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ROI CASE STUDY **MICROSOFT DYNAMICS CRM ONLINE** **SPECIALISTS ON CALL**

THE BOTTOM LINE

Specialists On Call (SOC) moved from Salesforce.com to Microsoft Dynamics CRM Online to support its sales team, call center, and consulting physicians. Nucleus found the deployment enabled SOC to ensure consistent customer service, increase productivity, and improve the sales team's service knowledge. The company was also able to avoid the cost of purchasing a separate clinical application by creating custom fields to track needed clinical data.

ROI: 2417%

Payback: 2 weeks

Average annual benefit: \$2,055,856

THE COMPANY

Specialists On Call, Inc. (SOC) is a Joint-Commission accredited organization that is a leading provider of emergency telemedicine consultations. With offices on the east and west coast of the United States, SOC provides hospitals with 24 by 7 access to more than 55 board-certified emergency specialists. Its board-certified specialists, all with at least 10 years of experience, provide more than 1500 emergency consultations per month for hospitals and hospital systems nationwide including Vanguard Health Systems, HCA, and Tenet Healthcare Corporation. SOC was founded in 2005 to meet the need for emergency neurologists. If emergency-room physicians determine a patient needs a neurology consultant, they call SOC toll free and are connected to a specialist by phone or video conference within minutes.

THE CHALLENGE

SOC had deployed Salesforce.com for its inside sales team to manage the sales cycle as it brought on new hospitals. However, as the organization grew it recognized the need to provide sales people, the call center, and consulting specialists with a common system to manage the entire cycle of hospital and patient interactions. It sought a system that would be reliable, flexible, and scalable to support its needs as it grew.

THE STRATEGY

After reviewing its options, SOC selected Microsoft Dynamics CRM and Microsoft partner PowerObjects to develop a customized solution for a number of reasons:

- PowerObjects committed to a 90-day deployment, which was important to avoid disruption to SOC's ongoing business development.
- The proposal from Power Objects and Microsoft was less than one-tenth of the other competitive bids.
- SOC believed that Microsoft Dynamics CRM could be customized to accommodate its clinical needs.

One team member at SOC worked with PowerObjects to customize Dynamics CRM and migrate its existing data from Salesforce.com to Dynamics CRM. General users received 90 minutes of training from PowerObjects and specialized users received an additional hour of training.

"We needed one system to give us clinical consistency. We are able to establish constraints in our CRM, which gives us the ability to provide a consistent workflow for our physicians."

- Kathleen Plath, senior vice president, sales and marketing, Specialists On Call

Today, when SOC receives a call, its call center operators directly enter patient information into Dynamics CRM, which launches a workflow to identify the appropriate available specialist. When specialists begin their consultation, a countdown clock in the application tells them how long they have to recommend a particular treatment based on a patient's condition. When the consultation is completed, the application produces a time-stamped report that is automatically faxed to the on-site physician, producing a complete audit trail. Sales people also have access to certain records so they can be more knowledgeable about the business when engaging with leads.

**Cost : Benefit
Ratio | 1 : 32.0**

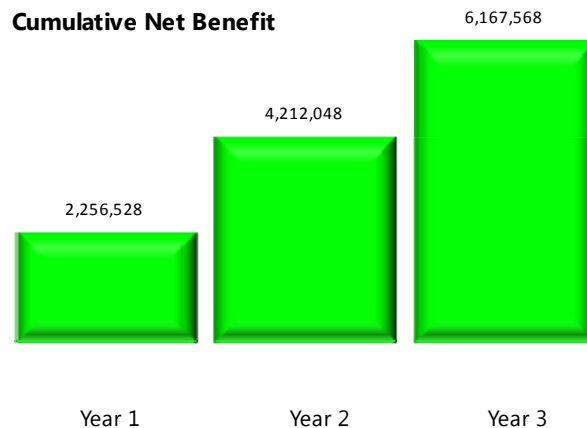
KEY BENEFIT AREAS

SOC now has a single system to manage sales, customer service, and patient records, increasing visibility and consistency and improving client satisfaction. Key benefits of the project include:

- Increased productivity. The ability to capture clinical data consistently in the system has accelerated the time specialists need to complete their consultations, increasing

the number of consults per shift by an average of nearly 50 percent. This has enabled SOC to handle growth without adding additional staff.

- Reduced technology costs. Moving to Dynamics CRM Online enabled SOC to expand its CRM footprint from sales to customer service and consultants at a lower cost per user. Additionally, customizing Dynamics CRM to meet SOC's clinical recordkeeping needs enabled it to avoid investment in a separate clinical records application.
- Reduced customer acquisition costs. Because sales now has greater visibility into overall operations, sales people can speak more knowledgeably about the business when speaking with prospects, reducing the overall cost of bringing on a new customer.
- Improved patient care. Having a consistent system of record and customizations within CRM such as the timeclock and timestamp on completed consultations ensures consistency in the way consultations are delivered, giving SOC's customers more complete data so they can focus on patient care.



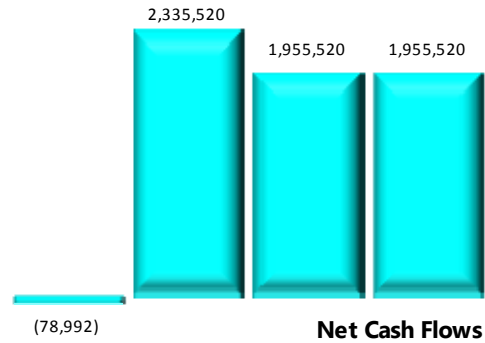
KEY COST AREAS

Key costs of the project included software subscription fees, consulting, personnel, training, and hardware. Although hardware investments are not common in software-as-a-service (SaaS) projects, SOC invested in increasing its bandwidth to ensure reliable access to the application.

BEST PRACTICES

SOC had very manual processes for two key areas of its business: customer service and individual patient case management. The company recognized that automating those two processes would drive greater efficiency and enable it to grow the business. Moving the

sales team to the same application also helped SOC to increase the knowledge of its sales people and manage customer and patient care from customer acquisition to data delivery.



CALCULATING THE ROI

Nucleus calculated the initial and ongoing cost of software subscription fees, consulting, hardware, personnel, and training over a 3-year period to quantify SOC's total project investment.

Direct benefits quantified included eliminated ongoing software subscription costs as a result of discontinuing SOC's use of Salesforce.com and avoided one-time and ongoing costs because SOC was able to avoid purchasing and maintaining a separate clinical management system. The increase in productivity of consultants was quantified as a direct benefit because SOC was able to increase the number of consultations per shift without adding new specialists. Not quantified was the benefit of reduced customer acquisition costs because there were many other changes in the internal sales force that impacted the sales process.

FINANCIAL ANALYSIS

Microsoft Dynamics CRM

Annual ROI: 2417%

Payback period: 0.0 years

ANNUAL BENEFITS	Pre-start	Year 1	Year 2	Year 3
Direct	0	2,375,600	1,995,600	1,995,600
Indirect	0	0	0	0
Total per period	0	2,375,600	1,995,600	1,995,600

CAPITALIZED ASSETS	Pre-start	Year 1	Year 2	Year 3
Software	0	0	0	0
Hardware	8,800	0	0	0
Project consulting and personnel	0	0	0	0
Total per period	8,800	0	0	0

DEPRECIATION SCHEDULE	Pre-start	Year 1	Year 2	Year 3
Software	0	0	0	0
Hardware	0	1,760	1,760	1,760
Project consulting and personnel	0	0	0	0
Total per period	0	1,760	1,760	1,760

EXPENSED COSTS	Pre-start	Year 1	Year 2	Year 3
Software	0	25,080	25,080	25,080
Hardware	0	0	0	0
Consulting	50,000	0	0	0
Personnel	15,000	15,000	15,000	15,000
Training	5,192	0	0	0
Other	0	0	0	0
Total per period	70,192	40,080	40,080	40,080

FINANCIAL ANALYSIS	Results	Year 1	Year 2	Year 3
Net cash flow before taxes	(78,992)	2,335,520	1,955,520	1,955,520
Net cash flow after taxes	(47,406)	1,285,328	1,076,328	1,076,328
Annual ROI - direct and indirect benefits				2417%
Annual ROI - direct benefits only				2417%
Net Present Value (NPV)				2,972,546
Payback period				0.0 years
Average Annual Cost of Ownership				66,411
3-Year IRR				2695%

FINANCIAL ASSUMPTIONS

All government taxes	45%
Cost of capital	7.0%



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