Leading pharmaceutical manufacturer transforms contract management through Data-to-Action Analytics™

Client
Leading global pharmaceutical manufacturer

Industry
Life sciences

Business need addressed
- Plug leakages in contract management and chargeback operations
- Timely updation of membership and contract data
- Mitigation of deficiencies in process and technology systems

Genpact solution
- Robust controls, standardization and governance processes to ensure timely aggregation of contract management information and updating membership and contract changes
- Analytics driven fail-safe processes to validate eligibility, class of trade and membership
- Re-calibration of data collection tools (queues, allocation, next-best action) and analytics (predictive analysis)
- Best-in-class master data and data preparation capabilities for enhanced visibility

Business impact
- 100% of membership updates processed in less than 24 hours
- Near 100% data accuracy assured at all times
- Multiple checkpoints implemented at the contract level, eliminating errors while processing chargebacks
Business challenge
One of the world’s largest global pharmaceutical manufacturers was struggling to plug leakages in its contract management and chargeback operations.

Fragmented internal systems and processes frequently resulted in improper or unauthorized wholesaler deductions, while multiple databases storing mismatched data caused disjointed information flows, with electronic data transfer interfaces encountering an unacceptably high level of exceptions.

Genpact approach
Genpact reimagines contract management operations through advanced operating models that holistically harness technology, analytics, process design, and global talent sourcing. We engineer Systems of Engagement™ technology to complement older systems of records, and industrialize Data-to-Action Analytics℠.

Using Smart Enterprise Processes (SEP℠), Genpact’s proprietary business process management framework, critical factors were identified that influence contract management business outcomes, and then targeted to achieve maximum impact with minimum disruption. This unique methodology employs granular data analysis, sophisticated diagnostics and cross-functional benchmarks to maximize process effectiveness enabling business impact in a more agile and time effective way.

Genpact solution
Genpact’s solution took a holistic approach across the contract management process, employing Data-to-Action Analytics℠ to enable continuous learning from the Data-to-Insight and Insight-to-Action processes which were then crystallized through powerful analytical tools (Figure 1). With this embedment of analytics into reimagined processes, the ability to collect and use meaningful data is enhanced, enabling higher revenue and cost forecasting accuracy across multiple usage scenarios for clients.

The Data-to-Insight and Insight-to-Action loops were enabled by looking at the three clusters of analytical and related operational processes that exists virtually in any business process.

Figure 1: Data-to-Insight-to-Action loop
Provide visibility (Data-to-Insight)

The Data-to-Insight loop provided an initial assessment of the contract management process and an understanding of the key metrics that drive business outcomes (Figure 2). With this knowledge, robust controls and clearly defined service levels for updating membership and contract changes could be significantly improved. Failsafe measures were built in by proactively researching contracted customers to validate eligibility, class of trade and membership.

Implementation of the initial analytics process achieved:
- Real-time visibility into each process through collected data
- Robust controls/standardization/governance to ensure timely aggregation of cleaner information
- Granular, operator-level understanding of the underlying processes to enable rule-based data analysis and follow-up

For this client, considerations included:
- Data consolidation, master data, periodic measurement of balances

Enhance effectiveness (Insight-to-Action)

The end-to-end process view across Data-to-Insight and Insight-to-Action can help design effective analytics solutions and provide targeted change management to embed them into business processes (Figure 3). These included:
- Systems of Engagement™: Re-calibration of data collection tools (queues, allocation, next-best action) and analytics (predictive analysis)
- Case routing to differently skilled collectors based on complexity and workflow
- Enablement of peer support self-help groups
- Improvement of master data and data preparation capacity for more frequent adjustment and supervision
- Use of outsourced data specialists and offshore collectors for lower-sensitivity cases

For this client, considerations included:
- Correlation between performance and variables such as agent skill, case priority and client profile
- Refined output to pharmaceutical companies who use contract management analytics to determine eligibility

Figure 2: Provide visibility (Data-to-Insight)
About Genpact

Genpact (NYSE: G) stands for “generating business impact.” We design, transform, and run intelligent business operations including those that are complex and specific to a set of chosen industries. The result is advanced operating models that support growth and manage cost, risk, and compliance across a range of functions such as finance and procurement, financial services account servicing, claims management, regulatory affairs, and industrial asset optimization. Our Smart Enterprise Processes (SEP℠) proprietary framework helps companies reimagine how they operate by integrating effective Systems of Engagement™, core IT, and Data-to-Action Analytics℠. Our hundreds of long-term clients include more than one-fourth of the Fortune Global 500. We have grown to over 68,000 people in 25 countries with key management and a corporate office in New York City. Behind our passion for process and operational excellence is the Lean and Six Sigma heritage of a former General Electric division that has served GE businesses for more than 16 years.

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