

INTERNSHIP AT ZS ASSOCIATES

Internship Report Submitted to



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ACKNOWLEDGEMENT

From February 7th, 2022, to June 17th, 2022, ZS Associates has been my home; the place I spent the most of my time at. During these four odd-months, I had a great learning experience with the best professionals in the management consulting industry both in India as well as onshore.

The biggest asset of ZS is it's people, and I was truly lucky to get the opportunity of working among such talented, smart, caring and helpful people. My takeaway from these four months is not just the extensive learning, but how to be a better, more sensible, adjusting and truly empathetic human being in a fast-paced and ruthless environment like the consulting business. Everyone from the CEO to the associates is very humble and approachable, making the work faster, more efficient and ultimately of great value.

My core team members (Sherin- Manager; Priyanka- Consultant, Darshni- Associate Consultant; Katyayni, Neekita and Sumedha- Associates) taught me well. They were always one call away, and never got tired of my questions. They made sure that I was being included and was getting an all-round experience by staffing me on very different projects. Even when I was staffed in other client projects, they were always there to clear my doubts, and I am very thankful for my wonderful team for such a productive time. My PD coach and Buddy Mentor were a pillar of strength as well, and I am extremely thankful for everyone who made my tenure so fruitful.

I can't wait to rejoin ZS as a full-time employee soon!

INTRODUCTION

From 7th February 2022 to 17th June 2022, I worked at ZS Associates as a Knowledge Management Associate intern. My job location is their New Delhi office, but due to the COVID-19 situation, I was allowed to work from home for the entire duration of my internship. The purpose of this internship was primarily to acclimatize future ZSers to the ZS culture and environment, along with training them to work independently for their full-time roles later.

ZS is very particular about its data and privacy, and to comply with those mandates, I will not be able to discuss my work at ZS in detail. To protect the identity of our clients, I will be using pseudonyms for them throughout this document. As ZS works with all the big names in the pharma, med-tech and health insurance sector, along with other major industries, client confidentiality is very essential for us.

Right after my joining, I was staffed in the core team for Client N. During my tenure, I was primarily aligned with team N, but also worked in projects for other clients like Client A, Client B, Client NG, Client J, and Client S. In total, I worked in 6 projects across different teams and in a lot of internal initiatives as well as Account Management for Client N.

By the time my internship ended, I had gained real-world skills and undergone quite a few professional development trainings. This internship was a great opportunity as I now have an idea of what I am supposed to do once I join as a full-time employee at ZS Associates, New Delhi.

OBJECTIVES OF INTERNSHIP

The biggest objective of this internship was to get the feel of how the actual corporate world functions, what are the challenges in it, what is the extent of my capabilities at the moment, and how to bridge that gap between my capabilities and what the role demands of me. A few other important objectives are listed below:

1. To use theoretical knowledge into delivering relevant results to clients and stakeholders
2. To learn the ABCs of the pharma consulting world
3. To learn how to effectively interact with clients and to develop a lasting relationship with the internal as well as client teams.
4. To learn and improve existing skills like effective communication, time management, business etiquettes, task ownership, taking initiative and negotiation.

ORGANIZATIONAL PROFILE

ZS Associates is a global management consulting firm that works in software, technology and business consulting. Headquartered in Evanston, Illinois, ZS provides services for healthcare, pharma, private equity and technology, along with aviation, hospitality and communication. ZS was founded in 1983 by Andris Zoltners and Prabhakant Sinha as a sales force alignment model with usage of the world's first territory mapping system that was personal-computer-aided. To this day, ZS still offers its initial salesforce territory mapping service with the latest innovations and advanced analytics, and prides on having been able to retain its first client till date. The firm has more than 10,000 employees in 25 offices in North & South America, Asia and Europe.

ZS India, also known as India Capability and Expertise Centre (CEC) is home to over 60% of ZSers and has three main offices in New Delhi, Pune, and Bengaluru, with three satellite offices coming up in Noida, Chandigarh, and Goa this year. They work across with teams in North America, Europe, and East Asia to create and deliver solutions to the clients who drive business. The CEC maintains standards of analytical, operational, and technological excellence across the various capability groups.

Back in 1982, Sinha and Zoltners presented their salesforce territory alignment and sizing models to their colleagues in the academic world. The success of this model led to the foundation of ZS Associates, where Z stands for Zoltners and S for Sinha. In the initial three years, ZS had gained the 10 largest pharma companies as their clients in territory alignment and sales force resizing. With a 25-member team, ZS was working on at least hundred projects in about a dozen countries like Canada, the US and other European countries.

During the late 1987, a major client hired ZS to redesign, re-organize and reallocate their salesforce in the US. Along with deploying their sales territory alignment, ZS also helped them implement change management and an incentive compensation program to aid the human resources, sales and marketing divisions. During the 1990s, ZS kept on developing its in-house capabilities, adding market forecasting, data warehousing, analytical services and market research services for the clients. The firm also ventured into sales force incentive compensation program auditing, design and implementation during these years.

In the year 2002, marketing research was added as a practice area, which would soon expand its marketing services offerings.

In 2004, Zoltners and Sinha brought home the Marketing Science Practice Prize from the Institute for Operations Research and the Management Sciences (INFORMS) for their paper, Sales Territory Design: 30 Years of Modeling and Implementation.

ZS has been the recipient of many prestigious awards over the years, most notably for its company culture and its inclusion & diversity with reference to the LGBTQ and women. It has been awarded as the Best place for Women to work in India for many years in a row.

The ZS Core values are:

- Treat people right
- Do the right thing
- Get it right

In ZS, we do not believe in hierarchy or chain of command; it is a common practice for associates to be in touch with the principals and so on. However, to simplify things the following structure is created:

SERVICES PROVIDED BY ORGANIZATION

ZS aims to work side-by-side with clients in order to develop and deliver unique solutions which provide value to the client and produce results. ZS has a huge service offering, which is not limited to the following:

- R&D
- portfolio strategy
- customer insights
- marketing and sales strategy
- operations and technology, etcetera.

At ZS, we leverage our leading-edge analytics and deep industry expertise to create solutions that actually work. ZS believes that its most important asset is its people, and it is the focal point of their core values as well. Being a value-driven organization, ZS appreciates the unique perspectives and new ideas put forward by their people. Every ZSer is passionate about helping their clients and their customers thrive in their industries like financial services, travel and transportation, healthcare, and life sciences, to high-tech and beyond.

KEY ACTIVITIES/PROJECTS UNDERTAKEN APART FROM DISSERTATION

During my internship at ZS, I was staffed on multiple projects, which were as follows:

Client Name	Project Name	Brief Description
N	P***** at home testing	Competitive analysis, market assessment, case study creation
NG	KAM tool Enhancement	Data transfer from old tool to new tool for all KAMs for the asset
A	Digital Strategy	Competitive analysis, RFP formulation, case study creation
J	At home infusion landscape	Competitive analysis, clinical trials analysis, market assessment, case study creation
S	Immunology HCP education	HCP education strategy, competitive analysis and infographic material design, case study creation
B	CI NLP Mental models	AI development to capture different mental models; useful in SME interviews

Apart from working on the projects I was staffed on, I also worked on a lot of ZS internal initiatives and business-generating activities. Majorly, I worked on the Account management of my core client team i.e., Client N and independently maintained an onboarding deck for all new joiners as well as all visual material for the account meetings. I also had to prepare the materials for the team members' life events celebrations as well as informal connects.

To summarize my activities apart from the usual project work:

- Assess firm knowledge needs and requirements (short-term and long-term)
- Deliver targeted insights using internal knowledge (ZS Case studies) and external sources (paid databases and analyst forecasts)

- Help the firm prepare materials for Summits and Conferences (for example- monthly, quarterly, bi-annually meetings and summits)
- Support the creation and update of knowledge assets including: client updates, competitive intelligence, industry research etc. (for example- Quickbytes, newsletters and newflash)
- Maintain, manage and develop the firm's knowledge infrastructure (for example- creating case studies for future reference, tracking client and industry development news)
- Share best practices and tactical knowledge across offices, practice areas and team.
- Engage and build relationships with firm members and leaders (for example- attending workshops focused on soft skills)

KEY LEARNINGS FROM INTERNSHIP

During my four months as a ZS intern, I got to use my existing skills and learn new skills as well. Some of the most important learning that I gained from this internship are:

- It helped me to get trained in execution of a variety of administrative tasks and enhance my decision-making and problem-solving skills.
- I have improved my time-management and stress-management skills.
- My computer skills have greatly improved, with an increase in typing speed as well.
- It has exposed me to a lot of opportunities to interact with people across different levels and expertise areas in the organization and made me confident and comfortable in doing so.
- It has given me the opportunity for taking initiative and ownership of various tasks, where I could work independently.
- Working in a global consulting firm gave me great exposure in terms of different cultures, socio-economic backgrounds, nationalities as well as genders. Every perspective was unique and interesting.
- Working with such experts was a humbling experience, and I hope to emulate their qualities in my life as well.