



CASE STUDY: 3M ESPE BRAZIL ADDS BITE TO SALES AND MARKETING PERFORMANCE USING MOBILE CRM SOLUTION

ORGANIZATION	3M ESPE Brazil, a 3M health care business that manufactures and markets products and services designed to help dental professionals improve their patients' oral health care.
HEADQUARTERS	Sumaré (Estate of São Paulo), Brazil, South America
CHALLENGE	Improve quality and accuracy of data in Oracle CRM On Demand system and increase number of opportunities registered, while minimizing time spent by sales reps in the office.
SOLUTION	Provide sales reps with AMP [™] SALES mobile CRM solution on smartphones, enabling them to register new prospects and update customers, opportunities and tasks from anywhere, at anytime.
RESULTS	More than doubled the number of new contacts in the system, increased the number of opportunities closed and won by 34 percent, improved overall data quality and enhanced customer-focused marketing campaigns.
PRODUCTS AND SERVICES	Antenna Mobility Platform [™] — including AMP SALES and AMP [™] Management Center Claro and TIM Brasil — wireless services carriers with HTC smartphones running Windows Mobile Oracle — Oracle CRM On Demand



For 3M ESPE Brazil, innovation is simply a way of life. From state-of-the-art dentistry products it manufactures to the business processes and systems used to keep operations running smoothly, the company is committed to delivering ingenious solutions to help dental professionals improve the care of their patients. Nothing illustrates this innovative spirit better than the recent mobility initiative at 3M ESPE Brazil. After rolling out mobile email and mobile CRM solutions to the sales group, 3M ESPE Brazil embraced the project wholeheartedly, achieved significant business process improvements, and set an example for the entire organization to follow.

3M ESPE Brazil began to introduce mobility solutions into their organization in 2007. According to Júlio C. Menegaldo, Business Process Senior Specialist at 3M Brazil and leader of the mobility project, 3M ESPE Brazil was selected because of a few key reasons. First and foremost, Oracle CRM On Demand was fully implemented. Business management was also on board and believed that mobility could enhance the performance and work/life balance of the sales reps that covered Brazil, a country which spans over 3.2 million square miles – only slightly smaller than the United States. Plus they had in place Six Sigma methodology, a process for measuring quality that strives for near-perfection. “The ESPE group has a strong commitment to CRM globally and the sales reps had clear entitlements and metrics to pursue, so they were the perfect candidate,” said Menegaldo. “More than simply mobilizing CRM, though, our mission was to extend the value of our wireless handheld investment and spread the culture of using mobile and wireless technology throughout the organization.”

MOBILE CRM OBJECTIVES

Prior to 2007, 3M ESPE had not truly leveraged the value of mobile technology beyond using traditional cell phones and laptop computers. Sales reps were responsible for collecting contact data from the field using paper-based forms, and eventually they switched to laptops. Typically, the reps would spend a lot of time inputting critical data after a long day of travel, prospecting and customer visits – an ineffective use of their time that yielded patchy and incomplete customer data.

João Rezende, 3M ESPE Brazil's Business Manager, described the goals of the mobile CRM project in terms of the sales organization: "Our main 'pain' was related to capturing accurate and timely customer information. At the same time, we wanted to make it **more effective for the sales reps to plan for calls and optimize results.**" For this reason, the initial system was developed as a strategic approach to CRM as a means to better manage and monitor the sales cycle from end to end. "This alone was more than enough to justify the investment in mobility," says Rezende.



BEST PRACTICES FOR SMOOTH IMPLEMENTATION

To help ensure success, 3M ESPE Brazil needed a unique vendor for mobility. They selected Antenna Software and its proven AMP SALES mobile solution for Oracle CRM On Demand. "Antenna and Oracle CRM On Demand went hand in hand," says Menegaldo. "With regard to mobile CRM implementation and rollout, we didn't know where to start - Antenna shared its best practices and implementation methodology to help us define and execute the plan."

The Antenna Implementation Methodology (AIM) consisted of Antenna's accumulated best practices and practical knowledge to help 3M ESPE Brazil plan, develop and deploy a successful mobile CRM enterprise solution from storyboarding and application design to successful rollout. Very importantly, 3M ESPE Brazil also relied upon its internal Six Sigma and NSI (New System Implementation) methodologies, for the planning and execution of the overall mobility project, which dovetailed nicely with Antenna's services.

Successful mobile projects typically include a focused scope with well-defined users and workflows, user requirements with supporting systems, data and interfaces, and a clear set of objectives that are tied to specific return on investment (ROI) goals. "With Antenna's help, we were able to design and build the best possible application based on Antenna's considerable experience with Oracle CRM On Demand deployments," commented Menegaldo.

In the early stages of the project, a small number of reps were given HTC smartphones with mobile email simply to familiarize them with the capabilities and get used to the phone. 3M ESPE Brazil chose to work with two different wireless carriers, Claro (for most devices) and TIM Brasil, to ensure the greatest amount of coverage across the vast country. Claro also provided an option to upgrade the first HTC devices to HTC TyTN II model after the initial deployment.

The next step was to provision the sales reps with the Antenna AMP SALES application. Then the sales manager, help desk team, and sales supervisors got in the game and were provisioned with AMP SALES, too. This was to ensure that everyone bought into the project and could offer support to any of the reps if needed.

The initial phase was completed successfully in April 2008. Since then, all of 3M ESPE Brazil's sales reps and the sales support organization have been using AMP SALES to extend and enhance their CRM system and correspondingly improve their sales and marketing performance.

STREAMLINING THE SALES CYCLE FROM END TO END

Today, 3M ESPE sales reps are constantly on the move, meeting with dental professionals each day in dentist offices, clinics, hospitals, or even in dental schools. No matter where they are though, it is critical for them to register each contact in the Oracle CRM On Demand system. “Our primary objective is to capture pertinent information about potential customers as soon as they are available,” says Rezende. “With the AMP SALES application, sales reps can easily input the required data right away, instead of doing it later from home or the office. It reduces the amount of time spent in the office or working from home and gives us more accurate details, often fresh from a meeting.”

“Mobile technology is critical for 3M ESPE Brazil business to be successful in a highly competitive industry. The information in the system is higher quality, and altogether more reliable.” – Júlio C. Menegaldo, Business Process Senior Specialist, 3M Brazil

AMP SALES is designed to streamline the workflow of busy sales reps by providing them with a complete view of accounts, opportunities, contacts, and tasks from an easy-to-use mobile application. By empowering sales teams with relevant and up-to-the-minute information, AMP SALES shortens sales cycles, enables more sales appointments, and improves visibility and responsiveness to customer needs. Sales reps spend less time on paperwork and administrative tasks and focus more on profitable customer relationships.

Using AMP SALES, sales reps can easily and securely interact with critical customer and business information while in the field, and update pipeline and forecasts back to the head office instantaneously. The AMP SALES application used by 3M ESPE in Brazil has been localized for support of both Portuguese and English languages.

AMP SALES is powered by the Antenna Mobility Platform (AMP), an integrated mobile architecture for designing, building, deploying and managing mobile enterprise applications. 3M ESPE Brazil takes advantage of Antenna’s hosted on-demand deployment model, which offloads all the complexities of implementing and managing a 24x7 mission-critical wireless deployment. AMP is backed by telco-grade Network Operations Centers with comprehensive wireless transaction monitoring, management, and troubleshooting tools. This unique approach enables organizations such as 3M ESPE Brazil to concentrate on core competencies rather than burdening IT with building, managing, and administering a complex wireless implementation.

IMPROVED SALES PERFORMANCE AND OTHER BENEFITS

“Without question, the AMP SALES solution for mobile CRM has given 3M ESPE Brazil major process improvements. We have more than doubled the number of new contacts registered in the system, and the accounts are more qualified to boot. In addition, we have increased the number of opportunities closed and won by **34 percent**,” says Rezende.

One group that is particularly pleased with the improvements is 3M ESPE Brazil’s Marketing department. By registering all contacts and opportunities and associating them with active marketing campaigns, the organization is better able to measure and track marketing campaign effectiveness. Information on potential customers is mined from the Oracle CRM system and sent to reps, who, in turn, make a follow up call and enter the results almost immediately. This enables 3M ESPE to improve customer-focused marketing campaigns and monitor the whole sales cycle easily.

3M ESPE Brazil’s call center has also been impacted as they play an important role in the mobile CRM process. Call center reps interact with the Oracle CRM system continuously by creating leads and tasks for reps to follow up. With AMP SALES, this interaction is accelerated, helping both sides stay informed and closely aligned on the status of opportunities throughout the day. Information gaps and delayed communications are a thing of the past.

“The importance of mobile CRM in this mix cannot be stressed enough,” asserts Menegaldo. “Antenna’s AMP SALES establishes a new wireless workflow that allows our sales team to capture all relevant data in the field with extreme ease. Mobility helps us expand our knowledge of our customers, not only when they purchase a 3M product, but along every touch-point of the relationship. As a result, the information in the system is higher quality, and altogether more reliable.”

Rezende adds, “Because our sales model is indirect and many of our sales go through distributors, we wanted to improve what we knew about our customers and their purchasing behavior. Quite simply, better knowledge of our customers allows us to implement better programs.”

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– João Rezende, Business Manager, 3M ESPE Brazil



3M ESPE Brazil team showing their AMP SALES solution on their smartphones

OUTSTANDING IN THE FIELD

3M ESPE Brazil contends that Six Sigma’s methodology was a compelling factor in the mobility project’s strong adoption by the field. With Menegaldo as a Six Sigma Green Belt and Rezende as a Champion, the team established a plan to help the reps in the field use the mobile tools for maximum effectiveness. “From the beginning, our goal was 100 percent usage of AMP SALES counterbalanced by 100 percent usage of Oracle CRM On Demand,” says Menegaldo. “We set the bar high and relied upon our internal methodology and Antenna’s best practices to help us champion the application and achieve our desired results.”

Mobility is now in full swing at 3M ESPE Brazil. The sales team regularly uses their smartphones to perform critical sales tasks, which before would have been the job of a cumbersome laptop. Now they can respond to customer’s inquiries more quickly and access up-to-the-minute 3M information in the field such as: pricing spreadsheets, marketing campaign details and action plans, PowerPoint presentations with product demonstrations, calendars for appointment scheduling, and mobile messaging or “chat” to communicate without placing phone calls.

On the other hand, sales managers can more easily identify emerging opportunities and follow up on them more precisely. The result is that each sales rep has more selling time and can offer a more personalized service to customers, while sales managers can concentrate more on optimizing important actions for specific products and customers.

“In a highly competitive industry, it is vital for 3M ESPE Brazil to leverage the power of real-time mobility to gain advantage,” says Rezende. “Mobility is an essential part of our CRM strategy, helping to differentiate our services, fine-tune our marketing campaigns, and improve sales performance.”