

# Client Centric, High Performance Culture

## Cipla Medpro

What makes good companies extraordinary? It's the service and experience the client receives when doing business with them. The companies that get it are truly client-centric. They put the client at the heart of their decisions, ideas, marketing, system design and more.

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## High level summary

Cipla Medpro had a requirement for a unique differential in the generic pharmaceutical market. Being a pharmaceutical in the generic space makes them as important as the next, and they were looking for something to differentiate them, be it client experience, client satisfaction or service.

Cornerstone Corporate Agility was appointed the task of developing a client centric work environment; developing a high performance call centre which is both world-class and top-of-the-market; and to present an actionable roadmap to implement a sustainable solution that delivers measurable results.

The roadmap suggested a way of working for Cipla Medpro to allow the organisation to function at optimal levels when driven by a client-centric workforce, committed to the vision and understanding their role in delivering the business, strategic and financial results of the organisation.

## Cornerstone Methodology

Cornerstone applied a holistic approach to:

- Systems
- Processes; and
- People within Cipla,

to (1) identify opportunities for improvement that delivers business, strategic and financial results; and

(2) prioritise these business releases with the fastest return on investment as a result.



'Cipla Medpro has been using the services of Cornerstone for the past 2 years and have always been completely satisfied with their performance. They do an excellent job, are always punctual, and professional.'

*Pieter van Gent Operations Executive Cipla Medpro Distribution Centre*

# More about the client, Cipla

Cipla Medpro (<http://www.cipla.co.za>), owned by Cipla India (100%), is one of the country's leading pharmaceutical companies that produces world class medicines at affordable prices. Today the company is one of the largest pharmaceutical companies in South Africa by volume and third largest by value. Cipla Medpro's (hereafter referred to as Cipla) vision is advancing healthcare for all, which is supported by their mission to become the preferred partner in medicine.

One of their key values is to offer service excellence. However, clients are not loyal by nature and research shows that emotion influences purchase decision six times more than rationale. As Cipla is one of South Africa's leading manufacturers of generic medication, connecting to their clients on an emotional level is the key to establishing a lasting relationship with their brand.

They must go beyond simply delivering their products and develop strong bonds with their clients. It is essential that they provide a unique client experience by proactively anticipating their clients' needs and expectations and exceeding them at every opportunity.

This **service** needs to be underpinned by **excellence**.



## Service Excellence

Service excellence is an attitude engrained in every department and it begins and ends with the organisation's people. It requires more than a streamlined client service department or a slogan on the boardroom wall.

Excellence is a consistent, premium service at every pass set by a service oriented tone that drives the company strategy at every level.



### Target Group

- Client Call Centre Leadership and Management;
- Top Strategic Clients;
- Client Call Centre; and
- All Client Service Touch-points.

## Project Approach

In order to optimize a client centric culture, work environment, and the overall performance of Cipla, it is imperative that a clear picture was obtained of the existing processes, client service culture and the current way of working.

Once the 'As Is' was identified, a gap analysis identify the areas of focus to transition into the desired 'To Be' state. From the information provided it seemed that there were a multitude of areas for improvement identified within Cipla.

The challenge was to ensure the actions to transition are the right ones, prioritized in terms of highest return on investment (ROI), and viewed in relation to the holistic organisational strategy before the roadmap could be put into place.

# Project execution

The Client Service Assessment was designed to obtain a 360-degree review of Cipla's client experience and business releases, which included the following steps:

1. **Customer Care Survey:** Analyse team's levels of engagement, overall understanding of their roles, active leadership, customer promise, collaboration etc.
2. **Client Journey Assessment:** Workshops with different departments re client journey, all processes and steps for all client service touch-points. Gain internal holistic view re clients' experience.
3. **Customer Care Interviews:** Measure customer care team's client centric culture, their understanding of their roles and key success factors for an effective team.
4. **Client Journey Assessment Workshops:** workshops were held pertaining to the 13 key development areas as identified through the client journey assessment.
5. **Customer Care Skills Assessment design:** design a Cipla specific customer care employee profile and assessment based on the client expectation and care centres of excellence's expectation relation to qualities, personalities and expertise.
6. **Customer Care Individual assessments:** The assessment measured individuals against the most optimal profile.
7. **Qualitative Client Research:** Conduct qualitative research with 20 Cipla clients (Tenders, Wholesale, Corporate Pharmacies, Postal Pharmacies, and Direct Pharmacies), relating to competitors, differentiation, opportunities, business processes, systems, burning pain points, client centricity (ease of doing business), integrity, customer care centre and logistics.



*'Cornerstone assisted us in creating a high performance team. At all times they delivered on their promises and timelines. They went the extra mile for us and I can gladly report on a well-functioning, high performance client centric team that continues to grow!' Pieter van Gent*

## Outcomes

- 1**  
Roadmap, including summarized results and strategic, prioritized action plan for transformation
- 9**  
Development areas within active leadership
- 5**  
Communication and support GAPS
- 13**  
Internal key development areas to improve the client experience
- 16**  
Most crucial business processes to be optimised
- 2**  
Systems to be optimized/ implemented
- 14**  
Training and development plans
- 259**  
External opportunities for improvement
- 145**  
Areas for improvement (qualitative research)

# Roadmap

Cornerstone mapped the results of the different interviews, surveys, assessments, client journey and the qualitative research to prioritise business releases that will not only deliver the organisational strategy, but will focus on the areas that will drive performance and strategic results.

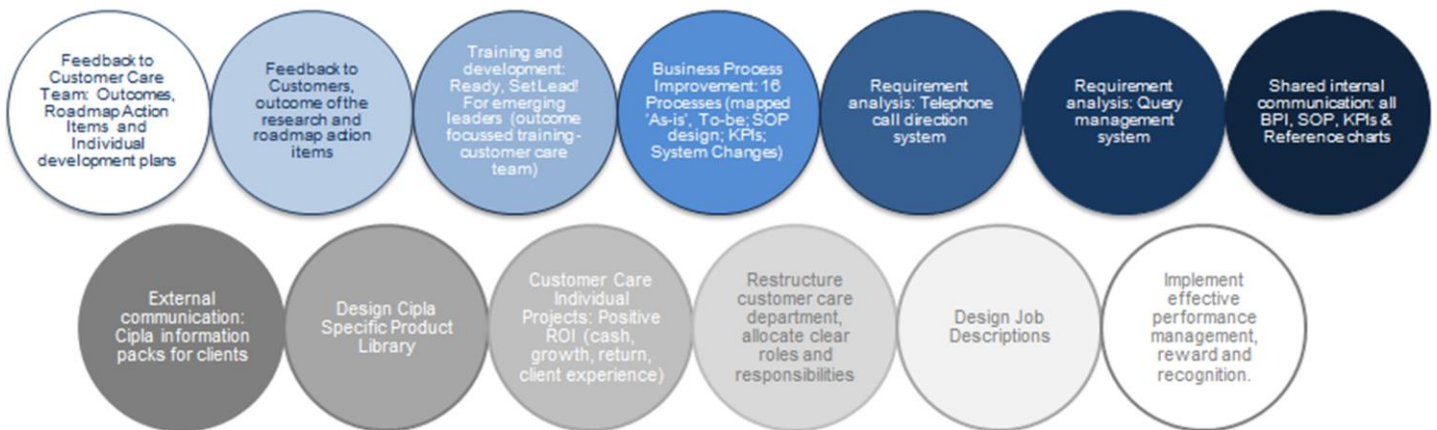
These were included in the roadmap to transition into a high performance, client centric environment. Cornerstone's findings outlined what was working well within Cipla Medpro (i.e., things they should continue doing), highlighted the opportunities for improvement and presented a highly pragmatic and actionable roadmap to address the areas needing attention.

A roadmap session identified Cornerstone versus Cipla's involvement to implement and execute, short and medium term goals and relevant performance measures etc. upon which an actionable project plan was put together, implemented and results measured.

The plan included timelines, budget, as well as return on investment measures.

# Project plan implemented

13 Areas of improvement from the Roadmap were agreed upon and implemented.



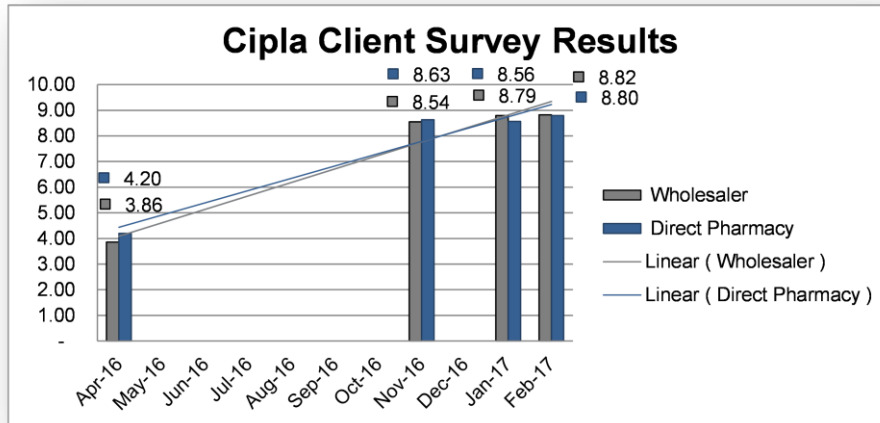
**Joseph Ludorf**  
Cipla Medpro Supply Chain Director

*'Cornerstone offers good quality, services and rates. Across the board we are pleased with their work.'*

*All projects was completed and delivered ahead of the time than we expected and the quality of work was immediately apparent. Cornerstone demonstrated over and over that it was their obligation to go above and beyond for us, as their client. Cornerstone always assists in a professional way with any questions and maintains a phenomenal business relationship. Good business foresight identifying risks and offering solutions.'*

# Results

The most important result, improved client centricity, is measured through an ongoing, monthly and Cipla specific client survey. The results after the changes took effect were measured from November 2016. Four (4) months after the changes, the overall client centricity for both the Wholesalers (129%) and the Direct Pharmacies (109%) have improved.



Results of the individual projects were measured and included:



# Cornerstone Corporate Agility

## About

Cornerstone Corporate Agility develops high performance business cultures by mobilising every individual on the team to positively impact the organisational vision, business, strategic and financial results.

## Vision

Our vision is to make a difference that matters for our employees, our clients and our suppliers.

## Mission

To inspire hope and contribute to leadership, growth as well as optimisation by providing client centric solutions through integrated high performance leadership development, focus on business, strategic and financial acumen, effective optimisation solutions and research.



'Commercial agreements are always outcome focused, and not from a rate per hour, consultative nature. Agreements can be canceled at any stage of a project should sufficient value not be added according to the client's expectation.'

*Melanie Nel MD Cornerstone*

# Cornerstone Corporate Agility

28 Hawaii Avenue

Randjesfontein Country Estate

Midrand

Johannesburg

1683

Registration number 2015/325711/07

VAT number 4780273233

Contact [Melanie.nel@cornerstoneca.co.za](mailto:Melanie.nel@cornerstoneca.co.za)

+27 11 238 7031

+27 82 707 5737