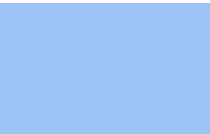


# **Digitalization of sales organizations**




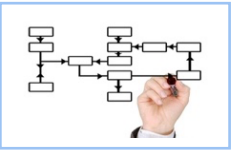

Levers, Tools and Benefits

May 2020



# Recommended measures address the intention and need to quickly revive revenue as well as prescription during and after the crisis

## Excerpt effective measures

	EFFECTIVE MEASURES	DESCRIPTION
	<b>Improve customer segmentation</b>	<ul style="list-style-type: none"> <li>▪ Collect and make use of <b>real-world data about HCPs and patients</b> by linking existing and new sources to identify respective preference profiles</li> <li>▪ Quantify and qualify <b>HCPs' and patients' needs</b> based on data</li> </ul>
	<b>Enforce digitalization and data usage</b>	<ul style="list-style-type: none"> <li>▪ Enforce <b>multi channel approach</b></li> <li>▪ <b>Empower sales force with digital tools</b> that allow deep customer insights</li> <li>▪ Expand data and data driven decision making</li> </ul>
	<b>Empower sales force</b>	<ul style="list-style-type: none"> <li>▪ <b>Optimize the sales force</b> according to <b>geographical and product-specific needs</b></li> <li>▪ <b>Reduce administrative tasks</b> of sales force to a minimum</li> </ul>
	<b>Optimize sales process</b>	<ul style="list-style-type: none"> <li>▪ Design seamless and <b>customer-centric processes</b> with adequate <b>IT system support</b></li> <li>▪ <b>Integrate functions and business units</b> in working effectively with customers</li> </ul>
	<b>Optimize visit/ call frequency and quality</b>	<ul style="list-style-type: none"> <li>▪ Provide sales force with <b>digital equipment and data-based software</b></li> <li>▪ Expand <b>sales competencies and skills</b> and enable <b>best practice sharing</b></li> </ul>

# O&C's set of tools and methods provides opportunity to tackle distinct areas of improvement within sales organization virtually or onsite

## O&C toolbox and its benefits

### Focus Interviews

#### **Activities** (extract)

- Conduct confidential 1-on-1 Focus-Interviews with stakeholders (sales organization)
- Jointly formulate hypotheses and create questionnaire
- Assess current situation within sales organization from an employee's perspective, highlight ideas/ remarks

#### **Benefits**

- High employee involvement, voice of the team
- Reduced fear of change, identified improvement areas

### Top seller workshops

#### **Activities** (extract)

- Identify best practices and general sales advice in a 1-day interactive workshop
- Work up critical factors from successful sales people
- Exchange on preparation, medical visit, closing techniques, relationship, interfaces collaboration etc.

#### **Benefits**

- Exchange best practices/ innovative ideas
- Encourage learning from each other/ knowledge base

### Targeting and Segmentation Sprints

#### **Activities** (extract)

- Identify high potential HCPs (large accounts)
- Assess, analyze and optimize current targeting process clustering high-potential HCPs
- Develop a strategy to determine the ideal number of calls per cluster of HCPs

#### **Benefits**

- Increased customer satisfaction with communication
- Focus on high potential HCPs

### Day-in-the-life-of (DILO)

#### **Activities** (extract)

- Accompany a specific function or position in his daily work over a period of time on-site
- Collect and quantify the time for daily activities for that specific position
- Identify strengths/ best practices as a neutral observer

#### **Benefits**

- Generated in-depth insights on opportunities hands on
- Strong mobilization and integration of employees

### Collaboration workshop

#### **Activities** (extract)

- Assess and evaluate interfaces to other departments in a 1-day interactive workshop
- Identify and counteract barriers of current collaboration
- Align roles and responsibilities

#### **Benefits**

- Overarching alignment
- Improved future collaboration with support functions

### Data Analytics Platform

#### **Activities** (extract)

- Expand the use of data in sales-related activities based on improved data generation and data analytics
- Formulate a clear data strategy including data storage, ownership, access and services

#### **Benefits**

- Full leverage of available data in business processes
- Processed feedback from external stakeholders