

Information Technology Department – Global Pharmaceutical Company



Situation:

Moran Consulting was selected as the consulting partner to assist the IT department of a global pharmaceutical company with the need to improve internal and external customer service. With offices operating in the United States, Switzerland and India, the IT team supported large-scale research and development projects by working with the employees developing a new drug. The IT team included a diverse group of employees spanning multiple levels of the company hierarchy, and covering many areas of expertise.



Problem:

- Insufficient customer satisfaction scores for the internal departments supported by the IT team.
- Lack of collaboration among global team members – poor communication, delayed follow-up, multiple interpretations of work standards and goals.
- Unclear expectations of work performance and lack of standards around service delivery.



Solution:

- **Service Essentials for Everyone by Moran Consulting:** Customer service training for all staff to include fundamental skill building around attitude, identifying needs, thoughtful body language and words, service contact points, handling difficult and angry customers, and exceeding expectations.
- Development and implementation of department-specific customer service standards. The Moran process for standards development involves collaboration and consensus among both the front line staff and leaders – clarifying goals and expectations to assure buy-in and successful implementation.
- A customized standards implementation process including a Mini-Module Reinforcement System build upon the customized customer service standards – providing managers with easy, just in time training materials that can be delivered in regular meeting structures. Created tools for continuous reinforcement such as short electronic reminders and recognition messages for leadership team to implement with ease.
- **Development tools from Moran Consulting:** Global team building initiative to break down cultural and communication barriers, and establish behavioral norms for the global IT team. Through the use of DiSC assessment, 360 Degree Feedback tools and individual leadership coaching sessions, Moran was able to build a global team capable of functioning efficiently from four offices around the world.



Results:

An internal survey conducted eighteen months after the beginning of the Moran program showed **positive increases in all areas of service expectations**, including accountability, focus on goals, employee recognition and approachability. The most dramatic improvements were seen in the following areas of measure:



increase in
"follows
through and
delivers"



increase in
"strives to ensure
that 'one voice' from
IT to our customers
is a priority"



increase in
"communicates
in a timely
manner"



increase in
"communicates
in a clear, logical
and organized
manner"