Learn from the Mavericks.

Avoid CRM regrets.
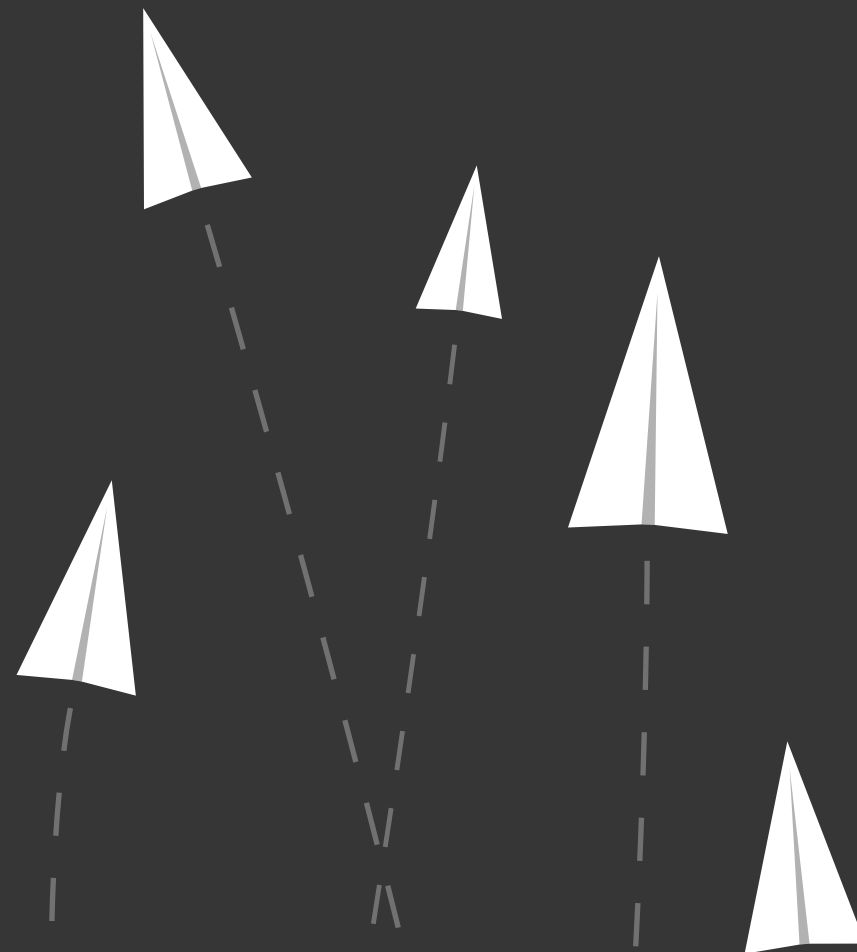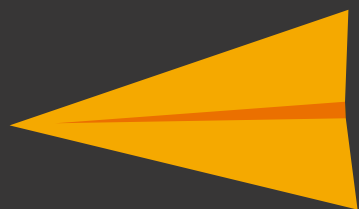
Be the change.

Competition is increasing, the pace of change is getting faster and digital technology is disrupting everything. We hear about these challenges ad nauseam. But a certain type of leader – the Maverick – sees these challenges as opportunities and is making some key decisions today that will set their organisation up for success in a fast-moving future.

CRM has a prominent place on the table as a business transformation tool. It's exciting to focus on all the benefits and opportunities that lie ahead for your CRM-enabled organisation, but before you do this, there's one critical early decision that will dictate whether your solution supports all your future ideas, or ends up being fraught with hidden costs and limitations:

Will you choose locked–down proprietary CRM or flexible, agile CRM?

It's one of the first decisions you need to make, and one that too many businesses allow 'the herd' to make for them.
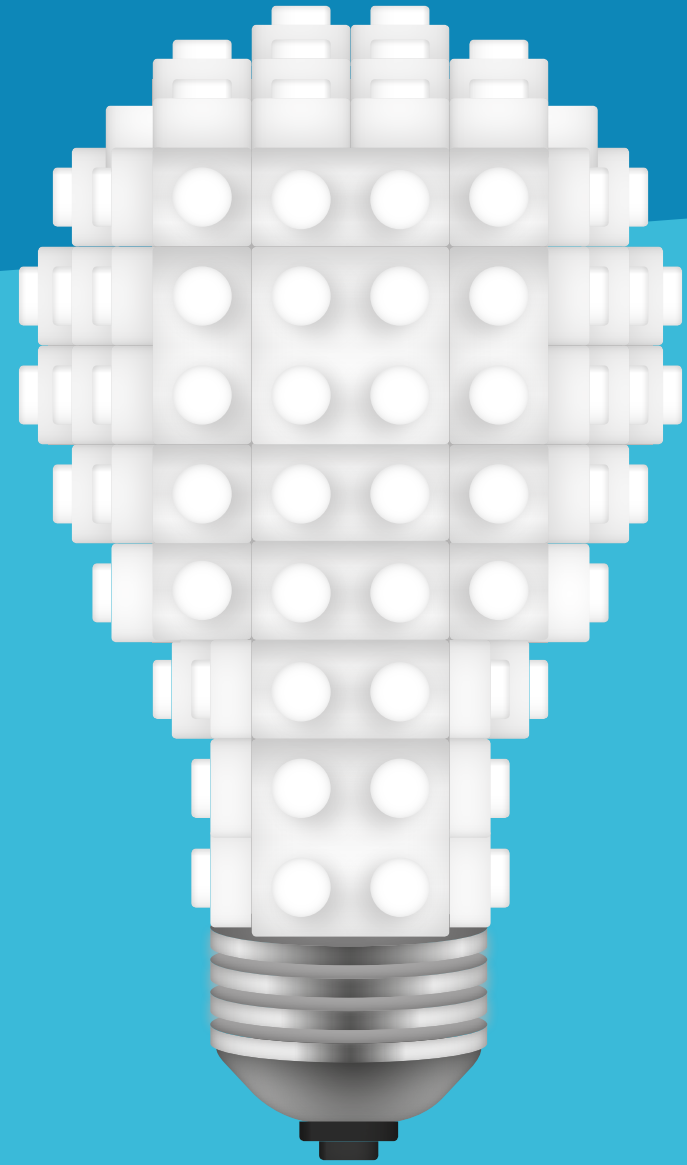
We don't just build for today.

Transformation isn't a destination; things will always change. Mavericks know it's not good enough to simply adapt to today's needs – because at today's pace this quickly turns into looking backwards at yesterday.

Some of the most popular technology solutions really get you to focus on what you want to achieve today and look at the costs and benefits of what will be status quo. Why do they draw your attention away from how you might want to change things as your organisation and marketplace evolve? Usually it's because change with these solutions tends to be expensive and slow.

But change is the one thing we must prepare for! So Mavericks take a different approach. We're building agility into the organisation so it can keep changing into the future. We're embedding a culture of innovation across the organisation at all levels, and supporting it with processes and technologies that evolve with customer demands and business strategies.

This kind of open thinking is critical – it's acknowledging that we must be ready for challenges and opportunities yet to come, and be open to seeing problems we don't even know we have yet.

We don't compromise for technology; it takes shape around us.

Cloud technology brings with it the promise of improved speed and security, better reliability and reduced capital investment. But not all clouds are created equal.

Mavericks know that some cloud software vendors make compromises that aren't immediately obvious. We know these will stand in the way of our business goals.

We don't sign contracts that let others hold us back

A multi-tenant CRM solution can offer a good cost-benefit because vendors achieve economies of scale by sharing applications across their customers. We might not notice a problem when we first launch our CRM solution, but as we gain momentum we'll likely find we're frustrated by shared rules and limitations. We'll need to compromise for the term of our contract and face significant upheaval and cost to free ourselves.

On the other hand, choosing single-tenant architecture from the start means we have exclusive use of our technology, so we have the flexibility to think outside the box, to experiment and evolve our CRM to suit and differentiate our organisations.

We choose where our data is located

"The Cloud" is a way of saying "someone else is looking after our systems." But our valuable customer data doesn't live in some metaphor in the sky; it resides on a server in someone else's data centre. While for some organisations the location of a data centre isn't important, for some it is critical. It can affect performance, privacy and regulatory governance because data is subject to the laws and resources of its physical location.

This sort of risk management is a fundamental part of running any organisation. We don't know what the future will bring, and our CRM solution should let us work in the cloud while its appropriate, and if circumstances change it should allow us to move to our systems to another location in another country, or back into our own data centre if we need to, without cost or penalty.

We set our own pace.

The pace of innovation is fast, but shouldn't be out of control. We need to find the ideal speed of change that outpaces our competitors without leaving our employees behind. Pace varies from one organisation to another, and it has to be our decision what the right pace is for our organisations.

We know that the regular incremental updates to cloud software are a valuable way of staying up to date. But we also know that some cloud vendors force all their customers to upgrade at the same time. This can be simply inconvenient, but at worst it can derail our carefully-planned change management efforts and force unnecessary change when we have more important priorities. Constantly needing to learn new things – particularly if they don't seem necessary – can be demotivating for our users and slow down our rate of innovation.

Mavericks know that we should have control over when and how often our CRM gets upgraded, and when new features are added. We want to plan our own release schedule, so we can effectively manage change and bring employees along on the journey.

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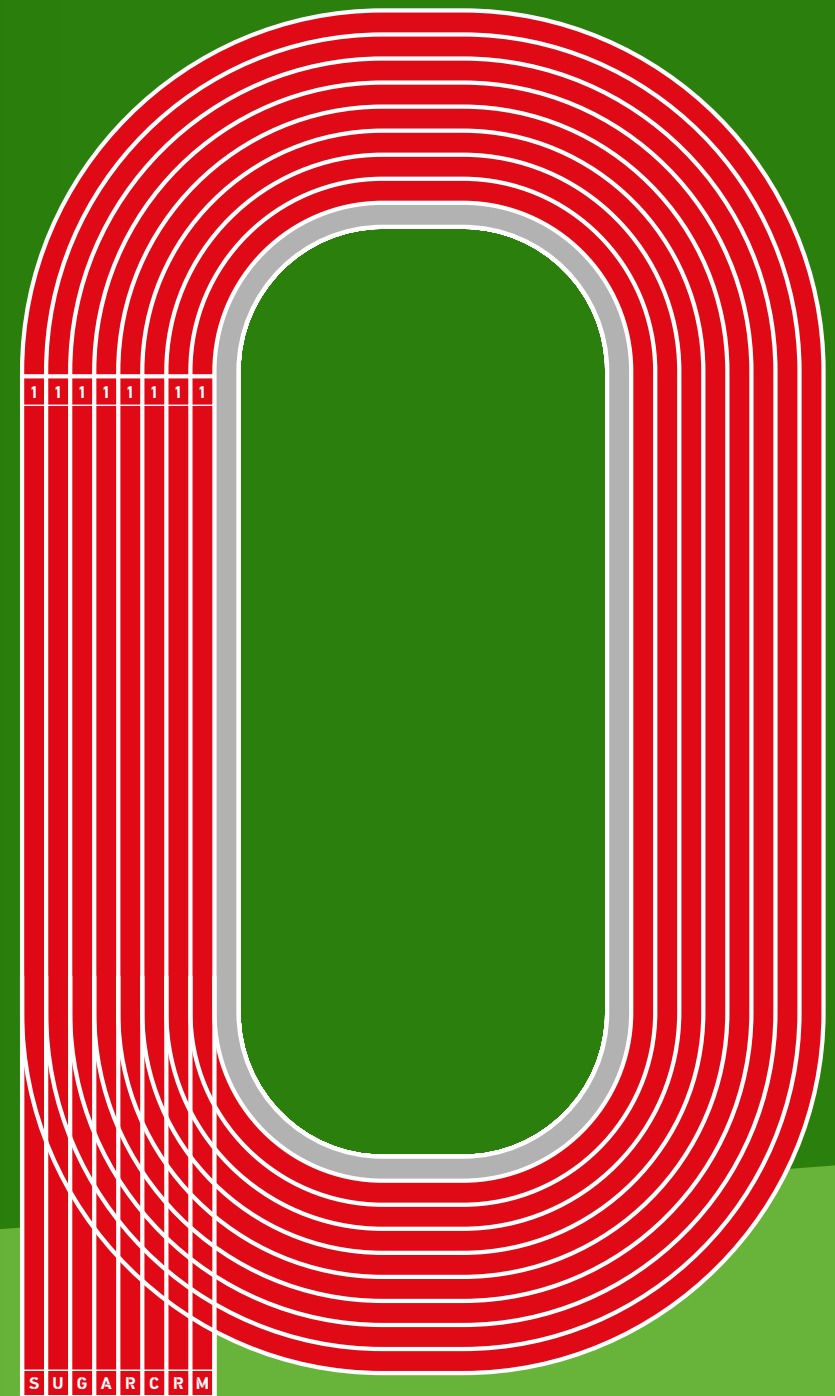
We value uniqueness.

We know that many mainstream software providers make one-size-fits-all products, but we also know that this kind of compromise can have hidden costs.

As Mavericks we know that our organisations and the experiences we want to provide our customers are unique, and we need technology that will adapt to support our goals – certainly not the other way around.

We customise our data model to include customer attributes important to us

To differentiate us from our competitors, we need to nurture a unique relationship with our customers. We need tools that let us capture and describe our customers' unique qualities and then allow us to act on that insight to provide the best customer experience. CRM solutions that prevent us from doing this – through lack of functionality or prohibitive cost – are a no-go.

We need easy integration with other information sources

We need our CRM to drive customer-centricity in new ways, breaking down silos and pulling customer data together from across the organisation and beyond. To do this we need our technology to integrate freely and easily. We know that CRM solutions that charge for every API call, or don't have an API at all, will be a barrier to our approach.

Our agility depends on self-questioning.

Anyone who thinks they have all the answers is probably a genius, or deluded, or perhaps both.

As Mavericks we know we don't have all the answers, and that the future will present new and complex problems. We know we'll get some things right and some wrong – even though we won't always admit it! But the way we address this is to move fast, experiment, expand on what works and quickly fix what doesn't.

This agility is more important than perfection, because what is perfect today is guaranteed to be imperfect tomorrow. **Maverick CRM needs to embrace and enable change all the time without hidden cost or disappointment.**

The most important thing is that we are able to start being analytical and stop being intuitive... often the data shows us information that surprises us and challenges our thinking.

Jaime Morillo
Chief Customer Officer, Marathon Sports

We don't want to be penalised for our success.

Most cloud software vendors advertise their easy, cost effective, per-user subscription fees. But few draw attention to the hidden fees associated with using the interfaces, accessing advanced features or storing data.

As Mavericks we know we'll be successful with our CRM programs, that our CRM will be a backbone for the organisation's strategy, and that it'll be heavily used by all employees. It's critical that we understand and control the costs of our ongoing transformation. We know that there are often hidden fees in software agreements, so we demand cost clarity both for now and for what may come. And we won't choose a product that will penalise us for our success later on.

We know our own people are a key challenge.

Change management and user adoption are significant challenges when it comes to implementing CRM. Quite simply if people don't use CRM, it will fail.

Mavericks know that bringing employees along on the CRM journey, and winning their support for change initiatives, is critical. We need software that is easy to use and inspires our people to work together to shape the overall customer experience.

We choose flexible CRM that gives us enough control to build it around our users; we stay away from rigid solutions that expect our people to march to their tunes.

> People will respond better to change if they can see what benefit it will bring to them personally.
>
> **Jacquie Riddell**
> Director of Public Engagement,
> The Art Gallery of NSW

> We need to wrap our processes around CRM but also be able to shape it, and Sugar gives us this flexibility.
>
> **Dave Canham**
> Vice President of Sales Excellence,
> Orion Health

We choose the open, agile solution.

SugarCRM is the choice for Mavericks. It's the enabler for sophisticated, customer-centric CRM and it's designed for what proprietary solutions shy away from: change.

Sugar is built on open standards, a common programming language, an extensible platform, flexible hosting options and single-tenant architecture. It lets Mavericks quickly deploy, modify, improve, test and extend CRM to respond to changing conditions, build stronger relationships and always deliver exceptional customer experiences.

We customise and extend at our own pace

Sugar is designed to be shaped, upgraded and extended at our own pace, by our own people, to suit our organisation's needs. The Sugar Studio allows our teams to easily change and improve the way we capture and present data. We don't need to incur the cost and time of engaging expensive external contractors every time we need a change.

We use open integration standards and common programming language

Sugar's extension framework and interfaces are written in JavaScript and PHP which are two of the most common programming languages in the world. If we don't already have these skills in our IT team, we certainly aren't limited by scarce and expensive resources using the proprietary languages of other CRM products.

We demand clear costs that don't penalise success

Mavericks choose Sugar because it allows the flexibility to create any number of custom applications, mobile apps and data integrations with no limits or fees on the API.

We design CRM for the people using it

Although it can be powered by a highly complex landscape of integrated systems and data, the Sugar user interface hides complexity and instead presents insights, wants and needs specific to a customer and their journey. This means our people only see what's relevant to them.

Sugar's "Intelligence Panel" is a feature that helps our users manage and prioritise the ever-increasing volume of customer data. Sugar uses graphics, charts, colours and other visual aids help make information useful.

Mavericks choose Sugar because it can be easily shaped to fit around the organisation and its customers, and very importantly its users – which means adoption, which means success.

You are the Gamechanger.

SugarCRM's market-leading Customer Relationship Management (CRM) platform is an indispensable tool for every individual who engages with customers.

From sellers, marketers and customer support agents, to receptionists and executives, Sugar provides enhanced intelligence around every user, helping employees make better decisions and create extraordinary customer relationships.

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