Mobile Driven Sales Enablement
Case: Showpad

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ABSTRACT

Tampere University of Applied Sciences
Degree Programme in International Business

KURIKKA, ROOSA:
Mobile Driven Sales Enablement. Case: Showpad

Bachelor's thesis 32 pages, appendices 6 pages
November 2015

The thesis was commissioned by Johnson & Johnson, Ethicon Nordics in order to examine whether Showpad mobile application should be launched for the sales and marketing teams. The necessity of the application needed to be studied before making a decision about the launch. The application was structured and tested among a limited test group in order to evaluate the advantages.

The purpose of the thesis was to study whether the application brought added value to the sales and marketing teams' working methods. The thesis was executed as a quantitative research collecting the data through primary research. The application was tested among a test group consisting of Ethicon sales representatives. The data for the survey was collected through a questionnaire that was sent to the members of the test group. The survey was conducted to find out whether the sales representatives found the application useful for them and how they experienced the built structure and layout. As the application was planned to be mainly an addition to the sales personnel's working methods, the decision of launching the application was primarily based on their opinions and experiences.

The overall look was created in alignment with the Ethicon branding guidelines. The structure of the application was built based on the company's intranet, therefore all the 6 sales representatives testing the application found the structure clear. The content was found more easily accessible compared to previous, when it was only available in the intranet. Showpad increased the usage rate of the tablet among the test group and therefore improved the utilization of the tablets. The application enabled the sales representatives to work more efficiently and improved the alignment between the marketing and sales teams.

On the grounds of the sales representatives experiencing the application to add value to their existing working methods and enabling them to work more efficiently, Ethicon decided to launch the application for the entire sales and marketing teams in the Nordic countries.

Key words: sales enablement, mobile application, value, operations management

CONTENTS

1 INTRODUCTION

1.1 Johnson & Johnson

The commissioner for the thesis is Johnson & Johnson and more specifically Ethicon, which is one of many subsidiary companies within the family of companies. In this thesis, when referred to Ethicon the meaning is Ethicon in the Nordic countries - Denmark, Finland, Norway and Sweden. Johnson & Johnson is an American multinational pharmaceutical, medical devices and consumer products manufacturer. The company was founded in 1886 and is one of the largest companies in the world (Fortune, 2015). Johnson & Johnson headquarters are located in New Brunswick, New Jersey, USA. The company has many subsidiary companies and has over 126 000 employees (jnj.com, 2015).

The company's pharmaceutical segment's major focus is on immunology, neuroscience, infectious diseases and oncology. Cardiovascular and metabolic diseases are also in the main focus group. The consumer segment includes a wide range of products that can further well-being and can be used for daily needs. As the other two segments, the medical devices segment also includes a wide range of products used in different areas of health care, such as in the orthopaedic, surgical care, specialty surgery and cardiovascular care. The products are distributed to wholesalers and retailers or directly to hospitals. Johnson & Johnson medical devices are primarily in the professional use by health care professionals (Johnson & Johnson Annual Report, 2014). Ethicon is Johnson & Johnson's subsidiary company focused on medical devices.

Medical devices landscape - as all the other segments of the company - is operating in highly competitive environment both locally and globally. Continuous competition is one key element driving companies towards innovation and to improve their products and operations. Ethicon management's interest in Showpad as a possible tool for empowering their sales and marketing operations stems from the objective of continuous improvement. Also, the rising digitalization has increased the company's interest in different digital solutions.

1.2 Showpad

Showpad is a mobile application for phones and tablets that can be used as a tool for sales and marketing. The application provides a solution for sales enablement and marketing and sales misalignment. With Showpad companies are able to create and structure their own content to meet their personnel's needs. Also, the look of the application can be modified to meet the company branding.

The application gives the sales representatives access to the needed material at anytime, anywhere with their mobile devices. The application provides them the opportunity to find the needed information fast and use it effectively. The application offers new more digitalized ways of working for every phase of a sales meeting process. Sales representatives are able to personalize and put together the relevant material for each meeting and easily follow up the sales engagement by emailing the chosen materials to the customer.

Showpad also enables the marketing team to constantly provide up-to-date material for the sales team on the field and notify them with push-up notifications about the changes made. The application also shows what material is used most by the sales team and which materials they share most frequently.

1.3 Purpose and Objectives

The purpose of the thesis to examine whether Showpad is a tool that should be launched for the whole Ethicon sales and marketing team in the Nordic countries. Showpad application is tested among some members of the sales and marketing team to see whether it would be a useful tool for the entire team to be using. The test period is conducted to examine whether the application brings any added value to the working methods of the sales representatives. Showpad is tested within a limited test group to avoid unnecessary costs and to assess its necessity and suitability for the sales and marketing team. The purpose is to test the application before launching it for the whole sales and marketing team and examine whether the application would have an effect on the sales enablement and sales and marketing alignment.

The main objective is to get familiar with the application and to point out why it should be launched for the whole team. The objective is to study the features of the application and put together the content in such way that could enable the sales and marketing teams to work even more efficiently. The objective is to create a suitable structure within the application with organized content that is easy to access. The structure will be built based on Ethicon's needs and preferences. With the created content, the test period will be executed to examine whether the application should be launched for the Ethicon sales and marketing team.

This thesis uses a quantitative research collecting data through primary research. The method used is a survey and the data is collected through a questionnaire that is be sent to the members of the test group. The survey will be conducted to find out whether the sales representatives find the application useful for them and how they experienced the structure and layout. As the application would mainly be an addition to the sales personnel's working methods, the decision of launching the application will primarily be based on their opinions.

The theoretical framework for the thesis is covered in chapter 2. The main focus is on the operations management process and factors driving companies to operational process development. Chapter 3 examines Showpad application and its features. The chapter also covers the process of planning and executing the test period, and explaines the research conducted. Chapter 4 introduces the results and anlaysis of the survey about the test period.

2   THEORETICAL FRAMEWORK
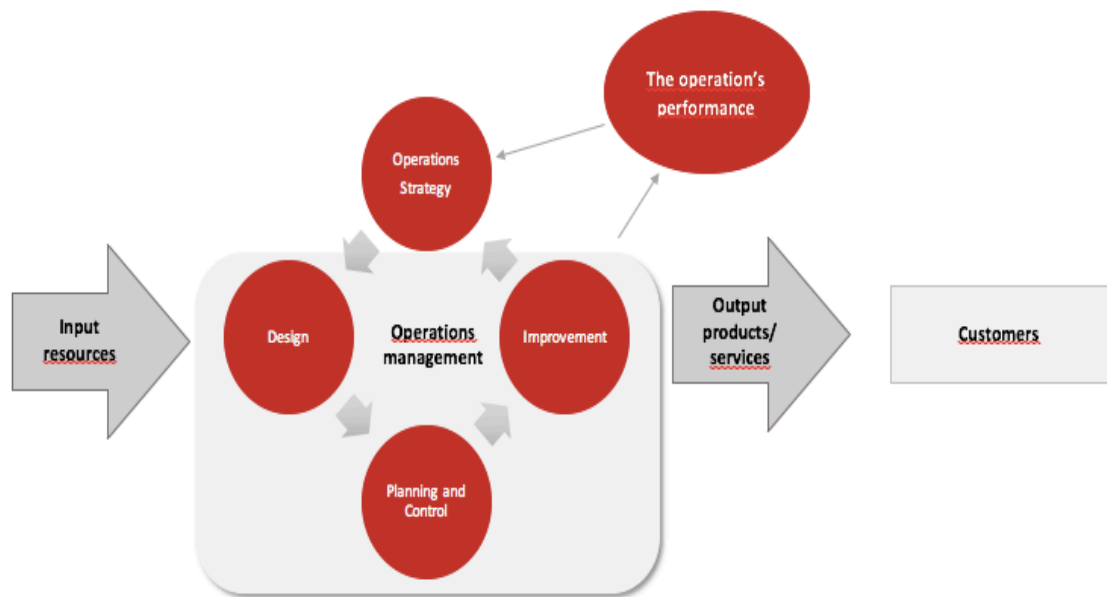
2.1 Operations management

The theoretical framework for this study is built around operations management and the relevant areas of it. What is operations management and how it affects a company's performance. The effect of competitive environment to company's operations strategies will also be examined. In this thesis, the main focus is on operations management in marketing and sales and improvement of sales enablement through digitalization.

Slack, Chambers & Johnston, (2010, 4) define operations management as the activity of managing resources that are transformed into products and services. It is one of the Slack also points out that any company that produces something - tangible or intangible – needs to use resources in this process. Therefore an operations activity exists in this business. Resources can be divided into human, material and capital inputs that are used in the creation processes (Kumar & Suresh, 2009, 10) Operations in an organization can be divided into three core functions. The marketing function, which includes sales, communicates the products and services to targeted markets. The aim is to create requests for the product or service from the customers' side. The other two core functions are product/service development function and the operations function. Despite the division of the three core functions, one of the fundamental objectives of operations management is the effective working between the different parts of the organization (Slack et al,. 2010, 5).

2.2 Operations management process

Behind a production or operations function, there is a wider frame of strategic planning. Kumar & Suresh (2009, 15) explain the term as *"the process of thinking through the current mission of the organization and the current environmental conditions facing it, then setting forth a guide for tomorrow's decisions and results."* Strategic planning lies on the concept that future conditions and outcomes are used as a basis for the current decisions that are made. It is essential that the strategies for separate operations functions are aligned with the company's overall strategic planning. Slack (2010, 60) points

out that all businesses need some sort of strategic direction and around this the operation strategy can be formed. In figure 1.1 (Slack et al, 2010, 25) one can see the general model of operations management and operations strategy. The figure shows the process of operations management; how the input resources are put together through design, planning and control, objectively leading to improvement in the output product or within the working process.

Figure 1. Simplification of a general model of operations management and operations strategy (Slack et al, 2010, 25).

The verb design means weighing the looks and functions of something prior to its creation. Slack (2010, 87) points out that it can be seen as a conceptual task. However, the findings of the designing should work in practice. There are also different levels of detail when it comes to the design activity. Sometimes it is useful to approach the matter from an overall perspective before focusing on the details. The two dimensions of the design process, designing the product and designing the process, are connected. The overlapping of the two processes means that each has an effect to the other and both should be taken into consideration in the design process.

Planning and control is the phase to be executed after designing. An operation is an ongoing process that requires planning and continuous work. The planning and control phase covers the concrete planning, the management of the on-going activities and the project management. The purpose of the ongoing management of the operation is to

cope with the possible changes occurring. Internal or external factors may occur forcing the original plans to be adapted (Slack et al, 2010, 270.)

A well designed and appropriately controlled operation is still not a finished one. According to Slack (2010, 540) the main focus in the operations management process is increasingly on making an improvement. Operations improvement can be seen as a factor that adds value to a process. For many operations, the main objective is making an improvement through the well-executed process. However, Slack (2010, 564) points out that all the activities of the operations management are connected and therefor equally essential for the process. Risk management is an important part of the operations improvement activity. Risk management can be explained as the action of identifying the possible risks facing the business. In its entity, the process of risk management includes the assessment of the discovered risks and a plan how to manage them (Merna & Al-Thani, 2008, 2.) This process applies also on a project level.

The operations are not evaluated just by the results, but by the overall performance. Slack (2010, 32) points out that in order to assess the strategic value of a process one needs to know how to measure it. Each operation holds shareholders that can be internal or external. These stakeholders are directly or indirectly participating in the activities of the operation. Therefore they can be seen as one of the main components of the assessment process (Slack, 2010, 37.)

2.3 Competitive advantage and digitalization

Operations management is essential in today's business environment that requires constant innovation and improvement (Slack, 2010, 26.) Kumar & Suresh (2009, 13) emphasize the strategic role of the operations and how they are directed by the competitive and market conditions of the industry. *"Where is the industry now, and where will it be in the future?"* are questions often guiding the operations and leading businesses towards new operation strategies. In the book *Reengineering the Corporation,* Michael Hammer and James Champy mentioned customers, competition and change as the three factors driving companies to new unknown areas of business (Trefler, 2014, 10.) As a result of the ongoing digitalization, technology has become an essential part of the business world. The use of technology can function as a channel to differentiation from oth-

er companies and to achieving competitive advantage, leading to overall business prosperity (Trefler, 2014, 94-95.) Trefler (2014, 136) also points out that the evolution of digitalization has made it possible for companies to focus more on the preferences of the people using the technologies.

Tablets and smartphones are a part of today's business world and they are used in all types of organizations. Mobile is widely recognized as important, but the focus is shifting increasingly to the utilization of both mobile and cloud together (Lopez, 2015.) Diorio (2013, 2-3.) states in his paper *"Best Practices in Mobile Sales Enablement"* that tablets are redefining sales by offering features and benefits that cannot be achieved with personal computers. Companies are adopting new ways of using the tablets in different industries – medical devices being one of the leading industries. Diorio also points out the role of competition as one of the key factors driving companies to invest in mobile devices and focus on the utilization of them.

3   SHOWPAD FOR ETHICON NORDICS

3.1   Features of the application

Showpad is a mobile application for phones and tablets that can be used as a tool for sales and marketing. The application provides a solution for sales enablement and marketing and sales misalignment. The application gives the sales representatives access to the needed material at anytime, anywhere with their mobile devices. The application offers new more digitalized ways of working for every phase of a sales meeting process.

Showpad's content management is based on cloud service allowing the administrators to upload relevant material to the application. Showpad can be synchronized with other cloud services, such as Dropbox, Box and Google Drive. Files can be uploaded from these storage systems or directly from the computer's hard drive. The uploaded files can be organized to different channels and content folders, which allows the user to create their own structure within the application. Changes and updates to the content can be made through the content management system by the assigned administrator. These changes can be synchronized to the mobile device by the device user via internet connection. The users can be informed about the updates and changes with push-up notifications, so they know when to sync their devices in order to get the updated content visible on their tablets. After the synchronization, users are able to access the content through Showpad application without internet connection.

The icons and the overall look of the application can be customized to meet the company's branding and preferences. The color themes and logos can be adapted through the content management system. Icons of folders can be customized for example according to different products or industries. Showpad supports multiple different file types including the basic Microsoft Office file types (Word, Excel, PowerPoint), PDF documents, Apple iWork files, and videos.

Showpad gives the users access to relevant uploaded content anytime, anywhere. Sales representatives are able to put together a Showcase prior to a sales meeting to a sales meeting and collect all the relevant information to a single folder. During the meeting, the material can be used as support and visualization for example by showing the cus-

tomer relevant video material. Showcase can easily be sent to the customer via email during or right after the encounter. The sales representative can effectively follow-up the meeting and provide the customer relevant material. It is possible to send an entire document or only chosen pages of it. This way it is possible to send customized follow-up emails to customers.

Showpad also offers a tool for interaction between the marketing and sales teams. The application provides analytics for the administrator of the activity level of the users and the most used content. The analytics provide information for example on how often the users are synchronizing the content and which files are being sent to the customers. The analytics can be viewed on the computer through the content management system. (Showpad, 2015.)

3.2 Design

Ethicon Nordics is interested in examining whether the Showpad application could be a useful and suitable tool for their sales and marketing teams in the Nordic countries. As all the members of the marketing and sales teams have iPads as work devices, the management is interested in utilizing them to a maximum capacity.

In order to get a substantial and reliable perspective on the application and its suitability for Ethicon Nordics, it will have to be tested in practice. People and companies have different working methods and the suitability and usefulness should be tested before launching in its entity. However, each user needs to be registered before they will be able to use the application, which costs X amount of money. Therefore the application will be tested with a limited test group that consists of people from the Ethicon Nordics sales and marketing teams. The main focus is on the sales representatives as they would be the main users of the application.

There needs to be a built structure with relevant content within the application in order to the test group to test it. The structure will be built to form a clear base for the materials and the content will be planned to meet the needs of the sales representatives and the marketing team. The structure, layout and design will be formed in alignment with Ethicon branding.

The results of the project need to be measured somehow. If launched, the main users of the application would be the sales representatives and the members of the marketing team. One of the main aspects when considering the launch of the application is how the people involved experience it. The overall impression about the application will be studied through a questionnaire. The Answers will provide us information on how the application was experienced; *Is it convenient? Does it bring any added value to the team's working methods?* As the testing will be conducted among a limited group, the questionnaire will be directed to this test group.

3.3 Planning and control

The application was tested by a limited test group for a 4-week-long period. The members of the test group were registered for application and trained to use Showpad with their mobile devices. They were able to familiarize themselves with the structure and features and use the uploaded material.

3.3.1 Test group

In order to begin the test period of Showpad, the test group needed to be formed. Also the people testing the application needed to be registered as users and receive licenses, which took some days. The registration is operated by Showpad with the information provided by Johnson & Johnson. Because of the possible time lag between the registration and the received licenses, the test group was formed in the beginning of the project. The test group consist of 6 people in total; One sales representative from each of the Nordic countries (Denmark, Finland, Norway, Sweden). Also two sales managers were participating in the testing of the application in addition to the marketing team. With the assistance of the sales managers, the test group was formed so that it includes both active users of the iPad and less active users. This way the results will be more reliable as they are generated by a more versatile group.

3.3.2 Structure and content

In order to begin the test period with the chosen test group, the structure and content of Showpad needed to be built. In a Webex meeting with an expert from Showpad, one main point was brought up regarding the structure process. *The structure should be planned carefully before the actual process of putting it together.* Once the structure has been built within the application and the content has been uploaded, it would be rather difficult and time consuming to start changing it.

The structure of the application was built based on the internal web-system used by Ethicon Nordics. The intranet provides information and material for users of the instruments and additional relevant matters. However, some employees have found the intranet slightly impractical and hard to access to via iPad. By following the structure of the intranet, the same content would now be easily accessible anywhere through their mobile devices. Maintaining the same well-tried structure reduces the time and effort used in adapting to work with the new application.
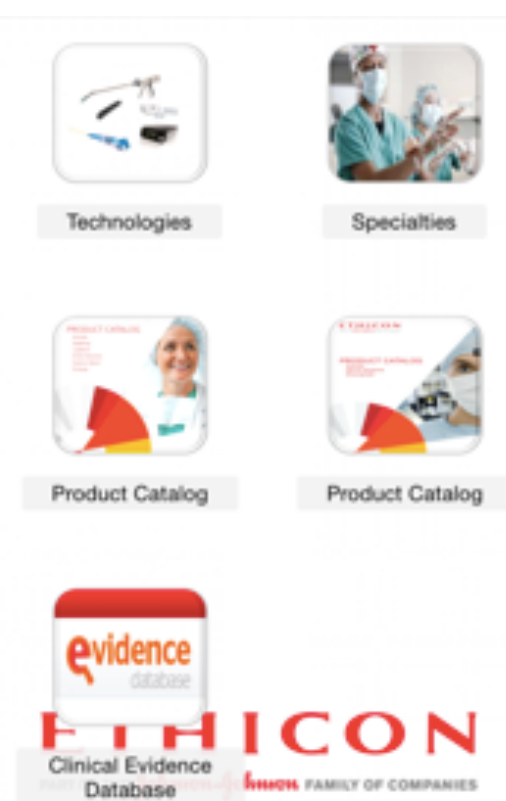

The main view when opening the application (see Picture 1) contains two product catalogs and a direct link to the Clinical Evidence Database. However, the link cannot be accessed without an internet connection. Behind *Technologies* and *Specialties* the materials and studies have been divided into categories under each specialty or instrument group. Under each specialty group or instrument folder, the material for internal and external use has been clearly divided into their own folders (see picture 1.2, page 15). All the relevant material such as videos and brochures can be found under related specialty or instrument folder.

Picture 1. Showpad Ethicon Opening Layout

Individual folders were also created for videos and brochures to ease and quicken the navigation within the application. The logos and the overall look were created following

the Ethicon branding guidelines (2015). The color scheme (grey-red) was used consistently in the creation of the logos and the text. Below each logo there is an explanatory title informing the user about the content in that folder. All uploaded documents can be 'tagged' with a link word. This makes it possible for the user to quickly find the needed material without clicking through each folder. For example a video of a procedure with *Harmonic 7* instrument could be found by searching for '*Harmonic 7*' and '*video*'.
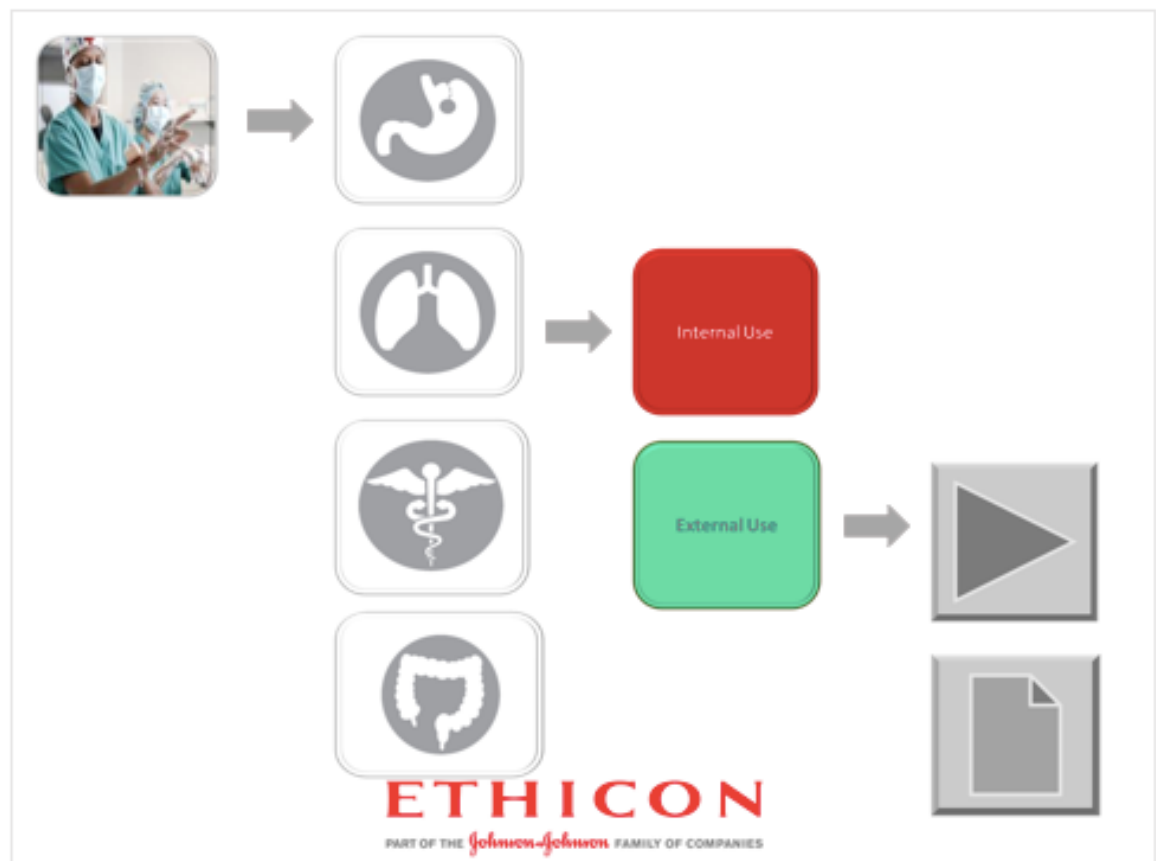
Picture 1.2 Showpad Ethicon Structure

The structure was formed and built for the test period, but content was only uploaded for two instruments (*Harmonic 7 and Focus+)*. This decision was made to ease the testing for the test group as the test period only lasted four weeks. Also this way unnecessary work could be avoided in case the application would not be launched for the entire teams after the test period.

3.3.3 Test period

After the structure was completed and the chosen material had been uploaded, the test period could be started. The 4-week-timeline was used based on the opinions received from the sales managers and marketing team. And as there was content available only for two instruments, the sales representatives would have enough time to familiarize themselves with the application and form an opinion about it. Also during this 4-week-period, they would have at least one customer meeting related to one of the instruments. The test period contained three steps:

1. Training
2. Registration
3. 4-week test period

Prior to the testing, a training session was conducted to all the members of the test group. The training was organized as a Webex meeting. In the training session the application was introduced to the participants. The features were explained and the situations where the application could be used were mentioned. The objective and purpose of the test period were also explained.

After the training session all the participants were advised to register by using a link provided in an email. They created passwords and got access to Ethicon channel on Showpad. After downloading Showpad – sales acceleration application from the App Store, they could start testing it. All the participants were provided with written instructions of the main features of the application (see Appendix 1).

3.4 Improvement

The objective of the Showpad test period is to create a structure that is suitable for the application and for the chosen group to test. The structure was created in such way that the application could be launched for the entire sales and marketing teams based on the already built content.

The improvement hoped to gain through the use of Showpad is the enablement of sales through the use of mobile devices. The application is hoped to bring added value to the sales representatives' working methods and improve the communication between the two teams. The management is also interested in increasing the utilization of the iPads.

As mentioned, risk management is an essential part of project management and overall operations management. In this operation the test period was used as a main activity to minimize the risks. The application was tested with a limited test group to avoid unnecessary work and costs. The use of the application costs X amount of money per registered user per month. Therefore the use of a limited test group decreased the costs of the test period. When it comes to the content, the structure was built entirely, but the content was only uploaded for two instruments for the test period. This decision was made to save time and to avoid unnecessary work. The amount of material uploaded was seen sufficient to conduct the test period and to receive reliable feedback from the test group.

3.5 Operation's performance

In this project the operation's performance is measured by the feedback received from the test group. This thesis is a quantitative research collecting data through primary research. The survey functions as a main research method and the data is collected through a questionnaire that is sent to the members of the test group. The quantitative research is commonly used when aiming to the generalizability of the sample. With this method the objective is to use the sample as a base for the generalization to the population (Jha, 2008, 13). The recommendations about the launch of the application are primarily based on the analysis results.

The questionnaire consists of 11 questions of which 8 are YES/NO questions. The YES/NO scale was chosen as the aim is to receive a clear view about the application and its usefulness. The YES/NO questions provide a simple view of how the test group experienced the application. Three questions were open questions in order to give the members of the test group a possibility to express their opinion more freely. These open questions also point out specific features that the members found especially useful and problems that may have occurred. The questions were formed around the following three main aspects: user activity, content and added value.

3.5.1 User activity

When the test group was being formed, one of the criteria was to involve both active and less active users of the iPad in order to get a wider sample. Questions 1. and 2. (see Appendix 2) were created to find out the participants' own perspective on whether they thought they were active users of the iPad prior the test period. The effect of the application on the activeness is also examined.

3.5.2 Content

As the creation of the structure and the content was a significant part of the process, these factors were weighed in the questionnaire (see Appendix 2) The participants were inquired about the clarity of the application and whether there is something they would change about the structure. This question was provided as an open question, so the participants could express themselves with their own words. At this point, as all the material has not been uploaded to the application, it would be possible to still make some changes to the structure rather easily. Being the main user group, the structure should be clear and comfortable for the sales representatives to use,

3.5.3 Added value

The purpose of the thesis is to examine whether the application should be launched for the entire sales and marketing teams. One of the main factors when making the decision is to analyze whether the application brought any added value to the users and to their working methods. The main focus in the questionnaire was put on the questions related to the added value. Two out of the three open questions were related to this section. The purpose is to find out if the participants found the application useful and if they found it useful enough to continue using it in the future.

4   ANALYSIS

4.1   User activity

In the test group formation process both active and non-active users were included in order to get a wider sample. Question 1. "*Before testing Showpad, were you an active user of the iPad?*" specified the fact that both active and less active tablet users were included in the test group. The answers provide the participants' own perspective on whether they identified themselves as active users of the iPad prior the test period. The graph below (Question 2.) presents the change in the test group members' tablet usage activity. Majority of the participants found that they have become more active users of the iPad after they started testing Showpad. Only one already active user did not find a significant increase in his/hers user activity. The results also indicate that the members of the test group have been using the application actively.
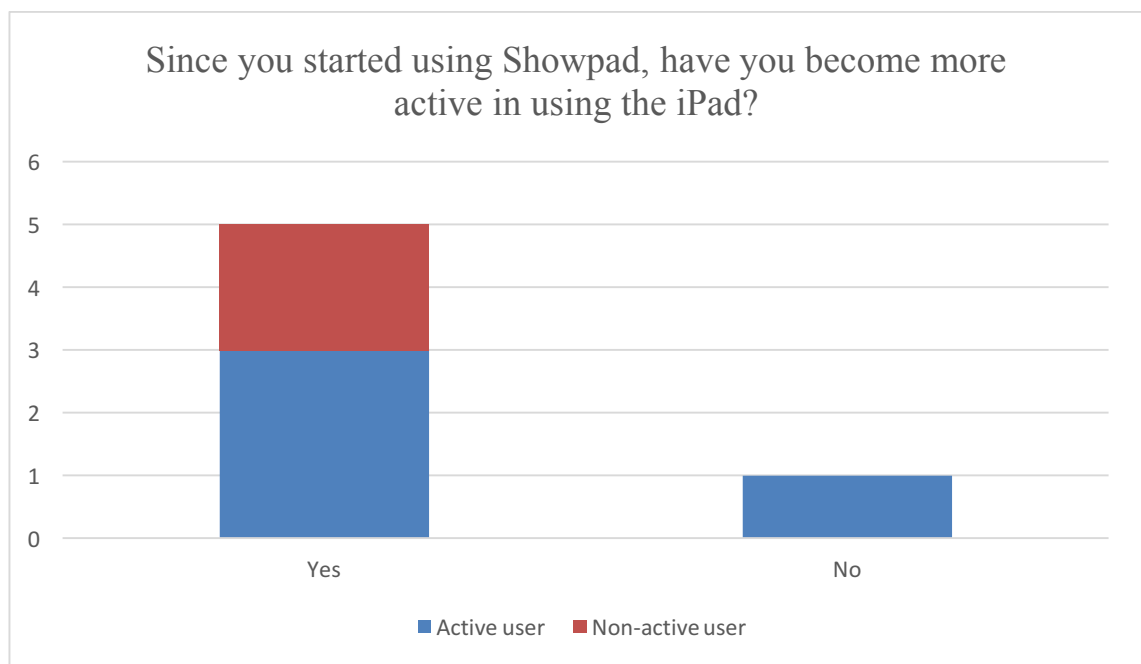

Figure 2. Change in user activity

4.2   Content

Being a significant factor of the process, the functionality of the application and its structure were also examined. All the participants were satisfied with the structure and

the content of the application. All the respondents found the application easy to use after the training provided and found the content clearly organized (See figure 3). None of the respondents would change anything about the structure.
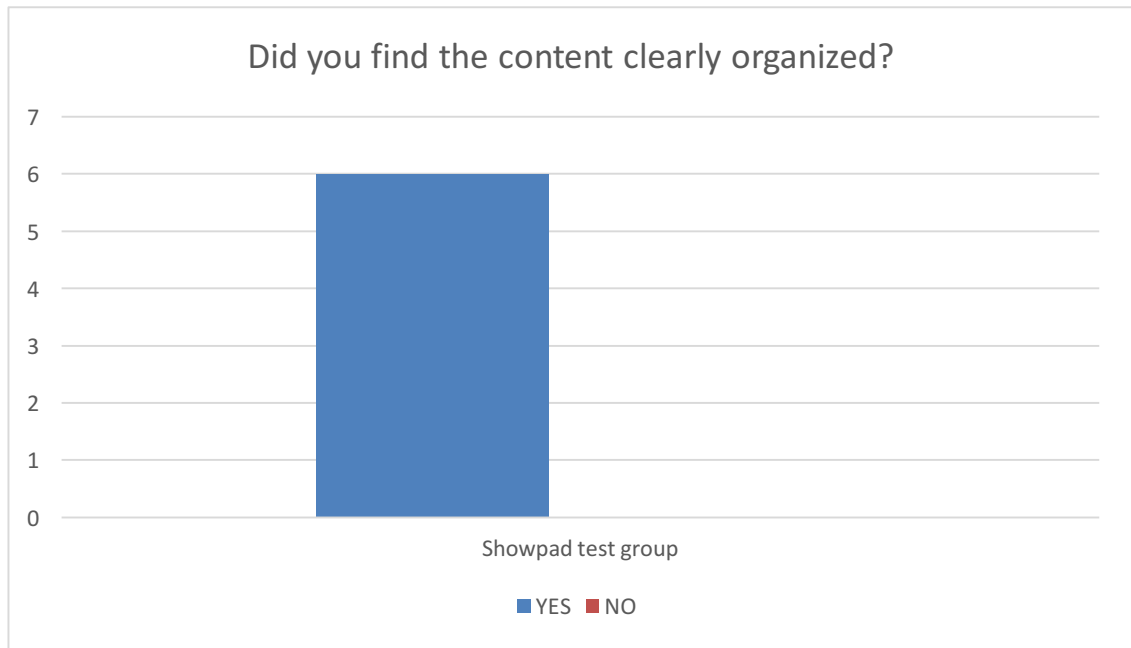

Figure 3. Clarity of the content

The content was built based on the internal web-system used by Ethicon Nordics. Practically, the structure was already familiar to the participants and did not require extra time to get used to. This was the aim when planning the structure; to build a parallel source for the sales representatives to use. By maintaining the same well-tried structure the time and effort used in adapting to work with the new application could be reduced. Also, all of the participants found the Showpad content easily accessible. Prior to the test period, some of the sales representatives found the intranet somewhat impractical to use with a mobile device. With Showpad application the same materials are provided to the sales representatives in a mobile friendly form. Often sales representatives might only carry a tablet with them to a sales meeting instead of the laptop. Showpad provides them a convenient platform to access all the relevant material at all stages of the sales process.

4.3   Added value

The main focus in the research was on examining the added value the application brought to the sales representatives working methods. All of the members of the test group (100%) found the application useful and see themselves using it in their everyday working life in the future. Showpad was experienced as a practical tool to be used everyday to improve the working methods. According to all of the respondants, Showpad brings added value to their working methods compared to previous (see figure 4).
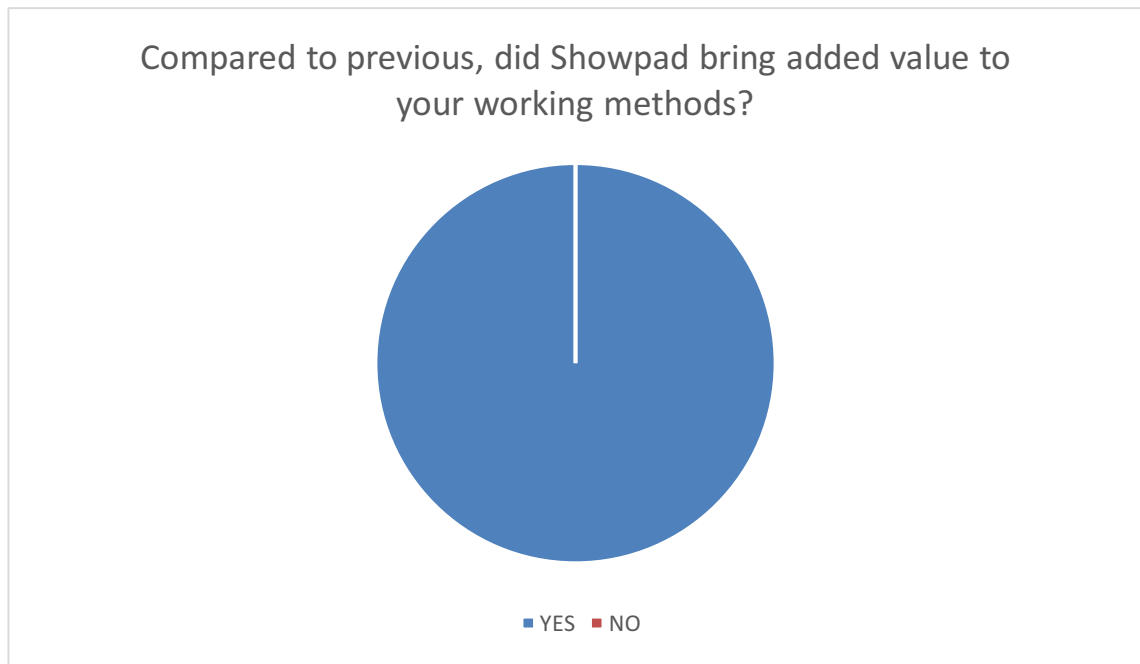
Figure 4. Added value generated by Showpad

In the open questions the participants pointed out features that they thought especially improved their working methods. The application was experienced as simple to use and the material easily accessible. Respondents pointed out that the application helped them save time in their working processes. All the updated material can be downloaded at once and sending material to customers takes less time. The material can also be sent with comments and the sales representatives are able to track whether the customer has read the material. All follow-up material can be easily and quickly sent immediately after – or even during – the customer meeting. According to the test group members the application also provided the possibility to not carry all the separate paper brochures to sales meetings. Showpad also provides all the necessary information in a situation when the need of the materials has not been anticipated.

5 SUMMARY AND CONCLUSION

The intended outcome of the research was to provide recommendations on whether the Showpad application should be launched to the entire Ethicon sales and marketing teams. The main research question was if the application brought added value to the sales representatives working methods. The sub questions were about the structure and functionality of the application. In order to start examining the application and the possible added value it could provide, the application had to be tested. The structure for the application was built and the application was tested by a limited test group. To answer the main question a survey was conducted among the test group and the data was collected by a questionnaire. The primary data was collected from the survey and it was analyzed to provide answers to the research questions. Operations management theory and some specific aspects of it were studied to provide ideas and different points of view on digital innovation and operations management process.

The executed Showpad project was multidimensional. One of the objectives was planning and creation of the structure. The structure was built in alignment with the existing company intranet to ease the introduction of the application. The logos and the overall look of the application were created following the Ethicon branding guidelines. The sales representatives testing the application found the structure clear and easy to use after the training provided for them. In comparison to the existing intranet, the application provides a useful and practical base for accessing the materials with mobile devices. Showpad enables the sales representatives to use their tablets more in their everyday work, increasing the utilization of the devices. For the test period, material was uploaded only for two instruments (*Harmonic 7 and Focus +*) to ease the test period. However, the structure itself is complete and material can be uploaded for all the created folders.

Showpad increased the usage rate of the tablet among the test group and therefor the improved the utilization of the tablets. The sales representatives testing the application used it actively and found it useful. As stated in chapter 2.2 the main focus in the operations management process is increasingly on making an improvement. This thesis studied the improvement gained through the use of Showpad as a tool for the sales and marketing teams. All of the sales representatives testing the application experienced im-

provement in their working methods. The application enables the sales representatives to be more efficient and productive as the time spent in looking for the relevant material decreased. Showpad also improves the alignment between the marketing and sales teams. The sales representatives are provided updated material real time as they are able to access it through their tablets anywhere.

As stated in chapter 2.3 innovation and improvement are essential in today's competitive business world. The ongoing digitalization has made mobile devices part of the businesses' processes. The use of tablets and mobile applications are redefining sales also in the medical devices industry. Showpad is a simple and useful tool for the sales and marketing teams to be using with their mobile devices. It brings significant added value to the sales representatives' working methods and enables them to work more efficiently.

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APPENDICES

Appendix 1. Instructions for new users

Appendix 2. Showpad Questionnaire

Appendix 1. Instructions for new users   1(4)

Instructions for new users

Hi! You have now created a password for your Showpad username and downloaded the app on your device. Now you can start enjoying all the benefits of this app. Under you can find few notes to make the use of Showpad even more effortless.

1. To log in the first time, you will need to specify the organization. For us this is **jnjemea.** After specifying the organization you can continue to login with your email address and password you created for Showpad.
2. Push notifications should be allowed in order to receive notifications about new content, changes etc.
3. The first time you log in, you should "Update Content" in order to get all the material onto your device. This process might take several minutes.
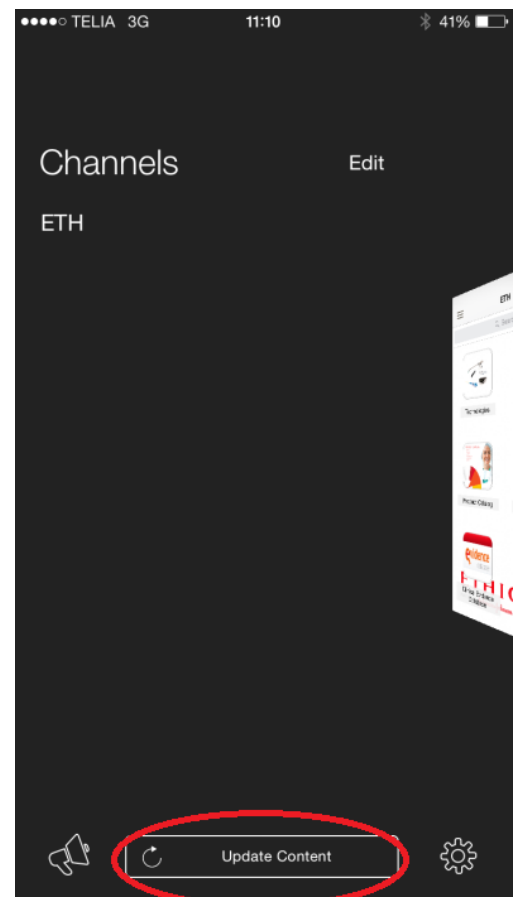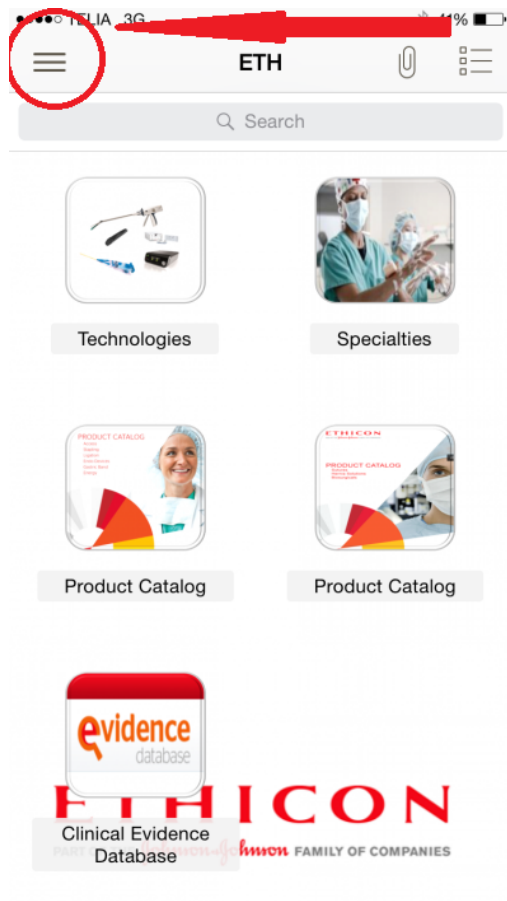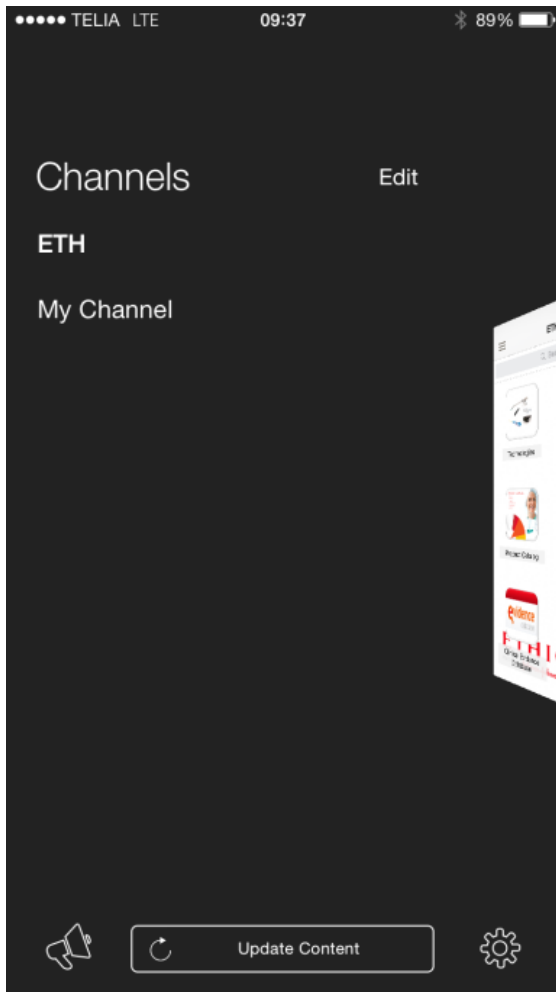

This step should be repeated everytime new material has been added to the Channel.

My Channel 2(4)

My Channel is your personal channel where you can collect material from the Ethicon Channel and create your own folders. You can prepare folders for different meetings with the material you need.

More detailed instructions on how to use 'My Channel' can be found behind the following link:

https://showpad.desk.com/customer/portal/articles/1478211-personal-channel
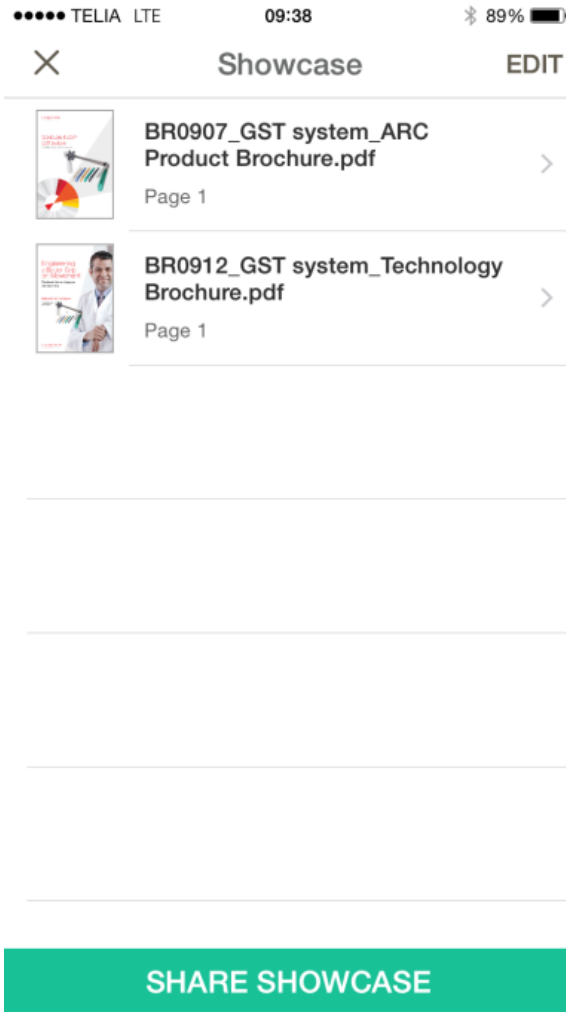
Showcase 3(4)

Showcase is a tool that allows you to collect material for example during a customer meeting to one place. After this you can email it to the customer.

Go to the file (for example brochure) that you want to add to the Showcase.
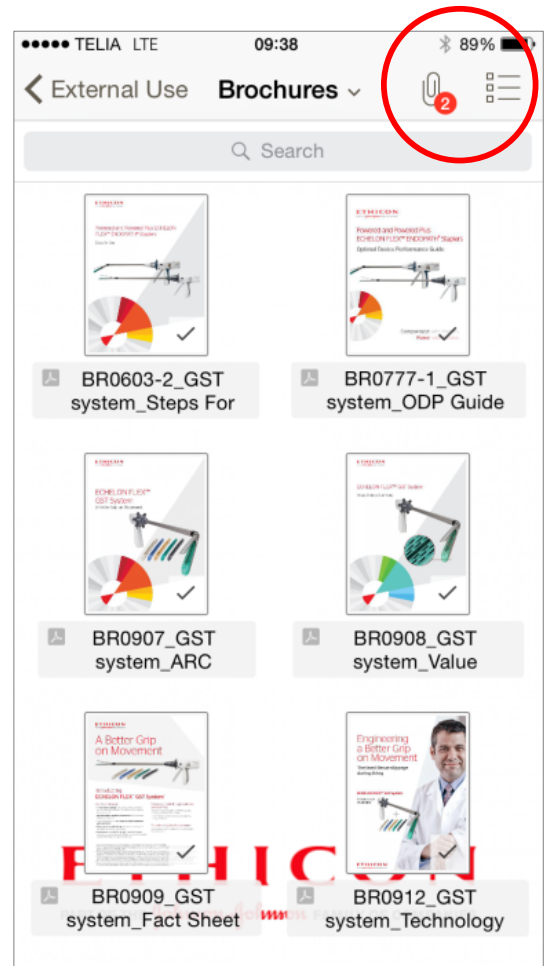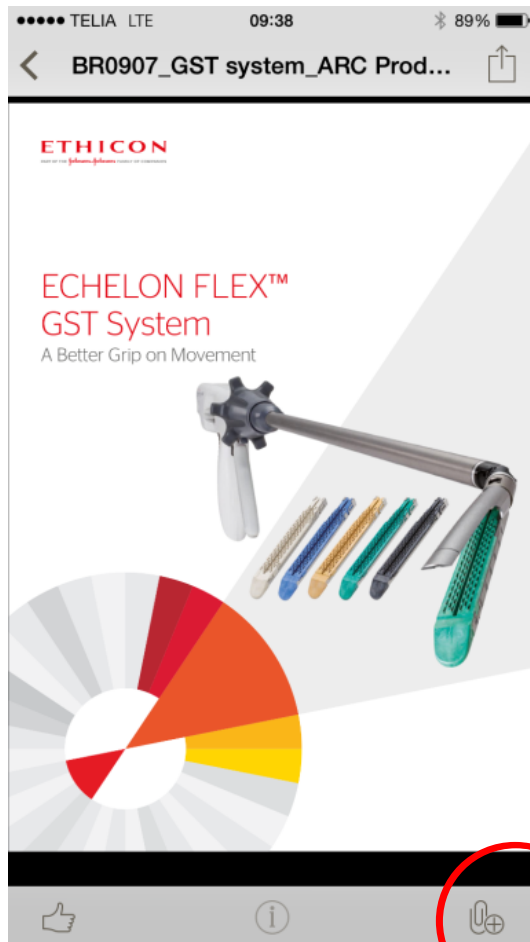
You can add entire brochures or only chosen pages from a brochure. Videos and other material can also be added to the Showcase.

4(4)

Once you have all the material in the Showcase you can share it by clicking 'Share Showcase".

Attention! After emailing the Showcase the folder gets empty. So if you want to email the Showcase to multiple people, attach all the email addresses simultaneously.

Showpad Questionnaire

1. Before testing Showpad, were you an active user of the Ipad?
   YES ☐   NO ☐

2. Since you started using Showpad, have you become more active in using the iPad?
   YES ☐   NO ☐

3. Did you find the application easy to use?
   YES ☐   NO ☐

4. Did you find the content clearly organized?
   YES ☐   NO ☐

5. Did you find the content easily accessible?
   YES ☐   NO ☐

6. Did you find Showpad useful?
   YES ☐   NO ☐

7. Compared to previous, did Showpad bring added value to your working methods?
   YES ☐   NO ☐

8. In the future, do you see yourself using Showpad in your everyday working life?
   YES ☐   NO ☐

In your own words:

9. What is your overall impression of the application?

   _____

10. In your opinion, which features of the application brought added value to your working methods?

    _____

11. Is there something you would change about the structure of the application?