



Case Study: CRM Implementation to Accelerate Growth

Client 	Best-in-Class Global Biotechnology Company Client company 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.
Business Challenge	Our client was struggling with inefficient processes across their customer-facing business units representing hundreds of thousands of dollars in unnecessary costs. For example: <ul style="list-style-type: none">• Territory sales reps were spending up 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.• Marketing resources department was spending up to 34.3 hours/week (4.3 days/week) retrieving customer information from various disparate information systems.
Program Objectives	Client's management team strongly believed that CRM would significantly improve the company's ability to sell additional product, provide enhanced technical support and improved customer service. High-level objectives for the CRM project included: <ol style="list-style-type: none">1) Improve productivity2) Generate additional revenues3) Decrease costs4) Enhance employee morale5) Improve customer satisfaction, loyalty and retention
ISM's Solution	Our client implemented ISM's proprietary Software Selection and Implementation Roadmap in the United States and Europe. This included: <ul style="list-style-type: none">• Requirements analysis<ul style="list-style-type: none">○ technical baseline review○ field visits with key customer facing personnel○ business process assessment○ CRM education sessions and brainstorming with a cross-organization "super-user" group○ needs analysis survey○ business functional prioritization• Detailed CRM business case which documented qualitative and quantitative return on investment projections, risks and mediations as well as parameters for accountability• Structured vendor selection methodology including:<ul style="list-style-type: none">○ Detailed RFP○ Capability demonstrations○ Due diligence○ Contract negotiation• Project implementation plan with schedules and milestones for:<ul style="list-style-type: none">○ user skills assessment, training○ CRM software pilots

	<ul style="list-style-type: none"> ○ communications plan ○ data quality and cleansing ○ augmentation of technical/systems architecture ○ system testing ○ system launch and rollout ○ business process improvements and documentation ○ ongoing training and measurement
<p>Impact</p>	<p>ISM’s in-depth knowledge and experience with CRM implementations allowed our client to 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 services.</p> <p>ISM also assisted at the highest levels to mediate conflicts between executives involved in the CRM project. ISM facilitated business process improvement sessions which resulted in enhanced lead and opportunity management processes.</p> <p>Other results associated with the project included:</p> <ul style="list-style-type: none"> • Increased service levels for calls answered by customer service personnel • New programs to better gauge customer satisfaction • Improved turnaround of promotion results to product managers
<p>Testimonial</p>	<p>“ISM provides a logical, proven approach to CRM and e-business strategy and implementation.” Rosalie Duong, General Manager</p>