

InterlinkInsight

Perspective For Business Performance

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PROPELLING BUSINESS BEYOND COVID-19



INDEPENDENCE DAY ISSUE



FROM THE PUBLISHER'S DESK

A new normal, has already begin with positive thought process. Nature has given us a chance to be kind and focus on 3Ps; People, Planet and Profits rather than only Profit. So let's be accountable to keep "Our earth is a beautiful place to live". Reshaping and propelling business focuses on impact of lockdown on Pharma and Nutra value chain and suggests way ahead keeping new marketing trends in mind.

Looking at various strategies and ways, most important is to manage the cash flow to handle liquidity. Hence, you will find few tips suggested by one of the industry expert that he learnt from his experience and can help you to strategize your financial account.

In this Interlink Insight, we have focused on developing Pharma sales force performance. Thus, you can find articles on Performance management that elaborates the journey of candidate across performance cycle; Successful and applicable ways to build and retain performers through competitive ways and a descriptive article that explains MASLOW'S hierarchical needs and how to retain staff in this pandemic period.

Entire world has realized the ill effects of dependency on China for API's. It is time for India to focus on capacity building for API manufacturing and further to self dependency focus on exports. Looking at opportunities and government's initiative through PLI scheme, I think Indian's should grab the opportunity and be "Atmanirbhar".

Refreshing our mood and thinking fresh, here is an article on how innovations take place in food and nutrition industry. Well, only innovation is not important transferring the idea and technology to the industry and communicating it to final consumer has always been critical in value chain.

Hope that you enjoy reading it and do convey your comments and feedbacks on our articles.

Dr. R. B. Smarta
Managing Director

Publisher - Dr. R. B. Smarta

Editorial Team - Mr. Milind Kokje, Ms. Titiksha Shinde, Ms. Shruti Patil.

Design & Production - Mr. Rajkumar Natekar.

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Reshaping and Propelling Business



*A new-normal is gradually molding our way of leading life. Considering impact of pandemic, though it has affected the profits across value chains, we should glance at positive things. I think entire world has realized that human life is a prestigious life and we are accountable to keep "Our earth a great place to live". So, henceforth our equation should be 3P's; People, Planet and Profits. This article briefly explains the impact of pandemic on Pharma and Nutra value chain and way ahead for chief executives to think on. - By **Dr. R. B. Smarta***



Introduction:

Since the past few years, 2020 was touted to be a revolutionary year with terms such as 2020 Vision marking its presence in most corporate and industry plans. Surely, the year is turning out to be revolutionary but in a way that no one imagined.

Even with a plethora of research going into development of vaccines and curative treatments, we have been made aware of the strong mutation capabilities of the virus. It is now clear that the virus is here to stay and we must be the ones adapting to a change in our lifestyles, both on a micro and a macro level to be a 'new-normal'.

We need to quickly, but rigorously, assess our current relevance to our customers, understand our competitive exposures, and re-tool our offerings and go-to-market strategies to get back on track, and capture new ground, in a landscape rich with potential new opportunities for our businesses, employees and communities.

Disruption in Pharma and Nutra value chains:**1. Drug discovery & Clinical trials**

As we are aware that entire world is focused on discovering treatment for Covid 19. as of now 200 drugs and vaccines are under development with almost 80% in pre-clinical and phase I of clinical trials. It has been observed that pandemic has halted almost 1300+ US-based clinical trails. On the contrary, 1800+ covid19 related trials that are focused on observational and interventional studies are in process. Thus, this has directly affected the discovery of new molecules which were in pipeline.

If we talk about Nutraceuticals, trials for ingredients exhibiting anti-viral, immunity boosting as well as symptomatic relief are ongoing. More than 18 such trials had been undertaken till the month of April and more in the pipeline.

2. Drug Launches

There has been no major impact on drug approval process. The number of FDA approvals has increased by 50% in 2020 as compared to last year. Some companies like Bristol-Meyers Squibb and Acacia Pharma has postponed their launches. A chance of drug launches in 2Q & 3Q is likely to be affected.

Nutraceutical industry has witnessed a spike in the market demand for its products. It is predicted that the industry will grow rapidly in the initial quarter and gradually lessen through the year. The ingredients such as vitamins, omega-3 and minerals have seen an impetus.

3. Raw materials

US and Europe are heavily dependent on China and India for bulk drugs like KSMs, APIs and intermediates. US imports around 80% of APIs, major chunk from China and India, whereas Europe's imports around 50% of APIs from China and India. The pandemic has severely affected the generic drug producers in US and Europe.

Mobius Capital Partners foresee that many buyers depending on China will try to stay less dependent on China and hence alter their supply chains. At least 57 APIs that are required in production of crucial antibiotics, vitamins, and hormones or steroids can go out of stock in case of prolonged disturbed supply chain in China.

With a steep rise in demand for Nutraceutical ingredients, availability and price has been a hurdle. Although, India is a biodiverse region with 4 out of 25 biodiversity zones, thus giving an edge to manufacturing and sourcing of ingredients from within the country without having to rely on imports.

4. Finished products and supply chain

Medicines being part of essential commodities, local government has supported the Pharmaceutical industry and has allowed working with minimal restrictions following proper precautions. As logistics and distribution is hampered, the industry is running on low production capacity that would affect the availability in coming months. In the month of April, at Baddi in Himachal Pradesh, where major production is carried out, Dr. Reddy's Laboratories operated at 15% of capacity at its two units there, Abbott at 25-30% and Cadila was running at 35%, among others hindered by the lockdown.

The supply chain has been one of the worst affected links in the value chain of the industry. As the lockdown is being lifted and operations resuming with higher capacity, it is expected that these sections will continue to normalize.

5. Marketing

Doctors' calls play a crucial role in pharmaceutical sales and marketing. Sales team are the game changer in Pharma industry. But because of risk of infection, their work has been suspended. Many companies have adopted online sales channel, like emails, virtual and digital communication to interact with physicians and even with team. However, in near future digitization is going to be applied for doctor visit, now it is done by means of virtual communication. Even personalized messages or customized videos explaining product can be shared with Doctor, which they can observe in their spare time and can lead to effective value adding calls.

The road taken by Nutraceuticals on the other hand, is slightly different. Owing to the surge in awareness amongst consumers, we can expect a shift in the marketing model from doctor/influencer based to a more direct marketing style. We can already see advertisements incorporating buzzwords such as 'immunity' in their products. Online marketing is also a major tool that should be incorporated by these companies.

Leading our way via consumers:

Having an experience of more than 50 years in Wellness industry, my ways and methods always drill down to consumer level. We are living in consumer era, no doubt that my 3P's strategy that prioritizes first people, followed by planet and then

profits will work out towards a better world.

Here are few key points that arise from consumer survey done by Mckinsey India in April 2020. These points can help us in strategizing our ways to deal with current pandemic situation.

Following percentage is of respondents who were doing the activities as mentioned but after pandemic has started to do more. So, to retain our consumers we need to tap these points.

1. More than 50% of consumers are thinking more wisely than usual while spending money.
2. 45% are considering cheaper products to save money.
3. 40% are making wise decisions by researching the brands and products before buying.
4. Word of mouth or reference through family and friends are acting as powerful tool for marketing.

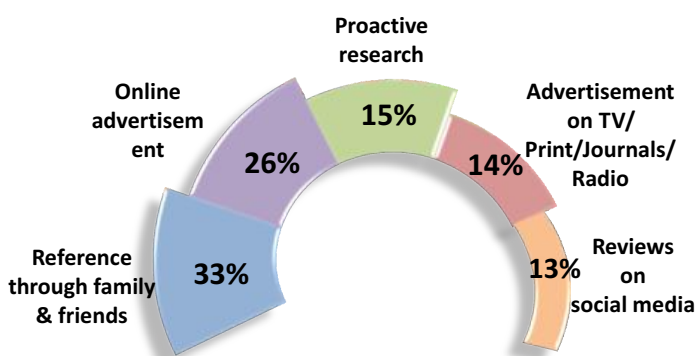


Fig. 1: Trending Marketing tools

Carving road ahead:

1. Drug discovery & Clinical trials

Automation has increased in Pharma industry to accelerate R&D, data entry and analysis which suggests an upward future trend in automation.

Looking at the impact of covid19, regulatory authorities should incorporate digitalise clinical trials in the testing. Well, digitalising the clinical trials is already started by few companies, now at this stage it is need of the world to apply technology widely. The UK National Institute for Health Research has also released a framework to resume clinical trials.

2. Product Launches

With time the industry will stabilise and as unlocking is already in process, both the industries will resume its activities and probably by 2021 product launches will peak up depending upon the market needs.

3. Raw materials/ ingredients

Opportunity is knocking at the door and government has already taken steps to grab the chance. The PLI Scheme – Production Linked Incentive Scheme for manufacturing of KSMs, APIs and drug intermediates has already been rolled out. The decision maker has to realign priorities and focus on manufacturing the raw materials. This will help in reducing the imports from China.

Sanofi a leading Pharmaceutical MNC, is planning to become 2nd largest API manufacturer in world by 2022, with projected revenues of €1 billion by 2022. The strategy of CEO Paul Hudson's plan is to simplify the global drug giant and focus on growth products, one of them is atopic dermatitis star Dupixent. As per his statement, the drug can generate €10 billion in peak sales.

4. Finished products and supply chain

The disruption caused in the section has paved way for a more streamlined system. Incorporation of technology in terms of digitisation in logistics and supply chain as well as use of Blockchain technology would be beneficial in managing the entire supply chain system and would improve performance.

5. Marketing

Marketing is also one of the areas that is likely to see a complete transformation. As few top companies have already started digitizing the way of communication with doctors, I feel companies should take advantage and check their performance using virtual communications system. As looking at benefits, interaction with physicians at their convenient time, physicians may love digital channels or choose a hybrid model of communication whereby face to face visits can be planned once in a month.

Bain research shows that more than 70% of B2B buyers—and a growing number of sellers— feel that virtual sales calls are as effective as in-person calls for complex products, even those involving a high degree of customization or configuration. This conclusion only proves the necessity of having a robust and functional digital infrastructure which can become the key in determining success of the company.

Further looking at current consumer behaviour we need to plan our marketing strategy accordingly. Considering availability, affordability and accessibility and streamlining logistics to resume the supply chain is crucial. Simultaneously, keeping brand value and products in list of consumers is required, so use of online marketing tools like advertising in journals, magazines can be preferred. Sending personalised messages to customers telling them how your services are responding to pandemic and about CSR activities will help in spreading word of mouth.

What's next?

Unlike many industries struggling to identify a suitable response to the COVID-19 impact, the healthcare sector has infrastructure in place, with technologies such as remote patient monitoring, automated manufacturing facilities, and AI in drug

discovery. The pandemic has resulted in very heavy lifting by healthcare workers, but the sector as a whole is somewhat immune to effects of a downturn. The crisis has largely acted as catalyst for transforming the sector, making it more sustainable and better prepared for future exigencies.

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About the Author:

Dr. R. B. Smarta- Founder and Managing Director of Interlink Marketing Consultancy Pvt. Ltd. Being a thought leader in Pharmaceutical, Nutraceutical and wellness industry, he has been contributing globally through Interlink Consultancy and building business performance of his clients for 33 years. Having a Master's degree (M.Sc.) in Organic Chemistry in Drugs, MMS in Marketing, PhD in Management, and FRSA (Fellow of Royal Society of Arts) London, he is-perusing his passion of converting science to Business.

Besides being a consultant, he has been teaching at IIM, prestigious management institutes, Pharmacy College, Pharmacists Associations, guiding PhD students and written as many as 7 Books on Management, Pharma, Nutra, Foods domain, and many articles in prestigious journals/magazines.





Financial Perspective Beyond COVID-19



*In this pandemic period, managing cash flow and strategizing growth factors is crucial. Here are few tips that I learnt from my experience and can help you in addressing covid19 financial issues. - By **Mr. B. G. Barve.***



Managing cash flow:

The corporate world is in the grip of panic mode in the wake of deadly COVID 19 outbreak and it has hampered the functioning of several sectors, including pharmaceuticals. Faced with uncertainty around when the pandemic will end, the pace of recovery is expected to be a long and painful one. This pandemic has made the entire world realize the need to reimagine their supply chains. The union government has already announced investments to incentivize production of APIs in India with a clarion call for “Atmanirbhar Bharat”. The rapidly spreading Corona virus has compelled companies to re-strategize their methodology of work by adopting innovative methods to keep the business going effectively and profitably.

The normal business jargon “cash is king” is just correct in the current scenario. Management of cash flow is the essence for company survival in this liquidity crisis time and the strategies are:

- Prioritise crucial payments such as salaries and contractual obligations and avoid statutory defaults and penalties.
- Focus on the cash-to-cash conversion cycle.
- Review debt retirement schedule and covenants.
- Incentivise debtors by offering discounts for earlier settlement of receivables.
- Revisit variable costs.
- Revisit capital investment plans and ensure your internal earnings are adequate to finance the CAPEX.
- Focus on inventory management.
- Review Forex exposure.
- Ensure that there is a robust review process of calculating financial loss due to supply chain risks.
- Ensure statutory dues and taxes payables are adhered to.
- Periodically checking the feasibility of the business model.
- Plan policies for next 3 months/ 9 months/ 18 months

If we consider it as a 3-month problem, an instant halt on variable expenditures like hiring, marketing, travel, etc. can help. However, if the crisis continues for more than 9 months, company will have to reconfigure its business strategy to reduce the variable expenses, renegotiate fixed expenses (rent, salaries, equipment lease payments, etc.), and focus only on the crucial essentials for survival. It may be a good idea to revisit sales strategy – selling online versus in-person. Some serious reconsiderations would be required if the effect of the pandemic continues for 18 months or beyond. Businesses will need to strategize, communicate, and act with compassion. They would require a revision of sales revenue goals and product timelines along with a new operating plan.

Management will have to keep the communication transparent as much as possible with its investors and employees.

Few tips to stay connected and afloat during the shutdown:**I. Communicate transparently with your customers**

Customers can empathize with companies facing a crisis, as long as the communication is transparent. Communicate with customers to understand their perception of the product/solution offered by you.

2. Maintaining healthy relationship with contracted parties

It would be helpful to give your vendors, suppliers, landlords' etc. sufficient notice in case there is going to be any delay in payments so that they can also be prepared and there is no bitterness in this already difficult time.

3. Managing employees & related optimization

For large companies considering layoffs, the primary option should be to cut the salaries of the higher paid exec/employees and to retain people who can't afford to lose their jobs.

4. Keep your team engaged

The team relies on the team leader to keep them updated about every development and it is the responsibility of the Team Leader to keep the team members engaged and stay connected with them through video conferencing tools like Zoom and Google Hangouts. It is very important to maintain high spirits within the team and understand the general mood within your remote workforce.

5. Communication to stakeholders

The Leader to have an honest conversation on the situation and its impact on your business with the entire leadership team. Any negative message should be delivered with utmost empathy along with transparent reasons.

Entire world is coping up to this challenge so why can't we? Let's address impact of covid19 positively by applying our basic principles and execution by new digital ways. Stay safe!

About the Author:

Mr. B. G. Barve, Joint Managing Director, Blue Cross Laboratories Ltd. India





Performance Perspective



*Performance is the most important parameter in scrutinizing the candidate's capability. Performance is the driving force that leads you across a journey, gifts you recognition and retains you at your position by motivating positively. In this pandemic period whereby almost 43% Indian population is facing depression, I feel we need to change our attitude towards Performance and encourage ourselves to live purpose of life! -By **Mr. Saikat Mukhopadhyay***



Performance management: First step towards retention

“Managers are paid for performance”. But in the current competing commercial landscape it is equally important to focus on retention - retention of performing and deserving employees. Attrition hardly matters, as long as, performing and deserving employees are retained, in fact in many cases attrition is desired. I feel, retention starts with efficient people management. It is like using a filter, where performers and potential employees should be retained, trained and motivated but non-performing and employees with attitude issues, should be filtered out without wasting much time. You will agree with me that maintaining a balance, between art of driving performance and style of retention of those performers is one of the finest arts of management. This applies to every level of hierarchy and equally important for line function managers and staff managers.

The process of retention of performers starts with a scientific drive for performance. Performance management is the first step of retention and most important step as well.

Performance itself is the biggest security and further leads to recognition. Moreover, scientific performance drive will also mean better trained supervisors with better leadership qualities and not atypical supervisor who is proud, loud, announcing “I don't know anything, and you have to perform”.

In fact, performance normally leads to job security, satisfaction, recognition, incentivization and other benefits to a performing employee and thus normally the performers remain motivated and organizations also invest a lot to keep the performers motivated and glued.

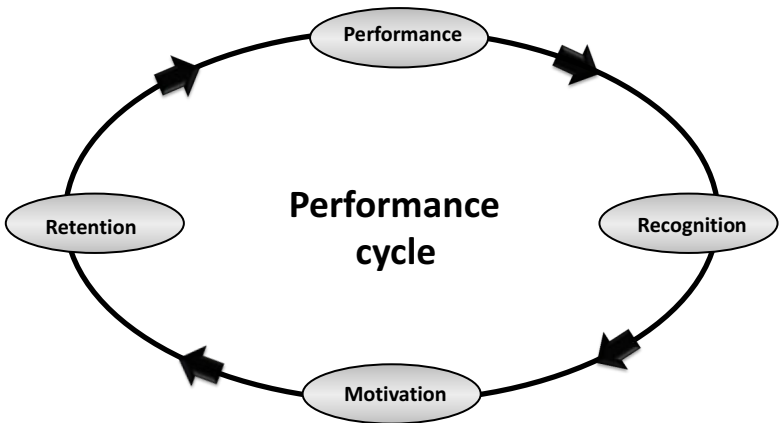


Fig. 1: Single Performance cycle

Needless to mention, a motivated employee, with ability to perform, will perform even better and thus we get to see perpetually increasing levels of performance and even quantum jumps. The process is explained in diagram below, just for 2 cycles but it repeats in similar fashion for multiple cycles of performance and employee retention. Therefore, it is obvious that “scientific performance drive, leads to better retention and eventually better retention leads to quantum jumps.”

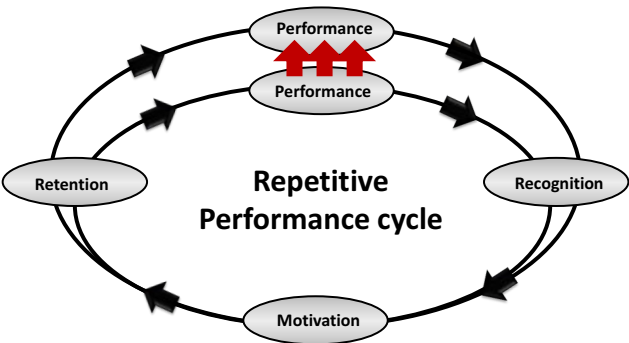


Fig.2: Repetitive performance cycle

Thus, we can agree that performance is not just the loudest mandate but also one of the best tools for talent retention. What could be a better situation than “performance for better retention and retention for better performance.” Let us also quickly glance through other techniques for performer retention and again the word PERFORMANCE elaborates a great model for retention of performer.

- P- Performing climate
- E- Empathy
- R- Realistic approach
- F- Factual reviews and appraisal process
- O- Opportunities for Growth
- R- Rewards & Recognition
- M- Mentoring
- A- Aptitude matching
- N- Novelty
- C- Cooperation and collaboration
- E- Encouragement

Fig.3: Meaning of Performance

If we implement this PERFORMANCE model, both performance and retention will improve significantly.

The above mentioned points are predominantly relevant to Pharmaceutical marketing and sales but broadly they are relevant to other industries as well.

Elaboration of PERFORMANCE:**P- Performing Climate:**

Performance is really contagious and therefore performing climate induces the urge to perform. The best way to establish a performing climate is to define the performance, the relevance of performance, process to perform and tracking of the same.

When we see this in a Pharmaceutical marketing and sales scenario we can safely say defining the performance is setting target, relevance is components of achieving the target (say market potential, product wise / HQ wise split of the target etc.), process to perform focuses on practices and actions which would ensure performance. In Pharma scenario it is like defining territory (STF / SFC / PJP), proper RCPA for building a relevant list of potential and relevant customers, coverage of customers, maintaining customer call average (doctors, chemist and stockiest call avg.), POB like key performance indicators, which eventually will help in generating adequate Rx to achieve target. Believe me, auditing customer list and correcting the same itself can redefine performance and most importantly quality / health of performance. The best way to track performance is to track the KPIs (Key Performance Indicators). The tracking mechanism is described in higher details in "Factual Review"

The major benefits of defining performance, is providing clarity to the employees from whom performance is expected and in turn retention.

E- Empathy

If setting performing climate is the most important strategic step for performance management, the best approach for retention is empathy. Understanding employees / team member's need and supporting them in the hours of urgency, certainly creates the gluing effect which largely help in retention.

R- Realistic Approach:

Realistic approach is synonymous to 'SMART' target, which stands for a goal setting, which is

- Specific
- Measurable
- Achievable
- Realistic
- Timebound

Be it sales target or other KPIs, SMART target helps in getting the best from the team and thus help in ensuring performance and retention both.

F- Factual reviews and appraisal process

The biggest benefits of SMART targeting technique are, it's specificity and clearly defined measurement parameters, which ensure factual measurement of performance leading to better appraisal, incentivization and recognition. Eventually a methodical and defined approach helps in employee motivation and thus retention. On the other hand, a whimsical appraisal / recognition / award is the biggest demotivation for performing employees and actually have caused many voluntary attritions. For a proper performance measurement, appraisal and

recognition system, I always recommend a KPI based tracking / performance management system. The best way to set a KPI based tracking is plot all KPIs (not more than 5) in left and then give weightage for every KPI. We need to remember that even all KPIs are not equally important and weightage should be given based on their importance for the organizational performance. Say, for a Medical Representative, KPIs could be Primary achievement, Secondary achievement, Doctor Call Average, Core Coverage and POB. Now in a sales driven organization primary achievement will have higher weightage but in a process driven organization equal or higher weightage will be given on secondary sales achievement and coverage. One more thing we need to remember that data in isolation does not communicate anything, suppose if I say my primary achievement for the month is 375000.00 it just communicate I have decent productivity but perspective changes the moment you see last month my primary achievement was 525000.00 and last to last month it was just 125000.00. Again, perception and interpretation will change the moment I say last month my primary sales was 250000.00 and just 175000.00 last to last month. Hence, I recommend a performance management system in the following format;

PARAMETER	WEIGHT	MAT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
PRIMARY SALES	30													
SECONDARY SALES	25													
CORE COVERAGE	20													
DOCTOR CALL AVERAGE	15													
POB	10													
You have to select the KPIs you want to drive and it should be linked to KRAs of an employee Tracking more than 7 KPIs not recommended at all, 5 is an optimum number Weightage must be given based on organizational priorities For appraisal use the formula MAT performance * Weightage														

Fig.4: Format for tracking Performance Management

O- Opportunities for Growth:

The ultimate motivation for an employee is to get a career in an organization. If this is fueled properly by management, they get extraordinary performances from an employee or a set of employees. The best way to drive career development as a retention and motivational strategy are as followed;

1. Understand career aspiration of a potential employee
2. Counsel him / her for best suitable options, matching her skills with his will / need
3. Set time bound career goals and explain the benefits every stage offers
4. Guide, handhold and monitor the progress
5. If possible, allocate a mentor / coach
6. Take genuine interest in his / her growth

The moment the desired growth is achieved, show him the next dream.

R- Rewards and Recognitions:

“Give them memories to cherish” this is exactly how I look at recognitions and rewards. Any human being loves recognition and be it a sticky note, a mail, a call or a certificate makes them happy. Always it's not about an international trip or big rewards, even small pats help. However, it is important to offer comparable rewards and incentive as well for retention. Especially in this age of social media, people really love to share those moments of pride in an exotic destination or during stunning award night event. Be it incentives or star awards, all rewards must be defined properly ahead of the period of evaluation, to ensure best transparency and

evaluation process.

M- Mentoring:

Every Eklavya needs a Dronacharya. It is important for a senior to mentor the performer for their growth and counsel them adequately. Apart from tangible benefits, this process helps in building a strong interpersonal bondage and thus increases the chance of retention. However, selection of mentor should be correct, otherwise people follows the mentor, if they quit.

A-Aptitude matching:

When passion turns into profession you get to see incredible results. While mentoring, it is important to understand the best skill/s of an employee and if possible, directing them towards their best suitable career options, after mapping their aptitude.

N-Novelty:

Contrast always attracts, innovative style, techniques, and technologies for team development and mentoring, increase team's affinity towards an innovative organization or coach.

C-Cooperation and Collaboration:

As a manager, when we really cooperate with our team members and extend the hand to support them to achieve a new milestone, the bondage evolves. We see this bondage very frequently in army and people fighting together in tough situations.

E-Encouragement:

Finally encourage your team / team members for all correct steps they take. On the other hand, don't forget to stop them from doing something wrong. Driving team with a great value and ethical practices creates a bondage which is beyond typical give and take relationship and believe me people feel more comfortable when they see the culture is truthful and driven by values.

I am sure practicing the discussed model for retention,
will enhance retention of performers and always remember
“Performance leads to retention and retention of performers leads to quantum
jumps”.

About the Author:

Mr. Saikat Mukhopadhyay- Managing Director Nijji Healthcare Pvt Ltd, is a passionate entrepreneur with major areas of expertise in Contract Marketing and Sales Solution, Medical Detailing of FMHCG Brands and Socio Commercial Business Models. He is also a recognized nature and wildlife photographer by passion.

An avid learner with continued hunt of qualifications like; PGD Digital Marketing Strategy - Amity ; Professional Course on Digital Marketing from Wharton Online, ECP Entrepreneurship - IIM KASHIPUR and multiple other qualifications from Google. His one of the article is published in APHA on Healthcare in rural India, as a co-author and C.O.P. of DAZT Project, FHI 360.





Building and Retaining Performers



At managerial level, managing team is the biggest accountability. Assigning the targets, inspiring your team and keeping them motivated is always on head. In this situation, most of the times we focus on nonperforming members to develop them and get targets achieved. But back of this, a performer who is a competitive individual may think of leaving your team/organization if enough attention is not provided. So here are few strategies to retain your performers.

*- By **Mr. M.G. Deokar***



Managing Performers and Non-performers:

If you are managing a team of people reporting to you then you would agree that you will have two sets of people,

1) Performers**2) Non performers**

Frankly speaking, what is uppermost in your mind when you plan to manage performance of your team?

Most of them would say, “only non performers start performing” is the predominant thought in mind. And accordingly you give your full attention to non performers. Am I right? My experience of over 50+ years in pharmaceutical industry tell me that I am 95 % right.

Closest analogy to this situation I can think of is when you do performance appraisals of your people, you identify strengths and weaknesses. (I am sorry, no one uses the word weaknesses now a days... it is called areas for Improvement)

You then spend a life time to improve his areas for improvement totally forgetting that, as a manager your first priority should have been “how best to use the strength of man for the benefit of his territory sales”.

In real life management situation if you totally focus on improving non-performers and give little attention to performers (with the belief that performers will always perform) you would soon be writing an “obituary” for your annual performance. I always remember the words of my first manager who said... if you perform well don't forget to celebrate, but if you don't perform observe two minutes silence for the year gone by and dead.

Before I take up the subject of how to manage performers, please remove from your mind that it is easy to manage performers!

Ignoring Performers- a misleading way

While you need to give adequate time to your non-performers you need to work extra hard on your performers to ensure that they not only perform well but continue to enjoy being a part of your team.

Remember it is great to have performers in the team but they are highly ambitious and on the radar of competitive companies.

Additionally your performers set an example to others in your team.

If they don't have a positive attitude or are allowed to take liberties with the established protocol it builds resentment in the team.

For you and your team it is important that your performers have positive attitude and set the right example for others in the team.

So, let's look at some key strategies to keep Performers in your team.

Strategies to keep your performers in positive frame of mind and on their toes:

1) Keep them challenged

Besides the monthly/annual targets give them innovative projects beyond their comfort zone. Example: if he is good in launching new products give him the task of launching new product in other MR's Territory (with the consent of MR) where you know that new products have not exactly taken off.

2) Provide him with right development opportunities

Routine training programmes which are designed for non-performers may be actually boring for the performers.

Allow him to workout with your HR / Marketing and send him to a training programme where he will have many 'take home ideas / skills'.

3) Always clearly define your goals and expectations

Important thing to remember here is setting targets for performers. Never follow the silliest method "reward for good work is more work". If you do this you will soon have a burnout case.

Follow the principle of setting targets which I scrupulously followed; no performer will be punished (with bigger target lode) and no non-performer will go unpunished.

4) Avoid micro managing

Let the performer feel that you trust him once he takes ownership of the targets

5) Never adopt the routine way of recognising your performers

Be absolutely innovative in your approach. Example: if you have decided to honor the performer with a high value gift, ask him to check with his wife the choice and hand over that gift to him at a small event during team meeting.

While the above strategy will help you to keep your performers in 'zone of challenges' you need to adopt a leadership style that would help you not only to ensure your performers continue to perform it will also help to sharpen your own leadership skills.

Situational leadership:

One of the best structured leadership module I have come across is called 'situational leadership'. If used effectively situational leadership will help you to manage your performers better and ensure their total development.



Fig.1: Maturity levels

This module is based on the simple fact that if your performer is supposed to achieve various tasks (Ex. achievement of rupee targets/achievement of unit wise targets of selected 5 products/achieving over 90% marks in product knowledge tests conducted at cycle meetings/quality of detailing etc) his maturity level (ability and willingness) to achieve various tasks would not be same. The maturity levels to achieve various tasks are detailed as;

Based on the maturity level of your performer for a specific task you would adopt appropriate leadership style. The leadership style to be used is based on achieving correct balance of task behaviour and relationship behaviour.

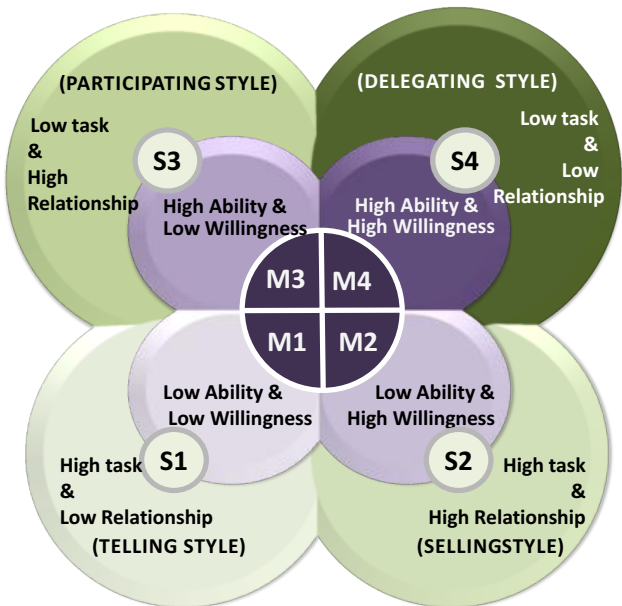


Fig.2: Maturity Level with required Leadership Styles

- For M1 the leadership style to be used is S1 (high task low relationships in short it is called telling style)
- For M2 the leadership style to be used is S2 (high task high relationship or selling style)
- For M3 the leadership style to be used is S3 (low task high relationship or participating style)
- And for M4 the leadership style to be used is S4 (low task low relationship or delegating style)

Task Behaviour	Relationship Behaviour
Amount of directions or instructions a leader gives to subordinate specific to a task.	Amount of emotional support a leader gives to subordinate specific to a task.
Eg. What, When, How, Where	Eg. Praise, Recognition, Explains "WHY"
More instructions = High task behaviour	More emotional support = High relationship behaviour
Less instructions = Low task behaviour	Less emotional support = Low relationship behaviour

Fig.3 : Representation of Task & Relationship Bheaviour

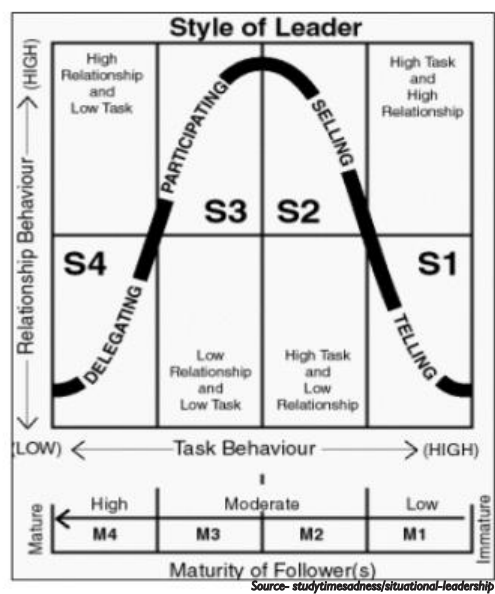


Fig.4 (a): Chart of Situational leadership

<p>Style 1</p> <p>TELLING</p> <ul style="list-style-type: none">•Clear, specific directions•Tight Controls•Close supervision•Rules clearly understood•M1 = LA LW	<p>Style 2</p> <p>SELLING</p> <ul style="list-style-type: none">•Two way communication•Explains how activity helps achieve organization goals•Builds ability and understanding•Coaching & Training•Explains reasons•M2 = LA HW
<p>Style 3</p> <p>PARTICIPATING</p> <ul style="list-style-type: none">•Supportive, non-directive•Both contribute in decision making•Builds confidence•Ends in setting objectives•Give support where needed•M3 = HA LW	<p>Style 4</p> <p>DELEGATING</p> <ul style="list-style-type: none">•Let others make decisions•Rules clearly understood•Freedom to do job well•Delegates where necessary•Encourages others to take responsibility•M4 = HA HW

Fig.4 (b): Situational leadership

The finest way to manage your performers in a professional way is to keep a record of various tasks assigned to them and their current maturity level to achieve these tasks and apply appropriate leadership style.

This is by far the greatest tool available to the managers when they do performance analysis of their performers (and also non-performers) on various tasks. The entire interaction then becomes a performance related rather than person related.

If your performer is say in M4 on 3 out of 5 tasks and he is in M3 on 1 task and M1 in 1 task this leadership module helps you (with complete understanding from your performer) to bring up him from M1 (for one task) and M3 (for one task to M4 level on both the tasks in a time bound manner with a specific action plan. You will then have a performer who is in M4 on all the five tasks assigned to him and

fit for delegation.

He is now actually ready to accept new challenges!

Is it not what you want for your performers?

Your own status in the mind of your performer goes a notch up, while the leadership module we have discussed is excellent it is after all a tool.

Way to communicate to your team:

It is important how you communicate it to your team members. You need to inform them that for every task assigned to them there are specific parameters for evaluation.

Give them the complete idea, your interaction with them then becomes very positive and productive.

Way forward through few dos and don'ts:

Dos

- Make sure the load given to your performer is reasonable, it will prevent burn out.
- Praise when the performance is good.
- Delegate tasks where the maturity level of the performer is M4.
- For all (performers/non performers) family comes first, get to know them and greet appropriately to his family members on their achievements/important events. You will soon realise the performer starts treating you as a friend, philosopher and guide.

Don'ts

- Do not go overboard while praising a performer.
- Do not allow a parallel power centre to be created in the team. You should be the only boss of the team.
- Do not be a hoarder of talent. If your performer gets a chance (within or outside) of promotion do not come in his way.
- Do not depend on few performers only to achieve your numbers. Whether you like it or not performers will start dictating their terms. Develop more and more performers in your team

I am sure with the proper implementation of strategies and tools suggested in the article, a manager would be able to ensure that a performer delivers year after year. And you would be able to retain your performers in your team/organization!

About the Author:

Mr. M. G. Deokar- Having a experience of over 50 years in Pharmaceutical industry, he has worked at Parke Davis, today's Pfizer and has achieved outstanding sales results basically through his excellent sales and management skills.

As a Sr. Consultant with Interlink, he has conducted more than 500 skills development workshops for Pharma professionals. He is one of the top trainers in the industry.





Caring for Field Force Performance



Today's normal is very challenging for top hierarchy to sustain the pandemic and manage their staff. Indeed, the responsibility falls on managers to keep their team inspired and focused while working from home. This article will take you through key principles of managerial ship and guide you towards a positive way. - By **Mr. Ashok Chhabra, Mr. Sanjay Hanumant Jagavkar.**



Pyramid of MASLOW's Hierarchical needs:

Abraham Maslow's iconic pyramid of needs is one of the most famous images in the history of management studies. At the base of the pyramid are physiological needs, and at the top is 'Self-actualization', that is, the full realization of one's unique potential. Along the way are the needs for safety, belonging, love, and esteem.

All the 5 Levels of Maslow's Hierarchy are pertinent even today. However, today's millennials are not as bothered on the basic and safety needs as they are on their esteem and self-actualizing needs. They also do not feel the need to stick or be loyal to one company (as was in earlier times) because of various job options being available in today's evolving work place.

In the present Information Age /The Digital Era /Social Revolution or the Millennium Age, employees have a lot of flexibility for choosing jobs which they like and accordingly companies also go the extra mile to retain performers by continuously evolving the work place through:-

- **Better quality of life** compared to even monetary rewards
- **Employee satisfaction** by feeling appreciated and rewarded
- **Employee engagement** with their organization /managers
- **Health treats** at office
- **Social events** organized by their company to keep them engaged and motivated
- Managers taking their **Team out** for lunch/Drinks to foster better employee interaction and keep them motivated to focus their energy on what matters most.

Driving Performance from their Field Force:

Successful Managers facilitate success for their subordinates through;

- Empowerment and Keeping their Commitment
- Trust and Respect
- Setting SMART Objectives
- Building Relationship
- Providing Good Work Life Balance
- Firm grasp of company policies
- Strong work ethic
- Professionalism and a positive attitude
- Timely Feedback and Support
- Performance Management
- Career Growth and Reward

Above traits in a manager will not only enhance performance but will also help **Retain Performers.**

Conversely, poor quality of management, setting goals which are not smart, high stress levels and hours of working, lack of job security, lack of feedback, poor benefits and salary or poor prospects for career development will lead to high attrition not only of performers but even of the average performers, which is especially true for field job.

In my experience of 40 years in sales, a Manager spending sufficient time on

discussions while setting SMART targets for the field colleagues is the single most important factor responsible for a good performance from each member of his team leading to retention.

Managers need to be very objective and not subjective while setting goals, because setting low targets for a colleague who has the potential to do more and also vice versa by giving higher targets to colleagues who have low potential will boomerang from both colleagues. Of course, data analytics and getting into details is critical for this exercise. At the same time discussing and receiving the SMART objectives from the top management is equally important.

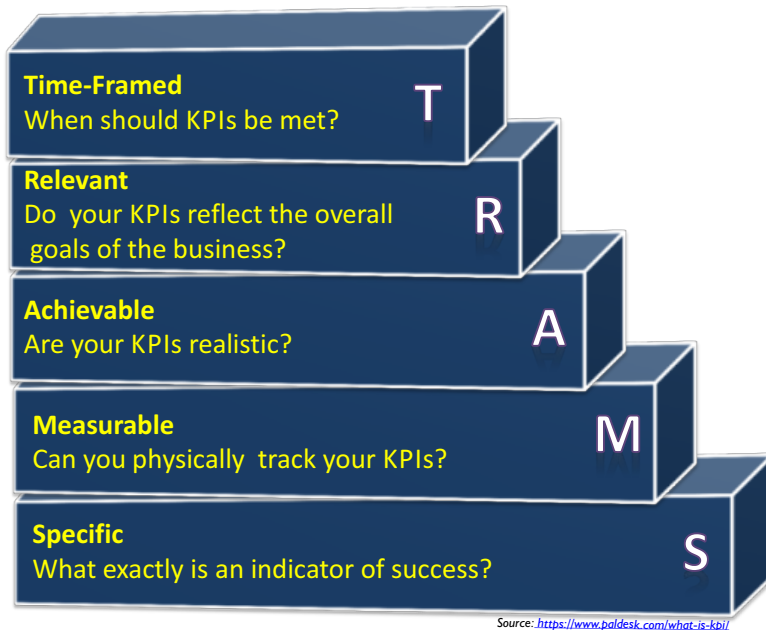


Fig. 1: Representation of SMART objectives

Says Campbell Soup CEO Doug Conant - stocks of his company increased by 30% from 1999 to 2009 while S & P 500 stocks lost 10% during the Period

"To win in a market place you must first win in the work place. I am obsessed with keeping employee engagement front and centre."

Few tips for Work from Home- A New Normal:

Keeping employees engaged, motivated and productive when they are working-from-home (WFH - Can be a new normal going forward for many companies)

- Confine your work space to a specific area in your home so your job doesn't intrude into the lives
- Go to the same designated place on a regular basis so your mind doesn't wander
- Employ your video communications perhaps more than you normally would
- Discourage personal intrusions

Other Tips:

- Robust communication is the need of the hour
- Provide support for equipment and other necessities

- Meaningful goal setting
- Keep engaged with recognition
- Engage with fun taking care of interests and hobbies
- Encourage learning

The Power of Key Performance Indicators for Sales team:

“You can't manage what you can't measure, if you can't measure, you can't Improve it” - Peter Drucker

While the term KPI is commonly used, it doesn't mean it is always well understood. Something can be defined as a Key Performance Indicator when:

- It is KEY to the success of your organization
- It is related to PERFORMANCE when it can be clearly measured, quantified and easily influenced by the members of your team
- It is used as an INDICATOR; in other words, it is something that provides leading information about future results

Difference in lagging and leading indicators

It is important to keep in mind when discussing KPIs that there is a difference between lagging indicators and leading indicators. Lagging Indicators are outputs and results that are measured “after the fact,” and in most sales organizations these indicators get most of the attention, because they tend to be the metrics that go into reports to executives and even shareholders.

Lagging indicators include metrics like:

- Sales
- Gross margin dollars growth
- Gross margin % growth
- Product mix
- Share of wallet
- New customers

On the other hand, leading indicators are activities and actions that can be tracked or measured during the sales process as opportunities are being developed and the pipeline is being built. Leading indicators include activities like

- How many calls is a sales maker making per week?
- Who is the sales maker calling on?
- How many of these calls turn into opportunities?
- How many of these opportunities turn into wins?
- How is the sales maker performing in these categories compared to your peer group?

KPIs will help you make better decisions that further leads to better execution. Better execution is carried out because of clear expectations and effective communication. At individual level, sales person who have habit of tracking KPIs will have consistent activities and is the best way to identify and qualify sales maker performance. Thus, every manager should employ coaching with KPIs.

“When Feedback is included as part of regular, ongoing performance discussion throughout the year, the employee, the Manager and the organization all are better off” - Shawna Mcknight

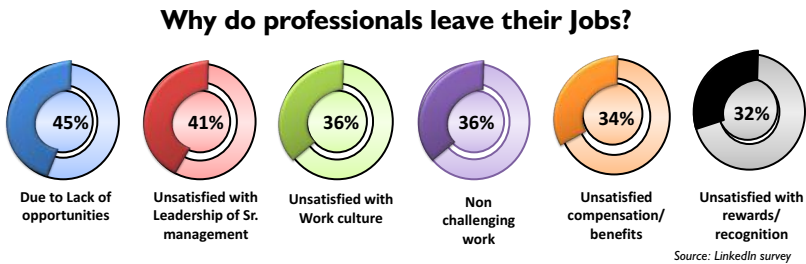


Fig.2: Stats presenting reasons for resigning

Retention strategies to retain sales reps aside from compensation:

The most crucial reason for voluntary turnover among sales force is higher wages. Well besides salary, there are many other strategies that companies can adopt to retain the sales force.

1. Improve the quality of field leadership

Leaders that create trusted forms of relationships—such as the manager as a mentor focused on supporting and facilitating the sales force's career success and development—create higher affective organizational commitment and lower turnover. Companies have realized this and are providing coaching skill training to all sales managers to equip them with essential coaching skills.

2. Provide adequate professional development opportunities

Inadequate professional development, including coaching and training is another important reason that sales reps leave a sales job voluntarily

Many Pharmaceutical Companies provide tuition for District sales force Managers to attend one-year MBA program. Enrollment in such programs means not only entitlement to a learning and development opportunity, but also recognition to employees' contribution.

3. Foster an organizational culture of recognition and open communication

The Manager, representing the company can foster retention by recognizing employees' contributions and instilling a sense of self-fulfillment. Open communication, a fun work environment, camaraderie, and a true open-door policy.

4. Benefits and perks

Carefully designed benefits and perks can be very attractive for a sales force, thus decreasing the turnover rate. Manager's designing and rewarding their top sales with an overseas trip every year. Or creating the club of top sales, where top performers are entitled to hold special events to network with each other and share best practices of sales and management.

Summary:

Just like in any sales organization even in a Pharma sales organization the Field Managers or the Front-Line Manager, as we more often refer to him as, plays a pivotal role for the performance of the Company in that area. He is the company itself for the sales person and for the organization he is the eye and ear from the

market place.

The field manager provides the insight to top leadership on how the marketing strategies are being accepted vis-à-vis competitors and at the same time keeps a close eye with respect to the implementation of it by the sales force.

Hence the field manager on one side helps the marketing and sales team to build future strategies, marketing schemes, trade offers, targets, incentives, KPIs etc. and on the other hand facilitates the proper and timely implementation of various activities and campaigns in the field.

He leads from the front (like an engine of the train) and is the mentor and coach for the sales force by participating in their success and Career growth - thereby retaining performers!

About the Authors:

Mr.Ashok Chhabra; *Cofounder & Director Pharmazone Services, Mumbai, Accomplished professional in Sales; Business Development Pharmaceuticals and Healthcare domain.*

He is a keen strategist having 37 years of experience in Sales & Marketing, Market Research, Analysis, Business Development, Commercial Operations and Contract Sales Management. And is Successful in building multi-sectoral channel networks and deepening market place presence; proven success in rapidly analyzing key business drivers and delivering successful outcomes. He can be reached at +91-9920411772 / ashok.s.chhabra@gmail.com

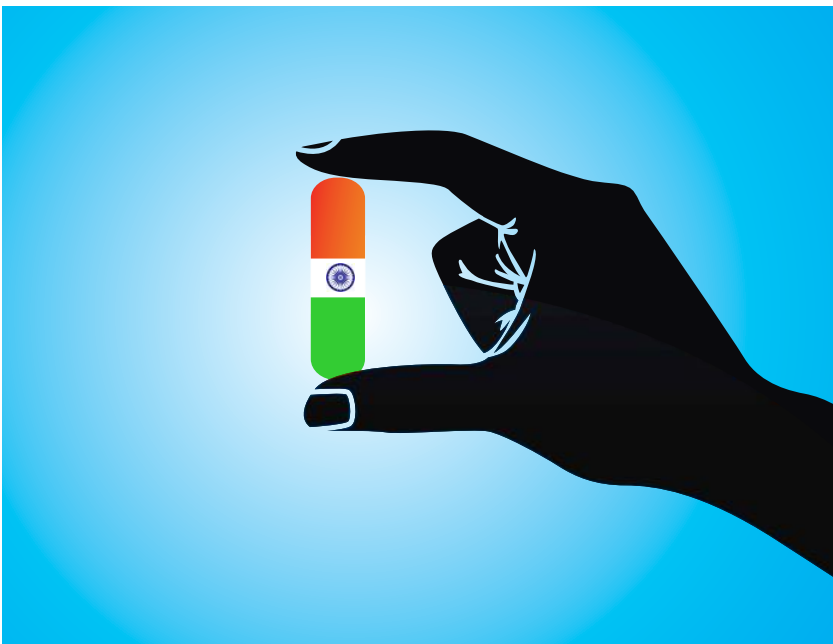
Mr. Sanjay Hanumant Jagavkar, *Cofounder & Director at PHARMAZONE SERVICES & Director at MSCDA LTD; has 40 years experience in Pharmaceutical & OTC industry in Domestic & International markets . He has worked in MNCs like, PARKE-DAVIS, PFIZER, ROCHE, BOEHRINGER-INGELHEIM & SANOFI. He has witnessed 6 mergers, take over's & Swap deals.*

He is also a certified Coach & Trainer from "Achieve Global" and has trained 6000+ staff In India, Pakistan, Bangladesh, Nepal, Srilanka & other countries in APAC region.

*Key Message from Mr. Sanjay is learning is a continuous process,
Keep Learning, age is only a number.*



Building competitiveness- 'Make in India' for APIs



As we all know, Pharma accounts for 68% imports of raw materials from China. Since decade, various initiatives were applied by government to reduce the dependency of India on China for imports of raw materials. One such initiative is Production Linked Incentive scheme launched by Modi government under Make in India initiative. This article briefly explains our dependency on China and strategic move of Indian government to strengthen India's APIs market through "Make in India" initiative. - By *Ms. Titiksha Shinde, Ms. Mansi Jamsudkar.*



Throwback:

Make in India initiative was launched by Modi government in 2014 to encourage manufacturing of products in India and promote investments. The objective was to increase growth rate of manufacturing sector to 12-14% per annum, to create jobs in manufacturing sector by 2022, so that manufacturing sector supports GDP by around 25% by 2022. The impact of Make in India can be acknowledged by observing the India's rank in global ranking system.

The World Bank's "Doing Business Report" considers 10 parameters to evaluate the ease of doing business. The parameters are starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency. Below is the chart showing progression of India's rank in Ease of Doing business.



Fig.1: Ranking of Ease of Doing Business in India

Current scenario:

Lockdown resulted in global slowdown and many dominating countries are experiencing deep economic coma. It's true that the crisis has put nations through hell. There is obviously no chance of second opinion that saving lives is the paramount concern these days. However, every challenge bears an opportunity. Although we have the potential to rise in this situation, India must play the cards right.

Presently, number of economical sectors are affected globally and pharmaceutical sector is not an exception. I would not be wrong to say that the situation would not be so dire if it were not China's monopoly for major raw materials and chemical supplies. Availability of low-cost utilities, building process efficiencies, impressive subsidy, low taxes and fiscal incentives provided to manufacturers are the major key factors in achieving monopoly.

India's reliance on china:

Domestic manufacturing potential was always neglected by Indians because of having 70% of imports from China. India has always been dependent on china for cheap APIs and intermediates. Many of the fermentation processed antibiotic APIs are imported from china. Because of this over dependence on APIs from China, chances of a day when severe shortage of medicines would hit India can arise.

However, ministry was focused on reducing drug prices and china was the only way to go. The consequences were seen in the financial year (FY) 2017-18 where import of APIs and drug intermediates from China rose 8% to USD 2,055.94 million. Then it jumped straight by 20% to USD 2,405.42 million in FY 2018-19 due to the sudden hike in API prices. Owing to the current condition, whereby logistics is set back, over reliance on APIs by China shows negative impact of world's dependence on China. Is opportunity knocking at the door?

Covid-19 is a reality that each country would have to learn to live with. Whole world is suffering due to this pandemic and China is not an exception. Disruption in supply from China is an alarm for India to reduce dependence on china for APIs. India should put concerted effort on using this situation to its advantage. Our country has the potential to be a dominant player if played wisely. India can still be into the race with China as increased wages of labors, increased cost of making products; declined working age population resulted in reduced manufacturing in China in the year 2016. Same chapter was repeated in the year 2018. Supply chain disruption from China ultimately awakened many of the foreign investors and companies to move out from China. These nations are looking to invest in other countries which might allow India to strike gold.

In my opinion, large labor pool and advanced technology of India can meet the high regulatory standards of US and European countries. India has always been at the forefront globally and in the domestic markets in terms of generics. Being a leading country in world's generic drug market, India produced USD 33 billion worth of generic formulation in FY 2018-19 of which USD 14.4 billion of generics were exported. Also, country has exported USD 20.0 billion worth of drugs in FY 2019-20. Indian drug market comprised of 20% of the global generic drug export in the same year.

'Pharma Vision 2020' by government of India has a clear goal to become world leader in pharmaceutical production. This commitment had shown applaudable outcomes and countries like US are requesting India to export Hydroxychloroquine (antimalarial) which is the drug believed to have some measures against Covid-19. We are successful in becoming trusted partners of 40 countries for Hydroxychloroquine and Paracetamol exports.

Trust in China is declining while faith in Indian pharmaceutical sector is enduring. Moreover, every country is competing to find the cure on this viral infection; this can help them restart their economic activity. India has successfully developed its first indigenous antibody testing kit called as 'COVID KAVACH ELISA' at the National Institute of Virology (NIV), Pune in collaboration with Indian Council of Medical Research (ICMR). Technology has been successfully transferred for mass scale production to Zydus Cadila.

Global API market was valued at \$ 165.74 billion in 2018 and is estimated to reach \$ 236.7 billion in 2024 with a CAGR of 6.1 percent. Whereas, the Indian domestic market of APIs is expected to have a CAGR of 10% between 2015 and 2022 and the industry expected to reach \$ 18.8 billion by FY 2022. The API sector of India is expected to acquire milestones and increased export is directly benefiting country's producers of excipients and intermediates. It's mentioned in Beroe, country's

current excipients market is growing at 10% - 12%. This rate is twice as fast as the global average. Although United States, Europe and Japan are dominating small global excipients market and contributing a combined 85% to the global market, India continues to chase desired success.

Driving forces:

API market has traditionally been dominated by anti-infective and diabetes, cardiovascular, analgesics and pain management drugs. Owing to the rising prevalence of cancer, several manufacturers are venturing into development of highly potent APIs and specialty APIs. Indian API market is dominated by the cardiology segment due to the vast population using various CVS drugs and witnessing a CAGR of 6.05%. Apart from this, biosimilars which are serving as low cost options are holding the potential to boost Indian API market.

Although prescription drugs are emerging globally, India shows significant growth potential for market of OTC drugs. Increasing healthcare expenditure, unhealthy dietary habits, expanding population and growing healthcare awareness are fueling the OTC market. Moreover, self-medication and increasing geriatric are also playing major roles in this region.

India is aiming to increase its global shares of API market with its inbuilt ability to produce APIs. Idea of creating novel synthetic routes and environmentally friendly alternative is rooting. Market and regulations are demanding for 'Green chemistry'. "The government of India takes a very strict stance on environmental ground and we embrace this strictness because it is motivating us to undertake across to create new technologies and to operate an effective R&D that is recognized by the Department of scientific and industrial Research (DSIR)".

PLI Scheme: Empowerment of the Pharma sector by the Indian government

Pandemic has shown there is huge market for manufacturing vaccines and potent drugs but needs capital to build those facilities. Need for tax concessions, difficulties in procuring environmental clearance, etc. are the major difficulties in reviving the production of APIs in India. But it is worth waiting, as to develop sustainable growth at cost of environmental loss is non-Indian style.

However, Indian government has come up with a Production Linked Incentive (PLI) Scheme, which is for promotion of domestic manufacturing of identified critical Key Starting Materials (KSMs)/ Drug Intermediates (DIs)/Active Pharmaceutical Ingredients (APIs) in India. The scheme is proposed for manufacturing 53 APIs which have been approved by the Government. Collectively, the government has approved scheme worth Rs. 6940 crores for KSMs, DIs and APIs.

As per the scheme, the priority will be given to a manufacturer who adopts novel technologies like flow chemistry or continuous manufacturing, which ensures safety, low environment burden; use of biocatalysts/novel enzymes in fermentation process; green chemistry/zero discharge or low polluting technologies with in situ or in-process recoveries. The project should be a greenfield project. The manufacturing strategy should be capitalized in such a way that the pricing should be near to import price and over a period of time, the manufacturer should be

profitable import price. In a way, the manufacturing facilities should be innovative and worthy, so that, later after pandemic effects slow down, a process or technology will have significance of commercialization.

Way ahead:

Watching our steps has got immense importance these days as becoming 'AtmaNirbhar' should not turn out as skating on thin ice. "The Indian pharmaceutical market is to increase from nearly \$ 34.3 billion in 2020 to more than \$ 45 billion by 2025, stated Global data.

Uncoupling from China and manufacturing in India must be strategic. Studying market opportunities, public demand, carrying out SWOT analysis of the market, coupling investment with business risk analysis would help us in right direction.

API industry could bounce back in next couple of years if greater investments are done in this area. Availability of large American market, thrust from Indian government and awareness in public are definitely going to be responsible for overall growth. Applying appropriate strategy and a proper timely execution of activities would definitely allow 'Make-In-India' program a successful initiative towards pharmaceutical growth.

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About the Authors:

Ms. Titiksha Shinde, Asso. Consultant, Interlink Marketing Consultancy; has worked on projects like Business Due Diligence, Developing brand strategy and Go-to-Market launch (Pharma). She has assisted in writing more than 20 Pharma articles published in reputed magazines like Express Pharma, Asian Hospital & Healthcare management Magazine, Pharmabiz. Also, she has individually published articles on "Briefing pharmaceutical industry and its dimensions" in In-house published magazine "Interlink Insight".

Ms. Mansi Jamsudkar, Research associate, Interlink Marketing Consultancy, has recently obtained her Bachelors of Pharmacy degree and has joined Interlink as Intern.





Innovation Paper- Food and Nutrition



*This article shares experience of two experts who have been working in Wellness since years. One of the experts, **Dr. Shantanu Das**, has elaborated his experience on food and nutrition innovations in industry and another, **Dr. Dilip Ghosh**, has explained the potential of nutrition communication.*



Innovations in Food and Nutrition Industry

-Dr. Shantanu Das

In my 20 year-career in food and nutrition industry I spent about 15 years in a function 'innovation' across three multinational companies and one research Institute. Interestingly the meaning of 'innovation' has been varied significantly from one organization to other and even varied within same organization with time. If I try to distil the meaning of innovation from all these variable scenarios and try to define it, the best definition I can think of is 'Innovation is integration of the invention/creation with right business model.'

In my experience three most important factors for successful innovation are cross functional approach, discipline as well as flexibility. These characteristics make innovation process extremely diverse. In my consideration all processes have some merit and the best option is to combine the relevant parts of various processes according to the situation.

I would summarize my innovation experience in 3 processes and I think an efficient integration of these three processes can lead to a successful innovation system for food and nutrition industry.

Front end innovation process: It is a six-step process for identifying opportunities. This process starts with understanding the consumers and delivers validated concepts. I had opportunity to lead this process at Fonterra and participated in it in PepsiCo and Goodman Fielder.

Most interesting example was to work at the bottom of the pyramid in selected African and South East Asian markets. Spending time in remote villages and urban slums not only helped me understand my consumers and their needs but also helped me to be grateful for my own life.

New product development process: It is a four-step process for translating validated concept into winning products. I had opportunity to lead this process at Fonterra and PepsiCo and participated in it at Goodman Fielder.

Most important learning was the factors of consumer liking. It is fascinating to know how every aspect of product taste, its interaction with the proposition and brand influence consumer liking and how it is different in different demography and geography. I learnt that to be able to be successful we don't need to create a product with best taste or best nutrition but need to strike a perfect balance.

New technology development process: It is a process for developing a commercially useful technology starting from output of scientific research. Aim of developing this technology is to develop differentiated product or services to address consumer need. Led this process at Goodman Fielder and the Riddet Institute.

I found adopting an agile approach of continuous hypothesis development, its empirical testing and detail investigation of selected solutions is a pragmatic approach, which helped me to develop six patented technologies with limited resources over six years' period.

Complementary to successful innovation is effective communication. For nutritional products this is important not only for improving company's profitability but also to ensure that our products make positive contribution to consumers' health. Nutritional communication is complicated because it needs to be understood by the consumers, who generally have very limited understanding of nutrition, and because of regulations, which vary market to market.

Power of Nutrition Communication **-Dr. Dilip Ghosh**

Nutrition communication is an important component which can create the synergy and connect the missing link in our global and regional food and nutrition policy framework. Communication to promote health involves three major actions:

- To inform people of what they could do to stay healthy including the diet and nutrition advise
- To enable people to increase control over and improve their health
- To involve the population as a whole in the context of their everyday lives

Advertisements and other marketing communications are extensively discussed and employed in food and nutrition business in last few decades. How food and nutrition advertising and related marketing communications affect eating has been, and continues to be, a popular research area. Consumers respond negatively to functional food ad claims which are linked to higher levels of health connotations, for example, "contains lignans, fuel to boost your immune system". In contrast, hedonic health claims, linked to strong taste connotations (e.g. low fat in a chocolate bar) did promote consumption.

During the last decade, countries all around the world, including in South and North America, Europe, Asia, the Middle East, and Africa have enacted policies designed to promote responsible marketing, particularly specific marketing to children and other vulnerable population are restricted under country-specific advertising standards.

There is some programme, especially in developing world including India run by NGOs have highlighted the need for additional attention on nutrition education/communication components. Nutrition policy experts clearly indicated that a combination of integrated, multi-component and multi-media approaches is likely to be more successful than single approach.

Covid-19 pandemic offers a great opportunity for businesses to shift towards more

genuine, ethical, and authentic corporate social responsibility (CSR) and contribute to address urgent global social and environmental challenges. Food and nutrition business must recognize some potential change of directions of how consumer ethical decision making will be shifted to due to the pandemic.

About the Authors:

Dr. Shantanu Das has served the food and beverage industry for 20 years launching nutritious products under leading global and regional consumer brands in 15 markets across Asia, Oceania, North America and Africa. He lives in Auckland, New Zealand. He can be reached at shantanudas85@hotmail.com

Dr. Ghosh is an international speaker, facilitator & author and director at Nutriconnect, Sydney, Australia. He can be reached at email: dilipghosh@nutriconnect.com.au



Pharmaceutical services

Sustainability & Growth Strategy

Every company, irrespective of its size or leadership position in the industry, has its own set of external and internal challenges. The external challenges include tackling a dynamic market environment, changes in regulatory policies and pricing mechanisms and effectively countering competition. Internal challenges include attracting the right people to the organization, aligning the various divisions to the vision, mission and strategic initiatives, and getting the quality-price combination right.

Business Due Diligence

Pharma industry in India is in a consolidative phase. BDD and M & As are expected to happen in more and more numbers in the near future. The Nutraceutical industry is at an infant stage in India – consolidation among existing players and entry to India by MNCs is expected to pick up pace.

Entry & Expansion Strategy

India is among the fastest growing destinations globally for high quality healthcare at competitive prices in comparison to healthcare in many developed markets. Therefore MNCs in Pharmaceutical and Nutraceutical industry are actively considering India as among the top 5 potential markets for many of their existing products and future formulations in specialty segments.

Improving Business Performance and Health

As most of the organizations are focusing on quantum growth, they perform at the cost of health of their organization. This weakens competency and leadership of the organization which over a period of time, affects business performance. As on today not more than 1% of total revenue is spent on learning and development of people. This needs to be increased for better balance of Business Performance and Business Health.

Improving Interim management of Business

Being in industry, I am quite aware that the first quarter of financial year 20-21 has slumped 50% -80% in many organizations. Those who have a good prescription business and corporate loyal doctors have survived and come out to the level of 80-85%. However, the entire process of reviving is going on in every organization.

It is important for me to inform you that we have also started one more required service such as “Interim Management of Business in Pharmaceutical and Nutraceutical companies”. At this moment we are working for one International company and results are really heartening!

Obviously it is a premium service and also a very responsible and accountable service for Interlink.

Nutraceutical services

Branding

As value from domestic markets is increasing due to induction of robust regulatory system and available consumers in India national and international Nutraceutical and food companies are looking at India as its destination to launch brands under their brand names or private label brands of Indian companies. This is a right time to enter and create first mover advantage in branding space.

Marketing

As value from domestic markets is increasing due to induction of robust regulatory system and available consumers in India national and international Nutraceutical and food companies are looking at India as its destination to launch their products and market those in India. Technology is adding value through digital marketing to the entire portfolio of marketing.

Go-To-Market Strategy

The Nutraceutical industry is currently at a nascent stage in India, with tremendous potential for growth in the future. Buoyed by the promising prospects, companies of all sizes are entering the market. However, many multinational nutraceutical companies do not have sufficient knowledge about the dynamics of Indian market. They are on the lookout for consultancy advise on the right go-to-market strategy.

Entry & Expansion Strategy

India is among the fastest growing destinations globally for high quality healthcare at competitive prices in comparison to healthcare in many developed markets. Therefore MNCs in Pharmaceutical and Nutraceutical industry are actively considering India as among the top 5 potential markets for many of their existing products and future formulations in specialty segments.

Wellness Services

Launch

Wellness is an ill-defined term in terms of business hence there are many opportunities in each mode of wellness systems right from wellness programs-products-services. It is a new evolving field and will catch up at corresponding business level over the period of 4-5 years. As Interlink got advantage as first movers in Nutraceuticals, properly worked space is wellness to be first in this business. Today awareness of wellness is at the level of fitness hence products, wellness centers, detox centers, meditation centers, etc. are being proliferative. There is a big opportunity to consolidate and grow with right product, service and practice mix.



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Come join us!



Our Services



Interlink New Services

1. Improving Business Performance & Health
 2. Improving Interim management of Business
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