




Case Study: CRM Strategy to Sustain Competitive Advantage

<p>Client</p> <p>Diagnostics </p>	<p>Best-in-Class Global Biotechnology Company</p> <p>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 unit in the United States.</p>
<p>Business Challenge</p>	<p>The diagnostics market was becoming increasingly competitive, with few barriers to entry. Notwithstanding excellent products and services resulting from its world-class research and development efforts, RDC realized it needed to launch additional initiatives to meet aggressive financial targets and sustain long-term competitive advantage.</p>
<p>Program Objectives</p>	<p>RDC engaged ISM to assist in formulating an overarching CRM strategy as one of several customer-facing initiatives. High-level objectives for the CRM project included:</p> <ul style="list-style-type: none">• Improve productivity• Generate additional revenues• Decrease costs• Enhance employee morale• Improve customer satisfaction, loyalty and retention
<p>ISM's Solution</p>	<p>ISM's proprietary Strategy and Implementation Roadmap integrates people, process and technology to ensure that CRM efforts are cross-functional, aligning sales, marketing, customer service, field service, business intelligence and e-business functions. Deliverables included:</p> <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○ Key-customer focus groups• High-level CRM program business case<ul style="list-style-type: none">○ Program costs and benefits over a 5-year timeframe○ Qualitative and quantitative return on investment○ Risks and mediations○ Parameters for accountability• To build strong relationships with and secure the commitment of affected business units, ISM also developed a Project Management Office (PMO) structure including staffing, responsibilities and costs.
<p>Impact</p>	<p>Using ISM's "Top-Down, Bottom-Up" approach, RDC was able to establish a comprehensive, global CRM strategy and implementation plan across multiple business lines covering a 5-year period. Most importantly, ISM helped RDC align objectives and needs between executive management and operational-level personnel to the ensure success of RDC's CRM initiative.</p>