The Customer View on Oracle Sales Cloud

Early Adopter Experience Demonstrates Growing Traction in Oracle's Customer Base

By R "Ray" Wang
Founder and Principal Analyst

Contributors: Holger Mueller and Andy Mulholland
Copy Editor: Maria Shao

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Table of Contents

Purpose and Intent

Many potential customers and partners of Oracle Sales Cloud would like to understand from third parties if the claims Oracle makes about the product are accurate. Conducting extensive research, including interviewing customers, systems integrators, and others with firsthand experience of the application, has allowed Constellation to provide an objective view through three customer case studies.

This report offers insights into four of Constellation's primary business research themes, the Next-Generation Customer Experience, Technology Optimization and Innovation, Digital Marketing Transformation and the Future of Work.

Executive Summary

Oracle Sales Cloud presents the market with a paradox, being both a new product and a mature product at the same time. In fact, Oracle Sales Cloud supports many advanced business processes. At its most basic level, Oracle Sales Cloud is a sales automation tool with established capabilities such as helping sales representatives keep track of contacts, accounts, and opportunities, and helping their managers make forecasts and manage territories. While it has unusually deep functionality for a new product with features such as integration and territory management, it is also subject to the same rules of software development as any new product.

To resolve this paradox, Constellation interviewed customers, developers, systems integrators, end users, and product managers at Oracle itself. Constellation reviewed demos, attended trade events, and asked Oracle for detailed product information. Oracle's early internal deployment provided a drink-your-own-champagne experience in improving the product. Extensive conversations with customers, systems integrators, and competitors lead Constellation to seriously recommend Oracle Sales Cloud on short lists for existing customers and select prospects.

Lessons Learned from Past CRM Have Oracle Focused on Six Differentiating Features

1. User-Centric Design Thinking at the Heart of Oracle Sales Cloud

Oracle has put special emphasis on user adoption in the design of Oracle Sales Cloud. As many experts know, early users of Customer Relationship Management (CRM) systems experienced low adoption by sales users in the field. Cloogy user experience, systems designed for managers rather than sales professionals, and cumbersome reporting and analytics led to user frustration and abandonment. In fact, the number one reason for the failure of salesforce automation (SFA) deployments remains the lack of adoption by field sales users who see little to no value in entering data that does not help them win business.

As the owner of many of the most successful first-generation CRM products, Oracle kept the user adoption requirement in mind when designing the user interface for Oracle Sales Cloud. Oracle deliberately chose to consumerize the application interface and design a contemporary look and feel (see Figure 1). Oracle Sales Cloud went through significant usability testing and a design thinking approach. Where possible, the system automates as much of the data entry as possible.

Oracle delivered native interfaces for tablets and smartphones so they behave more like the other apps on those devices and not like a ported HTML5 desktop version of Oracle Sales Cloud. Better design and the ability to work hand-in-hand with mobility support are likely to overcome the perennial problem of user adoption. Many Oracle Sales Cloud customers commented on improved user adoption compared to their existing SFA (see Figure 2).

Figure 1. Oracle Sales Cloud Home Page Takes a Consumer Feel

Figure 2. Account Page Provides Enterprise-Class Requirements and Consumer-Grade Experiences


2. Mobile-First Is More than a Mantra in Usage

Field service organizations expect a mobile-first approach. Oracle took these design elements into account. Customers often identify mobile access as a significant factor in user adoption. Information for the sales representative, such as accounts, contacts, calendar, tasks, opportunities, leads, notes, and interactions can now be seen on a number of different consumer mobile devices (see Figure 3). This data can be filtered as well and searches can be saved for future use.

Forecasts can also be submitted or adjusted from a mobile device. Multiple dashboard views are supported with graphics, including the sales funnel, graphs and tables. A user can drill down on all these views from the mobile device. Emails and calls can be automatically logged as they take place.

Oracle's support for the disconnected mode is significant. Access to the Internet is also not required to use the mobile device since Oracle Sales Cloud supports offline, although only in read-only mode.

Oracle provides both a native version in Android as well as in Apple iPhone and iPad. While many customers have not taken full advantage of the Bring-Your-Own-Device (BYOD) to work capabilities of the product yet and tend to limit mobile access to one device or in some cases two devices, Constellation believes customers and prospects should explore these capabilities. Prospects can take advantage of free
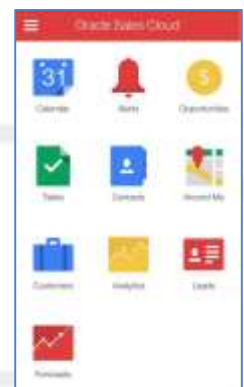
Android versions of Oracle Sales Cloud Mobile app from Google Play and free iPhone and iPad versions from the Apple App Store.

Figure 3. Oracle Provides Native Deployments for Android and iOS

## 3. Analytics Promote Executive Sponsorship and Sales Team Effectiveness

Native analytics is a key differentiator for Oracle Sales Cloud. Built into Oracle Sales Cloud architecture from the ground up, data analysis can be drawn from a much deeper pool of information (see Figure 4). Assuming the rest of the implementation is in Fusion, data can also be collected across the organization including finance, manufacturing, and distribution.

Best practices identified from previous generations of CRM packages are included in the product as is data visualization. Waterfall charts, embedded reports and pivot table views are all incorporated within the base product. Reports, dashboards, and visual analysis of up to 13 months historical trending on opportunities and forecasts is also available. Oracle Sales Cloud also offers in-context analytics based on roles for sales executives, sales managers and sales representatives. The system also can generate recommendations and offers based on an analysis of product, customer, industry and geographical data.

Although we did not find any customers using the recommendation feature, the customers we talked with were universally able to improve forecast accuracy and build executive management support for the project based on the prebuilt reports in the system.

Figure 4. Sales Forecast Page Provides Rich Information Upfront
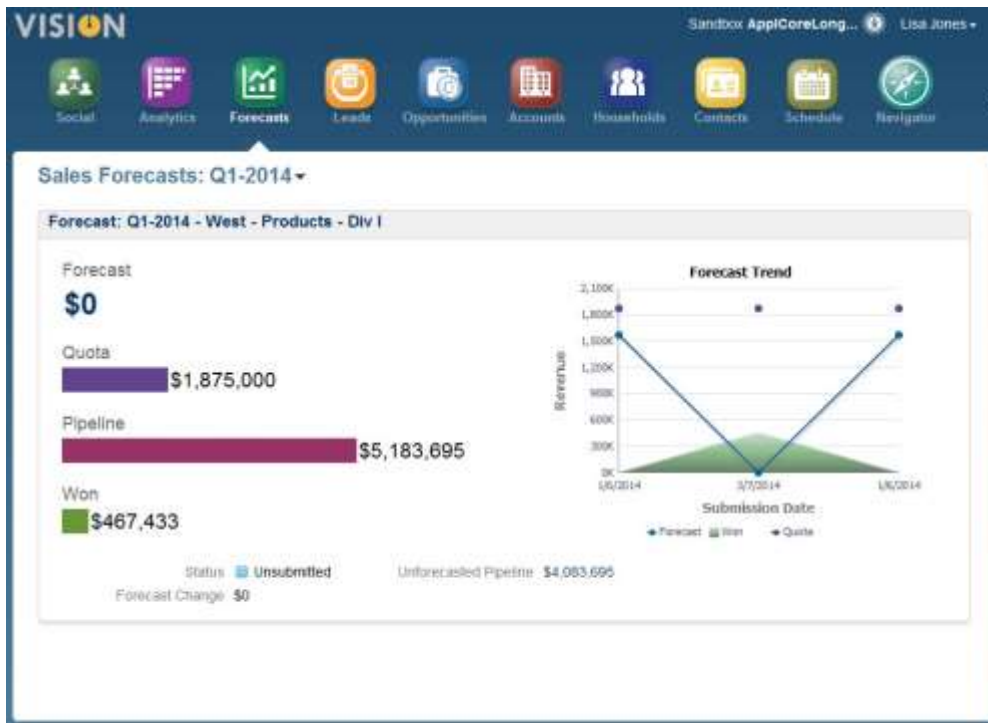
4. Social Collaboration Embedded at the Process Level Improves Not Only Communications but Collaboration

Unlike many salesforce automation tools, social networking is native through the Oracle Social tool and not a bolt-on to Oracle Sales Cloud. Business objects can be shared as social objects. Data from different social media sites can be turned into structured data and managed with walls and found in searches. Conversations, documents, and other social media output is included with contacts, accounts, and opportunities, making collaboration easier.

Oracle Sales Cloud includes filters so conversations can be focused. Oracle currently does not throttle the amount of data the Sales Cloud can store. Customer information can move between sales and marketing and between social media sites such as Facebook, Twitter, Google+ and LinkedIn and sales transactions can occur much more quickly than it does today.

While many customers in specialty chemicals, manufacturing, systems integration, and transaction processing have not taken advantage of these features, social collaboration is a key feature in modern sales clouds. A recent Constellation survey of next-generation CIOs shows that social is one of the top five capabilities expected in modern applications.

5. Territory Management Remains a Hidden Treasure for Enterprise-Class Businesses

Territory management is a unique differentiator that supports complex tasks such as splitting territories, rolling up forecasts, and making forecasts by territory. The Fusion data schema supports one-to-many relationships between contacts and accounts. It also supports account-to-account relationships and contact-to-contact relationships. As a result, Oracle Sales Cloud supports more complex account management concepts such as "household" or "family unit" that require an aggregated view of multiple contacts, which is very valuable to some businesses, particularly large organizations that sell directly to consumers.

Oracle Sales Cloud allows complex territory structures to be modeled, including direct and indirect sales territory overlays, co-prime reps and co-prime organizations. The modeling identifies gaps and overlaps in territories. Once finished, Oracle Sales Cloud feeds the territory design into a quota management system. Sales representatives should then be able to see exactly how their quota was calculated. As expected, calculating commission is the first task most sales representatives will do at work - to the exclusion of all other tasks, including selling!

Most customers used the straightforward territory and account plans, but did not make use of these advanced territory management features. One large multinational customer with direct and indirect channels did cite the territory management features as an important reason it selected Oracle Sales Cloud.

6. Integration Closes the Deal, Especially When Involving Microsoft Outlook

Sharing the common Fusion foundation, Oracle Sales Cloud has some integration capabilities uncommon for a new product. Oracle provides prebuilt integrations to the Oracle e-Business Suite and JDE Enterprise. Oracle also provides a robust integration with Microsoft Outlook. Oracle Sales Cloud data can be edited within Outlook to create, view and edit CRM data and custom tabs are configurable to access data without taking up real estate on the screen. One tool can be used to customize objects and fields for the Outlook, Web, and mobile deployments. With a few exceptions, the customers we spoke with were either existing JDE or Oracle E-Business customers and, for them, integration was perhaps the most important factor in choosing Oracle Sales Cloud. One customer also cited Outlook integration as being a key factor in its decision to use the product.

Case Studies Highlight Emerging Momentum among Oracle Customers and Prospects

Global Consulting Firm Integrates Acquisitions with New Deployment and Achieves Significant Sales Efficiencies

As a global business and IT management consulting company, this firm is uniquely positioned with the agility and client-focused approach of a boutique firm and with the stability and innovation that comes from a rich company heritage. The firm's client base includes 35 percent of the Fortune 100 and 25 percent of the Global 100, along with many mid-market leaders. With offices in North America, Europe, the Middle East and Asia, the company employs between 5,000 and 10,000 professionals in 13 countries with delivery centers in India and China to offer global scale. The company has grown organically and through a series of early strategic acquisitions.

Successful integration of people, process, data and applications across the global company is critical to the firm's short-term operations and long-term growth. With each sizable acquisition, the firm naturally inherits numerous legacy applications which put strain on the support teams as well as sales and marketing teams. A recent acquisition in 2013 had the firm take steps to ensure the architecture and infrastructure approach would alleviate immediate tension. The firm then issued a formal selection process to select and consolidate business processes, requirements and legacy data into a new, single enterprise-grade application to be leveraged to an initial 500 users globally.

The firm runs its business on the Oracle E-Business Suite R12 financials. The selection team carefully evaluated Microsoft Dynamics CRM, which was still being used internally by the Americas practices, a second Microsoft Dynamics CRM instance used in Europe, the Middle East and Africa, and an instance of Sugar CRM being used by the Asia Pacific regional office. One acquisition added Salesforce.com to the enterprise applications mix and was also included in the selection process. As an Oracle Diamond Level Partner, the firm elected to launch a pilot using its U.S. Oracle sales and marketing users. The implementation team, which included customer experience delivery experts both onshore and offshore, was led by a seasoned Oracle Sales Cloud practice lead. In her five years at the firm, the seasoned practice lead had implemented other customer experience applications, including Siebel and Oracle CRM On Demand, in consumer products, food and beverage, manufacturing and distribution, media and entertainment, oil and gas and the public sector. Prior to joining the firm, this person had also worked for other leading consumer brands to develop customer-facing business strategies.

The initial pilot at the firm was performed on a Release 5 environment of Oracle Sales Cloud, which led to a redeployment in a Release 7 environment to address some shortcomings. The team needed to complete business critical Web services and interface development first. The result - practice leads attribute a 91 percent reduction in time to deploy on Release 7 (versus Release 5) to improvements in the product release, system integrator (SI) experience with full end-to-end deployment, and careful documentation by the team throughout both the first and second deployments.

Documentation and management of the firm's success metrics are performed exclusively within the application itself instead of through manual processes. The new implementation resulted in significant business impact. In this last fiscal year, the firm's sales and marketing team achieved 97 percent accuracy in its sales pipeline forecast compared to actuals. In addition to 100 percent user adoption, pilot participants achieved 60 percent improvement in weekly productivity among sales vice presidents in conducting pipeline analysis. In fact, the Sales Cloud provides this analysis in real time rather than the 15 minutes a week it once took each vice president. Similarly, the leadership team is able to find information quickly and trusts the data in Oracle Sales Cloud, preparing Oracle executives well when walking into a prospect introduction or client meeting. In addition, deployment to Simplified UI, mobility and Outlook integration are game changers for the business when Oracle's end users have very different needs and sales habits.

The firm has recently kicked off the next phase of its integrated vision. Up first is shifting the most recent acquisition's CRM deployment from SalesForce.com to Oracle Sales Cloud. The second phase will occur in parallel, handled by a dedicated team responsible for retiring and migrating the legacy Americas teams who are still using Microsoft Dynamics CRM. Migration from Marketo to Oracle Marketing Cloud (Eloqua) will also occur. The final transition application will be moving Asia Pacific teams off Sugar CRM to Oracle Sales and Marketing Cloud.

In the future, the firm would like to see more Oracle products integrated into Oracle Sales Cloud. It would also like to provide partners an inclusive instance of the Oracle Fusion platform that can showcase Sales Cloud integrated with other hosted apps such as Oracle Marketing Cloud (formerly Eloqua), Oracle Service Cloud (formerly RightNow) and Oracle CPQ Cloud (formerly Big Machines). The firm continues to invest in its own Oracle infrastructure as it runs business on Oracle E-Business Suite R12, Hyperion, OBIEE, Taleo, Fusion HCM and now Sales and Marketing Cloud.

Firearms Maker Sako Achieves Improved Internationalization and Compliance

Sako is a Finnish firearms manufacturer. Founded 95 years ago to repair and recondition weapons for the Finnish Civil Guard, Sako produces rifles that are known for their high quality and accuracy. In addition to hunting and competition rifles, Sako products are used by police and military snipers around the world. Today, more than 95 percent of the company's products are exported. After being owned by various public and private Finnish entities, Sako was purchased in 1999 by the Italian arms company Beretta, the oldest gun manufacturer in the world.

The volume of export and government business cause the company a number of information problems. Sako does business in over 50 countries, each with a very different ways of procurement and different rules and regulations around weapons importation. Complicating the problem, Sako's contracts with military organizations tended to have very specific requirements and often last for years. In the past, contract details were not captured consistently and sometimes specifications were lost due to employee turnover.

To close this gap and provide better caliber service, Sako chose Oracle Sales Cloud. Given that the company uses Oracle JD Edwards for its ERP system and Oracle Business Intelligence for its analytic software the choice seemed natural to the project sponsor Johanna Häkkinen, who is Sako's customer service manager. She also favored a cloud application because of the ease of implementation. As a small organization without too many IT resources, Sako wanted to implement the software with as little effort as possible. That was made possible by Oracle partner CSolutor, a systems integrator. CSolutor configured and integrated Oracle Sales Cloud in just a few weeks to ensure a fast time to value. In addition to integration and cloud support, mobile application on iPads was a key factor in Sako's decision to use Oracle Sales Cloud.

The company has now documented all the customer requirements in Oracle Sales Cloud system. It was also able to adapt the system for other purposes such as tracking shipments. Häkkinen also reports the Outlook integration has helped information flow because it gives everyone in the organization access to emails sent by one person. Oracle Social Network, which is the social collaboration tool that is embedded into Oracle Sales Cloud, as well as the easy-to-use user interface have also contributed to the fast user adoption of the new CRM system. In the future, Häkkinen is looking at integrating Oracle BI analytics directly into Oracle Sales Cloud.

Dorf Ketal Chemicals Expands from E-Business Suite ERP with Oracle Sales Cloud

One of the earliest adopters of Oracle Sales Cloud was Dorf Ketal Chemicals, which is based in a suburb of Mumbai, India. In a relatively brief span of 15 years, Dorf Ketal has emerged as the largest Indian manufacturer of specialty chemicals used in refineries, petrochemical plants, and plastics manufacturers. The company has become a significant supplier of these products to the petrochemical industry in the Middle East, Africa, North and South America as well as the Asia Pacific.

Research, innovation, and quality are important in the Dorf Ketal culture. The company routinely invests 10 percent of its gross revenues into research. This investment has resulted in a number of new technologies, manufacturing improvements and patents.

The fact that the company has branch offices in Brazil, the Netherlands, Bahrain, China, Singapore and the U.S. as well as a network of sales and service engineers located globally strongly disposed it toward a cloud solution. Since the company also uses Oracle's E Business Suite for its ERP system, Oracle Sales Cloud seemed a logical choice, although the company did evaluate a number of other solutions, including Salesforce.com. As an early adopter of Oracle Sales Cloud, Dorf Ketal started on Version 5 and has currently rolled the system out to about 80 sales engineers worldwide.

Viswanathan K. Seshadri, the vice president of information technology, reports that Version 7 of Oracle Sales Cloud is stable, although he looks forward to upgrading to Version 8 and its more advanced analytic capabilities once that version has proven itself with other customers. Seshadri also reports that Oracle has been a very responsive partner, giving him access all the way up to engineering to resolve problems.

Based on his experience, Seshadri is a strong proponent of Oracle Sales Cloud within Dorf Ketal and has recommended it to peers in similar businesses.

Recommendations

Based on Constellation's initial research, conversations with early adopters, and product demos, the release of Version 8 finally makes Oracle Sales Cloud ready for mainstream adoption. While there is a lag in market perception of the product, major improvements and customer references validate that it is ready for prime time usage. Early reports for Version 9 indicate a continual progression of improvements.

While the on-premise version of the product could be difficult to install and sometimes has had performance problems, the cloud versions appear to be relatively easy to deploy. At this point, Constellation recommends that end user clients implement the cloud versions and not the on-premise version, where feasible.

Based on best practices, the following recommendations are made to prospects and existing customers:

1. **Understand how people use the CRM system.** Examine the utilization of your existing CRM system by end users, particularly field sales organizations. Is the system popular? Are there many power users? If the system is not very well used, the time might be ripe to consider an alternative.

2. **Try the mobile app before buying.** Download the Android version of Oracle Sales Cloud Mobile app from Google Play or the iPhone and iPad version from the Apple App Store. Ask a sales representative in your company how the apps compare with what is being used in your company today.

3. **Design for mobile first.** Mobile is a key gateway for not only user adoption, but sales empowerment. Apps should work in disconnected mode. Usage should be more than just mobile enablement. Expect responsive design to play a key role in usability and adoption.

4. **Ensure consumer-grade user experiences.** Training cost reduction, higher productivity and greater sales satisfaction can be linked back to user experience. Enterprise apps should take design cues from consumer-grade applications for front line users. Power users may require a different user experience, but keep in mind that simplicity is key to success.

5. **Customize sparingly but smartly.** If you need more advanced customization work, determine the availability of Java programmers within your organization and in your area. Many universities offer Java programming courses and may be fertile ground for training and recruitment.

6. **Enable social collaboration at the process level.** Collaboration tools must be enabled at the business process level in order to avoid moving in and out of systems and losing context. Too many SFA tools have bolted-on social capabilities that don't allow for sharing of content and retention of security policies.

7. **Move beyond reporting and invest in analytics.** Most cloud SFA systems have decent reporting but poor analytics. An analytics core is key to long-term success. Sales leaders and sales professionals would like to ask questions, identify insights and determine what the next best actions should be. Static reports are not enough for success in a digital world.

8. **Improve master data management efforts.** The proliferation of data and data types creates havoc on internal sales tools. The ability to master data, remove dedupes, enforce governance and preserve lineage in data requires strong master data management capabilities. Master data management is a long-term investment with continual payback.

Appendix

Selected Oracle Sales Cloud Partners

Accenture	Fujitsu
Bearing Point	Hitachi Consulting
Capgemini	Infosys
CRM IT	KPMG
CSC	PwC
Csolutor	Serene Corporation
Deloitte	Wipro

Analyst Bio: R "Ray" Wang

Enterprise Strategist and Disruptive Technologies Expert

R "Ray" Wang is Founder, Chairman, and Principal Analyst of Constellation Research, Inc. and the author of the popular enterprise software blog, "A Software Insider's Point of View." He previously was a founding partner and research analyst for enterprise strategy at Altimeter Group.

With viewership in the millions of page views a year, his blog provides insight into how disruptive technologies and new business models affect the enterprise. A background in emerging business and technology trends, enterprise apps strategy, technology selection, and contract negotiations enables Ray to provide clients and readers with the bridge between business leadership and technology adoption.

Expertise

Buyers seek Ray's research in disruptive technologies and their impact on business processes, business models and organizational design. Business topics focus on harnessing innovation, creating next-generation business and IT leadership and applying the new rules of business. Technology topics include Social, Mobile, Cloud, Big Data, Next- Gen ERP and apps, business analytics, business process transformation, Project-Based Solutions, Order Management, Master Data Management and middleware technologies.

For technology sellers, Ray provides strategic guidance in go-to-market strategies, reviews and designs software licensing, pricing, support and maintenance policies, delivers competitive assessments, evaluates software partner ecosystems and researches business processes such as the perfect order and customer experience for the enterprise and SMB markets.

Media Influence

Ray blogs at The Wall Street Journal's CIO Journal and for Harvard Business Review. News organizations such as The Wall Street Journal, Bloomberg, Business Week, Fortune, The Associated Press, CIO Magazine, Information Week, ComputerWorld, Financial Times, eWeek, CRM Magazine, IDG News, ZDNet, TechTarget and Tech Crunch frequently seek his point of view. Ray is an energetic and passionate keynote speaker and has also been featured on major TV news outlets such as CNBC.

Industry Recognition

In 2008, 2009 and 2012, Ray was recognized by the prestigious Institute of Industry Analyst Relations (IIAR) as the Analyst of the Year, and in 2009, he was recognized as one of the most important analysts for Enterprise, SMB, and Software. In 2009, A Software Insider's POV was listed in the top 20 of Jonny Bentwood's Technobabble 2.0 Top Industry Analyst Blogs. In 2010, Ray was listed as one of the Top 5 Analyst Tweeters in Edelman's TweetLevel Index, recorded as part of the ARInsights Power 100 List Of Industry Analysts, and named one of the top Influential Leaders in the CRM Magazine 2010 Market Awards.

Education

Ray graduated from the Johns Hopkins University with a B.A. in natural sciences and public health. His graduate training includes a master's degree from the Johns Hopkins University in health policy and management, and health finance and management. He is also certified in SAP FI/CO modules, facilitation techniques and program management office.

Ray currently serves on the Board of Advisors for the [University of Toronto's Rotman School of Management's Centre for CRM Excellence](#).

Ray can be reached at R@ConstellationR.com.

About Constellation Research

Constellation Research is a research and advisory firm that helps organizations navigate the challenges of digital disruption through business models transformation and the judicious application of disruptive technologies. This renowned group of experienced analysts, led by R "Ray" Wang, focuses on business-themed research, including Digital Marketing Transformation; Future of Work; Next-Generation Customer Experience; Data to Decisions; Matrix Commerce; Technology Optimization and Innovation; and Consumerization of IT and the New C-Suite.

Unlike the legacy analyst firms, Constellation Research is disrupting how research is accessed, what topics are covered and how clients can partner with a research firm to achieve success. Over 225 clients have joined from an ecosystem of buyers, partners, solution providers, C-suite, boards of directors and vendor clients. Our mission is to identify, validate and share insights with our clients. Most of our clients share a common trait - the passion for learning, innovating and delivering impactful results.

Organizational Highlights

- Founded and headquartered in the San Francisco Bay Area, United States, in 2010.
- Named Institute of Industry Analyst Relations (IIAR) New Analyst Firm of the Year in 2011.
- Serving over 225 buy-side and sell-side clients around the globe.
- Experienced research team with an average of 21 years of practitioner, management and industry experience.
- Creators of the Constellation Supernova Awards – the industry's first and largest recognition of innovators, pioneers and teams who apply emerging and disruptive technology to drive business value.
- Organizers of the Constellation Connected Enterprise – an innovation summit and best practices knowledge-sharing retreat for business leaders.
- Founders of Constellation Academy, experiential workshops in applying disruptive technology to disruptive business models.

Website: www.ConstellationR.com   **Twitter:** @ConstellationRG
Contact: info@ConstellationR.com   **Sales:** sales@ConstellationR.com

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