

## **Breaking the Mould – True Optimisation**

*Winner: The 'More for Less' Award*

### **Executive Summary**

Overall, national sales of one of Schering-Plough's core products were in a state of steady decline.

In-depth sub-national sales analysis highlighted that only 40% of the sales territories were in growth and 54% of target customers were not being contacted by representatives.

Analysis was initiated in order to calculate account potential in an attempt to re-focus sales force efforts, derive appropriate communication strategy per account and determine the optimal number of representatives required to achieve this.

As a result of the analysis, the number of key accounts was reduced by 60% and communication strategies were successfully developed and rolled out to the sales force.

The optimal number of representatives required to deliver (on frequency) was calculated and the sales force was reduced by 25%. Sales territories were subsequently re-designed based on total potential in addition to taking number of customer targets into account.

Sales productivity significantly increased by 11% post launch of the re-structure over the previous cycle.

### **Judges' Comments**

A very well written and clear overview backed up with some truly quantified SMART impact measures.

Each stage of the project was well documented in a concise manner. The recommendations were strong, and what particularly stood out was the level and clarity of detail regarding the successful outcomes and impact on the business.