

#119th Marketing Club

34th Cairo

79th Business Club

Tactical Plan in Pharmaceutical Marketing

Tuesday 5-12-2023

8 PM EGY **9 PM** KSA **10PM** UAE

FOUNDER & HOST

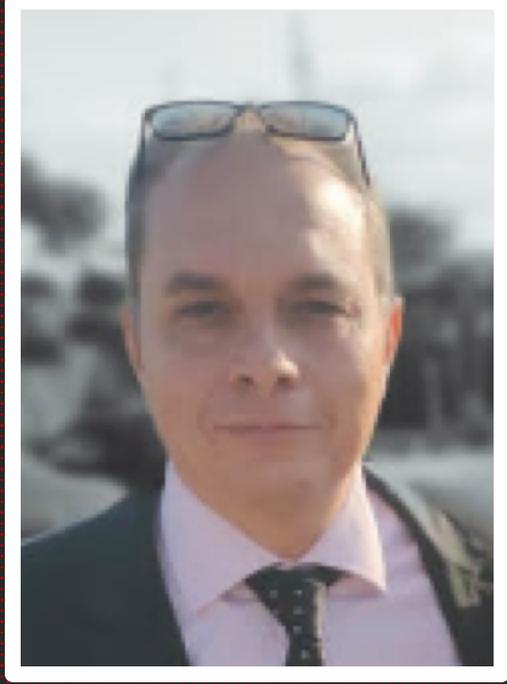
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The Tactical Components of The Marketing Plan

Dr. Mohamed Fathy



The Tactical Component of The Marketing Plan

Dr. Mohamed Fathy





The Tactical Components of The Marketing Plan

Topics

- **Tactics →** The Tactical Components, Tactics Vs. Strategy
- **Promotion & Communication →** IMC & Personnel Selling, Communication Channels, Advertising Hooks, Digital Marketing
- **Sales Force Team →** Preparation of Effective SFT., Calculate The Required Number of Salespeople, Salary Structure & Salary Fairness, Incentive Scheme
- **Budget →** How To Set The Appropriate Budget, Resource Allocation, Sales Team Coordination, Metrics
- **Pricing →** Pricing Affecting Factors & Pricing Objectives, Maximizing Revenue | P&L Statement
- **Distribution →** When to Use Distributors ! - Company Policy & Distributors - Logistics
- **The Product →** Differentiation Concept, Positioning & Product Message
- **Tactical Plan Outputs →** Target Specialties & Product Mix, Scheduling of Samples, Tools, Training & Events
New Project Implementation, Evaluation, Archive Part, Tips for Product Managers



Marketing Plan



Marketing Plan Steps

- SWOT & PESTEL Analysis

- Sales & Marketing Objectives
- Forecasting Techniques

- Philosophy!
 - Segmentation
 - Targeting
 - Positioning

?

Situation Analysis

Objective Determination

Strategy

Tactics

Implementation



The Tactical Components of The Marketing Plan



**Marketing Has The Properties Of
Science and Attributes of Art**

**Deep ANALYSIS Is Your Power In
Decision Making & Your Talks**

**As A Marketer, You Have A Limited
Recourses, You Should Use It
Effectively & Efficiently**

Analysis *vs.* Assumptions

Intervention & Decision Making



Effective means "producing a result that is wanted"
Efficient means "capable of producing desired results without wasting resources, money, time, or energy"



Tactics Vs. Strategy

Strategy

- (Semi-) Theoretical compartment
- Functional Compartment S.T.P.D

Tactics

- Turn Strategy into blue-print actions
- Marketing Mix | 4Ps - 7Ps

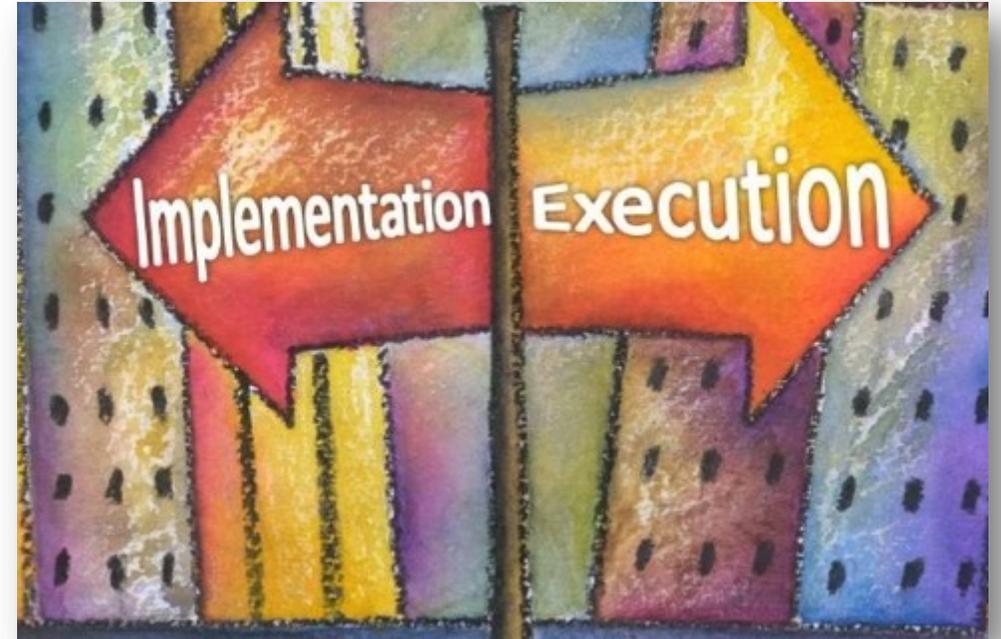
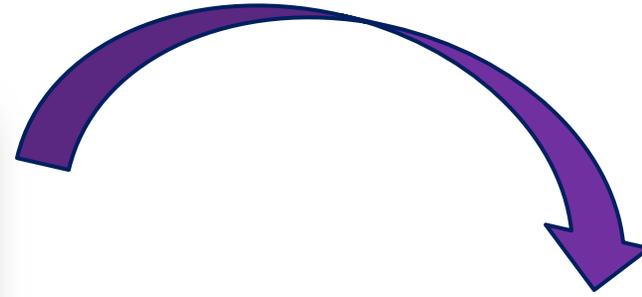


Strategy

- Strategy is the intent
- Determines what needs to be done and why, by questioning its effectiveness
- Aligned with the goals, objectives and the broad, vision you want to achieve
- Requires focus on defining the future
- It is difficult to change
- Strategy is intangible

Tactics

- Tactics is putting intent to action, implementation and tasks deployment
- Determines how it must be done by focusing on the efficiency (Plans, Tasks, cost, effort, resources, timing, responsibilities, evaluations)
- Aligned with the strategy
- Requires day-to-day execution directed towards a specific strategy
- It is relatively more easy to change offering a lot of flexibility in determining steps to make the strategy successful
- Tactics are tangible

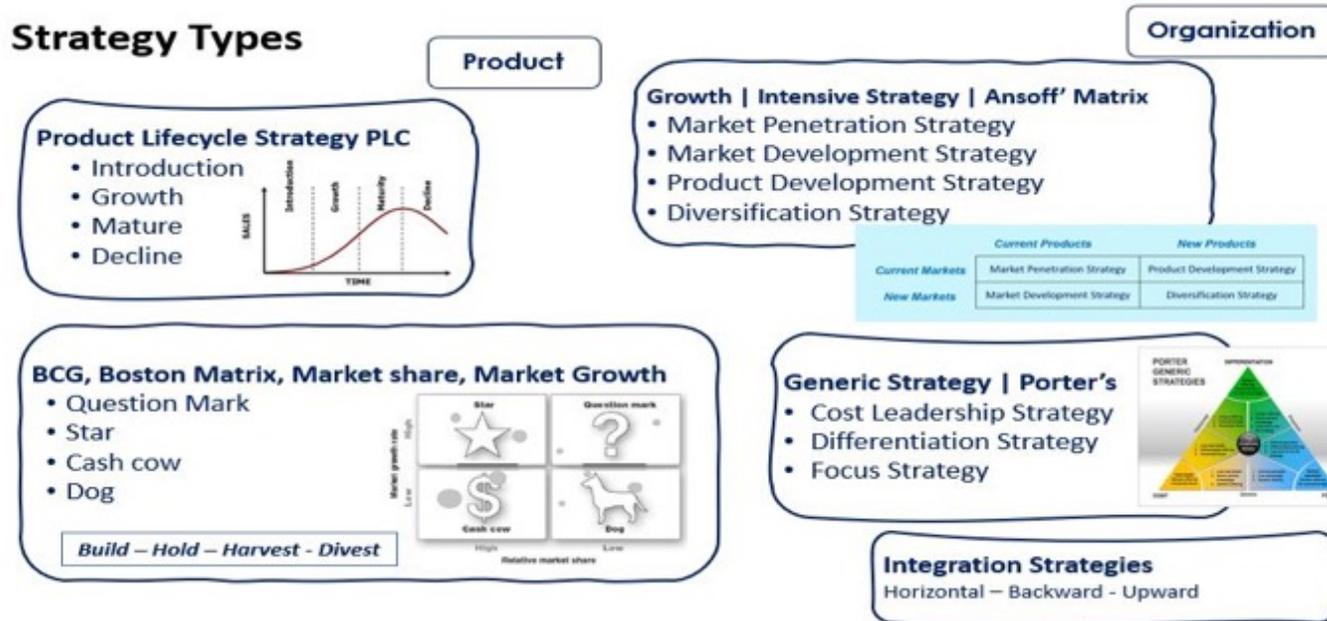


- Limited Resources
- Data Availability (or Ambiguity)
- Target Customers (Physicians, Ph. Patients, etc.)
- Competition
- Make Choices, Focus & Prioritize
- Company Vision
- Metrix of Success (KPI)



Turn Strategy into → Tactics

Strategy Types



- Segmentation
- Targeting
- Positioning
- Differentiation

Tactics

- Marketing Mix
- **4Ps**: Product, Price, Promotion, Distribution, Sales Force & Budgeting

- **Plans, Priorities, Steps**
- **Tasks & Responsibilities**
- **Numbers**
- **Phases**



Tactics

Marketing Mix | 4Ps | 7Ps



Tactical Plan Outputs



Specialties & Product Mix | Tactical Plan Outputs



Specialty	No.	1 st Priority	2 nd Priority	3 rd Priority
I.M	30 Clinics	Product X	Product Y	Product Z
G.P	15 Clinics	Y	Z	X
Ortho.	15	Z	X	Y
Surg.	10	X	Y	Z
E.N.T	5	Y	Z	X
Uro.	5	Z	X	Y
Derma.	10	X	Y	Z
Dent.	5	Y	Z	X
Total	90 Clinics			

Category	Visit Per Month
Class A	3 – 4
Class B	2
Class C	1

Daily Work	Visit Per Month
A.M	2 Hosp.
P.M	10 – 12 Visits

- Sales visits & Double visits
- Take into consideration the special product message per each specialty



Guide Factors:

- Value of each clinic per each product
- IMS Data | Rx
- Strategic products & Priority
- Sales History
- Competitors Behavior
- Seasonality
- Launch
- Sales Situation
- Market Research

Specialty	No.	1 st Priority	2 nd Priority	3 rd Priority
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E.N.T	5	Y	Z	X
Uro.	5	Z	X	Y
Derma.	10	X	Y	Z
Dent.	5	Y	Z	X
Total	90			



Tactical Plan Outputs

Product	A	B	C	D
Wt.	****	***	***	**

Atomical Therapeutic Class 4	Product	DOC SPEC	Q2 2019 Proj. RX	Q3 2019 Proj. RX	Q4 2019 Proj. RX	Q1 2020 Proj. RX	Q2 2020 Proj. RX	Q3 2020 Proj. RX	Q4 2020 Proj. RX	Q1 2021 Proj. RX	Q2 2021 Proj. RX	Q3 2021 Proj. RX	Q4 2021 Proj. RX	Q1 2022 Proj. RX
30 ANTI-EPILEPTICS	CONVENTIN	CARD.	1,414	3,042	5,353	4,770	2,757		955	1,741	1,659	2,728	2,159	4,011
30 ANTI-EPILEPTICS	CONVENTIN	DENTIST												3,604
30 ANTI-EPILEPTICS	CONVENTIN	DERM.	8,060	5,095	4,128	4,970	5,498	5,916	7,785	11,318	6,584	5,428	2,229	8,565
30 ANTI-EPILEPTICS	CONVENTIN	ENDO/DIABET	1,737	1,129	1,448	810	977	2,119	2,092	312	2,655	744	1,331	1,540
30 ANTI-EPILEPTICS	CONVENTIN	G.P.	7,794	10,981	3,180	13,451	9,814	9,994	17,435	14,404	16,474	14,090	4,370	7,805
30 ANTI-EPILEPTICS	CONVENTIN	IM	1,949	3,897	14,013	34,422	28,359	68,771	15,836	19,555	21,040	14,192	9,066	19,114
30 ANTI-EPILEPTICS	CONVENTIN	NEURO/PSYCH	1,499	3,429	6,561	6,723	6,073	8,486	5,485	9,093	4,324	6,039	6,422	9,367
30 ANTI-EPILEPTICS	CONVENTIN	ORTHO.	5,335	48,434	73,967	73,916	73,471	89,024	78,203	95,190	77,740	71,370	61,590	57,034
30 ANTI-EPILEPTICS	CONVENTIN	OTORH.	1,936	693	693	693		1,035	931	2,856	1,626	811		872
30 ANTI-EPILEPTICS	CONVENTIN	PULM			652		1,778			926		964	1,140	1,220
30 ANTI-EPILEPTICS	CONVENTIN	SURG.						2,129		2,129	2,129		2,242	
30 ANTI-EPILEPTICS	CONVENTIN	URO.											3,565	1,018

Pedia	Dent
**	*

Pedia	Dent
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A	Priority 1	Priority 2	Priority 1	Priority 3	Priority 1	Priority 2
Product B	Priority 2	Priority 1	Priority 3	Priority 2	Priority 2	X
Product C	X	Priority 3	X	Priority 1	Priority 3	Priority 2
Product D	Priority 3	X	Priority 2	X	Priority 3	X



Product Message | Main Indications | Against Competition

	Main Message	Message Against The Main Competitor	Target Segments	Main Indications
Product A			Ortho - Pedia – Pharmacist OTC	
Product B				
Product C				

- Put into consideration the main clinical trials to use & provide an appropriate training for your sales force team



Samples Distribution | Tactical Plan Outputs



	Product A	Product B	Product C
Total Units	25.000 Units	8.000	25.000 Units
Average Samples per Month Per Rep	40 Units	10	40

Notes:

- Seasonality Concern
- Conferences & A.V Actions
- Special samples requests



Tools Planning | Per Product

	Jan.	Feb.	March.	Apr.	May	June	July	Aug.
Brochure									
Flayer									
Block Notes									
Desk Paper Holder									
Poster									

	Jan.	Feb.	March.	Apr.	May	June	July	Aug.
Pen									
Calendar									
Giveaways Gift - Orth									
Gift – Pedia									
.....									

- N.B: Tablet | Binder
- Budget Consideration & Cost



Events & Conferences Scheduling | Tactical Plan Outputs

	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.
A.V Actions									
RTD									
Stand-Alone									
Symposium									
Launch Party									
Conference Participation									

- Determine your Objectives
- Budget, Actual Cost & Reasons of Deviation
- Target Audience
- Determine Minimum & Maximum Events per Region
- Control Method & Evaluation

Agencies & Associations

- CCG
- ICC
- YG Center
- Universities
- EOA - جمعية جراحة العظام



Training Programs | Sales Force Team

**Tactical Plan
Outputs**

Training Topic	Target Audience	Date
Medical Background	All	Q1 & Q3
Selling Skills	Med. Reps	Q2 & Q4
New Product Launch	All	Upon Availability
Presentation Skills	Managerial Level	Q1
Communication Skills	Managerial Level	Q3
New D.M Training	DM	Q1

- MRs Level & Managerial DMs Level
- Internal Training & External
- Office training, Zoom meeting, Regions training



Great companies put people first, then people will
drive the Company Growth, Profit and Great
Reputation



Social Media Plan | Commercial Ads.

Content & Ads.



Month	Week	Content			Frequency	Budget	Evaluation	Notes
		Video	Article	Photo				
Jan.	W1							
	W2							
	W3							
	W4							
Feb.	W1							
	W2							
	W3							
	W4							



New Project Implementation & Impact Evaluation' Tools

(e.g. Launch, Ads Campaign, OTC Campaign)

New Project Implementation Plan (Example) | **Tactical Plan Outputs**

Objective	Date Duration	Drivers	Potential Barriers	Actions	Key Message	Selected Channel	Milestone Including Timing
Successful New Product Launch (Cough Syrup)	Q1 2024	<ul style="list-style-type: none"> • New Concept and new MOA • Pedia prefer good taste to avoid complaining about unacceptable taste of current cough products 	New component, Availability & Relative High Price	Seeding Plan & Awareness of the new component (F2F & Meetings)	No more worries regarding Cough !	<ul style="list-style-type: none"> • F2F Calls for top Pedia & pharmacies • New Drop Card customized to highlighting the benefit of good taste • web based meeting, Engaging a KOL pharmacist 	<ul style="list-style-type: none"> • Reps training on new Product (Oct. 2023) • Teasing phase (Nov.) • Seeding (End of Nov.) • Launch Parties (Dec..) • Symposium (Jan.)

(e.g. Launch, Ads Campaign, OTC Campaign)

Target Customers | New Behavioral Objectives



Target Customers	Current Perception	Desired New Perception Behavior	Rational	Drivers	Barriers	Best Channel of Communication	Evaluation
Pharmacists							
GP							
IM							
Ortho							
Pedia							
Dent							
Gyn							

Impact Metrics | Tactical Plan Outputs



Financial Metrics	<ul style="list-style-type: none">- Sales- Market Share- Growth	<ul style="list-style-type: none">- Sales Report- IMS Data	Responsibility <ul style="list-style-type: none">- Sales Management- Marketing Dept.- R & D- Logistics
Behavioral Metrics	<ul style="list-style-type: none">- Customer Awareness & New Behavior- Customer Perception	<ul style="list-style-type: none">- Market Research (Survey)- No. of Customers changing behavior	
Implementation Metrics	<ul style="list-style-type: none">- No. of calls- No. of Symposium- No. of attendees	<ul style="list-style-type: none">- Call Report- Tracking system (CRM)	

Archive Part

(e.g. Product Key Points)

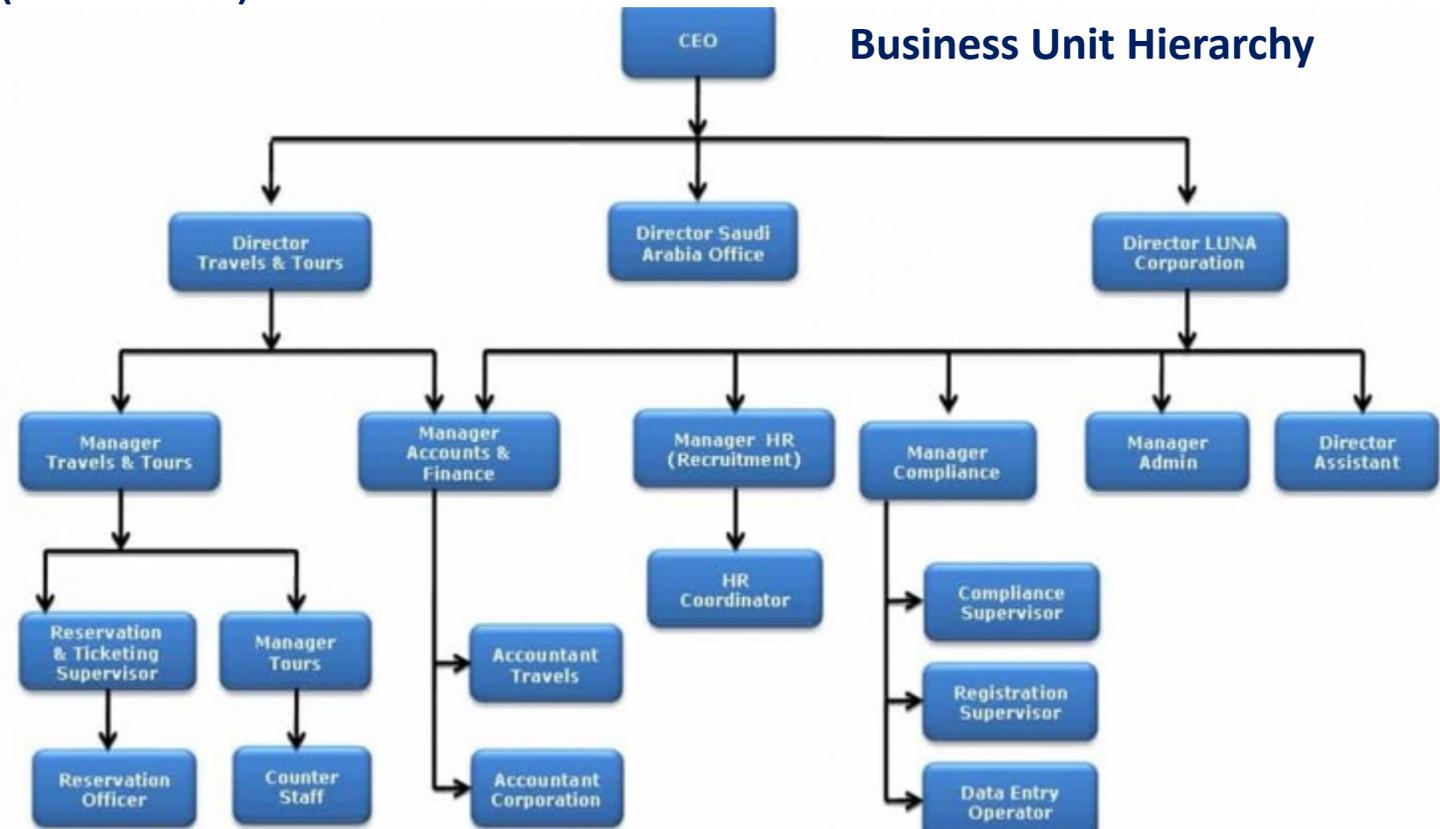
Promotional Materials – Samples



N.B: Choosing the appropriate advertng agency is so important factor

Sales Force Team - Structure

- Current Med Rep No.: 40 (Optimum: should be 48)
- Current District Managers No.: 8 - (Vacant 1)
- Regional Manager (4)
- Line Manager: 1



Annual Target



Product A	Unit	XXX
	Value	YYY
Product B	Unit	XXX
	Value	YYY
Product C	Unit	XXX
	Value	YYY
Product D	Unit	XXX
	Value	YYY
Total	Value	YYY

Phasing of Product Target

	Q1			Q2			Q3			Q4		
	Jan.	Feb.	March	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Product A	23%			25%			25%			27%		
	7.5	7.5	8	8	8	9	8	8	9	9	9	9
Product B	23%			26%			25%			26%		
	7	8	8	9	8.5	8.5	8	8	9	8	9	9
Product C	22%			27%			27%			24%		
	7	7	8	9	9	9	9	9	9	8	8	8
Product D	18%			23%			29%			30%		
	6	6	6	7	8	8	9	10	10	10	10	10

Consider Launch Products & Seasonality

Budget | Estimation | Tactical Plan Outputs

Business Unit Line	Product A	Product B	Product C	Product D	Total
Item	Budget	Budget	Budget	Budget	Budget
Printed materials	XXXX	XXXX	XXXX	XXXX	XXXX
Gimmicks	XXXX	XXXX	XXXX	XXXX	XXXX
K.O.L gifts	XXXX	XXXX	XXXX	XXXX	XXXX
K.O.L Immanent Project	XXXX	XXXX	XXXX	XXXX	XXXX
Conferences (Work Shops)	XXXX	XXXX	XXXX	XXXX	XXXX
Symposium & Day-use	XXXX	XXXX	XXXX	XXXX	XXXX
A.V action & RTD	XXXX	XXXX	XXXX	XXXX	XXXX
Field service	XXXX	XXXX	XXXX	XXXX	XXXX
Digital campaign	XXXX	XXXX	XXXX	XXXX	XXXX
PR	XXXX	XXXX	XXXX	XXXX	XXXX
Total	XXXX	XXXX	XXXX	XXXX	5.000.000
% of Forecast Sales Volume	6.5%	7.00%	8%	5.5%	7%

Tips

Field Working | Where should your Efforts to Be !

IMS Regions



Cairo - Giza	Alex - Delta	Upper	Canal
Cairo 18%	Alex 8.5%	Minya 4.5%	Port Said & N.S 1.5%
Giza 9.5%	Dakahlia 7.5%	Sohag 4.5%	Suez & W.S 1%
	Behira 6%	Assuit 4%	Ismalia 1.5%
	Gharbia 5.5%	Qena Luxor Hurghada 5%	
	Sharkia 5.5%	Fayoum 2.5%	
	Minufia 4.5%	Bani Swef 2.5%	
	Qalubia 3%	Aswan 1.5%	
	Kafr Shiekh 2.5%		
	Damitta 2%		
27.5%	44.5%	24%	4%

Situational Interventional Actions

Regular Evaluation Each Quarter

When to consider change or special intervention

- ▶ Rupture stock
- ▶ Product Launch, or Re-launch
- ▶ Plan B (In case of plan A failure, or dramatic disaster)
- ▶ New Policy, or new regulations
- ▶ Abrupt Seasonal demand (Summer or winter products)



• **N.B: your contribution in setting your team “incentive scheme” is so valuable**



According to Company Structure & Culture



▶ Controllable Tactical Factors

- ▶ Tools (Quantity & Timing) for sales Force team
- ▶ Product Message & Target Segments
- ▶ Promotional Activity (RTD, AV Actions, Stand-alone, Symposiums)
- ▶ Material Design
- ▶ Training Topics

▶ Semi-controllable | Uncontrollable:

- ▶ Pricing Policy
- ▶ Product features
- ▶ Sales force team management
- ▶ Distribution Policy
- ▶ “Budgeting”

Leaders	Challengers
Nichers	Followers



Product Manager' Insight



Line 3

		2022	2023	GR%	2024 Target	GR%	2024 YTD Oct	LE Nov-Dec	2024 Landing	Ach%	GR% / 2023 Ach	Target 2025 Next-Year
Product A	Unit	2,747,000	3,358,000	25%	5,300,000	58%	3,016,000	1,000,000	4,016,000	76%	20%	5,000,000
	Value	31,977,000	39,000,000	22%	61,692,000	58%	35,112,000	11,640,000	46,752,000	76%	20%	64,000,000
Product B	Unit	81,000	74,000	-9%	250,000	236%	88,000	24,000	112,000	45%	52%	200,000
	Value	829,000	753,000	-9%	2,532,500	236%	900,000	243,000	1,143,000	45%	52%	2,000,000
Product C	Unit		8,000	#DIV/0!	130,000	1398%	18,000	6,000	24,000	19%	177%	70,000
	Value	0	231,000	#DIV/0!	3,471,000	1398%	482,000	160,000	642,000	19%	177%	1,800,000
Total	Value	32,800,000	40,000,000	22%	67,000,000	69%	36,000,000	12,000,000	60,000,000	72%	21%	77,000,000





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قناة اليوتيوب | **YouTube Channel** | د. محمد فتحى ابراهيم

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Thank You



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