

# Customer Strategy Assessment - Pharmaceuticals

Case study

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CASE STUDY | SEPT 2014





## Pharma

### **Our Client:**

Merck Sharp & Dohme Australia (MSDA) is a subsidiary of Merck & Co., Inc., a research driven pharmaceutical company located in New Jersey, USA. Merck develops, manufactures and markets a broad range of innovative treatments that improve human health and quality of life including therapies for osteoporosis, arthritis, high cholesterol & coronary heart disease. Employing 850 people, MSDA produces medicines worth \$1 billion annually for local and overseas markets. The company ranks among Australia's top 50 research and development firms.

### **The Need:**

Faced with significant challenges such as reduced access to doctors, the emergence of generic competitive products and increased compliance requirements, MSDA embarked on an ambitious company-wide business transition program in 2004 called "Customer First". This program involved radical changes to MSDA's sales and marketing strategy, employee competencies, customer processes and systems (including CRM) with the specific aim to move MSDA to an integrated customer-centric business strategy.

Although the initial phase of Customer First was considered successful, MSDA struggled with subsequent activities focused on fully embedding the new strategy. As a result, MSDA sought to conduct a benchmarked audit of the customer strategy using a globally recognised model in order to define a roadmap for its continued development and improvement.

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## Why Customer Connect

### Australia?

CCA were engaged to conduct the Customer First audit because of:

- CCA's deep understanding of customer-centricity and CRM,
- CCA's detailed knowledge of MSDA's business model and activities,
- CCA's expertise in conducting customer strategy assessments using the globally-recognised Customer Management Assessment Tool (CMAT™)
- CMAT's objective and evidence based methodology, that is backed by academic rigour and a database of over 800 best-practice audits worldwide

“CMAT™ is a superb tool. It provided an objective and evidence based assessment methodology, that allowed the right and often tough questions to be asked. We would not have even considered many of these issues” -

Geoff Blundell, Marketing Director.

### The Result:

The CMAT™ audit was widely accepted as providing a thorough assessment of MSDA's progress in achieving its customer management goals. The detailed, forthright nature of the findings ensured that the resulting recommendations were universally accepted for implementation across the organisation. Importantly, the report laid out a clearly prioritised action plan that addressed issues at strategic and tactical levels and provided a way forward for the next phase of the program.

### Client Feedback:

MSDA was highly satisfied with the quality, thoroughness and professionalism of CCA's work and the result report and recommendations:

*“The CMAT™ engagement performed by CCA, in my opinion, was the best piece of consulting work I have commissioned in my career” - Geoff Blundell*



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