

## SAP Customer Success Story Pharmaceuticals



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Daniel Wauthier, Head of Data Quality Management, Roche Pharmaceuticals, Germany

### AT A GLANCE

#### Summary

Roche Pharmaceuticals, a division of one of the world's top 10 pharmaceutical companies, calls on the SAP NetWeaver® Business Intelligence component and the SAP® Analytics application (now called the SAP xApp™ Analytics composite application) to consolidate and analyze internal and external data to accurately assess market share and improve sales planning and forecasting.

#### Web Site

[www.roche.com](http://www.roche.com)

#### Key Challenges

- A single system that provides users with all kinds of information and allows different user groups to access information in different ways
- Solution that integrates external and internal data sources

#### Project Objectives

- More productive end-user experience through faster and easier access to analytical data
- Reduction in total cost of ownership by using Web technology
- Information consolidation throughout sales and marketing operations for better sales planning and forecasting

#### Solutions and Services

- SAP Analytics
- SAP NetWeaver Business Intelligence (SAP NetWeaver BI)
- SAP Management Cockpit application

#### Why SAP Solutions

- Lower cost of ownership by using existing software platform
- Easy integration of internal SAP data with external data
- Easy-to-use sales cockpit
- Ability to broadcast reports

#### Implementation Highlights

- Prototype of sales force cockpit built and deployed in 10 days
- Configuration of cockpit providing Web-based reports, dashboard, and maps
- Cockpit solution quickly adopted by end users with little training

#### Key Benefits

- Ability to address changing business requirements due to flexible solution
- Minimized total cost of ownership due to fast solution deployment and reliable Web technology
- Optimized productivity from high end-user acceptance due to easy-to-use cockpits with all relevant information on a single screen
- More reliable reporting within existing telecommunications infrastructure

#### Implementation Partners

SAP Consulting organization and SAP business partners

#### Existing Environment

SAP R/3® software (functionality now found in the mySAP™ ERP application) and customer relationship management systems

#### Database

Oracle

#### Hardware

HP

#### Operating System

UNIX

## ROCHE PHARMACEUTICALS

### SAP® Analytics and SAP NetWeaver® Business Intelligence Help Roche Align Sales Execution with Company Strategy

Achieving world leadership status doesn't happen by chance. For Roche, this position has been earned by continuous innovation since the company's founding in 1896 and has resulted in pharmaceutical products that have become milestones in drug therapy. Roche's Pharmaceuticals Division views continuous innovation as the most promising way to bring new medicines to patients around the world. Roche Pharmaceuticals employs roughly 46,000 people and, in 2005, the company achieved sales of SFr 27.3 billion (€17.5 billion).

Beyond the laboratory, bringing new medicines to market requires the efforts of an effective sales force. Roche relies on SAP® enterprise resource planning software to support its business processes. To strengthen its sales team's capabilities, Roche Pharmaceuticals implemented a country rollout of the SAP NetWeaver® Business Intelligence (SAP NetWeaver BI) component and the SAP Analytics application (now called the SAP xApp™ Analytics composite application), which enables the company to accurately assess the effectiveness of its sales initiatives and form its strategy based on credible, clear, and comprehensive business insights.



Pharmaceuticals



### **Disparate Data Doubles the Work**

In Grenzach, Germany, Roche has a pharmaceutical site with a staff of about 1,100 employees. The division had previously implemented the SAP Business Information Warehouse component – functionality provided in SAP NetWeaver BI – to perform basic business reporting functions. The division has about 1,000 users, including a sales field force that focuses on two main areas of medicine: hospital specialty care and general practitioners.

Prior to implementing the SAP solution, Roche gathered information from disparate information sources to determine its market share and assess sales performance. By piecing together various information – health-related market intelligence from

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**Nikolaus Wegscheider, Head of the Customer Relationship Management Delivery System, Roche Pharmaceuticals, Germany**

IMS Health Inc., Microsoft Excel reports generated by distributors, and sales data residing within the company’s customer relationship management (CRM) application – Roche’s sales managers and account executives determined which efforts were most effective. Roche sought a way to automate and consolidate this process.

“We were looking to collect the data in a single reporting platform for sales, marketing, and finance,” says Daniel Wauthier, head of data quality management in Germany. “The functionality in SAP Analytics and SAP NetWeaver BI delivered what we needed.”

### **Building the Way to Better Insight**

Roche engaged the SAP Consulting organization for a pilot project in Germany. If the system performed as expected, Roche planned to roll it out to locations in other countries. Prerequisites in the evaluation process included a 10-day build time for a prototype, a quick deployment, and ease of use for sales representatives unfamiliar with the SAP graphical user interface. SAP consultants held two workshops with the sales and marketing management to understand their requirements. The Roche managers identified two potential show stoppers: less than optimal performance and cumbersome navigation.

“There are a lot of reports in the system. We needed the information to have a Web interface with the information presented in one view,” explains Wauthier. “We wanted it to be very graphical and intuitive with only two mouse clicks needed to reach detailed information.”

The prototype combined three essential elements. First, SAP Analytics provides performance analysis functionality, and SAP NetWeaver BI unifies and integrates the disparate data sources. Second, the SAP Management Cockpit application structures and displays performance indicators on a territory map. And third, graphical images of traffic lights indicate which regions are performing well; for example, a green light indicates the region is meeting key performance indicators and a red light vice versa. By clicking on the geographical dimension (for example, country, area, or district), the user gathers detailed information.

While building the prototype, SAP consultants held workshops and conference calls to update all staff involved in the project. Ten days passed quickly, and the team succeeded in building the prototype and then gave it to selected Roche employees for testing. As part of the process, SAP consultants spent two days on-site handing over the prototype to Roche’s implementation partner and transferring knowledge about the application and interface.

“A lot of data had to be transferred between our CRM system and our data warehouse – but it was all consolidated in one place,” says Nikolaus Wegscheider, head of the CRM delivery system at Roche Pharmaceuticals in Germany. “Managers can see the overall performance of the country and drill down for

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Daniel Wauthier, Head of Data Quality Management,  
Roche Pharmaceuticals, Germany

details. The sales team staff can see what actions in the field lead to increases in revenue and they get immediate feedback on their performance.”

### **Benefits of Aligning Execution with Strategy**

Roche now has better insight into its sales processes, and the company can take immediate action if it sees it is losing market share. In addition, the company can see which markets respond most favorably to different product offerings, and it can tailor marketing accordingly.

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Wegscheider adds, “Our sales force was always asking for feedback on its performance. Now they have it. When we calculate bonuses, there is transparency on how the bonus is achieved. Acceptance has been good among the sales force and marketing, and the new solution required very little training.”

### **Innovating for the Future**

The new solution is already live at company locations in Austria, Switzerland, and the Netherlands. Building on that momentum, Roche plans to roll out the system at locations in other European countries and is already in the process of integrating CRM data from those locations. Based on these additional implementations, the new system will become a platform for all sales and marketing analysis. Moreover, in keeping with Roche’s tradition of innovation, the company is adding other functionality to further enhance its system.

“Our sales force wanted the reports to be available offline, so we’re adding that functionality as well as broadcasting capability,” says Wauthier. “Once we load all of the data we will be generat-

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ing a lot of reports that we want to disperse to our sales team in a timely manner. The new functionality in SAP NetWeaver BI will enable us to get the right information to our sales team at the right time.”

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