

**Internship at
ZS Associates, Gurgaon**

By

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Contents

ABOUT ZS ASSOCIATES	3
ORGANIZATIONAL TIMELINE	3
ORGANIZATION STRUCTURE	7
GOALS OF INTERNSHIP	8
SERVICES PROVIDED	8
DEPARTMENTS VISITED	8
OTHER ACTIVITIES UNDERTAKEN:	9
GOOD EVENTS IN THE ORGANIZATION	9
IMPEDIMENTS	9

ABOUT ZS ASSOCIATES

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 in order 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 as a whole.

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.

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 ZS addresses 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.

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. ZS Offices around the Globe

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

ORGANIZATION STRUCTURE

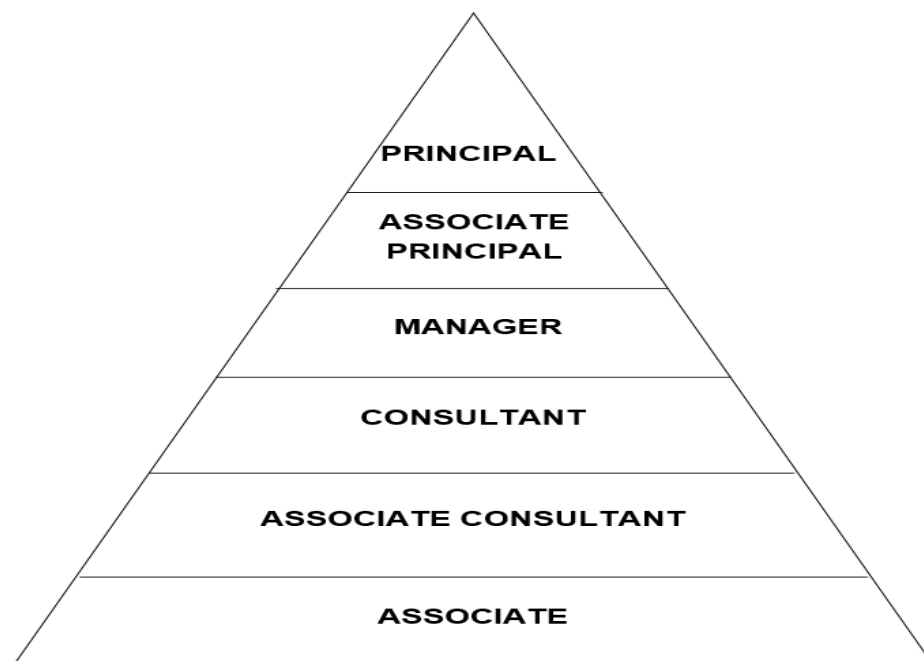


Figure 1. ZS Organization Structure

GOALS OF INTERNSHIP

1. Get an overview of the corporate world's functioning.
2. Carry out dissertation project work satisfying both, academic needs as well as the organization's expectations.
3. To learn about organization's services, environment, and work culture.
4. To get acquainted with the nature of projects undertaken in ZS Associates.
5. Carry out the work assigned sincerely with due diligence within the assigned time limit.
6. Develop a rapport with immediate team-members and seniors.

SERVICES PROVIDED

1. **CONSULTING:** They work with companies to determine the parts of their sales and marketing strategies and organizations that need to be improved. They have expertise across the demand generation process, from identifying customer needs, developing effective value propositions and creating marketing strategies to designing channel strategies as well as deploying and compensating the sales force.
2. **OUTSOURCING:** They break down processes to identify opportunities and challenges, using data, facts and rigorous analysis to drive our recommendations. Our experts uniquely understand the interconnections in the entire sales and marketing system of each client. As a result, they develop solutions that improve their overall system, not just one piece of it, and not one piece at the expense of another. They also know that a new process design which may make sense on paper might be impossible to implement in reality. As such, they design new processes that reflect our clients' operational realities yet deliver substantial improvements in effectiveness and efficiency.
3. **SOFTWARE:** Provide Sales Force maximizing solutions through sales planning, compensation and business intelligence & integration software.
4. **TECHNOLOGY:** ZS helps companies define and execute their technology strategy by designing, building and operating the business intelligence (BI), cloud, data management, dashboard and analytics capabilities that are at the core of sales and marketing operations.

DEPARTMENTS VISITED

Knowledge Management Department

OTHER ACTIVITIES UNDERTAKEN:

1. Created a repository for all the business consulting projects completed so far for osteoporosis.
2. Worked ad-hoc on a few minor client requests, since interns are not allowed to work on client projects directly.

GOOD EVENTS IN THE ORGANIZATION

1. Bootcamps for onboarding new members
2. Regular team parties and dinners
3. Introductory session with the whole KM team
4. Women's Day Celebration
5. Talk with the Managing Director, Chris Wright
6. Inter-departmental client team meetings

IMPEDIMENTS

Most data cannot be used due to confidentiality clause.