Digital Capabilities for Customer Relationship Management

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How Varian transformed its Customer Relationship Model

The Challenge

Varian is the established world leader in oncology medical devices and software solutions with a market cap of $11B. Being in business for 65+ years they were saddled with older systems that provided capabilities only to functionally interact with their customers in silos. Varian was well-known for oncology equipment's and solutions, but their sales and support delivery model had not kept pace with the industry. Customers expected more capabilities and functionalities, but the Varian's home-grown CRM was outdated and limiting their capabilities. To better sell, service and support their customers they needed digital capabilities that will improve customer intimacy and enable a 360-degree view of their customer.

The legacy systems had several drawbacks: it failed to bridge & provide a 'siloed' customer service leaving customers frustrated. Most systems did not interact with each other thereby making it difficult to offer differentiated service based on product line or customer type. It was resource-intensive to use, it generated too many customer touch-points, and created a heavy dependency on customer and little guidance with customer service reps to handle service issues.

The gaps were having negative effects on the business. Sales were impacted because the sales team had no view on the service team's interactions and service history on the equipment that was bought, whereas the competition could boast superior capabilities. Similarly, the service team did not have a complete picture of what the sales team had sold to the customer. The frequent need for back-and-forth interaction between service team and customers was impacting service SLA's. The burden of supporting the installed base made the company less confident about ramping into new areas.

To better understand and improve customer interaction, Varian needed digital capabilities that would interact with each other, was better automated, delivered actionable information and fully addressed customer concerns.

> *"The goal was deliver digital capabilities that will improve customer intimacy and deliver predictive capabilities."*

Our Approach

Varian knew they needed to improve but did not know how to proceed. They needed help to 1.) Quantify the current customer pain points, system limitations and losses in human capital due to current limitations 2.) Digital capabilities available at the marketplace that can be relevant to the needs of Varian 3.) Quantifying the financial and operational efficiencies that will be enabled by the transformation 4.) Help estimate the capital costs needed for the transformation and ongoing operational expenses to maintain the new systems 5.) Help procure the digital commodities and services to improve them 6.) Help architect an integrated system that will make it seamless for the customer when they interact with Varian.

InFor500 performed an extensive discovery process 1.) Interviewing 50+ key stakeholders from Management, Field Support, Call Center Technical Support, Manufacturing, Professional Services, Engineering, Sales and Marketing. 2.) Mapping current processes, and the systems used to fulfill the processes 3.) Identifying the current touchpoints and disconnects between processes 4.) Analyzing key service metrics and defining future targets.

Next, a fit-gap analysis was performed to identify technologies that will provide the necessary capabilities and delivery on the customer intimacy and 360 view goals. Post identification of technologies InFor500 worked to secure the talent needed to implement these technologies and an ROI model was developed to predict potential savings and deliver service quality improvements.

The transformation goals that had to be addressed by the project defined namely 1.) customers to spend less time identifying themselves and what they bought when

interacting with support 2.) Support to be more proactive to customer needs because all the databases/systems will be connected. 3.) Support personnel will spend *less time on administrative work* and more time adding value to customers and closing deals. 4.) New self service capabilities and real time collaboration enablement between cross functional teams as well as with external customers.

The project was named "Unity" as it brought out the oneness needed to place Customer at the center and all systems, processes and talent around it, thereby making 'Customer first' concept a reality.

> ***"Project Unity's goal was to make Varian smarter, more collaborative, nimble and provide next generation digital capabilities."***
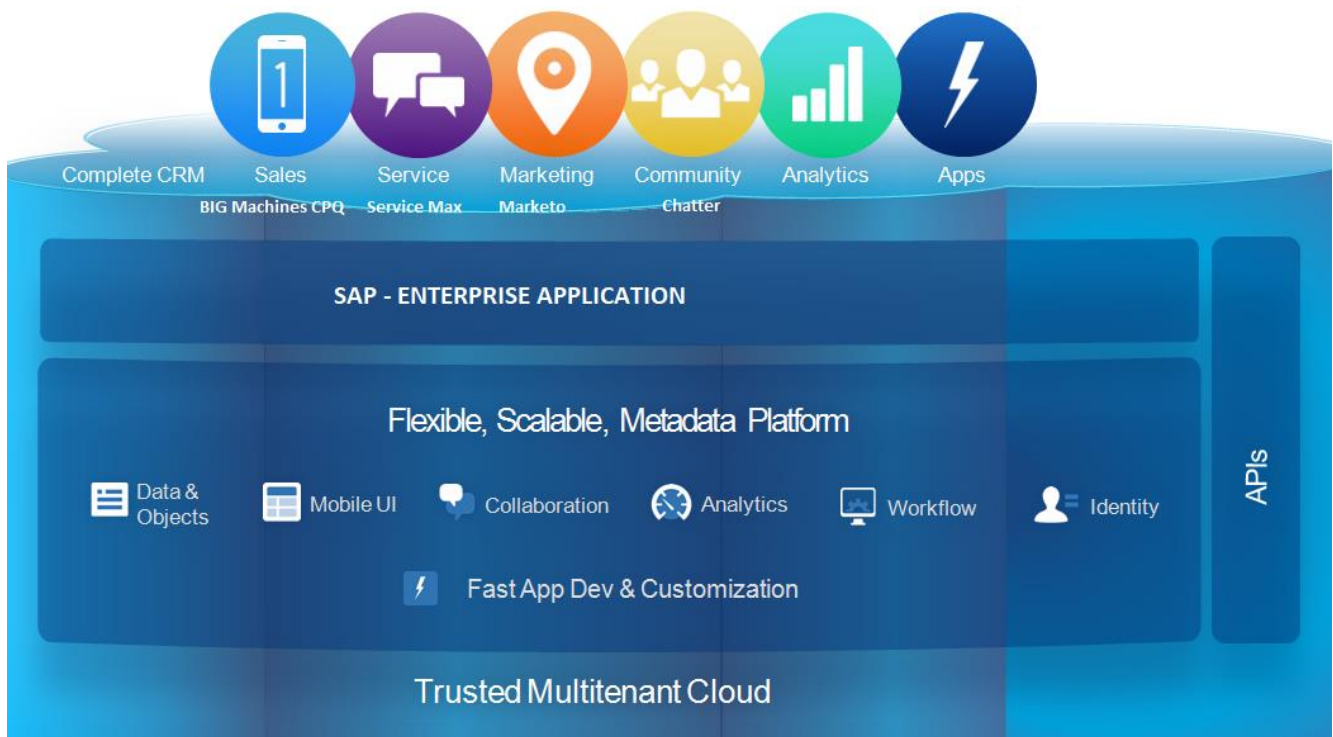
The Solution

After developing a solid understanding of the customer's environment, and facilitating the process to define goals and specific requirements, InFor500 identified several established state of the art technologies that fit the Varian's needs:

1.) Contact Center – Computer Telephony Integration & Intelligent Voice Recognition (IVR) capabilities by Interactive Intelligence (Genesys Inc.) that provided capabilities a.) to identify the customer who is calling based on caller ID, and populate the contact center screen with systems purchases, current service cases open, customer contacts, service history on the systems. b.) based on customer speech IVR will populate relevant Knowledge articles as well as current similar cases open with possible resolutions. All these capabilities enabled Varian's customer to spend less time on the phone and accelerated time to resolution.

2.) Service & Support – ServiceMax and Salesforce Service cloud provided the capabilities a.) Seamlessly transfer the incident logged by the contact center to the appropriate service group to resolve the issue. b.) Assign the incident to the appropriate group based on skill-based routing c.) One system to interact with customer, disposition onsite support, order parts and follow-up with case

resolution notes and file time. d.) ability to capture all costs related to service delivery and measure COS (cost of service).

3.) Sales – Oracle Big Machines met the needs for Varian's Configure, Price and Quoting needs. Big Machines CPQ provided capabilities such as a.) a nimble way to add new products, upgrades and service b.) provide governance on price support and discounts c.) ability to seamless pass the quotes to Varian's ERP system to book orders.

4.) Marketing – Marketo provided the capabilities for a.) lead management based on the utilization and service data from service systems b.) customer base marketing, enabling customers to be aware when new upgrades are available c.) email marketing, enabling to interact with customers on products and services.

5.) Underlying Platform- All the technologies needed a compatible base platform to plumb all system to interact seamlessly and provide the analytics needed. Salesforce provided the base functionality and digital capabilities needed by Varian.

The solution leveraged Salesforce's highly secure infrastructure to customize and deploy all the technologies needed to fulfil Varian's Unity Goal. From kick-off to Beta release took 18 months.

Results Achieved

End customers responded very positively, and the desired benefits were realized within the first year:

- Approximately 20% reduction in customer time with contact center
- Mean Time to Respond improved by ~17%
- Mean time to Repair for non-dispatch incidents improved by ~22%
- Average customer call wait time was reduced by 35% call back option and wait time estimate given to customer during call waiting
- Increased in customer visits to self service portal for knowledge articles and documentation.
- Overall customer experience improved as reflected in higher customer satisfaction score (CSAT >80%)

To build on this success, Varian defined a roadmap to cover additional features and develop new types of functionality:

- Awareness of product utilization
- Out of entitlement billing to stop service revenue leakage
- Serial number-based P&L
- Service analytics for up-selling

Throughout this transformation, InFor500 helped deliver consistent processes that resulted in an improved customer experience, business growth, and increased operational efficiency.

The improved solution supports business continuity, growth, and innovation. At the same time, the new system reduces IT costs, accelerate handling times thereby enabling a more reliable customer experience while mitigating risks. Digital capabilities enabled Varian to better understand their customers and act on data driven decisions faster resulting in increasing customer satisfaction & loyalty.