How leading sales organizations are using tablets to transform sales results and differentiate the client experience
# Table of Contents

Abstract ................................................................................................................................................... 2  

About the Study ......................................................................................................................................3  

Study Findings: The Opportunity to Transform Sales Results and Differentiate the Client Experience  
1. The growing importance of tablets in selling .............................................................................4  
2. The key drivers of adoption ..........................................................................................................5  
3. The unprecedented opportunity to transform sales performance ...........................................7  

Current State Analysis  
1. Where organizations are investing to enable the go-to-market process with tablets ..........11  
2. Solutions and services that enable the go-to-market process ................................................16  
3. The five levels of mobile maturity ..............................................................................................18  
4. How organizations are using tablets to transform sales performance ..................................19  
5. How organizations are using tablets as a utility to improve sales productivity ...................21  

Best Practices  
1. Overcoming the obstacles to success .........................................................................................23  
2. Four practical steps to get your company ready for mobile sales ..........................................25  
   a. Define where you want to go ..................................................................................................26  
   b. Understand where you are today ...........................................................................................27  
   c. Identify opportunities and gaps .............................................................................................28  
   d. Create a business case and roadmap .....................................................................................29  
3. Smart ways to get started ............................................................................................................30  
4. Mobile Readiness Assessment ....................................................................................................31  

Appendix  
1. The mobile sales maturity model ................................................................................................33  
   a. Level 5: Differentiate the customer and sales experience ...................................................34  
   b. Level 4: Reengineer sales content, packaging and delivery ................................................35  
   c. Level 3: Automation of sales fulfillment and workflow .......................................................36  
   d. Level 2: Integration to sales infrastructure ...........................................................................37  
   e. Level 1: Enabling basic access, functionality and communications ......................................38  
   f. Level 0: Device selection, management and security ..........................................................39  
2. Nine Sales Process Enablers ........................................................................................................40  
   a. Pre-Sales Planning ...................................................................................................................41  
   b. Engagement ..............................................................................................................................43  
   c. Post Sales Follow-Up ...............................................................................................................45  
3. Service and Solution Providers Profiles ....................................................................................47  
4. About the authors ........................................................................................................................55  
5. About Profitable Channels .........................................................................................................56  
6. Citations ........................................................................................................................................57
Abstract

Pressure from customers, competitors and channels are driving almost every sales organization to invest in mobile devices and forcing organizations to rethink their field sales processes and experience.

- 98% of the executives interviewed for this study believe mobile devices will be essential or very important to sales within the next 18 months. However, fully one-third of these executives have not yet defined a business case to justify and allocate their mobile sales investments.
- Tablet PCs are being deployed quickly by sales organizations in most industries. The most mature deployments are concentrated in several industries – medical devices, pharmaceuticals, retail, automotive, high technology, retail and manufacturing. Services businesses – financial services, business services and insurance – have been slower to deploy tablets with field sales.
- Several early innovators are using tablets to generate transformational returns by driving revenue growth, differentiating the client experience, and improving sales effectiveness.
- However, less than half of the programs studied were focusing investment and resources on capabilities that can drive significant top line growth. Just over 10% were working on strategies and applications that would transform the sales experience and client experience.
- The majority of the organizations studied were using tablets as a utility to improve sales productivity – and are still wrestling with deploying devices and providing access to basic sales applications.

Key Success Factors

- The most successful executions started with a vision for transforming the sales and customer experience, created a roadmap to leverage sales assets and matured to their vision in a series of well-defined phases.
- To succeed, organizations need to re-engineer their sales processes, reshape sales content and redesign their sales experience. Organizations that focus on these three value drivers generated the greatest measurable return on their tablet sales programs in terms of sales growth, effectiveness and the clients’ experience.
- The active involvement of business leaders - sales, marketing, and line-of-business executives - is important because they control these three key success factors. If business leaders do not take an active role defining how they want mobile devices to help the sales organization, the focus of mobile investment and resources will be consumed by initiatives that deliver marginal returns.
- To realize the full growth potential of tablets sales, marketing, and line of business executives need to take a greater role in defining their mobile sales enablement strategies. Specifically, they should take four steps: To realize the full growth potential of tablets sales, marketing, and line of business executives need to take a greater role in defining their mobile sales enablement strategies. Specifically, they should take four steps:
  1. Define a vision and business case for enabling their sales processes with mobile technology;
  2. Audit and organize their sales content, technology and training assets;
  3. Align those assets with the sales process and buying experience;
  4. Lay out a roadmap for measurably improving sales effectiveness, reducing cost-to-sell and differentiating the client experience.

These findings are explored in depth in this report.
About The Study

This paper draws on research and experience that Profitable Channels and its partners have gained deploying mobile sales enablement solutions for business clients. It outlines smart ways your organization can use mobile devices to grow revenues, improve sales effectiveness, and differentiate from the competition.

In the fourth quarter of 2012, Profitable Channels conducted an in-depth best practices research study to help sales and marketing leaders capitalize on the full potential of mobile devices to grow sales, improve sales productivity and differentiate the client experience.

The research included:

- **Expert interviews**: In-depth interviews with 140 sales and marketing executives and sales enablement experts including sales and marketing management, sales operations, sales tools, and mobile strategy functions;

- **An analysis of 100 tablet sales deployments**: A best practices analysis of the mobile sales programs of 100 organizations that were actively in the process of evaluating, developing or deploying tablets – iPads, Slate Tablets or hybrid tablets - for their field sales organizations;

- **A technology assessment**: An evaluation of a universe of over 100 sales enablement solutions and service providers that support elements of the mobile sales enablement value proposition.

The in-depth management interviews were confidential. Any references to specific examples have been sanitized for public consumption, except when in the public domain.

This analysis is supported by references to additional primary research to provide the reader as much comprehensive analysis and insight possible.
Study Findings: The Opportunity to Transform Sales Results and Differentiate the Client Experience

THE GROWING IMPORTANCE OF TABLETS IN SELLING

In the three years since the introduction of the iPad in 2010 almost 200 million tablet PCs—including iPads, Slate tablets, and hybrid tablets—have been sold worldwide. The unique capabilities of these mobile devices—combined with the power of social, analytics and cloud computing—have sales and marketing leaders reinventing how they go to market. Tablets are redefining sales because they offer a potent blend of usability, utility and innovation that yield high levels of sales adoption and sales productivity improvements not achievable with personal computers.

This research found that many early adopters are already generating top and bottom line business results from their investment in mobile sales enablement programs.

Many of the leading mobile sales programs studied in this research project have demonstrated the potential of mobile devices by putting in place sales programs, processes and applications to help salespeople:

- **Drive revenue growth** with new sales and share of wallet with real time access to the right sales information at the right place and time to advance the sale. For example, a custom clothier increased sales transactions by over 70% with a mobile application aimed at making it easier for clients to select, envision and design clothes. Several packaged goods businesses have increased on premises sales significantly with better merchandising, cross sell and order accuracy.

- **Improve sales effectiveness** by simplifying the sales process to improving sales productivity, maximizing the return on selling assets, and shrink the sales cycle. A technology business significantly reduced costs by eliminating the need to bring subject matter experts on an initial sales call. One manufacturing business is using iPads to reduce sales administration and paperwork by 30%. And an engineered materials business reduced sales overhead, order entry errors and the time to create complex custom proposals with a mobile application.

- **Differentiate the customer experience** with high degrees of collaboration, a visually appealing sales interface, and client insights. For example, a building products manufacturer was able to significantly boost sales in a challenging market by using tablets to redefine the venue, interaction, intimacy and process for selling their product to homeowners. Several automobile retailers are making it possible to customize, showcase and visualize features in 3D using a tablet—in the dealership, on the test drive, during lunch, or at home.

Pressure from customers, competitors and channels are driving almost every sales organization to invest in mobile devices. In the next four years, businesses will spend an estimated $26 billion on mobile application development and mobile process reinvention.
THE KEY DRIVERS OF ADOPTION

The overwhelming majority (98%) of all of the executives interviewed in this study believe mobile devices will be essential or very important to sales within the next 18 months. The primary forces driving rapid adoption of tablets were the pressures to enhance the customer experience, improve sales productivity, control the sales process and match the competition. Relatively few organizations cited top line growth, cross selling or sales effectiveness as the primary business imperative for investing in tablets. In fact, most executives admitted they were investing in tablets without a clearly articulated business case for doing so. Most said the benefits of investing in tablets were regarded as intuitive by management or necessary to keep up with the competition. Many (one third) were still in the process of defining the business case to justify, size and allocate their mobile sales investments going forward. Without a clear path to value, many executives reported their mobile sales initiatives were stalled in the planning phase or being subordinated to other growth initiatives.

The leading sales organizations interviewed in this study are racing to build and deploy mobile sales applications that help salespeople drive new sales growth, simplify the sales process and differentiate the customer experience. Almost half of the companies studied had completed pilot programs and had rolled out tablets to their sales forces.

Certain industries are deploying tablets in sales forces faster than others. Tablets have been adopted rapidly by sales organizations in several industries. Of the 100 deployments we examined, the most mature rollouts are concentrated in several industries— notably the medical devices, automotive retail, technology, retail and manufacturing industries. These early leaders who are generating results share a number of common characteristics:

- **Highly mobile sales forces** that conduct sales on premises or at clients’ homes have achieved early success using tablets in sales. These include route salespeople, home energy consultants, designers and fashion consultants;
- **Pre-existing “channel ready” products** that can be demonstrated, configured or visualized digitally. For example, businesses selling SaaS solutions or online services are able to use tablets immediately to demonstrate and sell their products;

- **Well organized, searchable digital content** that can be deployed faster on tablets than poorly organized paper-based sales materials. Investments in content – videos, simulations, CAD drawings, animations, online assessment tools, video case studies, and interactive sales presentations - are essential to mature tablet programs;

- **Pressure from competition and customers** to use tablets in selling situations. Adoption levels are higher in industries where tablet selling is quickly becoming the norm such as the software and medical device industries;

- **Large product catalogs and offerings** that need to be configured designed and visualized during the sales process. The findings found high adoption rates with retail, medical and manufacturing industries selling broad catalogs of tangible and customizable products such as cars, medical devices, or custom configured solutions;

- **Order entry errors and fulfillment problems.** Organizations where order accuracy and speed of fulfillment significantly drive revenue growth, productivity, and costs. Businesses with inefficient sales follow-up, frequent order errors, excessive paperwork, delays, and untapped cross sell opportunities, were realizing positive returns quickly on their investments in tablets.

Service oriented businesses – financial services, business services and insurance – were slower to define and deploy their mobile sales enablement approach. In general, executives in these businesses had a difficult time articulating the value of tablets to senior management. Services industries lag in the rollout of tablets in sales due to a variety of other factors, including regulatory and compliance pressures and a lack of “channel ready” content and offerings.
THE UNPRECEDENTED OPPORTUNITY TO TRANSFORM SALES PERFORMANCE

Over the last decade sales organizations have invested millions of dollars in technology, training and content assets to drive profitable growth at lower selling costs. Despite this significant investment and effort, sales effectiveness is still ranked as the top priority of Chief Sales Officers around the globe in 2012.

Six reasons Sales Effectiveness is a top challenge for Chief Sales Officers in 2012

- 90% of sales content is not used by sales people
- 80% of training is not retained after 60 days
- Salespeople spend 71% of time not selling
- The bottom 80% of salespeople contribute only 40% of top line sales
- CRM tool adoption rates by salespeople are less than 50%
- 25% of CSOs say their reps use their sales methodology less than half of the time

The reasons these problems are so hard to solve are diverse and well documented. They range from the complexity of technology, to the chunkiness of laptops, to limitations on training and coaching time.

The success of early innovators demonstrate that using mobile devices to support face-to-face selling presents unprecedented opportunities to generate transformational returns by driving profitable growth and solving six persistent sales effectiveness challenges.

The growing appeal of using tablets as selling tools is that they possess unique attributes that have demonstrated the potential to change the game and solve these selling problems. Since tablets can hear, see, read, communicate, and navigate they have sparked a wave of innovations that offer unprecedented potential to transform the buying experience. These unique attributes of tablets give sales organizations the potential to redefine their selling process, or automate their sales workflow to generate greater sales at lower costs.

Using tablets in sales can make it simpler, more intuitive and easier for sales professionals to:

- Navigate content quickly with gesture-based touchscreen tablet interface and advanced search tools;
- Share rich video, 3D animation, graphic images and visual ordering tools with clients;
- Access cloud based sales aid applications directly, improving usage and increasing repeatability of sales best practices;
- Collaborate with clients in face-to-face environment because several people can see the same content at once on a tablet laid flat;
- Gather and record more client information during sales interactions using image and voice capture, interactive survey tools and location based services;
- Communicate with ready, remote access to e-mail, videoconferencing and social media;
- Execute sales transactions with on-site quotes, digital signatures, expedited order entry and live tracking.
Because of these attributes, mobile devices have the potential to solve many persistent sales effectiveness problems by:

1. **Consistent execution of the sales process** – Most organizations invest in sales processes, guides, plays and workflows in an effort to share the best practices of “star” performers and improve overall performance. But sales organizations across every industry are underutilizing their sales methodology and failing to use documented best practices. As a result, the performance gap between top and middle sales performers persists with the bottom 80% of sales performers delivering less than half of revenues in most companies. Many organizations are reducing non-customer facing time and selling costs by automating sales tasks including sales follow-up, order fulfillment, proposal generation and calendaring. For example, 19% of the mobile sales programs studied in this project were focused on enabling tablets with access to CRM and existing fulfillment systems to enable more consistent real time follow-up on sales opportunities, shrink response time to clients, and reduce administrative work for salespeople.

2. **Differentiating the client experience** – Sales organizations are struggling to adapt to rapidly changing buyer expectations for insights, fast access to information, and a rich interactive experience. For example, 60% of B2B purchasing decision-making is completed independently by the customer before the first sales call. So increasingly sophisticated and time starved buyers view anyone who does not offer insights, ideas...
or a distinctive buying experience as simply an order taker or a waste of time. Several of the sales and marketing executives interviewed in this project were keen on using tablets to differentiate the client experience. 11% of organizations are investing in tablet applications that create interactive client experiences. They are using 3D product visualizations, tools to help collaboratively configure or specify offerings, and rich “consumer grade” visuals to enhance the buying experience.

3. **Making cross selling simpler** – Cross selling is a key driver of organic growth because it is five times easier and more productive to cross sell than to prospect. Still most sales organizations struggle to increase “share of wallet” because salespeople lack the confidence, skills and subject matter expertise to effectively introduce new solutions and services to clients without “product pushing”. To improve cross selling, many of the companies in the study wanted to help salespeople introduce new ideas and relevant solutions in a more consultative selling approach. 13% of companies surveyed were planning for or investing in ways to facilitate better cross selling by using tablets for faster and easier to access subject matter experts, customized product recommendations, and relevant thought leadership content to clients. The most advanced organizations were providing data-driven decision support in the field to support better cross selling recommendations, consultative selling, and advice.

4. **Reducing selling costs** – Selling costs as a percentage of revenues remain high because expensive sales assets and infrastructure – sales content, CRM systems, and training assets – are not fully utilized by salespeople. For example, 90% of sales materials created are not used by sales and fewer than 50% of salespeople use the CRM tools provided by their company. 85% of sales executives do not believe their CRM implementations have measurably lifted sales. 25% of the mobile sales programs studied in this project were implementing tablet sales strategies to help maximizing the return on their large investments in selling content, systems and processes by providing fast and flexible access to product catalogs, workflow management, and CRM systems from one central “hub”.

5. **Improving training speed, retention and coaching** - Traditional approaches to training and sharing best practice are costly and very inefficient. Sales managers have few tools to help them coach effectively. As a result over 80% of training is not applied in the field and salespeople lack confidence to execute cross sell and solution selling strategies effectively. Tablets offer potential to help sales managers reinforce best practices with coaching tools and better visibility into their salespeople's activities. However, relatively few companies in our sample were exploiting this potential. Only a handful of the organizations implementing tablet sales strategies were prioritizing applications that reinforce investments in training and coaching. These firms were investing in sales guides, coaching tools and playbooks that help accelerate skills acquisition and can be used in real selling situations.

6. **Improving sales productivity** - Salespeople spend less than 30% of their time engaging the customer in sales calls. Other quality sales activities such as researching, preparing for, and following up on sales calls take a significant...
amount of time and are still very labor intensive. Tablets can help eliminate or automate steps of the sales process and administrative sales follow up tasks so salespeople can spend more time selling. For example, salespeople spend 30 hours a month searching for and creating their own selling materials8. To address this problem, over half of the organizations implementing tablet sales strategies were planning for or investing in ways to provide salespeople real time access to the right sales assets and information at the right place and time to advance the sale15.
Current State Analysis

WHERE ORGANIZATIONS ARE INVESTING TO ENABLE THE GO-TO-MARKET PROCESS WITH TABLETS

The unique capabilities of tablets - combined with the power of social, analytics and cloud computing – allow sales and marketing leaders to reinvent how they go-to-market. The organizations studied were making investments to transform every step of their sales process – from pre-call planning, to sales call engagement to sales follow-up. However, the distribution of this investment was not spread evenly across the sales process:

- **Sales call engagement is top investment priority.** The majority of current investment activity is focused on improving engagement at the “point of client conversation”. For example, over half of the organizations studied were making some effort to provide their sales team with real time access to the right resources at the right time and place to advance the sale. And over a quarter of tablet sales programs were making some effort to increase the level of interaction.

- **Sales follow-up activity also received significant investment.** Another focus is to provide more convenient access to sales information and reduce the work of booking business, capturing customer information, and following up on sales opportunities. Over a quarter of the projects studied had some focus on back office integration to sales infrastructure (CRM), administrative and transactional systems.

- **Businesses are under investing in pre-sales planning capabilities.** Despite its potential to improve sales performance, pre-call planning received the least investment focus. Very few organizations are exploring the potential of delivering sales guides, client research and best practices on tablets.

The focus of investments along the sales process reflects organizational maturity and relative ease of execution as much as it signals where the greatest tangible, direct returns on investment are to be realized. In some cases investments matched the potential for meaningful sales impact. For example, of the 100 tablet sales deployments studied – the highest returns were being achieved by organizations that invested in enhancing user interaction and automating post sales workflow. Over a quarter of the companies studied were making investments at these points of the sales process.

In other cases, investment levels did not necessarily reflect potential for returns. For example, several high potential investments – such as data-driven decision support tools, guided selling and coaching tools – received relatively little investment relative to their potential to improve sales effectiveness. And while deploying CRM was a focus of one quarter of our sample, there is limited evidence tablets will improve on the mixed historical performance of CRM to measurably drive sales lift.

This research uncovered nine specific ways sales organizations are enabling the sales process with mobile devices. The chart below summarizes the mix of investment being made by
the 100 sales programs studied in this research. Each investment category revealed an emerging portfolio of sales enablement solutions aimed at improving different aspects of the selling process.

These solution categories are explored and illustrated with case examples in the Appendix.

**The Focus of Investment To Enable The Sales Process**

<table>
<thead>
<tr>
<th>Planning</th>
<th>Engagement</th>
<th>Follow-up</th>
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<tbody>
<tr>
<td>Access to research and sales intelligence (10%)</td>
<td>Real time access to sales and marketing assets (51%)</td>
<td>Streamlined field data capture and integration into CRM (26%)</td>
</tr>
<tr>
<td>Social learning and best practices sharing (3%)</td>
<td>Data driven decision support, assessment tools and advice (13%)</td>
<td>Workflow automation and integration to operational systems (25%)</td>
</tr>
<tr>
<td>Sales guides, coaching tools, and playbooks (4%)</td>
<td>User interaction, collaboration and visual configuration interfaces (29%)</td>
<td>Analysis of sales opportunities, best practices, and asset usage and efficacy (5%)</td>
</tr>
</tbody>
</table>

*Analysis of 100 tablet sales deployments 4Q2012

**Investments to improve pre-call planning**

In pre-sales planning, mobile applications can provide fast access to relevant industry, product and customer research and intelligence any place and any time. They help salespeople collaborate with their peers through social learning and best practices sharing and point them to the sales guides, coaching tools, and playbooks that are right for a specific selling situation. For example, a technology services company created a mobile application that helps their sales team quickly access and customize sales presentations for clients based on their unique location, need and language. In general the companies in our sample were under investing in this area relative to its potential to improve sales effectiveness. The focus of investment to enable the pre-call planning steps of the sales process fell into three areas:

- **Access to research & sales intelligence.** 10% of the programs studied report they are investing in applications that can provide field sales teams fast access to relevant industry, product and customer research and intelligence any place and any time. For example, an international hotel chain created a web based knowledge management tool for the iPad that allowed the sales team to search for and access detailed information on hotel properties based on client needs. A commercial real estate company created custom applications that help sales representatives access and present local real estate listings and intelligence using map and GPS features of the iPad in face to face meetings with clients.

- **Sales Guides, Coaching Tools & Playbooks.** Only 4% of the programs studied are currently investing in solutions that provide salespeople advice and coaching on how to approach a given sales situation when preparing for a call. For example, a global restaurant chain replaced dated training videos and manuals with interactive training applications. The training department is able to “push” these training applications to over 1,000 devices deployed using an intelligent Mobile Device Management (MDM) solution. The company views interactive training on iPads as a strategic differentiator that helps them recruit, retain and develop young mobile savvy employees.
• **Social Learning and Best Practices.** Despite significant claims of social selling, a mere 4% of the programs studied were prioritizing investments in applications that help field sales representatives capture, identify and share best practices of top performers. Those organizations were exploring applications and tools that help field sales representatives collaborate with their peers through social learning and best practices sharing. For example, several of the organizations studied were investigating solutions that would calculate which sales presentations were most effective in certain selling situations based on results and direct feedback from the sales force. However, such tools for social selling and direct sharing of best practices were not broadly identified as a high priority for mobile sales initiatives at least in the short term.

**Investments to improve sales engagement**

Relative to CRM and other sales enablement investments, mobile devices offer the greatest competitive advantage at the “point of customer conversation”. So it is not surprising that solutions that support salespeople on the road and in face-to-face sales meetings were the most popular place to invest among the organizations studied. Tablet PCs offer sales people real time access to the right sales and marketing assets at the right time to advance the sale. Data-driven decision support and value assessment tools make it easier to deliver expert advice in consultative selling situations. And mobile applications are being designed to foster user interaction with interactive questionnaires, rich product catalogs and visual configuration interfaces.

The focus of investment to enable the engagement phases of the sales process fell into three areas:

- **User interaction, collaboration and visual interfaces.** 29% of the programs studied are currently investing in applications that make it easier to collaborate and interact with clients in face to face selling situations. For example, a medical device company created a custom mobile application to educate salespeople and doctors about an advanced new system for treating spinal problems. The application (see below) uses animations and real time access to supporting research and materials to make it easy to explain the systems to busy doctors in short meetings or walking down hallways.
• **Data-driven decision support, assessment tools and device.** 13% of the programs studied are currently investing in applications that provide real time decision support in sales situations\(^1\). Investments included data-driven decision support and value assessment tools to make it easier for salespeople to deliver expert advice in consultative selling situations such as value assessments, economic trade off analyses, and cost justification models. Other organizations were trying to facilitate better cross selling by accessing subject matter experts, customized product recommendations, and relevant thought leadership content. For example, a professional employment organization created a value assessment application to help insurance agents and human resources directors calculate the upside of switching their benefits programs based on their unique employee profile, business characteristics and needs. The custom sales enablement solution allowed insurance agents to quickly capture and discover customer, calculate economic benefits, generate proposed action plans, and provide relevant client education materials for follow-up meetings. You can view a customer version of this application below.

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Learn how a business services company created a value assessment application to help human resources directors calculate the benefits of switching their benefits programs based on their unique employee profile, business characteristics and needs. The custom sales enablement solution allowed insurance agents to quickly capture and discover customer needs, calculate economic benefits, generate proposed action plans, and provide relevant client education materials for follow-up meetings.

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• **Real time access to sales and marketing assets.** The most popular investment area was in tools and applications that give sales people real time access to the right sales and marketing assets at the right time to advance the sale. These organizations tried to have more collaborative client interactions that instantly captivate customers with beautifully designed presentations leveraging video, animations and 3D assets on a consumer grade user interface. For example, a lawn care manufacturer created an interactive iPad Kiosk display to help home and garden retailers to solve customer problems. The iPad based merchandising helped to educate customers about what type of fertilizers and sprays they can use to solve their particular gardening problem. The iPad application was also used to support an in-store associate training program and to make sales training more effective and reinforce the lessons in a retail environment.
Investments to improve sales call follow-up

Our study found a significant level of investment to ensure that post sales follow-up is simple, fast and consistent. These organizations were using mobile devices to help streamline the capture of the customer interaction data in the field – including voice, image and text – and automatically deliver that data into CRM systems of record. They were also using tablets to make sales follow-up tasks simpler with workflow automation and easy integration to transactional and calendaring systems. To maximize effectiveness several organizations were allowing users to analyze sales opportunities, best practices, sales asset usage, and efficacy. The focus of investment to enable the post call follow-up steps of the sales process fell into three areas:

- **Streamlined field data capture & CRM.** 26% of the programs studied are currently investing in solutions that make it easier to capture and input customer information from the field and leverage insights from customer information systems. For many, the appeal of putting CRM on tablets is the ability to use downtime on the road to input or access information into the customer database without an internet connection or long boot up process. Others hope the ability of tablets to capture voice and visual information will improve the efficiency and quality of customer data collection. For example, several financial advisory firms are piloting moving desktop tools used by financial advisors onto iPads. A primary focus of these initiatives is to provide mobile access to client information embedded in their proprietary CRM system. The goal is to allow advisors to better serve and advise their clients in the field, at lunch, on the golf course, or in a client’s home or office.

- **Workflow automation and integration to operational systems.** 25% of the programs studied reported they are currently investing in applications that help automate sales work and integrate iPad applications with internal order entry, calendaring, and fulfillment systems. For example, a wire and cable manufacturer created a customized iPad application that streamlined their sales cycle to generate proposals faster and save significant money by reducing fulfillment errors. They created a visual ordering tool that can customize, enter, and track orders on an iPad. The system allows remote sales professionals to create on-site quotes, access to products, live order tracking, client contacts and order histories.

- **Analysis of sales opportunities, best practices, asset efficacy.** Currently only 5% of the organizations reported they are currently investing in applications that help identify which sales people are using which sales assets and tools in which selling situations, to what effect. However, many organizations indicated they have plans to use the device to track the use and effectiveness of different types of selling content in different selling situations. This is helping them manage and optimize their return on their expensive sales content assets. For example, Mercedes Benz is able to analyze which salespeople are presenting what sales content, at which point in the sales process, and for how long. It also tracks follow-up activity associated with presentations as well as the likes and dislikes of users.

A more thorough analysis of these nine enabling investments can be found in the Appendix at the end of this study.
SOLUTIONS AND SERVICES THAT ENABLE THE GO-TO-MARKET PROCESS

The participants of our study were considering a variety of service and solutions providers to help them enable their sales process with tablets. These providers ranged from sales enablement solutions to mobile application development.

There is no “silver bullet” solution that can transform the sales process. The tablet sales programs studied were either assembling different solutions to achieve their sales process improvement goals, or asking a custom application developer to develop a custom solution to meet their needs.

In either case, the most difficult part of execution proved to be:

1. Creating a unique vision for how the sales experience and customer buying experience would be enhanced by mobile innovations;
2. Reengineering the sales process in line with that vision;
3. Repackaging and reorganizing sales assets that are deployed on a mobile environment.

We have highlighted a short list of service and solution providers that were reported to add the most value to the sales process because they help differentiate the customer and sales experience, deliver content in new and compelling ways, and automate sales workflows. We have not included core mobile and sales infrastructure solutions - such as mobile device management, mobile application management and CRM. While these capabilities improved utility, security and capability, they did not directly enhance effectiveness or the client experience in the mobile environment.

Tools that improved sales engagement included:

- Value assessment tools;
- CPQ (configure, price, quote) solutions;
- Mobile content management and file sharing solutions;
- Customer experience design agencies

Solutions that improved post sales follow-up included:

- Application Integration and Workflow solutions;
- Mobile Application Developers
- System Integrators.

Solutions that improved pre-call planning included:

- Sales content portals;
- Guided selling tools and playbooks

An abbreviated set of providers that were reported to improve sales effectiveness and the customer experience are shown below. The categories and providers in each category are defined and explored in greater detail in the Appendix of this report.
## Mobile Service and Solution Providers That Enable the Sales Process

<table>
<thead>
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<th>Legend:</th>
<th>Planning</th>
<th>Engagement</th>
<th>Follow Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core area of strength</td>
<td>Sales Guides, Coaching Tools &amp; Playbooks</td>
<td>User interaction, collaboration and visual interfaces</td>
<td>Analysis of sales opportunities and asset efficacy</td>
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<tr>
<td>Good capabilities</td>
<td>Social Learning and Best Practices</td>
<td>Data-driven decision support, assessment tools and advice</td>
<td>Streamlined field data capture &amp; CRM</td>
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<td>Limited capability</td>
<td>Access to research &amp; sales intelligence</td>
<td>Real time access to sales and marketing assets</td>
<td>Workflow automation/integration to operating systems</td>
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<th>Provider</th>
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THE FIVE LEVELS OF MOBILE SALES MATURETY

Some tablet sales programs were significantly more advanced than others. Several organizations have achieved measurable business results by transforming the sales experience and reengineering their sales processes and content. However, the majority of the organizations studied were trying to use tablets as a utility to improve sales productivity - still wrestling the basics of deploying devices and providing access to basic sales infrastructure. Our study of 100 mobile sales programs revealed five levels of “mobile maturity”. These reflect the strategic focus of tablet sales investments and the “readiness” of an organization to capitalize on that investment in terms of sales growth and performance improvement.

Our Mobile Sales Maturity Model illustrated below summarizes the relative level of maturity of the sales programs studied in the research. The model describes the levels of maturity that companies are currently experiencing, and may expect to encounter as their tablet sales programs evolve. These maturity levels are outlined briefly below and explored and illustrated with case examples in the Appendix.

Overall, most organizations mobile sales enablement investments were focused on improving sales efficiency and utility to the sales force. Less than half of the programs studied were focusing investment and management time on capabilities that can drive significant top line growth and differentiation. For example, more than three quarters of the organizations studied had made investments at the first level – providing virtual secure mobile access to files, resources, functionality, and communications tools behind the firewall for the field force. But just over 10% were working on strategies and applications that would directly transform the sales experience and client experience.
Part of the reason for this focus on utility over growth is that mobile sales programs are typically built from the bottom up in a “stair step” fashion, starting with a solid technical foundation and building towards a differentiated sales and client experience. But the bigger reason is that most organizations were not making sales process change and customer differentiation the primary design points for their mobile sales initiatives.

![Levels Of Implementation (By Mobile Maturity Level)](image)

**HOW ORGANIZATIONS ARE USING TABLETS TO TRANSFORM SALES PERFORMANCE**

The most successful mobile sales enablement executions started with a vision for transforming the sales and customer experience and create a roadmap that leveraging sales assets and infrastructure to move towards that vision in phases. However, only the minority (38%) of projects were focused in areas with the significant potential to transform sales performance and drive growth.

**Level 5 - Differentiate customer and sales experience.** Only 12% of the tablet sales programs evaluated in this study were actually focused on redefining the customer experience and the sales experience. These initiatives offer the greatest potential to improve sales effectiveness but also the greatest amount of work. The companies getting results were reengineering their sales processes, changing the client engagement model, simplifying the sales workflow, and offering a distinctive “consumer grade” visual experience. For example, Apex Energy Solutions, a business that sells energy efficient building products, armed their sales consultants with proprietary iPad selling tools that change the dynamic of the sales experience. This investment has helped them differentiate the sales experience and expand their franchise to new territories in a depressed housing and remodeling market. The company sells green, energy efficient windows and building products directly to homeowners in house calls. The tools allow the sales consultants to conduct the customer interview in any room in the house, and navigate to the aspects of the presentation that interest them most. It uses animations and multi-media presentations to educate homeowners about glass, energy, environmental and installation.
issues. Apex sales consultants use the system to automatically confirm appointments, research the energy savings results of other projects conducted in the neighborhood, and create estimates and orders. The application is central to recruiting and developing young sales consultants, and expanding the business through regional licenses.

Barclays bank recently deployed 8,500 iPads in their branches to allow front office staff to engage with customers waiting in line to provide advice, address service issues, and cross sell services. A decision support application called MortgageBrain application that helps customers find the best available mortgages from a current database, calculate how much they can borrow or savings from refinancing.

Level 4 - Reengineer sales content packaging and delivery. Only 11% of the tablet programs we evaluated were reengineering their products and sales assets to make “ready” to take advantage of the unique capabilities of tablets by making them more searchable, configurable, and interactive and visually appealing. For example, Mary Kay Cosmetics, a beauty products company created a range of public and proprietary interactive tools that help customize their client's look and educate them on skin care, style and beauty trends. Their Virtual Makeover Tool allows clients to upload a picture of themselves and work collaboratively with the beauty consultant to experiment with different hair, makeup and skin care options. You can view a customer version of this application at the link below.

Mary Kay Cosmetics is using iPads to help millions of beauty consultants around the world transform the selling process and differentiate the client experience. They created a range of public and proprietary interactive tools that help customize their client’s look and educate them on skin care, style and beauty trends. For example, the Virtual Makeover Tool allows clients to upload a picture of themselves and work collaboratively with the beauty consultant to experiment with different hair, makeup and skin care options.

Level 3 - Automating sales process, systems and workflows. 18% of the tablet programs studied were focused on workflow automation and integration to transactional, operational and calendaring systems. For example, several beverage distributors have reported increased sales from their on-premises equipment due to implementing iPads with their sales organizations. They use iPads to reduce out-of-stocks and order entry errors with a simplified order entry system. Mobile devices help improve sales by insuring that the cold equipment promoting their drinks is placed where it can generate the most sales. The tool explains contractual placement terms, suggested merchandising planograms, and best practices from peer businesses in the area. Presentations make it easy to introduce new products. These mobile sales programs also save time by automating the collection of information from sales calls, customers and prospects in the customer management system. They eliminated paperwork with digital signatures and online ordering.
HOW ORGANIZATIONS ARE USING TABLETS AS A UTILITY TO IMPROVE SALES PRODUCTIVITY

The majority (63%) of the organizations studied focused their mobile investments on improving productivity and internal efficiencies rather than revenue growth and the client experience\textsuperscript{15}. These organizations tended to take a “bottom up” approach to deployment, starting with the basic infrastructure and access issues. These investments included:

**Level 2 - Integration to sales infrastructure.** 11% have invested in integrating their tablet solution with customer data and CRM systems\textsuperscript{15}. These organizations seek to increase efficiencies by making CRM more convenient and easier to use, and improving data collection. For example, an industrial packaging provider is focusing their mobile strategy on mobile access to SAP CRM system. Their goal is to reduce administrative work associated with selling by one third by streamlining client communications, call reports, and access to client information. They are exploring voice to text call reporting and remote access to customer and marketing information as ways to free up sales time. Defining their tablet sales initiatives largely as “mobile CRM” can slow down deployments and limit return on investment. Several organizations have tied up significant resources and delayed tablet deployment as they wait to standardize on a CRM system. Others are trading off the potential to transform their sales process by tying their mobile fortunes to “doubling down” on their bet that CRM will yield material sales productivity gains.

**Level 1 - Enabling basic access to applications, functionality and communications.** Over two thirds of organizations have invested resources to gain basic access to files, web resources and communications applications using tablet computers\textsuperscript{15}. 17% of programs indicated they are currently struggling to solve this problem. For example, a global pool equipment manufacturer is using the iPad to help its 120 salespeople and 5,000 distribution partners access sales materials and tools. They deployed an enterprise content management system that helped them post, update and deliver videos, product literature, buyers guides, technical data and other sales materials from one place. It can be customized to manage information and offerings across regions to reflect geographic differences in pool product mix. You can see a consumer version of this application at the link below. The goal of these investments is to give their sales forces access to the right information at the right time to move sales forward. But simple access alone may not be enough to materially impact sales productivity if the content is not well organized or integrated into day-to-day selling activities.

![A global pool equipment manufacturer is using the iPad to help its 120 salespeople and 5,000 distribution partners access sales materials and tools. They deployed an enterprise content management system that helped them post, update and deliver videos, product literature, buyers guides, technical data and other sales materials from one place. It can be customized to manage information and offerings across regions to reflect geographic differences in pool product mix.](image)

**Level 0 - Device selection, management and security.** All organizations started the process by selecting a device and putting in place the infrastructure to manage mobile applications and secure the data on tablets out in the field. 29% of organizations studied are still in the process of selecting devices and putting mobile device and application management solutions in place\textsuperscript{15}.
The technical options and considerations at this level of implementation are not the focus of this study. These topics are well covered by technology research firms such as the Gartner Group, Forrester Research, and IDC. The business issues at this level of deployment center around the return on investment of deploying tablets in sales. Specifically – should companies or employees pay for tablets and will they replace PCs in sales, or supplement them as a “third device”. For example, half of the early adopters studied pursuing “bring your own device” (BYOD) deployments while the other half were offering company sponsored or owned tablets to employees. The majority (over 80%) of those that chose to fund tablets were justifying their investment in the purchase or support of tablets as a “3rd device” to supplement PCs rather than a PC replacement. This implies they expect significant incremental sales performance from that investment. Late adopters are giving more thoughtful consideration to the total cost benefits of using windows 8 and Android devices and replacing PCs altogether with tablets. For example, while the majority (92%) of organizations that have already deployed tablets chose iPads, business leaders still in the device selection phase are considering the potential of other tablet formats as a viable alternative and a PC replacement. The top alternatives mentioned in the study include Windows 8 and Android slate tablets and convertibles from Samsung, Microsoft (Surface) HP (Slate), and Google (Nexus).

A more thorough analysis of these five levels of mobile maturity can be found in the Appendix at the end of this study.
Best Practices

OVERCOMING THE OBSTACLES TO SUCCESS

Despite the early successes of best-in-class organizations, most of the sales organizations examined in this study were not “ready” to realize the full potential of tablets to improve the sales process and solve some very persistent sales productivity problems.

To realize large returns and sustainable competitive advantage from these investments, most organizations will need to overcome some obstacles. Some will be technical. But the biggest barriers to driving growth and ROI from mobility will be business issues.

For example, our study found that IT departments are wrestling with a raft of issues raised by the adoption of mobile devices by sales teams. The technical barriers to implementation include:

- Mobile device application management and compatibility issues;
- Customer and patient data security;
- The ability to access a legacy technology infrastructure that is incompatible with mobile access, devices or applications.

But the bigger barriers to driving growth and ROI from mobility will be business issues. When sales organizations attempt to implement sales enablement solutions, they run into some common problems. These roadblocks stem from some fundamental issues:

- Many companies lack a clearly defined, consensus sales process methodology to serve as a blueprint for a mobile selling solution;
- The sales support infrastructure needed to support mobile selling— including selling technology, content, training, and data are disorganized. This is usually because these assets are created by many different owners in an uncoordinated fashion;
- Many of these selling assets do not directly support or align with how the salespeople really sell or how customers buy;
- Business leaders - sales, marketing, and line of business executives– don’t take an active enough role defining how they want mobile devices to help the sales organization or prioritizing the focus of mobile investment and resources.
Obstacles to Success

“We lack of future vision for how we will leverage this tool to differentiate client experience and sales experience beyond “cool factor”.

Content is the barrier to execution, it’s poorly organized, hard to access. We needed a portfolio of interactive content to create thought leadership and make a compelling client experience.

“Business has not been involved in mobile strategy – so we have no roadmap or business case for where we go….no voice of the customer, voice of the salesperson to guide us”.

“It’s important to tackle the mobile sales problem from both a long-term and short term view. If you do not, IT will define your strategy for you and you risk repaving cow paths instead of transforming sales”.

“Mobile is different from other sales tools and CRM. If you just put the same stuff on mobile it won’t work, people will not use it sustainably, and if the sales experience is not good they will forget about it”.

“A big challenge is content - making the catalog of offerings “Apple intuitive”, tangible and configurable on a tablet. We need to find a way to put our subject matter expertise in a box”.

Source: Interviews with executives managing tablet selling initiatives

To overcome these obstacles, organizations need to re-engineer their sales processes, reshape sales content and redesign their sales experience. These three value drivers are very important to generating the greatest measurable return on a tablet sales programs in terms of sales growth, effectiveness and the clients’ experience.

Business leaders - sales, marketing, and line-of-business executives - need to take a greater role in defining their mobile sales enablement strategies if they want to realize the full potential of these devices to maximize growth, differentiation and effectiveness. These functions control most of the key success factors that lead to significant improvements in sales growth, effectiveness – selling content, processes and experience. In particular, sales, marketing, and line-of-business executives will need to do a better job in several areas:

• Defining a vision and business case for enabling their sales processes with mobile technology;
• Auditing and organizing their sales content, technology and training assets;
• Aligning those assets with the sales process and buying experience;
• Laying out a roadmap for measurably improving sales effectiveness, reducing cost-to-sell and differentiating the client experience.
FOUR PRACTICAL STEPS TO GET YOUR COMPANY READY FOR MOBILE SALES

Without clear business leadership on how mobile devices can transform sales, many organizations will default to a “bottom up approach” to their tablet strategy. Organizations that start their sales programs by looking at Level 0 device selection, management and security, risk tying up investment in resources in technology infrastructure that deliver only marginal returns – if any – to sales teams.

The most mature and effective mobile sales programs seek to completely transform either the customer experience, the sales experience, or both. These best-in-class programs are taking the greatest advantage of the unique attributes of tablets and mobile innovations to improve sales performance, reduce sales costs, shorten the sales process, and differentiate the client experience.

If your organization is planning, or in the process of executing, a mobile sales initiative in the coming year, you might consider taking these practical steps to ensure you are ready to realize the full potential of mobile to transform sales results.

1. Defining where you want to go by documenting an end-state vision of how your “go-to-market” process can be enhanced or transformed with tablets;

2. Identifying your existing process, content, and technical assets that will enable and provision your tablet selling program to understand where you are starting from;

3. Aligning your sales assets with the sales process and buying experience to identify opportunities to improve sales effectiveness and content, process and technology gaps that must be filled;

4. Developing business requirements and an execution roadmap to guide the process of enabling sales with mobile technology.

These four steps are outlined in greater detail below.
Step One: Define where you want to go

Define where you want to go by documenting an end-state vision of how your “go-to-market” process can be enhanced or transformed with tablets.

Successful mobile sales enablement programs start with a vision for transforming the sales and customer experience and then create a phased roadmap to leverage sales assets and infrastructure to move towards that vision. As a practical matter, it is important to define where you want to go before others do. Organizations that start with the bottom up approach to their tablet strategy risk tying up all their resources in technology infrastructure and limiting returns to operational utility and sales productivity.

The most mature and effective mobile sales programs seek to completely transform either the customer experience, the sales experience, or both. These best-in-class programs are taking the greatest advantage of the unique attributes of tablets and mobile innovations to improve sales performance, reduce sales costs, shorten the sales process, and differentiate the client experience.

You can define where you want to go by:

1. Getting creative and rethinking your value proposition and role in the customer buying process. An efficient way to do this is to conduct a cross functional working session to redefine and document the customer engagement process to identify ways to unify the sales experience with the client experience and make the entire process significantly simpler, faster, more compelling and convenient.

2. Documenting the sales process improvements you seek to achieve by investing in tablets in terms of improved cost to sell, coverage of the market, control over the sales process and an improved customer experience.

3. Demanding large, measurable results. Quantify a business case for change with key performance indicators such as fewer errors, less spending on sales content, higher sales conversion rates, increased selling time and capacity, and shorter sales cycles. The potential of mobility to transform sales effectiveness is so great you should not settle for marginal returns or increased sales utility. If your vision does not generate two to five fold return on investment, you should start over and try again.

4. Articulating an end-state vision and developing a working prototype to help visualize the user experience for evaluation and refinement by key sales, marketing, and channel and customer stakeholders.

5. Validating and refining the vision with primary voice of the customer, voice of the channel research, and input from key sales, marketing, channel and partner stakeholders.
Step Two: Understand where you are today

Inventory and benchmark your existing sales process, content and technology assets to understand the current state.

Most organizations want to use tablets in selling to ensure every salesperson has the required knowledge, skills, processes and behaviors to optimize every interaction with buyers and move the sale forward. That means making better use of the sales content, technology and training assets you have already spent a lot of money on. Unfortunately, these assets are generally not well organized and never applied for their intended use. Additionally, while companies may have developed a structure for content, the infrastructure is not always flexible enough to be personalized and utilized in a variety of unintended ways. One reason for this phenomenon is that sales content is created in less than systematic fashion across many different places in your organization. For example, most sales organizations have made a big investment in sales content including videos, collateral and thought leadership assets. But most of it is deemed not useful by salespeople. And 8 in 10 executives don’t know how to measure its impact on sales according to research by the Custom Content Council13. The same is true for technology. The low cost and intuitive nature of sales and marketing technology has led to a proliferation of “one-off” sales applications and mobile devices across large enterprises. Impatient salespeople experiment with mobile applications and start using personal devices if none are provided by IT. Conducting a comprehensive assessment of these assets will yield big cost savings and ensure you generate high returns on you mobile sales enablement investment.

You can understand where you stand by:

1. Conducting an inventory, catalog & benchmark of existing sales content assets including:
   - Solutions content including but not limited to videos, demonstrations, CAD drawings, catalogs, sales collateral, pitchbooks, presentations and proposals.
   - Case studies, customer testimonials and models that quantify return on investment, cost of ownership and business benefits.
   - Thought leadership content including subject matter experts, thought leadership content, best practices research studies, industry and market research, ideas, and practical advice.

2. Assessing the sales technology infrastructure that will support mobile selling including:
   - Sales infrastructure such as customer relationship management (CRM), content management (CMS), communications, calendaring, and collaboration tools.
   - Applications that support sales such as configurators, selling tools, product configurators, ROI models and planning tools.
   - Operational systems needed to follow up and execute on sales including transactional systems, order entry systems, pricing tools, enterprise resource planning and inventory management systems.

3. Documenting the sales methodology:
   - Criteria for targeting, segmenting, prioritizing and calling on customers.
   - Tools including scripts, resources, protocols, playbooks, training and coaching tools.
Step Three: Identify opportunities and gaps

Align your sales assets with the “go-to-market” process to identify opportunities to improve sales effectiveness and gaps that must be filled. One reason 90% of sales content is deemed not useful by salespeople is that it is not designed to support actual selling situations. Similarly, randomly deploying mobile sales enablement solutions are not likely to realize the end-to-end benefits outlined in this paper if they do not support the entire selling process. In general, the return on an investment in a sales enablement application is proportional to how well it aligns with and supports your unique selling approach and buyer needs. Conducting an alignment analysis that matches specific sales assets to specific sales process steps and customer interactions will solve this problem. It will identify wasted spending and set the stage for big sales productivity gains and higher return on the sales assets and technology you already have.

- Align existing assets sales content and technology assets to determine how well they support the sales process and the customer buying experience.

- Identify opportunities to leverage and repackage existing sales content and offerings to make “ready” to take advantage of the unique capabilities of tablets by making them more searchable, configurable, interactive and visually appealing.

- Identify opportunities to integrate tablets with sales technology infrastructure and solutions needed to enable the go-to-market process.

- Conduct a “gap analysis” to identify content, training and technology gaps that must be filled to ensure every salesperson has the required knowledge, skills, processes and behaviors to optimize every interaction with buyers and move the sale forward.
Step Four: Create a business case and roadmap

Define business requirements and an execution roadmap to guide the process of enabling sales with mobile technology.

Achieving breakthrough results outlined in this report will be hard without an overarching roadmap and investment plan agreed to by a cross functional set of stakeholders – including sales, marketing and IT leadership. You should try to realize the greatest top and bottom line business impact of your mobile sales vision by:

1. Outlining business requirements for mobile applications and tools that support as much of the selling process as possible, including pre-sales planning activities and post sales follow-up workflow.

2. Reengineering product and sales content to make it easier to demonstrate, deliver, configure, present, propose and fulfill your offerings on tablets.

3. Streamlining sales process workflow by integrating with existing sales support infrastructure assets by integrating with customer databases, content management and online learning systems.

4. Documenting a roadmap, key success metrics and investment plan and budget to direct future development and deployment.

5. Defining proof of concept pilot to test and refine the value proposition with sales, channel partners, clients and customers.
SMART WAYS TO GET STARTED

Deploying a mobile sales enablement strategy at a large enterprise is a relatively new discipline unlike traditional software, consulting or sales process improvement projects. It requires vision, a business case and a clear roadmap for success. To measurably improve sales effectiveness, the solution needs to be tailored to your business strategy and sales process. If you want to transform your sales performance, you need to rethink how you sell, and create a vision of a new value proposition in the eyes of your customers.

If you are interested in exploring the potential of customized mobile sales enablement, Profitable Channels and its business partners can help you several ways.

- **Educate your management team** – We can educate your team on mobile sales enablement best practices and show you examples of mobile sales enablement created in your industry.

- **Conduct a readiness assessment** – we can conduct a mobile readiness assessment using our proven methodology. In six to eight weeks you will get an alignment analysis that matches your sales content and technology assets to your unique go-to-market process and customer buying cycle. This will identify measurable opportunities to cut costs, improve sales effectiveness, and accelerate sales with mobile devices. You can take a short self-assessment on the following page to identify where you stand vs. the competition and where the biggest opportunities to improve sales effectiveness lie in your organization.

- **Create your own vision** – Our experienced team can conduct strategy workshops to explore the opportunities to transform your go to market process and help you create a business case, budget and pilot plan for the coming year.

- **Develop a prototype** – A picture is worth a thousand words. Given the range of potential ways mobile devices can create value, a good idea is to create a prototype of what a sales enablement solution might look like in your unique selling approach. To get the process started and efficiently engage your sales, marketing and IT teams, we can quickly create a custom prototype of a solution that addresses some of your top selling challenges.

- **Define your mobile sales enablement roadmap** – If you are committed to deploying a mobile sales enablement application, we can provide you access to a world class team that will lead you in a discovery exercise to define a design and deployment roadmap that sets you on the path for success.
MOBILE READINESS ASSESSMENT

To help you assess your organizational readiness, we have outlined a “mobile readiness assessment checklist”. This list of questions establishes criteria for success you should have in place before you make a significant investment.

Mobile Readiness Assessment Checklist

☐ Do your sales and marketing investments closely align with your sales process and the way your customers buy and interact?

☐ Are your sales processes and workflows defined clearly enough to be automated?

☐ Are your sales content assets and best practices sufficiently organized and packaged to take advantage of the unique attributes of mobile devices?

☐ Do your sales, marketing and IT groups have a common vision and business case for how mobility will create value across the enterprise?

☐ Do you have a mobile program leader who can span the parochial interests of sales, marketing and IT to focus on revenue lift and cost of sales outcomes?

☐ Do you have sufficient input and buy-in from salespeople and channel partners to ensure high levels of adoption and usefulness?

☐ Do you have a structure for managing the rapid rate of application proliferation and innovation in the mobile technology space?

Unless your organization can meet these criteria, you risk getting the “lukewarm” returns and adoption rates similar to those that have plagued CRM investments over the past decade. And your CFO will continue to complain about rising selling costs without commensurate selling productivity and sales gains.

To make things easy for you, Profitable Channels has created an online tool to help you assess your readiness to capitalize on the potential of Tablet PCs to grow sales, improve effectiveness and differentiate the customer experience. You can access the Mobile Sales Readiness Assessment tool at the link below.

Take The Mobile Sales Readiness Assessment

Invest a few minutes answering these questions about how your organization is using tablet PCs to improve sales effectiveness. You will immediately receive a readiness assessment report that will help you understand where you stand relative to the competition and identify the biggest opportunities and gaps that should be filled to fully capitalize on the potential of tablet PCs to drive growth, sales effectiveness and differentiate the customer experience.
Appendix
MOBILE SALES ENABLEMENT MATURITY MODEL

The study of 100 mobile sales programs revealed five levels of “mobile maturity”. These reflect the strategic focus of tablet sales investments and the “readiness” of an organization to capitalize on that investment in terms of sales growth and performance improvement.

The chart below summarizes the relative level of maturity of the sales programs studied in the research.

These maturity levels are explored and illustrated with case examples on the following pages.
Level 5: Differentiate the customer and sales experience

The most mature and effective mobile sales programs transform the customer experience or the sales experience. These best-in-class programs are taking the greatest advantage of the unique attributes of tablets and mobile innovations to make the sales experience significantly simpler, faster, more compelling and convenient. 12% of the programs studied were focused on this objective.

The most advanced initiatives redefine and even unify the customer experience with the sales experience by making the sales process more collaborative and interactive and increase face-to-face customer engagement by facilitating “hallway type interactions”. These organizations blend the best of the digital and physical channels to make tablets an essential part of the sales process for facilitating communications with customers. The leaders in the sample were taking advantage of tablets to create interactive client experiences with 3D product visualizations, rich “consumer grade” visuals, and tools that allow customers to collaboratively configure offerings.

Differentiating the client and sales experience involves the capability to exceed expectations with choice, education, ease of use, convenience, and personalization. This is being achieved by:

- Reengineering the sales process;
- Changing the client engagement model;
- Creating a distinctive/consumer grade experience.

For example, an independent car dealership in Phoenix, Arizona was able to use iPads to differentiate the sales process, shorten sales cycles, and triple sales without adding staff. The company transformed every aspect of the car selling process from client education to trade in appraisals to signing contracts with iPads. Tablets transformed both the sales and buying experience by allowing their sales reps to do business in the showroom, at the client’s office or home, or in a restaurant. The company integrated the sales experience with the customer buying experience by allowing salespeople to conduct a wider range of activities - educating customers on models options and colors, calculating payments, depreciation and leases, and performing appraisals - without ever leaving the customer’s side.

To differentiate the customer and sales experience, organizations were investing in several areas, including:

- Applications that enable user interaction, collaboration and visual configuration;
- Tools that provide data-driven decision support, value assessments and advice.

In many cases, organizations used specialized experience design agencies for custom applications. Agencies identified by the participants of this study include Dynamic Digital Advertising, Plow Digital and the Primacy. Mobile application developers mentioned include Clearbridge Mobile, Mutual Mobile, and ScrollMotion. Several organizations utilized mobile application development platforms, such as IBM’s Worklight, to create their own applications.

Companies that have been successful at redesigning the sales and customer experience also use their mobile initiative to reinforce, extend or redesign their sales methodologies and tools. Organizations use sales method and application providers such as the TAS group; sales & marketing suites such as Cincom, CallidusCloud; sales value assessment tools such as Alinean, and sales coach / playbook applications such as Playboox and Qvidian to enable their sales enablement and effectiveness efforts.
**Level 4. Redesign product and sales content and delivery**

Highly evolved mobile sales programs redesign their products and sales assets to make “ready” to take advantage of the unique capabilities of tablets by making them more searchable, configurable, interactive and visually appealing. 11% of the programs studied were focused on this objective.

Redesigning product and sales content involves the capability to demonstrate, deliver, configure, and present offerings on tablets. These best-in-class programs take advantage of tablets to provide a richer interactive experience by:

- Eliminating paper and PowerPoint from sales process;
- Making product information “channel ready” so it is easily demonstrated, configured, or “test driven” on a tablet, including videos, online demonstrations, configurable presentations and tools;
- Creating digital product catalogs that can be searched, appended to presentations, and visually demonstrated using video or 3D imaging and ordered digitally;
- Adding features that make mobile sales illustrations & presentations more compelling and interactive;
- Integrating with existing content management and digital asset management systems to expand utilization of these expensive systems in the field and generate customized presentations for clients;
- Making “Subject Matter Experts” such as sales engineers, product managers, and thought leaders available so they can contribute to the sales dialogue without physically being in the sales call;
- Compiling and organizing sales best practices into “playbooks” / thought leadership;
- Aligning content assets with sales processes.

For example, a large software recently adapted its SaaS human resources solution for the iPad to simplify the demonstration of the ease of use of its application while avoiding involvement from expensive sales engineers early in the sales process. Software customers now expect to see digital solutions demonstrated on a tablet. To remain competitive, the company replaced paper presentations and PowerPoint, issuing iPads with compelling demonstrations designed with consumer grade visuals to over 250 salespeople.

For example, a medical device company that sells ear implants uses iPads to illustrate the use of their device using three dimensional animation and breakaway illustrations. They were able to create more visually compelling content for the iPad by repackaging Computer Aided Design files of their products.

To redesign their offerings and sales content, organizations were investing in several areas that enabled real-time access to sales intelligence and content, including content creation and design systems, content management systems, and mobile sales portals. Firms assisting companies to repackage and manage content for mobile use include: Box, Brainshark, IBM’s Mobile Content Navigator, Seismic, Upsync, and Vablet.
Level 3. Automate sales process and workflow

Many organizations are increasing revenues and reducing cost of sales by using tablet applications automating sales tasks. These organizations are using tablets to enable real time follow-up on sales opportunities, shrink response time to clients, and reduce duplicate and manual administrative tasks for salespeople. Most organizations are accomplishing this by integrated activities in the sales process with existing enterprise systems, such as order management. 19% of the programs studied were focused on this aspect of sales enablement execution.

Automating sales processes and workflow involves the capability to automate, eliminate, streamline, and integrate the process activities. The benefits to sales are typically reflected in freeing up more time to engage with customers. Leaders in the sample were taking advantage of tablets to speed, eliminate, automate or streamline work by creating:

- Mobile versions of sales toolkits – such as advisor desktops or sales portals - that provide field sales access to training, selling tools and execution utilities needed to advise clients;
- Mobile access to enterprise resource management applications (ERP) to help access inventory, billing and order tracking information;
- Time savings tools such as digital signatures and configure, price and quote (CPQ) solutions;
- Custom automated workflows with workflow automation tools or custom developed solutions that speed data entry, proposal generation, follow-up communications, administrative paperwork, and order entry.

For example, several medical device companies have significantly reduced time and effort it takes to close and follow-up on sales. One company that sells heart valves, pacemakers and catheters was able to use iPads to reduce the workflow associated with client proposals, contracts, and legal approvals by more than 50%. The company issued iPads to over 2,300 salespeople and used a simple cloud based document storage system to streamline the process of moving paperwork back and forth between doctors, legal, sales and compliance teams to get deals done. Another medical device company that sells ear implants reduced the time and effort it takes to close and follow-up on sales by arming iPads with a quotation builder application that allows them to digitally sign contracts on site and integrates with internal price books and catalogs to provide immediate access accurate pricing and product information in the field.

Companies that have worked on automating sales process and workflow in a mobile environment use traditional systems integrators that support the enterprise systems, custom application developers as well as specialized workflow automation and process-specific solutions. Solution providers identified by the participants of this study include workflow automation vendors Active Endpoints and Kapow, and configure price quotation solutions such as Atlatl, Cincom, CallidusCloud and Sterling Commerce.
Level 2. Integration to sales infrastructure (CRM)

Many organizations – particularly large organizations that rely on Salesforce.com, SAP, and Oracle as a central component of their sales enablement strategy - are making mobile access to CRM a primary focus of their mobile sales enablement programs. These organizations seek to take advantage of tablets to improve adoption and usability of CRM systems by providing secure access to CRM with a device that has instant-on, long battery life, the ability to work offline, and voice to text capture capability. 11% of the programs studied were focused on this objective.

Integrating tablets to the existing sales infrastructure involves the capability to remotely access, use, and input information into the sales database of record or existing customer relationship management (CRM) system from a tablet. The organizations surveyed were taking steps to:

- Streamline data entry with automated capture of visual, scanned or verbal information using voice-to-text capture technology;
- Integrate tablets with legacy customer relationship CRM systems;
- Drive adoption and utilization of expensive CRM investments with features that improve ease of use and allow for offline use.

For example, an industrial packaging provider is focusing their mobile strategy on mobile access to the SAP CRM system. Their goal is to reduce administrative work associated with selling by one third and streamline client communications, call reports, and access to client information. This company is exploring voice to text sales call reporting and remote access to customer and marketing information as ways to free up sales time.

To integrate their tablets to existing sales infrastructure, organizations are investing in tools and applications that help streamline field data capture and service providers to help with tablet integration to CRM. Solutions providers most commonly identified by the participants of this study were SAP and SalesForce.com
Level 1. Enable basic access, functionality & communications

Most of the organizations studied were working to provide mobile access to sales content, internal web sites, resources and applications that sit behind a corporate firewall. Over two thirds of the programs studied either had addressed this issue and moved on to higher value applications for tablets or were currently focused on this objective. 17% of organizations surveyed indicated that they are currently struggling to solve this problem.

Enabling basic access, functionality & communications requires the capability to access, use, input, select information and resources needed for sales. The organizations studied were taking steps to:

- Remotely access to sales information and content that reside behind on intranets behind the firewall;
- Use basic communications & calendaring applications on a tablet computer;
- Compatibility with existing applications, in particular Microsoft applications.

For example, a global pool equipment manufacturer is using the iPad to help its 120 salespeople and 5,000 distribution partners access sales materials and tools. The company deployed an enterprise content management system that helped them post, update and deliver videos, product literature, buyers guides, technical data, and other sales materials from one place. Access can be customized to manage information and offerings across regions to reflect geographic differences in their pool product mix.

To provide mobile employees access to resources and functionality within the enterprise, most organizations were investing in providing real time access to sales assets. Relatively few organizations were actively investing in social learning, best practices sharing, and improving access to research & sales intelligence. In general, they were getting help from service and solution providers specializing in content management and services. Solutions providers identified by the participants of this study include: Box, Bloomfire, CallidusCloud, iOngird, Seismic, and Savo.
Level 0. Device selection, management, security

The first focus for every organization is a device selection strategy and implementation of the technical infrastructure needed to manage mobile applications and secure the data on tablets out in the field. 100% of the programs studied had either addressed this issue and moved on to higher value applications of their tablets or were currently focused on this objective. 29% of programs surveyed indicated that they are currently struggling to solve this problem.

This involves the fundamental capability to deploy, manage, and secure mobile devices and applications, including:

- Defining a mobile device strategy;
- Establishing a business case to direct the investment in mobile devices and manage returns;
- Deploying a secure mobile device management (MDM) and mobile application management (MAM) application infrastructure;
- Implementing policies and systems designed to protect information and assets that reside in a mobile environment on mobile tablets in the field.

The companies studied were taking a variety of approaches and business rationales for funding and deploying tablets. The majority (92%) of the early adopters studied that have already deployed a tablet for sales chose iPads as the device. This was based on availability, form factor, battery life, a low break fix ratio relative to PCs, security, and the fact that no special skills were required to use it.

50% of the programs studied were pursuing “bring your own device” (BYOD) deployments while the other half were offering company sponsored or owned tablets to employees. The majority (over 80%) of the programs studied were justifying their investment in the purchase or support of tablets as a 3rd device to replace paper presentations, pitchbooks and collateral today, and potentially as a PC replacement “down the road”.

Organizations still in the device selection phase are considering non-Apple operating systems and devices including– Windows 8 and Android OS and tablets and convertibles from Dell, Microsoft, Google, HP, and Samsung. Primary reasons for considering non-Apple formats were:

- Necessity to replace PCs to economically justify funding tablets for the sales force;
- They required features critical to the job (pens, keyboards, ports to attach devices, processing power, storage capacity);
- Lack of Adobe Flash support;
- Lack of enterprise support and developer availability for Apple iOs applications;
- Frustration with Apple’s proprietary “walled garden” approach.

Managing, securing and supporting tablets involves investing in mobile device management (MDM) and mobile application management (MAM) applications. The solutions most frequently mentioned by the organizations studied include: Afaria (SAP), Dell Kace Mobile Management Appliance, Mobile Iron, Tivoli Endpoint Manager (IBM), and Zenprise (Citrix).
**NINE SALES PROCESS ENABLERS**

The unique capabilities of tablets - combined with the power of social, analytics and cloud computing – allow sales and marketing leaders to reinvent how they go-to-market. The organizations studied were making investments to transform every step of their sales process – from pre-call planning, to sales engagement to follow-up. This research uncovered nine specific ways sales organizations are enabling the go-to-market process with mobile devices.

The chart below summarizes the mix of investment being made by the 100 sales programs studied in this research. Each investment category revealed an emerging portfolio of sales enablement solutions aimed at improving different aspects of the selling process.

<table>
<thead>
<tr>
<th>Planning</th>
<th>Engagement</th>
<th>Follow-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to research and sales intelligence (10%)</td>
<td>Real time access to sales and marketing assets (51%)</td>
<td>Streamlined field data capture and integration into CRM (28%)</td>
</tr>
<tr>
<td>Social learning and best practices sharing (3%)</td>
<td>Data driven decision support, assessment tools and advice (13%)</td>
<td>Workflow automation and integration to operational systems (25%)</td>
</tr>
<tr>
<td>Sales guides, coaching tools, and playbooks (4%)</td>
<td>User interaction, collaboration and visual configuration interfaces (29%)</td>
<td>Analysis of sales opportunities, best practices, and asset usage and efficacy (5%)</td>
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*Analysis of 100 tablet sales deployments Q2 2012*

These categories are explored and illustrated with case examples on the following pages.
Pre-Sales Planning

Sales Guides, Coaching Tools and Playbooks
These solutions provide salespeople advice and coaching tools implemented with enterprise-specific sales methods for how to approach a given sales situation when preparing for a call. Only 3% of the organizations surveyed implementing tablet sales programs were planning to invest in this capability. These organizations were investing in applications and tools that help field sales representatives get up to speed faster with sales guides, coaching tools, and playbooks that reinforce your training and coaching investment in real selling situations.

For example, a global restaurant chain replaced dated training videos and manuals with interactive training applications developed for the iPad. The training department is able to “push” these training applications to over 1,000 mobile devices deployed globally using Mobile Device Management (MDM) solution. This organization views interactive training on iPads as a strategic differentiator that helps them recruit, retain and develop young mobile savvy employees.

Several of the organizations studied were using service and solutions providers with capabilities to create and enable sales guides, coaching tools and playbooks. Providers such as Callidus, Cincom, Playboxx, and Qvidian provide a means of publishing and accessing sales guides and playbooks. Others had contracted custom application developers to deliver sales content in the context of selling situations.

Social Learning and Best Practices
Applications in this domain help field sales representatives capture, identify and share best practices of top performers. Sales reps who adopt social technology say they enjoy greater reach, higher productivity, more meaningful relationships and inevitably sell more. Social business is helping sales representatives stay abreast of product, industry and competitive knowledge, understand market needs and wants, keep in touch with clients and prospects, as well as connect internally and externally with experts who can help them address key client opportunities.

While social business applications are increasingly making inroads into all business processes, including sales, only 4% of the organizations surveyed were planning for or investing in this capability (specifically dedicated for sales purposes). For many of the reasons stated above – as well as the enterprise-wide impact of social business - those organizations were exploring applications and tools that help field sales representatives collaborate with their peers through social learning and best practices sharing. Overall this was not identified as a high priority for mobile sales initiatives at least in the short term.

Organizations that are exploring social learning and business often seek a platform that enables multimedia content creation and management together with tools that include social learning and business, learning management, access to leading practices and real-time access to sales and marketing assets, such as Bloomfire and Savo.
Access to research & sales intelligence
These applications can provide field sales teams fast access to relevant industry, product and customer research and intelligence any place and any time. 10% of the organizations implementing tablet sales programs were planning for or investing in this capability. Organizations expect to allow field sales representatives to quickly deliver insights and relevant information to clients in live selling situations. In more advanced applications, these applications can help your sales team sell more effectively by unlocking the power of analytics in selling situations to quickly gather and interpret previously unseen data trends on performance, customer insights and market trends.

For example, an international hotel chain created a web based knowledge management tool for the iPad that allows the sales team to search for and access detailed information on hotel properties based on client needs. In another case, a commercial real estate company created custom applications that help sales representatives access and present local real estate listings and intelligence using map and GPS features of the iPad in face-to-face meetings with clients. Organizations studied mentioned providers such as Seismic, Savo and the TAS group to help them access research & sales intelligence before sales calls.
Engagement

User interaction, collaboration and visual interfaces
These applications facilitate collaboration and interaction with clients in face-to-face selling situations.

29% of the organizations implementing tablet sales programs were planning for or investing in this capability. These organizations were investing in ways to share rich video, 3D animation, graphic images and visual ordering tools with clients. Their goal is to have more collaborative client interactions that instantly captivate customers with beautifully designed presentations leveraging video, animations and 3D assets on a consumer grade user interface.

For example, a medical device company created a custom mobile application to educate salespeople and doctors about an advanced new system for treating spinal problems. The application uses animations and real time access to supporting research and materials to make it easy to explain the systems to busy doctors in short meetings or walking down hallways.

The organizations studied were using mobile experience design agencies and mobile application development providers to create custom applications that facilitated user interaction, collaboration and visual interfaces. Agencies mentioned as having experience in this area included The Primacy, Mutual Mobile, Plow Digital, and Dynamic Digital Advertising.

Data-driven decision support, assessment tools and advice
Data-driven applications provide real-time decision support using value assessments, trade off analysis, or economic cost justification models to make it easier for salespeople to deliver expert advice in consultative selling situations.

13% of the organizations implementing tablet sales programs were planning for or investing in this capability. These organizations were investing in ways to facilitate better cross selling by accessing subject matter experts, customized product recommendations, and relevant thought leadership content. Many of the companies in the study wanted to help salespeople introduce new ideas and relevant solutions in a more consultative selling approach. The most advanced organizations were providing data-driven decision support in the field to support better cross selling recommendations, consultative selling, and advice.

For example:

- An international hotel chain created a web-based knowledge management tool for the iPad that allowed the sales team to search for and access detailed information on hotel properties based on client needs in face-to-face meetings;
- A professional employment organization created a value assessment application to help insurance agents and human resources directors calculate the benefits of switching their benefits programs based on their unique employee profile, business characteristics and needs. The custom sales enablement solution allowed insurance agents to quickly capture and discover customers, calculate economic benefits, generate proposed action plans, and provide relevant client education materials for follow-up meetings.
The organizations interviewed in this study identified a range of service and solutions providers with experience in this area including:

- Value assessment tools such as Alinean Value Story which provides benchmark and sales best practices in real time during client conversations;
- Configuration, price, and quotation (CPQ) solutions tools such CallidusCloud, and Cincom;
- Custom developed applications from experience design agencies such as The Primacy.

**Real-time access to sales and marketing assets**

These tools and applications give salespeople real time access to the right sales and marketing assets at the right time to advance the sale.

This enabler was the most popular investment among the tablet sales programs studied. 51% of the organizations implementing tablet sales strategies were planning for or investing in this capability. These organizations were investing in ways to provide salespeople:

- Real time access to the right sales assets and information at the right place and time to advance the sale;
- Improved speed-to-market by making it faster and easier to deploy, update, and adapt sales programs in the field;
- Eliminating the costs of printing, storing, distributing and updating paper-based sales collateral and pitchbooks;

For example, a lawn care products manufacturer created interactive iPad Kiosk displays to help home and garden retailers educate them about what type of products they can use to help consumers better care for their lawns and gardens. The iPad application supplemented an in-store associate training program to make sales training more effective and reinforce the training in actual retail sales environments.

A broad range of solutions and service providers can enable access to sales and marketing assets in this domain. Many of the organizations studied were using easy to deploy mobile content management solutions such as Upsync and Vablet to gain access to sales and marketing assets behind corporate firewalls. Others were using sales content portals such Brainshark, Callidus Cloud, Savo, and Seismic. Some were using mobile information management such as ionGrid Nexus to gain access to sales and marketing assets behind the firewall with virtualization. The simplest and least expensive path was to use online file sharing applications such as Box, DropBox and SharePoint to provide their field forces access to sales presentations.
Post Sales Follow-Up

Analysis of sales opportunities, best practices, asset efficacy
These applications provide insights to identify which sales people are using which sales assets and tools in which selling situations and to what effect. These applications seek to improve sales productivity by helping sales managers reinforce selling best practices with coaching tools and better visibility into field sales activities. They also help marketing management track and understand sales asset usage, efficacy, and waste.

Despite the general availability of sales asset usage tracking, only 5% of the organizations implementing tablet sales programs were making this particular capability an investment priority. Several of the organizations studied that are in the process of deploying sales content for tablets also plan to use the device to track the use and effectiveness of different types of selling content in different selling situations.

For example, Mercedes Benz is able to analyze which salespeople are presenting what sales content, when in the sales process, and for how long. It also tracks follow-up activity associated with presentations as well as the likes and dislikes of users.

Mobile sales content portals and mobile content management such as Savo, Qvidian, IonGrid, Upsync and Vablet include various levels of content tracking analysis.

Streamlined field data capture & CRM
These solutions simplify the capture and input customer information from the field and leverage insights from customer information and relationship systems.

26% of the organizations implementing tablet sales strategies were planning for or investing in this capability. These organizations were investing in ways to improve sales productivity by:

- Gathering and recording more client information during sales interactions using image and voice capture, interactive survey tools and location based services;

- Streamlining the capture and input of information captured in face-to-face customer interactions – from verbal commentary, to needs assessments, and project requirements - with or without internet connectivity.

For example, several financial advisory firms are piloting moving desktop tools used by financial advisors onto iPads. A primary focus of these initiatives is to provide mobile access to client information embedded in their proprietary CRM system. The goal is to allow advisors to better serve and advise their clients in the field, at lunch, on the golf course, or in a client’s home or office.

Organizations making mobile access to CRM a priority were generally centering their projects around a major CRM application deployments, notably by SAP, Oracle or Salesforce.com. Many organizations were delaying tablet sales deployments until they standardized on a single enterprise CRM system. Other firms studied streamline their field sales data capture with application integration and workflow automation solutions such as Active Endpoints and Kapow.
Workflow automation and integration to operational systems

These enablers automate sales work and integrate tablet applications with enterprise systems such as order entry, calendaring, and fulfillment systems.

25% of the organizations implementing tablet sales strategies were planning for or investing in this capability. These organizations were investing in ways to speed up the execution sales transactions with on-site quotes, digital signatures, expedited order entry, and live tracking. Many organizations sought ways tablets can help maximize the return on their large investment systems and processes by providing fast and flexible access to order entry, ERP, workflow management, and CRM systems from one central “hub”.

For example, a wire and cable manufacturer created a customized iPad application that streamlined their sales cycle to generate proposals faster and save significant money by reducing fulfillment errors. They created a visual ordering tool that can customize, enter, and track orders on an iPad. The system allows remote sales professionals to create on-site quotes, access to products, live order tracking, client contacts and order histories.

Organizations studied were using a variety of service and solutions providers to automate sales workflow and integrate their tablet sales applications with operating systems. They include:

- Workflow integration and automation solutions such as Active Endpoints;
- Custom application development and systems integration, including Mutual Mobile, The Primacy, and ClearBridge Mobile.
## SERVICE AND SOLUTION PROVIDERS PROFILES

<table>
<thead>
<tr>
<th>Legend:</th>
<th>Planning</th>
<th>Engagement</th>
<th>Follow Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core area of strength</td>
<td>Sales Guides, Coaching Tools &amp; Playbooks</td>
<td>User interaction, collaboration and visual interfaces</td>
<td>Analysis of sales opportunities and asset efficacy</td>
</tr>
<tr>
<td>Good capabilities</td>
<td>Social Learning and Best Practices</td>
<td>Data-driven decision support, assessment tools and advice</td>
<td>Streamlined field data capture &amp; CRM</td>
</tr>
<tr>
<td>Limited capability</td>
<td>Access to research &amp; sales intelligence</td>
<td>Real time access to sales and marketing assets</td>
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### Alinean
- www.alinean.com

### Box
- www.box.com

### Bloomfire
- www.bloomfire.com

### Brainshark
- www.brainshark.com

### Callidus Cloud
- www.calliduscloud.com

### Cincom
- www.cincom.com

### Clearbridge Mobile
- www.clearbridgemobile.com

### Dynamic Digital Advertising
- www.zeronezero.com

### Informatica
- www.cloudextend.com

### ionGrid Nexus
- www.iongrid.com

### Kapow
- www.kapow.com

### Mutual Mobile
- www.mutualmobile.com

### Playboox
- www.playboox.com

### Qvidian
- www.qvidian.com

### Scroll Motion
- www.scrollmotion.com

### Savo
- www.savo.com

### Seismic
- www.seismic.com

### TAS Group
- www.thetasgroup.com

### The Primacy
- www.theprimacy.com

### UpSync
- www.upsync.com

### Vablet
- www.vablet.com

### Worklight Partners (IBM)
- www.worklightpartners.com
Alinean  
www.alinean.com  
Alinean offers value assessment tools that can be used to educate clients about ROI and value proposition in live face-to-face sales meetings. Alinean provides cloud-based value-selling and value-marketing tools that help customers model ROI and TCO based upon key drivers of value. Alinean's premise separates companies by marketing and selling on value to customers, not feature/function checklists.

Alinean has recently launched a tablet based Value Selling App that brings the conversation to customers in a collaborative fashion.

Box.com  
www.box.com  
Box.com is a mobile file sharing application. Box.com is a content sharing platform, enabling people and organizations to collaborate and share content from anywhere. They have developed a dynamic business model that includes an API to build custom applications, new workflows, and custom user experiences. Through the use of their API and content management platform as a service, they have created a growing ecosystem of applications that integrate seamlessly, making Box more valuable for its users.

The primary strength of Box is in providing real time access to sales and marketing assets inexpensively and quickly at the point of sale on a tablet.

Bloomfire  
www.bloomfire.com  
Bloomfire offers a sales content portal that incorporates modern social business, content management, file sharing and learning management features. The platform enables multimedia content creation and management in a tool set that encompasses social learning and business, learning management, access to leading practices and real-time access to sales and marketing assets.

Bloomfire's primary strengths lie in social learning and best practices sharing.

Brainshark  
www.brainshark.com  
Brainshark is a content management solution for creating, sharing and tracking online and mobile video presentations. Brainshark enables users transform static content, into voice-enriched video presentations. They also analytics to measure the effectiveness and reach of your content, so you can follow up accordingly. By enabling content from legacy sources (like PowerPoint*), Brainshark enables organizations to transform existing content for use in a mobile environment. It also reduces the need for custom development if not required. They also offer design services, should customers prefer to optimize their experience using Brainshark.

Brainshark's primary strength is in providing real time access to sales and marketing assets at the right time and place.
Callidus Cloud
www.calliduscloud.com
Callidus offers a suite of sales enablement solutions that support many steps of the sales process, including sales enablement portals, configure-price quote (CPQ) solutions and workflow automation solutions. They offer CPQ solutions that help maximize deal sizes, generate quotes on the fly and protect margin all on mobile. Their workflow automation tools help establish consistent and automated workflow procedures to ensure the same great results every time. Their sales portals provide mobile access to playbooks and content guidance to shorten the sales cycle and improve win rates and social collaboration for knowledge sharing and communication.

Callidus’ primary strengths lie in supporting sales engagement with data-driven decision support tools such as real time proposal generation and real time access to sales and marketing assets. They also help automate workflow with workflow automation solutions and CPQ automation.

Cincom
www.cincom.com
Cincom offers a suite of sales enablement solutions that support many steps of the sales process, including guided selling solutions, configure-price-quote (CPQ) solutions and content management solutions. Cincom has a broad suite of software that addresses many of the challenges of simplifying and integration the Sales and Customer Experience. Rules based configuration and guided selling technology combined with enterprise content management and multi-channel document output management contribute to increasing consistency and speed of sales interactions. Cincom also has cross-platform application development software for custom applications in multiple environments. Cincom also has industry specific software for healthcare, financial services and industrial companies. Application Development, Business Simplification, Customer Experience Management, Data Management, Document Composition and Management, Hosting

Cincom’s primary strengths lie in supporting sales engagement with data-driven decision support tools and real time access to sales and marketing assets. They also offer sales guides, coaching tools and playbooks at the front end of the sales process.

Clearbridge Mobile
www.clearbridgemobile.com
Clearbridge Mobile is mobile application development agency. We build native and internet applications on the latest mobile platforms including iOS, Android, Windows and HTML5. Clearbridge's primary strengths lie in user interaction, collaboration and visual interfaces and custom integration to content, CRM and operational systems.
Dynamic Digital Advertising

www.zeroonezero.com

Dynamic Digital Advertising (DDA) is a customer experience design agency. DDA is a full-service interactive and traditional media advertising and production house. They have dedicated specialized services for mobile application development for Apple devices as well as multiplatform mobile application design and development services. DDA call out their specialty in custom application development and offering Flash website conversion services for use on Apple devices. They have applied their mobile expertise to learning, marketing and customer services particularly in the healthcare and pharmaceutical industries.

Dynamic Digital Advertising’s primary strengths lie in user interaction, collaboration and visual interfaces.

Informatica

www.cloudextend.com

Informatica’s Cloud Extend application and integration workflow solution automates sales workflow and streamlines field data capture. They are a process automation company that has built unique cloud-based and on-premise platforms to develop, integrate and deploy custom application. Active Endpoints is a cloud-based platform that empowers users to design and create workflows that mirror clients’ specific needs.

Their AppExtend enables a superior mobile experience to extend design collaboration for real-time interaction with clients. Their design visualization approach simplifies integration into back-end transactional systems.

ionGrid Nexus

www.iongrid.com

ionGrid Nexus is a mobile information management company that offers secure mobile access to content and applications behind the firewall. Unlike cloud based sales portals, their solution offers live integration to existing content repositories – which can reside in many different places.

ionGrid Nexus’s primary strengths lie in providing real time access to sales and marketing assets and information. They also improve workflow automation and integration by providing “virtual” access to applications, portals and operational systems that reside behind the firewall.

Kapow

www.kapow.com

Kapow has application and integration workflow solution that automates sales workflow and streamlines field data capture. Kapow provides a workflow and integration platform that turns business process flows immediately into software automation code for real time application development. Kapplets – delivered through the Kapow Katalyst platform - expose workflows and integrations as lightweight front-end apps, instantly deployable to all desktops and mobile devices. Kapow’s Mobile Katalyst mobilizes existing applications and business processes creating a new web service interface “wrapper” without re-writing any of the existing code.
Kapow's approach focuses on self-service automation and integration. Designed for IT users, it keeps the focus on development and IT expertise, increasing the collaboration between IT and lines of business. This also enables IT to add value more directly to business needs. Kapow is able to integrate and automation structured and unstructured data. The Kapplet approach enables customers to create an Enterprise App Store that enhances individualization and further development by direct users. Kapow has partnered with a wide variety of enterprise-focused providers for a robust ecosystem. With over 600 implementations, they have developed a strong base of experience across multiple industries.

Kapow's primary strengths lie in enabling workflow automation and integration and streamlining field data capture User interaction, collaboration and visual interfaces

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**Mutual Mobile**

http://www.mutualmobile.com

Mutual Mobile is mobile application development agency. Mutual mobile became an early market leader for developing B2B sales and marketing applications on iOS. Their development skills and expertise have enabled them to specialize in consumer-grade applications that focus on field and sales enablement while also providing employees and customers access to company products and services. Mutual mobile became an early market leader for developing B2B sales and marketing applications on iOS. Their development skills and expertise have enabled them to specialize in consumer-grade applications that focus on field and sales enablement while also providing employees and customers access to company products and services.

Mutual Mobile's primary strengths lie in user interaction, collaboration and visual interfaces and custom integration to content, CRM and operational systems. User interaction, collaboration and visual interfaces

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**Playboox**

http://www.playboox.com

Playboox is a guided sales enablement and playbook solution. Playboox custom develops sales playbook content, training and software to help clients capture and standardize their sales organization's best practices and sales processes. Their Playmaker is a customizable on-demand Sales Excellence Enablement application that makes it easy to standardize, reinforce, and evolve a company’s best sales processes, practices and tools to ensure each sales person is performing optimally at every stage of the sales cycle for every key opportunity in which they compete. They also offer a variety of implementation services to tailor and optimize the use of playbooks within their clients’ organization. Playboox capabilities offer an intuitive approach to capitalize on organizations leading sales practices. Their approach blends digitized playbook development and delivery with just-in-time coaching and deal tools, deal progress and pipeline management tools that are accessible to the field sales force and sales managers. As a native force.com application they integrate and provide the value and utility – not just reporting - for actual deal planning, engagement and follow up.

Playboox's strengths lie in sales guides, coaching tools and playbooks and pre-sales planning.
Plow Digital
www.plowdigital.com
Plow Digital is a customer experience design agency. Plow Digital is a developer of creative interactive software. They focus on creating rich, immersive digital experiences and provide a range of services that includes website design, social media, digital marketing campaigns, online learning, custom mobile applications and augmented reality interactive environments. Plow has deep experience with industrial companies with complex product, training and compliance requirements. Their expertise in social, mobile, game development and learning provide a sound basis for companies seeking to mobilize, improve and integrate the sales experience with the customer experience.

Plow Digital's strengths lie in user interaction, collaboration and visual interfaces

Qvidian
www.qvidian.com
Qvidian is a guided sales enablement and playbook solution. Qvidian provides clients with a cloud-based software that enabling sales teams to accelerate the sales cycle with Sales Playbooks & Analytics and Proposal Automation. Qvidian has been a market leader in the sales playbook application space, serving customers in a broad variety of industries. They have added sales proposal automation further improving sales efficiency and effective use of marketing assets. Qvidian is actively building an ecosystem of partners that may simplify integration into a complete mobile sales and customer engagement universe.

Qvidian's strengths lie in sales guides, coaching tools and playbooks Sales Guides, Coaching Tools & Playbooks

Scroll Motion
www.scrollmotion.com
Scrollmotion is a custom application development agency. ScrollMotion's software enables companies to create, deploy and manage content, by transforming sales, marketing and training into powerful apps onto iOS devices. ScrollMotion is behind some of the leading practice examples of mobile sales enablement. Their point of view – transforming content into applications can serve a broad set of needs and help to change the mindset of marketing material development and usage in real world scenarios. Through implementations of large product catalogs, they have envisioned integration with order management, improving order to pay transaction flows. Their platform can also be used to create an employee sales app store, which may reduce the need for companies to explore other applications that use this approach to deliver sales tools into the field.

Scrollmotion's strengths lie in user interaction, collaboration and visual interfaces and custom integration to content, CRM and operational systems.
Savo
www.savo.com
Save is a sales content portal solution. Savo’s Mobile for Apple iPad offers a range of content management, editing and presentation tools to help power sales conversations that have impact, mixing rich media like customer testimonials and recorded demonstrations.

Savo’s strengths lie in providing real time access to sales and marketing content, as well as sales guides, playbooks and social selling.

Seismic
www.seismic.com
Seismic is a sales content portal solution. Seismic offers a secure enterprise application that keeps a central library of sales and marketing assets in the cloud that allows your organization to speak on one consistent, branded voice. It offers a strong document management capability helps manage static and dynamic content. It allows salespeople to quickly and easily access information from captive and third party research sources ranging from Morningstar financial data to Zillow real estate data.

Seismic’s strengths lie in providing real time access research and sales intelligence to sales and marketing content, as well as sales guides, playbooks and social selling.

TAS Group
www.thetasgroup.com
The TAS Group is a guided sales enablement solution. TAS Group provides clients with a cloud-based software that enabling sales teams to accelerate the sales cycle with Sales Playbooks & Analytics and Proposal Automation. The TAS Dealmaker for iPad solution is a targeted account selling application that helps key account managers plan calls, access research, and better understand how to navigate organizations.

TAS Group’s strengths lie in sales guides, coaching tools and playbooks and proposal automation tools. They also provide research and analytics that help salespeople manage key account selling.

The Primacy
www.theprimacy.com
The Primacy is a custom application development agency. Digital Services Agency with expertise in digital strategy, media, analytics and creative design services. Primacy is a digital services agency with deep expertise in industries where sales need to convey complex messages in a compelling fashion. Primacy’s legacy in application development means that they understand technology – not just from a creative perspective – but with an angle to robust, flexible and efficient applications.

The Primacy’s primary strengths lie in its breadth of technical and agency skills, including: user interaction, collaboration and visual interfaces, data-driven decision support tools, and custom integration to content, CRM and operational systems.
UpSync
www.upsync.com
UpSync™ is a developer of mobile device software for enterprise sales and marketing organizations. The UpSync platform is a highly secure application used by Fortune 500 companies to complement existing CRM, marketing automation, and cloud-based storage tools. The solution consists of a sales-oriented iPad application coupled with a powerful web-based Content Management System (CMS) for marketing teams.

UpSync saves sales reps hours per week of unproductive search time by keeping all materials at their fingertips. UpSync's impressive interface enables reps to showcase the latest content in an interactive presentation, giving them the advantage in front of customers. Reps can easily share content with contacts pulled directly from CRM and use customized forms to capture customer signatures to accelerate the sales process.

UpSync gives marketing total control over content distribution as well as multiple levels of user access and sharing rights. The push notification feature ensures that sales reps are alerted when new or updated content is available. Detailed user analytics give marketing the ability to monitor who is using the system, which assets they’re using and the customers they’re using them with. Closed-loop feedback features such as favorites, star ratings and comment fields enable sales reps to provide valuable input to marketing on the efficacy of each asset.

Vablet
www.vablet.com
Vablet is a mobile content management solution. Delivers cloud-based, enterprise platform for simplifying mobile access to content, presentations and integrated business applications. Vablet's strengths lie in its ability to develop and deliver mobile ready sales and marketing content in real time.

Worklight Partners (IBM)
www.worklightpartners.com
Worklight Partners are consultants with over 15 years experience designing, developing, integrating and managing mobile infrastructure for large and mid-sized enterprises. They are an IBM business partner with expertise in mobile enterprise application programming, mobile device management, and portals. Worklight Partners is certified in IBM Worklight - an open, comprehensive and advanced mobile application platform for smartphones and tablets to efficiently develop, connect, run and manage mobile and omni-channel applications. IBM Worklight provides a single integrated platform that includes a comprehensive development environment, mobile-optimized runtime middleware, an enterprise application store, and an integrated management and analytics console – all supported by a variety of security mechanisms.

It enables the creation of rich, cross-platform applications without the use of code translation, proprietary interpreters or unpopular scripting languages, while reducing the time to market, cost and complexity of development and enabling a better user experiences across a variety of mobile devices.
Worklight partners strengths lie in their ability to put in place a mobile infrastructure to manage and secure mobile devices and extend sales and operating systems to mobile employees.
ABOUT THE AUTHORS

Stephen Diorio is the founder of Profitable Channels and an established authority in sales enablement and channel strategy. He has twenty-five years of experience executing innovative go-to-market strategies for over one hundred leading sales organizations including Merrill Lynch, Intuit, American Express, Ameriprise, Wells Fargo, CBS, SunTrust Bank, DuPont, Staples, UPS, US Bank, and IBM. Mr. Diorio is an expert on how technology can improve sales effectiveness, and author of Beyond e: 12 Ways Technology Will Transform Sales & Marketing Strategy (McGraw-Hill). Prior to forming Profitable Channels, Mr. Diorio founded IMT Strategies, a sales and marketing technology analyst firm, built MarketBridge into a leading go-to-market strategy consultancy, and was a Venture Partner at Trident Capital - a private equity firm that specializes in advanced marketing services and solutions. Mr. Diorio holds an MBA in marketing from the University of Chicago and a B.S. in engineering from Bucknell University.

Andrew Davidson is currently a senior consultant in corporate marketing for IBM. Mr. Davidson is a recognized thought leader and practitioner in innovation leadership, omnichannel customer relationship management and sales and marketing integration. Prior to his current role, Mr. Davidson served as a strategy consultant in IBM Global Business Services, the firm’s management consulting arm, where he specialized in services innovation and customer relationship management strategy for large enterprises such as General Motors, Philips Healthcare, ABB, and Boeing. Mr. Davidson joined IBM after positions in business development, sales and marketing for GE Capital, Citibank and Texaco. He is a certified Six Sigma Blackbelt and speaks several languages. Mr. Davidson holds a masters in international finance from Columbia University and a B.A. in history from Duke University.
ABOUT PROFITABLE CHANNELS

Profitable Channels designs and delivers sales enablement solutions and programs that help engage your customers, energize your salespeople, and enable your sales process. We help executives who own, manage and support selling channels measurably grow sales, improve productivity and differentiate the client experience. We serve leading organizations that sell complex offerings or large catalogs of solutions to high value clients through human sales channels. Some of our clients include: CBS, DuPont, PNC, SunTrust, U.S. Bank, UPS, and Wells Fargo. Profitable Channels and its partners have designed and delivered over 100 mobile sales enablement solutions to their clients. Our unique methodology and solutions ensure your mobile sales enablement investment will directly support the sales process - from calling to close – and generate more measurable sales results and higher ROI than traditional sales and marketing investments. [www.profitablechannels.com](http://www.profitablechannels.com)

To learn more about the potential of mobile sales enablement to transform your go-to-market process contact Stephen Diorio at [sdiorio@profitablechannels.com](mailto:sdiorio@profitablechannels.com) or call 203-912-8172
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