



Customer Relationship Management and Life Sciences

**Enabling fit-for-purpose
experiences that set your
company apart**



A glass bottle is tilted, pouring a thick, red liquid into a silver spoon. The liquid is captured mid-pour, creating a smooth, continuous stream. The background is plain white, highlighting the bottle and the spoon.

Today, terms like “patient centricity” and “consumerization” are often used to describe the direction of travel for the Life Sciences sector. Indeed, many such tools and tricks are appearing to enable the journey. Ultimately it’s all about Life Sciences companies getting closer to the customers and key opinion leaders of the industry, which is an age-old strategy to ensure that products (and increasingly, services) are known and recommended accordingly.

Concurrently, while Life Sciences companies look to the Asia-Pacific region for top-line growth, there is an increasing need to shore up the bottom line and get the house in order. This entails interlinking the front office with the middle and back in order to achieve a connected enterprise model. And therein lies the immense potential for a Customer Relationship Management (CRM) strategy.

CRM is not a new strategy, but it is certainly one with untapped utilization. “Sales reps, medical affairs and key account management tend to work within their functions, which means an opportunity for better data sharing,” said Venkat Subbiah, Director of Commercial Technology Solutions for AbbVie in the Asia-Pacific. “Now with the growing complexity of therapies and increasing cost of sales, CRM can help to maximize time spent in the market.”

Indeed, according to KPMG’s most recent Life Sciences CEO Outlook survey, more than two-thirds of CEOs predict penetration into emerging markets as a critical strategy. Yet, Life Sciences CEOs are statistically less confident than their peers in other sectors about the ability to meet customer personalization expectations, and moreover see engagement via digital channels as one of their main challenges (especially in targeting the younger generation).



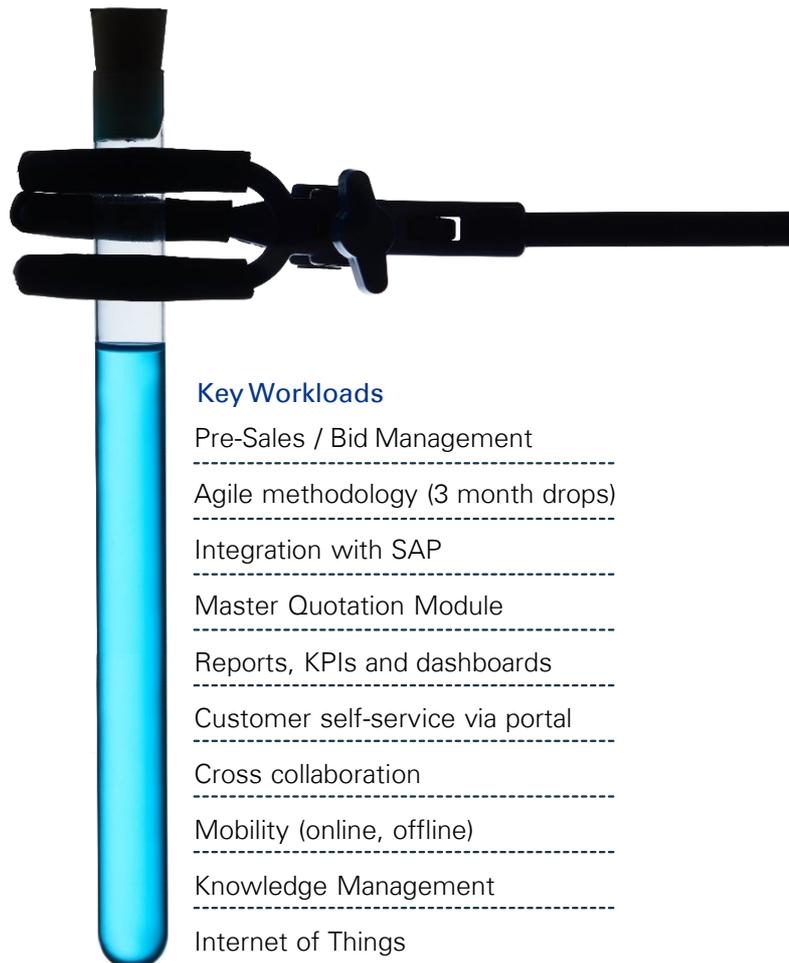
“Generic sales reps don’t work; the government and doctors expect more,” said Gilbert Chuabio, Business Technology Leader for Johnson & Johnson in Southeast Asia. “Ultimately the goal is to enhance the customer experience and, thereby, loyalty.”

This article takes us through a case study of a Life Sciences Multinational Corporation (MNC) that is working with KPMG on its regional deployment of a cloud-based CRM solution, and showcases how the solution has become a driver for business transformation. We will also share insights from other Life Sciences MNCs that have embarked on similar initiatives.

About the featured project

The Asia Pacific region is the engine of growth for the featured Life Sciences MNC, with its regional headquarters sitting in Singapore.

There is a business imperative for this MNC to use technology to increase sales and improve service while controlling costs. KPMG was therefore selected to design the CRM blueprint and architecture covering Singapore, Indonesia, Malaysia and India. Thereafter, KPMG supported the MNC with implementation of the CRM solution across the Asia-Pacific.



“KPMG, with its multi-disciplinary approach, showcased a capability to have conversations across functions while addressing the business requirements... We worked closely together to understand root issues, walk through the business pain points, and uncover multiple opportunities for transformation.”

Frank Buescher
President & CEO of
Sysmex Asia Pacific



The goal was to focus on the business drivers that could be enabled by technology, not vice versa. Simple and measurable targets such as reducing quotation time from five days to five hours were discussed and agreed upon.

Outcomes delivered under this part of the project included:

- ✓ Greater collaboration internally, and with customers
- ✓ Increased revenue and margins
- ✓ Improved sales pipeline visibility and productivity
- ✓ Ability to connect anytime, anywhere, and on any device
- ✓ More accurate and timely business insights
- ✓ Harmonization across sales, service, and marketing business processes
- ✓ Clean and consistent data, with appropriate ownership

The Life Sciences MNC is now looking at similar roll-outs across Europe and North America.

“KPMG was the clear choice,” said Frank Buescher, President & CEO of Sysmex Asia Pacific. “They demonstrated how we could achieve our strategic needs with an end-to-end solution like CRM, including enabling elements such as Cloud to make the end user experience more convenient, therefore driving greater adoption.”

Lessons learned and similar experiences

User adoption is key. The functionality covered in the implementation included customer analytics, mobile platforms, and productivity workloads. These were integrated together to enable standardization, transparency, and responsiveness for the business. From a departmental perspective, the implementation covered Sales & Ops, Marketing, and Field Services domains, and was supported by a robust data governance program.

Field Service became a prime illustration of how CRM can enable customer service and satisfaction. For the featured Life Sciences MNC, an effective and efficient Field Service can make the difference in retaining relationships vis-à-vis the competition.

Outcomes delivered under this part of the project included:

- ✓ Streamlining travel duration with more strategic scheduling and dispatch based on time, availability, and location
- ✓ Planned and unplanned maintenance checklists
- ✓ Optimizing stock management (e.g. peer-to-peer transfers to resolve urgent customer orders)
- ✓ Analyzing and monitoring service analytics (e.g. first time fix rates, profitability)
- ✓ Integrating with other communication platforms such as email and internal social networks

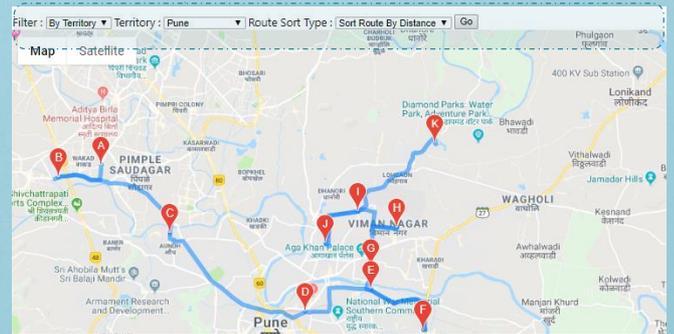
The Life Sciences MNC is already identifying opportunities to utilize the CRM solution for additional business benefits such as further advancements to its quotation module, and is even looking into more advanced technologies such as predictive maintenance via Internet-of-Things (IoT) and sensory customer experiences via Augmented Reality (AR).

“CRM has become more of a necessity than an enabler. The value proposition lies in the ability to provide insights beyond basic market research that was traditionally constrained by lack of a single record,” said Subbiah, referring to how Life Sciences companies are looking at pilots such as leveraging online user behavior to identify unmet health needs of the population.

“CRM should not be seen as policing, but rather providing data-driven decisions. Examples of building trust between IT and the business include creating communities of practice, ensuring required data is actually helpful, involving field forces in the design of the CRM, and even having IT sitting with the brand teams.”

Field Force Route Planning & Optimization

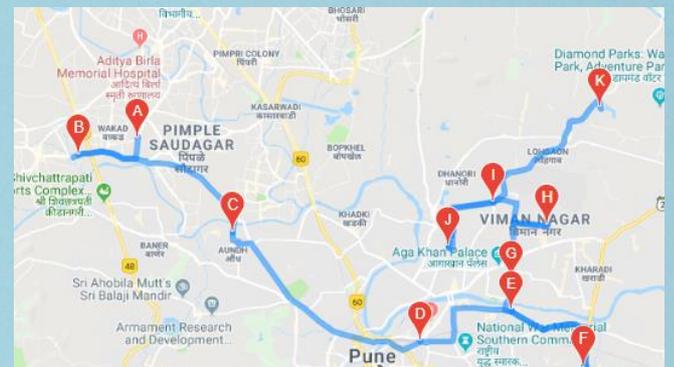
1. Sales Rep selects his/her territory



2. Single click appointment

Sr No	Route Name	Customer Name	Actions
1	B	Mahi FMCG	Create Appointment
2	C	Mart D Store	Create Appointment
3	D	Shiv Groceries	Create Appointment
4	E	HyperCity	Create Appointment
5	F	Dmart Pune	Create Appointment
6	G	Hyper City Pune Hinjewadi	Create Appointment
7	H	Your Own Shoppe	Create Appointment
8	I	Big Bazaar	Create Appointment
9	J	KDF Stores	Create Appointment
10	K	Akhurat Stores	Create Appointment

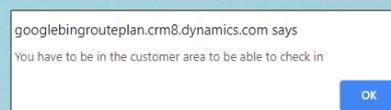
3. Outlier identified



4. Check-in once you arrive at client location

Customer Name	Appointment Start Date	Appointment End Date	Actions
Mahi FMCG	Fri Feb 01 2019 14:00	Fri Feb 01 2019 14:30	Check Out
Your Own Shoppe	Fri Feb 01 2019 15:30	Fri Feb 01 2019 16:00	Check In

5. System validation to check if you are within the vicinity



"The 'C' in CRM can be quite varied in this industry, and thus one single design or platform may not be feasible," said Chuabio. "For example, pharma sales reps are more focused on the calls whereas medical device sales reps on case management. Ultimately it's all about stitching together the data in a tailored, meaningful way."

So what does it all mean?

The Life Sciences industry is competitive. No time or costs should be spent on customer engagement activities that do not deliver value in return. CRM is one approach that may be overlooked as a means to bring together the front office ambitions with middle and back office planning.

"CRM is a good concept, but it takes a lot more outside of the platform to be effective. The business objectives must be clear, and sometimes pushed-down salesforce effectiveness programs may differ from how the sales reps see things from the field."

Gilbert Chuabio
Business Technology Leader,
Johnson & Johnson in Southeast Asia

"It's a mistake to only focus on the technology like HCP portals and multi-channel engagement, instead of the cultural change required."

Venkat Subbiah
Director of Commercial Technology Solutions,
AbbVie in the Asia-Pacific

Three recommended steps in the near term:

1 If your company doesn't already have a CRM business strategy, start looking into it now.

2 If CRM implementation is underway, make sure data and user adoption issues are addressed.

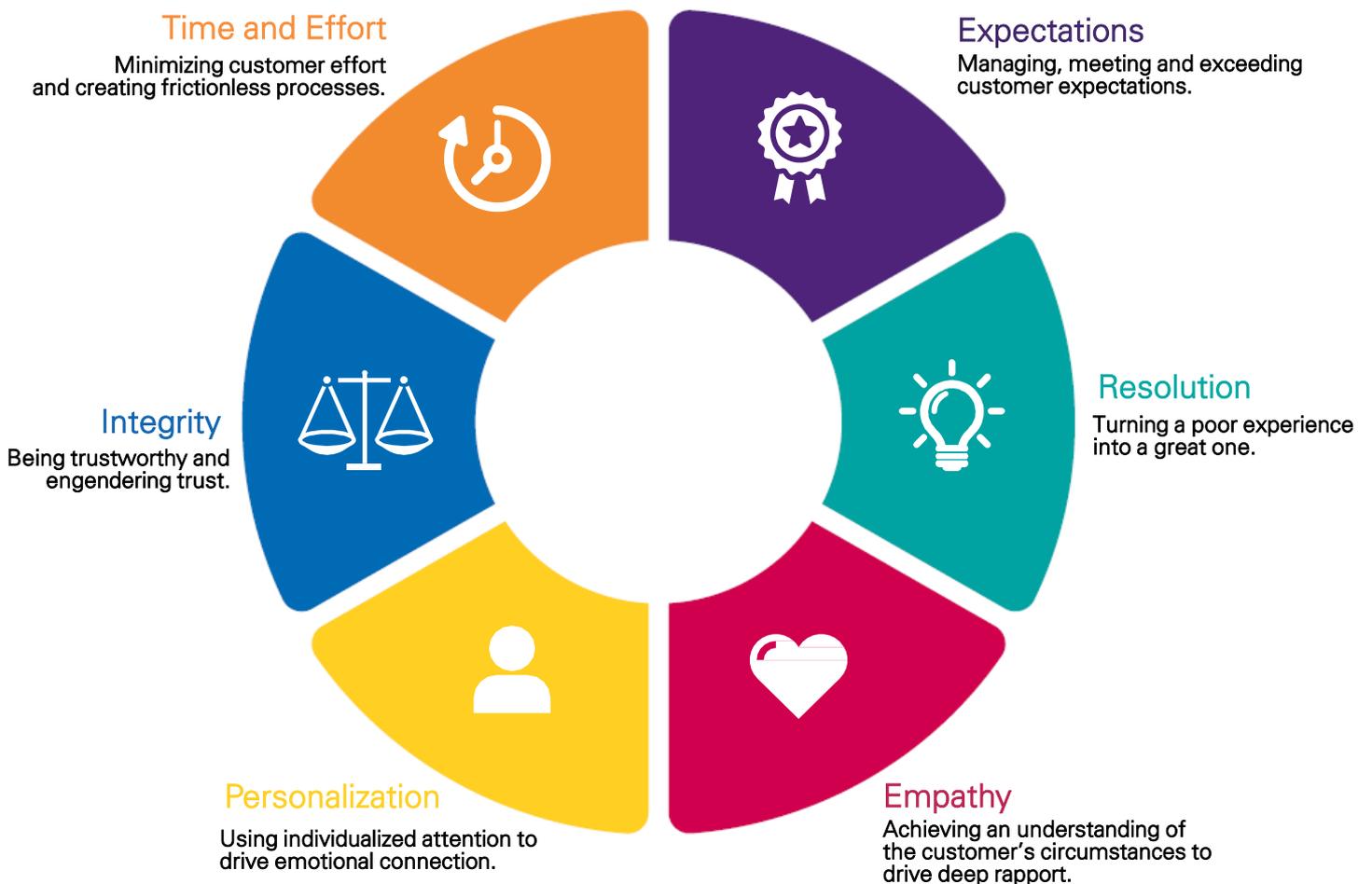
3 If there is CRM already implemented, consider a benefits realization exercise and invest in training your front line workforce.



The Six Pillars of Customer Experience Excellence

The last best customer experience that anyone has, becomes the expectation for the experience they want everywhere.

Through our global research with millions of consumers and studying international best practice across industries including the Life Sciences sector, we've identified the KPMG Six Pillars of Customer Experience Excellence. These pillars drive maximum value for customers and brands, and we are practiced at applying these design principles to help solve real customer relationship challenges.





**Come explore the possibilities of CRM
with us today to see how we can help to
deliver the ROI together.**

Acknowledgements:

Ajay Sanganeria
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Head of Life Sciences
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Chris Hardesty
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With Thanks

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