



For Knowledge Center: Consulting Case Study: Client Service

The Challenge:

An international Contract Research Organization wanted to establish a new industry standard for superior client service through a comprehensive client service program. The need to maintain the company's core values related to service was emphasized and cited as a key reason for establishing this program. Maintaining a corporate culture that ensured client satisfaction with every activity and interaction with the client was also of paramount importance.

This CRO's success and subsequent growth during the past two years and their expansion into new service offerings had created a great opportunity for differentiating and leveraging their competitive advantage.

The Avoca Solution

Step One - Analysis/Assessment

Avoca conducted a thorough Benchmarking Study which consisted of researching and interviewing firms outside of the pharmaceutical industry that have reputations for superior client satisfaction. This research helped to gauge best practices from companies that have developed successful client satisfaction programs and provided valuable insights and direction for the strategy and planning of the Program.

Step Two - Approach

Avoca assisted the company in convening a Client Service Steering Committee to identify key drivers of client satisfaction, set priorities, finalize the program plan based on those priorities, and develop execution and communication strategies. Avoca developed a strategy for process improvement, and created an industry-specific survey instrument.

- A plan for continuous evaluation of processes, service and deliverables was incorporated into the Client Service Program, with an important aspect being the collection and evaluation of specific performance metrics related to client satisfaction.

Step Three - Action

Avoca created a plan for immediate response to client feedback regarding critical issues, performance evaluation, process improvement and metrics collection. We began implementation of the program by contacting over 50 client representatives to conduct surveys to collect both qualitative and quantitative data. Avoca's knowledge of the industry and issues allowed for critical probing and detailed discussion with the respondents on key satisfaction issues for their specific company.

This information was used as a foundation to develop a comprehensive client service program that will include executive oversight, on going surveys, training, hiring guidelines and components to assure employee satisfaction.

Goals achieved were:

- Identified client specific issues, created interactive, objective 3rd party communication that allowed the CRO to continually gauge the level of client satisfaction, respond to issues, and keep track of progress and take a proactive look at all issues uncovered.
- CRO gained competitive advantage by illustrating their commitment to Client Service.