

# THE POI RETAIL EXECUTION SUMMIT

Gaining Competitive Advantage with  
Exceptional Retail Execution



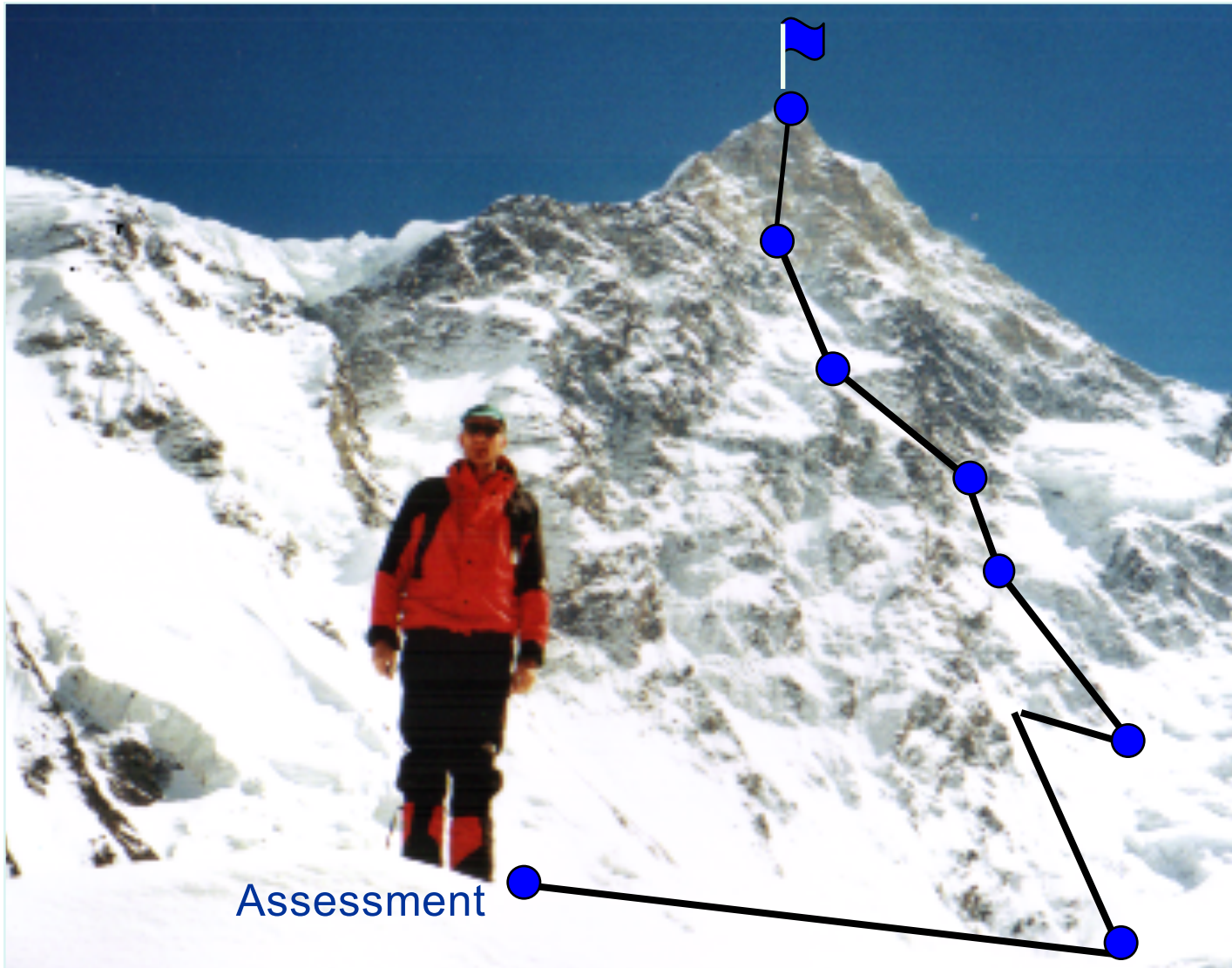
## Successfully Deploying Sales Applications — A Winning Strategy

Dale Hagemeyer, Partner, POI

# It's All About Adoption!

- User adoption is the touchstone. A sales solution isn't golden until the users adopt it.
- The only way to get them to use a solution is for them to see how it will increase their sales performance.
- Effective change management is key.

# Sales Application Ascent



Adoption

Quick Wins

Focus

Project Team

Business  
Case

Gap and  
Requirements

Vision

# Level 1: Assessment

**Overall theme:** You can't determine where you want to go until you know where you are.



**Commitment level:** Low  
**Cost:** Low  
**Risk:** Low  
**Cause of failure:**  
Politics, ill-defined processes

## White Board Exercise

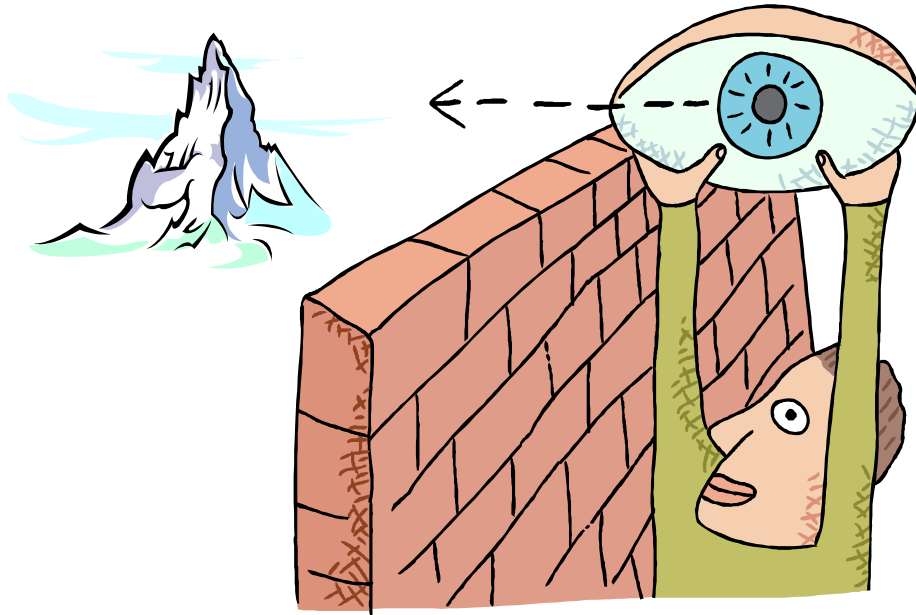
### Constituents:

- Sales
- Customer service
- Executive
- Marketing

“Look before or you’ll find  
yourself behind”  
-Benjamin Franklin

## Level 2: Vision

**Overall theme:** Never undertake a project until the vision is clearly established.



**Commitment level:** Low  
**Cost:** Low  
**Risk:** Low  
**Cause of failure:**  
Unable to unite entire  
enterprise in a  
customer-centric vision

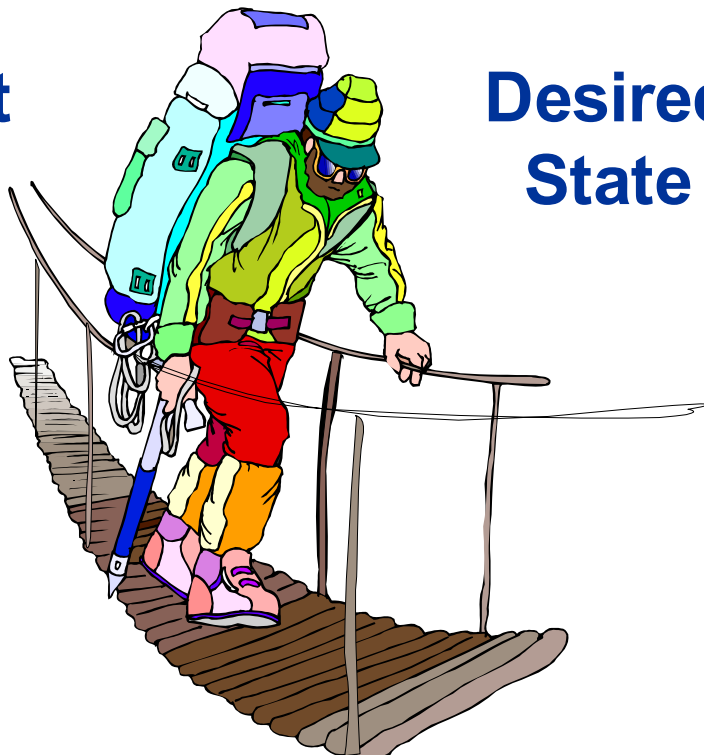
“Half of sales automation projects are not part of an overall strategy”

## Level 3:

# Gap Analysis and Requirements

**Overall theme:** Don't start looking at vendors until you know what you're looking for.

**Current  
State**



**Desired  
State**

**Commitment level:** Low  
**Cost:** Low  
**Risk:** Low  
**Cause of Failure:**  
**Get in a hurry; jump  
to solution**

Selling applications have many layers of diverse stakeholders. They must be engaged in the requirements gathering process.

# Level 4: Business Case Development

**Overall theme:** The business case is the baseline and reference point on which the success of the project will be measured.

- **IRR, NPV, Payback** — Increase sales, decrease cost to serve
- **Market Share** — Increase up sell, cross sell, close rate
- **Customer retention** — Order accuracy, proposal response, fact-based selling translate into loyalty
- **Customer satisfaction** — Each transaction is easy, painless and delivers value to the customer

**Commitment level:** Low  
**Cost:** Low  
**Risk:** Low  
**Cause of Failure:**  
**Esoteric Metrics**

Of the companies that claim their SFA objectives weren't met, more than half didn't set baseline expectations.

## Case Study: Mid-size Food Company

**Business Problem:** Didn't build a business case, and midway through an SFA deployment, they changed CEO. The new executive then asked what the rationale was for spending money on the SFA project.

**Approach:** Retro-manage expectations and hope that project won't be cancelled. Crash course in what is an NPV and an IRR.

**Results:** Project continued but under a cloud of scrutiny. Many ongoing critics due to preset expectations.

**Lessons Learned:** Build a solid business case with baseline and post-implementation metrics.

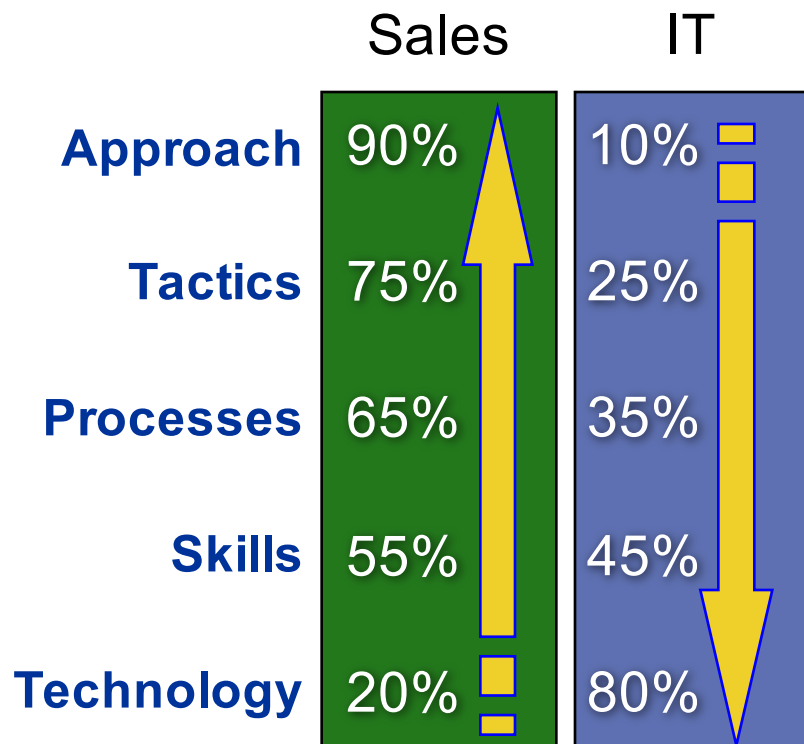


# Level 5: Project Team

**Overall theme:** Sales owns the strategy and deployment, while IT owns the technology and integration. Together, they lead the project.



## Shared Leadership



**Commitment level: Medium**

**Cost: Medium**

**Risk: Medium**

**Cause of failure: Two groups not working together**

"Most projects disintegrate  
 in the home stretch."

# Level 6: Focus

## Business Focus

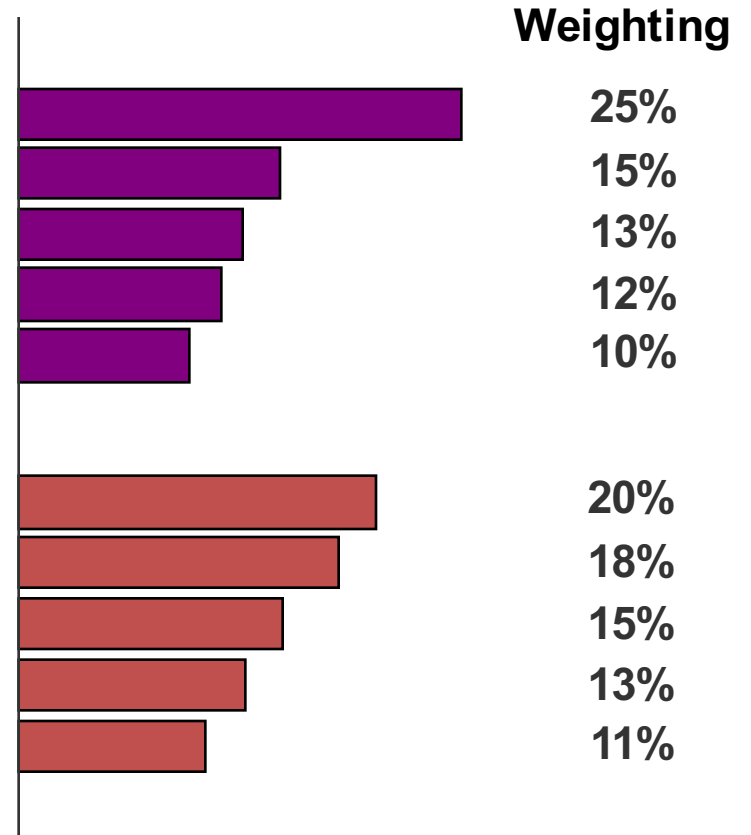
- Clear goals, metrics, expectations
- Project clearly reflects sales processes
- Retain executive commitment
- End-user involvement and buy-in
- Focus on customers vs internal requirements

## Technology Focus

- Enabling the right functionality vs. "kitchen sink"
- Data cleanliness
- Appropriate system admin tools
- Ensure successful B/O integration
- Too much "cloud for cloud's sake"

## Overall Theme:

Focus on how the technology improves the business process



**Commitment level: High**  
**Cost: High**  
**Risk: High**  
**Cause of Failure: Various**



# Case Study:

## Beverage Company in Mexico

**Business Problem:** Paper-based sales automation solution required re-keying of data, was prone to errors, and provided limited management visibility into sales activities.

**Approach:** Project managers limited the functionality to be deployed and tightly managed the scope to avoid a functionality free-for-all. Vendor was also enlisted to adhere to project plan.

**Results:** Project was delivered in 20 weeks and on budget. Users adopted and are using.

**Lessons Learned:** Avoid intra-company politics through an executive sponsor. Allow no room for scope creep. Limit functionality to “must haves”.

## Level 7: Post Quick Wins

**Overall Theme:** Sales organizations live from quarter to quarter. They will not wait two to three years to get ROI.

**Targeted Functionality**  
+  
**Measurable Milestones**  
=  
**Rapid ROI**



**Commitment level: High**

**Cost: High**

**Risk: High**

**Cause of Failure: Project cancelled by incoming or impatient executive**

## Level 8: User Adoption

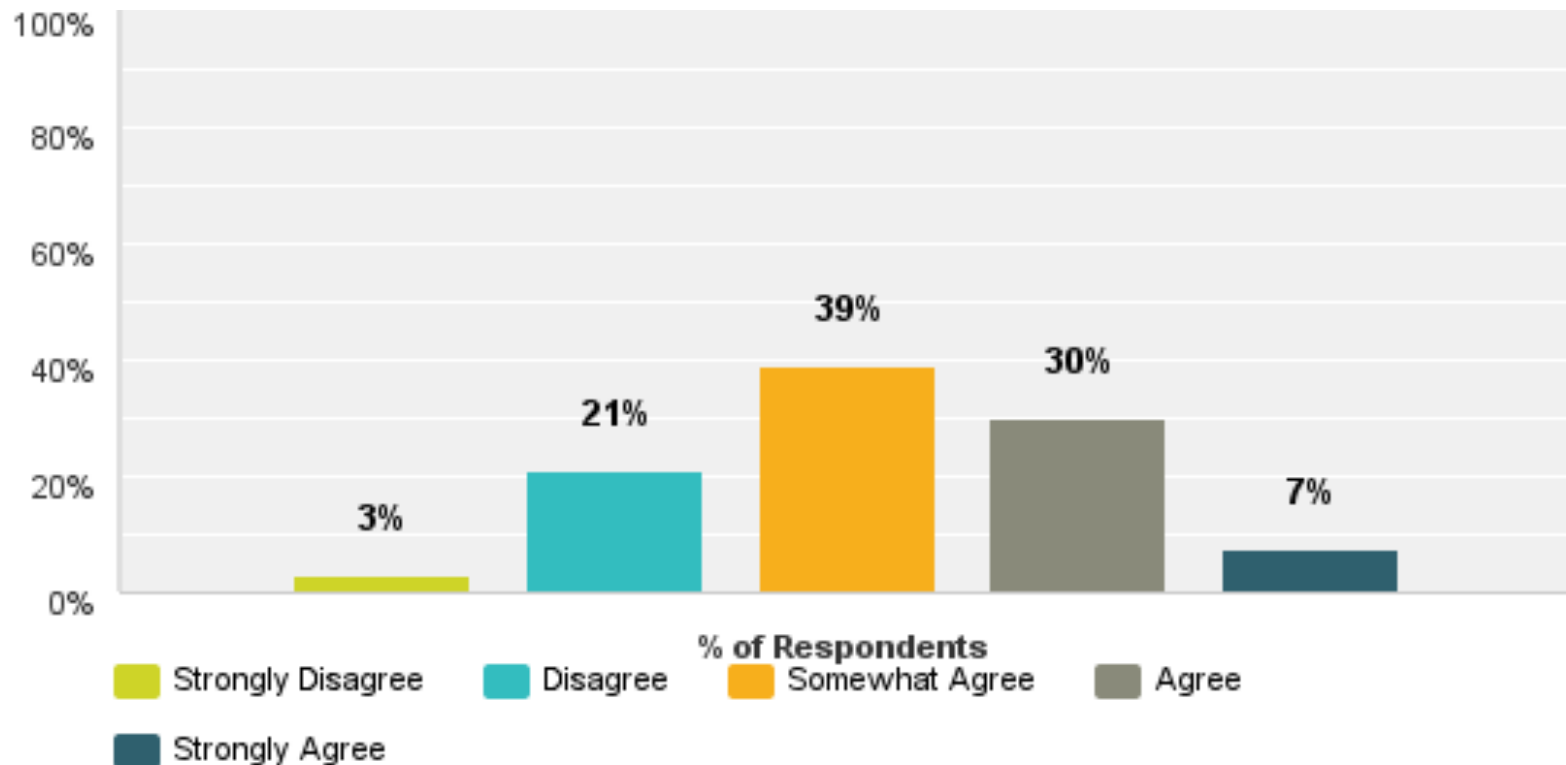
Just off the mountain ...  
Four Commandments of  
user adoption:



- I. Involve sales users up front to ensure buy-in.
- II. Ensure that the software maps to the selling processes.
- III. Maximize both sales effectiveness and efficiency.
- IV. Avoid instant rejection by scrubbing the data before deploying to any users.

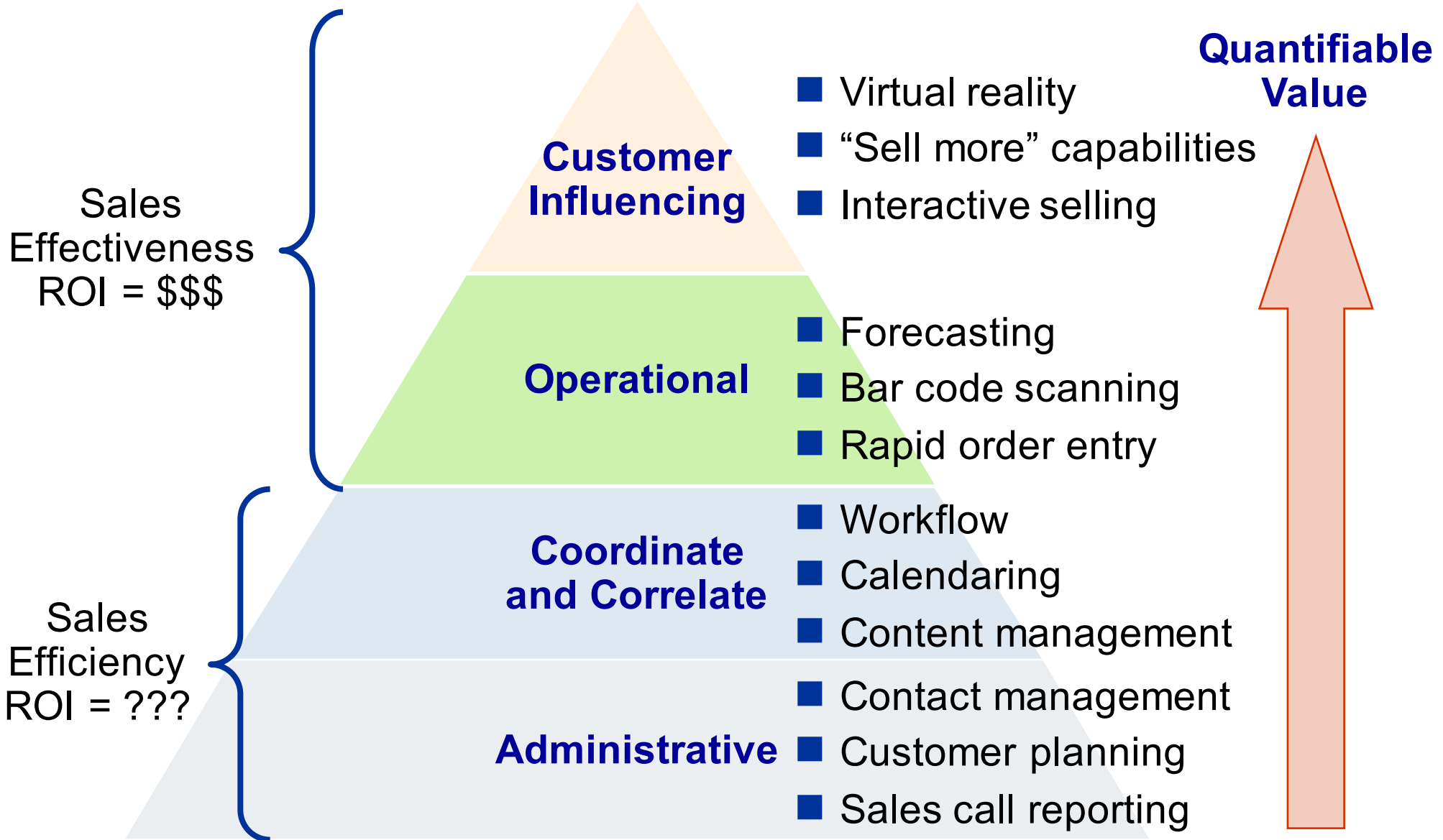
## Need to take a process approach to data quality

“You have data quality issues from external sources such as POS (ePOS), syndicated data, etc.”



Source: POI Research. "2015 TPx and Retail Execution Survey".

# Sales Application Value Pyramid



# Don't Skimp on Training

## Normal Adopters

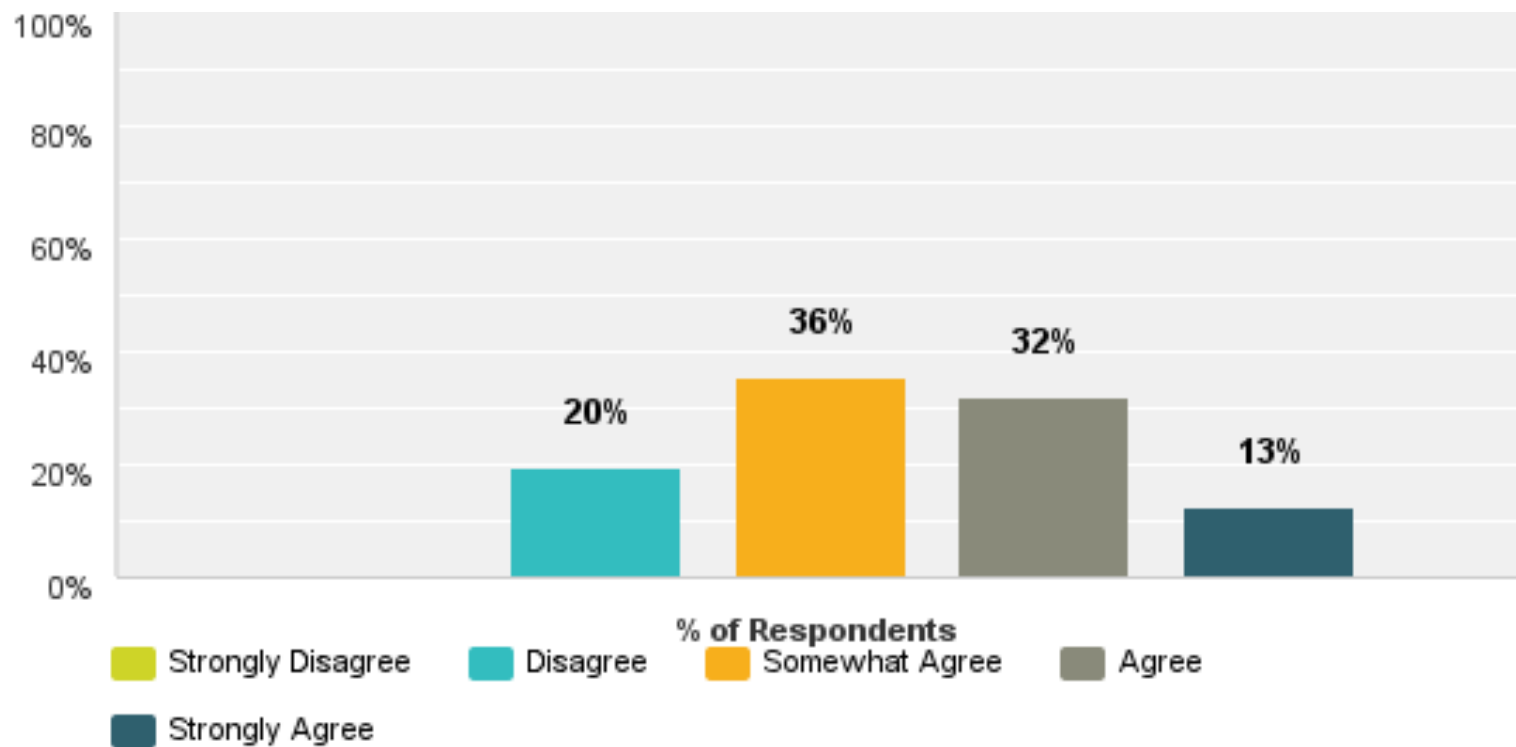


Distance learning is cost-effective, repetitive follow up to initial training ... and facilitates all learning styles.



## Change management is a huge issue.

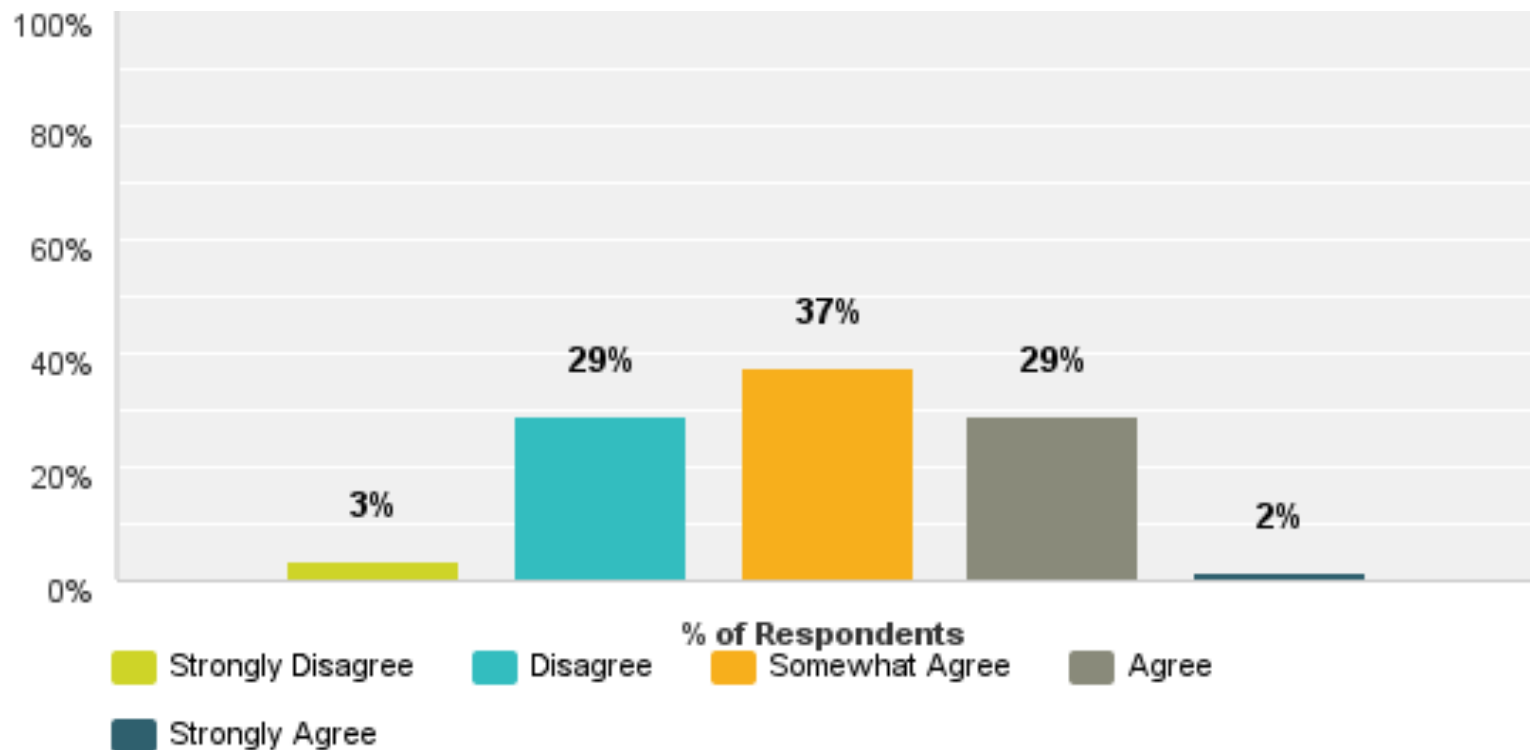
“Change management has been an issue among your users.”



Source: POI Research. "2015 TPx and Retail Execution Survey".

## Change management is a huge issue...even after deploying a technology

“You have challenges training and supporting new users as they come on board.”



Source: POI Research. "2015 TPx and Retail Execution Survey".

# Case Study: Global Diversified Company

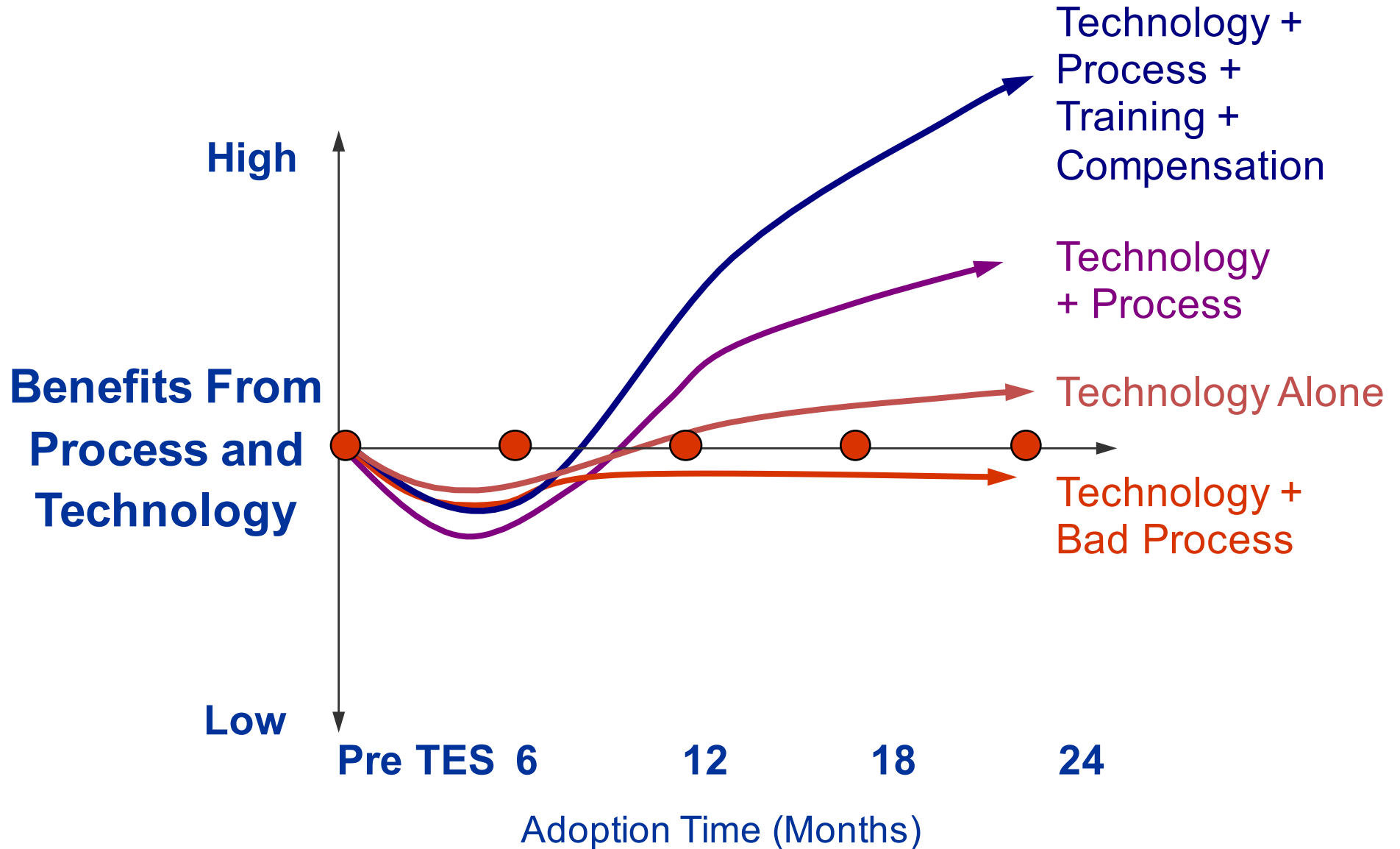
**Business Problem:** Corporate turn-around-artist stripped the company of enabling technology. Diverse business units were “freestyling” everything with no controls.

**Approach:** Get new CEO to do a video stating why new systems were critical to success. Conduct change management workshops to understand user concerns before, during and after deployment.

**Results:** Solid user adoption.

**Lessons Learned:** Executive sponsorship and the mere act of listening to concerns.

# Incentives Accelerate Adoption



# Get Users Involved as Trainers

- These users get trained first and can help in developing materials.
- User context is critical. No professional trainer can inject true context like a seasoned user who helps with training.
- Leverage the implied endorsement.
- Sales applications usually have various user profiles. Try to cover as many as possible with user-trainers.
- Utilize user-trainers as change management agents; they can ease the transition because they've been there.



# Recommendations

- Plan the approach and stick to the plan.
- Deviation from plan is often prelude to disaster.
- Projects should be jointly managed between sales and IT as co-responsible partners.
- Adoption is everything — play to win.
- Ensure that the sales application maps to the sales processes. Otherwise, all you have is an expensive red herring.
- Get sales users involved in both design and rollout to ensure appropriate functionality and buy-in.



# Additional Reading



Promotion Optimization Institute, LLC

**Industry Research and Best Practices**

Change Management  
for Sales Organizations

<http://poinstitute.com/wp-content/uploads/2016/01/POI-Best-Practices-Change-Management-for-Sales-Organizations.pdf>

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Be part of the dialog...

- Take the POI survey  
<https://www.surveymonkey.com/r/poi2016survey>
- POI Dallas event, November 2-4
- Reach out: [dhagemeyer@p-o-i.org](mailto:dhagemeyer@p-o-i.org)
- Stop me for a chat