

# Performance Management Systems

## Business Process



- ∅ How are we going to measure performance against objectives?
- ∅ Proactivity vs. reactivity?

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- ∅ Need systems to track progress and adjust strategy
- ∅ In pharmaceuticals there is a clear correlation between launch order and market share
  - ∅ How promotionally sensitive is your brand?

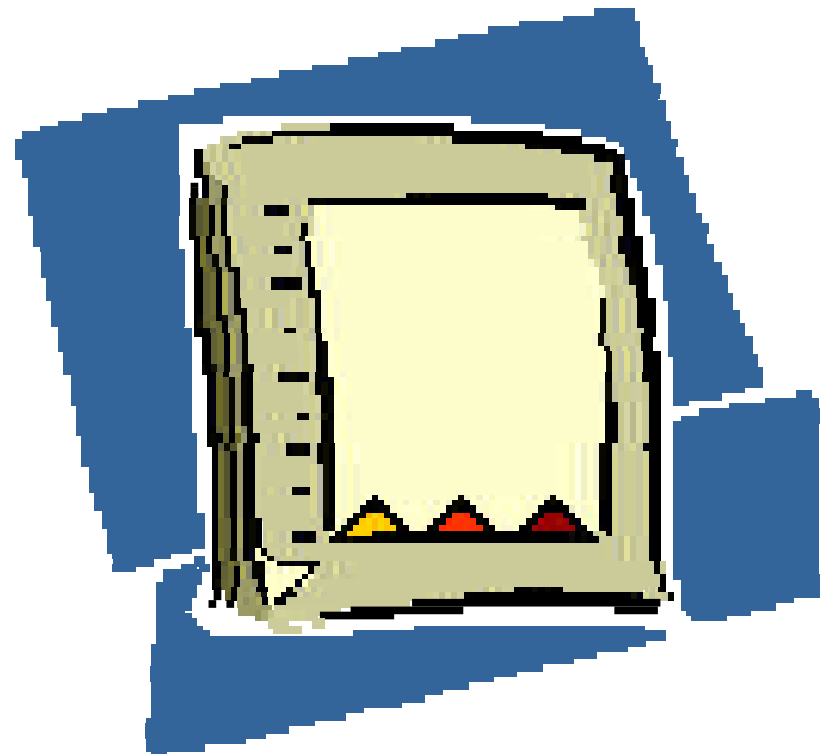


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## Business Process

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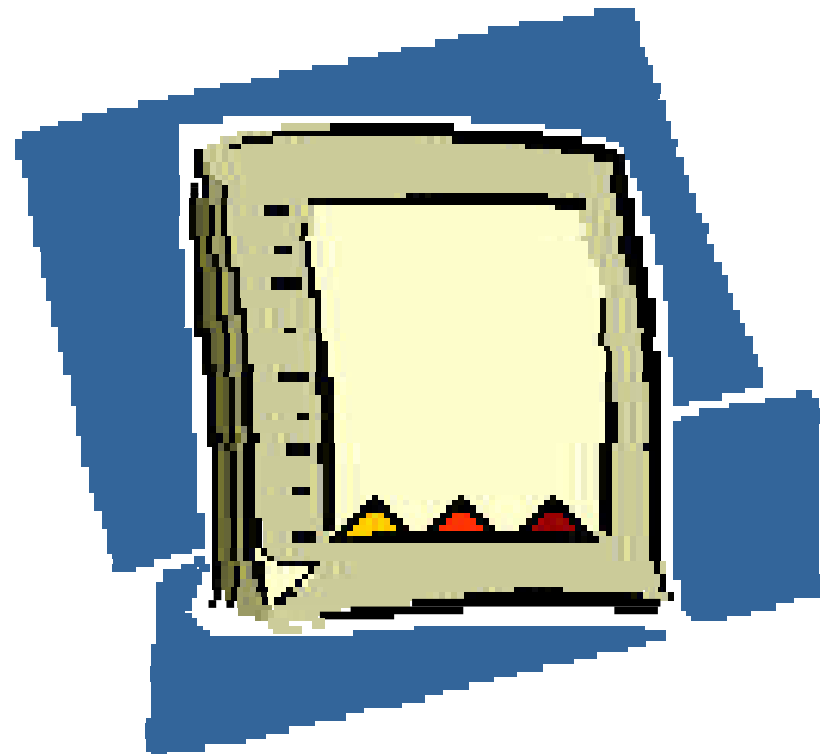
- ∅ TRENDS-Collate at least 3 years monthly sales
- ∅ Pick out any peaks / troughs caused by sell ins/ competitor activity/promotional spend
- ∅ Isolate the trend & look for any cyclical pattern
- ∅ Check seasonality



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- ∅ Decide what caused each pattern
  - ∅ Internal factors - advertising, PR, extra sales force
  - ∅ External factors - competitor activities, new drug class launch, impact of generics, PIs, NHS, NICE guidance etc.



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1. Are the assumptions about the offering still valid?
2. Are the key issues?
3. Are we managing the right critical success factors?
  - ∅ Which can we control or which can we not?
  - ∅ What if the market grows / declines at a different rate?





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**PRICE**  
**Reduced**

- ∅ For example:-
- ∅ What if the competition drop their price?
  - ∅ As a market share exercise
  - ∅ Or to modulate PPRS
- ∅ What if we follow them down?
- ∅ Or what if we drop our price first?

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- ∅ Are we tracking the best, most likely and worst scenarios?
  - ∅ How?
  - ∅ What differentiates them?
  - ∅ What are the ongoing upsides / downsides?
  - ∅ How do we reassign resources do we assume for each?
  
- ∅ Where and why do we have blips in the sales forecast?

