

CASE STUDY

**Sales Force
Effectiveness****ABOUT THE CLIENT**

Indian Pharmaceutical company with 700+ feet on ground (BEs), 200+ ABMs/RBM/ZSMs across 440+ territories mapped to 21 Regions and 9 zones for products under Skin care, Cosme Care, Pharma and Cardiology & Diabetes targeting 90,000+ Health care professionals

BUSINESS OBJECTIVE

Objective of assessing the Sales Force Effectiveness for areas like

- Doctors' calls & coverage, call quality w.r.t. SOP/industry standards,
- Marketing activities, RCPA (Retail chemist prescription audit) and Secondary sales

BUSINESS CHALLENGE

Implementation of new Sales Force Tool brought along challenges of resistance, delays in reporting, lack of desired quality of input data, etc. Product portfolio and territory restructuring added to the existing challenges of attrition thereby impacting efficiency and monitoring.

1

Lack of visibility about the CRM technology adoption at the management level

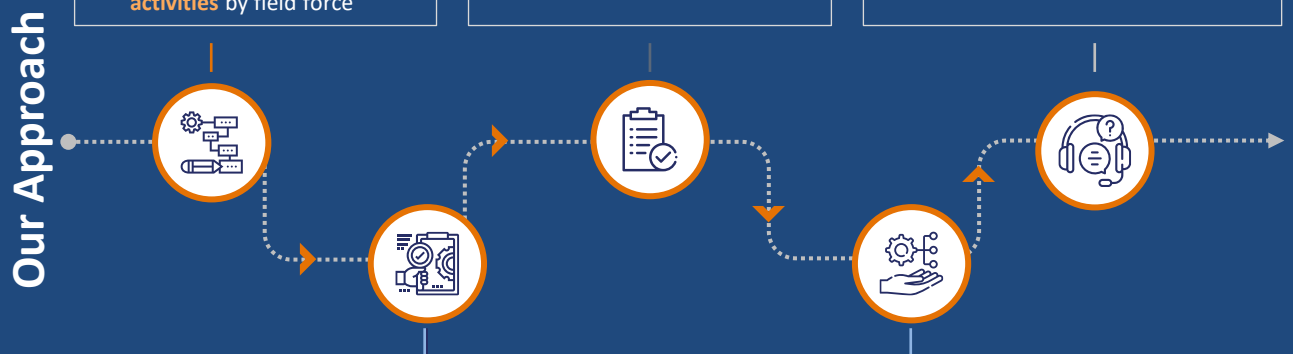
2

Frequent territory realignment and its associated complexities

3

Sales team coverage, customer targeting System and Designs for Reporting and Monitoring

Sales Force Effectiveness Approach



Defining Business Objectives

- Gained an **understanding of business model**, organizational setup, sales force hierarchy, territory and market alignment and customer targeting & negotiations.
- Worked with Sales management to **articulate the list of expected sales activities** by field force

Detailed Planning

- **Analyzed the market and customer data** collected and reported for completeness and accuracy
- **Gained an understanding of the system designed** for field force reporting on daily activities

Execution Challenges addressed

- **Market Situation**: Local practices and industry norms
- **Vacancy situations** at a specific time
- **Balancing and leveraging** the maturity levels across the hierarchy
- Ability to **add/amend activities to the existing rhythm** of field force

Assessment

- **Interviewed** sample field force **across geographies** to align with expected sales activities and the acceptance of new system/ design of reporting data
- **Analysis of calls made** by field force, tour program planning and deviations, joint fieldwork undertaken by line and skip level managers
- Gauged the **maturity level across hierarchy**, monitoring and review mechanisms (system driven & field level review) in place
- Reviewed the field **structure and span of control**: in terms of doctors, retailers, route patches, Stockists per business executive (BE)

Delivery

- Identified the root cause for the gaps/**deviations in key effort parameters** and designed a phased approach to address the root cause.
- **Structured approach** for identifying and correcting data errors in master records with clearly defined roles and responsibilities to ensure comprehensiveness.
- **Management buy-in** on corrections

BUSINESS IMPACT & VALUE CREATION

- 1 Designed enhancements to the monitoring of key effort parameters like
 - Tour Programme deviations vs patch design
 - Non-mandated calls vs Missed calls
 - Joint Field Work – convenience vs customer targeting
 - Structured Patch planning
- 2 Ascertained the areas of training to field force for effective selling, accurate and timely reporting
- 3 Identified improvement areas for leveraging the system design functionalities for effective reporting
- 4 Achieved better clarity and acceptance of performance expectations from the frontline
- 5 Identified and emphasized the need for implementation of key dashboards for effective monitoring
- 6 Management adopted a clear holistic action plan to improve sales force effectiveness

ABOUT US

Headquartered in Gurgaon, Valueonshore Advisors is a specialized professional services firm managed by the Big 4 alumni and industry executives. Our portfolio includes multi-billion dollar companies, mid-cap public and pre-IPO companies that range from late stage to early stage. We are a trusted, preferred partner for various multinational and Indian clients who engage us for our functional expertise, industry knowledge and our objective solutions for complex problems.

Our 'Operations Consulting' team offers to provide a holistic solution that helps to optimize the end-to-end value chain in an organization by reducing bottlenecks, identifying key levers to reduce costs or improving productivity which helps in increasing efficiency. It doesn't involve only the drafting of elaborate plans but also includes their envisioned implementation.

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