



Life Sciences Consulting and Outsourcing

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Insights from CLM implementation

April 2010

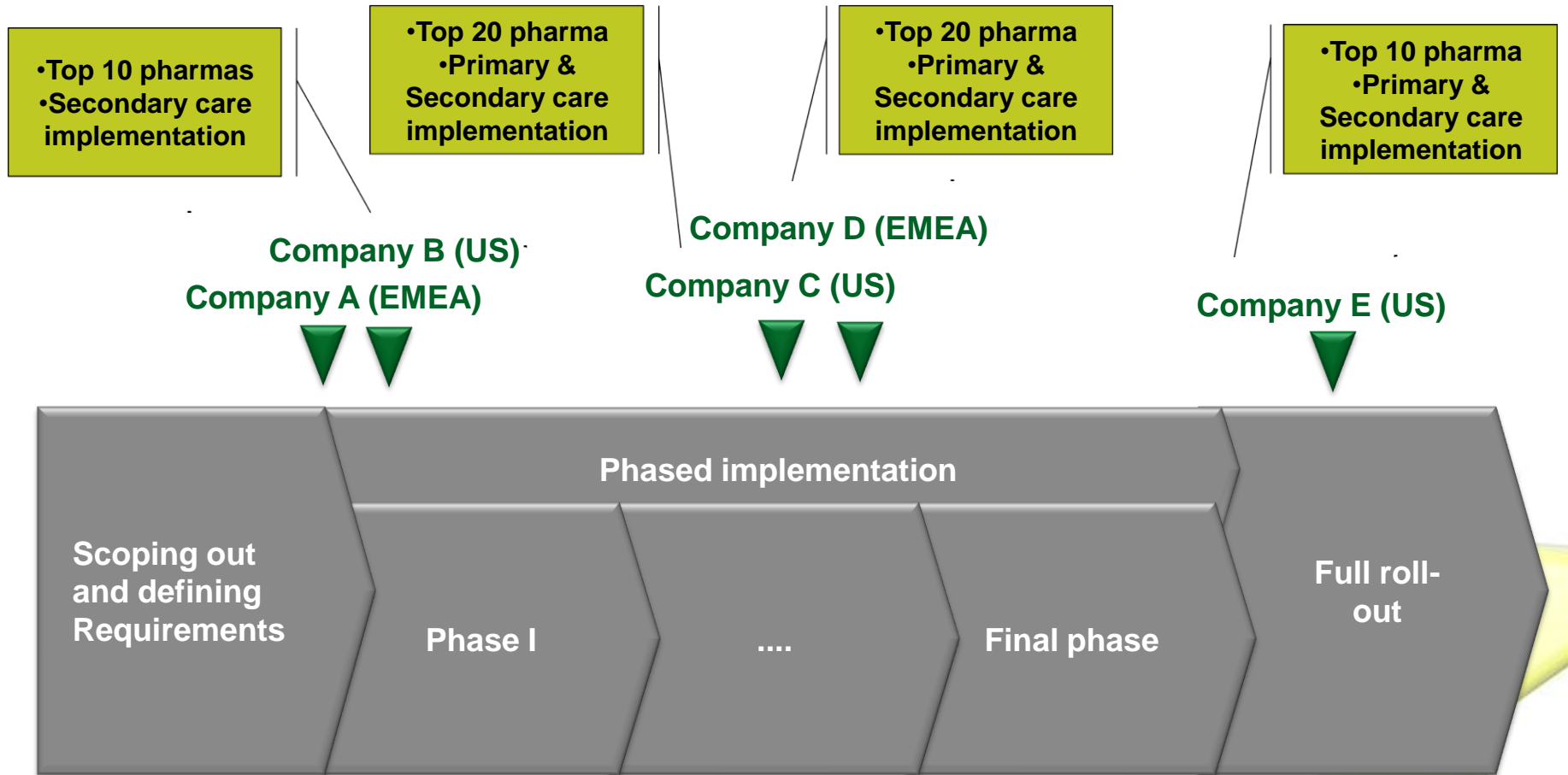
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**Expertise ▶ Collaboration ▶ Innovation ▶ Results**

# We gathered the perspectives from a few companies on recent CLM implementation

Themes explored		Specific issues
Why CLM?		<ul style="list-style-type: none"> <li>• Challenges it addresses</li> <li>• Benefits expected</li> <li>• Barriers &amp; challenges</li> </ul>
Scope of implementation		<ul style="list-style-type: none"> <li>• What TA/business/brands</li> <li>• What customers</li> <li>• What channels</li> </ul>
Where to start – The pilot		<ul style="list-style-type: none"> <li>• How should it be rolled out in phases?</li> <li>• Where to start/pilot</li> <li>• Governance of programme</li> <li>• Learning</li> </ul>
Business realities of CLM	What does CLM mean in terms of our processes	<ul style="list-style-type: none"> <li>• Segmenting &amp; targeting; message planning; execution; tracking &amp; analysing; integrating learning &amp; adapting</li> <li>• Constraints and compliance issues</li> </ul>
	What does CLM mean in terms of softer changes	<ul style="list-style-type: none"> <li>• Impact on Sales</li> <li>• Impact on Marketing</li> <li>• Impact on other functions</li> <li>• Impact in ways of working/collaboration</li> </ul>

# They are at different stage of implementation and represent different profiles in terms of focus and size





# Why CLM?

**Challenges CLM help to address**

**Benefits expected**

**Barriers to implementation**

*strategic*

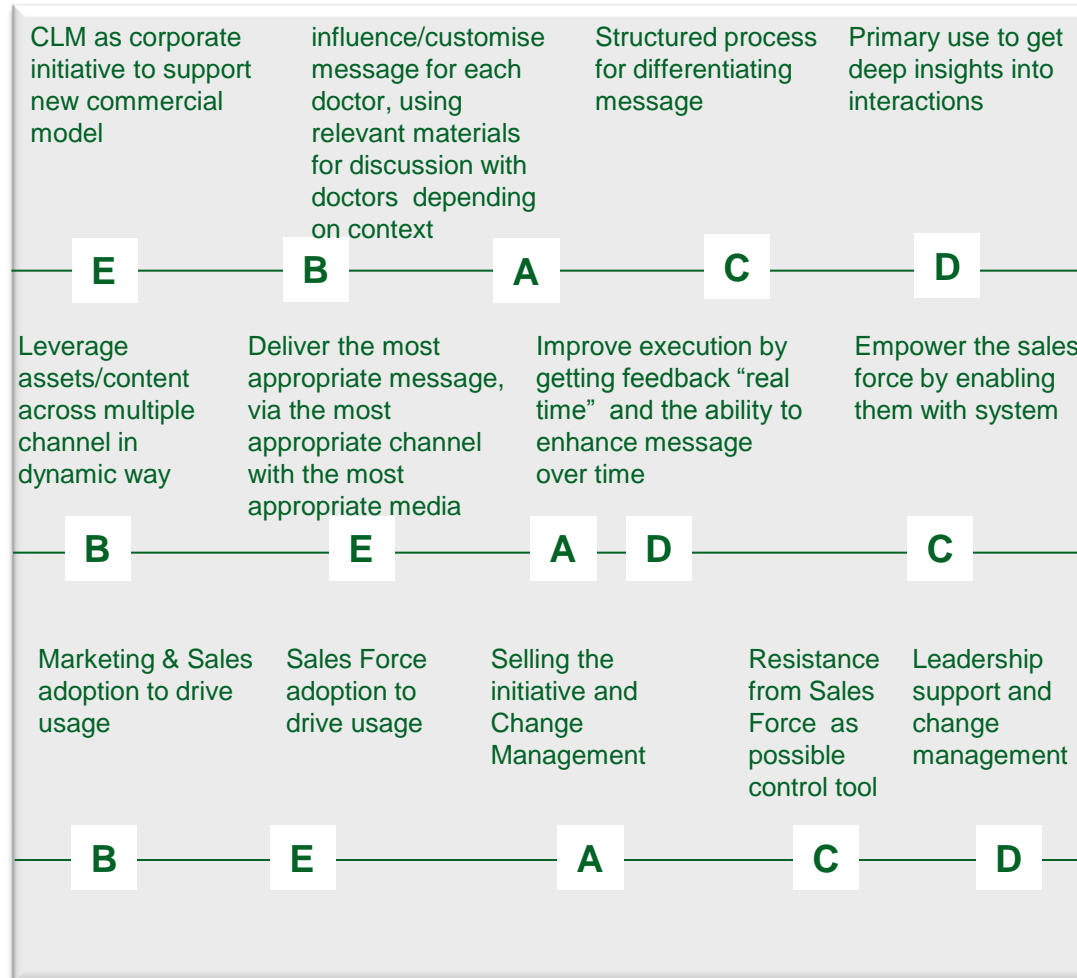
*Operational effectiveness*

*Focus on driving usage*

*tactical*

*Organisational enablement*

*Change Management*





# CLM Implementation

Scope

*Broad*

*Focused*

Implementation phasing

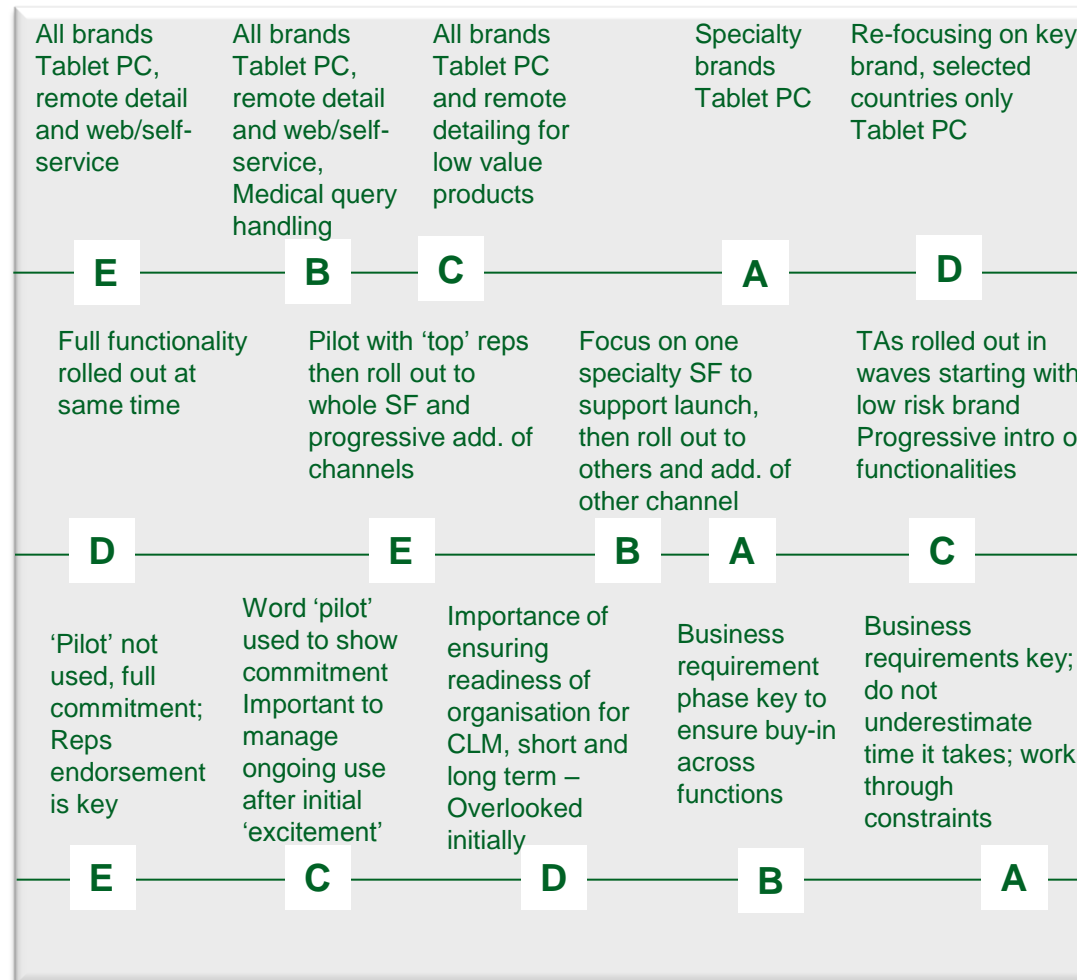
*Fast*

*Phased*

Piloting consideration

*Focus on reps*

*Wider engagement*





# CLM implication on business processes

Planning

*Dynamic, data driven*

Closing the loop

*Dynamic, data driven*

Constraints

*Fine-tuning*

Customer 'key' facts prompting relevant content/message to reps	Provide small number of assets to reps to talk about during calls, but then often refresh	-Behavioural segmentation driving message plan -potential driving channel use	Behavioural segmentation to be introduced, start simply init. (adoption status)	Need for long-term visibility on message plan per segment and triggers; not the case
<b>E</b>	<b>B</b>	<b>C</b>	<b>A</b>	<b>D</b>
Dedicated analytics group per brand/TA; emphasis on data validation	Pre-approved content can be pushed/accessible via Tablet PC or edetailing, driven by rep; usage prompted by customer data	Developed set of core and 'a la carte' slides to tailor messages	Creation of forum to review feedback and use it to improve/evolve content, initial tracking at rep level	So far tracking only available at rep level; help them to understand impact and to use that to engage with marketing
<b>E</b>	<b>B</b>	<b>D</b>	<b>A</b>	<b>C</b>
Helped and trained limited Ad agencies for digital content development	Ensure that internal organisation can support dynamic nature of CLM; -challenge for ad agencies	-Importance to have organisation ready to approve content in short cycle -Cultural issues (laptop detailing adoption)	-handling amount of data to trigger action -ability and processes for approve content in short cycle	-Defined new process for content approval -Work council and data privacy laws
<b>E</b>	<b>B</b>	<b>D</b>	<b>C</b>	<b>A</b>

*Traditional sequential message plan*

*Discussion-based*

*Getting organisation ready*



# CLM implication on different functions

Sales

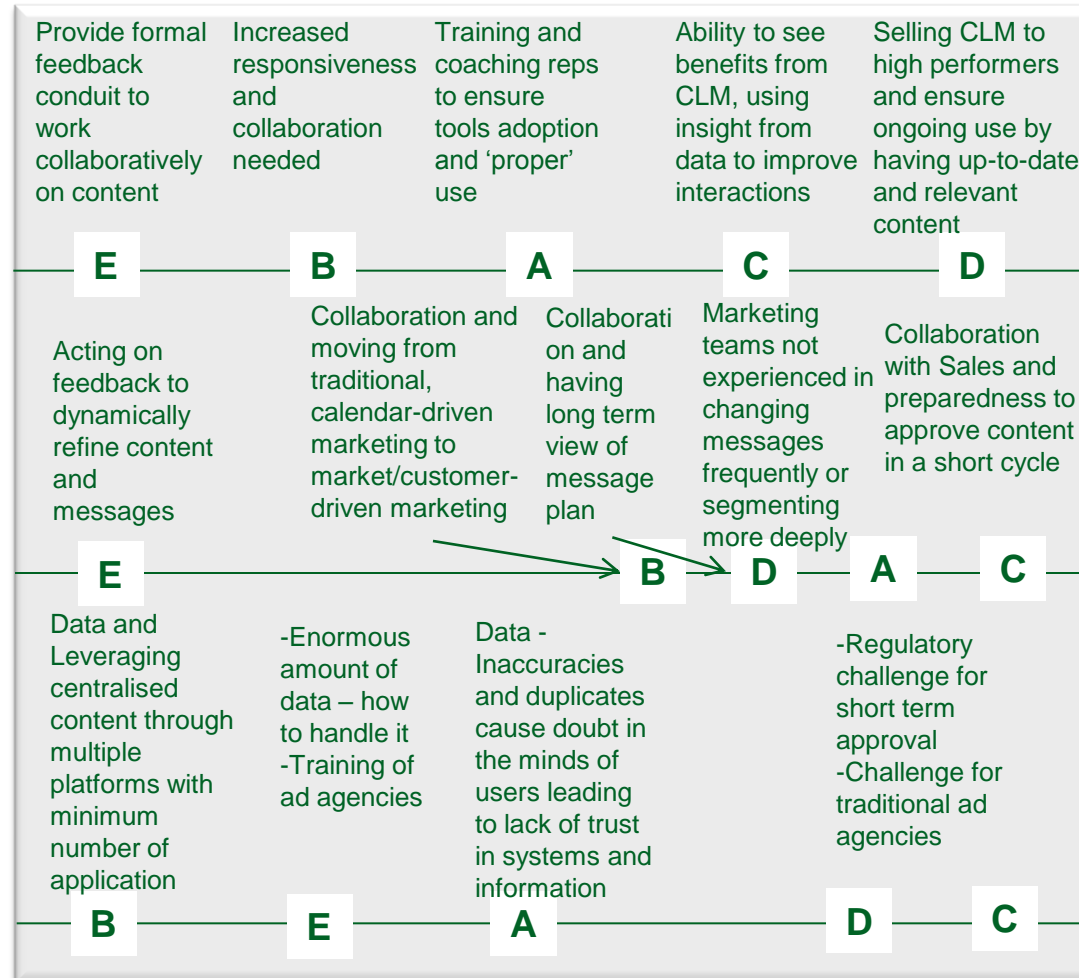
*Making CLM work*

Marketing

*Shift to dynamic refinement of content and messages*

Others

*Data and content handling*



*Selling CLM*

*Collaborative ways of working*

*Short cycle approval*

# Contact details

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