



## Microsoft Dynamics Customer Solution Case Study



**Customer:** Chiesi Farmaceutici SpA  
**Web Site:** [www.chiesigroup.com](http://www.chiesigroup.com)  
**Customer Size:** 3,000  
**Country or Region:** Italy  
**Industry:** Life sciences—Pharmaceuticals  
**Partner:** Trueblue

### Customer Profile

Chiesi Farmaceutici SpA is an Italian pharmaceutical company that develops, manufactures, and distributes therapeutic drugs.

### Software and Services

- Microsoft Dynamics CRM 4.0
- Microsoft Server Product Portfolio
  - Microsoft Exchange Server 2003
  - Microsoft SQL Server® 2005
  - Windows Server® 2003 Standard
- Microsoft Office Professional 2003
- Windows® XP Professional

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## Pharmaceutical Firm Uses CRM Platform to Implement Customer-Centric Business Model

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Daniele Pecorari, IT Manager, Chiesi Farmaceutici SpA

*This Italian pharmaceutical company implemented Microsoft Dynamics® CRM to help its transition from a product-centric culture to a customer-centric one. With the help of its Microsoft® partner, Trueblue, the company customized its CRM to fit its unique sales process and to meet regulatory requirements. The CRM solution enhanced the accuracy of sales pipeline reports while increasing the productivity of salespeople.*

### Business Needs

Chiesi Farmaceutici SpA is an Italian pharmaceutical company located in the northern city of Parma. The firm’s 3,000 employees develop, manufacture, distribute, and sell its patented medicines in over 50 countries. With operations throughout Europe and Asia, Chiesi has a global reach.

The firm’s three research and development centers have produced a number of treatments for respiratory and digestive diseases. And a large network of sales representatives promotes these products. Buoyed by the success of patented medicines, Chiesi posted revenues of €656

million (U.S.\$958 million) in 2007 alone.

These figures represent the culmination of a corporate growth strategy. “In the last 10 years, we have been expanding overseas by acquiring companies and launching start-ups,” explains Daniele Pecorari, IT Manager, Chiesi Farmaceutici SpA. “We currently operate in 15 countries, mainly in Europe.”

During that time, executives explored ways to capitalize on the firm’s success. “We changed our approach to business from being product-centered to being customer-centered,” explains Pecorari. “This has been a focal point for our business at every level.”



That decision would impact the 500 Chiesi sales professionals working in Italy. According to Pecorari, "We needed a system that would help our sales force be successful in developing and maintaining strong relationships with doctors. We also needed to make a leap forward in terms of the quality of our forecasting data to better manage our product inventories."

## Solution

The search for a customer relationship management (CRM) solution led Chiesi IT managers to develop detailed requirements. "We wanted to be able to integrate it with our legacy systems so that we could pull data out of them," states Pecorari. "Given how we've grown, we also needed a solution that was scalable. And because our salespeople spend a lot of time away from the office, we needed a CRM system that could work offline, online, was Web-based, and could support PDAs."

Three additional criteria included an economical total cost of ownership as well as a system that would be compatible with the firm's processes. The solution also needed to facilitate meeting regulatory requirements such as the Sarbanes-Oxley Act.

Chiesi used a scorecard to rate Microsoft Dynamics® CRM, My SAP CRM, SalesLogix, and Pivotal," recalls Pecorari. "We chose the Microsoft solution because it met our technology criteria and because it could integrate with our legacy systems. We really liked that the platform can easily be customized to the pharmaceutical industry and that the interface is so user friendly."

Working with European Microsoft® partner Trueblue, the company began a multiphased deployment. "We've found Trueblue to be not only competent technically with [Microsoft Dynamics] CRM, but also competent in the pharmaceutical industry," says Pecorari.

The initial phase rolled out core, out-of-the-box functionality to speed the CRM solution's

deployment to the field. Technicians also integrated Chiesi's legacy systems to be able to access and use data from them. The IT team also customized client records to suit the pharmaceutical industry. For example, the new fields track relationships with doctors rather than hospitals.

Finally the implementation team, "Configured workflows that run our sales proposal process through the whole chain of sequential authorizations," explains Pecorari.

In Italy, about 500 salespeople and around 20 corporate managers and executives are using the CRM solution. Salespeople use the sales module to promote customer-centric relationships through networking activities versus traditional sales action items. The solution currently provides some functionality to PDAs, which sales reps use to access data in the field. Executives use reports to monitor sales pipelines and develop business intelligence.

## Benefits

Chiesi managers were able to easily adapt the Microsoft Dynamics CRM platform to their specific business practices. They took advantage of workflows, customizations, and integrations with previous data systems to optimize the utility of the solution. As a result, the implementation advanced Chiesi's migration from a product-centric to a relationship-centric business culture.

**CRM platform readily adapts to unique sales approach.** Satisfied with the user interface, Chiesi IT managers turned their attention towards other customizations. For example, they configured the sales module to conform to a sales process based on networking and education activities.

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have had to adapt ourselves to their technology," says Pecorari.

**Customer data repository provides business intelligence capabilities.** "[Microsoft Dynamics] CRM has become the primary information source for our business because it captures our sales and marketing activities," explains Pecorari. "That gives us more accurate sales forecasting and allows us to better react to changing market conditions."

With access to historical CRM data, managers have begun developing business intelligence to guide them in their decision making.

"We create reports that compare completed activities against the results that salespeople obtain," says Pecorari. "Those reports have the greatest impact because we're able to make judgments about which activities perform and which don't. I am sure that we can do about 70 percent more in terms of analysis and evaluation than we could before. And for the same cost, we can process almost twice as much data."

**Sales force automation tool elevates productivity and promotes regulatory compliance.** Armed with PDA access to customer data, field sales personnel are more responsive to clients and more efficient in their jobs.

"The field sales force is able to respond to customers almost immediately," states Pecorari. "As for the impact on personnel, I can say that we can do many more activities than before, without hiring new people."

As for sales managers, Pecorari notes that the ease with which they can generate relevant reports frees them to focus on higher-value activities while simultaneously ensuring that employees comply with regulatory statutes.