

EXECUTIVE QUESTION AND ANSWER

Presented by InnoVeer Solutions and Dice

JY: What were the business challenges that led Dice to evaluate and implement its CRM program?

KT: Our goal at Dice is to be the leading provider of specialized career sites and career fairs for technology, engineering, and security-cleared professionals. To achieve this goal, we must have a clear view of all active customers and prospects from a sales and marketing perspective, as well as integration of all customer activities throughout the Dice system for improved customer service and finance support. This was not possible with our previous customer management tool, which was a very basic contact management system.

From a corporate perspective, an integrated system would help our executives manage and analyze the overall business strategy, as well as past and future actual and expected business results. This ensures better management of our specific functions, as well as identification of trends and quick and efficient problem resolution. For example, with a complete view of all sales activities, management can have a more accurate understanding of the origin of sales opportunities, reasons for customer wins and losses, and the average sales cycle lengths. These same reporting capabilities are true for our other internal functions as well.

JY: What was your initial implementation approach and rollout plan?

KT: After developing our business requirements and overall customer management strategy, we implemented our CRM program for sales and customer support, and then identified our finance and marketing needs. We rolled out a phased, company-wide CRM approach with little workflow, focusing primarily on converting our basic contact management application into a scalable customer management system. We then made system enhancements based on workflows and business processes within our different functions, such as adjusting how we process orders and complete correspondences based on templates offered within our new CRM application.



Jennifer Yanoff
Vice President
Marketing & Business Development
InnoVeer Solutions, Inc.

Kent Thompson
Vice President
Sales Operations
Dice Career Solutions, Inc.

The logo for Dice, featuring the word 'Dice' in a bold, red, italicized sans-serif font, with a small 'TM' trademark symbol to the upper right.

JY: What was the main challenge you encountered when implementing your CRM program?

KT: The most significant hurdle we faced was gaining user acceptance, as many users were committed to their individual methods for managing data and were apprehensive of change. We have improved our user adoption over time by continually demonstrating how the system helps to achieve individual and overall company targets and goals. It has now evolved to a point where our users have adopted our system and processes entirely.

To ensure user acceptance with CRM applications, it is important to demonstrate executive support, sponsorship, commitment, and accountability from the start of a CRM project. It is also crucial to communicate and articulate the overall CRM vision and how each function will benefit from the CRM initiatives. Without a vision, users will not value the enabling technology that supports the business strategy and corresponding customer management processes.

JY: How does your CRM system enable data analysis and improved management of your overall business?

KT: By placing more information into our system, we are able to extrapolate the data, evaluate our business success, and determine our future needs. For example, we are now using our data to assess customer acquisition and attrition rates, develop daily sales and inactive client reports, and complete numerous other trending analysis that evaluate our business on a day-to-day basis.

Also, as we increase the number of products we sell through acquisitions and natural growth, we are able to confidently and quickly expand our system to support new product lines, enabling our team to effectively sell and support all offerings. Previously, we had manual workarounds and processes that were inefficient, inaccurate, and delayed our project success.

JY: How does your CRM program help to achieve your overall business objectives?

KT: As an organization, we always want to be bigger, faster, and better. We grow our business at exponential rates and set lofty goals — expecting both organic and product growth over time. Now, we have a stable, supported, and web-based infrastructure that will scale with us as needed and help us improve our overall efficiency and business effectiveness, while minimizing internal disruption and momentum.

“To ensure user acceptance with CRM applications, it is important to demonstrate executive support, sponsorship, commitment, and accountability from the start of a CRM project. It is also crucial to communicate and articulate the overall CRM vision and how each function will benefit from the CRM initiatives.”



Also, from a company perspective, continuous evaluation of our “customer pyramid,” meaning the size of the external market, is very important to us. With our CRM system, we can view data on active, inactive, and prospective customers and compare that against the overall market to understand if our internal data and projected growth are aligned with our external information. We are then able to modify our sales and marketing programs to better attract prospective customers, marketing directly to them with targeted mail, email, and calling campaigns.

JY: What was your impression of Innoveer’s Multishore Methodology?

KT: For us, Innoveer’s Multishore Methodology was a success. When relying on Innoveer, we trust the team — that is the core, as well as the extended team — whether that is onshore or offshore. We trusted Innoveer to manage the technical work of the offshore team, and the capabilities of the offshore team met and exceeded our expectations.

We focus on people, and Innoveer’s Multishore Model worked for us because the offshore team was confident and interacted well with the onshore team. We were also able to leverage the time difference to complete parts of our project during off hours.

Innoveer’s work was accurate, on-time, and on-budget, which further highlights our project success. As a result of the quality of the Multishore team, we were able to decrease our overall costs, and in our case, also accelerate our overall project speed.

JY: What are the next steps for your CRM system?

KT: We are hoping to further integrate our CRM system with our website, as well as improve our marketing effectiveness with direct mail and email campaigns that are created from the data within our CRM system — for improved communication and campaign targeting. By improving our marketing capabilities, we can further enhance our sales effectiveness, ensure accountability for all leads and opportunities, and more tightly align sales and marketing.

JY: Do you have any general CRM advice for other executives, like yourself, who are evaluating or enhancing their company’s CRM capabilities?

KT: Do not build a system with unnecessary capabilities, but rather turn on

“For us, Innoveer’s Multishore Methodology was a success. When relying on Innoveer, we trust the team — that is the core, as well as the extended team — whether that is onshore or offshore. We trusted Innoveer to manage the technical work of the offshore team, and the capabilities of the offshore team met and exceeded our expectations.”



only those features that are critical to the business and that will generate the highest ROI. Excite users by finding “low hanging fruit” that demonstrate quick results to highlight the “what’s in it for me” factor.

Organizations must have a good working relationship with the extended consulting team, and this team should consist of team members who you meet during the proposal process — and all members should have deep CRM expertise. The best consultants will drive the best design, performance, user acceptance, and ROI.

Lastly, if you are a company that is growing at a remarkable rate, like Dice, your system must easily scale with your company’s projected growth. You must simultaneously build out your system as you grow, ensuring that your system is not a deterrent to your organization’s growth or a distraction to your team.

ABOUT INNOVEER SOLUTIONS

INNOVEER SOLUTIONS, an award-winning customer strategy and solutions consultancy, provides advanced customer management services to high-technology and healthcare companies, among others, in the areas of planning and strategy, technology implementation, and optimization. The company’s deep industry knowledge, broad technical skills, and Multishore Methodology enable organizations to address their critical customer-facing issues and achieve an integrated view of all customer information. With an exclusive focus on customer management since 1998, Innoveer has worked with more than 300 organizations to increase their overall business growth, improve internal efficiency, and enhance the customer experience.

For more information, please contact Jennifer Yanoff at jyanoff@innoveer.com or at +1 617.225.7914. Visit the Innoveer website at www.innoveer.com



ABOUT DICE, INC.

DICE INC. is the leading provider of specialized career sites and career fairs for high growth vertical sectors. With a 16-year track record of meeting the ever-changing needs of companies and recruiters, our specialty focus and exposure to highly skilled professional communities enable employers to reach hard-to-find, experienced and qualified technology and engineering, accounting and finance, capital markets, and security-cleared candidates.

Dice Inc. provides services to help recruiters, consultants and businesses hire and train highly qualified professionals through its six businesses: Dice, the leading career site for technology and engineering professionals (www.dice.com); [jobsinthemoney](http://jobsinthemoney.com), the leading targeted career site for accounting, finance, retail banking and wealth management professionals in the United States (www.jobsinthemoney.com); [eFinancialCareers](http://eFinancialCareers.com), the leading global career site for jobs and career management in investment banking, asset management and securities professionals (www.eFinancialCareers.com); [ClearanceJobs](http://ClearanceJobs.com), the premier secure job board focused exclusively on candidates with active or current U.S. Government security clearances (www.clearancejobs.com); [Targeted Job Fairs](http://TargetedJobFairs.com), the leading producer of career fairs and open houses for technology and engineering, accounting and finance, and security-cleared candidates nationwide (www.targetedjobfairs.com); and [MeasureUp](http://MeasureUp.com), a leading destination for IT certification practice tests, assessments and online courses (www.measureup.com).

