
Customer Relationship Management to Sustain Competitive Advantage

Diagnostics

**Client:**

Roche Diagnostics

Indianapolis, IN

www.roche-diagnostics.com

Roche Diagnostics is the number one global provider of products for in-vitro diagnostics. Roche Diagnostics is a division of F. Hoffmann-La Roche Ltd, Basel, Switzerland. ISM worked specifically with the Roche Diabetes Care (RDC) business area in the United States.

Project: CRM Software Selection Roadmap, CRM Strategy and Implementation Roadmap

Business Challenge: The diagnostics market was becoming increasingly competitive. With the high speed of technological changes as well as the characteristics of RDC's customer base, there were few, if any, barriers of entry for RDC's market. It became increasingly clear that in addition to excellent products and services resulting from its world-class research and development efforts, RDC needed to launch key initiatives to continue to meet aggressive financial targets and to sustain long-term competitive advantage. These included RDC's high-value customer initiative, customer segmentation initiative, customer-focused fulfillment initiative and customer relationship management (CRM) initiative.

Recognizing ISM, Inc. as experts in CRM, RDC engaged ISM to assist in formulating a CRM strategy. High-level objectives for the CRM project included:

- Improve productivity
- Generate additional revenues
- Decrease costs
- Enhance employee morale
- Improve customer satisfaction, loyalty and retention

How ISM Helped:

RDC benefited from following ISM's proven methodology for Software Selection and the Implementation Roadmap. ISM's requirements analysis methodology is designed to ensure that clients properly integrate the critical people, process and technology CRM mix. This is done in addition to ensuring that CRM efforts are cross-functional, aligning sales, marketing, customer service, field service, business intelligence and e-business.

Initially, ISM completed: 1) a user requirements analysis which included a technical baseline review to document infrastructure and information systems; 2) field visits with key customer facing personnel to understand information and system needs; 3) a business process assessment to understand current status of core processes; 4) CRM education sessions; 5) brainstorming with a cross organization "super-user" group; 6) a needs analysis survey; and 7) business functional prioritization and subsequent technical platform review to determine how infrastructure matched

with prioritized CRM business needs. In addition, ISM completed focus group sessions with RDC's key customers to glean feedback on the relevance of proposed CRM improvements and how they would impact real customer needs.

ISM also developed a CRM roadmap covering program strategy recommendations and implementation. The roadmap included the program management approach and plans for communications, data cleansing and management, augmentation of technical/systems architecture, CRM software Pilots, initial training, system testing, system launch and rollout, business process improvement as well as ongoing training and measurement of objectives.

Working closely with RDC's finance executives, ISM developed a high-level CRM program business case which addressed program costs and benefits for POC and HDC operations over a 5-year timeframe including qualitative and quantitative return on investment, risks and mediations as well as parameters for accountability. To help ensure success of the CRM program, ISM developed the structure for a Program Management Office (PMO) including staffing, responsibilities and costs. For this type of CRM program, research had shown that a PMO is necessary to build strong relationships with and secure the commitment of a number of Business Units (BUs).

The Results:

With ISM's guidance, RDC was able to achieve a clear understanding of their people, process and technological needs. By employing ISM's "Top-Down, Bottom-Up Approach" to their needs analysis and software selection phases, RDC was able to establish a plan of action to address the most pressing business issues to obtain support for their CRM initiative. ISM provided RDC with a comprehensive, global CRM strategy and implementation roadmap spanning several business lines over a 5-year period.

Most importantly, ISM was able to help RDC align objectives and needs between executive, management and operational level personnel through the various deliverables described above.