

Better Customer Relationship Management to Accelerate Growth

**Client:**

QIAGEN

Germantown, MD

www.qiagen.com

QIAGEN is a global biotechnology company which produces a range of products for academic and industrial markets, including life science research, genomics, gene-based drug discovery, nucleic acid-based molecular diagnostics, genetic vaccination, and gene therapy markets. QIAGEN's strategic mission is: "We create indispensable solutions that enable access to content from any biological sample."

Project: CRM Executive Briefing, CRM Software Selection Roadmap, and Implementation Support

Business Challenge: QIAGEN launched their CRM initiative as the platform from which to achieve organizational change, process enhancement, and technology augmentation necessary to support their growth and development while maintaining high customer satisfaction.

QIAGEN territory sales reps were inefficiently spending between 8 to 18.5 hours per week on manual administrative tasks such as producing contact lists and preparing for customer visits, technical service department personnel were spending up to 19.5 hours per week performing manual data management tasks, the marketing resources department was spending up to 34.3 hours/week (or 4.3 days/week) retrieving customer information from various disparate information systems which resulted in less than effective fulfillment and targeting of promotions. For marketing related processes alone, QIAGEN was incurring hundreds of thousands of dollars in unnecessary costs.

A QIAGEN management team, which involved senior executives at QIAGEN headquarters in Europe as well as the U.S., strongly believed that CRM would significantly improve the ability of QIAGEN personnel to sell additional product and provide enhanced technical and customer service to QIAGEN customers. QIAGEN's 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:

QIAGEN benefited from following ISM's Software Selection and Implementation Roadmap in the United States and Europe. Initially, ISM completed a thorough requirements analysis which included a technical baseline review, field visits with key customer facing personnel, business process assessment, CRM education sessions and a brainstorming with a cross organization "super-user" group on two continents, needs analysis survey, business functional prioritization and subsequent technical platform review to determine how QIAGEN's IT infrastructure matched with the prioritized CRM business requirements.

ISM's requirements analysis methodology described above aims to ensure that QIAGEN properly integrates the critical people, process, technology CRM mix, as well as ensure that QIAGEN's CRM efforts are cross-functional and integrate sales, marketing, customer service, e-business and business intelligence. To help QIAGEN develop a framework for CRM success, ISM completed a detailed CRM business case which documented qualitative and quantitative return on investment projections, risks and mediations as well as parameters for accountability.

ISM also developed a project implementation plan which included schedules for user skills assessment, training, CRM software Pilots, communications plan, data quality and cleansing, augmentation of technical/systems architecture, system testing, system launch and rollout, business process documentation and improvement as well as ongoing training and measurement of objectives.

The Results:

With ISM's guidance, QIAGEN 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, QIAGEN was able to establish a plan of action to address the most pressing business issues and to obtain global support for their CRM initiative.

After determining QIAGEN's CRM requirements, ISM provided QIAGEN with a structured methodology for selecting a CRM software vendor and implementation partner which included a detailed RFP, demonstrations of capability and thorough due diligence work. Upon selection of the preferred vendors, ISM negotiated contracts with these vendors. Because QIAGEN had a clear understanding of what CRM functionality they needed and when they needed it, ISM was able to leverage this knowledge to help QIAGEN negotiate a 64% percent savings off the vendor's quoted prices for software licenses and fees. This savings alone paid for a significant portion of the cost of ISM's consulting services to QIAGEN.

ISM was also engaged at the highest of executive levels to mediate conflicts between executives involved in the CRM project management. ISM facilitated business process improvement sessions which resulted in enhanced lead and opportunity management processes. Some specific results associated with the CRM initiative included:

- Increased service levels for calls answered by customer service personnel
- Initiated programs to better gauge customer satisfaction
- Improved turnaround of Sales Blitz day results to Product Managers

Rosalie Duong, former General Manager for QIAGEN North America said of ISM's President Barton Goldenberg, "Bottom line is, Barton doesn't give you just the latest buzzwords in CRM; he provides a logical, proven approach to CRM and e-business strategy and implementation based upon a lifetime of devotion." To summarize results for ISM's involvement with the QIAGEN CRM project, ISM guidance at key organizational levels helped QIAGEN to stay focused and on course with its CRM initiative.