

A photograph of a pregnant woman lying on a table, receiving an ultrasound scan. A healthcare professional in blue scrubs is using a probe on her abdomen. In the background, a monitor displays several ultrasound images. A blue line graphic curves across the image, framing the text.

# SIEMENS HEALTHINEERS TRANSFORMS ITS SALES PROCESS FOR GROWTH

How a sales revolution from the 1970s is building a modern take on CRM.

The mission of Siemens Healthineers is to enable healthcare providers to increase value by empowering them on the journey towards expanding precision medicine, transforming care delivery, and improving patient experience, all enabled by digitalizing healthcare.

With more than 120 years of experience and 18,500 patents globally, an estimated five million patients worldwide every day benefit from its innovative technologies and services in the areas of diagnostic and therapeutic imaging, laboratory diagnostics and molecular medicine, and digital health and enterprise services. Its 50,000 employees in more than 70 countries continue to innovate and shape the future of healthcare.



*We needed automation and digital engagement with our CRM system to support the Miller Heiman sales process methodology from Korn Ferry."*

**Terry Coutsolioutsos**  
SVP, Sales Operations,  
Marketing and  
Communications, Siemens  
Healthineers

## Introducing Miller Heiman methodology

Siemens Healthineers was undertaking a major process transformation and required platform support. The company wanted to adopt the Miller Heiman sales methodology. The original Miller Heiman Blue Sheet revolutionized the sales industry when it was introduced in 1978 because it provided a practical and consistent framework for applying the Strategic Selling methodology. And its Gold Sheet is designed to help manage long-term account relationships, providing an account record in the CRM. Miller Heiman is now part of Korn Ferry.

The company wanted to use Miller Heiman's methodology to bring structure to the sales process and align strategies to win complex deals. While the original methodology involved spreadsheets, Siemens Healthineers needed a digital workflow.

## Transforming sales processes

Siemens Healthineers chose to work with Capgemini, a key Oracle implementation partner, to build the new system on the Oracle Sales Cloud. Capgemini took the responsibility for building the workflow and user interface with Blue Sheets and Gold Sheets inside of the CRM system.

"We wanted to create a unified commercial language and discipline across the company," he says. "The historical method for the sales process was an Excel spreadsheet. Not connected, not digital, and not a good collaboration vehicle."

To create transformation, Siemens Healthineers needed to connect the company with a tool that allowed collaboration and had process automation, visibility, and transparency built in. And the company relied on Capgemini to develop this vision.

"We wanted to create a platform that allowed everyone to connect to the sales process, not just sellers but marketers, finance, and others," he says. "Everyone who is supporting the sales process is now connected."

Changing habits and moving away from spreadsheets can be a change-management challenge. But the CRM planning included all of the stakeholders at various levels to engage with the process to ensure adoption after the launch.

"My sales education team built the sales processes with Miller Heiman and stakeholders and then we handed it off to our platform teams to work with Capgemini to develop the actual workflow," he says. "And when we started, no one thought we would get it done in six months, but the way we

developed this with the Capgemini team exceeded everyone's expectations."

The key for Siemens Healthineers was getting the right mix of onshore, nearshore, and offshore development. Having resources in North America meant Coutsolioutsos could have close interactions in the same time zone and that the team could move faster, because speed was the critical piece. And it worked: the team hit every set deadline without making adjustments.

"We built the right resources into the process the right way, so even the scripting of our user-acceptance testing was done properly so we didn't miss anything before launch," he says. "It meant no major hurdles, no major surprises, and everything went on time. We built it with an agile mindset but with a waterfall deadline."



*We were implementing Blue Sheets and Gold Sheets from a sales-processes perspective, but we did not have a digital solution to support it."*

**Terry Coutsolioutsos**  
Siemens Healthineers



## Driving sales with better processes

The revamped system was launched in January 2021, and the initial response has been overwhelmingly positive. The new platform, called Virtual Builder, sits inside Oracle Sales Cloud and is web-based, so it delivers a much more user-friendly experience.

For example, the platform includes an inline editing tool. In the old system, editing an opportunity meant revising each entry. Now, there is a Smart View which allows sellers to see their entire book of opportunities on one page. It has eliminated the back and forth of screens, and early estimates show it is saving sellers a minimum of three work hours per week.

"This is the blueprint for the rest of the world," Coutsolioutsos says. "If other geographies want to build on this and implement Miller Heiman sales methodologies, they have the process and tools available. When you are investing in implementation design and development, people have a tendency to follow the lowest-cost option. But, based on my experience, having the right mix of resources is the key because, ultimately, trying to keep costs low usually results in very little actual savings."

The goal was to build for experience and not just functionality, and the result is a platform that engages employees across Siemens Healthineers



*We built something based on meeting strict deadlines and I was totally impressed by the Capgemini team in delivering it. We didn't miss one deadline. Even when the scope was leaping 30 to 40 percent, the timeframe stayed the same. Capgemini was able to maintain the timelines and the platform was delivered on time."*

**Terry Coutsolioutsos**  
Siemens Healthineers



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