

# New CRM

## Clients to Results Management

With the One Design One System architecture gaining momentum, true front-office and back-office business integration becomes a reality. New CRM based on this architecture provides unparalleled user benefits directly from clients to results.

June 2009

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## 1 The Quest for a New CRM Solution

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In 1993, when Siebel Systems was founded, people complained there were too many CRM packages. Actually there were over 400; but Tom Siebel beat them all. By 2000, Siebel Systems revenue exceeded US\$1,000,000,000 and Siebel was by far the market share leader. In a survey conducted in 2007, Gartner reported that out of every 100 CRM users in 2006, 41 of them used Siebel. The rise of Siebel was impressive; the proliferation of CRM was spectacular. Why the rush to embrace CRM? The reason was simple; CRM was hyped to improve sales force productivity which in turn boosted company revenue. Enterprises rushed to deploy CRM and the pursuit continues today.

Yet, in 2009 people complained they cannot find a decent CRM package. The reason is simple. The requirements have changed but the CRM packages remain the same. Many enterprises have started automating their sales processes to find they needed

something more elaborate. They now look for a “Clients to Results Management” solution, a new breed of CRM whose influence extends far beyond sales automation. They want a CRM solution with innate intelligence to help them make business decision to win deals.

Tom Siebel would probably love to create this next generation CRM; but he is no longer at the helm. Siebel Systems was acquired by Oracle in February 2006 for \$5.85B. Would Oracle design the next generation CRM? Unlikely, Oracle has acquired more CRM packages than they have developed CRM packages. In a report published in September 2008 Forrester Research forecasted CRM sales will reach \$10.9B by 2010. So, the CRM market is still vibrant, whoever can provide the new CRM solution will be the hero of the day, not to mention the reward that goes with it.

## 2 Travel Back in Time

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CRM conceptually was supposed to be a collection of processes a company uses to track and organize its contacts with its current and prospective customers. CRM software was built to automate these processes.

Using CRM software, information about customers and customer interactions can be entered, stored and accessed by employees in different company departments. Typical CRM goals are to improve services provided to customers, and to use customer contact information for targeted marketing.

Popular business processes associated with CRM include:

- Contact management
- Sales Force Automation
- Marketing Campaign Automation
- Service & Support Management

Beyond automation, specialty CRM vendors provide for niche solutions including:

- Market Segmentation & Identification
- Customer Drift Analysis
- Product Sales Performance Analysis
- Product Pricing Analysis and Modeling

- Cross-Selling, Up-Selling, Switch-Selling Modeling
- Financial forecasting and customer profitability analysis

These concepts have been around for a long time. Their revival has heralded the renewed growth of BI (Business Intelligence). Leading BI vendors include Cognos (founded in 1969), SAS (founded in 1976). Successful late comers include Hyperion BI (formerly known as Brio founded in 1984) and Business Objects (founded in 1990).

In a survey conducted in January 2009 Gartner reported 1,500 CIOs interviewed worldwide ranked Enterprise Applications (ERP, CRM and others) as their #2 priority technology, BI was ranked #1. It was no surprise we saw a feeding frenzy of the big guys gobbling up the top BI companies in 2007 and 2008. Oracle acquired Hyperion, SAP acquired Business Objects and IBM acquired Cognos all at premium prices.

Yet, BI applications are mere analytical tools, they are completely useless without GOOD Data; and one cannot expect good data from a disjointed ensemble of applications. This circles back to the search for “a decent CRM package”. The question should be: “Why can we not have a New CRM solution with guaranteed “good data” and built-in BI capability to help people in making decisions?”

## 3 Enterprise Applications – Blessing or Bane?

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ERP (Enterprise Resource Planning) conceptually should consist of a tightly integrated suite of business applications, typically including manufacturing management, supply chain management, financial management, project management, human resources management, CRM and other applications. While these may be present in most packages, tight application integration with full data synchronization may not be guaranteed, with dire consequences.

And in reality, most functional groups are quite happy using their favorite application with complete disregard to what the other functional groups are using. Finance and Accounting function may dominate the financial and accounting applications; HR department may use their own HRIS application; Sales and Marketing may have their own favorite CRM packages and so on; the applications only meet at month-end and quarter-end to conjure up a virtual reality of performance data consistency when reports have to be produced. The rest of the time, inter-functional data synchronization is not a functional priority.

Now when an executive wishes to take a holistic view of the business, he asks for reports and he gets the company's performance on products, operations, human resources and financials and so on from different functional application sources. Every functional head would swear blind their performance data are good, and they use them with excellent results. But there is no easy way to tell the data are "in the right context". The best one can do is to estimate the data tolerance and live within the limitation of error. Making decisions based on such data is a "leap of faith" that the executive has to face every day.

Is there a better way?

Up to the recent past, the business solution architecture described above has been agreed by leading vendors and solution analysts

as "state of the art" and "best practice". The truth is that large business solution vendors get to where they are by acquiring smaller companies. They integrate their applications together through "INTEROPERABILITY" which means individual applications keep their own databases and their own system environments. Large vendors grow faster and more profitably buying applications than developing applications. Unfortunately, from the user's view point, when you have several of these applications "interoperating", not only you pay an arm and a leg in license fees and support & maintenance fees, you also pay a happy team of application support staff, who are idle most of the time, for keeping abreast with the disparate applications.

There are operation issues such as when the "interoperability expert" leaves, would you be able to find a replacement who can understand the intricacies? How long would it take the new guy to come up to speed? Do not rely on the vendors or your favorite SI for an answer, they have the same problems. Would all your applications still work if one of them needs an upgrade? What if you need two upgrades?

Traditional ERP mostly belong to the back-office; traditional CRM mostly belong to the front-office, the other business applications belong to the middle-office, and they seldom meet. This is grossly unsatisfactory. It is a bane and a curse.

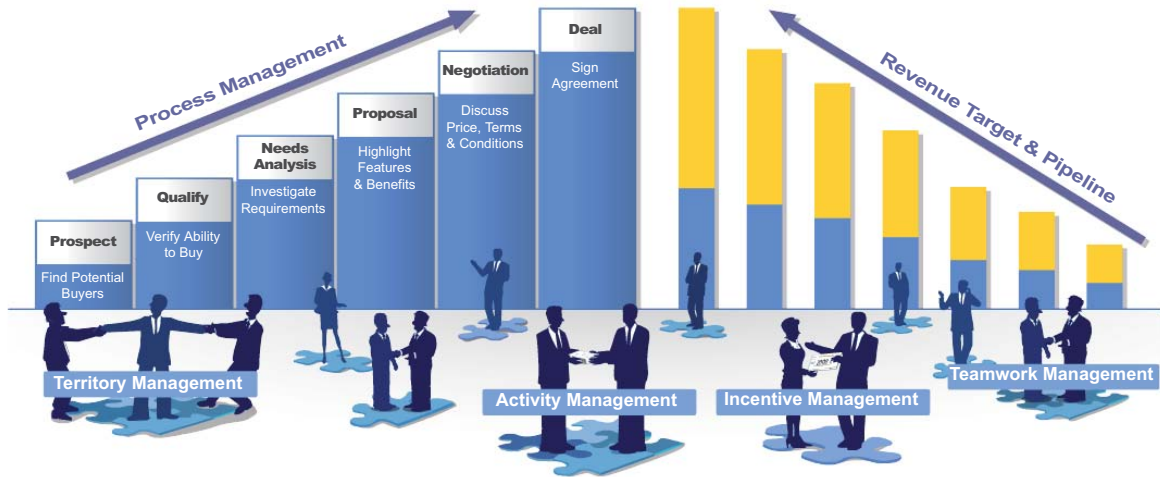
Why is there no progress made on providing a better solution? There are two reasons. Firstly, the technology for resolving the issue was not ready until recently. Secondly, as discussed, the big vendors do not have incentives to develop the software. They wait until small companies develop such software and they simply buy these companies. It works all the time.

## 4 The New CRM – the 8thManage Advantage

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The WisageTech 8thManage business suite is a New Generation product built on a real-time transaction processing platform, Its One Design One System (ODOS) architecture with Dynamic BBS

(Business Breakdown Structure) technology has been designed without the pitfalls of the traditional business suites described above.



## 4.1 Bullet-proof Data Integrity and Superior User Experience

At the functional level, not unlike leading business suites, 8thManage provides key features of ERP, CRM, SCM, HRMS, Project & Portfolio Management and other applications. But because all these modules are built on a common platform based on the One Design One System Principle, with a common database, and because business data from every user are “committed” through a password authenticated mechanism, full data integrity is always assured.

Further, an intra-modular mechanism called Dynamic BBS is used to keep different structures of data, namely OBS (Organization Breakdown Structure), WBS (Work Breakdown Structure) and FBS

(Financial Breakdown Structure) fully linked and synchronized at all time. This means all the individual business applications work together with the same context.

With Dynamic BBS keeping business data linked and synchronized, Business Maps, Personal Dashboards and custom KPIs are then implemented on top of a combination of very rich performance data for superior user experience. With these user interface refinements, the executives, their staff and workers can enjoy sharing data with the assurance that what is shown is true and accurate, anytime and anywhere. Business people can focus on doing business with confidence.

## 4.2 Cost Efficiency and Support Efficiency

Another major benefit of ODOS is cost saving. Compared with the scenario of using several applications integrated together through middleware, ODOS is cost effective in many ways. When you use a CRM package and a separate ERP package, you may duplicate the cost for hardware, system software, database, and maintenance charges. You probably have different support staff for the two applications. You pay twice as much for their training. When you upgrade one package, the other package may no longer work properly with the upgraded package; and you might hire an integration expert to fix the issue.

Who will pay for this? Not to mention the interruption.

With ODOS and 8thManage, because all the modules are on the same platform and developed to work together, they are upgraded together, the issues described above do not exist. You pay less hardware and system software costs and you pay less license and support fees; and your just need one technical team to support one architecture. You can depend on Wisage Technology to provide excellent vendor-level support too.

## 4.3 Performance Management in Real-time

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Performance data are context sensitive historical data of transactions up to the present time. They transform to proprietary intelligence that is extremely valuable in understanding and predicting business trends and outcomes. Such use of intelligence in making business decision is the essence of Performance Management.

Performance management comes natural with 8thManage as validated performance data is always on tap, as described earlier; but it must be stressed that performance management is only useful if the data served is kept current and frequently updated.

For example, if one were to check the bill payment record of a customer and the system says payment is up-to-day; and the user allows a new purchase to be accepted on credit terms to find later the bill payment is not up-to-date and the client owes the company money, the use of untimely performance data will do more harm than good. 8thManage BIS CRM is implemented as a web-based real-time transaction processing workbench. This allows for dissemination of current performance data in real-time with latency in seconds; the users know they can trust 8thManage to make wise decisions based on reliable and current performance data.

## 5 Performance Based CRM – 8thManage Tangible User Benefits

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The new CRM involves real-time use of reliable performance data from across the enterprise by everyone in the enterprise. Front office people in this new era are outfitted with performance data from the middle and back office. In fact in 8thManage, optionally “external” performance data from suppliers, agents and consultants and other business partners can be made available to support you

and your staff just as easily. Management and executives who need performance data from the front-office to do business planning and reporting get them in real-time. And the data served are hyperlinked for drilling down to any level of detail as required. All thanks to ODOS and Dynamic BBS.

### 5.1 Beyond Client Information Management

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At the basic level, 8thManage provides for the repository and retrieval of client contact information including organization chart, detailed personal information on key contacts, financial status information of the customer and references. In the event the standard repository is not adequate, one could define additional client information repository for special interests (industry-specific, business-specific and company-specific) in minutes without customization.

Beyond the basic level, 8thManage connects and pipes performance data from the middle office, such as revenue data, pipeline data, profit & loss data, resources availability data, from across

the enterprise and beyond. Similarly, from the back office, 8thManage channels performance data such as shipments made, invoices sent and payment received, contracts and orders from clients.

This way, members of staff not only have “passive” contact information; they have additionally dynamic and ever-changing performance data associated with their clients at their finger tips, in the right context that may be used to broaden and intensify the scope of service to the client under consideration. This is conducive to increasing client satisfaction and the company’s bottom line.

### 5.2 Enterprise Performance Management – Advanced 8thManage CRM

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The capability of “Performance Based CRM” is very powerful indeed and it comes natural with the 8thManage. Beyond automation and performance data provisioning, 8thManage offers additionally Operations & Financial Performance Management, Product Performance Management and People Performance Management from the middle office. Likewise in the back office additionally optimization in client relationships and business results may be linked

and based on the use of performance data of Agents Management, Suppliers Management, Partners Management and Outsourcing Management.

To illustrate this key benefit in Performance Based CRM, consider an account manager after receiving a request for quotation (RFQ) from his client wishes to prepare a quotation.

He would want to find information on whether he or anybody else in the company has made a previous quotation to the same customer responding to this or similar prior RFQ; (making a duplicate quote with an elevated price tag is the second biggest fear in a salesman life.) He would want to view interaction history; he would want to know whether the item required is in stock; he would want to know if the client has ordered the same of similar items in the past; he would want to know if the item required is on promotion. He would want to check whether there are prerequisite items that the client should order; he would want to understand if there are switch selling and up selling opportunities. He wants the information quickly and he does not wish to spend time looking for them.

You have no idea how much time account managers spent searching for previous quotes. But of course, he can find answers to all these questions quickly and in the right context from performance

data within the 8thManage “Order/Quote” module and the “Product and Services” module.

The boost in sales productivity, sales satisfaction, and the gain in client satisfaction points as a result of using such an “active” and “anticipative” CRM solution is what differentiates 8thManage from traditional CRM packages which offer “passive” and “reactive” automation.

Often, traditional CRM systems failed because sales people simply do not use them. They too often view CRM as an irrelevant chore rather than a useful tool. They feel what they put in is more than what they can get out. Using 8thManage BIS CRM, sales people have all relevant information across the enterprise, at their finger tips to help him close the deal.



## 6 Conclusion

Using the innovative technology of ODOS and Dynamic BBS, Wisage Technology offers a new CRM solution – Clients to Results Management. 8thManage BIS CRM offers full feature business solutions with assured data integrity, ease of use and excellent total cost of ownership; and most importantly, its Performance Based

Intelligence capability enables front-line people (and everyone else) instantly all the relevant information across the enterprise, in connection with a client, for making good decisions to optimize client satisfaction and company performance.

# About WisageTech™

Founded in 2004 and privately held, WisageTech is a leading provider of CRM and Enterprise Performance Management (EPM) solutions for organizations. 8thManage software helps companies automate and transform their management systems to gain efficiency and effectiveness across their business operations in a single system. Our system is extremely modular and configurable, and can stand alone or integrate with existing enterprise transactional systems to create a unified business intelligence and collaboration environment. 8thManage directly connects business intelligence insight to the management and control processes of the organization.

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