

# Rapid Redeployment: Redefining Sales Operations to Drive Operational Efficiency & Top-Line Success

## Introduction

When sales leaders at a medical device company set out to implement an expansion plan of 25 additional sales territories, salespeople and sales managers strongly resisted. The field put so much pressure on management that only 12 of the 25 proposed new territories were ultimately implemented. This dynamic is very common when sales force pay comes largely from sales commissions.

**Dynamic market conditions and increasing pressure on sales & marketing require pharmaceutical companies to make swift and timely deployment decisions.**

Another company's sales plan called for its 100 salespeople to spend time selling all of its 37 products -- "sell everything in the bag." This meant that each product would receive, on average, just 2.7 percent of the sales force's time -- hardly enough to make a difference. Analysis revealed that profits could be dramatically improved if the sales force focused on just 8 of the 37 products.

Dynamic market conditions and increasing pressure on sales & marketing are pushing pharmaceutical companies to take swift and timely deployment decisions.

Usually, these decisions are complex, time consuming, and require a quick delivery to the field. And when coming in the middle of a sales cycle, implementation can be disruptive.

Our experience has shown that keeping business disruption to a minimum is often a major factor differentiating success from failure.

Many pharmaceutical companies are trying to improve their existing sales alignment and deployment refinement process, which at present is not based on a centralized repository of alignment information. This reinforces suboptimal ways of maintaining sales alignment refinements, since it supports only fragmented reports for decision making.

In many companies, historical performance data is stored in multiple, disparate systems, often in different places, using technologies that are not easily compatible. Collecting, organizing, and analyzing this data is a painful process and often unreliable. This leads to poor quality information, process inefficiencies, and delays.

Many times, sales operations managers and field representatives use different manual processes for maintaining and reporting deployment changes. This leads to significant field-satisfaction issues, and inefficient resource utilization and allocation. Communication gaps between the field and management undermines corporate strategy and tactical changes.

Through its domain expertise and in-depth knowledge of these issues and their importance, Cognizant Life Science Analytics, has developed a sophisticated solution to help pharmaceutical



companies implement sales alignment decisions with minimal disruptions and ensure a high level of flexibility and transparency in operations.

This white paper will demonstrate how our Rapid Redeployment solution can be used to streamline the sales redeployment process, with minimal disruption to business operations.

## A New Redeployment Model Emerges

Our solution is modeled around three core aspects of the sales operation redeployment process:

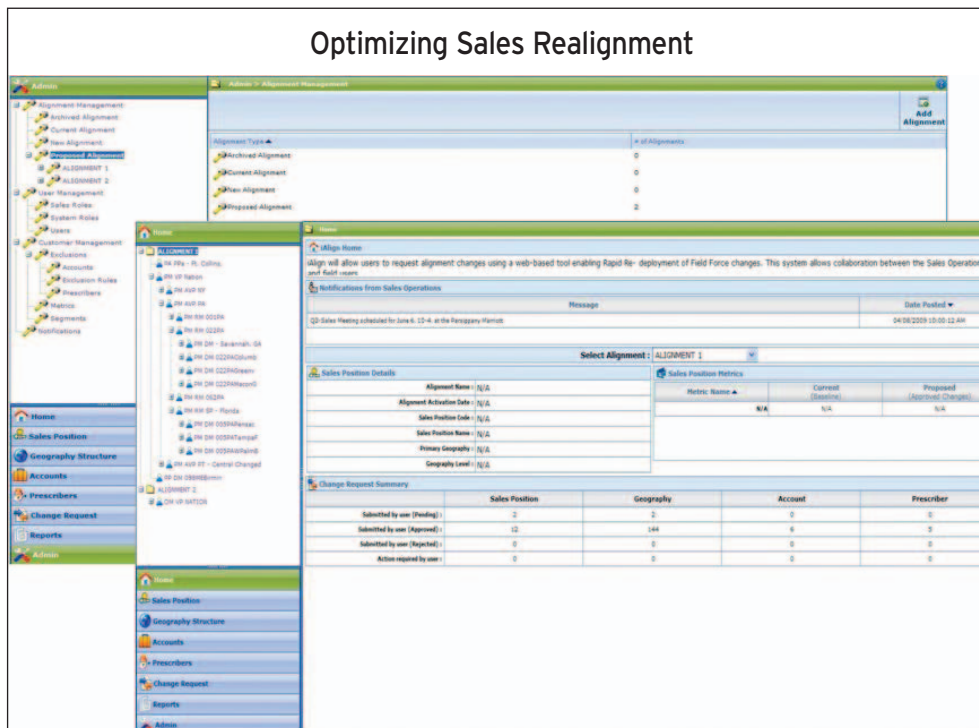
- Alignment Changes:** Our Rapid Redeployment solution has the ability to differentiate geography changes from sales position-related changes. This allows the solution to handle any type of alignment situation. It has specific modules to handle “structural” and “customer” alignment changes. “Structural alignment” is a combination of sales position hierarchy and geographical hierarchy and the relationship between them. “Customer alignment” is the relationship between customers (i.e., prescribers, accounts, GPs, etc.) and the sales position or geography.

- Assignments and Placements:** Our solution utilizes an advanced analytical pool of resources by providing an optimal way to match sales people to territories. We take into account multidimensional data inputs like demographics for a physician, territory workload and size, HR information of a sales representative to reach an optimal territory-to-person match. It allows users to collect, organize, and analyze data online and provides scenario-based models to help users to make informed decisions.

- Team Collaboration:** The solution facilitates a disruption-less environment for redeployment changes to be incorporated in the system. It provides a platform to control the call plan/product sampling-related issues by providing a collaborative environment with proper approval workflows and authorization management.

The user-friendly online interface simplifies the process of redeployment, by allowing the user to make timely changes throughout the deployment cycle.

Our solution is built on a Service-Oriented Architecture (SOA) that has the capacity to



Our Rapid Redeployment solution has an intuitive user interface that enables users to make more informed territory-to-sales representative matches.

implement the most complex of business rules with ease.

There are situations when the end user (in midst of a deployment cycle) needs to change the product portfolio of a sales force, add a new sales role, modify access permissions for a sales person following a promotion or change the escalation

It also has an extensive data management capability to talk to other upstream/downstream applications. The solution provides a flexible integration framework based on SOA concepts, with the capacity to integrate with other applications, ranging from CRM and SFA applications, as well as customer data warehouse systems.

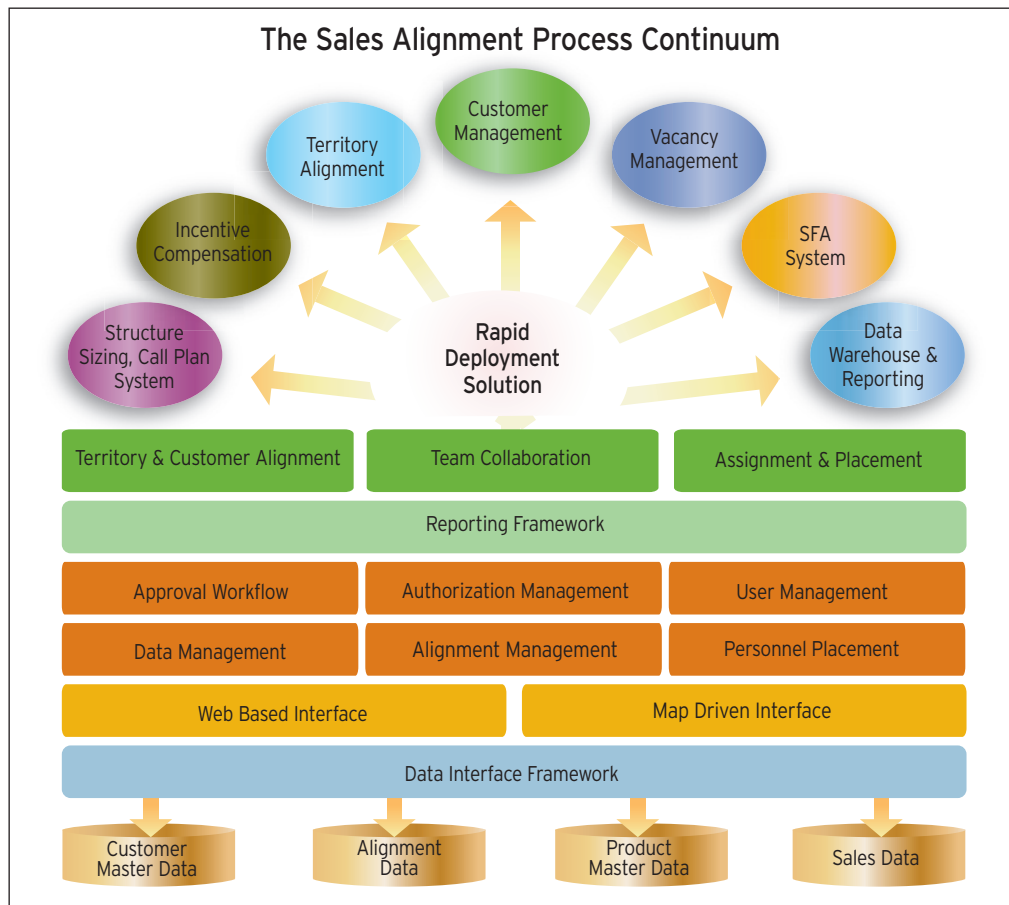


Figure 1

mechanism for change approval workflow. The Administration module within our solution allows the end user to control the redeployment changes.

Our solution has a built-in framework for providing robust analytical reports to users. This rich reporting capability allows them to generate in-depth reports related to the changes made to the sales force structure.

As shown above, the solution acts as a single source of information and can be integrated seamlessly across the entire sales operations' ecosystem.

### Current Situation

Consider a situation when a "District Manager" is called for emergency national duty and needs to abstain from work for a few weeks, or must quit his job. The sales team management is left stranded with the question, "What happens to the sales representatives who were reporting to him?" Should they be aligned with another manager temporarily or should this be treated as a new vacancy?

Another common situation faced is one of geography realignment. For instance, say a prescriber or a hospital in New Jersey needs to

be aligned with a sales professional working in West Palm Beach, FL. This change would require an alteration of coverage rules for the sales professional, and informing the Incentive compensation system so that the change is reflected in his/her compensation.

In today's belt-tightening times, the "District Manager" is asked to "do more with less." This means trying various alignment combinations within the team before arriving at an optimal solution that can be taken to the field.

Usually, there are multiple legacy systems involved in the deployment process. They operate in silos using poorly structured data that creates quality challenges.

The usual way of handling such requests is by making manual system updates or by using MS-Excel-based spreadsheets/text files. As a result, the redeployment process becomes exceedingly cumbersome and error-prone during execution.

To incorporate small unstructured changes to existing alignments, pharmaceutical companies need to rely on their existing legacy systems. But integrating ad hoc processes, including e-mails, spreadsheets and telephone conversations with legacy systems is a slow and time-consuming process that is not particularly cost effective.

These changes must be implemented as quickly as possible. Failure to implement these

alignment refinements can cause inefficiencies in sales force sizing, leading to missed organizational targets.

### Available Solutions

A plethora of solutions have been used by pharma companies to resolve this challenge, ranging from low-cost, semi-manual MS-Excel-based solutions to high-cost, large legacy systems.

These solutions can be broadly categorized into three maturity levels of the sales deployment process, as shown in the figure below:

- a) **Basic Stage:** At this stage of operations, the processes used within the organization are mostly manual or semi-manual; the sales force size is small, focus is on streamlining operations rather than concentrating on top-line/bottom-line efficiency. The processes model is not flexible enough to incorporate dynamic ad hoc modifications and it is costly to implement changes.
- b) **Standardized Stage:** Here the standard processes for operations are streamlined and focus is on driving more revenue. The organization has systems that manage territory alignment, call planning, customer data management, and incentive compensation, but these applications do not communicate efficiently with each other. As a result, system-specific changes are managed easily

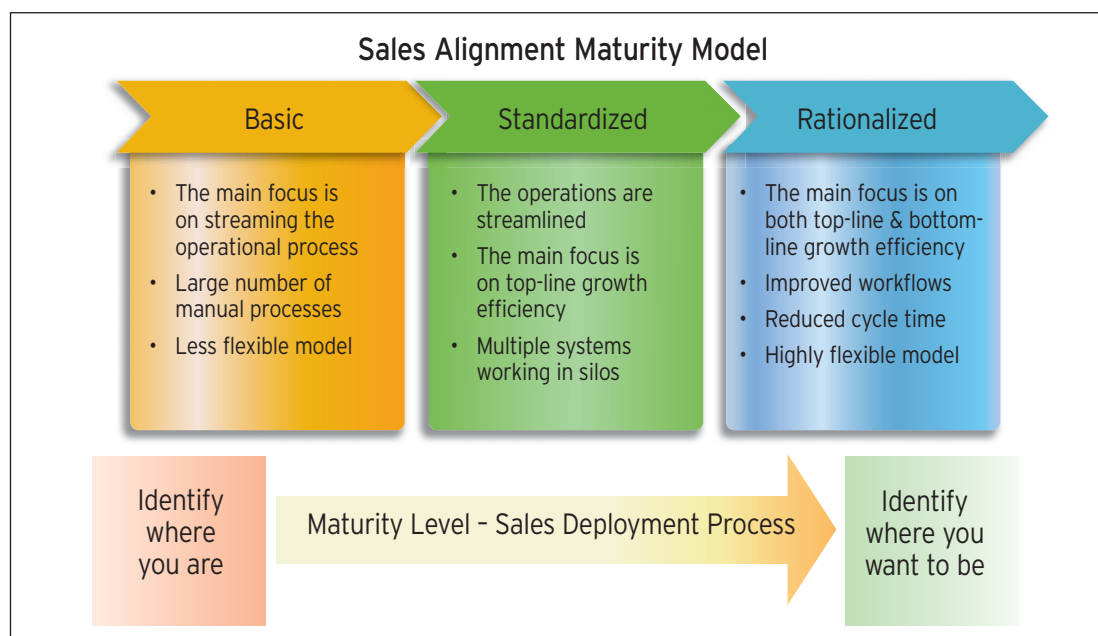


Figure 2

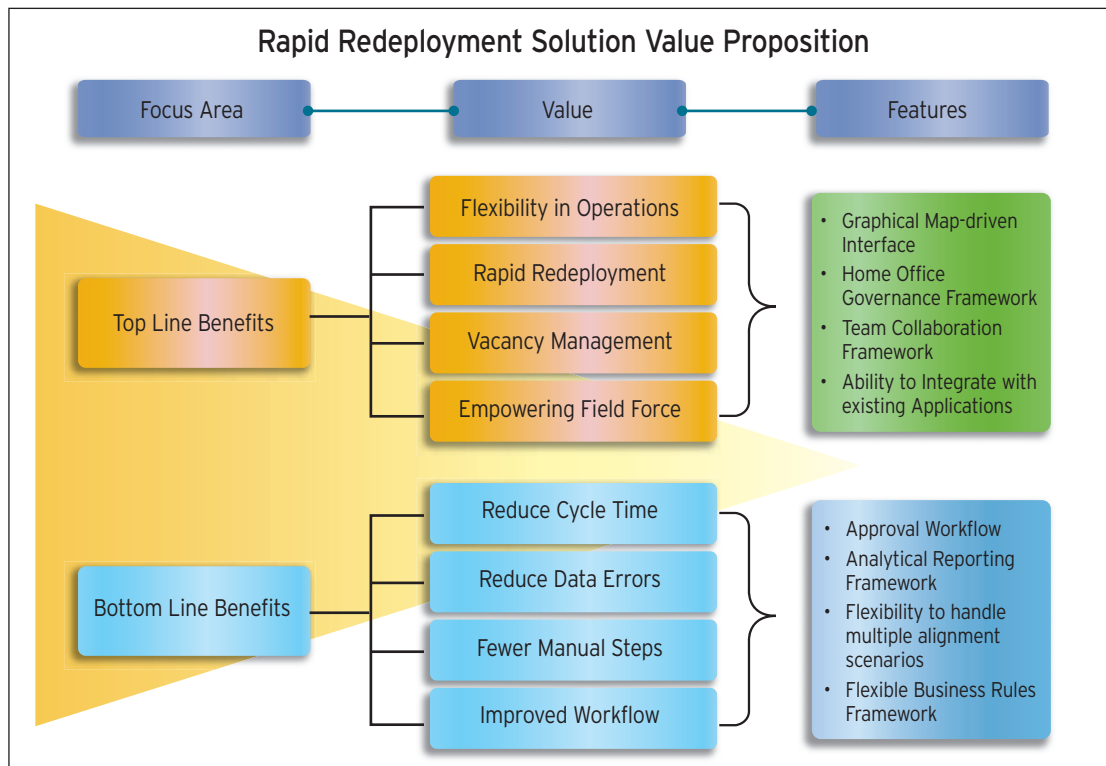


Figure 3

but when the changes need to be communicated to the related systems, the process gets cumbersome.

c) **Rationalized Stage:** This is highest level of maturity and the focus is on improving the standard processes and achieving both top- and bottom-line efficiency. The process model provides a greater level of control for easy governance, transparency, and empowers the field force to make the changes.

There is a seamless flow of information from one system to another. The changes made in one system are visible to the related systems. Change management is easy to implement across the organization.

The Rapid Redeployment System developed by Cognizant seeks to change the way the sales force deployment process is managed. It takes the process to the highest maturity level.

It is a robust solution, built to handle the redeployment workflow end-to-end, from making changes to the existing deployment until final approval.

## Cognizant's Differentiation

The value provided by Rapid Redeployment Solution is three pronged. It helps pharmaceutical companies in making their top- and bottom-line process more efficient. The solution provides the capability to initiate sales force collaboration for alignment refinement. It enables efficient handling of the structural alignment changes (macro-level changes) as well as customer alignment changes (micro-level changes).

As illustrated above, the solution provides a definite edge to management to increase the top line. The solution provides the functionality to assign sales representatives to territories and do placement analysis (which provides territory-to-person match). The analytical model for placement matching is parameterized by a number of local realities of the field force such as demographic info, HR info, location preference, etc. It allows management to make informed decisions through the extensive analytical reporting. All changes occur through an approval workflow, driven by modifiable business rules.

It also moves towards the paradigm of “Field Force Empowerment,” where the field force has a say in the tactical changes institutionalized by management, leading to increased adaptability. After all, a rejuvenated field force is directly proportional to top-line growth.

Moreover, the solution provides a platform for call plan and sample plan collaboration to initiate team-selling activity, thereby significantly reducing turnaround time.

The solution provides features such as flexible business rules and a robust workflow approval system, which reduce manual processes and improves process workflow, enabling pharmaceutical companies to increase their bottom line.

It uniquely distinguishes between an alignment change related to “geography alignment” and an alignment change in the “sales position alignment,” thereby allowing users to handle multiple alignment scenarios. The analytical reporting available in the solution provides tighter control over tactical change implementation.

## Case Study

### Challenges

A top-five pharmaceutical company with a sales force of 6000, including 500-plus field managers, used our Rapid Redeployment Solution to overcome the challenges caused by its redeployment process.

The client was facing problems with its existing alignment process in the form of long cycle time, Inconsistent data, frequent manual intervention, rigid business rules, lack of transparency to the field. This was caused by data that resided in disconnected silos, non-streamlined feeds at variable frequency, and a number of small systems performing a limited number of activities.

The existing process did not differentiate between a sales position change and a geography change, thereby making the transition of the change a difficult task.

There was a considerable manual intervention required in the system as a result each alignment change request took a huge amount of time due to data feed latency.

### Solution

As a part of the engagement, Cognizant Life Science Analytics analyzed the situation and proposed a four-fold solution:

**a) Centralization of multiple functions:** This involved providing streamlined automated data feeds, providing updated territory alignment reports, suggesting optimal alignments for territories based on workload indexing, enabling sales hierarchy management, prescriber list maintenance and handling specialty changes.

**b) Data model aligned to business goals:** Cognizant Life Science Analytics suggested delinking of the sales position and geographical data and provided a prescriber and account level data model. Business rules were aligned to territories. This helped the client move from POA-based alignment cycles to the Rapid Redeployment process.

**c) Usability improvement and process stabilization:** The Rapid Redeployment Solution provided an improved tool for handling the redeployment changes. The quality of data and process improvements were suggested. The solution provided an efficient process for performing alignment and structural changes by supporting flexible approval workflows to manage alignment changes.

**d) Enabling Field Management:** The solution enabled better participation of the field by providing geographic visualization of alignments. It supported automated approval workflows and comprehensive alignment reporting that made the process of communicating and implementing changes leaner.

### Benefits

The client benefited by having a comprehensive workflow to execute end-to-end process. The solution relied on a standard integration framework to integrate with upstream and downstream systems. It provided flexibility to handle different alignment scenarios based on market realities and merger situations. The solution had a map-based graphical user interface for field users to make changes visually. It also helped in defining a robust governance and business rules framework.

## Summary

In today's pharmaceutical industry, where competition is taking a new shape in the form of new business models, outsourcing and partner collaboration, maintaining or extending leadership in sales & marketing is the soul of any commercial strategy. Companies succeed when they operate and handle changes with minimal disruption and adopt a robust mechanism to reach a mature sales and deployment process stage.

Our Rapid Redeployment Solution provides an application framework to facilitate optimal change management, better insight into sales & marketing outcomes and ultimately increased sales.

## About Cognizant Life Science Analytics

Cognizant Life Science Analytics, combines analytics, technology, and market research to provide solutions that enable our customers to improve returns on their sales and marketing investments. We deliver measurable and actionable results that significantly improve the performance of product portfolios and sales forces.

## About the Authors

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## About Cognizant

Cognizant (NASDAQ: CTSH) is a leading provider of information technology, consulting, and business process outsourcing services. Recognized by Fortune Magazine as one of the World's Most Admired Companies, Cognizant's single-minded passion is to dedicate our global technology and innovation know-how, our industry expertise, and worldwide resources to working together with clients to make their businesses stronger. With more than 50 global delivery centers and approximately 63,700 employees as of March 31, 2009, we combine a unique onsite/offshore delivery model infused by a distinct culture of customer satisfaction. A member of the NASDAQ-100 Index and S&P 500 Index, Cognizant is a Forbes Global 2000 company and a member of the Fortune 1000 and is ranked among the top information technology companies in BusinessWeek's Hot Growth and Top 50 Performers listings. Visit us online at [www.cognizant.com](http://www.cognizant.com).

Cognizant Life Science Analytics works with our clients' sales operations and HR to develop the objectives and constraints of the sales deployment process (in the context of new launch, integration, level of disruption, future changes, and redeployment).

Our Rapid Redeployment Practice is focused on meeting needs of Life Sciences companies with our proven capabilities in alignment changes, assignments, placements, and team collaboration.

Leveraging Cognizant's global delivery platform, we have managed end-to-end sales deployment programs, providing alignment solutions for large and medium pharmaceutical firms, with relentless focus on improving ROI.

At the heart of our practice is a suite of home grown Web-based systems such as iAlign®, iForce Team Selling®, iProfiler®, with integrated workflows, enabling us to deliver quality solutions in a short span of time.

Our customers gain exceptional value from lower and predictable total cost of ownership, ISO 9001 certified quality processes, significantly reduced implementation and production cycles, fast response to changes, SOX compliance, and completely secure Web access to reports.



**Cognizant**

Passion for building stronger businesses

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