VALUEONSHORE

CASE STUDY

Sales Force Effectives

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

Evaluate sales force effectiveness across doctor coverage, call quality, marketing execution, RCPA, and secondary sales alignment

BUSINESS CHALLENGE

- The Sales Force Automation rollout was constrained by adoption gaps, reporting delays, and data quality issues.
- Simultaneous product and territory realignments, along with elevated attrition and limited management visibility into CRM usage, impaired sales coverage, customer targeting, and monitoring effectiveness.

OUR SOLUTION

Established a comprehensive understanding of the business model, organizational and sales force structure, territory and market alignment, customer targeting and negotiation practices, and aligned with sales management on defined field-force activities

Assessed sales force effectiveness through field interviews, call and tourplan analysis, review mechanisms, and assessment of field structure and span of control.

Planned the audit approach through evaluation of data completeness and effectiveness of daily field-force reporting.

Delivered a phased approach to address root causes of key gaps, correct master data errors, and secure management buy-in,.

Executed field-force initiatives to overcome market, staffing, and hierarchy challenges while refining activity rhythms

BUSINESS IMPACT DELIVERED

Strengthened sales force effectiveness by identifying training needs, optimizing system usage for accurate reporting, and implementing dashboards for real-time monitoring of tour deviations and call coverage. These interventions clarified performance expectations, enabled data-driven decision-making, and provided management with a structured action plan, enhancing operational efficiency and oversight.

- Vendor governance was strengthened through enhanced SOP controls and benchmarking against best practices, reducing vendor and compliance risks.
- Vendor stability assessments were improved through financial ratio–based analysis, enabling more informed vendor evaluation
- Financial leakage was mitigated and control assurance enhanced through the detection of irregular and duplicate expense vouchers

ABOUT US

Valueonshore ("VOS") Advisors is a global business advisory firm of Big 4 alumni and industry leaders, supporting financial executives on complex, high-impact matters across accounting, M&A, risk, and managed services. Founded in 2009, the firm has grown to ~400 professionals across the **U.S.**, **India**, and the **UAE**, serving mid-cap and high-growth companies as a trusted partner in navigating complexity and driving value.

Krupa Ruparel
Vice President
krupa.ruparel@valueonshore.com

Shashank Agarwal
Vice President
shashank.agarwal@valueonshore.com