

CRM THAT DRIVES GROWTH

CRM Case Study

THE CLIENT

Taking care of customers is always a top priority. That's why, when faced with flat growth, the largest pharmaceutical distributor in the U.S. sought to put in place a customer relationship management (CRM) system that **streamlined operations and positively impacted the customer experience.**

While the value of an effective CRM system was undisputed, the implementation process was less than clear. After years of managing an \$800 million sales pipeline off spreadsheets, the undocumented processes had left things a little cloudy. North Highland was selected as the partner to pave a clear path toward an improved customer relationship and sales management process.

THE CHALLENGE

North Highland got started by completing a comprehensive analysis of the current state. This involved conversations with the company's best customer service representatives, seeking the input of its first line of defense to get a firm understanding of their operations. Armed with a clear picture, it was time to make room for improvement. North Highland made a recommendation that was accepted, along with a timeline for implementation.

But there are always a few bumps in the road; it's not whether or not they happen, it's how they are handled.

First, the company lost a key stakeholder in the process. So the North Highland team delved deeper into the organization, identifying new champions and securing buy-in all the way up and down the ladder, every step of the way.

**THERE ARE ALWAYS
A FEW BUMPS IN
THE ROAD; IT'S NOT
WHETHER OR NOT
THEY HAPPEN,
IT'S HOW THEY
ARE HANDLED.**

Next, a looming national sales meeting set the original timeline on its ear. So the schedule was restructured and the implementation plan was moved up.

The challenge was to transition the IT function supporting HealthTrust into a strategic business partner while continuing to meet the changing needs of hospitals facing health reform. The situation was compounded by the fact that the recently completed business strategy was missing focus on a strong IT section that would be required to meet the goal of doubling the amount of supply spend under management of HealthTrust in the next five years.

THE SOLUTION

Working against fluctuating stakeholders and deadlines, North Highland updated the customer service process to fit the new system and rolled it out to the client in a way that left them capable and enthusiastic to execute. The North Highland team managed the external implementation as well, working with partners to get them up to speed on the new process. In short, North Highland got everyone on the same page (and it wasn't a spreadsheet).

The end process, which was ultimately implemented across the entire sales force, rendered greater visibility into the company's sales pipeline, clear expectations and improved efficiencies leading to boosted sales and company growth.

ABOUT NORTH HIGHLAND

North Highland is a global management consulting firm that delivers unique value, relevant big ideas and strategic business capabilities to clients around the world. The firm solves complex business problems for clients in multiple industries through an integrated approach and offers specialty services via its Data and Analytics, Managed Services, and Sparks Grove divisions. North Highland is an employee-owned firm that has been named as a "Best Firm to Work For" every year since 2007 by Consulting Magazine. The firm is a member of Cordence Worldwide (www.cordenceworldwide.com), a global management consulting alliance. For more information, visit northhighland.com and connect with us on [LinkedIn](#), [Twitter](#) and [Facebook](#).

**NORTH HIGHLAND
UPDATED THE CUSTOMER
SERVICE PROCESS TO FIT
THE NEW SYSTEM AND
ROLLED IT OUT TO THE
CLIENT IN A WAY THAT
LEFT THEM CAPABLE
AND ENTHUSIASTIC TO
EXECUTE. THE NORTH
HIGHLAND TEAM
MANAGED THE EXTERNAL
IMPLEMENTATION AS
WELL, WORKING WITH
PARTNERS TO GET THEM
UP TO SPEED ON THE
NEW PROCESS.**