

Case Study: Life Sciences

Biotech leader CSL Behring builds new Global Tender Management solution

Despite a pandemic, Cognizant and FBK delivered a global platform for tracking business opportunities across business units.

CSL Behring is a biopharmaceutical company, manufacturing plasma-derived and recombinant therapeutic products and providing them to people in more than 100 countries. Its parent company, CSL, was formed more than 100 years ago to save lives using the latest technologies. Today, the company has operations in 35+ countries, employs 1,700+ staff in Research and Development and has invested \$3.7 billion in the last five years to make advances in its product pipeline.

The challenge

Leading biotechnology company CSL Behring needed a global solution to identify and track the thousands of Tenders, or requests for products, that generate significant annual revenue. CSL Behring wanted to be able to identify upcoming Tenders, respond to current ones and get the results of past responses so they could more efficiently and profitably decide whether to bid, and how to bid, for each opportunity.

At a glance

Implementing FBK CM|XS as its global Tender management system helps a global biotech leader CSL Behring to prioritize, prepare and submit winning and profitable proposals. Benefits include:

- Reduced administrative costs and increased profits using standardized processes for tracking Tenders and compliance with pricing and other policies
- Created a centralized repository of harmonized data with bids and their status
- Gained visibility and insights into the global bid pipeline, including KPIs on Tender performance and competitor dynamics
- Improved decision making via centralized reports and advanced analytics

Tenders can be rigid processes that do not allow vendors to negotiate terms, and require them to submit their bids within a predefined time period – sometimes within as little as one month from when the Tender is issued. Having early knowledge of upcoming Tenders enables a company’s sales workforce to help shape the Tender in its favor and prepare its response.

Tender management is a very complex process, often handled by local bid teams that have knowledge of local competitors, pricing and business conditions, in collaboration with market access teams that have in-depth understanding of the product and its uses. These local efforts are often tracked manually by spreadsheets and phone calls, using unique processes for each geography. This makes it difficult for top management to get an overall view of the current and expected Tender pipeline and the revenue it is expected to generate.

Delivering global Tender management

A globally coordinated Tender management process not only reduces delays and administrative costs, but also provides deeper insights that help win more profitable business by assuring compliance with price approval and other policies.

The approach

While many life sciences companies realize the benefits of Tender management, only a few have tried to implement (with success) an end-to-end Tender management software solution across local affiliates operating in multiple business cultures and languages. Determined to deploy a solution across 75 markets worldwide to optimize their Tender management process, CSL Behring partnered with Cognizant to select and deploy a solution to realize their vision.

A global view of revenue

After a comprehensive evaluation, CSL Behring chose FBK CM|XS (BackOffice) for its maturity, flexibility, support for end-to-end Tender management and ability to provide analytics and reports with KPI dashboards in a corporate business intelligence system.

In addition, because the company operates in certain geographies that use requests for proposals (RFPs) and requests for quotes (RFQs), which provide more opportunity to negotiate terms than Tenders, the FBK CM|XS application was extended to also manage those opportunities.

Delivery on time and on budget

Working closely with the various local teams over 18 months, and despite the travel bans imposed during the COVID-19 pandemic, the deployment of the solution was on time and under budget. The deployment team consolidated and standardized data about Tenders and competitors in a data lake, covering all the company’s markets, and provided analytics and reports in KPI dashboards.

Among other capabilities, Cognizant and FBK developed over 100 proposal templates in more than ten languages and 18+ currencies, providing support for tier-volume pricing, multiple discount types, alternative quotes and contract extensions. The deployment team also provided automated processes for ensuring that prices quoted to customers follow corporate policy and are approved by the right manager.

Critical success factors

The joint Cognizant & FBK team configured the solution to meet the requirements of each market and user group, ensuring it was functional and met all legal requirements.

Together they refined the business processes and added functions and interfaces with more applications.

Among the best practices that drove the success of the project were:

- *Project Management:* Cognizant conducted frequent calls with corporate leaders to report on progress and resolve issues, and dynamically adapted activities and resources to changing needs such as COVID-19 travel bans.
- *Change Management:* Because new technology and processes can only be successful if people use them correctly, the team solicited feedback from local managers and business

users on bid approval workflows, provided close to 40 onboarding workshops and trained more than 45 local experts on the system.

- **Testing:** Cognizant developed country-specific tests for various business scenarios, conducted user acceptance testing and allowed users to test additional business scenarios to build their confidence.
- **Interfaces and Data Migration:** Our lead data managers adopted the standard interfaces within FBK CM|XS for all master data sets and templates for data ingestion, to ensure data collection across markets. They successfully mapped and integrated historical Tender and

RFP/RFQ data and configured list price data for customers such as pharmacies and hospitals, created data input flows and identified those responsible for data collection and cleaning.

Business outcomes

As a result of implementing a global Tender management system, in partnership with Cognizant and FBK, global biotech leader CSL Behring is now able to prioritize, prepare and submit winning and profitable proposals. The global Tender management solution is expected to reduce overall operation costs through standard processes and automated approvals, and increase overall revenue.

About CSL Behring

CSL Behring is a global leader in the plasma protein biotherapies industry. We research, develop, manufacture and market biotherapies, which are used to treat serious and rare conditions. Users of our therapies rely on them to help improve their quality of life and, in many cases, for life itself. Our commitment to helping to improve the quality of life for those who use our therapies is evident in everything we do. Whether we are manufacturing and marketing effective products or researching and developing innovative biotherapies, we are first and foremost focused on fulfilling patient needs.

About FBK

FBK, a privately held company headquartered in Milan, Italy, is one of the leading providers of Tender management solutions for manufacturers, suppliers, vendors, and resellers in the Life Sciences and Healthcare industry. The company is implementing worldwide solution deployments with several of the world's largest healthcare companies, with more than \$8 billion in worldwide business managed by FBK CM|XS.

About Cognizant

Cognizant (Nasdaq-100: CTSH) is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 185 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at www.cognizant.com or follow us [@Cognizant](https://twitter.com/Cognizant).

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