8 Biggest Mistakes in CRM Implementation and Use

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Agenda

1. Choosing the right CRM
2. All aboard
3. The real cost
4. Ownership
5. Data – garbage in/out
6. Strategy – getting started
7. Training
8. Success

Introduction

- **What is Software vs. Enterprise Software?**
  - Software
    - Multi-user, single discipline, single departmental
      - Accounting , Program Management, Sales, Recruiting, etc.
      - Interface – passing data one way for import
  - Enterprise Software
    - Multi-departmental integration
      - Executives, Sales, Contracts, Accounting, Proposals, HR, Program Management – all working of the same Db of information and "talking"
- **Background**
  - SACO
    - Partner – Enterprise Software – Non-Profit organizations
  - SARCOM, Accenture, IBM, SAIC
    - Lead Divisions, Sales teams
    - implemented and used many different software solutions –
      - Deltek, Salesforce, PipelineDeals, Oracle-custom
        - Not Enterprise software, may have accounting interface
  - BIT Solutions, LLC
    - CaptureExec software – Enterprise Software
      - Fully integrated across the entire business – that has always been our business goal!

Mistake #1

- Not choosing the right CRM
  - Issue 1: Not understanding your organization's requirements
  - Issue 2: Purchasing software that doesn't add value to your organization
  - Issue 3: Buying based on "Name" not "Value"
    - Is this software an enterprise system?
    - Does this software automate manual processes?
    - Will this make our work easier?
  - Issue 4: Where/when do my users need access?
    - Cloud is the new local server
    - 24-hour access
    - Global footprint
    - Speed of use

Mistake #2

- Not having everyone's buy-in
  - Issue 1: All executives need to be on board
    - Requirements roll downhill
      - Stress value to company
      - Regular update meetings
  - Issue 2: All departments need to participate in process
    - Involve enterprise (Departmental) participation in selection
    - Get input from heavy users – what do they need?
  - Issue 3: Reinforce use
    - Track usage of the system by user
    - Regular group meetings to discuss progress, issues, updates

  Involvement == success!

Mistake #3

- Not understanding the real cost
  - Issue 1: What is the "real" cost of the software?
    - Hidden fees of customizations, help desk, upgrades, new features
      - Make certain you know ALL the costs over the lifetime
      - Help Desk? Upgrades? New feature request?
    - Hidden fees of limited disk space, memory, through-put
  - Issue 2: Expansion of your company
    - Linear vs. Exponential
      - hidden costs of additional licenses
        - 10-user vs 15, 20, 25-user
          - 10-user "starter" = 10-users * $10/user = $100
          - Add 5 more – 15-users * $15/user = $225 (125% increase)
  - Issue 3: Features needed
    - "Starter" pack
      - Only 10 custom fields, no reporting, no integrated system, no multi-divisions…
        - Why should you pay MORE/user for reports? More custom fields? Etc.
      - Many software companies have varied "Sized" systems
        - Why should a larger (growing) company pay MORE/user cost?

Mistake #4

- Not having a single point of ownership
  - Issue 1: No one in your organization OWN's the system
    - Assign a person/team to "own" the implementation/training and on-going support of the system
      - Would you build a house w/o someone overseeing everything?
      - It is important to have a resident "expert"
        - New fields, data updates, reports, issues, etc.
  - Issue 2: No regular communications
    - Keep everyone up to date on timing, status, training, conversion
      - Hold regular meetings to update your team on timing, integration, customization, etc.
      - Create task force for setup standard conventions, new processes
      - Keep them in the "loop"

Mistake #5

- Not understanding that Data is King
  - Issue 1: Garbage in-Garbage out
    - Have team update existing system to clean up data
      - If your old system is missing data
        - Convert what you have and update in the new system
    - Your new Software company should have a defined plan
      - Evaluate your current data exported
      - Make sure ALL your data is presented
      - Create all new fields and tables in the new system
      - Discuss how each field will map into the new system
  - Issue 2: Data verification
    - After conversion, cleanup needed to start properly

Mistake #6

- Not setting up a detailed implementation strategy
  - Issue 1: No plan of attack defined for migration
    - Software company should have a defined plan for you to follow
      - Data fields used, Report samples, Template samples, Company structure, User list/role, Order of attack, Verification, Testing
  - Issue 2: Trying to save money by DYI
    - Sounds good – save money, quick start, …
      - If you don't have the experience of this type of migration – don't
      - If you don't have the dedicated time – don't
      - If you don't have the decision power – don't
  - Issue 3: Software company is no where to be found
    - You choose the wrong company

Mistake #7

- Not enough training for your company
  - Issue 1: Trying to save money by cutting down training days
    - If you think saving a couple thousand dollars is a good idea...
      - If the new system never works, what was your cost?
      - If the users don't use the system, what was your cost?
      - If bad data in causes bad data out, what was your cost?
  - Issue 2: Not having an inside expert
    - Always pay for "train the trainer" type training
      - As people change in the company, if you can train new people
      - As you modify the system, you can train the users
- Don't skimp on training!

Mistake #8

- Not measuring success goals
  - Issue 1: No defined goals for success
    - Define what your goals are and make certain everyone is aware of the dedicated time needed for success
    - Monitor and measure success factors
    - Communicate regularly the how you are progressing
  - Issue 2: Make sure users are using the software
    - Success includes regular, correct usage
  - Make sure management is using the system
    - If the management team isn't participating and learning …
      - Since management sent the signal of buy-in, they have to know what's going on

Comments / Questions