

Sales Operations Compliance with the Open Payments Act

A multi-billion dollar medical devices company needed to assess its sales evaluation processes to fully comply with the Open Payments Act.

Challenge

A leading medical devices company that develops surgical equipment sought to **make its sales evaluation processes more efficient** and **improve compliance with the Open Payments Act and company policies**. Through periodic internal audits, individual divisions repeatedly demonstrated deficiencies. They needed to address the **increasing industry regulation and federal oversight**, and concurrently **reduce organizational and financial risk**. The company set out to address the compliance needs while achieving the following objectives:

- Improve tracking and reporting of each sales evaluation process
- Harmonize the processes across each division to increase efficiencies
- Automate systems to reduce reliance on error-prone manual steps
- Optimize resources to focus on revenue-generating activities

Collaborative Approach

Acquis partnered with the client to define a multi-phased approach to identify gaps, define areas for improvement, ensure full compliance, and use Acquis's industry experience to operationalize the recommendations. The Acquis team **collaborated with key stakeholders across the organization** to develop and lead the project.

The project's main focus areas included:

- Improving the tracking and reporting of equipment and instruments loaned to healthcare professionals and teaching hospitals as part of the sales evaluation processes
- Optimizing equipment-tracking procedures, processes, and systems
- Addressing accumulated internal audit findings
- Improving compliance to reduce operational and financial risk
- Resolving any outstanding violations for MediSpend reporting purposes
- Increasing training to ensure adherence to revised policies and improved procedures
- Enabling resources to focus on revenue-generating activities
- Implementing a process to mitigate future potential violations, and improve flagging and resolution capabilities

Drive Change

Acquis's contributions to the organization resulted in several key changes, as follows:

- Developed a **methodology for continuous and sustainable process improvement**, and established Sales Operations as a **value driver for the business**
- Instituted **harmonized policies and standard processes**
- Improved **monitoring controls**
- Enabled a **successful rollout** amidst organizational change
- Helped establish the **sales operations function as key to reducing organizational risk through process efficiency and data transparency**
- **Empowered the sales force to make informed decisions** through tighter controls and increased access to timely information

About Acquis

Acquis is a consulting firm specializing in strategy and implementation. We help ambitious organizations solve business challenges that enable sustainable growth and healthy efficiency. We do this by not just designing strategies but also putting them to work.

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