

Gleansight

CRM for Small and Midsize Businesses

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Over the last decade, Customer Relationship Management (CRM) platforms have matured, and their adoption has become widespread at not only larger enterprise companies but also small and midsize businesses (SMBs). Driving this growth is the fact that CRM platforms are now able to fully automate all types of interactions and transactions, including sales processing and order fulfillment, between companies and their customers.



Small and midsize businesses may never have shunned CRM outright, even after hearing the sob stories of large enterprises that purchased CRM software that subsequently performed poorly. However, only a relatively small segment of the SMB marketplace had considered adopting CRM until recent years. That has now changed, and the right technology choices can produce enormous benefits not only for the business adopters but also for their customers. The growing popularity of software-as-a-service offerings and the comprehensiveness of solutions have ultimately made CRM a compelling, low-risk option for small businesses. In the fast paced dynamic small business operation, individual contributors are an army of one, often supporting all facets of customer engagement; from marketing, to sales, to customer service. That demands tools that are both easy to use, but also comprehensive and affordable.

For Top Performing organizations CRM has become a hub for centralizing customer engagement and outreach. Most CRM solutions integrate with stand-alone solutions like email, marketing automation, or eCommerce. But, over the last 10 years, comprehensive CRM platforms have become more accessible for the small business. These systems are designed to strike just the right balance between simplicity and value; with the understanding that CRM is mainly valuable if it streamlines the sales cycle and lifts sales. Of course successful implementation isn't just about technology. As this Gleansight benchmark report will show, superior performance is defined by automating relevant engagement with customers and prospects; CRM is the lifeblood of this engagement. In fact, Top Performing small businesses reveal proactive engagement with customers was a top two reason to invest in CRM.

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Survey Stats

The research findings featured in this Gleansight benchmark report are derived from the Q3 2012 Gleanster survey on small business CRM.

- Total survey responses: 318
- Qualified survey responses: 215
- Company size: <\$1M (48%); \$1 - 10M (18%); \$10-100M (34%)
- Geography: North America (82%); Europe (17%); Other (1%)
- Industries: Consumer Goods (23%); Retail (21%); eCommerce (9%); Manufacturing (6%); Software (6%); Technology (5%); Financial Services (4%); Business Services (4%); Non-Profit (4%); Other (12%)
- Job levels: CEO / Owner (31%); C-level (25%); Director (34%); Manager & Staff (10%)

Sample survey respondents:

Director, Anton Systems

Owner, The Trainers

Manager, Dollar Bank

Director, The Maple Group

Director, Silver Fern Security

VP, Yellow Admiral

VP, Helen Brett

Owner, Sign Language LTD

Owner, NorthDoor

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Part 1: Topic Overview

Many companies have improved their customer service processes, marketing forecasting, and returns on marketing spending through the use of CRM software. For small and midsize businesses, the tools are continually evolving through customization options from long-time solutions providers and new market entries that focus on select verticals.

Initially, commercial CRM tools were only available as software packages installed on users' hardware—typically a centralized database with individual PC clients. The upfront purchase and implementation price required C-suite signoff and significant budget for maintenance and growth, either by in-house staff or outsourced consultants. Where companies tried to cut corners, they lost ground, with data accumulating but poorly used and information siloed in the IT, marketing, or customer service function rather than leveraged enterprise-wide.

Today CRM platforms have moved to cloud-based delivery systems, giving even the smallest businesses—even sole proprietorships—the ability to optimize their customer data for maximum lifetime value and long-term relationship retention.

To expand the market for CRM to small and mid-size businesses, solutions providers offer access to their CRM “on demand,” via a hosted model that typically requires no upfront investment but is paid for by monthly subscription “per seat.” “Software as a Service” (SaaS) is lumped into cloud-based computing in which users log into a solution on the provider's server. The CRM client's database is hosted offsite with the CRM sponsor as well. The evolution is good business for CRM vendors and good fortune for companies still making CRM start-up decisions. On-demand service gives organizations a low-cost entry point to demonstrate the value of a CRM investment to management.

This model has not only welcomed more companies with limited budgets as CRM adopters but made access to the

system more flexible. That has enabled data collection and aggregation across corporate functions because CRM is not merely a technology but also a business solution. Now many CRM providers enable user-friendly mobile interfaces too, so CRM data is a password away no matter which device a user has handy. This evolution has kept CRM viable. Had on-premise software packages not given way to SaaS, CRM would be an ill-fitting legacy system at only the largest corporations rather than a must-have for most companies.

CRM tools have also become more customizable, but customization needs that develop as an organization absorbs the value and potential of a CRM system can convert the previously low-cost on-demand solution to a high-cost investment.

CRM still has a mixed reputation, delivering successes as well as stumbling blocks. It may be that the convenience and affordability of cloud-based CRM deserves some of the blame; user engagement can be lacking in the absence of the pressure associated with a huge capital expenditure. Additionally, the implementation of a CRM solution is most successful when the solution is integrated with other software systems and databases in use at a company—a task easier said than done. Nevertheless, having a CRM platform of some sort has arguably become as necessary as having a financial reporting tool. Sarbanes-Oxley alone has moved CRM from a luxury to a vital tool to enable and support broader growth strategies. The marketing resource management applications in CRM systems show particular value.

Part 2: Reasons to Implement

Benchmark KPIs

Gleanster uses 2-3 key performance indicators (KPIs) to distinguish “Top Performers” from all other companies (“Everyone Else”) within a given data set, thereby establishing a basis for benchmarking best practices. By definition, Top Performers are comprised of the top quartile of qualified survey respondents (QSRs).

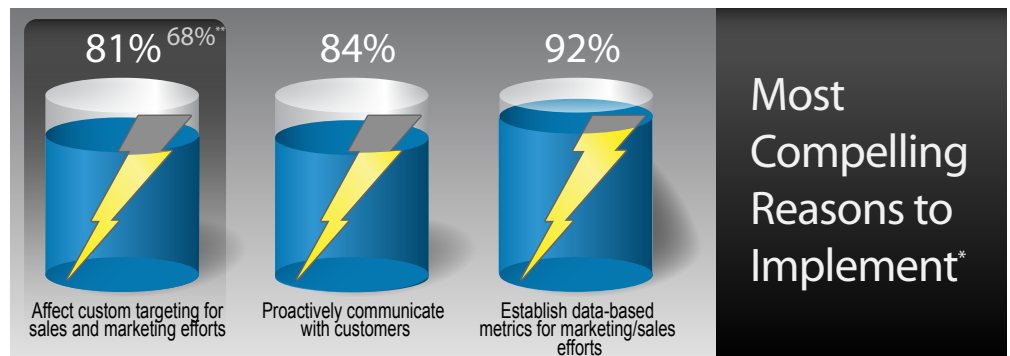
The KPIs used for distinguishing Top Performers focus on performance metrics that speak to year-over-year improvement in relevant, measurable areas. Not all KPIs are weighted equally.

The KPIs used for this Gleanster are:

- Revenue Growth
- Employee Satisfaction with CRM

To learn more about Gleanster’s research methodology, please click [here](#) or email research@gleanster.com.

CRM implementations are driven by companies’ desire to improve both business processes and individual performance. In all cases, the key is organizing a tremendous amount of ever-changing information across thousands or even millions of interactions between the company and its customers or prospects. The expectation is “what you can measure, you can manage.” Specifically, companies believe—and many successful CRM implementations have proved—that recording, analyzing, and more closely managing customer and sales prospect relationships is an effective way to derive more value from these relationships and the effort and resources being expended to build and maintain them.



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Establish data-based metrics for marketing/sales efforts. With C-level executives, CFOs in particular, taking a greater interest in their organizations’ investments, pressure for return on investment (ROI) numbers hits the usual functions—production, sales, human resources, and information technology—and marketing, which is being held to more accountability for its spending. Because of this executive involvement in decision making, CRM solutions need to show a measurable, if not quick, ROI.

The key metrics in focus—because they’re obvious and they get immediate benefits—are customer cross-sell and upsell; customer retention; customer acquisition (how fast, how many, and in what segments); channel profit; and

segment profit. Marketing dollars are being redirected from a very generic approach to marketing mix optimization by channel.

Proactively communicate with customers. There’s no doubt that marketing is under pressure to personalize its message to win new sales. CRM enables a marketing evolution—assessment to strategy to select contact based on customer service interactions, recent latency in brand engagement, observed or shared preferences, and more.

In the rapid pace of the small business environment, it’s challenging for businesses to stay on top of customer engagement, particularly with ever increasing demands for more personalized customer engagements.

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Industry Buzz Words

Here's a list of key terms you should know be familiar with in the context of this research:

Small-to-Midsize Business (SMB).

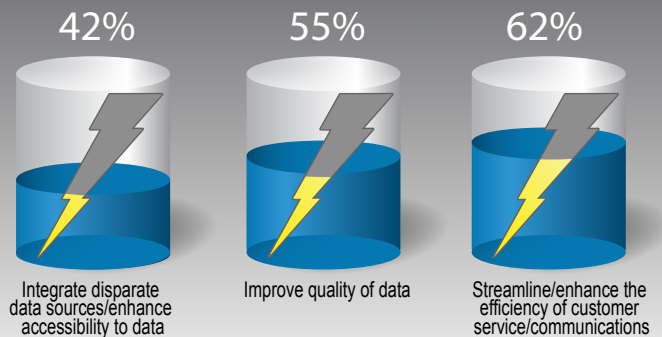
Not all analyst firms and companies classify SMB in the same way. For the purpose of the analysis in this report, SMB is sub-divided into Very Small (up to \$1M annual sales), Small (\$1-\$10M in annual sales), and Medium / Midsize (\$10M - \$100M in annual sales). Respondents could also be classified as SMB by the number of employees which ranged from 1-750 employees on average.

On-Premise CRM. On-Premise CRM is typically hosted and maintained on physical hardware owned and maintained by the customer. On-Premise CRM is typically a desirable choice when a company wants total control over the data in the system and/or custom integration to other ERP or back-office systems. Over time, the licensing costs associated with on-premise solutions (especially when licensing is not calculated on a per user basis) can be significantly lower than on-demand fees.

On-Demand CRM. On-Demand or Software-as-a-Service (SaaS) CRM is accessible over the internet and hosted and maintained by the solution provider. SaaS solutions are typically lighter in features, which often aids in the tool adoption. Low implementation costs and speed of implementation make On-Demand CRM a compelling turnkey solution. There are two types of on-demand solutions. The first, multi-tenant, represents a single software instance whereby multiple clients (tenants) leverage the same solution. In a multi-tenant delivery model, updates to the software

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Compelling Reasons to Implement*



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CRM can help mitigate some of these challenges by centralizing data that can be used to automate business rules or trigger alerts to maximize the timeliness and relevance of customer communications.

Enable custom targeting for sales and marketing efforts. More flexible and customizable CRM applications integrate better into middleware and business process management hubs and allow the business user to customize the user experience, improving productivity. Companies are realizing that their salesforce and sales channels are strategic competitive weapons and that CRM can be used to make them more effective.

Streamline/enhance the efficiency of customer service/communications. Targeted communications inspired by CRM data and initiated through the CRM solution's automated marketing tools can reduce service costs and, in best case scenarios, increase profitability. For the small business, revenue is generated through intimate relationships with customers, so a centralized system of record for all customer interactions over time is paramount to repeat business.

Improve quality of data. Most businesses began collecting data in earnest when technology—Microsoft Excel, legitimate database software, or simply email contact lists—made the previously manual process of recording data easier. Prescriptions as to what

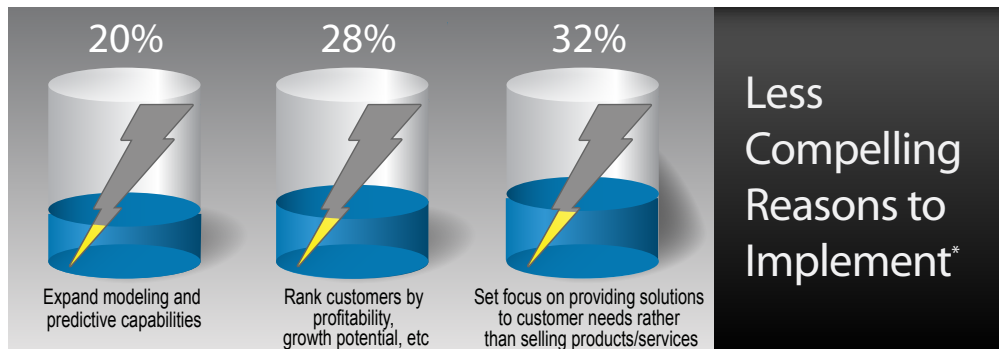
data is pertinent came much later. Data exploitation through CRM tools aims to lend a business greater efficiency, encourage smarter spending, increase customer knowledge, and improve product positioning and development. Ignoring the unnecessary will yield higher quality measures and outcomes.

Integrate disparate data sources/enhance accessibility of data. Efforts to make CRM more accessible include uniting customer data across different systems and applications both within an organization and with its vendors. Customer data integration and real-time analytics make many scowling senior executives pat themselves on the back for approving CRM investments.

Set focus on providing solutions to customer needs rather than selling products / services. CRM implementation creates value for the customer by empowering front-line salespeople with information on customers' existing relationships with the business and analytics that predict ancillary needs and the products or services that can meet those needs. Representatives can see the connection between a customer's current relationships and the products the CRM system recommends selling next. This means they sell more enthusiastically, and customers likely engage with new products more readily because they, too, understand the relationship-building approach.

continued...

are universal across all customers. Some vendors also offer what is called “Hosted On-Demand” which is ultimately a separate instance of the software dedicated to each individual client. In some cases, a non multi-tenant model may be more likely to perform better since peak performance is not dictated by multiple customers.



Rank customers by profitability, growth potential, etc. The reinvention of marketing aims to remake the art as science. Data collection started on the premise that all of the information stored in the company’s back office would magically provide a 360-degree view of customers and tell the business how to serve them better, but many companies still don’t know how to use the data. A bottom-up approach to CRM looks at business inputs and matches CRM tools to them to result in lists with built-in goals—introduce new products to the most profitable customers first, as early adopters willing to pay a premium; push Tier 2 clients to the next revenue threshold; etc.

Expand modeling and predictive capabilities. On-demand CRM vendors enable companies of all sizes and resource levels to access data in real time and use advanced reporting and forecasting options and sophisticated workflow capabilities. Dissemination of analytic results in internal collaboration helps CRM adopters work more

closely with customers. For instance, customer satisfaction analysis assists in identifying the root causes of satisfaction by merging survey and operational data.

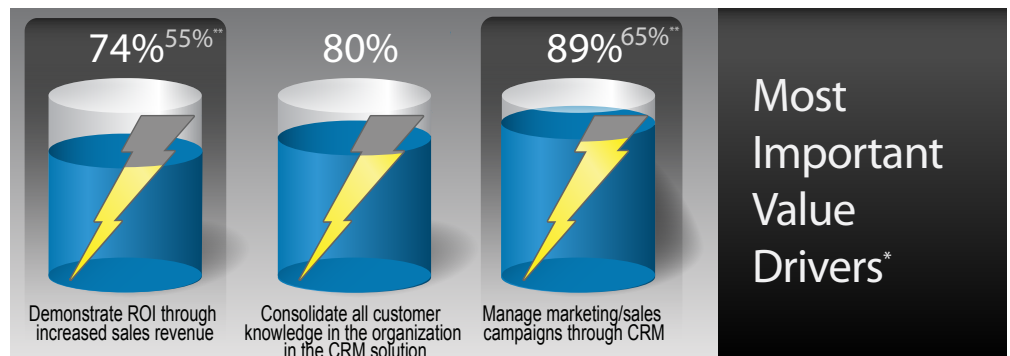
Optimize customer retention. CRM provides a view into where the company is touching the customer across all components of the business, which enhances retention. Companies are trying to get greater value for their CRM investments—not just as a technology but as a strategy. Marketers can demonstrate CRM’s ROI by its audit trail of data manipulation and resulting success in extending customer lifetime and value (in dollars).

Integrate loyalty program data. Most companies are collecting a huge amount of data in sales, service, and marketing. The analytics tool sets available through CRM overlap some modeling and predictive capabilities and make CRM much more holistic. Some of the benefits are enhanced customer targeting and sales follow up.

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Part 3: Value Drivers

Value drivers are the processes, organizational strategies, and technologies that help maximize investments in CRM for small businesses. For Top Performers, many of the value drivers have to do with how CRM is used rather than a single feature within the suite. However, organizations are increasingly ranking integration and consolidation as top ways to extract value from CRM investments. Consistent use of CRM has been a core challenge with ROI - since the inception of CRM; CRM is only valuable if the accuracy and quality of the data in the system can be used for data-driven decisions. In short, CRM must become ingrained in the culture of the organization. It's about recognizing that spreadsheets and address books really aren't viable mediums for managing customer data. Integration with other systems helps make CRM sticky for the organization. A holistic view of the customer experience and the ability to engage customers across marketing, sales, and customer service from one core system of record is paramount to maximizing investments for Top Performers.



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Manage marketing/sales campaigns through CRM. If the goal is to increase sales volume or move the needle on revenues, a CRM system can help executives test marketing and distribution, gauge reaction, and plan future marketing based on information in the system. For small businesses, disparate technologies add to the complexity of customer engagement. It seems, Top Performers value the ability to execute campaigns and view results from within a core system of record for customer data.

Consolidate all customer knowledge in the organization in the CRM solution. A CRM system should not exist on contact details alone. Customer

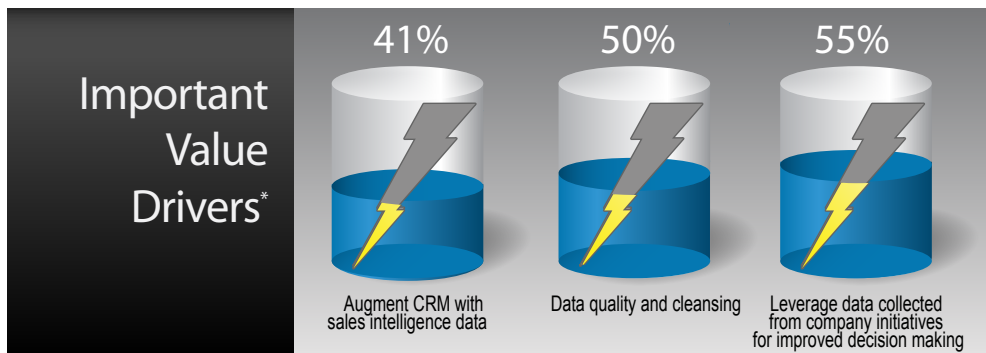
behavior and attitudes such as price sensitivity help a company judge how much value individuals attach to a brand and how likely they are to splinter their spending among competitors. With these baseline details, a CRM solution can help markets calculate the gap between the value customers attach to their brand and the closest competitor, gauging the strength of the customer relationship in a way that's linked to profitability, appropriate marketing investment, and product or service demand. When this is combined with personal information about customers, companies can build better predictive models for sales as well as understand what extra value to bundle with their services in order to maximize profit.

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Keep in Mind

When selecting a CRM provider, it's a good idea to prepare a list of critical functionality you know your organization will need prior to evaluating vendor solutions. Some solutions look extremely compelling from a pricing standpoint, but critical capabilities like forecasting or reporting may require more expensive pricing tiers. It's a bummer to find out the price per user is actually double for critical functionality when you have already invested in a CRM solution.

Also, it's a good idea to find out if there are storage limitations or overage charges for records under management. Likewise, ask in advance if there are fees associated to getting your data out of the CRM solution should you choose to migrate to a new option in the future.



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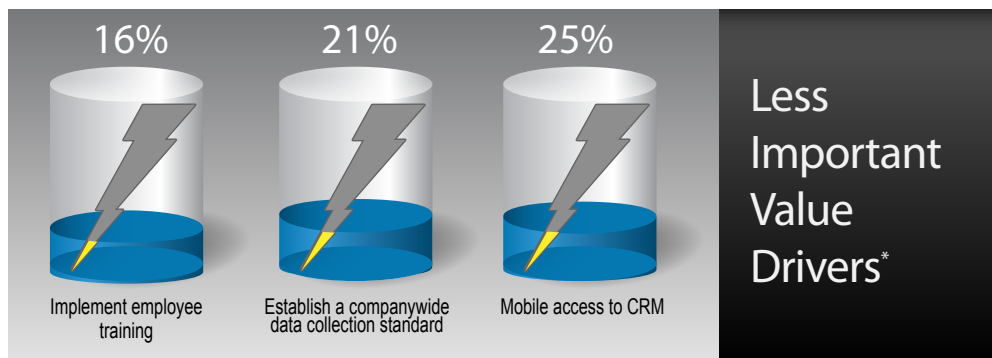
Demonstrate ROI through increased sales revenue, customer referrals, promotion participation, etc. As CRM platform providers continue to add functionality, companies are trying to get greater value out of their CRM investments and answer management's questions about the return from spending. Corporate executives want IT or marketing—whichever clamors for CRM—to maximize the success that will result from CRM not just as a technology but as a strategy. .

Leverage data collected from company initiatives for improved decision making. While they are excellent "after the fact" reporting tools, a CRM system's ability to increase a company's revenue is maximized when managers use it to make real-time decisions on pursuing sales leads, disseminating marketing messages, handling dissatisfied customers, and more. A company's senior managers approve CRM implementations with the expectation that the organization will

embrace its capabilities and change—think differently to solve business problems.

Maintain data quality. If the goal is to increase sales volume or move the needle on revenues, a CRM system can help executives test marketing and distribution, gauge reaction, and plan future marketing based on information in the system—how much product ships to a particular geography and marketing spend in that market or directed at certain targets.

Augment CRM with sales intelligence data. Let's face it, keeping data fresh and comprehensive is a challenge. The minute data becomes outdated in CRM it becomes less valuable for sales people and ultimately leads to poor adoption of CRM. Sales intelligence tools include a variety of offerings designed to improve the quality of customer data. This includes integration with list providers, data augmentation services, sales analytics,



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sales dashboards, and customer segmentation services. For Top Performers, sales intelligence data is a way to keep sales people engaged within CRM by providing an exclusive source of quality customer data, news alerts and feeds, customizable triggers, reports, and lead prioritization.

Mobile access to CRM. Small businesses are heavy users of mobile phones. This boundary-free access to the business is not without benefit. Mobile accessibility improves corporate productivity, keeps small businesses competitive, and enables its principals and salespeople to control their time, activities, or location. Increasingly, small business salespeople manage their time through mobile devices, which track calls scheduled through their CRM package. CRM packages feature sales lead tracking with business alerts initiated by scans of a company's CRM server. Three-day-old leads, for example, are re-sent with warnings to the assigned sales rep, prompting him or her to activate the lead. If nothing is communicated to the server by the mobile salesperson in seven days,

the rep and his or her sales manager receive an alert.

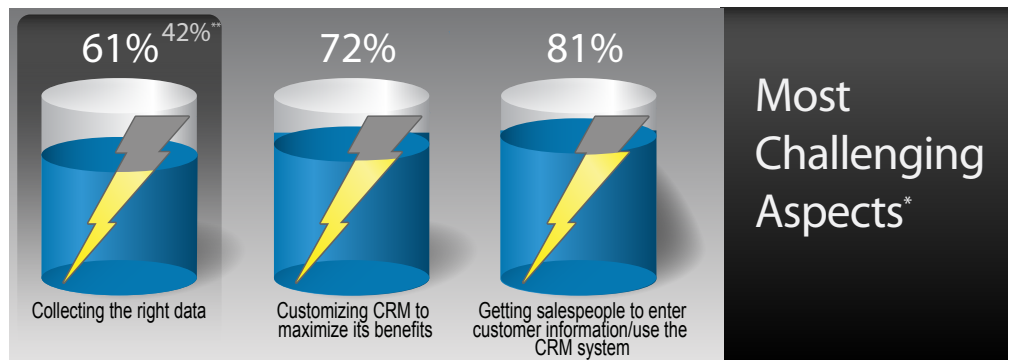
Establish a companywide data collection standard. Companies hoard data, whether it's relevant or not. Many don't know what they're looking for. They collect all the data they can, and when merging different data sources into a CRM solution, they look to the software to figure it out. Before making data-based decisions, businesses must determine what data relates to their select metric—trying to measure the price elasticity of a brand, for instance.

Employee training. Employee training on CRM has many benefits. First, it ensures the consistency of customer interactions across employees, sales channels, even geographies. It also empowers employees to use information on who a customer is and her relationship with the company. Employees who are trained in CRM and given clear definitions of management's expectations of their interaction with the system can fully utilize the resources they have at hand.

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Part 4: Challenges

The challenges associated with implementing a CRM platform fall into two basic categories. The first is getting users—especially salespeople and other “front-line” employees who routinely interact with customers and prospects—to take full advantage of the platform. To them, a new CRM tool may appear to be nothing more than an additional data entry burden and a new source of management scrutiny. The second challenge lies in integrating the platform with the company’s sales process(es) and other company sales, marketing, and operations software.



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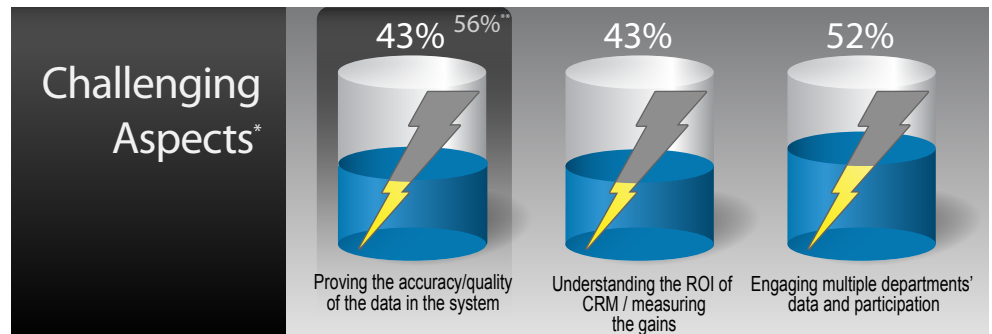
Getting salespeople to enter customer information/use the CRM system. Data about customer relationships, interaction by interaction, is at the core of any CRM platform. While some of it can be added to the database by other systems (marketing platforms that automatically append Web site visitor data to CRM sales lead records, for example), much of the interaction information must be entered manually. Obviously, higher quality input equals higher quality output. Companies need to incent and induce employees to drive usage of the CRM tool.

Customizing CRM to maximize its benefits. Whether customizing for scale or function, companies require that CRM get their business needs met as a comprehensive application set. Companies with extremely complicated business requirements can incorporate their cultural processes and enterprise needs through a dizzying array of customization options that can be added

much more quickly in cloud-based CRM systems than installed solutions from enterprise vendors. Custom apps leverage leading-edge Web technologies.

Collecting the right data. More than ever, knowingly or unknowingly, customers disseminate data that can identify them as unique. Consumers’ credit and debit card transactions, ATM visits, Web site browsing and purchases—even mobile phone use—all generate data for analysis and customer profiling. The companies on the receiving end of the data seek to use it to enhance customers’ experience, but many have access to extraneous data that may not be useful. The challenge is in creating data collection and use rules for the relevant stuff, and relinquishing the information that may be interesting but can’t be leveraged to meet company goals.

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Engaging multiple departments' data and participation. CRM is a process discipline, not just a tool set, and it's best to focus on the strategy solution rather than the technology. CRM really is about bringing structural process and tools to an organization working through disparate databases and siloed functions—and interfering with optimum success in that practice. Consolidation of data sources and integration of data-dependent tools helps organizations focus on tactical plans, stick to their budgets, track response, establish metrics for success, receive reports related to these, and coordinate future goals.

Understanding the ROI of CRM/ measuring the gains of CRM. CRM is not just a fancy database solution. It's also a means through which a company can optimize resources—sales strategy, marketing budgets, technology platforms—for efficiency and effectiveness. When used and supported properly, with executive support, it is a comprehensive approach that looks at the requirements of processes, people, and technologies.

As such, it must encompass consistent metrics by which the adopting organization can define its success in sales efforts, marketing spending, and technology utilization.

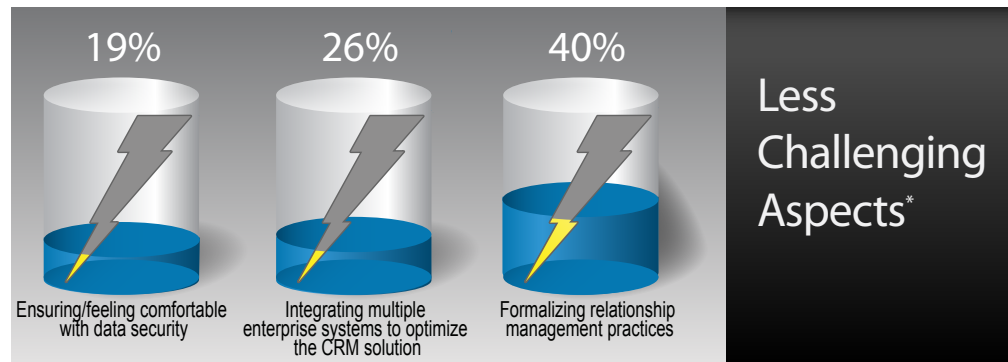
Proving the accuracy/quality of the data in the system. Another big CRM usage challenge is avoiding duplication,

maintaining timeliness, and driving accuracy. As more employees and other company systems input data and information into a CRM platform, the chances of error rise exponentially. It is critical that companies address how they will ensure data credibility at the outset of a CRM implementation so the initial input to the CRM database is as “clean” as possible. Periodic data scrubbing will still be required to delete or merge duplicate records, update outdated information, and purge records that are no longer useful.

Formalizing relationship management practices. CRM technology is often ahead of the actual application. The skill level of the sales force logging in is not sufficient to fully exploiting the technology. CRM does not magically deliver an accelerated sales cycle, more satisfied and loyal customers, bigger sales orders, or any other measure of improved productivity. Rules and practices for managing sales leads, engaging and growing customers, and cross-selling or upselling need to support the tool set.

Integrating multiple enterprise systems to optimize the CRM solution. Many companies implement a CRM platform to handle a specific function in their value chains—sales force management or customer service, for instance. However, when information has to move to the next link in the chain—order fulfillment, let's say—it is entered into a different system. Any

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company looking to implement a CRM platform or move to a newer, more powerful one should consider how to integrate multiple systems' data within the CRM solution.

Ensuring/feeling comfortable with data security. News of data breaches drags the practice of data mining into the spotlight. "These issues are very sensitive," says Emma Warrillow, a customer intelligence and data use consultant based in Toronto. "I am frequently in boardrooms where we ask one another 'How would the customer feel? It may be legal, but is it ethical?'"

Complying with regulations governing data storage. As a result of incursions into their personal space, consumers have rallied for stronger government regulation and new

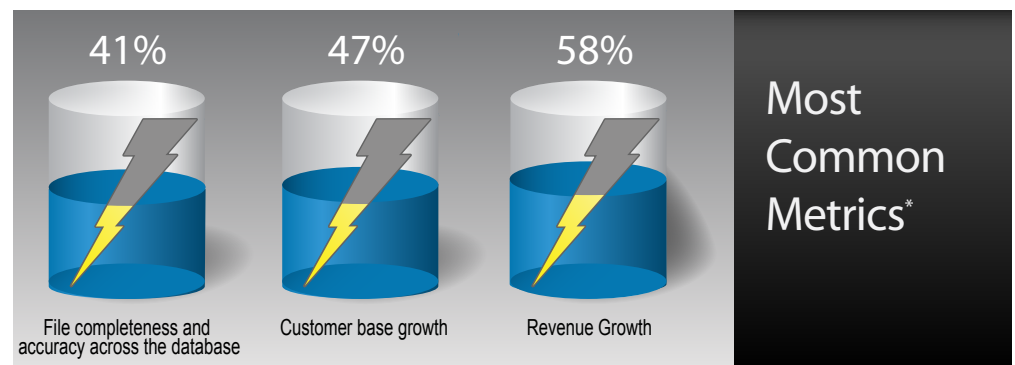
technologies to help preserve their privacy as well as secure the data they willingly share. Compliance with regulations on who has access to data, how long it will be kept, and how it is to be discarded can be used to bridge the trust gap with customers.

Offering compelling value for the data requested of customers. Once the potential of CRM is adopted as a core learning and leverage opportunity for the company, discounting, loyalty rewards, and mutually beneficial "partnerships" need to be established—strategies through which customers choose to give up information about their needs (and understand it will be used to enhance their experiences with the company) and engage in stronger relationships with their product or service provider.

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Part 5: Performance Metrics

Measuring the success of a CRM investment typically requires an organization to establish baseline metrics prior to the implementation. There are two types of metrics that should be measured in parallel to infer the ROI on a CRM investment: company performance and system usage. Most small businesses are by nature risk averse; investments in back-office infrastructure had better pay for themselves rapidly. CRM investments will only impact revenue if the tools are fully adopted by sales, and if the data collected within CRM is used to target, segment, and personalize communications with customers and prospects. Research consistently shows relevance drives revenue- as proven by the tactics and resulting performance gains Top Performers realize from personalization. The second set of metric have to do with system adoption and usage. Companies should measure record completeness, frequency of use, and the volume of active users in CRM to ensure disciplined use.



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Revenue growth. Whether through CRM-enabled self-service purchasing or successful automated marketing campaigns, CRM functions can enrich customer relationships, making them more “sticky” and delivering new revenue as a result. Top Performers want tangible returns from investments in CRM. “Show me the money!”

Customer base growth. CRM marketing capabilities can be broadly categorized as related to either customer retention or customer acquisition. Thus a key metric for several small businesses—and all of those in some industries—is the addition of new customers or conversion

of sales leads tracked through CRM to paying clients.

File completeness and accuracy across the database. An early win for CRM was its ability to unite customer records from different systems and applications within an organization and with its partners. That hasn’t changed. Customer data integration and scrubbing for duplication or errors reduces operations, IT and marketing costs, and sharpens sales efforts.

Customer purchase frequency increase. There is only one source of income, and that is the customer. A CRM solution clarifies sales opportunities through customer-care

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NUMBERS

68

Percentage of Top Performers currently integrating CRM with other back-office technologies (marketing, finance, etc.).

Percentage of Top Performers who "Rarely" or "Never" purchase outside lists to augment CRM.

77

32

Percentage of Top Performers that indicated they could retool the CRM solution in less than a week in the event of a business reorganization.

Percentage of Top Performers that currently use on-demand CRM.

55

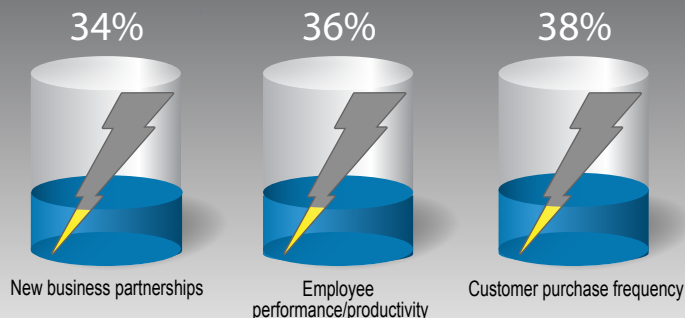
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Percentage of Top Performers that currently use a "Homegrown" CRM tool.

Number of weeks it would take for Top Performers to analyze the results of a multichannel branded promotion through CRM.

1

Common Metrics*



* According to Top Performers, based on 215 Qualified Survey Responses to the Q3 2012 Gleanster survey on SMB CRM
 ** According to Everyone Else, shown only when a notable disparity occurs relative to Top Performers

scenarios and data analysis to sell more to more people more often, ultimately at higher profit margins.

Employee performance/productivity. CRM's flexible access to customer and prospect data, lead generation sources, pipeline management, marketing communication tools and customer service options such as IVR, automated call routing and escalation, and call recording increases the speed of innovation inside a company. Marketing, sales and service move closer to customers.

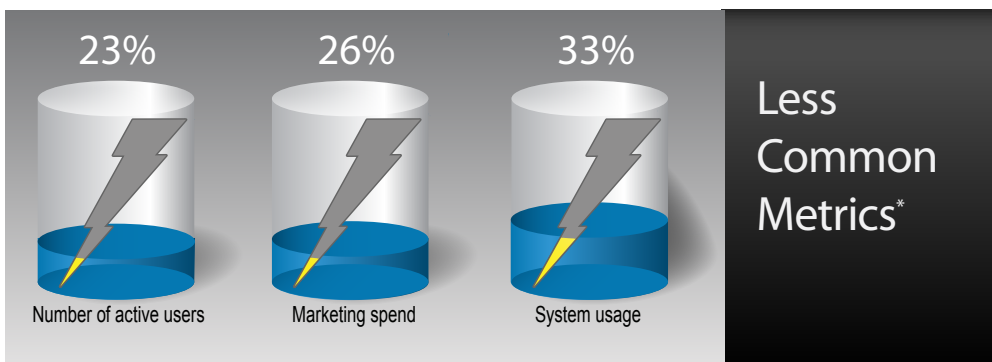
New business partnerships. With a comprehensive view of customers as well as access to BI analytics, CRM adopters have new leverage in developing strategy that embraces partners—whether those with special focus to support the determined strategy or those with a non-competing interest that can extend a company's mission into new markets.

System usage. A scalable and easily administered CRM model—in which the interface is simple and tailored to

specific groups of users—enables users to generate reports that reveal up-to-the minute customer knowledge. The key to increasing system usage is to hide the complexity on the back end and train users on the features that matter in their particular job functions.

Accountable marketing spend. Because CRM marries sales and marketing efforts and outcomes, it can correlate marketing communication spending with sales. This information helps organizations identify best customers and determine how much to invest in each to increase their value—in dollars.

Number of active users. CRM's growing warehouse of features—customer database, supply-chain management, enterprise resource planning—has expanded system deployments and the groups corralled into using the solution. Active users on the same server can view company data and analyze trends in different ways the same time.



Less Common Metrics*

* According to Top Performers, based on 215 Qualified Survey Responses to the Q3 2012 Gleanster survey on SMB CRM
 ** According to Everyone Else, shown only when a notable disparity occurs relative to Top Performers

Part 6: Success Stories

From the first contact with Air Animal to the pet's safe arrival at its new home, clients expect responsive, attentive service. To expedite contact with a prospect – and avoid duplicate efforts among the team – Air Animal had to move beyond its outdated, manual method of logging incoming queries.



More Success Stories

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The Challenge

As leads came in via phone or email, the Air Animal team handwrote the details on different colored intake sheets depending on the type of move, such as domestic or international. Without a centralized repository for leads, follow-up was delayed and everyone on the team was unsure whether someone else had contacted a lead.

“When three of us provided quotes to the same prospect, we knew we had to make a change,” said Dr. Walter Woolf, owner and founder of Air Animal Pet Movers.

The Solution

Air Animal brought in an on-premise CRM platform to track every interaction with clients, from start to finish. With the solution, the company modernized its entire customer lifecycle, from sales to invoicing. “[The solution] offered prospecting and contact management capabilities we needed in an application that's easy for the staff to learn and use,” Woolf said.

The Results

When prospects click on “I'm Ready for an Estimate” on the Air Animal website, they are taken to an online form to capture details of their needs. Those fields immediately match and create a new contact record in the CRM application. Fields such as the prospect's location, type of move (personal, corporate, government) and how he or she heard about Air Animal direct lead to the appropriate

team member. It's a seamless process that eliminates most manual entry associated with sales, helping the business follow-up with prospects sooner and personalize the conversation.

Last year, Air Animal reported its best sales in more than three decades, and this year, projects it will top that by 10 percent. Air Animal also cut repeated data entry across multiple programs. And next with the impending addition

of quote management integrated with CRM, the company will be able to convert quotes into clients and bring the customer's contact information and quoted price into its QuickBooks accounting software for faster invoicing. “Data is entered once, distributed across the various places where

we need it, and everyone in the office knows where a client is in the move process.” Woolf said. CRM also keeps relocation specialists on track to ensure all tasks are completed, from scheduling flights to arranging pet boarding to lining up required international documents. The company sets reminder alerts to ensure on-time project completion. Air Animal keeps necessary documents connected to contact records as well as the names and contact information for the vendors assisting in the move.

When Woolf is out of the office, he uses his iPad with the mobile CRM capability to keep up with jobs, and any updates he makes immediately synch with the main office. “Instead of taking three to four days to respond, we proactively respond to most inquiries in 24 hours,” commented Woolf.

“We cut down a significant number of time-wasting moments and reduced data errors.”

Dr. Walter Woolf
Owner and Founder

Part 6: Vendor Landscape

Vendor & Solution Showcases

View the CRM
Vendor Landscape

Visit www.gleanster.com to access vendor and solution showcases for this topic area, where you'll find:

- Vendor Descriptions
- Analyst Commentary
- Related White Papers
- Videos & Presentations
- Solution Demos
- Other Related Research
- And much more...

It's everything you need to make smart technology decisions. All in one place.

The CRM vendor landscape for Small-to-Midsize organizations includes a wide variety of solutions, including those traditionally built for enterprise organizations. The popularity of software-as-a-service offerings and the low-cost scalability of these solutions have led many enterprise on-demand CRM providers down-market with lower-priced, and sometimes feature-light, options for small and midsize businesses. But, enterprise class CRM is still more expensive and at times, too feature rich for small-to-midsize adoption. Survey results suggest small and midsize businesses are extracting more value from CRM solutions that are exclusively designed and targeted for small and midsize organizations. In fact, small business survey participants ranked the most popular big four CRM solution providers including Salesforce.com, SAP, Microsoft Dynamics, and Oracle lower than "other" providers. Having said that, inclusion on the Good, Better, Best Vendor Flash Charts represents top tier providers, regardless of which classification they fall under.

For most small and midsize organizations price plays a critical role in the decision to invest in CRM. Most on-demand CRM offerings are priced monthly on a per user basis providing discounts on long-term annual contracts. In many cases, on-premise solutions with annual license fees are still extremely compelling options for small businesses. From a pricing standpoint, it's also important to consider the price-to-feature ratio in the CRM solution of choice. Most enterprise CRM provides deliver core salesforce automation capabilities natively, but require separate modules or partner solutions (which require additional monthly fees) to augment CRM with multi-channel marketing, configure price quote, eCommerce integration, forecasting, etc. For a midsize company, a variety of stand-alone solutions that integrate with CRM are often necessary given the size and complexity of the organization. But for small businesses the cost of multiple disparate solutions makes this an undesirable option at best. For this reason, an emerging class of low cost small business CRM technologies now include features to manage marketing, sales, and customer service from a single platform at a fraction of the cost of enterprise offerings.

Core salesforce automation capabilities in CRM are largely commoditized and do little to differentiate providers for a small and midsize buyer. But, pre-packaged or pre-built integration with accounting and marketing technologies is growing in popularity for small businesses. In 2012, Top Performers ranked integration with sales and marketing systems a top three reason for implementing CRM. Naturally, Top Performing organizations leverage this integration to deliver more intimate interactions with customers and prospects.

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Note: As with all Gleanster research findings, vendor rankings on the FLASH charts are determined by the experiences of industry practitioners and not by Gleanster's own analyst assessment or opinion. The omission of a particular vendor name from one or more of the FLASH charts may be due to a lack of sufficient data about that vendor and may be no indication of its performance relative to other solution providers. Using a 1-5 point rating scale, survey respondents are asked to assess the solution provider(s) they are currently using, or have had the experience of using within the past two (2) years, across four (4) different dimensions: Ease of Deployment, Ease of Use, Features and Functionality, and Overall Value. To qualify for possible inclusion on one or more FLASH charts, vendors with less than \$10M in annual revenue must be rated by a minimum of five (5) qualified survey responses and vendors with more than \$10M in annual revenue must be rated by a minimum of eight (8) qualified survey responses. A mean class performance score is calculated for each vendor. Top-scoring vendors are then assigned to the FLASH charts on a rank-order basis. Gleanster screens all survey submissions that are used as the basis for vendor rankings and removes duplicate submissions from the same client company (factoring in only the highest scores). The final rankings are not intended to provide conclusive advice or recommendations but to merely serve as a source of directionally relevant data points. All solution providers included in the Vendor Landscape section are given an opportunity to invite their customers to participate in the survey at least six (6) weeks in advance of publication. Through no other means are solution providers allowed to influence their placement on these FLASH charts.

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Ease of Deployment

CRM for Small and Midsize Companies Solution Providers



Vendor Rankings FLASH chart © Gleanster, October 2012. Note: Vendor rankings are determined by the experiences of industry practitioners, according to survey feedback, and not by the assessment or opinion of Gleanster analysts. The omission of a particular vendor may be due to lack of sufficient data and may be no indication of that company's performance relative to other solution providers. Information on the research methodology used for vendor rankings is available elsewhere in this Gleansight benchmark report and also in the FAQ section of the Gleanster website.

Acumatica

gleanster.com/vendors/acumatica-software

"Acumatica is an innovative company that develops cloud ERP software designed to improve the productivity of mid-sized organizations. Using Acumatica, clients can access their business applications and documents from anywhere using any popular Web-browser. Customers can purchase Acumatica as a SaaS solution or purchase a license which is designed to be hosted on-premise, at a datacenter or on a cloud computing platform."

Gleanster Skinny: This summer, Acumatica partner Paradigm Cloud ERP introduced

cloud-based software that targets mid-market users of legacy ERP systems, which account for more than 85 percent of ERP installations and are marked by high maintenance fees and slow performance. Acumatica's software powers the offering. It contains manufacturing, accounting, inventory, sales, purchasing, project accounting, inter-company accounting, and CRM tools. (A version of the software without the manufacturing component is also available.) Acumatica solutions are available exclusively through resellers, not direct from the company. To manage triple digit growth and hundreds of new VARs who are currently selling Acumatica, Acumatica is introducing silver and gold partnership levels, new certification requirements, and an improved training program.

The company also has invested in the Skolkovo Innovation Centre, a Russian R&D catalyst for next-generation enterprise technologies. Microsoft, IBM, Intel, GE, SAP, Honeywell and Nokia are among the other companies in the Centre's IT cluster, which concentrates on IT resources and competencies, and encourages innovative IT infrastructure in key sectors across the Russian economy. Acumatica and its colleagues will train scientists and technology specialists, potentially in tandem with technology programs at local universities.

AIMcrm

gleanster.com/vendors/aimcrm

"AIMcrm combines tools in one easy-to-use interface. It's not just about only having one login and one software to manage. It's also about having all the information available at every point of interaction with prospects and clients."

Gleanster Skinny: AIMcrm excels in its integration of sales and marketing campaign management and tracking tools. It routes incoming calls to the appropriate department or person, and is equipped with filters that deliver data any which way desired.

amdocs

gleanster.com/vendors/amdocs

"For 30 years, Amdocs has ensured service providers' success and embraced their biggest challenges. To win in the connected world, service providers rely on Amdocs to simplify the customer experience, harness the data explosion, stay ahead with new services and improve operational efficiency. The global company uniquely combines a market-leading business support systems, open-source software and network control product portfolio with value-driven professional services and managed services operations. With revenue of approximately \$3.2 billion in fiscal 2011, Amdocs and its 19,000-plus employees serve customers in more than 60 countries."

Gleanster Skinny: Recent research conducted by Amdocs found that zero-touch customer management is the next frontier in customer experience. Zero-touch customer management includes self-service that boosts engagement and loyalty at decreased operational costs. Amdocs's research showed customers want unassisted channels, including on-device applications, to solve issues and purchase

products. But respondents said current self-service channels don't offer the capability, accuracy and effectiveness of a live agent. Amdocs is currently investing in two new zero-touch solutions: Amdocs Multi-Channel Self Service simplifies the user experience across unassisted channels and improves customer satisfaction with personalized, real-time interactions across all touch points. Amdocs Proactive Insight anticipates customer needs and addresses them with personalized notifications, reduces churn and lowers customer care costs.

Aplicor

gleanster.com/vendors/aplicor

"A new generation of engineers and business executives are revolutionizing the industry by creating new revenue models and product development strategies. Aplicor has developed a seamless cloud-based business suite that's main mission is to dramatically improve the way organizations operate. The result is a true cloud CRM and financial (ERP) business suite that streamlines workflows and enables evolution to meet dynamic demands."

Gleanster Skinny: In the spring, Aplicor updated its Cloud Suite and extended the platform with new CRM software editions. Aplicor Cloud Business Suite is CRM with built-in financial and accounting management. And the new Aplicor product editions give customers more flexibility to match their desired level of functionality at an affordable price point. Aplicor Cloud Sales is sales force automation with contact, account, opportunity and activity management. Aplicor Cloud Sales Pro includes all Cloud Sales features plus marketing automation, lead management, email and campaign management, and customizable dashboards and analytics. Aplicor Cloud CRM includes all Cloud Sales Pro features plus customer support, incident management, knowledge base, customizable workflows, partner portals and project office. Aplicor Cloud Business Suite includes all Cloud CRM features plus integrated financial management, general ledger, accounts receivable, accounts payable, order entry, inventory, job costing and fixed assets.

Avidian Technologies (Prophet)

gleanster.com/vendors/avidian-technologies

"Avidian's goal is to build the "easiest CRM software in Outlook" that helps clients be more

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Quick Reference Guide

- Acumatica
- AIMcrm
- amdocs
- Aplicor
- Avidian Technologies (Prophet)
- CDC Software
- ClearC2
- ClaritySoft CRM
- Consona
- eSales Track
- Front Range Solutions (Goldmine)
- info@hand
- Infor CRM Epiphany
- InfusionSoft
- Landslide Technologies
- Leadmaster
- LogicBox
- Maximizer Software
- Microsoft Dynamics
- Mothernode CRM
- NetSuite
- Nutshell
- Omniprise CRM
- Oncontact Software
- Oracle (CRM On Demand)
- RightNow
- Sage (Sage ACT! CRM)
- Sage (Sage CRM)
- Salesforce.com
- SalesFUSION
- SAP
- Soffront CRM
- SugarCRM
- Workbooks.com
- Zoho Corp.

organized, serve their customers better and close more sales. With 15,000-plus companies and growing worldwide, Prophet is market-tested tough. Additionally, it has a no-questions-asked, unconditional 30-day money-back guarantee.”

Gleanster Skinny: Avidian Technologies updated the team versions of Prophet this spring to include a new user interface with dynamic filtering, social monitoring, customer/internal team member tracking and mobile support. Advanced features are available in all editions of Prophet Ultimate and Prophet Enterprise, on-premise and cloud-based. Prophet’s traditional list view is complemented by the option to view contacts, companies, opportunities and projects in a dynamic table. Search capabilities have been added, along

with one-click exporting, printing and group emailing. With a single click, the new Prophet Instant feature allows users to follow all activity associated with a specific contact or company. They can be instantly notified when any activity occurs for a customer they are following, regardless of which department carries out the activity. Managers can also use Prophet Instant to follow individual employees and be notified of their activity. And Prophet now supports virtually all smartphone and tablet environments and remote connectivity via Prophet Web Services. For companies using Microsoft SharePoint to support Outlook, the new features in Prophet also support SharePoint contact lists. Companies can easily and automatically integrate their hosted Prophet data with their SharePoint data and dashboards.

Ease of Use

CRM for Small and Midsize Companies Solution Providers



Vendor Rankings FLASH chart © Gleanster, October 2012. Note: Vendor rankings are determined by the experiences of industry practitioners, according to survey feedback, and not by the assessment or opinion of Gleanster analysts. The omission of a particular vendor may be due to lack of sufficient data and may be no indication of that company’s performance relative to other solution providers. Information on the research methodology used for vendor rankings is available elsewhere in this Gleansight benchmark report and also in the FAQ section of the Gleanster website.

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CDC Software

gleanster.com/vendors/cdc-software

“CDC Software is a global provider of enterprise software for on-premise and cloud deployments. Leveraging a service-oriented architecture, CDC Software offers multiple delivery options for their solutions including on-premise, hosted, cloud-based SaaS or blended-hybrid deployment offerings. CDC Software’s solutions include ERP, manufacturing operations management, enterprise manufacturing intelligence, supply chain management (demand management, order management and warehouse and transportation management), global trade management, e-commerce, human capital management, CRM, complaint management and aged care solutions. CDC Software delivers innovative and industry-specific solutions to approximately 10,000 customers worldwide within the manufacturing, distribution, transportation, retail, government, real estate, financial services, health care and not-for-profit industries.”

Gleanster Skinny: CDC Corp. sought bankruptcy protection in October after a \$65 million judgment against it in September resulting from a 2009 lawsuit by creditor Evolution CDC SPV Ltd. Pivotal CRM 6.0 is built on the Microsoft.NET Framework and Microso Pivotal CRM 6.0 is built on the Microsoft.NET Framework. The product embeds Microsoft Office, Microsoft Outlook, Microsoft SharePoint and Microsoft Visual Studio. CDC Software is a Microsoft Gold Certified Partner.

ClearC2

gleanster.com/vendors/clear-c2

“Clear C2 Inc. is a Premier IBM Business Partner and leading IBM Independent Software Vendor company. Clear C2 has developed C2CRM, a browser-based CRM solution to help mid-sized companies improve productivity, save costs, increase sales and profits, and build strong customer relationships. In 2002, IBM and Clear C2 announced a Strategic Alliance making C2CRM IBM’s primary CRM offering for its middle-market customers. C2CRM consists of several modules that span five solution sets: relationship management, sales management, customer service, marketing management and business intelligence. These comprehensive modules allow companies the ability to scale the application based on needs and number of users.”

Gleanster Skinny: Clear C2 received Customer Interaction Solutions Magazine’s 2011 product of the year award for C2CRM. Clear C2 was selected for its achievement in advancing CRM, contact center and call center technologies. C2CRM has demonstrated excellence as well as provided ROI for the companies that use it.

ClaritySoft

gleanster.com/vendors/claritysoft

“ClaritySoft CRM was created on the belief that CRM technology should be better. The current tools available were frustrating, complex and expensive and ultimately failed in achieving the intended result...more sales. Not simply a tool to input data so management has better visibility, CRM software should result in sales increases. ClaritySoft CRM is easy to use, helps increase productivity and is always available, even without an Internet connection. Implementations are fast and deliver the right balance of functionality and simplicity to ensure user adoption and a successful CRM project.”

Gleanster Skinny: ClaritySoft CRM is delivered on both a hosted and on-premise delivery model, giving businesses the flexibility to choose the deployment that best serves their requirements. ClaritySoft products serve small and mid-sized businesses including those in utilities, financial services, medical services and insurance. Setup, customization and import of contacts into ClaritySoft CRM takes less than 7 minutes.

Consona

gleanster.com/vendors/consona

“Since Consona was founded in 2003, it has been acquiring software applications across a diverse set of global niche markets. Consona offers technology and services across ERP, CRM, knowledge management, eService, network management and product configuration. Consona’s software and services are used by companies of all sizes, ranging from small businesses to Global 2000 enterprises across manufacturing, distribution, technology, help desk and telecommunications. Brands include Made2Manage ERP, Knova knowledge management, Onyx CRM, Axis ERP, Intuitive ERP, Encompix ERP, SupportSoft eService, Compiere open source ERP, Service Gateway network management, Cimnet ERP, DTR ERP, Relevant ERP and Product Configurator.”

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Features and Functionality

CRM for Small and Midsize Companies Solution Providers



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Gleanster Skinny: In July 2012, Consona repositioned its former CRM suite of products by returning to the use of the products' original brand names, including Onyx (enterprise CRM) and SupportSoft (eService). Consona's knowledge management, enterprise CRM, eService and network management software applications, which were formerly labeled as the CRM suite of products, can be integrated to provide a rich customer service and support experience, but they are most often utilized as best of breed tools, so the company returned to maintaining the brands of acquired products. The brands are valuable brand assets within niche markets -- well recognized by customers,

prospects and other constituencies, and Consona is seeking to capitalize on that. Consona also released a version of Axis ERP in Simplified Chinese in order to better serve metals, wire and cable manufacturers with multi-national operations. In addition to translated transactions, inquiries, forms and reports, Axis v6.1C also includes a number of China-specific features, such as support for Chinese VAT and government vouchering and approval processes. Customers with multi-national operations in North America and China can now deploy the same metals-specific, industry-leading business management software across their entire enterprise.

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eSales Track

gleanster.com/vendors/esalestrack

“eSalesTrack is the cloud-based CRM tool that is all about easy, automating many tedious tasks in sales, marketing and customer support business processes. Cloud-based CRM makes information sharing easy and automatic, so it's simple to get on and stay on the same page.”

Gleanster Skinny: eSalesTrack--the vendor's hosted Web-based CRM solution--is largely focused on sales force automation and is targeted toward small and mid-sized businesses. eSalesTrack is designed to allow users to automate actions around account management, contact management, opportunity management, product management, quota management, activity management, territory management, lead routing and task management. It can also be used to create product catalogs, track partners, forecast sales and set event calendars. Additional features include mobile support, sales analytics, customizable dashboards and custom reporting. Some users benefit from integration with Microsoft Office and the flexibility of the solutions open-source, modular architecture. eSales Track offers tools for marketing automation and customer support.

GoldMine (Frontrange Solutions)

gleanster.com/vendors/goldmine

To build more predictability into a sales model, GoldMine CRM dashboards slice and dice data by vertical, product mix, geography, etc., helping identify objective, demographic-based triggers such as company size, location and industry. Subjective factors--new management, new regulations, poor quarterly earnings—can be entered into the CRM system to enable tracking and monitoring. GoldMine has pre-built methodologies for sales process automation to ensure opportunities can only progress to the next stage when specific tasks have been accomplished. The company asserts that studies show that companies using technology to support the selling process have increased revenue by 16%. The CRM system can forecast sales by territory, time and employee. Opportunity monitoring against forecasting criteria predicts the flow of business. Perhaps most valuable, GoldMine provides a 360-degree customer view, integrating customer data from other business systems through service-oriented architecture.

Gleanster Skinny: GoldMine products include GoldMine Premium Edition, GoldMine Mobile, iGoldMine and GoldMineVoice. Premium Edition 9.0 provides instant access to all CRM data and improves user productivity with feature enhancements and product additions that include complete-yet-customizable visual dashboards (displaying marketing, sales and customer service activity), Microsoft Outlook integration, sales management methodologies for insight successful closing and visibility into the pipeline, marketing campaign management, customer service and support. GoldMine Mobile Edition 9.0 provides mobile users with critical, real-time CRM information and tools via their Apple smartphones and tablets. iGoldMine enables access to the full functionality of GoldMine Premium Edition from any Web connection or local area network through a URL. No synchronization between devices and the desktop or system installation is required. iGoldMine Plus publishes an additional 29 applications via the Web. GoldMine Voice Solutions uses advanced Internet-protocol telephony with interactive voice response, automatic call distribution, call recording, unified messaging, auto attendants, and inbound and outbound productivity applications.

info@hand

gleanster.com/vendors/1crm

“info@hand, a Customer Relationship and Business Management system (CRBM), delivers CRM, order management, project management, customer service and HR capabilities with a focus on data security and ease of use. Targeted at businesses up to 250 employees, info@hand is available as installable software for on-premise deployment, or as a cloud-hosted service. The global partner network is able to deliver custom-fit CRM-centric business management solutions for small business at affordable prices.”

Gleanster Skinny: Released in mid-February, info@hand System 7 is interoperable with products such as Starface CTI and SugarCRM iPhone App. System 7 replaces the legacy SugarCRM architecture with the all-new 1CRM Engine—a generic CRM core from which many vertical market CRM solutions may be configured. It features a super-fast database engine with sophisticated module so clients in specific industries may customize their CRM systems. info@hand is a CRM system built using the 1CRM Engine's “Personality Pack capability.” This particular personality adds a great deal

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Overall Value

CRM for Small and Midsize Companies Solution Providers



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of financial and operational management capabilities to those of a conventional CRM. Other personalities are promised, providing industry-specific CRM solutions for areas such as real estate sales and management, mortgage brokerage, insurance and more. info@hand System 7 includes mobile support for iPad, iPhone, Android, BlackBerry and Windows Phone 7; integrated Internet telephony with automatic call logging in the CRM; and dynamic email target lists.

Infor CRM Epiphany

gleanster.com/vendors/infor

"Infor's CRM solutions help keep existing customers and add new ones; target the

right offer to the right customer at the right time; and combine marketing, sales and service to create a 360° view of customers. Thousands of companies in financial services, communications, retail, hospitality, travel and leisure, and manufacturing have realized a 50% increase in sales per hour, 48% increase in products per household and 400% lift in average response rates."

Gleanster Skinny: (Epiphany) tools can be leveraged to plan, execute and monitor outbound marketing campaigns across every customer contact. Multichannel marketing campaigns developed through this module build ongoing customer relationships around

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customer preferences, attract new and keep current customers, conform to the user's company marketing policies and comply with regulations. Infor10 CRM Enterprise Sales (Epiphany) helps turn any interaction into a sale, increasing spending by core customers, capitalizing on incoming leads, lowering costs while improving customer service and simplifying the ordering process. Infor10 CRM Enterprise Service (Epiphany) improves productivity to boost customer service while reducing costs. Personalized offers reach customers at the time of interaction. Other efficiencies derive from shorter call times through prompt, immediate issue resolution.

InfusionSoft

gleanster.com/vendors/infusionsoft

"Infusionsoft provides an all-in-one sales and marketing software for small businesses. Its Web-based solution helps small businesses automatically market to get more customers, grow sales and save time. Today, 9,800 small businesses representing 35,000 users in 62 countries use Infusionsoft's sales and marketing software to convert leads, grow sales and save time."

Gleanster Skinny: Infusionsoft took its CRM on the road this July with its educational Small Business Success Tour 2012. The tour is an effort by Infusionsoft to equip small businesses in the US and London with tools and strategies that strengthen their sales and marketing. The events include discussions of lifecycle marketing, customer referrals, customer lifetime value, consistent customer acquisition, database development and relevant customer communications. Infusionsoft celebrated strong growth for the second quarter of 2012, including the addition of 1,500 new small business customers. Also in Q2, the Infusionsoft Marketplace debuted with 150 apps, plugins and Certified Partners. The spring 2012 software release included a fresh interface, new campaign builder, lead generation and scoring features, as well as enhancements in e-commerce and support. Infusionsoft is sponsoring a contest for software developers to create applications and plug-ins that enhance the Infusionsoft user experience. The Infusionsoft Marketplace third-party apps integrate Infusionsoft with other popular business tools such as SMS text messaging, payment systems, mobile apps and membership sites.

Landslide Technologies

gleanster.com/vendors/j2-global

"Landslide CRM incorporates a process-driven approach that allows sales professionals to go beyond tracking sales data to consistently close business faster and more effectively. Landslide CRM combines sales process consistency and sales performance technology together with live, personal assistant services, mobile access and more, helping transform individual sales performers into a world-class team of consistent and effective sales producers. In addition, Landslide's industry-focused, EyesOnSales.com Web site delivers thought-leading, relevant and informative sales-focused articles to a growing community of sales professionals."

Gleanster Skinny: j2 Global, a provider of cloud-based business services, acquired Landslide Technologies in February to broaden its offerings to include a proven CRM platform for small to mid-sized businesses and an established customer base. It rebranded Landslide CRM as Campaigner, an established brand under j2 Global for email marketing, and sells it through j2's existing sales channels and into its base of more than 2 million cloud service subscribers. At mid-year 2012, j2 conducted a small business survey that inspired developers at CampaignerCRM in their efforts to incorporate social media into CRM to accentuate the effectiveness of the overall sales process. The research turned up ways organizations can leverage the latest social media tools and improve their bottom lines, including prospecting through LinkedIn groups, Facebook pages or Twitter's keyword search; pre-call research through LinkedIn and regular Google Alerts; follow-up messages on LinkedIn or Facebook; and relationship maintenance through LinkedIn, Twitter or Facebook..

Leadmaster

gleanster.com/vendors/leadmaster

"LeadMaster delivers tangible benefits to sales, marketing and call center teams through its Web-based solutions. The company's online application closes the gap between marketing and sales by tracking leads in real time throughout the sales cycle, from demand generation to lead closure. Combining sales force automation, marketing automation and virtual call center capabilities, this powerful Web-based CRM application helps companies pinpoint where leads are quickly converting into revenue in order to increase close ratios and

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maximize return on investment on marketing campaigns.”

Gleanster Skinny: The LeadMaster solution includes sales CRM, lead management, lead tracking, marketing automation, email marketing and sales force automation in a Web-based system. It has been busy this summer adding features to the suite and the ability to integrate or collaborate with complementary software. At the end of July, it announced a partnership with 3CLogic that will provide comprehensive computer telephony capabilities for the LeadMaster so inside sales and call center reps may click to dial through the CRM system while viewing all the interactions with the target contact. Click-to-dial reporting includes the campaign name, company, contact name and phone number for every call. This flexibility allows for quick and easy set-up and administration for in-office and in-home agents without additional equipment. LeadMaster just upgraded the integrated phone dialer capability to include power dialing, click dialing, progressive dialing, silent monitoring, whisper coaching, call recording, supervised transfers, blind transfers and conferencing. LeadMaster partnered with Electronic Voice Services for LeadMaster Voice.

LogicBox

gleanster.com/vendors/logicbox

“To help customers run and understand their businesses better, the LogicBox team has a proven and tested methodology that starts with collaboration around a business’s needs and objectives. LogicBox sets milestones, provides regular project updates and facilitates real-time feedback cycles as it customizes an application. Because the ES4 platform is so powerful and easy to use, LogicBox quickly validates and implements ES4 applications at a fraction of the time and cost of other, more rigid “out-of-the-box” solutions. The end result is a top-quality business application.”

Gleanster Skinny: LogicBox preaches every successful business is successful in its own way. So it allows for customized workflows, customized automation to increase productivity and save time where it makes sense for an individual company, and customized relational data models based on first-order predicate logic. A contact can be related to an account, an order and a support incident all at the same time. Modifications to one field in one table are propagated through the rest of the database

via the defined relationships. LogicBox focuses on the financial, hospitality, manufacturing and professional services sectors. LogicBox is a contestant in CRM Idol 2012—a competition among 40 small CRM vendors from the Americas and 40 from the rest of the world. Vendors present to influential people in CRM and social CRM, are reviewed and receive votes from peers, CRM users and extended judges panels (media, practitioner leaders) to win consulting, software, investor meetings and publicity.

Maximizer Software

gleanster.com/vendors/maximizer-software

“Maximizer Software delivers CRM software and professional services to meet the needs, budgets and access requirements of entrepreneurs, small and midsize businesses, and divisions of large corporations. Simple, easy-to-use and affordable, Maximizer CRM enables companies to mobilize their workforces through all-access Web, mobile and desktop delivery methods. Easily configurable for organizations in any industry, Maximizer CRM optimizes sales processes, enhances marketing initiatives and improves customer service to ultimately boost productivity and revenue. With worldwide offices and business partners, Maximizer Software has sold more than 1 million licenses to more than 120,000 customers since 1987.”

Gleanster Skinny: Maximizer Software released Maximizer CRM 12 Summer 2012 with an optimized interface for the iPad, other Web-enabled tablets and smartphones. Maximizer CRM 12 Summer 2012 extends the value of CRM usage to the mobile user, giving organizations maximum functionality with a minimum footprint. Nimble search and one-touch connectivity via email or voice is paired with a new customer timeline that includes a complete history of communications including key documents, email threads, sales history and service issues. New built-in dashboards offer customized views for sales account managers, marketing executives and customer support.

Microsoft Dynamics

gleanster.com/vendors/microsoft

“Microsoft Dynamics solutions empower people to be more productive and systems to last longer and scale as business grows, enabling the insights necessary to respond quickly in an ever-changing world of business.”

Gleanster Skinny: Some 33,000 organizations

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worldwide power their sales, service and marketing processes with Microsoft Dynamics CRM. In the last six months the product has integrated social collaboration capabilities, simplified cloud service management through common administration, billing and provisioning in Microsoft Office 365 as well as improved disaster recovery with in-region data replication. However, six days before its Q2 2012 service update release in mid-July, Microsoft Dynamics CRM postponed availability of Microsoft Dynamics CRM Mobile and cross-browser support. These features are expected in the service update scheduled for Q4 2012. However, in July wealth management, nonprofit, life annuity insurance sales and health plan sales industry templates became available in the Microsoft Dynamics Marketplace. The new Microsoft Dynamics CRM Online Trust Center provides in-depth information about the privacy and security practices for Microsoft Dynamics CRM Online service.

Mothernode

gleanster.com/vendors/mothernode

“Mothernode is a leading provider of SaaS business solutions for growth-oriented small and midsize businesses. Its flagship product, Mothernode ERP, delivers powerful on-demand applications and components designed to streamline all aspects of operations. Mothernode CRM is a full-featured sales force automation program. Mothernode ERP and Mothernode CRM were developed to make the user more productive by automating tasks, simplifying workflow and streamlining business processes. They each contain features and capabilities that often come at an additional expense in competing software.”

Gleanster Skinny: In 2011, Mothernode spun Mothernode CRM off from Mothernode ERP and set a goal of competing in CRM Idol 2012. That decision helped shape the company's 2012 product development plans. So in 2012 Mothernode launched Dialogue, a brand new social media tool to its CRM and ERP customers at the end of July. Dialogue gives users the ability to interact with one another when managing customer accounts or opportunities within the software. It is a huge addition to the product line that has already built a following among Mothernode users. Dialogue will be an integral part of the software going forward. Mothernode also is a contestant in this year's CRM Idol competition. In addition to

Dialogue, Mothernode CRM released iOS and Android apps this summer.

NetSuite

gleanster.com/vendors/netsuite

“NetSuite Inc. is the industry's leading provider of cloud-based financials/ERP software suites. In addition, NetSuite offers applications including accounting, CRM, Professional Services Automation (PSA) and e-commerce that enable companies to manage most of their core business operations in its single integrated suite. NetSuite's real-time dashboard technology provides an easy-to-use view into up-to-date, role-specific business information.”

Gleanster Skinny: NetSuite has been voted one of 30 eTail Rising Stars for its SuiteCommerce platform, which has helped retail and commerce businesses accelerate multi-channel sales, deepen customer relationships and ultimately increase business efficiency. NetSuite also has been voted for the second consecutive year to SupplyChainBrain's annual “100 Great Supply Chain Partners” list of vendors and service providers whose solutions have made a significant impact on their company's efficiency, customer service and overall supply chain performance. NetSuite's accolades may extend to Australia soon. This summer it added Australian resellers Precise Business Solutions and Cloud ERP to the NetSuite Solution Provider Program. Precise Business Solutions is a Perth-based provider of business software solutions and associated services, with a focus on the mining services sector, not-for-profit and large organizations. Cloud ERP is a Melbourne-based provider of cloud CRM, ERP and eCommerce software. NetSuite has reached out to Microsoft Dynamics and Great Plains partners that are seeking cloud alternatives to Microsoft's own on-premises solutions. In its first quarter 2012, NetSuite revenues grew 30 percent.

Nutshell

gleanster.com/vendors/nutshell

“Nutshell is building modern software with a focus on an elegant user interface and powerful data. It aims to deliver the future of business software--enterprise-level features with the ease-of-use found in popular Web applications--to make businesses more productive. The Nutshell vision for software doesn't end with the Web but is cross-platform from Day One, with robust APIs and native mobile applications.”

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Gleanster Skinny: Nutshell continues to grow at a fast pace. To keep customers up to speed on the latest features, Nutshell offers training webcasts. Recent feature adds include integration with LinkedIn, allowing users to find and view LinkedIn profiles for their customers or prospects without leaving the Nutshell contact dialog. Nutshell typically has weekly software releases. In July 2012 alone, an iPhone and Android update added Google user name and password authentication for Nutshell customers that integrate with Google Apps; improved sorting of leads, accounts and contacts; added total won leads' value to sales overview reports; added bulk edit and delete for accounts and contacts; and enabled the creation of quick notes on leads, accounts and contacts from their respective timelines.

Omniprise

gleanster.com/vendors/omniprise-crm

"Sold and used by Hitcents.com, OmnipriseCRM offers rich ERP, Web site, marketing, technology, creative, database, production and self-service solutions providing resources that can meet almost any company's technological needs from start to finish."

Gleanster Skinny: Sales can create, organize and manage current leads and opportunities by sales stage, potential and representative, and management can do the same—in real time. A proprietary API allows OmnipriseCRM to integrate with almost any third-party software, but existing modules are plentiful such that businesses can grow without engaging third-party software. A proprietary tool within the CRM connects Omniprise with Microsoft Outlook, automatically synchronizing and transferring contacts, calendar events, tasks and notes. Then the OmniScan feature helps users attach uploaded business cards, contracts, documents and more to CRM records. OmnipriseCRM iPhone and iPad apps provide the structure for companies to meet their CRM needs with on-demand access to contacts, customers and opportunity data even out of the office. A rich graphical dashboard interface enables users to visually monitor events and drill down to the source record. The OmnipriseCRM app literally puts the power of CRM in the palm of any user's hand, but it requires the hosted or on-premise OmnipriseCRM Software Suite to work.

Oncontact

gleanster.com/vendors/oncontact-software

"Oncontact Software develops award-winning hosted and on-premise Web-based CRM software for mid-market companies. Oncontact CRM is a full-featured, customizable CRM application suite that automates the sales, marketing and service areas of mid-market organizations. Oncontact Software is a privately held company with a presence throughout North America, South America, Europe, Asia/Pacific and the Middle East. Oncontact Software's products are available through headquarters and an international alliance of value-added resellers, system integrators and distributors. Oncontact Software has more than 600 customers worldwide, including Prudential, Foremost Insurance and Carfax."

Gleanster Skinny: Oncontact CRM is currently offering version 7.5 of its software with an enhanced campaign management module with options for mail merge and email distribution, and phone call, email and mail merge warnings to skip records that are marked as "do not solicit." Telephony integration and automated call flow are part of Oncontact CRM Software 7.5 as well with calls logged as activities to capture the details of each customer interaction. Oncontact CRM has a user-friendly, intuitive design and particular strength in sales and marketing tools. Top Ten Reviews 2012 gave the package a 9.4 rating out of 10 and a silver award, second only to Salesforce.com.

Oracle (CRM On Demand)

gleanster.com/vendors/oracle

"Oracle's CRM solutions offer broad and deep capabilities that help organizations drive sales, marketing, loyalty and service effectiveness. Oracle CRM On Demand enables organizations of all types and sizes to get smarter with contextual intelligence, real-time and historic analytics, and adaptive business planning; more productive with integrated sales and marketing in the cloud, Outlook/mobile integration and industry specific solutions; and a lower total cost of ownership, enterprise-grade security and a choice of multi-tenancy or single-tenancy options."

Gleanster Skinny: Oracle CRM On Demand introduced release 20 at the end of July, debuting industry-specific innovations and functionality

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to make its users more efficient and valuable to their customers—especially those in the life sciences, insurance, financial services and automotive industries. For life sciences, the ability to accurately record and monitor sample product drops helps ensure compliance with industry regulations. New financial services and insurance industry features include more support for custom products and additional analytics for improved decision making. For automotive, Oracle CRM On Demand can generate reports on all aspects of a vehicle, including ownership and service transactions. Version 20 of the software introduces features to maintain business continuity while new territories are built and tested. New business plan assessments permit account managers and corporate and strategic planners the ability to monitor business plan effectiveness and make real-time adjustments. But for daily users of the software, new interfaces allow new data scrutiny, trend prediction and opportunity identification. Oracle CRM On Demand Release 20 provides enhanced mobile compatibility for iPad, iPhone, Blackberry and Microsoft Outlook, and for synchronization between CRM On Demand and Microsoft Outlook.

RightNow

gleanster.com/vendors/netsuite

See NetSuite.

Sage (Sage ACT! CRM)

gleanster.com/vendors/sage

“A contact and customer management solution that keeps phone numbers, emails, meeting notes, to-dos and documents for every client in one organized place, Sage ACT! makes it easy for small businesses to manage anything and everything related to contacts and calendar. Like a business command center, it provides quick access to relevant customer details and seamless interaction with other applications and Web services like Outlook, Google and LinkedIn. Sage ACT! is designed for professionals, is easy to use, and aids organization and productivity to improve sales and marketing effectiveness. Sage ACT! has a family of 2.8 million users and 59,000 corporate customers, a network of more than 26,000 Sage partners globally and hundreds of Sage ACT! Certified Consultants to give hands-on help.”

Gleanster Skinny: Since July, integration between Sage 100 Contractor and Sage ACT! provides companies with a more complete

view of their business, including business development/client acquisition, projects and jobs, and financial performance. Sage 100 Contractor is a construction business management system combining accounting, project management, estimating and service management, and integration with Sage ACT! shares information among sales, accounting and project management functions—information like bids and job costing.

Salesforce.com

gleanster.com/vendors/salesforce-com

“With more than 100,000 customers, salesforce.com is the enterprise cloud computing company that is leading the shift to the social enterprise. Social enterprises leverage social, mobile and open-cloud technologies. Based on salesforce.com’s real-time, multi-tenant architecture, the company’s platform and application services allow customers to create employee social networks, develop customer social networks, connect with customers on public social networks, empower small businesses to become social enterprises, extend a company’s social enterprise with apps from AppExchange and run apps on Database.com.”

Gleanster Skinny: Salesforce.com agreed this summer to acquire the Buddy Media social media marketing platform in a deal expected to close during salesforce.com’s fiscal third quarter ending October 31, 2012. It will add Buddy Media and a strategic agreement with Twitter for the full feed of public Tweets inked this summer to the Salesforce Marketing Cloud. The platform will allow customers to listen, engage, gain insight into, publish content and advertise on, and measure social marketing programs—in other words, manage the entire social marketing lifecycle. Salesforce Radian6 does the listening and learning part. Buddy Media assists in the placement of content and ads across Facebook, Google, LinkedIn, Twitter, YouTube and more. Customers can use the Buddy Media piece to test marketing strategies and gauge the ROI of each..

SalesFUSION

gleanster.com/vendors/salesfusion

“SalesFUSION 360 is the flagship product of First Reef, LLC, the holding company for SalesFUSION, and is a SaaS marketing automation software solution that is specifically designed to integrate marketing and sales by connecting marketing and technology with CRM.

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The company helps clients improve their top-line revenue by providing the tools marketers need in today's competitive environment."

Gleanster Skinny: SalesFUSION won a THINKstrategies Best of SaaS Showplace award this summer for helping clients generate more leads. Also this summer, SalesFUSION's integrated marketing automation solution for Sugar CRM was highlighted at the CRM vendor's annual conference and exposition. SalesFUSION360--specifically designed to integrate marketing and sales by connecting the marketing technology platform with a company's installed CRM--now comes with pre-packaged Sugar CRM integration. SalesFUSION supports Sugar CRM by adding its marketing automation tools to accentuate the lead management process in Sugar.

SAP

gleanster.com/vendors/sap

"As market leader in enterprise application software, SAP helps companies of all sizes and industries run better. From back office to boardroom, warehouse to storefront, desktop to mobile device, SAP empowers people and organizations to work together more efficiently and use business insight more effectively to stay ahead of the competition. SAP applications and services enable more than 190,000 customers (includes customers from the acquisition of SuccessFactors) to operate profitably, adapt continuously and grow sustainably."

Gleanster Skinny: SAP CRM now can read social media data and catalog it with client or prospect records, enriching CRM files with "sentiment intelligence." The SAP rapid-deployment solution (in as little as 4 weeks) for sentiment intelligence with SAP HANA database aims to effectively analyze a portion of "big data"--unstructured data in volumes so large as to often make data analysis or management unwieldy. Adopters can align market sentiment with sales campaigns, promotions and service activities; improve customer satisfaction; and project sales and marketing trends. In another company development, SAP America is taking over Ariba, a provider of collaborative business commerce solutions. The acquisition highlights the importance of cloud-based solutions. SAP and Ariba had a long collaborative history that will ease the acquisition because the companies know each other and the other's technology.

Soffront

gleanster.com/vendors/soffront-software

"Soffront Software Inc. is a pioneer in the CRM market since 1992 and offers an integrated CRM suite spanning sales, marketing, service and operations. Soffront was one of the first cloud-based CRM providers. Soffront helps automate business processes and boosts customers' overall productivity. Soffront launched its first customer service application in 1993. Soffront integrated CRM is truly different because it's a complete suite of applications that means companies don't have to purchase expensive add-ons for complete business functionality. Moreover, cost of implementation is lower compared to value-added resellers that have high upfront fees. Soffront is easily customizable, bringing projects to completion faster and at a lower cost. All these benefits make Soffront particularly attractive to small/mid-market customers. Soffront customers include small and mid-sized corporations across all industries and divisions of many Fortune 500 companies."

Gleanster Skinny: Soffront Software enhanced its mobile CRM platform at the beginning of 2012, completely redesigning the app that contains all the same information as Soffront's robust CRM solution. Users are able to enter and update account, contact and lead information; assign new leads; schedule and work on activities; manage opportunities; search customer records and run reports. Customer service representatives can access ticket history, enter and update ticket status, assign and escalate tickets, create work orders, submit call records to initiate invoicing, search customer records and run reports. The enhanced mobile app followed a late 2011 release of Soffront CRM version 9.2, with drag and drop administration, an improved platform, improved navigation--users see recently accessed home pages, dashboards, recent records, recently created items, queries and reports all on one screen--a new unified search box located at the top of every page for searches across tables and breadcrumbs on every page, allowing users to see where they are in the application. Additionally, developers improved the background sync engine between Outlook and Soffront CRM.

SugarCRM

gleanster.com/vendors/sugarcrm

"SugarCRM makes CRM simple. As the world's fastest growing CRM company, SugarCRM applications have been downloaded more than

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10 million times and currently serve more than 1 million end users in 192 countries. Some 7,000-plus organizations have chosen SugarCRM's on-site and cloud computing services over proprietary alternatives."

Gleanster Skinny: SugarCRM's chief technology officer and co-founder Clint Oram and its community manager John Mertic joined the OpenSocial Foundation board to drive the development of social business open standards in cloud-based social business applications. SugarCRM will collaborate with members including IBM and Jive Software to set the industry standard for social integration in the enterprise. Within SugarCRM Open+ Partner Program in the past year, more than 150 code contributions have included an enhanced calendar management solution with drag-and-drop editing of calls and meetings. SugarCRM recruited 12 new reseller partners in Australia and New Zealand, doubling the size of its local channel in an aggressive growth plan for 2012. Looking to spur further growth in the Asia Pacific, SugarCRM appointed a dedicated channel manager and a marketing manager in Australia.

Workbooks.com

gleanster.com/vendors/workbooks-com

"Founded in 2007 in the UK, Workbooks.com has rapidly become one of the fastest growing providers of Web-based CRM and SaaS business applications for small and mid-size organizations. Workbooks CRM and Workbooks Business can help to streamline business, increasing productivity and performance through efficiency gains, and aiding increased sales and key business information tracking. They also help improve quality of service and reduce operational costs. Finance, professional services, insurance, nonprofits, IT, telecommunications, construction, transport and logistics, and manufacturing companies receive outstanding levels of customer commitment and service."

Gleanster Skinny: Workbooks.com is guaranteeing success for SMB CRM projects by collecting half of its project fees upfront and the other half only if the customer's ROI objectives are met--25% once the first set of agreed business goals have been achieved and the remaining if all objectives are met by the conclusion of the project. The Workbooks Shared Success offer encourages SMBs to set goals—an oft-neglected practice in SMB CRM adoption. Workbooks helps set objectives

and tailors the technology to meet the desired outcomes. Perhaps Workbooks' confidence comes from Ian Moyle, Workbooks sales director, is on SMB Nation's Worldwide SMB 150 Channel Influencers list for 2012 as an expert on cloud computing. In the Community section, Moyle was voted third of more than 400 candidates worldwide. As are some of its competitors, Workbooks also is participating in CRM Idol 2012.

Zoho Corp.

gleanster.com/vendors/zoho-corporation

"Zoho is a comprehensive suite of award-winning online productivity, collaboration and business applications for small and mid-sized businesses. More than 4 million users rely on Zoho for their business, productivity and collaboration needs and actively connect via forums and blogs. To date, Zoho has launched 26 different applications which include several online office applications such as Writer, Sheet, Show and Mail along with a host of business applications ranging from CRM to Projects, Invoice and Meeting. These applications are offered directly via Zoho.com or through hundreds of partners in the Zoho Alliance Partner Program."

Gleanster Skinny: Zoho has partnered with Ingram Micro to market its SaaS business solutions in India, Afghanistan, Bangladesh, Bhutan, Maldives, Nepal, Pakistan and Sri Lanka. Ingram Micro will sell all of Zoho's cloud-based products through its more than 10,000 reseller partners in these countries. The channel partnership follows Zoho's release of Zoho CRM for iPad, a dedicated iPad app for its on-demand software. The free app supports custom views that are defined in the CRM system through Zoho CRM for iPhone, too. Like its iPhone counterpart, Zoho CRM for iPad also includes the ability to access contacts, accounts, potentials, leads, tasks, events and call logs in Zoho CRM; view, create, edit and delete records; access customer information while offline, outside network coverage area; add or modify customer information offline, with all changes auto-synced to the Web once a network connection is available; perform powerful searches for required information in offline and online modes; call contacts directly from the app and log calls subsequently; and import or export contacts between the device address book and Zoho CRM. Zoho CRM in any platform now comes with Zoho Reports business intelligence and advanced reporting to dissect CRM data and visually represent it in charts, graphs, reports,

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pivot tables and more. The integration includes more than 70 pre-built reports and dashboards for sales, potentials and anticipated revenue; reports and dashboards that can be created collaboratively; and automatic scheduling of data synchronization and dynamic report updates.

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Related Research

Recently published Gleansight benchmark reports that may be of interest to senior industry practitioners include:

- Integrated CRM
- Mobile Marketing
- Email Marketing Personalization
- Marketing Asset Management
- Social Media Engagement
- Enterprise Collaboration

The Gleanster website also features carefully vetted white papers on these and other topics as well as Success Stories that bring the research to life with real-world case studies. To download Gleanster content, or to view the future research agenda, please visit www.gleanster.com.

About Gleanster

Gleanster benchmarks best practices in technology-enabled business initiatives, delivering actionable insights that allow companies to make smart business decisions and match their needs with vendor solutions.

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