

**Internship
at
ZS Associates,
Gurgaon**

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INTERNSHIP REPORT

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.

1.1 ORGANIZATION PROFILE

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.

1.2 OFFICES AROUND THE GLOBE

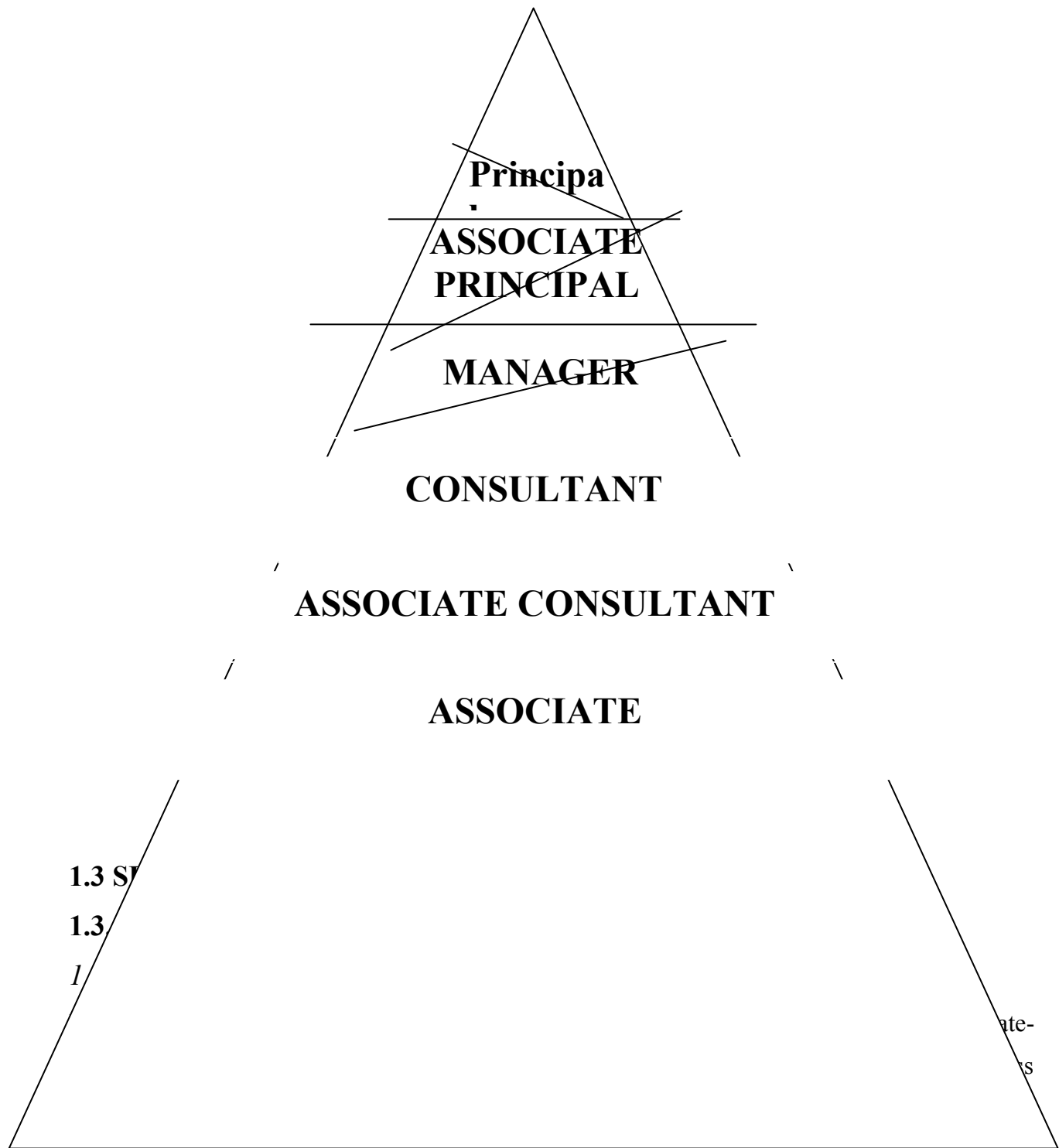
ZS Associates is one firm with multiple offices positioned to provide the highest quality and most attentive service to our clients. Each office can effectively serve local or regional clients while

also contributing to project teams working around the world, assembling the optimal mix of capabilities, experience, geography, language and culture.

Table 1.1 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 1.1 ORGANIZATIONAL STRUCTURE OF ZS ASSOCIATES, NEW DELHI



with portfolio and strategic priorities.

1.3.1.2 CONTRACT OPERATIONS

Life sciences companies spend billions each year in payer rebates—\$40 billion by the U.S. pharmaceutical industry alone. But many companies overpay because of erroneous payer data and noncompliance. ZS can help prevent overpayments, boost compliance and reduce operational costs.

1.3.1.3 CUSTOMER DECISION JOURNEY

An insightful and actionable customer decision journey can give a key advantage over client's competition.

1.3.1.4 CUSTOMER – CENTRIC MARKETING

Life sciences companies today face enormous challenges in making marketing and sales more effective: reduced access to prescribers; unprecedented competition and cost pressures; customers embracing the online channel to learn about therapies; and consumers taking greater control of the purchasing decision, to name just a few. ZS helps these companies institute a customer-centric model for marketing and sales that can dramatically improve the overall customer experience, customer loyalty and revenue.

1.3.1.5 CUSTOMER AND PATIENT MARKETING

Developing and implementing the right combination of consumer and patient marketing tactics is critical to achieving business objectives.

1.3.1.6 MANAGED CARE

With hundreds of payers and disparate contracts, optimizing payer relationships has become extraordinarily difficult. ZS helps life sciences companies substantially increase the revenue, market share and profitability of working with managed care.

1.3.1.7 MARKET ACCESS AND PRICING

Pharmaceutical companies need to better incorporate payer perspectives in drug development and commercial decision making. Increasingly strict payer evidence requirements and intense competition mean companies must develop and articulate stronger payer value propositions. ZS helps pharmaceutical companies create and execute optimal market access and pricing strategies.

1.3.1.8 PRODUCT LAUNCH

Research shows that performance in a new product's first year is a strong predictor of long-term results. Therefore, maximizing the success of new product launches is critical. ZS helps its

clients address a variety of challenges related to new product commercialization, from high-level questions to very detailed needs.

1.3.2 SALES

ZS's sales consulting services have helped companies around the world excel at critical sales activities such as: designing sales channels that leverage both direct and indirect paths to market; creating the best sales force structure, territory plan, size, allocation and incentive approach; and integrating sales and marketing programs with extraordinary results and levels of efficiency. Find out how ZS has helped hundreds of companies gain market share by markedly improving the performance of their sales organizations.

1.3.2.1 BUSINESS INTELLIGENCE AND TECHNOLOGY

ZS can deliver superior business intelligence solutions that transform data into insight. Our Business Intelligence practice gives you specialized analytical monitoring and diagnostic solutions that improve your sales and marketing and help cut costs.

2.3.2.2 CUSTOMER TARGETING AND ACTIVITY PLANNING

The sales field force remains one of the most effective channels to engage the customer. But it is also one of the most expensive. And in a market in which you have to achieve more with less, companies must maximize the return on their sales force. ZS helps sales organization identify the best opportunities and field force tactics.

1.3.2.3 GO-TO-MARKET STRATEGY AND TRANSFORMATION

ZS helps sales and marketing executives identify critical growth opportunities, determine sales and marketing strategy, and implement the necessary changes – changes that regularly boost clients' revenue by 2-10% or more. ZS knows how to transform sales and marketing strategies and capabilities while minimizing transition risks and driving sustained adoption of new approaches.

1.3.2.4 SALES CHANNEL STRATEGY AND MANAGEMENT

ZS creates winning channel strategies. They align go-to-market strategy with overall business strategy by helping clients develop and manage a channel program with the right mix of direct and indirect (partner) channels to meet business goals and customer engagement requirements.

1.3.2.5 SALES COMPENSATION

An effective sales compensation plan helps retain top salespeople, increase market share, make selling costs predictable and reduce the cost of plan administration. An inferior plan does the opposite. ZS helps to create plans and quotas that support strategy and streamline administration.

1.3.2.6 SALES FORCE DESIGN

The sales force is one of an organization's most valuable and expensive marketing resources. Unlike other marketing tactics, building or reshaping a sales force can take considerable time, money, and attention. ZS has designed sales forces for organizations across more than 25 industries and in over 70 countries.

1.3.2.7 SALES FORCE EFFECTIVENESS

Over the past 30 years, ZS has conducted thousands of sales force effectiveness engagements with over 700 companies in more than 70 countries and 25 industries. They have helped clients' salespeople achieve: longer face time with their customers, more topics discussed during customer visits, significantly improved customer satisfaction ratings—and most important, up to 30% higher sales performance.

1.3.2.8 TERRITORY MANAGEMENT

Territory management is at the heart of any company's sales operations. All key processes—from sales force planning and deployment to incentive compensation and financial reporting—depend on efficient, optimized territory management solutions. Having pioneered the concept nearly 30 years ago, ZS offers unparalleled experience and knowledge in territory management and its optimal role in your overall sales operations.

1.3.3 MARKETING

1.3.3.1 BUSINESS INTELLIGENCE AND TECHNOLOGY

When you're drowning in a sea of data, ZS can deliver superior business intelligence solutions that transform data into insight. Our Business Intelligence practice gives you specialized analytical monitoring and diagnostic solutions that improve your sales and marketing and help cut costs.

1.3.3.2 CUSTOMER EXPERIENCE

Orchestrating the right experience is a formidable challenge, especially as selling and promotional channels proliferate. But it's a challenge companies must meet in order to thrive in

highly competitive global markets. Customers will have an experience whether you design one or not—and if it's a poor one, their next experience may be with the competition.

1.3.3.3 CUSTOMER INSIGHTS

A clear understanding of customer needs, buying processes, buying preferences, perceptions, and potential is essential to sales and marketing success. ZS uses qualitative and quantitative methods spanning both primary and secondary data-based approaches to provide clients with customer insights.

1.3.3.4 CUSTOMER SEGMENTATION

ZS combines marketing science expertise with decades of experience to help companies around the world develop highly actionable segmentation strategies that drive brand strategy through to tactical execution.

1.3.3.5 FORECASTING

Understanding fundamental market drivers and their influence in shaping product demand is integral to good business planning and full utilization of company resources. ZS has developed customized forecasting processes to serve clients. They merge forecasting knowledge and experience with the industry expertise of clients to produce collaborative results.

1.3.3.6 MARKETING MIX

Sales and marketing organizations face unrelenting cost pressures. ZS helps sales, marketing and brand executives substantially increase the return on their investments and gives them confidence that they are making the optimal promotional spending decisions. They have helped top brands boost sales significantly and determine optimal marketing budgets across a broad product portfolio.

1.3.3.7 MARKETING PERFORMANCE MEASUREMENT AND OPTIMIZATION

Accurate and timely feedback on marketing program performance is critical to the real-time fine tuning and course corrections necessary to maximize marketing results and return on

investment. ZS has extensive experience helping clients maximize the value realized from their investments in marketing programs.

1.3.3.8 PIPELINE STRATEGY

Your pharmaceutical brands and medical products may not be generating returns that maximize your company's substantial R&D and marketing investments. With market conditions creating higher barriers to commercial success, the pressures on R&D and marketing executives are becoming only more acute. ZS helps life science companies increase the commercial success of their product pipelines.

1.3.3.9 VALUE PROPOSITION

A compelling value proposition lies at the heart of sales and marketing effectiveness. Tailoring market offerings to the specific needs and preferences of customers, and effectively communicating and proving the associated benefits, have become a competitive imperative. ZS has helped hundreds of clients develop and implement effective value propositions across a broad array of products and services.