

# Boehringer Ingelheim (Canada) Ltd. Is Boosting Sales Call Productivity with Siebel Pharma



A leader in the market for respiratory products, **Boehringer Ingelheim (Canada) Ltd. (BICL)** recognized in late 2000 that it had outgrown its existing sales force automation application. The company had expanded into many new product areas and needed a solution that would enable its sales professionals to more effectively manage territories, plan sales calls, and track data on doctors' prescribing habits. BICL ultimately decided to implement Siebel Pharma, Siebel Systems' market-leading CRM solution for the life sciences industry. With the solution deployed, BICL has seen a 20 percent increase in the number of calls to high-value physicians, greater operational efficiency, and better call planning and reporting. Based on the company's success, BICL was highlighted in the recent report from Aberdeen, *What Works: Ten Significant CRM Implementations of 2002*.

Although its reputation rests on treatments for chronic respiratory disease, **Boehringer Ingelheim (Canada) Ltd. (BICL)** now provides remedies for hypertension, BPH, stroke, Parkinson's disease, HIV/AIDS, and other conditions as well. A subsidiary of German pharmaceutical giant **Boehringer Ingelheim**, BICL is also a leader in veterinary medicines. The company employs 500 people and generated revenue in excess of \$134 million in 2002.

BICL's expansion of its offerings beyond its signature respiratory products brought it head to head with new competition. To meet that challenge, the company realized it needed to replace its functionally limited sales force automation (SFA) application. The company chose **Ross Scarrow**, Director of Information Technology, and **Peter Harbin**, Manager of Knowledge

Management, to head up a team charged with finding a customer relationship management (CRM) solution that would help BICL improve sales productivity and enhance marketing effectiveness.

## The Problem: Poor Data Access

The problem with BICL's existing system was a lack of reliable, centrally available data. Although BICL sells its products chiefly through pharmacies, it is prescriptions that drive sales. Therefore, having good data on doctors' prescribing habits is critical. Salespeople need it to build relationships with physicians, manage territories, and plan calls. Under the old system, however, that data was housed in a cumbersome spreadsheet-based system, which made the data difficult to find. Moreover, it was not integrated with the company's other marketing and sales data.

## SOLUTION OVERVIEW

### Boehringer Ingelheim (Canada) Ltd.

Providing Canadian and Caribbean citizens with a wide range of pharmaceuticals and veterinary medicines

### Industry

Life Sciences

### Geographies

Canada  
Caribbean

### Business Challenges

- Lack of reliable, centrally available customer data
- Inability to capture field-level activity data
- Inconsistent sales and marketing procedures
- Manual, time-consuming processes used for sales reporting

### Solution

Deployed Siebel Pharma to 190 users in just 3.5 months; French-language version rolled out to Quebec sales representatives in two weeks

### Benefits

- Increased calls to high-value physicians by 20 percent
- Increased operational efficiency by bringing consistency into business processes
- Improved call planning and call reporting
- In later phase, will enhance collaboration between marketing and sales

### Solution Components

Siebel Pharma

Database: Oracle

Hardware: IBM, Compaq

Back Office: BPCS, Cognos, RAM

### Siebel Alliance Partner

Skura Corporation

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—Ross Scarrow, Director,  
Information Technology,  
Boehringer Ingelheim  
(Canada) Ltd.

As a result, salespeople spent an excessive amount of time searching through records to locate relevant doctor-level information, then manually entering that data separately into the SFA application, a territory analysis database, a quarterly call plan, and other spreadsheets. They were bogged down in administration when they could have been selling.

#### **Resistance to the Black Box**

BICL’s SFA system was also inadequate for capturing field-level activity data. Remote salespeople who entered call reports would often find, the next time they connected, that the system had misplaced the reports. Not surprisingly, they distrusted the system, viewing it as a “black box” that swallowed their data and gave them nothing in return. “We weren’t getting any meaningful information out of the system,” explains Scarrow. “We needed to be sure that our people were seeing the right physicians, seeing them often enough, and delivering the right messages. We couldn’t measure any of that with the existing system.”

Compounding BICL’s challenges, the company’s sales and marketing procedures were inconsistently defined. Representatives had neither a standardized sales process nor a common vocabulary. People understood even basic terms such as “sales call” and “target marketing” differently. Frequent misunderstandings led to missed opportunities.

Faced with these shortcomings, BICL decided to implement Siebel Pharma. The selection was based on the Siebel solution’s extensive functionality, reliability, and scalability, as well as on Siebel Systems’ commitment to ensuring 100 percent customer satisfaction. The fact that Siebel Pharma was developed specifically

for the life sciences arena was another key selection factor. “The Siebel people we worked with really knew our industry,” recalls Scarrow. “Right from the start, that made us feel comfortable.”

#### **Under Budget**

Phase 1 of the multistage project began in late September 2000 and officially launched at the company’s national sales meeting in January 2001. A blended team of professionals from Siebel Global Services and Skura Corporation, a Siebel alliance partner, rolled out Siebel Pharma to BICL’s entire Canadian sales force—138 remote and 20 connected users—in just three months. The deployment, which came in at \$13,000 under budget, included a French-language version for representatives in Quebec. The speed of the deployment is all the more remarkable considering that, before the go-live date, the Siebel application was integrated with a Cognos data warehouse, an IMS doctor listing and tracking service, and a Resources Allocation Model (RAM) doctor-ranking application. “That was a lot of change to absorb all at once,” recalls Scarrow, “but we still came out on top.”

Skura Corporation managed solution scoping, design, configuration, testing, and rollout support. Siebel Expert Services conducted sizing and configuration reviews, and a Siebel Technical Account Manager (TAM) served as technical coordinator. The mapping of business processes and supervision of training was entrusted to a Siebel End User Education group about whom Scarrow is especially enthusiastic. “Nothing fazed them,” he recalls. “They brought in great bilingual trainers, and they responded to every last-minute change very professionally. They were definitely one of the bright spots of the initial rollout.”

**Closing the Customer Information Loop**

As an intermediary step between Phases 1 and 2, Siebel Pharma was deployed to BICL’s Caribbean sales force and the company’s Medical Information Group, a team responsible for addressing doctor inquiries. Working out of BICL’s central call center, Medical Information representatives address questions from doctors on a wide range of issues, from dosing recommendations to critical requests for clinical and side-effect information. All data entered by the Medical Information Group, including updated physician profile data, is passed directly to the field sales force through Siebel Pharma, enabling BICL to present a single face to doctors across all touchpoints and improve customer service.

**Phase 2 Boosts User Acceptance**

In Phase 2, which ran in 2002, BICL deployed the Siebel solution to its veterinary medicines field force, added a medical education module to help with the planning and execution of education events, and arranged for the sharing of call notes with product marketing partners. With these enhancements, the BICL field force took quickly to the Siebel-powered system. “We evolved into a very rep-friendly system, and this really boosted adoption,” says Pam Killaby, who was a Regional Business Manager at the time of the implementation. “As they saw how the system benefited them, they began actively entering data and making more frequent call reports.”

Scarrow does not find this uptake at all surprising. “Our reps can now get everything they need—customer information, sales data, partner notes—from one integrated system,” he says. “We were careful not to add extraneous information and to make it clear how using the system would benefit them.

And they’ve responded. They use it not just for recordkeeping but also for call planning. Siebel is where they do all their work. That’s a major shift for the company.”

**Aligning Individual Performance**

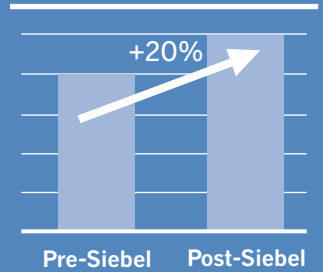
The Siebel application is also helping BICL align individual performance with corporate objectives—specifically, the need to target high-value prescribers. Bruce Fairley, Manager of Business Solutions, explains: “We know from IMS marketing data which doctors we should concentrate on, but before Siebel, we couldn’t measure our effectiveness in doing so. Now, reps make concrete commitments—how many calls they’ll make on a given physician, for example—and we can track how they do against those objectives. Already they’ve increased the percentage of calls they make to targeted, high-value physicians by 20 percent. This information is visible at a moment’s notice to senior management, providing a much clearer view of our prospects going forward.”

Siebel Pharma has also improved BICL operational efficiency. “You don’t invest in IT for IT’s sake,” says Scarrow. “You invest in IT to improve your business, and that’s exactly what is happening here. Thanks to the business rules that the implementation team helped us define, Siebel Pharma has brought order into our terminology and into our procedures. We now have consistent, detailed process flows, built into the screens in the Siebel application.”

**A Global Initiative**

In Phase 3 of the Siebel deployment, which will involve upgrading to Siebel 7.5, BICL intends to add a marketing literature module to facilitate the exchange of information from the head office to the field, build close integration with marketing

Percentage of Calls to High-Value Physicians



**Customer's Implementation Advice**

- Define the expected value of the implementation
- Secure active executive sponsorship
- Set budget for clearly defined scope and business objectives
- Heed the advice of subject matter experts
- Commit to ongoing training

to refine the segmentation and targeting of doctors, and expand the number of Siebel users to approximately 300. And this is only a beginning. Based on its CRM success to date, Boehringer Ingelheim plans to extend the Siebel Pharma deployment to more than 90 percent of its customer-facing employees worldwide.

BICL's deployment has caught the attention of Aberdeen, a leading IT market analysis firm. Aberdeen highlighted BICL in its recent report, *What Works: Ten Significant CRM Implementations of 2002*. Specifically, BICL was acknowledged for implementing Siebel Pharma in less than three months in its Canadian division and subsequently realizing significant increases in revenue.

"What we've accomplished," says Scarrow, "is a model for what Boehringer Ingelheim is implementing worldwide. The Siebel Pharma deployment in Canada is the cornerstone of the global CRM initiative."

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