

Novartis Pharmaceuticals Canada Enables a Customer-Centric Future in Five Months



With the goal of becoming the number one of the top five pharmaceutical companies in Canada, Novartis Pharmaceuticals Canada, the Canadian subsidiary of the Novartis Group, crafted a strategy aimed at improving its ability to manage customer relationships. Recognizing that this would require a world-class customer relationship management (CRM) system, Novartis selected Siebel Pharma Sales. The Siebel solution replaces a host of disconnected systems and supports business processes that reflect best practices. Since deploying the Siebel solution, Novartis Pharmaceuticals Canada has gained a comprehensive view of the customer, better aligned marketing with sales, and enabled smoother coordination between its various sales units. Thanks to careful planning, Novartis Pharmaceuticals Canada was able to deploy the solution—in both English and French—in just five months, and achieved sales force satisfaction with the new system of more than 90 percent.

Created in 1996 from the merger of Swiss pharmaceutical giants Ciba-Geigy and Sandoz, Novartis is a world leader in the research and development of products to protect and improve health and well-being. With core businesses in pharmaceuticals, consumer health, generics, eye care, and animal health, Novartis' businesses achieved sales of \$20.9 billion in 2002. Novartis Group is headquartered in Basel, Switzerland, and employs more than 72,000 people operating in more than 140 countries around the world.

Novartis Pharmaceuticals Canada, the Canadian subsidiary of Novartis Group, began rethinking its customer relationship management (CRM) strategy in 2001, as it became clear that its sales force was

straining under the pressures of rapid growth. As the sales force expanded by 75 percent over 18 months, Novartis Pharmaceuticals Canada realized that its field personnel were being held back by outdated systems whose inefficiencies limited their ability to sell to and satisfy customers.

Manual Processes Make Customer Targeting, Sales Coordination Difficult

The 400-person sales force, which was organized by therapeutic area (primary care, oncology, transplantation, and ophthalmology), used a host of different, disconnected sales systems. For example, some salespeople used paper to track customers, while others used a variety

SOLUTION OVERVIEW

Novartis Pharmaceuticals Canada Inc.

A leading Canadian pharmaceuticals company

Industry

Pharmaceuticals/Healthcare

Geographies

Canada

Business Challenges

- Lack of a unified record of customer interactions
- Disparate sales systems for each sales unit
- Lack of territory management system

Solution

Deployed Siebel Pharma Sales to 400 sales representatives

Benefits

- Improved sales force satisfaction with the SFA system from 18 percent to 90 percent
- Created a comprehensive view of the customer, eliminating conflicting sales calls
- Improved ability to coordinate marketing and sales efforts

Solution Components

Siebel Pharma Sales

Database: Oracle

Siebel Alliance Partner

Skura Corporation

“With Siebel, we have significantly improved our collection and sharing of customer profile and contact information, which has led directly to increased sales force efficiency and productivity.”

—Daren Wilson,
Sales Force Automation
Manager, Novartis
Pharmaceuticals Canada

of automated systems. For this reason, it was difficult to gather comprehensive data on customers, ensure that customers received a seamless sales experience, and ensure that customers received a consistent message about Novartis. In addition, it was difficult to identify top customer targets and develop a coordinated approach to win their business. Not surprisingly, 82 percent of salespeople reported that they were dissatisfied with the company’s existing sales systems and processes.

Marketing to customers was also fragmented and not effectively tied to sales efforts. “Quite often, we would get a physician calling our medical information line to request information,” explains Daren Wilson, Sales Force Automation Manager, Novartis Pharmaceuticals Canada. “Medical Information would then send something that didn’t necessarily support the marketing strategy. A representative might have shown up the day after the customer had received the medical information and have been caught between the marketing strategy and the medical information.”

Aligning CRM Strategy with Corporate Strategy

As the IT team analyzed the limitations of the existing sales systems, the executive team at Novartis Pharmaceuticals Canada was rethinking its overall strategy for achieving its goal of becoming one of the top five pharmaceuticals companies in Canada. “We identified a series of areas that we wanted to be the best in, and one of them was the area of meeting customer needs, which required a corporate focus on the customer relationship,” says David Rylett, Director of Field Operations, Novartis Pharmaceuticals Canada, who was recently promoted to a new position within the company. “To realize this vision, it became

clear that we needed a robust customer relationship management solution.”

Selecting Siebel Pharma Sales

Novartis Pharmaceuticals Canada took a rigorous approach to selecting its CRM system, first thoroughly analyzing its needs, then putting a large number of vendors to the test. “We had four main reasons for selecting Siebel,” says Wilson. “First, Siebel was a leader in the CRM space, and we knew that they would be around long-term to partner with us. Second, Siebel offered an application tailored to our needs in the pharmaceuticals industry. Third, the software fit the business needs that we had identified. And finally, we can easily adapt Siebel’s technology to support our needs over the long run. It is a platform that we can build upon, so that we can keep our opportunities open in the future.”

Careful Planning, Team Coordination Yield Quick Five-Month Deployment

Novartis Pharmaceuticals Canada planned its CRM strategy very carefully, with involvement from all parts of the company. After determining its general CRM needs, Novartis Pharmaceuticals Canada created a 40-person cross-functional team with members from sales, marketing, sales operations, and IT who worked together to identify and develop business requirements. The team also took this opportunity to update and streamline business processes, so that the new CRM system would reflect best practices, not just current practices.

Once the project was approved, Novartis’ IT team underwent training offered by Siebel Global Services. With the training complete, and a clear project roadmap, the Novartis IT team led by Manon Chartrand—working in close collaboration with its integrator, Skura, and a Siebel Technical Account

Manager (TAM)—were able to deploy Siebel Pharma Sales, from project definition to pilot, in just five months. This accomplishment was all the more impressive given that the Siebel solution was rolled out in both English and French.

“We have been extremely happy with Skura and our Siebel TAM,” says Wilson. “They’ve been absolutely excellent for us and given us the leadership and the problem solving skills we’ve needed to achieve our goals.”

Sales Force Satisfaction Soars with Siebel Pharma Sales

Since going live with Siebel Pharma Sales, the sales force has already seen numerous improvements. “Previously, the visibility of one field force’s targets was not available to another field force, even though they were co-promoting the same product,” says Wilson. “With Siebel Pharma Sales, there’s open visibility, so representatives can clearly see the target lists of their colleagues and make sure they’re coordinating with each other in a way that fits with marketing and sales operation tactics.” With a 360-degree view of the customer and the comprehensive, easy-to-use functionality in Siebel Pharma Sales, satisfaction with the new system is more than 90 percent.

New Sales Processes Assisted by Siebel Pharma Sales

Siebel Pharma Sales was only part of a complete rethinking of the sales process at Novartis. For example, Novartis developed a new selling model for medications and introduced this process in the spring prior to the Siebel Pharma Sales rollout. “We replaced our entire selling model with one that was more customer-focused and better aligned with marketing,” explains Wilson. “Our team made sure that Siebel Pharma Sales supported the new selling model. Once

the Siebel system was rolled out, the sales force was impressed that it supported the new process and gave them the support they needed from day one.”

Aligning Marketing with Sales

Siebel Pharma Sales has not only improved the coordination between sales teams, but has also improved the company’s ability to plan and execute coordinated marketing campaigns. “Because we have different field sales forces, field units would not be aware of all of the speaker programs or medical programs being conducted in a given city,” says Wilson. “Because we’ve now automated our systems around these marketing programs, our primary care representative now knows when ophthalmology has planned a speaker meeting and can therefore ensure that they don’t put another presentation on the same date. We’re no longer competing for the same customers.”

Executing on the Vision

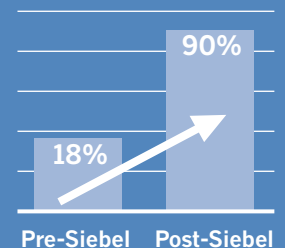
The Novartis team that deployed Siebel Pharma Sales is excited about the gains they have already made in sales and how future phases of the deployment will help them further their goal of becoming one of Canada’s top five pharmaceutical companies.

“We at Novartis share a certain vision, a vision that is concrete and that we’ve all agreed upon together,” says Wilson. “With planning, preparation, and the right people on the team, we’ve accomplished a huge undertaking, a huge step in making this vision a reality. And with Siebel, we have significantly improved our collection and sharing of customer profile and contact information, which has led directly to increased sales force efficiency and productivity.”

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Sales Force Automation
Manager, Novartis
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Sales Representative Satisfaction with SFA System





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