

**Internship at
ZS Associates India Pvt. Ltd., Gurgaon**

By

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ORGANIZATION OVERVIEW

A. About the Organization

ZS is the world's largest firm focused exclusively on improving business performance through sales and marketing solutions, from customer insights and strategy to analytics, operations and technology. More than 3,000 ZS professionals in 21 offices worldwide draw on deep industry and domain expertise to deliver impact where it matters for clients across multiple industries.

ZS focuses exclusively on the two areas that create customer demand: sales and marketing. As a result, the expertise in this domain is both broad and deep. They provide a vast range of marketing- and sales-related services in the industry, from customer insight, product development, and sales and marketing strategies, to sales compensation planning and even plan administration, to name just a few. The consultants leverage the firm's deep knowledge of the range of sales and marketing activities and how they interact to anticipate the upstream and downstream effects of virtually any decision. Thus, ZS offer clients the unique advantage of understanding what will work best for their company.

Thirty years ago, ZS helped pioneer the shift in commercial strategy from being determined largely by intuition to being driven by data. The fundamental approach is same even today: uncovering the truth through quantifiable facts of what works, informed by unrivaled experience and constant innovation. As a result, ZS possess deep expertise in what makes for successful sales and marketing, and has built a global team of more than 2,000 highly trained professionals who are committed to this pursuit.

Since 1983, ZS has been working shoulder to shoulder with leaders at hundreds of the world's top corporations. ZS clients typically are large and mid-sized companies whose success depends on the effectiveness of their sales and marketing. ZS helps them gather and analyze data to create the best strategies; orchestrate sales and marketing activities to increase demand efficiently; and change quickly to become more competitive.

B. Organizational Timeline

ZS Associates is rooted in an academic partnership that began in the early 1970s. In **1973**, Andy Zoltners completed a PhD in integer programming algorithms at Carnegie Mellon University, devoting a chapter in his dissertation to sales territory alignment problems. Andy subsequently accepted a teaching position at the University of Massachusetts (UMass).

The following year, Andy crossed paths with PhD student Prabha Sinha, who was exploring the use of higher math in meal planning for the military. The two collaborated on the Multiple Choice Knapsack problem and co-wrote a paper on the topic. Eventually they realized that this line of thinking was highly applicable to the problems of sales force sizing and resource allocation.

Over the next several years, the pair worked with a number of companies, gaining practical experience applying modeling techniques to sales force problems.

In **1982**, Andy presented his and Prabha's mathematical models for sales force sizing and territory alignment to the Pharmaceutical Management Science Association (PMSA), using an early Apple computer to display sales territories on-site. Executives from many of the attending companies were stunned by the model's ability to quickly solve sales force sizing, sales resource allocation, and territory alignment issues and see solutions visually in real time, with one exclaiming, "I've been waiting my whole life for this!"

By **1983**, both Andy and Prabha were teaching at Northwestern's Kellogg School of Management. They lectured by day, and by night they worked on the many client projects that came their way. Already having consulted to eight companies, the two professors concluded that there was an opportunity to help many clients address critical sales force effectiveness issues, and so they incorporated ZS Group, Inc., on September 21, soon renamed ZS Associates, Inc. **1985** saw ZS double in staff, from 12 to more than two dozen, and the burgeoning consulting firm soon outgrew the standard midnight computer runs to Northwestern's computer center. Andy and Prabha, realizing the need and opportunity to expand, collateralized an IBM 3481 mainframe computer purchase with their homes. That same year, the firm released the first version of its automated territory design software.

By **1986**, ZS had helped eight of the world's 10 largest pharmaceutical companies size their sales forces and align territories in the United States, Canada, or Europe. The two-year-old, 25-person firm had already worked on nearly 100 projects in a dozen countries.

In **1987**, ZS was selected by a global corporation to help reorganize, downsize, realign, and redeploy its US sales forces. It was one of ZS's largest projects to date. However, providing great analytics were simply not enough for this project – the people-oriented aspects of facilitating placement decisions proved to be critical as well. Providing change management processes and supporting tools for the human resources side of sales and marketing became a key element of the firm's placement work.

Additionally, ZS began working on incentive compensation design and administration, helping clients determine optimal incentive plans for their sales teams as well as publishing performance reports and calculating attainment on an outsourced basis.

In **1990**, another international company chose ZS to help develop sales force strategies and deployments for its recently merged sales forces in a dozen key countries. This was the first of many such near-simultaneous, multi-country projects for the firm. The same successful model was repeated through the 1990's with multiple clients. In **1993**, ZS introduced a new sales force effectiveness and productivity framework. This framework – and future versions – has since been leveraged extensively by the firm to help clients determine their key issues and improve their business performance. The company also began to develop data warehouses for clients, as well as a range of analytical services. These projects were the genesis for ZS's services in client capability building and outsourcing.

In **1997**, ZS began to apply its data-handling capabilities and rigorous analytics to the marketing research function. In subsequent years, this new marketing research area grew together with ZS's already established forecasting practice and expanding expertise in broader marketing issues, to take shape as ZS's current marketing services practice area.

In **1998**, ZS introduced specialized software, processes, and dedicated teams to focus on the growing opportunity in administering sales force incentive compensation programs, an area the firm had been addressing for some time. In addition to providing outsourced services, our work in this area enabled clients to successfully administer their incentive compensation programs in-house.

In **2002**, ZS launched the Marketing Research practice, which eventually evolved to an even broader Marketing solutions area.

In **2004**, the Institute for Operations Research and the Management Sciences (INFORMS) awarded Andy and Prabha the Marketing Science Practice Prize for outstanding

implementation of marketing science concepts and methods, recognizing the sales territory alignment system they had developed and implemented through the work of ZS Associates. Their winning paper, *Sales Territory Design: 30 Years of Modeling and Implementation*, was subsequently published in the INFORMS journal, *Marketing Science*.

By **2007**, ZS's headcount had topped 1000 employees. Also in 2007, the firm completed more than 2000 projects – a first for a single year – for almost 300 clients in 28 industries in 38 countries. The projects were in 30 different categories/issues: more diverse than ever.

ZS's Silver anniversary in **2008** marked 25 years of extraordinary growth:

- From one small office in a college town, the firm grew to 17 offices around the world – nine in North America, five in Europe and three in the Asia / Pacific region.
- Building on ZS's original MAPS® territory alignment software, today's Javelin™ Software Suite supports a myriad of sales and marketing needs.
- An early focus on the pharmaceutical industry has expanded to B2B organizations in nearly 30 industries.
- The client issues, addressed by ZS have evolved from sales force size, structure and alignment to include a full spectrum of sales and marketing issues, providing consulting expertise, client capability building and outsourcing services.

C. Global locations

ZS Associates is one firm with multiple offices positioned to provide the highest quality and most attentive service to our clients. Each office can effectively serve local or regional clients while also contributing to project teams working around the world, assembling the optimal mix of capabilities, experience, geography, language and culture.

Table 1: Offices around the globe

AMERICAS	EUROPE	ASIA
Boston	Barcelona	New Delhi
Chicago	Frankfurt	Pune
Evanston	London	Shanghai
Los Angeles	Milan	Tokyo
New York	Paris	
Philadelphia	Zurich	
Princeton		
San Diego		
San Francisco		
Sao Paulo		
Toronto		

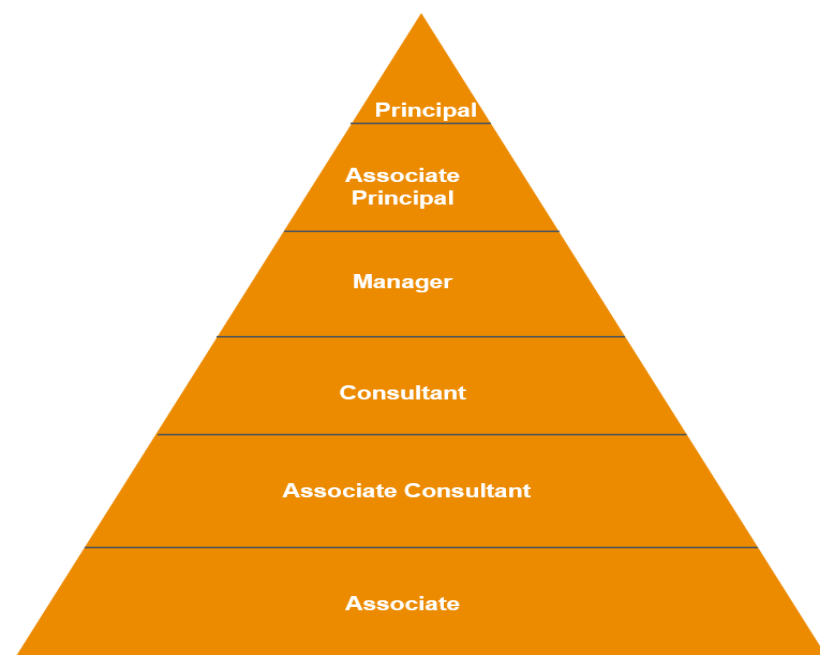


Figure 1: Organizational structure

INTRODUCTION

Internship training is an integral part of the second-year program, where we have to observe and learn the work culture of organization. Also, it is necessary to participate in various department/activities so that we get first hand exposure of the different departments and work done in the organization and through which we can understand process of work and thereafter be able to involve ourselves in decision making.

I began my internship on February 6th 2017 at ZS Associates, Gurugram.

First day was induction program, wherein we were supposed to verify our certificates and submit the photocopy of Documents. I was issued a Security ID card by the end of the first week. In the meantime, we had sessions to get the overview of the organization.

We were introduced to the core values and best practices of ZS and organization briefing was given. On the third day teams were allotted to us, in which we have associate consultants, consultants and manager. I was given the Orphan vertical.

We discussed on the dissertation topics after two weeks of training and then selected a topic along with our mentors and Managers. My dissertation topic was “Shifting of Pharmaceutical companies towards the orphan drug market: A Trend Analysis”.

GOALS OF INTERNSHIP

1. To understand the work pattern of ZS Associates and its organizational structure.
2. To assist the administrator/manager in day-to-day operations. Through this process it was expected to gain practical knowledge and skills to handle managerial issues related to major activities of the organization.
3. To observe various protocols observed in the organization and try to acquire skills to accomplish them.
4. To observe mannerism of the existing employees and learn the culture of the organization. Inculcating soft skills is an integral part of understanding the organization. Observing human skills and understanding documentation, finance and accounting procedures will prepare for future managerial role.
5. To identify a specific problem area/areas of interest or a department (for example, human resource management, quality assurance, information system, risk management etc.) for the dissertation.
6. To diagnose critical problems within an operational area

7. To provide the management with a set of alternative solutions, and
8. If possible, design and implement a plan to carry out the most feasible solutions.

TASKS:

i. Analog library

The analog library is the collection of orphan drugs that are commonly in use in US and Europe. This library contains around 37 drugs along with the detailed descriptions of various parameters like:

- Launch date
- Patent expiry
- Owner of the drugs
- Competitors
- Sales force
- Annual cost of therapy to the patient
- Indications
- Special medium of delivery
- Any special black box warning
- And many more

It is the comprehensive collection of various drugs and the list is regularly updated and is very user friendly

ii. TAO (Therapy Area Overview)

Therapy Area Overview (TAO) provides the insight of a disease, its etiopathogenesis, treatment and market available for it in a concise manner. This information is used in internal decision making to help ZS identify its prospective clients. TAO also aids in forecasting for a disease by assessing the opportunity areas and competitive landscape for that disease. It could also be leveraged to provide business solutions to various pharmaceutical companies thereby helping them plan the launch of their drugs in the market.

Orphan diseases has remained the interest area for various pharma companies as the number of patients suffering from rare diseases is large in the U.S. In recent decades, tremendous progress has been made in the treatment of rare diseases. Currently, more

than 500 medicines have been approved. Despite these advancements, huge unmet need still exists in this therapy area making it an attractive market for the pharma companies.

A. *Cystic fibrosis*

Definition

- Cystic fibrosis, also known as CF is a common disease that are inherited and mostly found in young population.
- It is an autosomal recessive disorder which means that a person must receive two altered CF genes in order to get this condition.
- It is a life-threatening disorder that causes severe damage to the lungs and digestive system.

Cause

- Cystic Fibrosis is caused by homozygosity for an autosomal recessive mutation located on the long arm of chromosome 7 at position 7q31.2-q31.3.
- The most common mutation, $\Delta F508$, is a deletion of three nucleotide or three consecutive base pairs in the gene.
- These results in the loss of one amino acid called phenylalanine at position 508 since each amino acid in a protein is specified by three base pairs in the sequence
- Researches have indicated that the 1,480-amino acid cystic fibrosis protein is associated with cell membrane.
- The $\Delta F508$ mutation affects the adenosine triphosphate (ATP) binding, nucleotide-binding fold (NBF) area of the protein

Symptoms

- The signs and symptoms of the disease will vary depending upon its severity.
- In some case, symptoms are seen as early as infancy; in other cases a person does not experience anything until adulthood.

Symptoms in newborns

- Delayed growth
- Failure to normal weight gain during childhood
- No bowel movements in first 24 to 48 hours of life
- Salty-tasting skin

Treatment

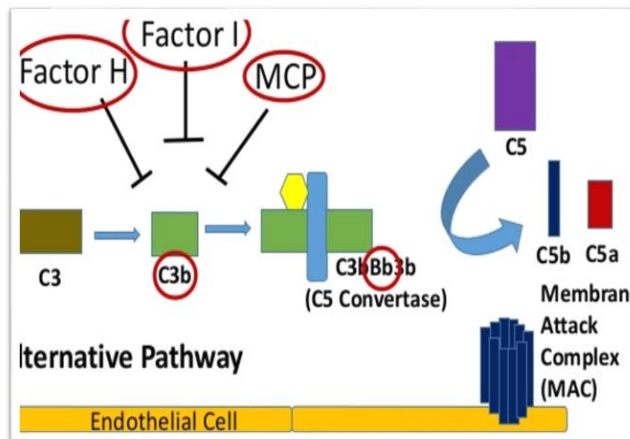
- Antibiotics to treat and prevent lung infections
- Mucus-thinning drugs to help you cough up the mucus, which improves lung function
- Bronchodilators to help keep your airways open by relaxing the muscles around your bronchial tubes
- Oral pancreatic enzymes to help your digestive tract absorb nutrients.
- Chest Physical Therapy
- Pulmonary rehabilitation
- Surgical and other procedures like Nasal polyps removal, oxygen therapy, lung transplant, bowel surgery

B. Atypical Hemolytic Uremic Syndrome

Definition

Atypical hemolytic uremic syndrome (aHUS) is an extremely rare, life-threatening, progressive disease that frequently has a genetic component. In most cases it is caused by chronic, uncontrolled activation of the complement system, a branch of the body's immune system that destroys and removes foreign particles.

Cause



Treatment

- Plasma Therapy
 - Infusion/Exchange
- Transplant
 - Kidney
 - Kidney-Liver
- Eculizumab

C. Cushing's disease

Definition

Cushing's syndrome is caused by prolonged exposure of the bodies' tissue to high levels of the hormone cortisol

Cushing syndrome is also called hypercortisolism

Cause

Majority of the people who suffer from Cushing's syndrome have had prior use of glucocorticoid hormones

-Glucocorticoid hormones are used to prevent transplant rejection as well as treat inflammatory diseases such as asthma, rheumatoid arthritis and lupus

Epidemiology

Can affect anyone but the disease is extremely rare
Affects 10-15 people out of every million
Most commonly occurs in females ages 25-50
Any ethnicity

Symptoms

Upper body obesity (rounded face, increased neck fat)

Thinning around the arms and legs

Delayed growth

Easy bruising of skin

Purplish-pink stretch marks on the abdomen, thigh, buttocks, arms, and breasts

Treatment

▪ Depending on the reason for cortisol excess, treatments include:

1. Surgery
2. Radiation
3. Chemotherapy
4. Cortisol inhibiting drug such as mitotane

D. Dupuytren's nodule and contracture

Definition

Dupuytren's contracture is a rare connective tissue disorder characterized by fixation of the joints (e.g., proximal interphalangeal joints and metacarpophalangeal joints) of certain fingers in a permanently flexed position (joint contractures). Due to abnormal thickening and shortening of the bands of fibrous tissue beneath the skin of the palm (palmar fascia), a hardened nodule may develop, eventually forming an abnormal band of hardened (fibrotic) tissue.

Cause

Dupuytren's contracture is a disease of the fibrous tissue. Its cause is unknown, but genetic predisposition and the presence of other diseases or medical conditions may be factors. It appears that one's risk is increased by certain lifestyle factors, such as alcoholism, and the presence of certain diseases, such as liver disease, diabetes, thyroid problems, and epilepsy.

Symptoms

Dupuytren's contracture is characterized by a drawing up of the fingers toward the palms of the hand. The feet are rarely involved. Loss of function of the fingers and deformities may also occur, including nodular growths on the fingers. One or both hands may be affected. The right hand seems to be more frequently involved when involvement is only one sided (unilateral). The ring finger is involved most often, followed in order by the little, middle and index fingers. A nodule or plaque may develop as the first symptom on the finger. Symptoms may develop spontaneously and without any known associated condition. In other cases liver disease, alcoholism, pulmonary tuberculosis or diabetes mellitus may occur in conjunction with Dupuytren's contracture.

Treatment

Dupuytren's contracture is usually treated with corticosteroid injections into the affected tendon sheaths, analgesics for pain, and physical therapy. Surgery may be required according to the extent of the deformities. Recurrence is possible even after surgery.

Xiaflex injection is the first FDA-approved, nonsurgical option for the treatment of adult patients with Dupuytren's contracture with a palpable cord. When injected directly into a Dupuytren's cord, Xiaflex enzymatically disrupts collagen in the cord to help reduce the contracture and improve the range of motion.

Genetic counselling may be of benefit for patients and their families. Other treatment is symptomatic and supportive.

iii. Working on ZSpace (ZS internal portal)

It is the portal of ZS for internal use. Various information related to diseases and their treatment is available. The presentations are uploaded for reading purpose which are updated time to time