

Otsuka America Pharmaceutical, Inc.

Pioneering a Handheld Solution for Sales Force Effectiveness

The C3i End-to-End Solution

- CRM Roadmap Development
 - Siebel Pharma Sales Implementation
 - Siebel Pharma Handheld Implementation
- Siebel Call Center Implementation
 - End-user training
- Ongoing Application Administration and Maintenance

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JIM GRAFMYRE
DIRECTOR OF
INFORMATION TECHNOLOGY
OTSUKA AMERICA
PHARMACEUTICAL, INC.



Maximizing Siebel Pharma Functionality for Handheld Efficiency

Otsuka America Pharmaceutical, Inc., headquartered in Rockville, MD, is the U.S. affiliate of Japan’s Otsuka Pharmaceutical Co., Ltd. Its portfolio includes central nervous system, cardiovascular, circulatory, gastro-intestinal, respiratory, dermatological, and ophthalmologic product lines, as well as research into genomics and protein function.

Although Otsuka America doesn’t have the largest sales force in the pharmaceutical industry, it does have one of the best equipped. In fact, its two sales forces, cardiovascular and neurosciences, virtually pioneered the use of personal digital assistants to facilitate sales effectiveness. Nowhere is the company’s technology leadership and focus on sales force satisfaction and productivity more evident than in the story of its success working with C3i, Inc., to implement Siebel Pharma Sales 7.5 and Siebel Pharma Handheld 7.5.

The story began in mid-2001, when Otsuka America learned that its existing sales force automation solution would no longer be supported as of August 2002. Otsuka America’s Tim Gipson, Director of Sales Operations, and Jim Grafmyre, Director of Information Technology, immediately began looking at the software options. A key requirement was that the solution support an anticipated upgrade to a new handheld, the Hewlett-Packard iPAQ. “Frankly, we weren’t considering Siebel,” says Grafmyre, “because its solution, at the time, didn’t support the hardware we’d chosen. But when we met with C3i, we began to rethink our approach.”

As would be the case throughout the resulting partnership, both Grafmyre and Gipson perceived that C3i knew how to customize Siebel Pharma to deliver the functionality that Otsuka America needed immediately—as well as capabilities it would require over time to create an increasingly robust CRM environment. “Frankly, we never considered another implementer,” says Grafmyre, “because site visits to C3i and meetings with its people had convinced us this was the company we’d want to work with.” So, as soon as Otsuka America settled on Siebel, C3i’s experts set to work in earnest.

Making the Technology Transition

Otsuka America’s immediate goals included a complete overhaul of its data and the replacement of three legacy systems with a single one that offered more sophisticated activity tracking and reporting capabilities. The company wanted to cut down on paperwork by making the reps’ new personal digital assistants serve as a PDMA-certified system of record for tracking samples distributed to physicians. The system would also need to enable improved handling of Medical Information Requests (MIRs) and, eventually, streamline the planning and budgeting for physician education events.

Though not doubting that the Siebel applications could fulfill their wish list, Grafmyre and Gipson leaned on C3i to get it done within their budget and time frame. “Siebel has a great product,” says Gipson. “The challenge is understanding how to get it to fit whatever you’re doing. C3i was able to explain to us what was reasonable to expect and exactly how the system could be implemented to meet our requirements. Siebel is like a tidal wave, and with so much to ingest, you really need a partner that deals with it on a daily basis.”

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An early and daunting obstacle was timing: Siebel Pharma Handheld 7.5 could support the iPAQ, but it wouldn't be available until shortly before the system had to go live. C3i's solution was to use Siebel Pharma Handheld 7.04 as the basis for the requirements, design, and configuration phases of the implementation process, while staying in close contact with Siebel's product engineering group. As a result, virtually as soon as version 7.5 was released, C3i was able to reflect the upgrade capabilities in the Otsuka America solution and complete system pilot, PDMA certification compliance, training, and rollout deliverables—all without causing any delay on the timeline or increase in the project's cost.

A Rapidly Evolving CRM Environment

While depending on C3i for overcoming the logistical complications of handling a mid-course upgrade, Otsuka America also looked to the C3i project team for expert advice on a variety of fronts, from cleansing its data to shaping sales force expectations. "C3i's knowledge of our system, sales process, and customer classifications, plus their understanding of how best to leverage Siebel's architecture really helped us accomplish the unheard of in this industry—99% clean data," says Gipson. "On top of this," he adds, "C3i knew how to customize Siebel's reporting capabilities so we could supply high-value information to the business development teams responsible for co-promotion programs."

As is typical when changing applications, end users needed to quickly see the benefits to them of learning how to use the new software. Here, the issue was more than training reps to capture physicians' data and signatures on the handheld and synch to their laptops. Reps also needed to understand what kinds of reports they could generate that would contribute not only to their individual success but also to the company's overall market strategy. Step-by-step guidance on communicating the benefits of Siebel Pharma and introducing the C3i-designed and managed training—which Grafmyre describes as "fantastic"—gained the sales force's early buy-in and ensured immediate, widespread system usage.

As a result, Otsuka America moved forward more quickly than anticipated to introduce other Siebel Pharma components. Less than six months after the system launch, Otsuka America was poised to go live with capabilities that enable the reps to act in just-in-time fashion on MIRs fielded at Otsuka America's call centers, as well as use the system for medical education event management. "Our exceptionally good experience working with C3i to implement the first elements of Siebel Pharma was what made it possible to think about going ahead with the other components," says Gipson.

"We have a very good team relationship with C3i, the best I've ever had with a vendor," says Grafmyre, whose IT responsibilities go well beyond the company's CRM environment. "What I got out of C3i was results, not excuses; a product, not empty promises. C3i is the gold standard for us now. If it did other kinds of implementations, I'd hire C3i in a heartbeat."