

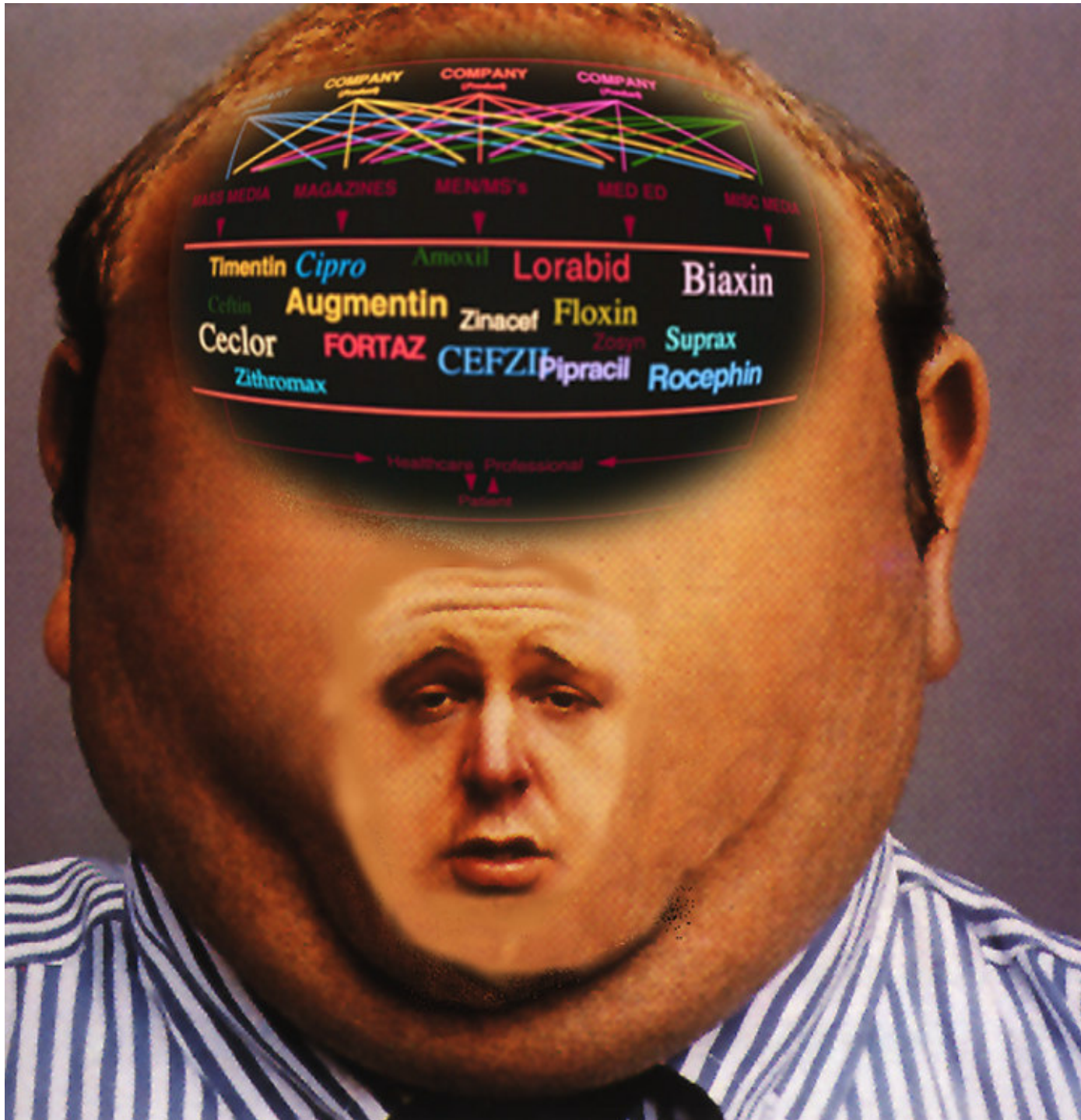


# Territory Alignment and FF Sizing

Right People, Right Deployment, Right NOW

Phil Rush, Country Head KSA, Novartis Pharma Services AG  
Dubai GW Marriott, November 11, 2008





## Our Mission

- Buy brain space
- 90% of all Dr Rx are from <20 brands
- Need to displace a brand to drive adoption

# The two most common deployment problems

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- Insufficient planning time
- Constrained by legacy deployments



## Before starting, Look at yourself

### Operational Health Check

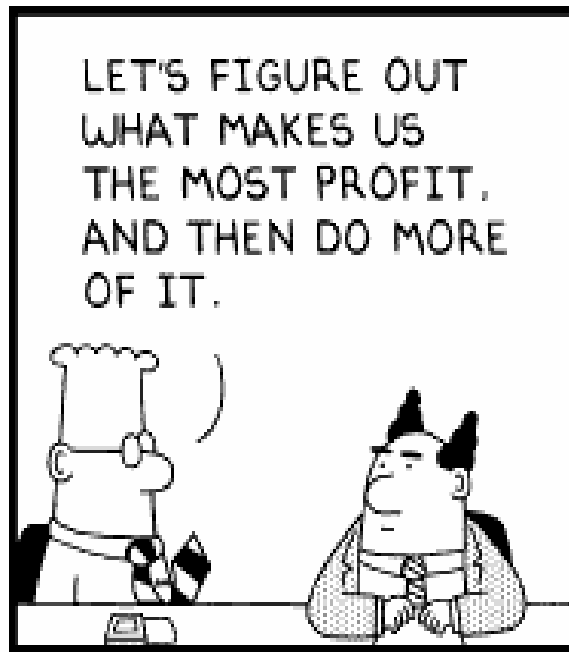
- Field Representative Capabilities
- Field Management Capabilities
- Training & HR Capabilities
- Tracking Capabilities / Systems
- Information Sources
- Portfolio Prioritisation
- Operational Commitment
- Marketing Competence

# Who is the customer?





www.dilbert.com scottadams@aol.com



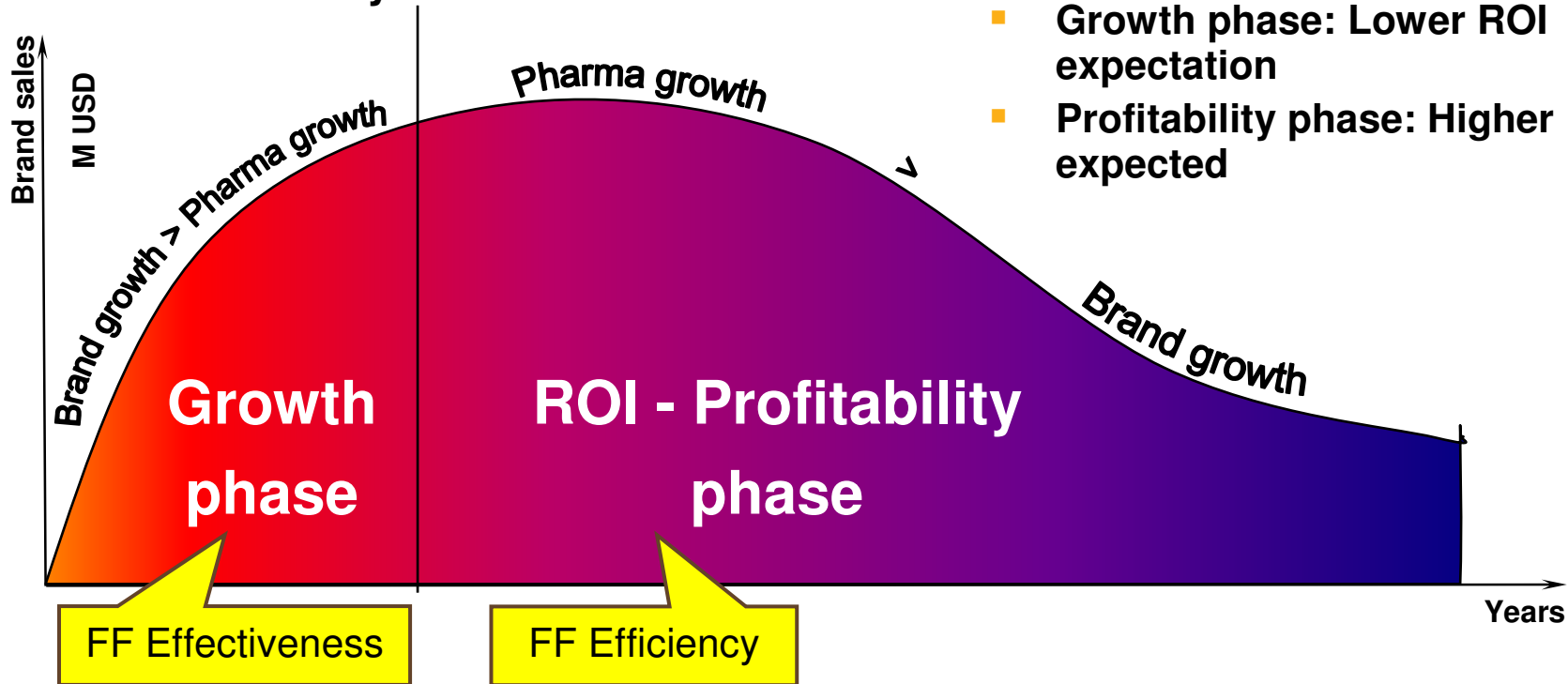
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# Brands need to be optimised for ROI

## The Brand Lifecycle



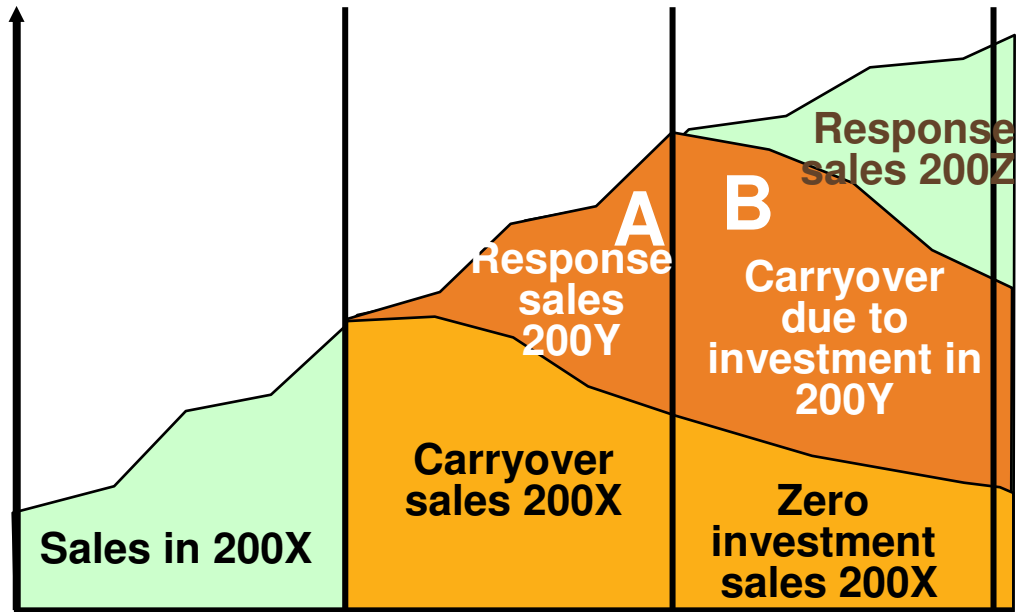
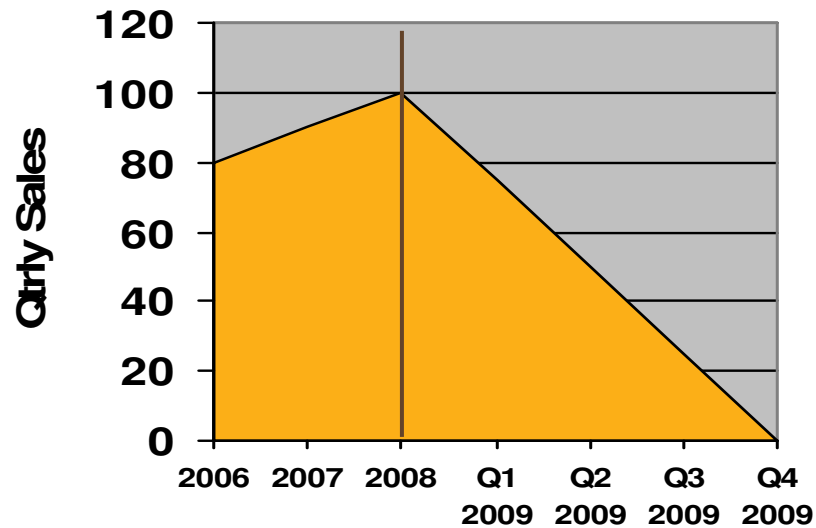
...only the benchmark is different:

- Growth phase: Lower ROI expectation
- Profitability phase: Higher ROI expected

launch	maturing	matured
➤ Capture patients	➤ Maintain patients	➤ Duty of care to patients
➤ Leap in share	➤ Extract brand value	➤ Carryover or Foster
➤ Grow the brand	➤ Maximise ROI	➤ Realise residual brand value

# The concept of ROI & Carry-over

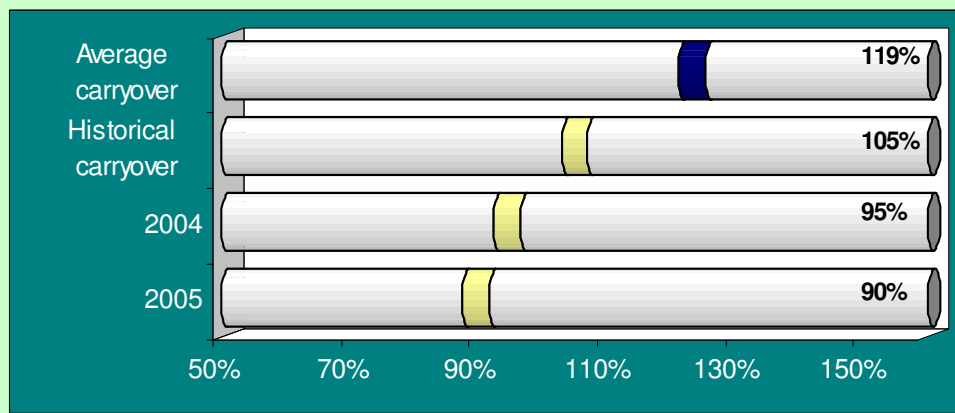
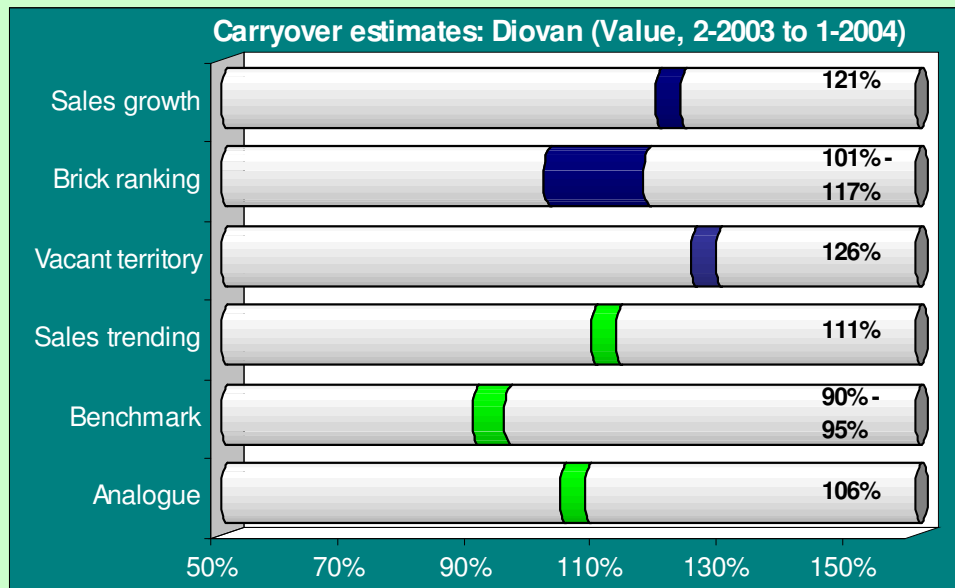
## Carry-over Concept



**ROI & Carry-over will be affected by:**

- disease type,
- competitive environment,
- marketing & sales effectiveness

# Carryover outlook



**Historical C/O rate: 105%**

**Rationale:**

- The benchmark and analogue analyses suggest this, furthermore this is within the brick ranking analysis range.

**Projected C/O Rate:** for 2004: 95%  
for 2005: 90%

**Rationale:**

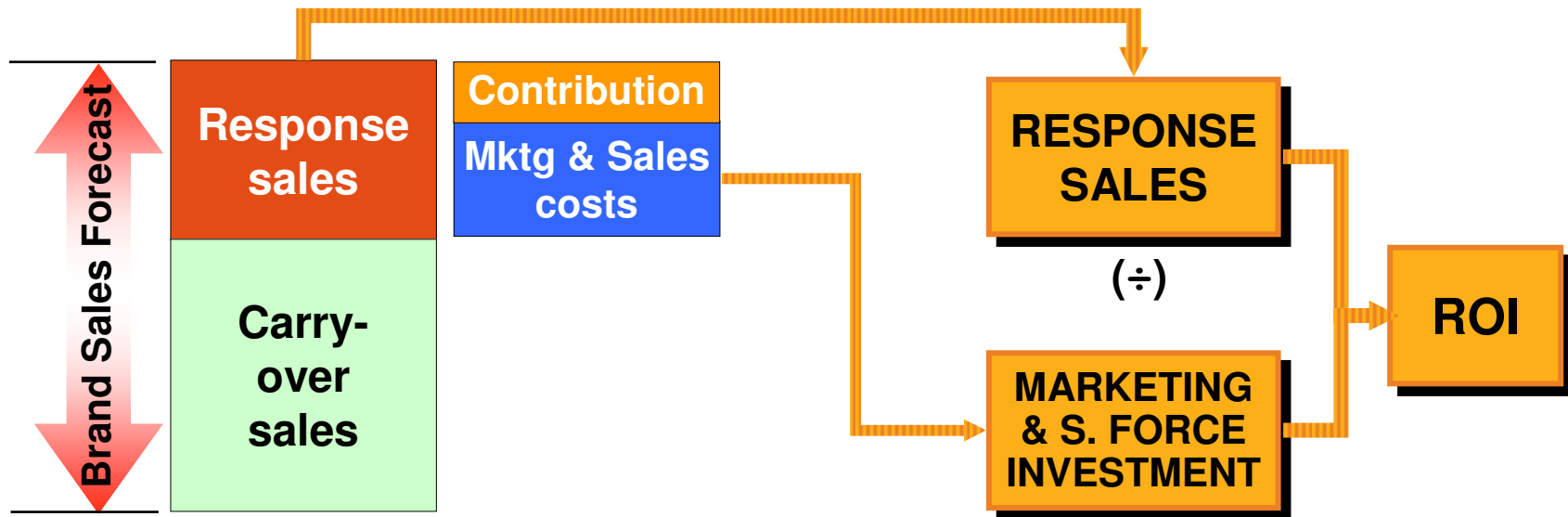
- Considering the event-based carryover forecast and validating with Carryover Projection Tools these figures are the most feasible

**Future events considered with impact:**

- Price cut -20% Jul/04: -10% c/o impact each for 2004 and 2005
- New ARB entry Jan/05: -5% c/o impact one-off in 2005

# Return on Investment

**3 factors are critical on the local brand level**

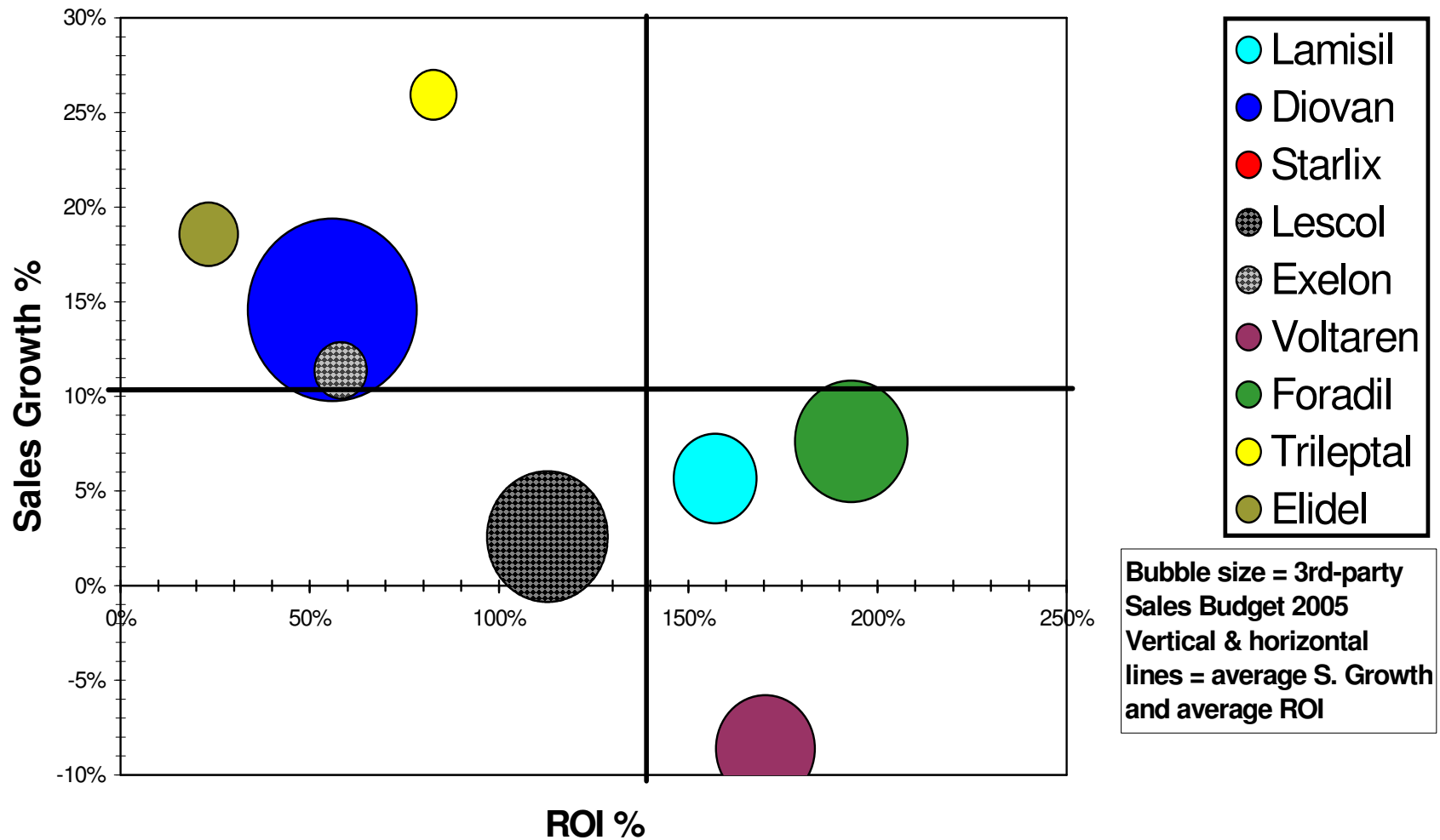


**ROI is highly sensitive to:**

- sales forecast
- carryover assumption
- cost allocation (P1/P2/P3 detail weights)

**... these need to be challenged every time!**

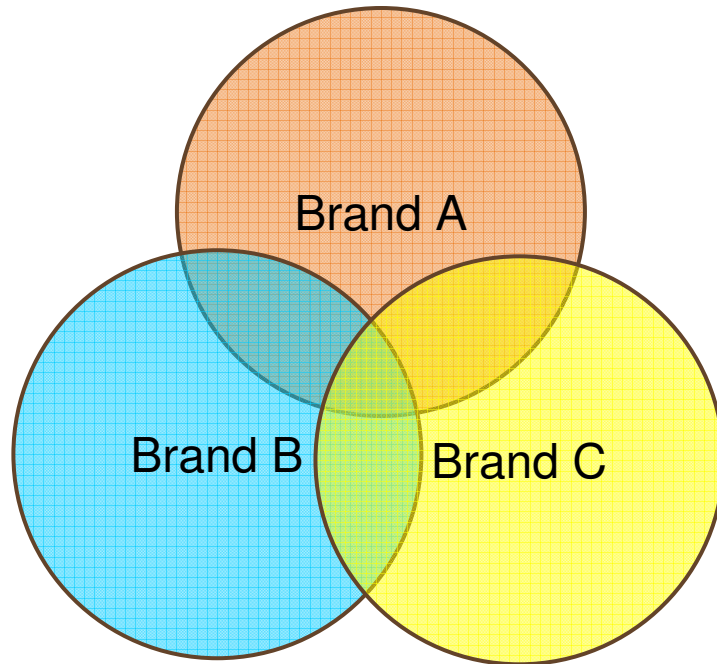
# CPO ROI Matrix Budget/Business Review Deck (proposal)





# Portfolio Review

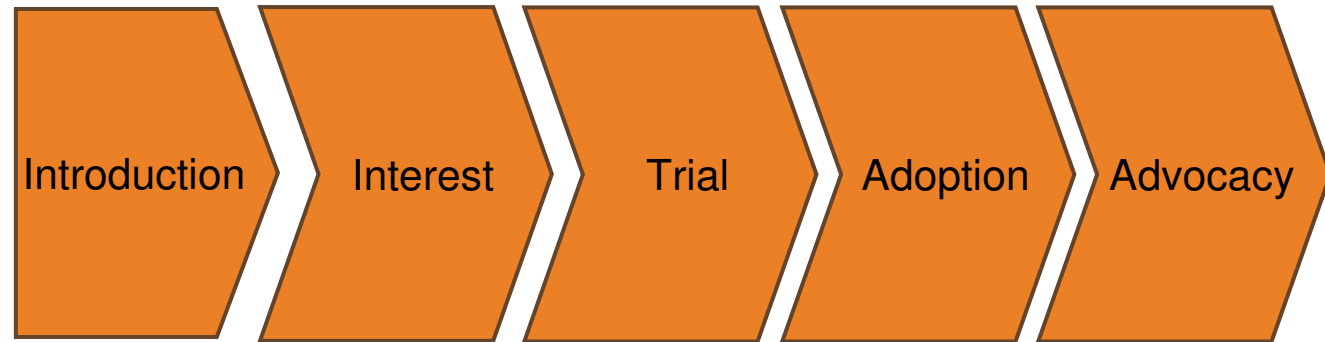
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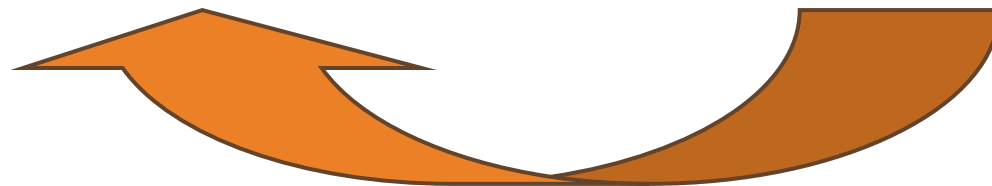
- Field Capability (1/2/3/4/5 details per call). *Don't plan for a P3 if your reps can not execute...*
- Competition strategy & call impact – *Are you getting sufficient SOV?*
- Customer Overlap – *Do the P2 & P3 brands fit?*
- Complexity of message – *Get marketing to script the bridges and assess message timing*
- Impact of message
- Role of call

# Adoption Sequencing

- **FF traditionally costs 70% of total M&S spend**

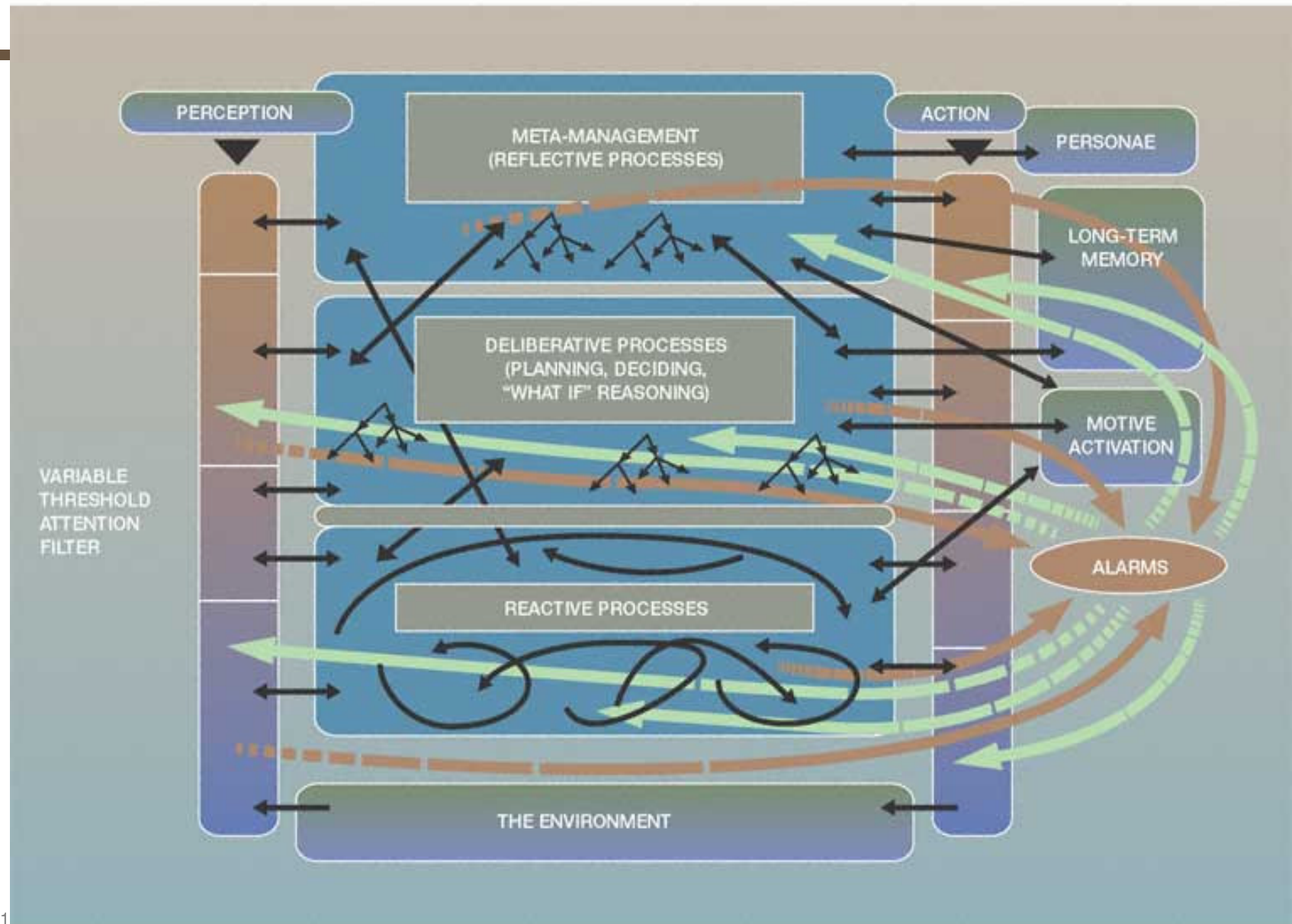


Representative Role  
Quality vs Quantity  
# Calls to Execute  
Frequency Strategy



Indication Expansion

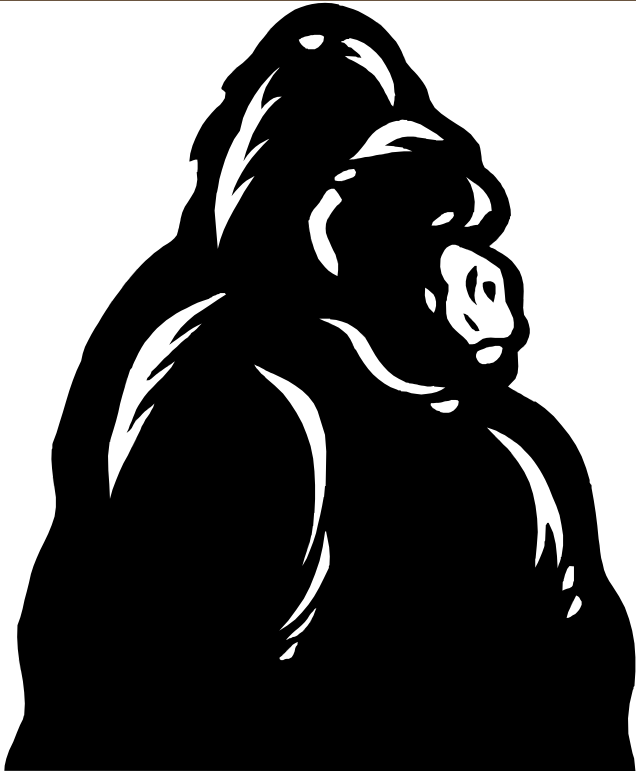
Figure 1 The H-Cogaff three-level architecture



A. Sloman, "Beyond Shallow Models of Emotion," *Cognitive Processing*, Vol. 1, No. 1 (2001).

# Muscle vs Wit

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- Parallel/Mirrored lines
- Classical approach
- Sweeper Reps



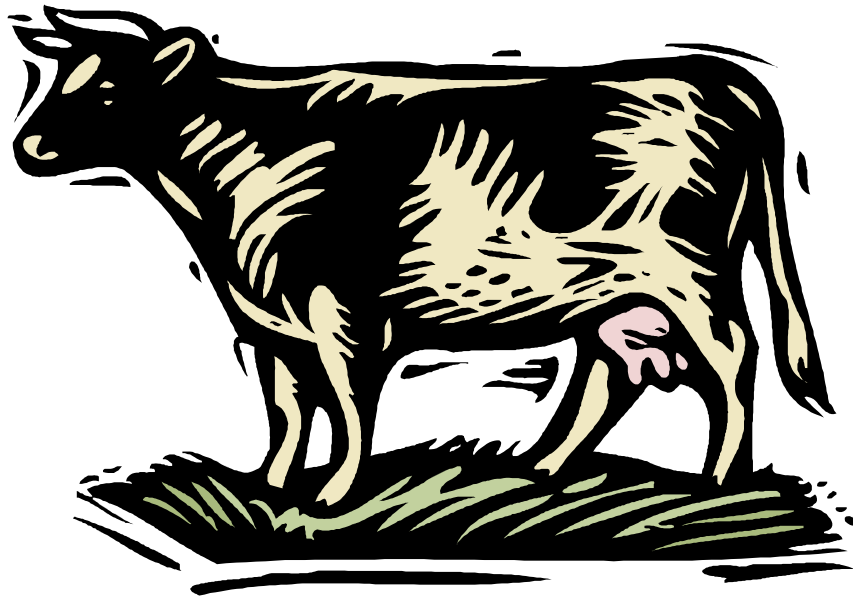
- Single point contact
- KAM approach
- Greater personal responsibility

# Mixing deployments

Only the most sophisticated should try

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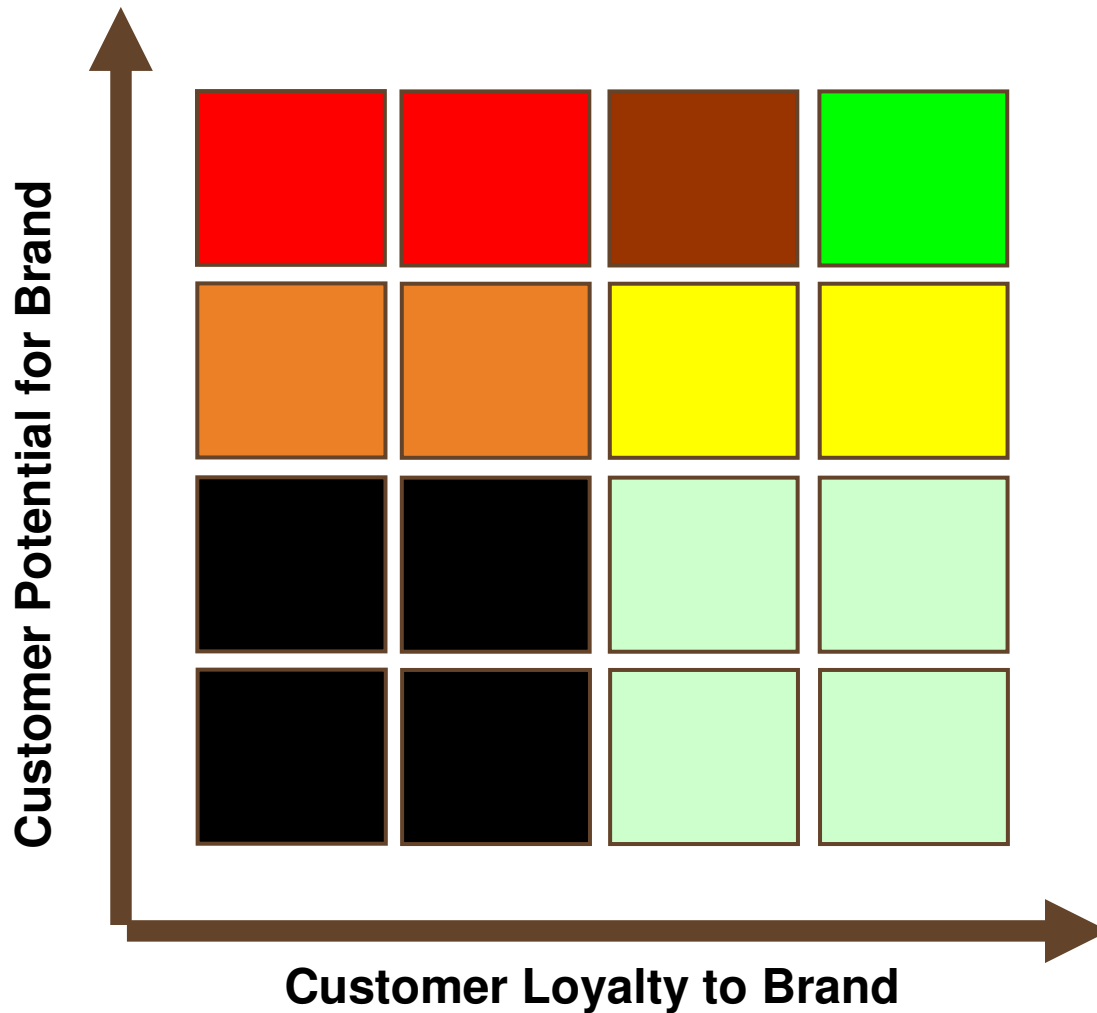
- Private Sales Approach



- Institutional Sales Approach

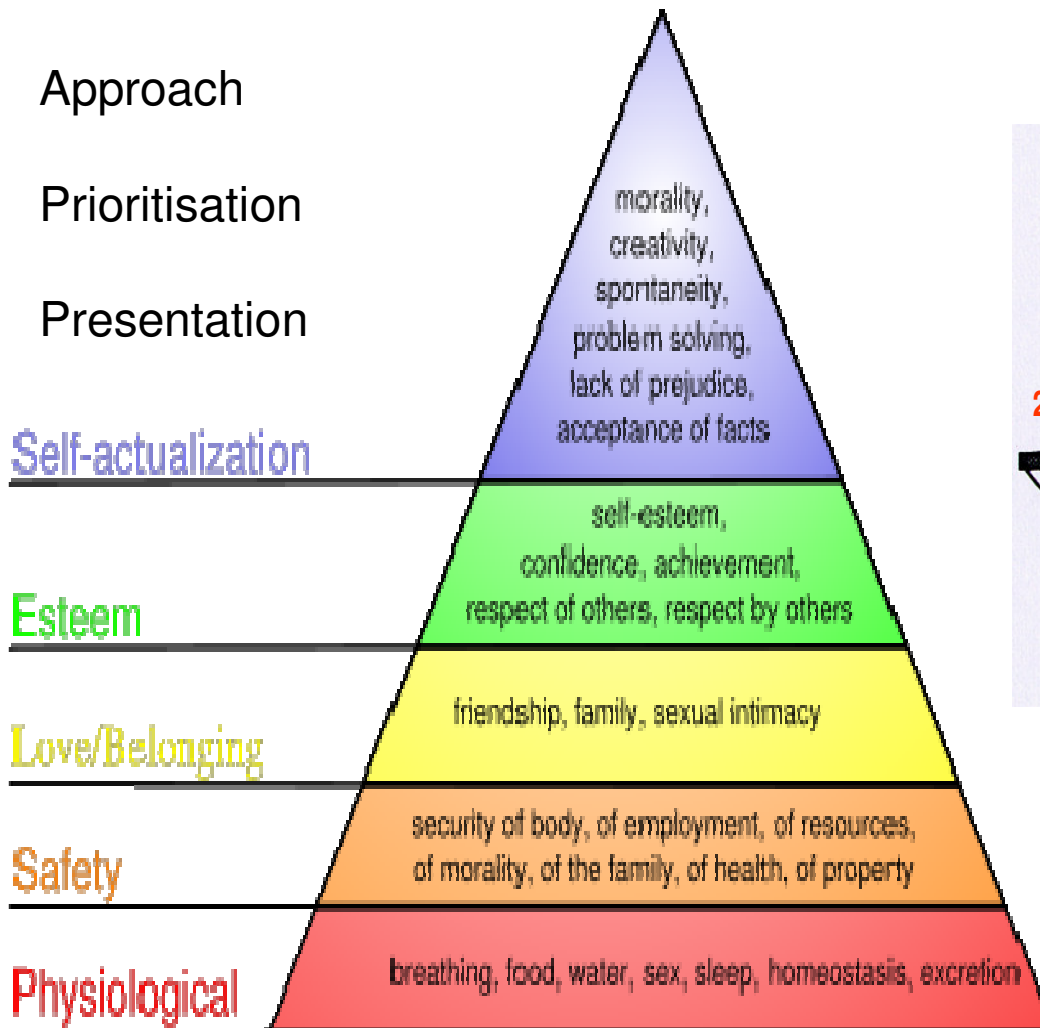


# Targeting

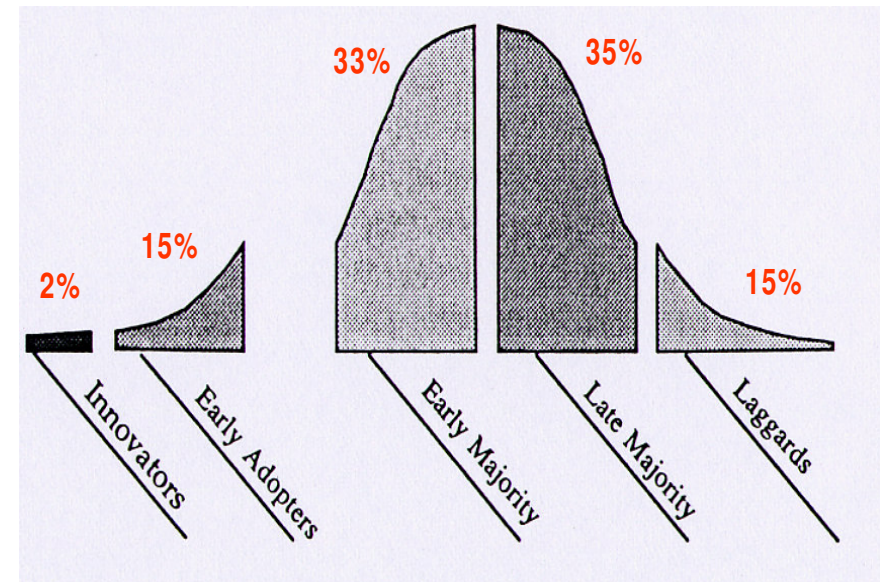


- Where is Today's business
- Where is Tomorrow's business
  
- Role of FF
- Role of KAM
- Role of Brand Mgt
- Role of Gen Mgr

# Maslow & Adoption Profiles



## Classical Product Adoption



### Personality Motivators

**Innovators** > Desire to be first

**Early Adopters** > Product benefits often for altruistic reasons

**Early Majority** > Easy Life

**Late Majority** > Easy Life & uncertainty

**Laggards** > Luddites & Fear

# Geographical Considerations



- Territories by Land Mass
- Territories by population centres
- Territories by customer concentrations
- Territories by market potential
- Territories by disease concentration (eg Malaria)
- Territories by accessible geographies
- Territories by Data evaluation (IMS Bricks)

# The Golden Fleece

Team	Infectious Disease	Gastroenterology	Pharmacy Line
P1 Call	Brand X (100%)	Brand A (100%)	Brand X (100%)
P2 Call	Brand Y (80%)	Brand B (70%)	Brand Z (60%)
P3 Call	Brand Z (50%)	Brand C (40%)	Brand C (40%)
A Customers	300	100	50
B Customers	500	300	900
C Customers	150	100	200
A Customer Freq	2/mth	3/mth	4/mth
B Customer Freq	3/mth	2/mth	3/mth
C Customer Freq	1/mth	1/mth	1/mth
Calls Per Day	10	10	12
Team Size	11	5	13

Now – How do you drive Execution!!!???

## Carry your FLSMs with you in the process

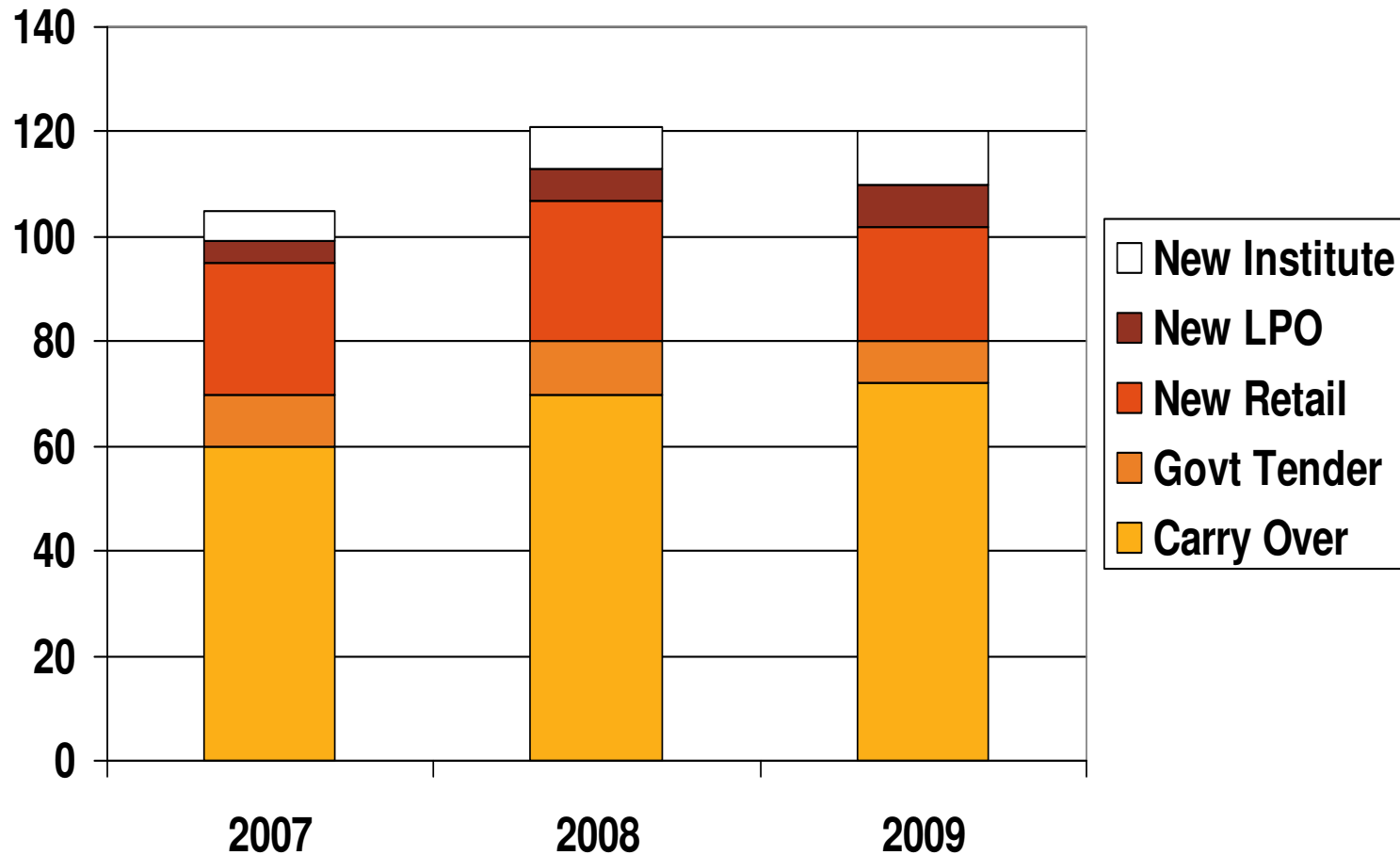
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# Sales Budgeting Process

## Final Sanity Check

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# Regularly review your deployments

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# In Conclusion

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**Do the maths** (*or get Marketing to do it for you*)

**Use best judgement**

**There are no perfect answers** (your deployments will be different from others based on your specific needs, focus and competition)

**Execution is critical**

**Relax**