

Over the Cliff

WHEN MARKET CHANGES SLAMMED HIS COMPANY, A RESOURCEFUL ANALYTICS BOSS TRUSTED HIS GUT AND PARTNERED WITH A UNIQUE SOFTWARE-DEVELOPMENT TEAM—AND SAVED \$2.5 MILLION A YEAR.

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For a time, things went well for Dominikus.

A consultant with a sales background, Dominikus Schweighart joined The Medicines Company in 2011, when the biopharmaceuticals firm's patent portfolio enabled healthy, straightforward sales with little direct competition. He worked directly with hospital customers and offered to help set up a Customer Relationship Management (CRM) system, but sales management didn't feel the need.

Then the patents expired. A \$10,000-a-month product plummeted to \$800.

Back in startup mode, staff headcount dropped as the company pivoted to new products in different areas: Acute and intensive care solutions for serious infections, cardiovascular treatments, and surgical and perioperative settings. Great, innovative products, but a far more complex marketing environment to deal with.

Almost overnight, the company confronted an unfamiliar and unprotected landscape of new stakeholders, new physicians, and new hospitals. To compete, it needed greater visibility into

proposal status, regional variations, sales-rep effectiveness, treatment outcomes, and other data that only a sophisticated CRM system could collect.

“Unosquare is simply a high-value provider. You could find comparable talent in Silicon Valley, but it's much more expensive. And Indian outsource teams need everything laid out in detail.”

It was 2014. Now Vice President for Global Analytics, Dominikus had no time to waste.

Could off-the-shelf or cloud-based software solutions get the job done? Unfortunately, none came close to offering the functionality and customizability he knew he needed.

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With limited in-house programming resources available, he turned to Unosquare.

At a Houston George Bush International Airport rendezvous—midway between the two firms' headquarters—Dominikus laid out the problem to Unosquare CIO and co-founder Mario Di Vece. By the end of the marathon eight-hour session, it was clear that Unosquare not only grasped the need, it proposed creative alternatives and workarounds that inspired confidence.

An hour later, based on gut feel as much as anything, the deal was done.

Designing and building a first-rate CRM application from scratch is a major undertaking. Rigorous requirements for usability, data entry, planning, pipeline control, reporting, and analytics put any development team to the test. Comparable projects take six months to a year of spec-writing, database design, interface tuning, business rule implementation, and user testing.

The Medicines Company gave Unosquare 10 weeks.

Unosquare's mature agile process methodology was a perfect fit for the assignment. Two-week sprints started focusing on requirements immediately, and the CRM quickly began to take shape—Dominikus felt that the team was

reading his mind. And if something got off track, Unosquare didn't try to hide it: they fixed it.

In fact, it became clear that total, no-secrets transparency was a bedrock principle of the dynamic and thoughtful Unosquare culture. And every Guadalajara-based developer, from programmer to UX expert, spoke impeccable English.

The CRM launched on time and within budget. Not only did Dominikus finally begin to have a useful sales datastream, he discovered that he could get a new representative up to speed in half the time. Even though the initial version targeted just three major medical centers, the onboarding savings alone totaled \$2.5 million annually.

The relationship with Unosquare has grown along with the product's reach. By May of 2016, the system was at Version 3, running on tablets and handling over 3,000 daily data changes. An even more ambitious Version 4 is on its way now, incorporating a market-leading physicians' network for sharing medical approaches and outcomes, as well as links to the firm's SAP and financial systems.

Fortunately for The Medicines Company, Dominikus' gut feel in Houston proved prescient.

"The tool Unosquare developed for us has had enormous impact not only on a day-to-day operational basis, but also strategically."

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