

SALES PERFORMANCE ANALYTICS AND EFFORT OPTIMIZATION FOR AN OPIOID BRAND

**Internship Training
at
PharmaACE Analytics Pvt. Ltd., Pune**

**By
Purva Dixit**

**Under the guidance of
Dr. Monika Chaudhary**

**MBA Hospital & Health Management
2013–15**


**Institute of Health Management Research
Jaipur
2015**

INTERNSHIP TRAINING

At

Pharma Ace Analytics

**“Sales performance analytics & effort optimization for an
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By

Dr. Purva Dixit(PT)

Under the guidance of

Dr.Monika Choudhary

Post Graduate Diploma in Hospital and Health Management

Year 2013 – 2015



Institute of Health Management Research

Jaipur

TO WHOMSOEVER MAY CONCERN

This is to certify that Purva Dixit , a student of MBA Hospital and Health Management from IIHMR University, Jaipur has undergone internship training at "Pharma Ace analytics" from 2nd February to 15 May 2015.

The Candidate has successfully carried out the study designated to him during internship training and her approach to the study has been sincere, scientific and analytical.

The Dissertation is in fulfilment of the course requirements.

I wish her all success in all his future endeavours.



Col. (Dr.) Ashok Kaushik

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**Dr. Monika Chaudhary
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IIHMR , Jaipur

DISSERTATION CERTIFICATE

The Certificate is awarded to

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In recognition of having successfully completed her training at

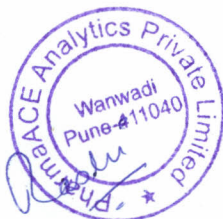
PharmaACE Analytics Private Limited

By working on the Project

“Sales performance analytics & effort optimization for an Opioid Brand”

She is a quick learner with great commitment to her work, and a virtuous team player

We wish her all the best for all future endeavours



Authorized Signatory

PharmaACE Analytics Private Limited

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **“sales performance analytics & effort optimization of an opioid brand”** submitted by **Purva Dixit**, Enrollment No. **1482**, under the supervision of **Dr.Monika Chaudhary** for award of MBA Hospital and Health Management of the university carried out during the period from Feb 2, 2015 to May 15, 2015 embodies original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Purva Dixit

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List of Abbreviations:

Trx: number of prescriptions

CRM: customer relationship manager

IMS: IMS health: Intercontinental marketing services

QTR- quarter

LTD-launch till date

DISSERTATION

**“Sales performance analytics & effort optimization for an
opioid brand”**

INTRODUCTION

1.1 Introduction

M pharmaceuticals is an established pharmaceutical supplier based in Dublin, USA. It is commercially present in 65 countries. They are the major manufacturers & distributor of products in diagnostic procedures & treatment of pain. Company Manufactures and Market its products to wholesalers and retail drug store chains. Company is actively focusing on strengthening its pipeline and promoting new products in the pain market. The company produces specialty pharmaceutical products which consists of branded drugs, generic drugs & APIs. Amongst the medical imaging products they have radiopharmaceuticals & contrast media.

Revenues of the company in 2013 ~\$8 billion.

Net sales \$ 2billion in 2011

Gross margin of profitability ~47.38

Specialty pharmaceuticals contributed to ~74% of net sales

They launched a product in March 2013 for treatment of severe acute pain

M pharmaceuticals marketed this brand in four regions of United States of America named as:

1. West region
2. East Region
3. North Region
4. South central

The performance of the brand was continuously tracked and analysed with the help of TRX data, calls data, NPA data etc. Every month the data was sent to PharmaAce analytics for the performance review & analysis. After 6 months of launch the company desired for detailed performance analysis of various districts of the regions.

As company had a lot of expectation in terms or sales from this brand but in real the sales were not matching the forecast. There were some gaps in the sales performance

which they wanted to find out so as to work on the same. They needed our companies help regarding the same. Since the beginning the drug sales & performances were tracked in based on the data provided to us by the client on the basis of national level tracking. After a few month of tracking of the performances the company realized that the sales were going down which was the impact of the reduction of number of calls from the launch date to the last date of data.

Every month the 4 regions with 17 districts & almost 150 territories performances were analysed based on the data sets. This Analysis was followed by the insights along with the strategies given for each territory so as to enhance the performance.

REVIEW OF LITERATURE

2Review of literature

2.1 Analytics is the discovery and communication of meaningful patterns in data. It is commonly applied to business data, to describe, predict, and improve business performance.

2.2 Analytics have been used in business since the management exercises were put into place by Frederick Winslow Taylor in the late 19th century. Henry Ford measured the time of each component in his newly established assembly line. But analytics began to command more attention in the late 1960s when computers were used in decision support systems. Since then, analytics have changed and formed with the development of enterprise resource planning (ERP) systems, data warehouses, and a large number of other software tools and processes.

In later years the business analytics have exploded with the introduction to computers. This change has brought analytics to a whole new level and has made the possibilities endless. As far as analytics has come in history, and what the current field of analytics is today many people would never think that analytics started in the early 1900s with Mr. Ford himself.

2.3 The 2008 survey of 300 companies by the Aberdeen Group show that the recent economic downturn has lengthened traditional sales cycles. As businesses have been sforced to reduce spending, sales representatives have been challenged to meet quotas. Top performing companies have implemented sales intelligence programs to improve the quality and quantity of sales leads. SI contextualizes opportunities by providing relevant industry, corporate and personal information. Frequently SI's fact-based information is integrated or includes Customer Relationship Management (CRM).

2.4 Analytic applications to optimize sales are emerging as potent weapons that can provide the competitive edge a company needs to survive and prosper consolidated visibility into how to: Improve sales effectiveness, productivity, and cycle times Interpret key sales drivers, trends, and issues Provide sales with a single view of the customer Optimize marketing-to-sales lead management These analytic applications help the sales manager define and execute both strategies and tactics to meet time-sensitive objectives and achieve sales success.

Incentive for managers to understand the variables that accounted for sales success or failure. Needless to say, that has changed. SFA applications serve well to automate processes and manage data, but they provide little facility to truly understand what that data means. With sales down, sales managers need a clear picture of what works—and what doesn't. Moreover, they need that information today in order to make intelligent, proactive decisions—not two weeks after the quarter ends.

Sales analytics can play a key role in driving greater productivity and efficiency, especially during periods of slow sales

Analytic applications for sales represent a new breed of business software that provides sales-specific analytics atop the generic query and reporting capabilities of conventional business intelligence (BI) tools. They help managers realize crucial insights into sales dynamics, with proactive information delivery and a rich analytic arsenal, including:

Sales managers at many organizations find it difficult to access reliable, timely information on key sales performance metrics. This is largely because of the complexity of multiple order entry, SFA and customer service systems.

Tracking sales performance by key metrics is a crucial first step towards improving sales effectiveness and productivity. The metrics available in an analytic application (as well as trigger-driven alerts on problems or anomalies) enable managers to work proactively and respond to issues as they develop—a big step towards shortening sales cycles. They monitor such points as: Key changes in forecasts and their projected impact on quarterly results Pipeline analysis by sales stage.

- Sales trends and revenue fluctuations
- Sales performance gains and losses by sales reps, products, and key customers
- Actual sales productivity vs. goals

Organizations have all the information they need to improve sales. What most of them lack is insight into that information.

Sales process analytics: Sales process analytics inform managers about the performance of individual commercial activities and why they sometimes fail - vital for informed decision making and continuous performance improvement:

- success rates
- conversion rates
- process duration
- failure causes
- competitor impact

A major step in evolving the sales and marketing analytics capability is to move from straightforward performance tracking, to the analysis of that performance. . A major challenge is providing sufficient focus to the analytical challenge, to the point that the organization agrees on which analytics should be captured, based on data availability, market dynamics and analytical capability.

Methodology

3. Methodology

3.1 Research Question

What are the gaps in the performance of an opioid drug & what measures can be adapted for the same?

3.2 Objectives

- 4.1 To analyze the brand performance of the opioid brand
- 4.2 To identify the sales efforts made for generating prescriptions for the brand
- 4.3 Segmentation of regions from national level to specialty level based on performance & potential
- 4.4 Deep dive into the territories performances
- 4.5 To diagnose the gaps in the potential & performance of the prescribers within each specialty
- 4.6 To identify the efficiency issues & provide recommendations for efforts focus or efforts shifting

3.3Study Design

Type of study: Quantitative Study

3.4Study Location

USA (onshore) & Pune(off shore).

3.5Methods and Instruments of Data Gathering

Data is collected by the CRM and by other companies like IMS which is sent to us by the client.

Data is analysed with the help of excel.

A strategy is formed based on the number of prescriptions generated in the region & potential of the prescribers in that region.

The top ten regional territories are considered as the regional benchmark & all the territories are analysed on the same basis.

Based on the benchmark the performance of the sales force in terms of the numbers of prescriptions generated per call made by the sales representative & percentage of coverage of target prescribers in that region giving the prescriptions are analysed.

After the analysis insights were given by analysts for the same inclusive of:

- 1.As is analysis & insights
- 2.Things to be focused on to
3. Diagnose the issues which cannot be commented on from the data.

These are then sent and presented to the client on the pre-defined date and strategies implementation is dependent on the client. This cycle is again repeated in the next month.

Data collection tools: Secondary Data Sources (IMS xponent data, calls data, IMS NPA, IMS MD)

3.6 Market Potential Definitions & Methodology

- **Repeat Prescribers:** Who have written more than once starting the launch of products and have prescribed at least once in the latest 13 weeks are considered as repeat
- **New Prescribers** – Who have written first time in the last 13 weeks
- **Discontinued Prescriber:** Physicians prescribed either once more however no TRx in last 13 weeks are classified as discontinued
- **Market Procedures in Bubble Graphs:** Represents total commercially covered market procedures of *Prescribers in 13 weeks; One outlier is normalized*
- **Market Definition:** Procedures x Commercial Coverage
- **Time Period :** Latest data used is until 01/30/2015
- **Data Sources:** Xponent Data, Q2'15 Target List, Internal Calls Activity
(Extracted on 02/13/2015)

3.7 Strategic matrix for segmentation:

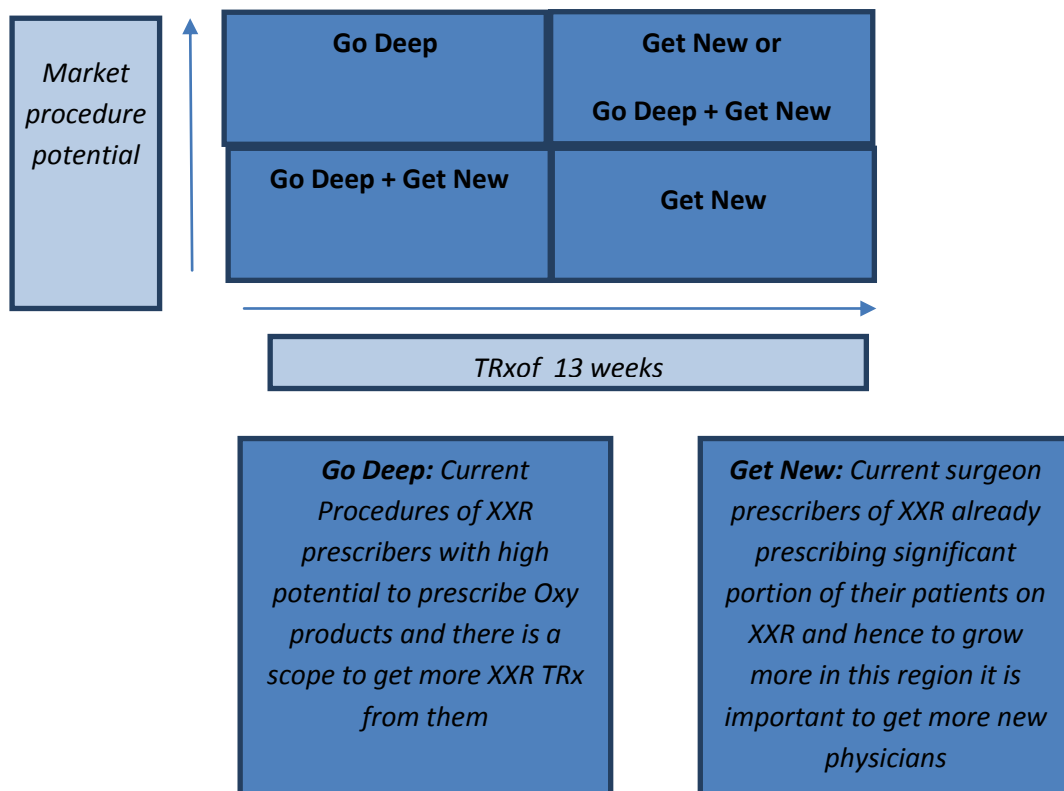
X Axis : TRx: Suggests the TRX generated from existing prescribers

Y Axis: Identified Repeat prescribers from the target list

1. Replaced one outliers, >100 TRx with average of high TRx to eliminate bias
2. Of current Repeat Prescribers - Market by Procedures x Commercial Coverage
3. Rolled up every prescriber for respective territory/districts for total potential score of prescribers

Bubble Size: Launch to date drug's New+Repeat prescribers

Strategic model followed:



Definition	Interpretation : Lower than Reference	Interp
represents commercially covered market procedures of Repeat Prescribers	Less numbers suggests low potential targeted will have limited return	High number sug
al number of physicians in the target list for the respective specialty type in that geography	Less numbers suggests low opportunity	High number sug
y many of the target physicians have been called at least once till date	If there is a scope to increase awareness and increase the coverage. Increasing this would help in getting new prescribers	Scope to increase more TRx
iber of target XXXR prescribers in quarter through 01/30 (13 weeks) and LTD	Low number suggests high scope to get more	High number sug
iber of repeat Prescribers	Less retention rate. Suggests risk with more business from onetime physicians	High retention ra
4 time target XXXR prescribers in quarter through 01/30 (13 weeks) and LTD	Low number suggests need to get more	High number sug
scribers who are never called	If the number is >0 suggests that this physician is a prime focus to call as he/she is prescribing despite	
al TRx generated by all target physicians in the QTR/ LTD	Total TRx by a specialty in a geography	
generated by repeat prescribers only, normalizing outliers with the latest next volume. I.e. for 5 prescribers, are normalized	Suggests more risk with major business from onetime or discontinuous prescribers	Suggests stable
TRx generated by new target physicians in the QTR		
generated per repeat prescriber (after Outliers normalized)	Low TRx/Call suggests to identify the reason for why low. If low calls compared to reference* an increase in call may be needed, if calls are comparable to References , identifying details on calls/messaging effectiveness or access issues	High suggests g current practices
calls given to a repeat prescriber in a month	Can be related to TRx/Prescriber, if low then there is a Scope to increase calls	Relate to TRx/Ph performance, if it current practices
y much of TRx return for every call	If lower than reference, Scope to Diagnoses	If higher, good p physicians
y is the calls efforts spread across	When compared with target share, a lower call share suggests to channelize efforts.	When compared to channelize eff

ETHICAL CONSIDERATIONS

4.Ethical Considerations

4.1 Highly Confidential Data of the company and client and must not be shared with anyone

4.2 Data is confidential so should not be published

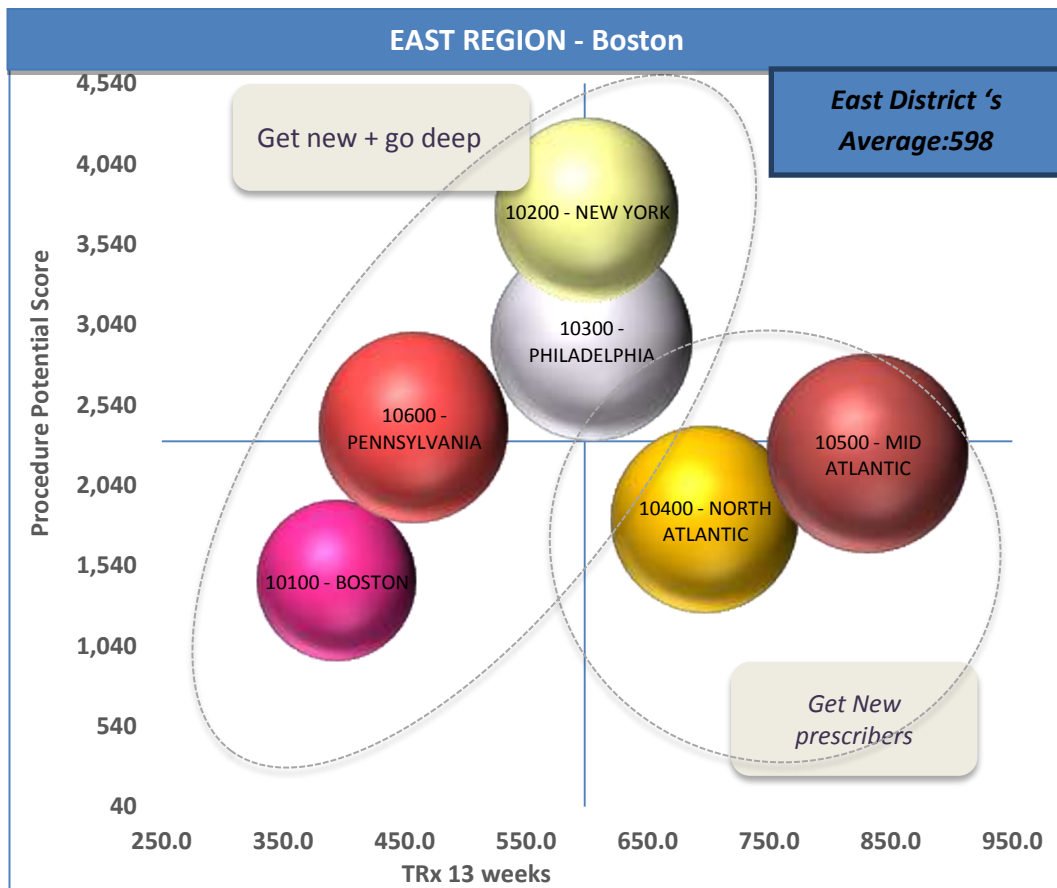
4.3 The data must be blinded before any discussions

RESULTS

5. Results

When the data was filtered for use in excel following have been found:

5.1 Segmentation



Note: Bubble size represents number of prescribers (repeat +new) in last 13 weeks(quarter) from 11/07 to 01/30

Figure 1 regional segmentation

Figure 1. Represents the segmentation of the district of the EAST region.

X-Axis is the potential of the prescribers of the particular region.

Y-Axis is the TRx of the last 13 weeks

According to the national average benchmark of the potential & TRx generated the districts were classified in the region.

The size of Bubble represents the number of prescribers both new prescribers & repeat prescribers.

The districts were then tagged with the necessary strategy for the improvement of business by the brand.

5.1.1 Regional segmentation: the potential score of prescribers was plotted against the total prescription from the same regions, 4 districts came to be in the region of **get new + go deep** strategy & only two of them came in the segment of **get new prescribers**.

- **New York-** the total potential of the prescribers is average & the Trx generated is also average as compared to the national benchmark. This suggests more prescribers can be added as well as making more calls to the present prescribers will also add to the business.
- **Philadelphia** – potential of prescribers is above average but the number of TRx generated is not very high as compared to the national benchmark which suggests to work in getting deeper i.e more prescriptions from the present prescribers & adding new of them will be beneficial.
- **Pennsylvania** : both potential of present prescribers & Trx generated for our brand is low which suggests to work on both the grounds of getting new prescribers & getting deeper into generating more TRX from the preset ones for improvement of performance
- **Boston**: The figure clearly represents that the district has least number of new+ repeat prescribers. The potential & Trx both are very less as compared to the national benchmark suggests the sales force to work in both getting new prescribers & making the existing ones to write for more prescriptions.
- **North Atlantic & Mid Atlantic:** both the districts have high Trx generated even though the number of prescribers & potential of the same isn't very high which clearly indicates that the prescribers are writing at the best of their capabilities for our brand. This suggests to improve the brand performance in these districts by adding new prescribers so as to get more Trx.

(b). District Boston

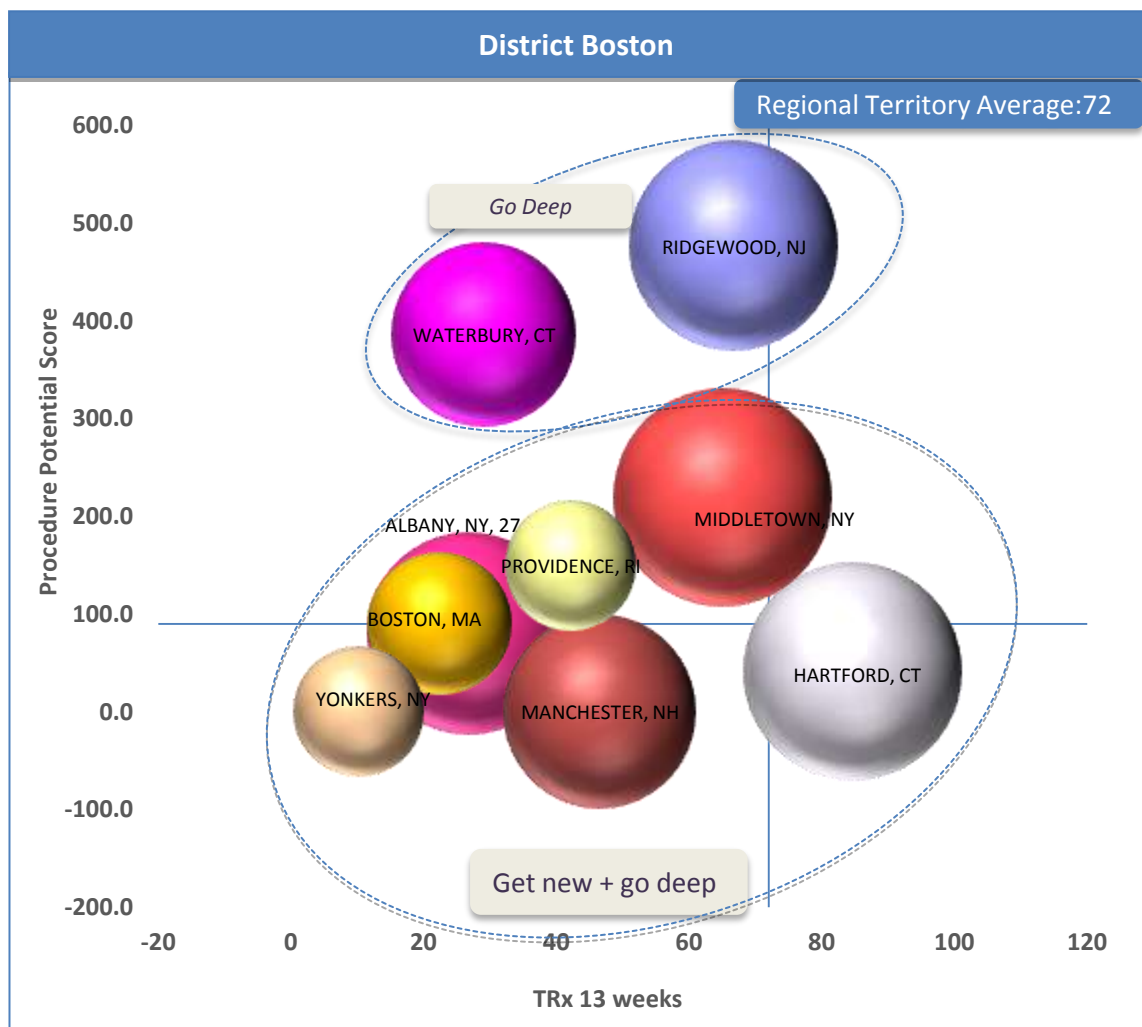


Figure 2 Territorial segmentation

Figure 2. Represents the segmentation of the territories of the district BOSTON.

X-Axis is the potential of the prescribers of the particular Territories.

Y-Axis is the TRx of the last 13 weeks

According to the regional average benchmark of the potential & TRx generated the territories were classified in the district.

The size of Bubble represents the number of prescribers both new prescribers & repeat prescribers.

The territories were then tagged with the necessary strategy for the improvement of business by the brand.

5.1.2 District segmentation:

There are nine territories in the whole Boston district which are segmented as follows:

- **Ridgewood:** the position of the bubble represents that the potential of prescribers is very high & they are prescribing average Trx which clearly suggests the sales force to work on getting more prescriptions from the existing prescribers as they have very high potential as compared to the regional benchmark.
- **Waterbury:** The potential of prescribers is above average but the Trx generated by the same is below average that suggests getting more Trx from the same prescribers would increase the revenues.
- **Middletown:** The number of prescribers is very high (new+ repeat) which is evident from the size of bubble. Its position suggests to add new prescribers & simultaneously adding more Trx from the existing ones.
- **Hartford:** This territory has average potential & Trx generated indicating a scope of improvement in both the grounds.
- **Manchester, Albany, Yonkers and Boston:** The position indicates below average Trx & potential which suggest of new prescribers addition & generation of more Trx from the existing ones.
- **Providence:** the smallest bubble size indicates the lesser prescriber number though having high potential but generating lesser Trx than average.

5.2 Interpretation

Deep dive into the territory performance:

5.2.1.HARTFORD, CT territory analysis

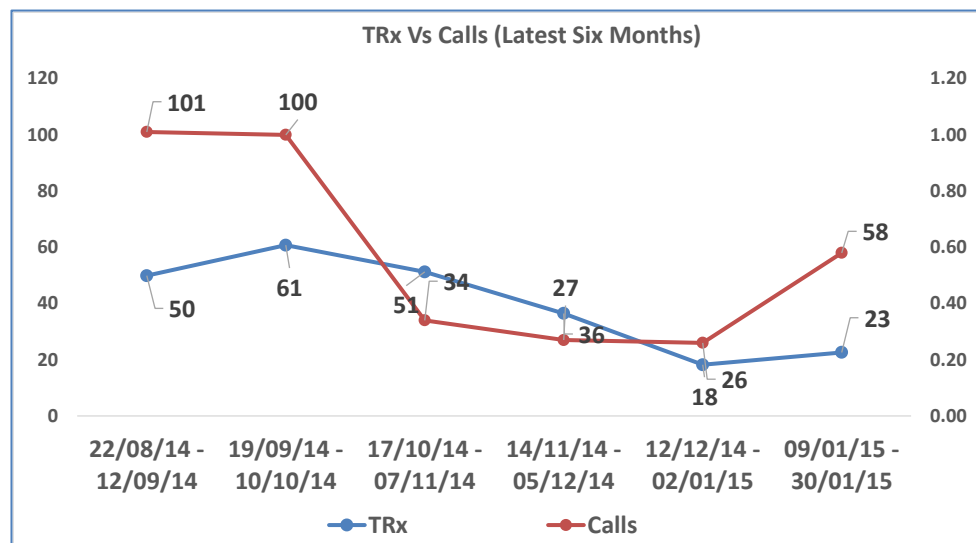


Figure 3 Trx vs calls

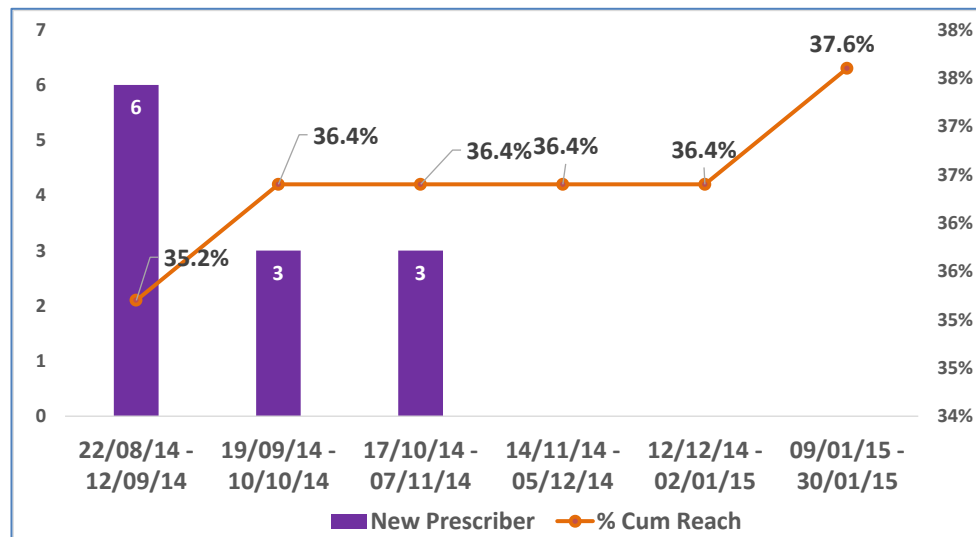


Figure 4new prescribers with % reach

5.2.2 AS IS analysis:

Potential	Total Target	% Reach	% Conversion	% TRx (QTR)	% TRx Growth	% Calls Growth
High	48%	21%	2%	4%	-71%	-74%
Low	52%	17%	11%	96%	-50%	-56%
Total	250	38%	12%	85	-51%	-61%

- Latest 13 weeks through 01/30 (Quarter, QTR) contribution: 50% Trx contribution from low potential Nurse Practitioner Specialty

5.2.3 FOCUS:

Specialty	potential	Targets (Q2'15)	% Reach (LTD)	East top 10 territories Targets	East op 10 territories % Reach
ORTHOPEDIC SURGERY	High	52	65%	390	72%
PODIATRIST	High	7	29%	58	67%
GENERAL SURGERY	High	41	20%	260	39%
OVERALL		250	38%	2500	47%

- Need to increase overall reach
- Need to call physicians persistently and above the activation threshold so as to generate more Trx

5.2.4 DIAGNOSE:

Specialty	Potential	TRx/ Repeat Presc. (QTR)	Calls/ Repeat Presc. (Monthly)	East top 10 territories TRx/ Repeat Presc. (QTR)	East top 10 territories Calls/ Repeat Presc. (Monthly)
PHYSICIAN ASSISTANT	Low	1.6	1.3	8.4	1.4
ANESTHESIOLOGY	Low	3.7	2.2	7.3	1.9
PHYSICAL MEDICINE & REHAB	Low	1.1	1.7	7.3	1.8
OVERALL		5.5	3	6.7	1

Need to diagnose reasons for lesser Trx generated in spite of higher or similar efforts

5.2.3.RIDGEWOOD, NJ territory analysis

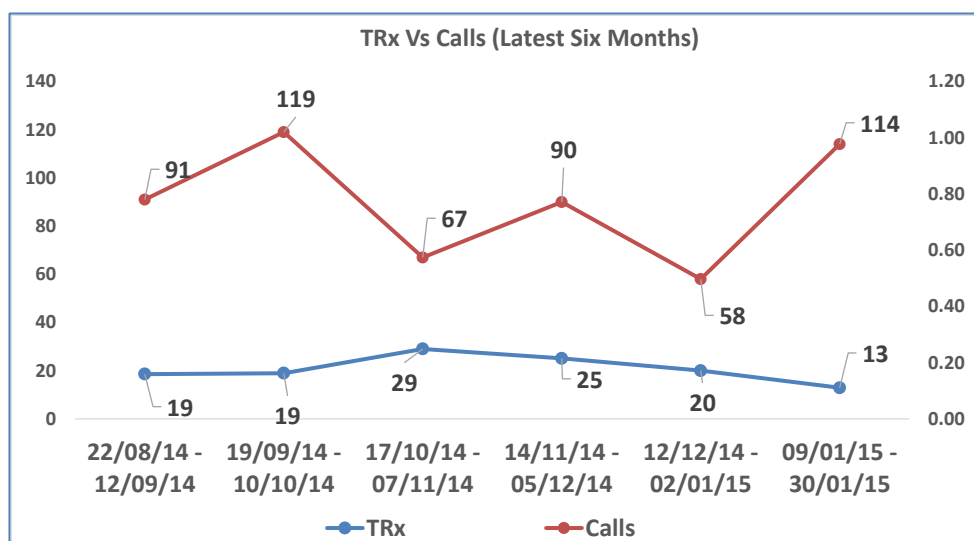


Figure 5 Trx vs calls

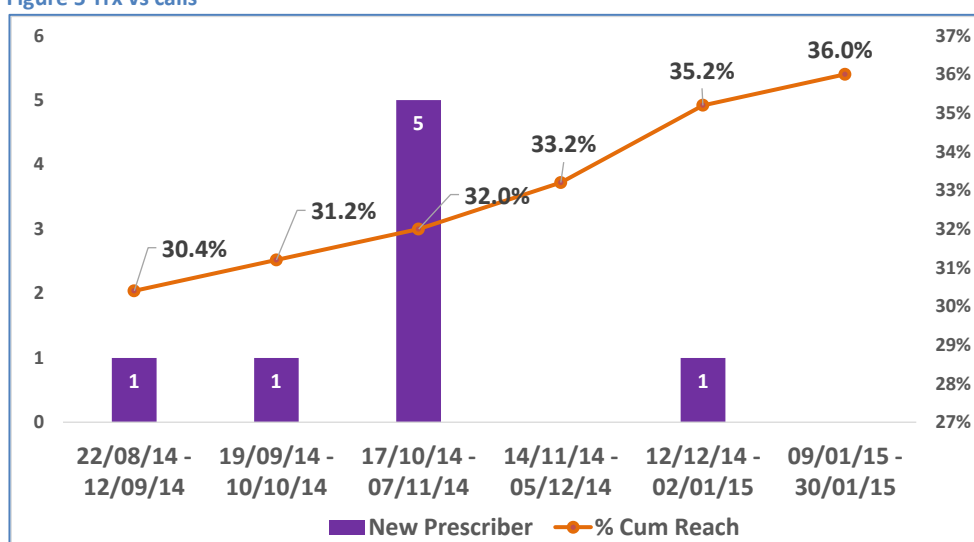


Figure 6new prescribers with % reach

5.3.1 AS IS analysis:

Potential	Total Target	% Reach	% Conversion	% (QTR)	TRx % Growth	TRx % Growth	Calls
High	44%	22%	4%	57%	-26%	-21%	
Low	56%	14%	6%	43%	24%	-22%	
Total	250	36%	10%	67	-10%	-22%	

- Latest 13 weeks through 01/30 (Quarter, QTR) contribution: 69% Trx contribution from 2 specialties high potential orthopedic surgery and low potential physician assistant
- Overall call share is high

5.3.2 FOCUS:

Specialty	potential	Targets (Q2'15)	% Reach (LTD)	East Top 10 territories Targets	East Top 10 territories Reach
PODIATRIST	High	6	17%	58	67%
GENERAL SURGERY	High	17	29%	260	39%
PLASTIC SURGERY	High	11	18%	41	59%
OBSTETRICS/GYNECOLOGY	Low	46	0%	474	8%
OVERALL		250	36%	2500	47%

-
- Need to increase overall reach

5.3.3 DIAGNOSE:

Specialty	Potential	TRx/ Repeat Presc. (QTR)	Calls/ Repeat Presc. (Monthly)	East top 10 territories TRx/ Repeat Presc. (QTR)	East top 10 territories Calls/ Repeat Presc. (Monthly)
PODIATRIST	Low	1.0	2.6	5.1	1.3
GENERAL PHYSICIAN	Low	2.0	3.0	4.3	1.0
OVERALL		5.5	3	6.7	1

- Need to diagnose reasons for lesser Trx generated in spite of higher or similar efforts

5.4.1 MIDDLETOWN, NY territory analysis

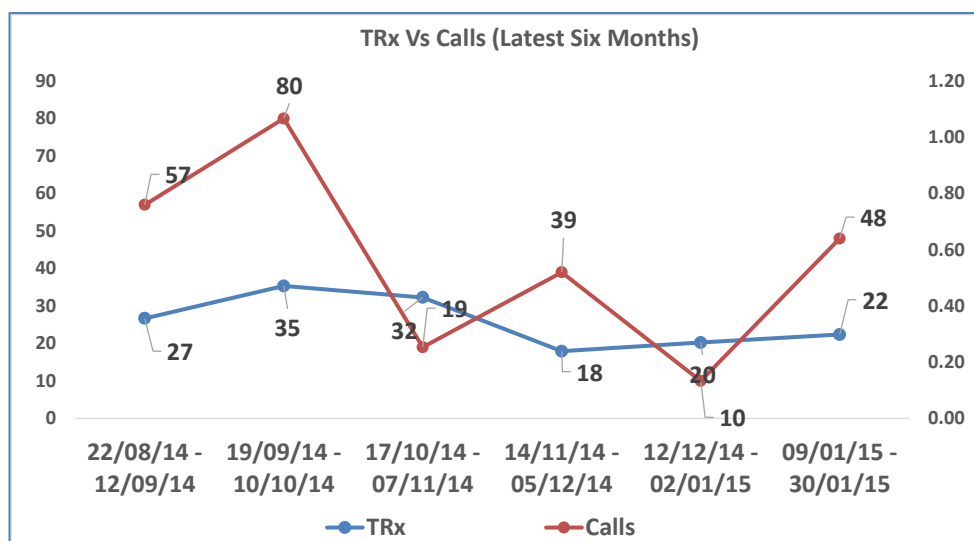


Figure 7 Trx vs calls

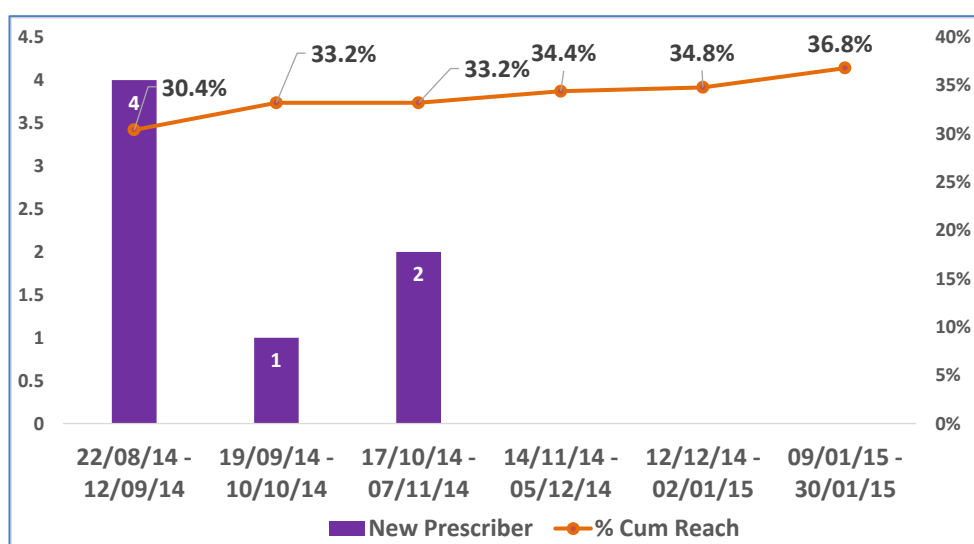


Figure 8 new prescribers & % reach

5.4.1 AS IS:

	Total		%	%	TRx %	TRx %	Calls
Potential	Target	% Reach	Conversion	(QTR)	Growth	Growth	
High	41%	22%	1%	18%	20%	-67%	
Low	59%	15%	10%	82%	-39%	-41%	
Total	250	37%	11%	65	-33%	-53%	

- Latest 13 weeks through 01/30 (Quarter, QTR) contribution:50% contribution of Trx from 3 prescribers of low potential plastic surgery, physician assistant & general surgery

5.4.2 FOCUS:

Specialty	potential	Targets (Q2'15)	% Reach (LTD)	East top 10 territories Targets	East top 10 territories % Reach
PODIATRIST	High	8	50%	58	67%
GENERAL SURGERY	High	26	19%	260	39%
OBSTETRICS/GYNECOLOGY	High	6	0%	109	25%
	Low	57	0%	474	8%
OVERALL		250	37%	2500	47%

- Need to call prescribers to generate higher Trx
- Need to call physicians above the activation threshold to generate more Trx in orthopedic surgery
- Need to increase overall reach

5.4.3 DIAGNOSE:

Specialty	Potential	TRx/ Repeat Presc. (QTR)	Calls/ Repeat Presc. (Monthly)	East top 10 territories TRx/ Repeat Presc. (QTR)	East top 10 territories Calls/ Repeat Presc. (Monthly)
GENERAL SURGERY	High	10.5	2.3	14.3	1.6
OVERALL		4.7	1	6.7	1

- Need to diagnose reasons for lesser Trx on higher or similar efforts in general surgery and overall

5.4.4MANCHESTER, NH territory analysis:

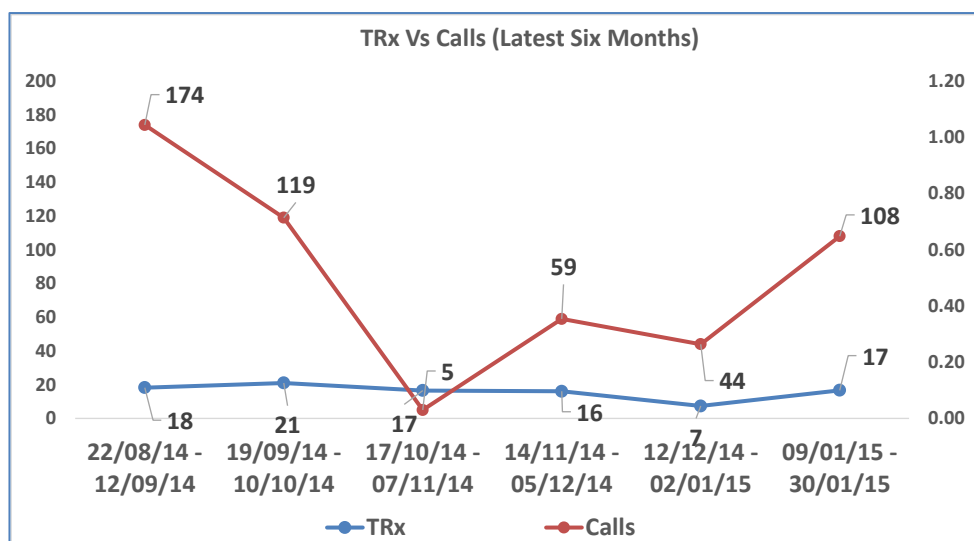


Figure 9 Trx vs calls

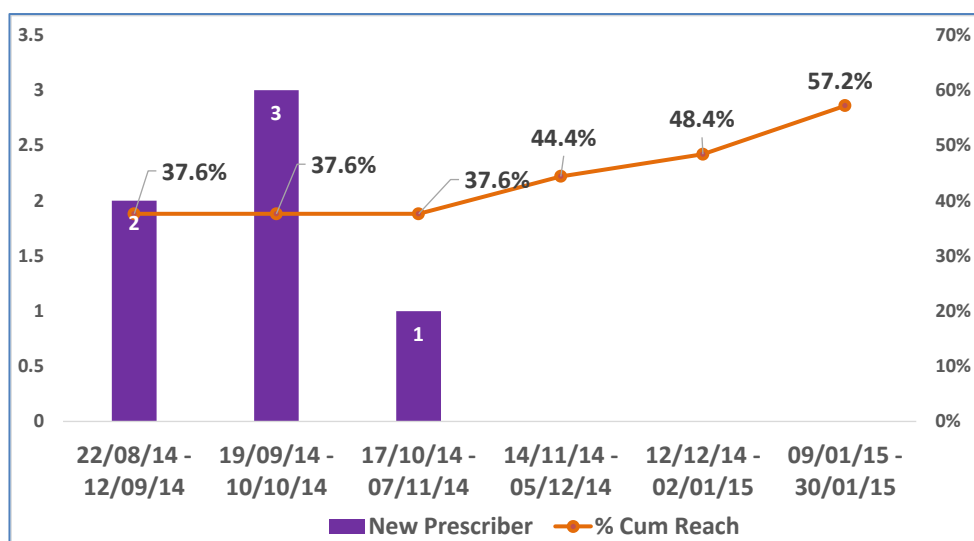


Figure 10 new prescribers & % reach

Potential	Total Target	% Reach	% Conversion (QTR)	% TRx	% TRx Growth	% Calls
High	48%	31%	2%	46%	-6%	-50%
Low	52%	26%	7%	54%	-40%	-37%
Total	250	57%	8%	42	-28%	-43%

- Latest 13 weeks through 01/30 (Quarter, QTR) contribution:80% Trx contribution from only 2 prescribers of high potential orthopedic surgery and low potential physical medicine & rehab
- Overall call share is high
- Overall reach is higher than the regional benchmark

5.6 PROVIDENCE, RI Territory analysis:

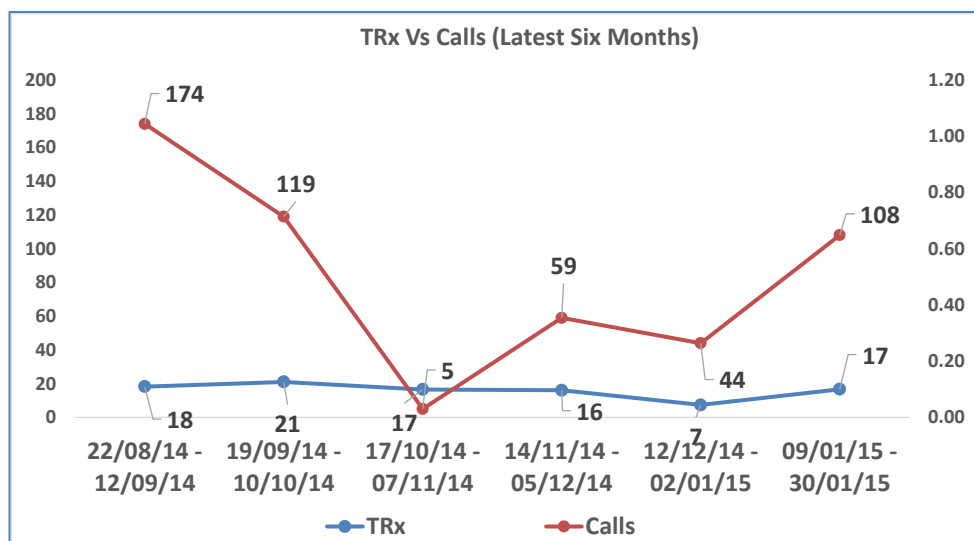


Figure 11 TRx vs calls

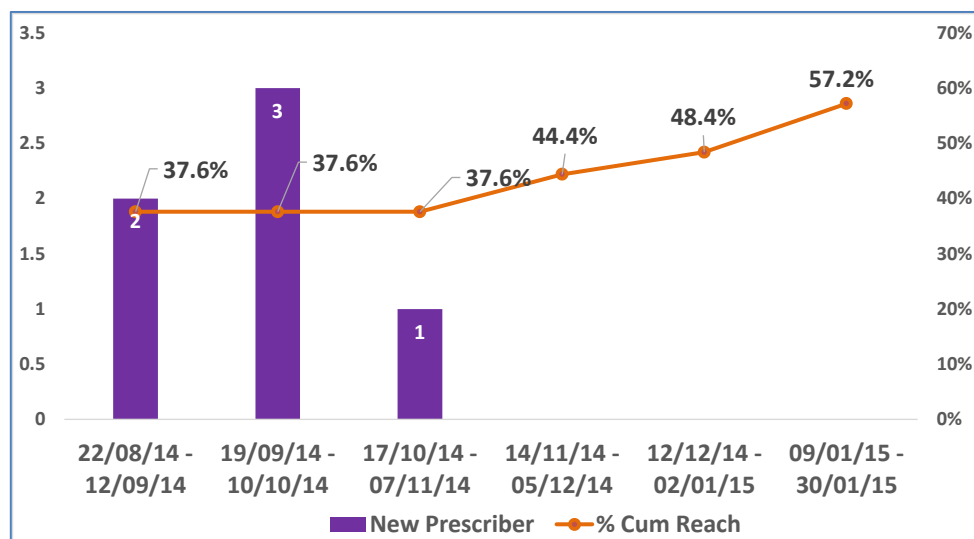


Figure 12 new prescribers & % reach

5.6.2 AS IS:

Potential	Total Target	% Reach	% Conversion	(QTR)	TRx % Growth	TRx % Growth	Calls
High	48%	31%	2%	46%	-6%	-50%	
Low	52%	26%	7%	54%	-40%	-37%	
Total	250	57%	8%	42	-28%	-43%	

- Latest 13 weeks through 01/30 (Quarter, QTR) contribution:80% Trx contribution from only 2 prescribers of high potential orthopedic surgery and low potential physical medicine & rehab
- Overall call share is high
- Overall reach is higher than the regional benchmark

5.6.2 FOCUS:

- Need to increase overall conversion
- Need to call prescribers above activation threshold in high potential Podiatrist, general surgery and plastic surgery
- Need to call prescribers for higher Trx returns

5.6.3 DIAGNOSE:

Specialty	Potential	TRx/ Repeat Presc. (QTR)	Calls/ Repeat Presc. (Monthly)	East top 10 territories TRx/ Repeat Presc. (QTR)	East top 10 territories Calls/ Repeat Presc. (Monthly)
GENERAL PHYSICIAN	Low	3.0	1.3	4.3	1.0
PHYSICIAN ASSISTANT	Low	3.0	1.0	8.4	1.4
OVERALL		8.4	1	6.7	1

- Need to diagnose reasons for lesser Trx on higher or similar effort

5.7 WATERBURY, CT Territory analysis

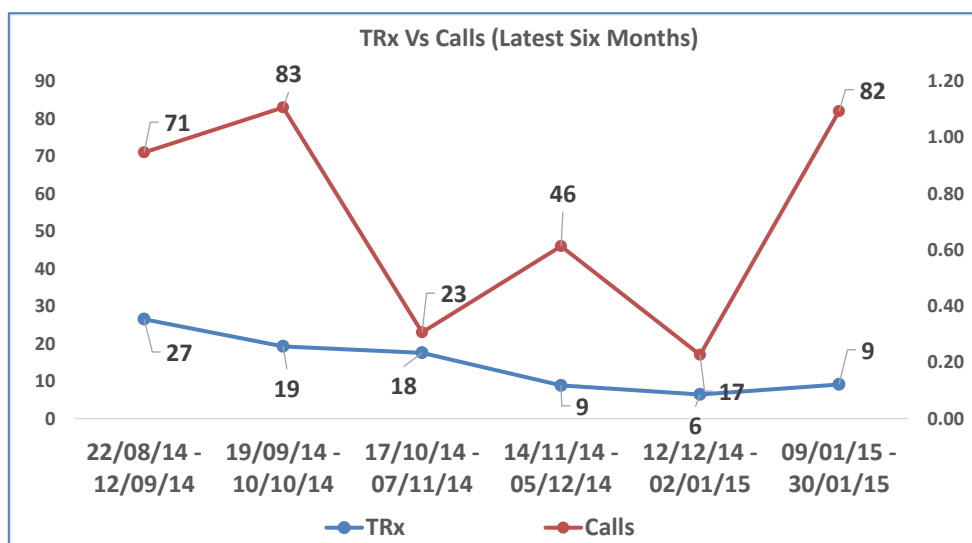


Figure 13 Trx vs calls

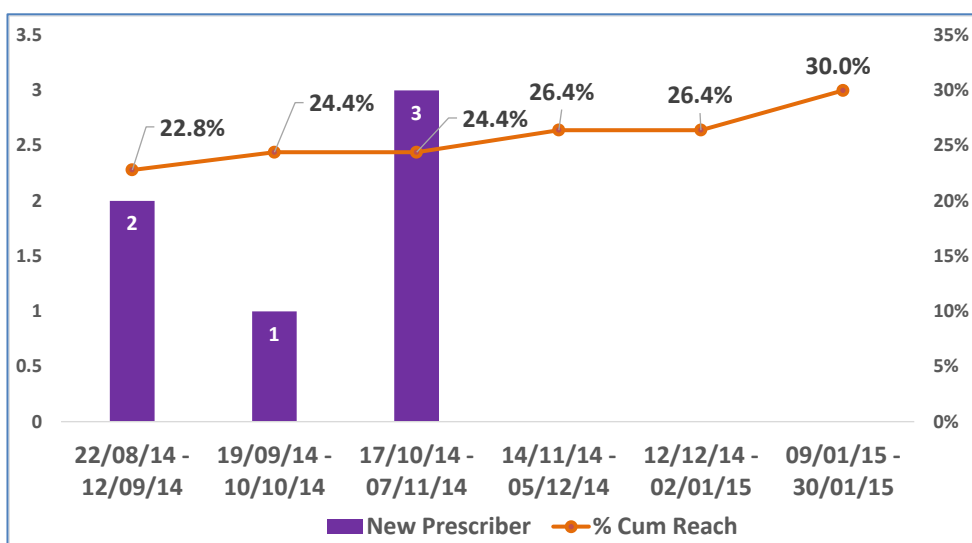


Figure 14 new prescribers & % reach

5.7.2 AS IS:

	Total		%	%	TRx %	TRx %	Calls
Potential	Target	% Reach	Conversion	(QTR)	Growth	Growth	
High	43%	13%	2%	32%	-73%	-2%	
Low	57%	17%	8%	68%	-43%	-45%	
Total	250	30%	10%	29	-58%	-33%	

- Latest 13 weeks through 01/30 (Quarter, QTR) contribution:51% Trx contribution from only 3 prescribers of low potential anesthesiology
- Overall call share is high
- Overall % physicians called below activation level is lower than the regional benchmark

5.7.3 FOCUS:

- Need to increase overall reach
- Need to call prescribers for higher Trx returns

5.7.4 DIAGNOSE:

Specialty	Potential	TRx/Repeat Presc. (QTR)	Calls/Repeat Presc. (Monthly)	East top 10 territories TRx/Repeat Presc. (QTR)	East top 10 territories Calls/Repeat Presc. (Monthly)
ORTHOPEDIC SURGERY	High	1.6	1.8	6.6	1.5
ALL OTHERS	High	2.3	2.0	3.0	1.1
OVERALL		2.9	1	6.7	1

- Need to diagnose reasons for lesser Trx on higher or similar efforts

5.8.ALBANY, NY Territory

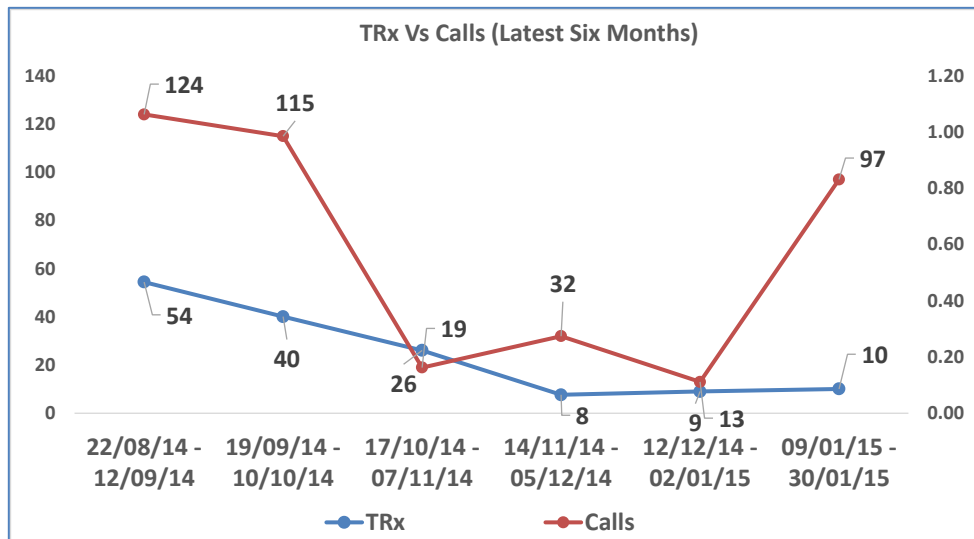


Figure 15 TRx vs calls

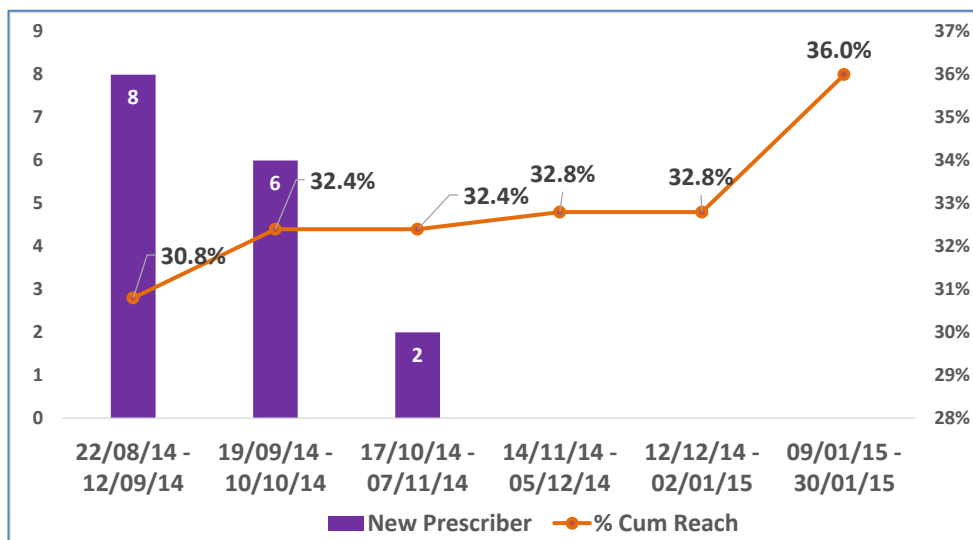


Figure 16 new prescribers & % reach

5.8.2 AS IS:

Potential	Total Target	% Reach	% Conversion	% TRx (QTR)	% TRx Growth	% Calls Growth
High	48%	19%	6%	12%	-92%	-67%
Low	52%	17%	14%	88%	-76%	-46%
Total	250	36%	20%	27	-81%	-54%

- Latest 13 weeks through 01/30 (Quarter, QTR) contribution: 62% Trx is generated from two low potential specialties all others an general physician
- Overall conversion is higher than the regional benchmark

5.8.3 FOCUS:

Specialty	potential	Targets (Q2'15)	% Reach (LTD)	East op 10 territories Targets	East op 10 territories % Reach
ORTHOPEDIC SURGERY	High	56	46%	390	72%
GENERAL SURGERY	High	35	29%	260	39%
PLASTIC SURGERY	High	9	33%	41	59%
OBSTETRICS/GYNECOLOGY	High	7	14%	109	25%
OVERALL		250	36%	2500	47%

- Need to call prescribers to generate higher Trx as some of the prescribers are prescribing in spite of no calls given
- Need to increase overall reach and reach in high potential specialties

5.8.4 DIAGNOSE:

Specialty	Potential	TRx/	Calls/	East top	East top
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		Repeat Presc. (QTR)	Repeat Presc. (Monthly)	10 territories TRx/ Repeat Presc. (QTR)	10 territories Calls/ Repeat Presc. (Monthly)
GENERAL PHYSICIAN	Low	3.3	2.3	4.3	1.0
PHYSICIAN ASSISTANT	Low	2.4	0.2	8.4	1.4
ALL OTHERS	Low	2.0	1.2	5.9	1.3
OVERALL		2.2	1	6.7	1

- Need to diagnose reasons for less Trx in spite of higher or similar efforts overall and in general physician specialty
- Need to diagnose reasons for lesser calls given to prescribers

5.9.BOSTON, MA Territory analysis:

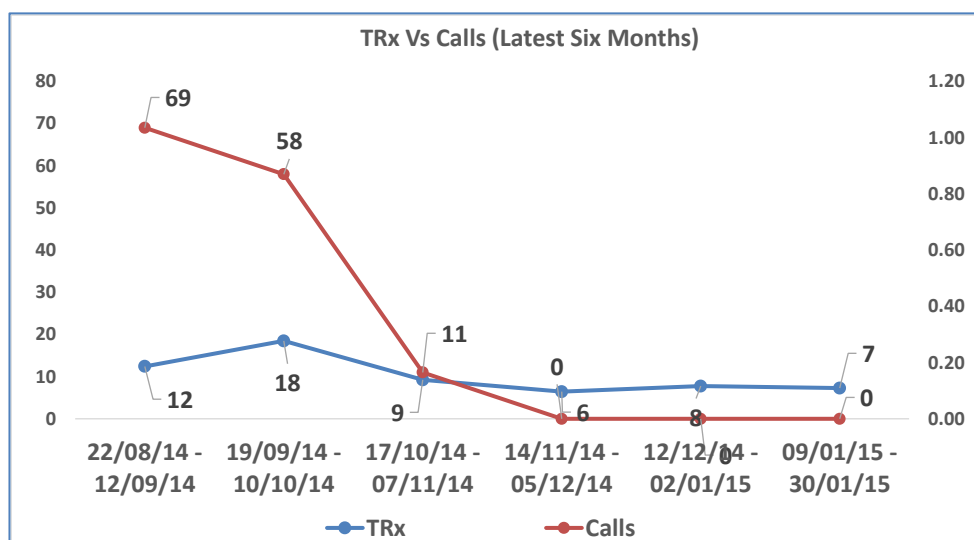


Figure 17 Trx vs calls

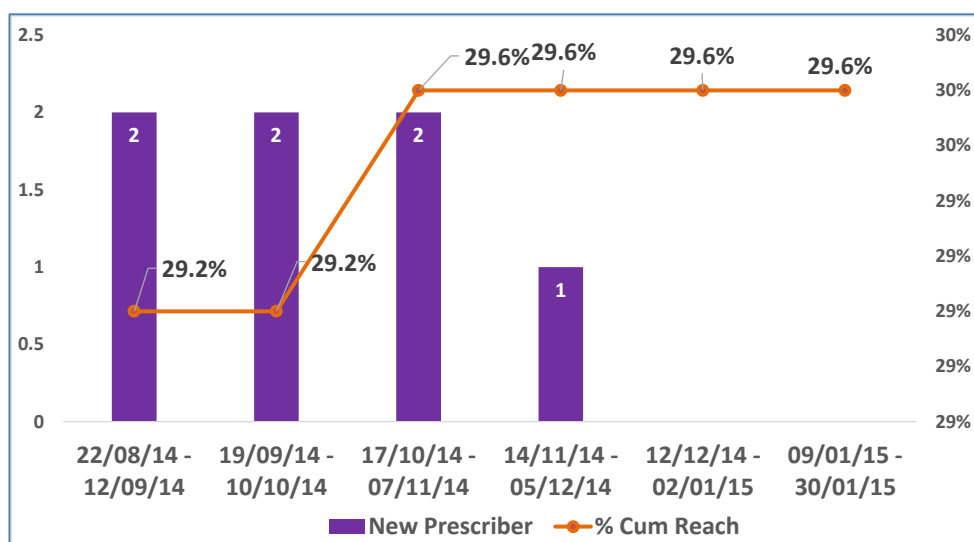


Figure 18 new prescribers & % reach

5.9.2 AS IS analyses:

	Total		%	%	TRx %	TRx %	Calls
Potential	Target	% Reach	Conversion	(QTR)	Growth	Growth	
High	51%	19%	2%	9%	-89%	-100%	
Low	49%	11%	4%	91%	-6%	-100%	
Total	250	30%	6%	22	-44%	-100%	

- Latest 13 weeks through 01/30 (Quarter, QTR) contribution: 86% Trx contribution from low potential plastic surgery & all others specialty

5.9.3 FOCUS:

Specialty	potential	Targets (Q2'15)	% Reach (LTD)	East op 10 territories Targets	East op 10 territories % Reach
ORTHOPEDIC SURGERY	High	52	65%	390	72%
PODIATRIST	High	7	29%	58	67%
GENERAL SURGERY	High	41	20%	260	39%
OVERALL		250	38%	2500	47%

- Need to increase overall reach and conversion
- Need to call physicians persistently and above the activation threshold so as to generate more Trx in low potential orthopedic surgery and high potential general surgery
- Need to call prescribers for more Trx

5.9.4 DIAGNOSE:

- No calls have been given to the prescribers in the quarter

5.10 BOSTON / YONKERS, NY Territory:

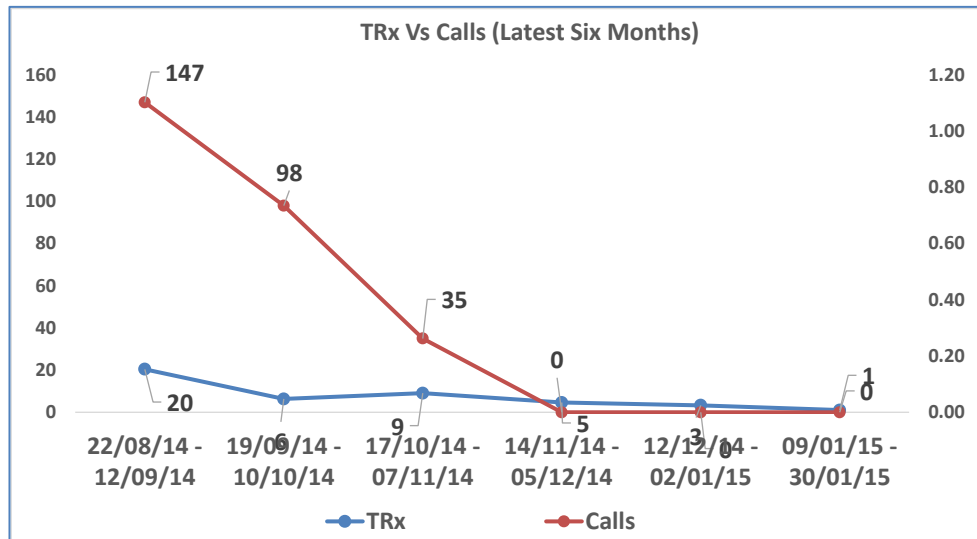


Figure 19Trx vs calls

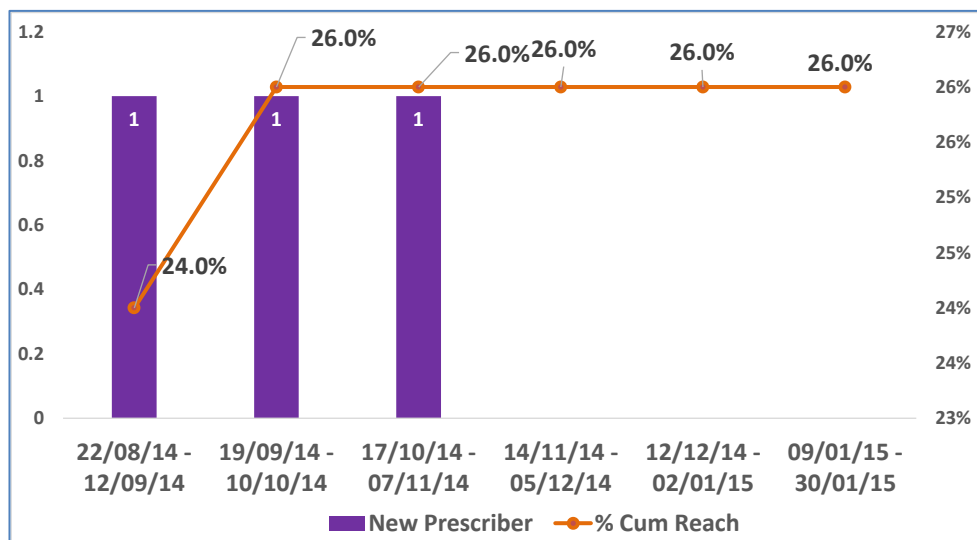


Figure 20 new prescribers & % reach

Vacant Territory so it cannot be given insights for the latest quarter

CONCLUSION

6.1. for HARTFORD CT Territory

Get New + Go Deep Strategy:

- **Performance drivers :** 50% Trx contribution from Nurse Practitioner
- **Need Alteration and related Action Points :**
 1. Need to increase overall reach
 2. Need to diagnose reasons for lesser Trx on higher or similar efforts
 3. Need to call physicians above the activation threshold so as to generate more Trx

6.2. for RIDGEWOOD NJ, Territory

Go deep strategy

- **Performance drivers :**
 1. 69% Trx contribution from high potential orthopedic surgery & low potential physician assistant
 2. Overall call here is high
- **Need Alteration and related Action Points**
 1. Need to increase overall reach
 2. Need to diagnose reasons for lesser Trx on higher or similar efforts

6.3. for MIDDLETOWN NY, Territory

Get New + Go Deep strategy

- **Performance drivers :**
 1. 50% contribution of Trx from 3 prescribers of low potential plastic surgery, physician assistant & general surgery

- ***Need Alteration and related Action Points:***

1. Need to call prescribers to generate more Trx
2. Need to call physicians above activation threshold
3. Need to increase overall reach and conversion

6.4. for MANCHESTER NH, Territory

Get New + Go Deep strategy

- ***Performance drivers :***

1. Only 1 prescriber of low potential plastic surgery contributes 68% of Trx

- ***Need Alteration and related Action Points***

1. Need to call prescribers to generate more Trx
2. Need to call physicians above activation threshold
3. Need to increase overall reach and conversion

6.5. for PROVIDENCE PI, Territory

Get New + Go Deep strategy

- ***Performance drivers :***

1. 80% Trx contribution from only 2 prescribers of high potential orthopedic surgery & low potential phy medicine & rehab
2. Overall call share is high
3. Overall reach is high

- ***Need Alteration and related Action Points:***

1. Need to call prescribers for higher Trx

2. Need to diagnose reasons for less Trx on similar or higher efforts
3. Need to call prescribers above activation threshold

6.6. for WATERBURY CT, Territory

Go deep strategy

- ***Performance drivers :***

1. 3 prescribers of low potential anesthesiology contributes 51% of Trx
2. Overall call share is high

- ***Need Alteration and related Action Points:***

1. Need to increase overall reach
2. Need to diagnose the reasons for lesser returns on higher or similar efforts
3. Need to call prescribers so as to generate higher Trx

6.7. for ALBANY NY, Territory

Get New + Go Deep strategy

- ***Performance drivers :***

1. 62% Trx contribution from 2 low potential specialties general physician and all others
2. Overall conversion is higher

- ***Need Alteration and related Action Points:***

1. Need to call prescribers to generate higher Trx
2. Need to diagnose reasons for lesser Trx on higher or similar efforts

6.8For BOSTON MA, Territory

Get New + Go Deep strategy

- ***Performance drivers :***

1. 86% Trx contribution from low potential plastic surgery and all others specialty

- ***Need Alteration and related Action Points:***

1. Need to increase overall reach
2. Need to call physicians until the activation threshold
3. Need to call the prescribers for more Trx
4. No calls have been given to prescribers in the quarter

6.9For BOSTON MA, Territory

Get New + Go Deep strategy

- **VACANT TERRITORY i.e. the sales representative have left this particular territory.**

Limitations

7 Limitations of the Study

The reasons for less efforts from the sales representatives could not be defined. They were to be diagnosed by the company itself.

1. SI provides real-time analysis of current sales data and assists with suggesting and delivering actionable, relevant information Metrics for sales intelligence
2. Jump up^ Sales Intelligence, Aberdeen Group study
3. <http://www.foresitespa.com/PerformanceAnalytics.aspx>
4. http://www.businessobjects.com/pdf/products/analyticapps/bp_sales_analytics.pdf
5. Richard Lincoff leads Cognizant's Medical Device practice :
http://www.cognizant.com/InsightsWhitepapers/Sales%20and%20marketing%20analytics_MX_final.pdf
6. It was based on the company details.

