

# CRM drives sales revolution at ISS



Avanade provides the technological foundation for a revolution in the way ISS sells its services.

### **Business Situation**

ISS is one of the largest facilities management companies in the world. In the UK, the company provides services that include catering, cleaning and security for about 8,000 clients. Many customers take one or two services, but increasingly an 'integrated facility service' is being requested, which combines ISS's different offerings. Besides cross-selling services in this way, ISS wanted to increase revenues as a whole.

In addition to increased cross-selling, the company has grown rapidly, in part, due to acquisitions. This meant that sometimes "the left hand didn't know what the right hand was doing. For example, sales leads and market intelligence weren't being shared between divisions. Similarly, different divisions used different methods of tracking and reporting sales opportunities. This made it difficult to 'compare apples with apples'," according to Mark Brown, IT Director at ISS.

As the company moved towards its vision of integrated facility services, it needed a way to gather market intelligence, qualify sales leads, monitor existing contracts and coordinate bids. It also wanted to cross- and up-sell existing customers on new services. And it needed to do all these things in a consistent way across every division in the business.

### **Business Technology**

ISS had already made a corporate commitment to Microsoft Dynamics™ CRM 4.0 on a worldwide basis.

Following a competitive analysis, Mark Brown chose Avanade to define and implement ISS's sales force automation for opportunity management and contract knowledge share in the UK. He needed a trusted provider to ensure a timely, reliable project. "People get hung up on the technology," says Mark Brown, "but it is only 25 percent of a bigger change programme. However, it is the foundation on which everything else is built".

Avanade worked with ISS to customise Dynamics CRM to their specific requirements and to make it more suitable for a services company. In particular, Avanade created around 50 ISS-specific workflow modifications to tailor the software. In order to leverage existing commercial frameworks in ISS, Avanade were able to partner through ISS's outsourced service provider, CSC®.

"Avanade was absolutely professional," says Mark Brown. "They stuck to the task in hand, kept us focused on what was possible and they delivered a stable and fit-for-purpose solution on time". In particular, he praises the Avanade team and the way they worked with ISS and CSC. "Quite simply, he says, they were part of the ISS IT team".

"[Avanade] were absolutely professional and steadfast in sticking to the task, controlling us when we went off the rails, keeping us focused on what was possible, delivering a stable and fit-for-purpose solution. I can't praise them enough".

— Mark Brown, IT Director, ISS UK Limited

## Results

Avanade completed the project and deployment of the solution within an aggressive timeline, splitting the functionality delivered into two Phases. Consequently, ISS were able to benefit from the deployment within the same financial year. Across all UK company divisions, 160 users will benefit from the solution once all the users are granted access. However, the benefits are already clear from the users that have full use of the system, namely:

- **Improved consistency.** ISS now follows the same sales cycles across the whole business. This ensures that the company has an accurate and consistent forecast of future business.
- **Better targeting.** A benchmarking tool allows sales staff to estimate the likely value of new business based on customer data, such as floor space or headcount. Besides increasing the accuracy of forecasts, this also ensures that the company only goes after appropriate, profitable business.
- **Cross-selling.** Users can already tap into the customer database to find a list of several thousand existing ISS customers. This allows sales people to approach existing customers with new services without cold calling.
- **Coordinated bids.** When the company pitches for a multi-service contract, the new CRM software ensures that there is “an overall lead at the point of delivery rather than lots of individuals bringing individual data to the bid process”, said Brown. The result is a more compelling, timely and coherent bid.

## About ISS

ISS is one of the world's largest facility service groups. Founded in Denmark in 1901, it entered the UK market in 1968. Today, it is one of the country's leading services providers with revenues of over £800m and over 42,000 employees.

The company provides catering, cleaning, office support (e.g. reception services), property services (e.g. building maintenance), landscaping and security to around 8,000 clients.

The company's vision is 'integrated facility services' which brings together the company's different services to give customers a one-stop shop for individual, efficient and cost-effective solutions.



### About Avanade

Avanade provides business technology services that connect insight, innovation and expertise in Microsoft® technologies to help customers realize results. For more information, visit [www.avanade.com](http://www.avanade.com)

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