

## INNOVEER SOLUTIONS

### Customer Success Story

#### COMPANY OVERVIEW

Genzyme Corporation is a global biotechnology company dedicated to making a positive impact on the lives of people with serious diseases. The company's portfolio of more than 25 products and services is focused on genetic disease, renal disease, and orthopaedics, transplant and immune diseases, and includes an industry-leading array of genetic and diagnostic products and services. Genzyme continues to innovate with research and developmental programs, offering novel approaches to cancer, cardiovascular disease, and other areas of unmet medical need.

Headquartered in Cambridge, Massachusetts, Genzyme has over 6300 employees, serves patients in more than 80 countries, and has annual revenues of more than \$1.7 billion.

#### THE CHALLENGE

The Genzyme Therapeutics business provides three life-saving drugs to patients with extremely rare diseases. With the introduction of its second and third prescription drugs and the resulting volume of accompanying work, the Therapeutics Patient & Product Services (PPS) group, serving as the center of customer contact, recognized that it would be difficult to scale its processes and practices for an upcoming fourth drug release without substantial changes.

The company had previously invested in a number of software automation products — including an enterprise

CRM software platform — to assist with customer management and tracking of complicated medical cases and to enable all groups to share pertinent information. However, actual utilization was very limited due to a lack of confidence in the system. As a result, it was unanimously decided that neither the main CRM application nor the existing business processes were adequate for managing current or future situations.

#### THE SOLUTION

To help address these business needs, Genzyme partnered with InnoVeer Solutions to explore the factors that were limiting the effectiveness of the group's customer interaction software and customer-facing processes. InnoVeer worked with the users, business managers, and IT staff to evaluate system usability, business acceptance, and technology performance. InnoVeer then determined that a series of rapid enhancements would ensure user confidence and increase the business benefits of the application.

InnoVeer also concluded that Genzyme Therapeutics would benefit from a more programmatic view of its customer management processes and systems, as well as additional changes based on an integrated approach. Specifically within the PPS business unit, four separate functions must manage customer contacts and touch points and also work in a coordinated effort. Previous CRM software deployments and enhancements had been managed independently between the groups, including the absence of an integrated data model for a single view of the customer.

Genzyme is one of the largest and most well-established biotechnology companies in the world.

#### INDUSTRY:

- Pharmaceutical

#### GEOGRAPHIES:

- Global

#### PROJECT SUMMARY:

- Therapeutics division with four independent groups managing customer contact, multiple systems in place
- Division launched two new products with another on the way — CRM system could not scale without significant changes
- CRM Optimization to evaluate current solution
- Four-week CRM Roadmap™ project to determine necessary steps for putting CRM elements in place
- Two-year program plan with prioritized initiatives

#### OUTCOMES:

- Deployed "Quick Wins" initiative to rapidly regain user confidence
- Achieved management sponsorship regarding Customer Management program, critical for turn-around
- Deployed clear strategy for increasing revenue growth, reducing operational costs, and improving customer experience



Innoveer looked at the integrated requirements of the business units, including the need to rethink the business processes, when designing a more effective solution, and then recommended that Genzyme conduct a rapid program planning exercise, the *CRM Roadmap*<sup>™</sup>. Innoveer Solutions developed a four-week, expedited program planning engagement, which consisted of four principal components, including Program Direction, Customer Readiness, Technology Validation, and Program Planning phases.

A key point in the engagement was the “touch point exercise,” which produced a map of the customer touch points across and between the various groups. This very visual explanation of customer interaction spurred the management team to recognize the interconnected nature of the four work groups, as they interact with customers. This drove the decision to take a more integrated approach to developing a solution for improved customer management.

Staff participation was a critical success factor for the engagement, gaining the necessary buy-in for not only the required technology changes, but also for the process and procedural changes necessary to maximize effectiveness. Staff members analyzed and prioritized the critical organizational changes, creating the necessary momentum to move into the implementation phase of the program.

The final element of the engagement produced the overall planning document of the projects and initiatives identified in the analysis. An important component included the development of a Program Management Office, which would provide the necessary oversight and coordination for the program.

“Key to the success of this engagement was getting the business users to recognize that the solution needed much more than just a technical fix — it would require a different way of thinking about the business problems. The Innoveer Solutions approach helped the management team get their arms around the issues and become true sponsors of the needed changes.”

*Mimi Moran, Director, Information Technology,  
Genzyme Corporation*

## OUTCOMES

The Innoveer Solutions CRM Engagement at Genzyme provided a number of critical outcomes, most importantly, helping the business reclaim an essential technology investment and start on a fast track for improvement. The first outcome achieved was a “Quick Wins” schedule of CRM enhancements, deployed immediately upon completion of the planning exercise. Users were excited in anticipation of the modifications and also for the opportunity to fine-tune their business processes.

The integration between the work groups launched a series of important initiatives, including the redesign of the entire department for more effective collaboration — all in the name of improved customer management. The Genzyme Therapeutics business is now on a track for improved revenue management, reduced operating costs, and an even better customer experience.

