get a “medium” rating; Representatives, Associates, Analysts and Coordinators may be given a “low” index rating.

EVENT OBJECT

EVENT TYPE
Presentation Research meeting

ACTION STEPS

This documented may be provided to your CRM integration partner.
Please contact your IMPAX Consultant with any questions, or reach out to us at info@impaxcorp.com.