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White Paper Series

A SYSTIME Computer Corporation Publication

JD Edwards EnterpriseOne CRM – Understand New CRM Functionality and Approaches to ensure a Well-planned and Successful CRM Implementation

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Introduction

As of release 8.11, JD Edwards EnterpriseOne has *embedded* Customer Relationship Management (CRM) software. This means that the CRM functionality is an extension of the existing EnterpriseOne (E1) functionality rather than an integrated or interfaced product (which is the case for many other ERP solutions and previous to the 8.11 release, was also true for E1).

This white paper provides an overview of the CRM implementation process with implementation tips and techniques to assist a company when planning an E1 CRM implementation. In addition an overview of the new CRM functionality within E1 is provided.

Why do CRM Implementations Fail?

Our experience has shown that CRM implementations fail for one or all of the following reasons:

- **Too much too soon** - The scope of the project is far too broad and complex. This invariably leads to projects going over budget and in certain circumstances even being cancelled.
- **Lack of understanding CRM requirements** – A company is not really sure what they want from a CRM implementation, instead they assume that implementing a CRM product will just "fix" any issues with their customer service processes.
- **Don't understand current situation** – A company may not fully understand their current CRM processes and which ones are adequate, need improvement, revision or should be scrapped.
- **Automating already broken processes** – A common misconception is that a CRM software suite will "solve" process issues. In most cases it just exasperates them or moves the problem to another part of the process. Automating a broken process does not fix it.
- **No clear goals for project success** – The statement "*we want to improve customer service*" is not a clear enough goal to measure any project. Companies need to understand how they are going to monitor success and what is achievable to create ROI.
- **Misunderstanding of internal resource requirements** – All too often the wrong people are involved in the implementation of a CRM software solution. The view from the business is that "it is an IT project", or "it is a sales and marketing project". Although the CRM implementation project may fall under the control of IT, one must not lose sight of the fact that it is very much a sales and marketing project and that it will also affect most parts of your business. All areas of the business, from accounting and human resources through to distribution and manufacturing, should be involved.
- **No current understanding of where all customer data sits** – Often there are multiple "views" of the customer that when users interact with customers, result in inconsistencies. This may be due to multiple disparate databases with customer information, or as often happens, different departments are using different data sets and are unaware that a different data set exists. If these islands of data are missed during the implementation the issues will remain. This often manifests itself with issues such as, the sales department being unaware of support issues or recent service visits.

In many cases the reasons for failure are due to a lack of understanding of the current CRM environment and what areas need modification and improvement.

Understanding your Current CRM Environment

The key to any CRM implementation is the knowledge of your current CRM environment. If you understand what you need from a CRM system and also what CRM means to you as an organization, your CRM implementation is more likely to succeed.

Companies often embark on a CRM software project thinking that implementing a suite of software will improve their current customer relationship processes. Whereas automating a bad process, for the most part, results in that bad process just being performed faster. A key phrase to understand is that "**CRM is an ethic and a process in the business, NOT a piece of software**".

The key elements that need assessing before you start any CRM software implementation, especially E1 CRM, are:

- Where is my customer data?
    - What format is it in?
    - Is it consistent?
    - Does it integrate to other systems or processes? If so how?
- Who owns the customer data?

  - Sales?
  - Marketing?
  - Customer service?
  - Other?
- Where does the process break down?
  - Is certain data re-keyed?
  - Is the data held in isolation?
  - What causes the customer response times to increase?
- What do you do well?
  - What is your company's unique value proposition, in terms of customer service?
  - Which processes do you need to preserve "as-is"?
- What CRM related technology (offline contact management, handhelds, pagers and the like) currently exists within your organization, if any?

Having the answers to the above questions available at the commencement of any CRM project will help increase the likelihood of its success, in addition to considerably expediting the analysis and design phases.

CRM Implementation Approach and Tips

Understanding your existing CRM environment is a key element to the success of the CRM implementation. This section focuses, at a high-level, on some key approaches and tips to help increase the project success.

CRM project leaders should understand:

- Which processes must remain and which ones currently work well. Identifying those processes that help define the scope upfront and that will quickly identify if any customization is required, will enable better project scope definition.
- Any disconnects in the current CRM processes (e.g. is the main disconnect between sales and service)?
- Where the data is and in what format it currently exists. Start planning data conversions and data consolidations early in the project lifecycle, as they are typically complex and time consuming tasks. An E1 CRM project requires "one view of the customer". This means all data will need to be consolidated into the E1 CRM files. This will usually require the expertise of technical resources from both the company and your implementation partner. It will also require the expertise of your business users to identify which data is accurate and correct.

Once the project scope is defined and the key points above are clearly understood, the next decision point is to determine the modules within E1 CRM that you plan on implementing.

We suggest breaking the implementation into manageable steps, to get rapid business benefit. Due to the integrated nature of a CRM solution it is better to select either a process such as ***"Lead-to-Order", "Request to Resolve" or "Install-to-Maintain"*** as a starting point. If possible a ***small department/division pilot*** is a good starting point that can demonstrate the integrated value of a CRM solution to the business. In many cases the "big bang" approach all too often ends in failure or project over-runs.

The major benefit of an E1 CRM solution is that it is ***fully embedded***. This also is a challenge in implementations where data has previously been disparate. The key here is not only understanding the current data from a CRM perspective, but also how it relates to E1 as a whole. The ***product, customer, catalogue, supplier, activity and sales order files are now all shared files***, and it is therefore imperative to determine who owns the data. Data now needs to be controlled such that there is one customer record, one supplier record and so on, whereas previously many occurrences/instances were acceptable.

CRM Implementation Challenges

Some of the key challenges (listed below) with any CRM project and especially an E1 implementation should be addressed as early as possible within the project timeline and appropriate steps taken to mitigate their impact.

- ***Change Management.*** "Sales people know best" is a phrase often heard. Sales type personalities are typically averse to change and are fairly steadfast in their approach and way of doing things. Educating CRM users on the benefits of a fully integrated solution and how it can provide up-to-date and accurate information and a holistic customer view, is key to getting project user support. Managing change is key as it is likely that old ways (processes) may have to change.

- As previously mentioned ***E1 CRM is embedded and has a "Straight through Process***". The definition of a "Straight through Process" in this case, is that the data flows from the beginning of the process, to the end without the need for any custom integration. The Lead becomes an opportunity, which becomes a Customer and Address book record, which becomes a Quote or Sales Order. During the process there is no duplication of data and there is no 3rd party interfaces. This is a major benefit, but in a system that was once disparate can result in an implementation hurdle. Decisions have to be made early in the process as to who owns the data and processes. Identifying who can be called upon to map the data to processes and make possibly difficult decisions should be outlined at the project start.
- ***Technology*** is a great enabler, but its can also be complex and difficult to implement. E1 has a number of great technical solutions as part of its CRM suite that includes Mobile sales, PIM Synch and Multi-Channel Interaction Manager to name a few. Implementing technology for technology sake is as bad as not implementing any at all. Deciding upfront what is truly required during the initial implementation from a technology perspective will provide the required focus. Less important technologies can be planned for later implementation once the initial project benefits have been realized.
- ***Data consolidation***, as previously discussed, is usually a requirement. If data is available in multiple systems, there are multiple customer, supplier, and item records. These will need to be consolidated into one data set. This is a challenge, as companies will need to decide which information is actually required and accurate. Some data may not be able to be consolidated (i.e. if there are conflicts). The decision as to which data is correct and which will be retained needs to be made quickly or it can derail an implementation and increase project timelines.

The following section reviews some of the new functionality within E1 8.11 CRM that can be leveraged to achieve your goals and ultimately assist with providing a high-level understanding of the new features available.

Functionality

During this section we will highlight in brief the key CRM functionality available.

Sales Force Automation

Lead Management is a new application that was added in the E1 8.11 release and allows users to either enter or import (using an MS-Excel spreadsheet) leads into the E1 database. A lead holds contact information as well as details of the product(s) or areas of interest. The products or areas of interest are added to the lead using product catalogue functionality.

The Lead Management function also allows users to set up qualification scoring. The qualification scoring system requires users to enter answers to pre-defined qualification questions, each answer is given a score, and the qualification process matches this to the defined minimum score (which is pre-set). If the score is over the minimum the lead is defined as "qualified".

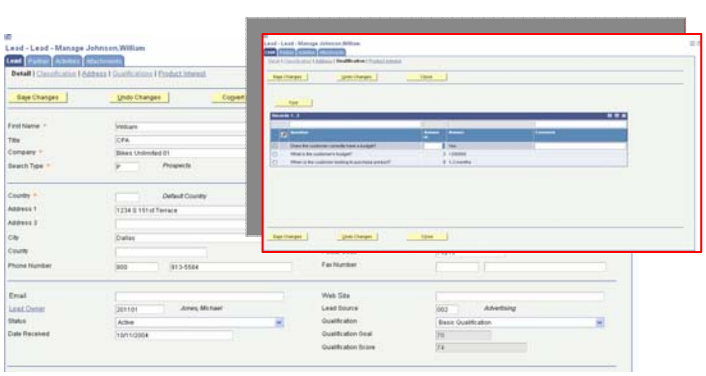


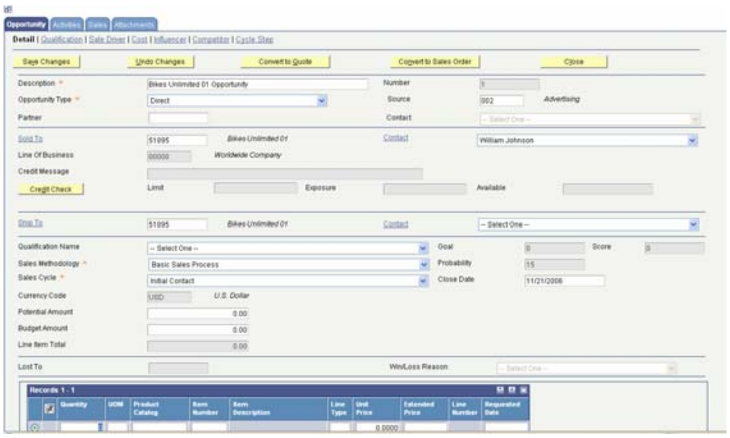
Figure 1, to the left, shows the Lead Entry and Qualification Screens

A Calendar was added as part of the new foundation functionality introduced in E1 8.11. The Calendar was primarily introduced for use with CRM. It enables users to add activities, call plans and action plans against a lead, opportunity, contact or customer. The Calendar works in conjunction with the workflow engine to send email reminders as required.

As an example, a call center representative may add an ***activity*** against a contact, such as a reminder to call a contact back. In that activity the user (or manager) could add a ***call plan*** defining the information that needs to be conveyed to the client to ensure a product is marketed correctly.

Once a lead is qualified, and there is an identified need, it can be converted into an ***opportunity***. Prior to conversion, contact details held within a lead are **not stored in the E1 address book or customer files**. The process of conversion creates an E1 address book and customer record. The address book search type is configurable, however it is usually set to "P" for "prospect". An ***Opportunity*** is used to define an actual opportunity to sell a product or service. It includes contact details, product requirements, values and other parameters.

Figure 2, below, shows the Opportunity Management Screen



Sales people and/or teams can then be aligned to the opportunity to monitor the progress and ultimately, if the opportunity converts to an order, manage commissions. If the company has a defined sales methodology these can be configured and applied to the opportunity.

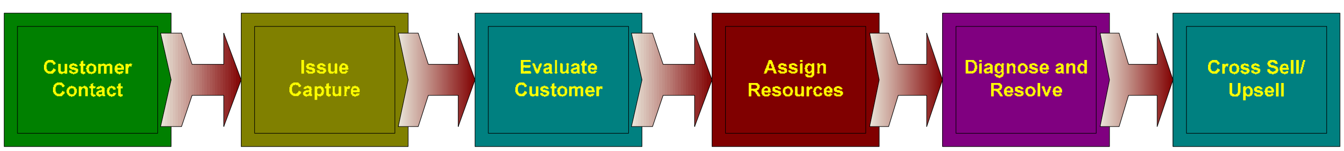
The sales methodology defines the status of the opportunity and consequently the value and probability of winning the business. This information passes to the sales forecast for review by the representative and/or their manager. The sales forecast can optionally be passed to the "Demand Consensus" application for further processing.

An opportunity can be converted to a quotation or sales order directly within the opportunity application. Conversion will create a sales order or quote available for viewing in either the standard sales order application (P4210) or the customer service representative sales order entry (P42101).

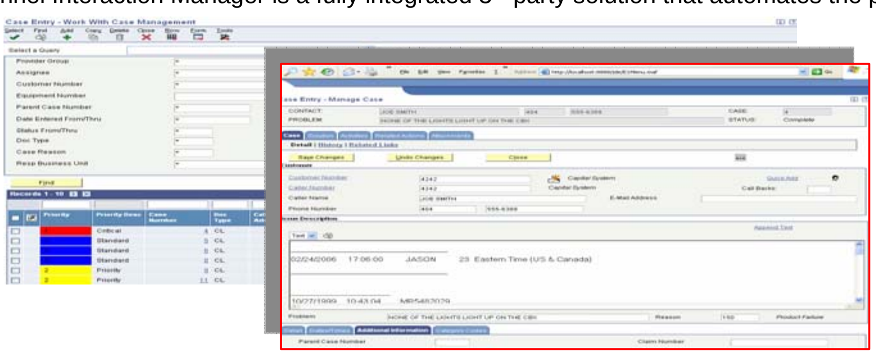
Other key functionality in the sales force automation area is:

- Mobile Sales – Full offline synchronized contact/diary/lead and opportunity management.
- PIM Synch – Synchronization with groupware (Exchange or Notes)
- Mail Merge – ability to mail merge letters etc to your contact database using MS-Word.

Support



The support functionality within E1 CRM focuses on the ***Case Management*** function. The Case Management function is a significantly enhanced version of the CSMS Call Center functionality that existed in previous E1 and OneWorld releases. Requests for support from customers (or internal staff) can be received via phone, fax or email and entered manually by a support representative, or if required the ***Multi-Channel Interaction Manager*** function can automate this process. The Multi-Channel Interaction Manager is a fully integrated 3rd party solution that automates the process of receiving requests from multiple channels such as phone, fax or email and distributing those requests to the relevantly skilled support personnel.



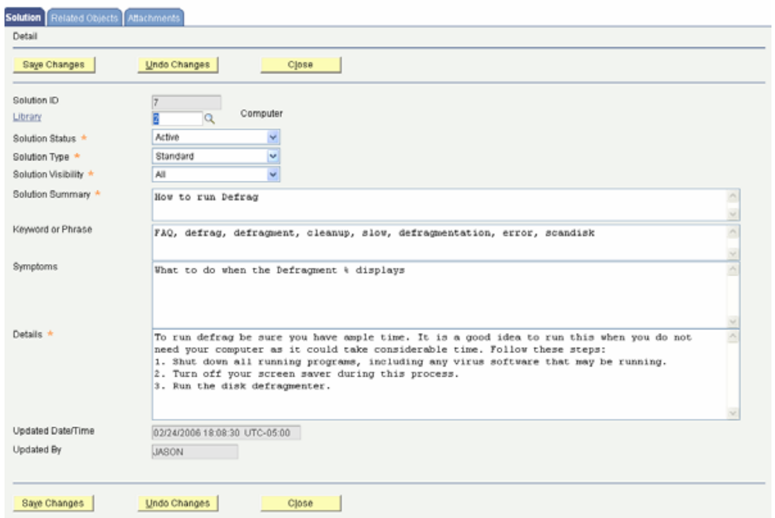
Once the request has been received it is managed using the Case Management function. The ***Case Management*** function is a one-stop portal used to manage support issues. Support representatives can access all information related to either the case or the client (either internal or external) directly within the Case Management screen.

Figure 3, above, shows the Case Management browse and entry screens.

An additional solution aid that was introduced in the E1 8.11 CRM suite is the Solution Advisor.

The ***Solution Advisor*** allows support representatives to search through existing issues and solutions based on key words and provide a list of possible solutions to the current issue. The functionality is linked to the Verity search engine, which can search through text in the solutions database (stored in text media objects) and provide a list of possible solutions along with a percentage accuracy value.

Figure 4 below shows the Solution Advisor Setup Screen



An alternate solution for handling issue resolution, introduced in E1 8.11 CRM, is ***Branch Scripting*** which provides support representatives with the ability to follow a predefined script to resolve an issue. The script feature takes the CRM user down a tree based script. Based on the answers provided at each branch, the script will either ask additional questions or provide possible solutions.

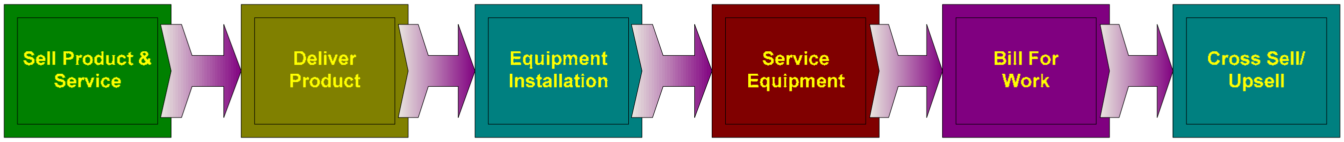
In contrast to the Solution Advisor, the entire script is predefined prior to usage. This functionality can also be used as a telesales/telemarketing script solution. It should be noted that the scripts can not currently link to an actual product or service, even though they are able to be executed from sales order entry.

The Case Management functionality is fully integrated with workflow processing and can aid support organizations with adherence to service level agreements. For example, if a case must be responded to within a certain number of hours from time of receipt, standard workflow can be configured to automatically escalate that case to a manager (or higher), if the response is not processed in a timely manner.

Other key functionality in the support area includes:

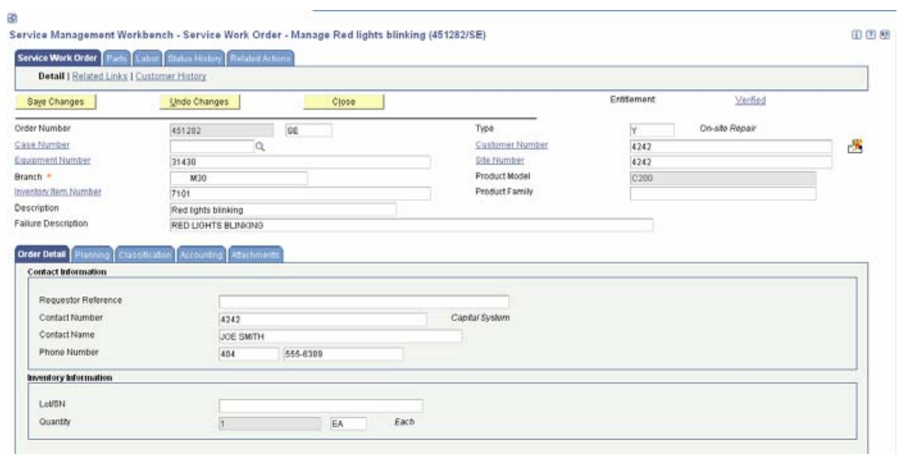
- Billing for hours spent on a support call.
- Seamless integration into sales, service, customer, supplier, partner and employee information.
- Direct email integration.
- Direct integration in activity calendar, and therefore PIM synch functionality.

Service Management



After a product has been shipped to a customer using the Sales Order Management module, its data (such as serial number, cost information, sold-to/ship-to customer and other information) can be updated automatically into the equipment database (formally known as the installed base). Standard warranty and service contracts can be automatically attached based on attributes such as product family and model. Once details of the shipped SKU are updated into the equipment database, service orders and installation orders can be created against those records.

Figure 5, below, show the Service Order Entry Screen

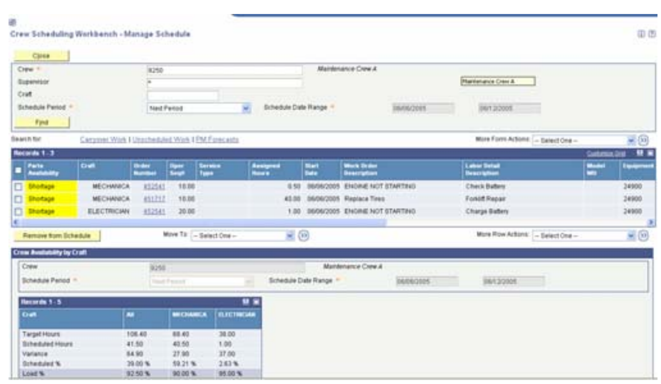


The ***Service Order*** is directly linked to the service warranty and contract system. Entitlement details and billing are determined directly from the service order. Planned maintenance schedules can be setup against a specific piece of equipment, a model or family. The planned maintenance functionality allows users to flag required maintenance based on hours of usage, meter readings or on a defined frequency.

The service order entry screens have been vastly improved to reduce the number of clicks required to add, find or process an order. Within the service order screen a service representative can view required parts, labor, current status and other pertinent information. Whilst in the service order screens users can also navigate to other related parts of the system in a single click.

The Service Management suite also includes functionality for scheduling either service "crews" or technicians to either specific tasks attached to, or an entire service order.

Figure 6, below, shows the Resource Assignment Crew Scheduling Workbench



The ***Resource Assignments*** functionality provides a single screen to monitor the availability of the right resources (both labor and tools) and assign those where needed. In the case of labor resources, skills information stored in the human resources skills database can be utilized to ensure the correct resource is selected for a particular task.

The Service Management solution also allows service organizations to monitor warranty information either that you provide to your customers for in house manufactured items or for any item that you procure from a 3rd party vendor.

The ***Supplier Recovery Management*** functionality provides a standard method of ensuring any product you have returned from customers requiring warranty repair or replacement, can be backed off against any 3rd party manufacturer's provided warranty.

Other key functionality in the service management area includes:

- Service contract management, pricing and accounting.
- Service billing.

- Equipment failure analysis.
- Condition based maintenance – allowing intelligent equipment to create alerts and logs directly on the service system.

Summary

In summary JD Edwards E1 CRM provides feature rich functionality to companies that require an embedded customer relationship management solution. Before embarking on an E1 CRM implementation, it is recommended that time be invested in planning the implementation ***as well as*** ensuring a ***good understanding of the product's features*** so that the project approach can be clearly defined. Consider either performing your own CRM assessment or engaging a 3rd party (who can provide an unbiased view or your current CRM processes). Once you have assessed your current state, we recommend limiting the initial project scope to enabling immediate business benefit, with the remaining functionality planned for implementation in later project phases.

Finally ensure you can demonstrate the benefits of the solution to the business before commencing the implementation and do your utmost to achieve their buy-in. Pre-implementation CRM system overviews / training may be a low-cost way to achieve this. Having your CRM users open to, ready and accepting of the implementation process given the change that it will bring, will be a big leap toward ensuring a successful CRM implementation project.

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