



Medtronic Outpaces Competition with Help of Unified Customer Data Warehouse

How does a company with more than 80,000 employees communicate with hundreds of thousands of customers and prospects in 160 countries while keeping everybody on the same page? That was precisely the challenge for Medtronic, a leader in global healthcare solutions and pioneer of the battery-powered cardiac pacemaker.

For years, the company thought it had the answer. It gave Medtronic's sales, marketing and customer service teams access to various CRM, content management, and marketing automation applications, which they used to reach out to customers ranging from doctors and nurses to hospitals and other healthcare organizations. The mix of systems seemed to work well—until the company started digging deeper.

"Everybody thought it was working just fine," says Matt Calnan, Medtronic's manager of marketing data and technologies. "Then we started to look at the data itself." Calnan's team discovered that because the systems were so fragmented, the information created by users ended up in different instances of multiple applications—making it nearly impossible to follow up with customers and leads in a consistent fashion.

What's more, when teams ran business reports and forecasts, the underlying data varied widely from team to team, calling into question the reliability of the information managers used to make decisions and set strategy. The lack of data integration also created lengthy delays in tracking down basic information.

Medtronic

HEADQUARTERS:

Dublin, Ireland

OVERVIEW:

Medtronic plc is one of the world's largest medical technology, services and solutions companies—alleviating pain, restoring health and extending life for millions of people around the world. Medtronic employs more than 88,000 people worldwide, serving physicians, hospitals and patients in approximately 160 countries.

SUCCESS HIGHLIGHTS:

- Unified customer data across the enterprise with data warehouse
- Designed and deployed executive dashboards to drive Medtronic's sales and marketing programs
- Leveraged color-coded graphic displays of lead funnels and other sales performance indicators
- Consistent data helped Medtronic improve lead qualification and management process
- Enabled closed-loop reporting

"Even answers to simple questions such as 'how many leads did marketing generate last week? or how many people filled out a contact-us form?' could take hours to generate, sometimes even days," Calnan recalls.

Single Source of Data

To get its information under control, Medtronic realized it needed to put all its data in one place. "One of the big things we were trying to accomplish was to get all of our data together," Calnan explains. "Whether the data comes from Oracle Eloqua, our CRM systems, or Google analytics—and whether you're in sales, marketing, or customer service—everybody could go to that one place."

The idea of building a central data warehouse quickly emerged as a smart strategy. But that wouldn't be an easy job for Calnan's team, given the scale and complexity of Medtronic's data landscape. "As we started to go through the process, we came to the humbling realization that we didn't even know where to start," Calnan says. That's when Medtronic called on Relationship One, a gold certified Oracle partner and veteran Oracle Marketing Cloud partner, for help.

Working side by side with marketing automation experts from Relationship One, Calnan's team tackled the challenge systematically, performing data audits, building data dictionaries, and identifying data gaps. "Relationship One helped us get a handle on what our data looked like, where it was coming from, and how to clean it," Calnan says.

Before it could launch its data warehouse, however, Medtronic would need to make its data as consistent and error-free as possible. Stakeholders had to agree on standard ways to classify and label customer job roles, names for cities, states and countries, and so forth, and then enforce these rules across every data source. "We wanted to make sure that we had complete standardization across all of the forms we used at every event and trade show that we were attending," Calnan explains. Relationship One helped drive this data-quality initiative.

Executive Insights

Today, with its data warehouse up and running, Medtronic has simplified and streamlined access to business data and analytics. For example, instead of storing hundreds or thousands of customized reports drawn from different systems, users now work from a single unified database and simply apply filters to get insights in a fraction of the time.

The new dashboards not only provide a wealth of numbers to drive Medtronic's sales and marketing programs, but also generate easy-to-consume charts and graphics. "A lot of people say they want data, but if you give them a spreadsheet, they don't know what to do with it," Calnan says. "They prefer pictures." For example, instead of tracking sales leads using a table of numbers, users now can call up a color-coded image of a lead funnel. "It's really simple. Everybody in the room immediately understands what's happening."

Calnan says the new data warehouse has attracted three times as many marketing users, and is helping Medtronic improve its lead qualification and management process. "We're seeing solid ROI for marketing and closed-loop reporting is now a reality," Calnan notes, referring to the tight synchronization between marketing and sales data. "We wouldn't have been able to do that without a consolidated data warehouse and the dashboards that went with it."

What's Next

Looking ahead, Medtronic plans to enhance its data platform further by creating better dashboards, reports and insights, and by mining data to better predict—and act on—market trends.

Calnan stresses the key role Relationship One played in putting Medtronic's marketing automation program on the right track. "It was like we were wandering in a cave and then Relationship One tossed us a flashlight," he recalls. "Now we're turning on light switches left and right. They really helped us to see our business, not just through our own eyes but through the eye of our customers as they engage us through their journey."



At **Relationship One**, we empower organizations to modernize their strategy, technology and data. With a core staff of experienced marketing consultants, integration specialists, data analysts, and development gurus. We have a well-respected track record for delivering solutions that meet our customers' unique business needs. Our mission is simple—inspire success. Learn more at www.relationshipone.com.