

#110th Marketing Club 18th Riyadh

72nd Business Club

FMP

**Fast Moving Pharma
Marketing**

Tuesday 3-10-2023

10 PM EGY 10 PM KSA 11 PM UAE

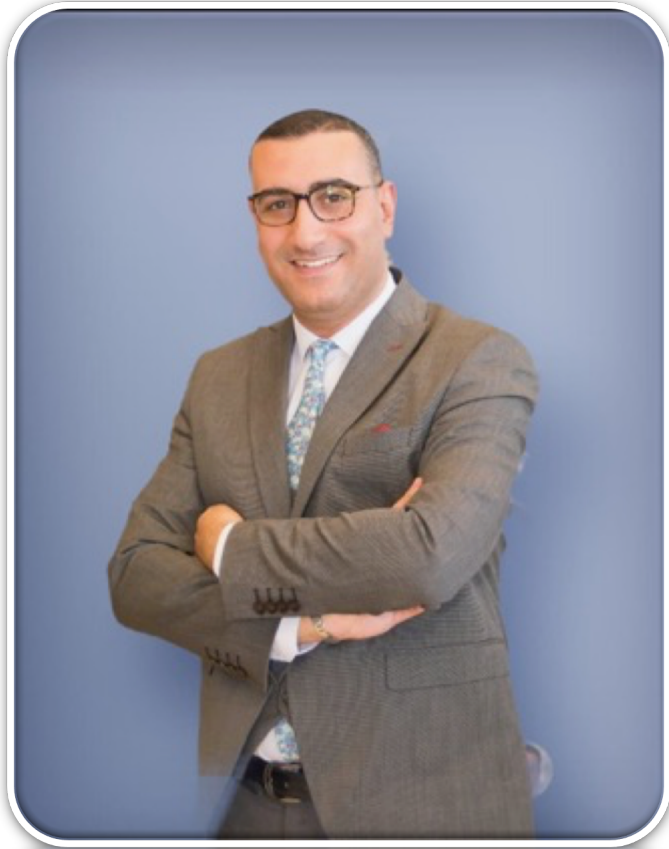
FOUNDER & HOST

Dr. Mahmoud Bahgat



INSTRUCTOR

**Dr. Saber Helal
Marketing Manager**



✓ **Saber Helal**

- ✓ Regional marketing and CRM manager at Andalusia Healthcare group.
- ✓ Regional Business Manager for 8 Countries at Morecare International - Nutrigenomix project (12/2018- till now).
- ✓ Group product manager at Dulex Lab Nutrition sports unit (FMCG market) from (9/2017- Till now).
- ✓ Worked as product manager for Dulex Lab Nutrition Sports Line (FMCG market) From (5/2017 till 9/2017).
- ✓ Worked as product manager for Dulex Lab Nutraceutical Line from (5-2015 till 5/2016).
- ✓ Worked for GSK Company Primary care unit then Product specialist for CVS unit from (1-2010 till 5-2015).

Email Address: helalsaber4@gmail.com

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**Fast Moving
Pharma**

**New Vision..
Take Decision**

Saber Helal

Agenda:

- **Pharma industry analysis.**
- **Pharma Landscape 2020.**
- **Pharma changes.**
- **Changing Pharma business model.**
- **Prescription for success.**





**“Business has only
two basic functions
marketing and
innovation”
- Peter Drucker**





Pharma Industry analysis

Value Disciplines for Company Competitive Positioning



Treacy and Wiersema -

Value Disciplines **model** identifies three value disciplines

Market leaders choose to excel in delivering extraordinary levels of one particular value while maintaining a threshold standard on other dimensions of value

Silverline: Align your business model to the real reason customers buy from you, rather than somebody else. (Value Proposition)

● = Threshold Value

○ = Leadership Value

Product Leadership

(Best Product)

Value Proposition:

"Our product is uniquely better"

Leading products, markets, and techniques.

- Focus on innovation, invention, product development and speedy process



Operational Excellence

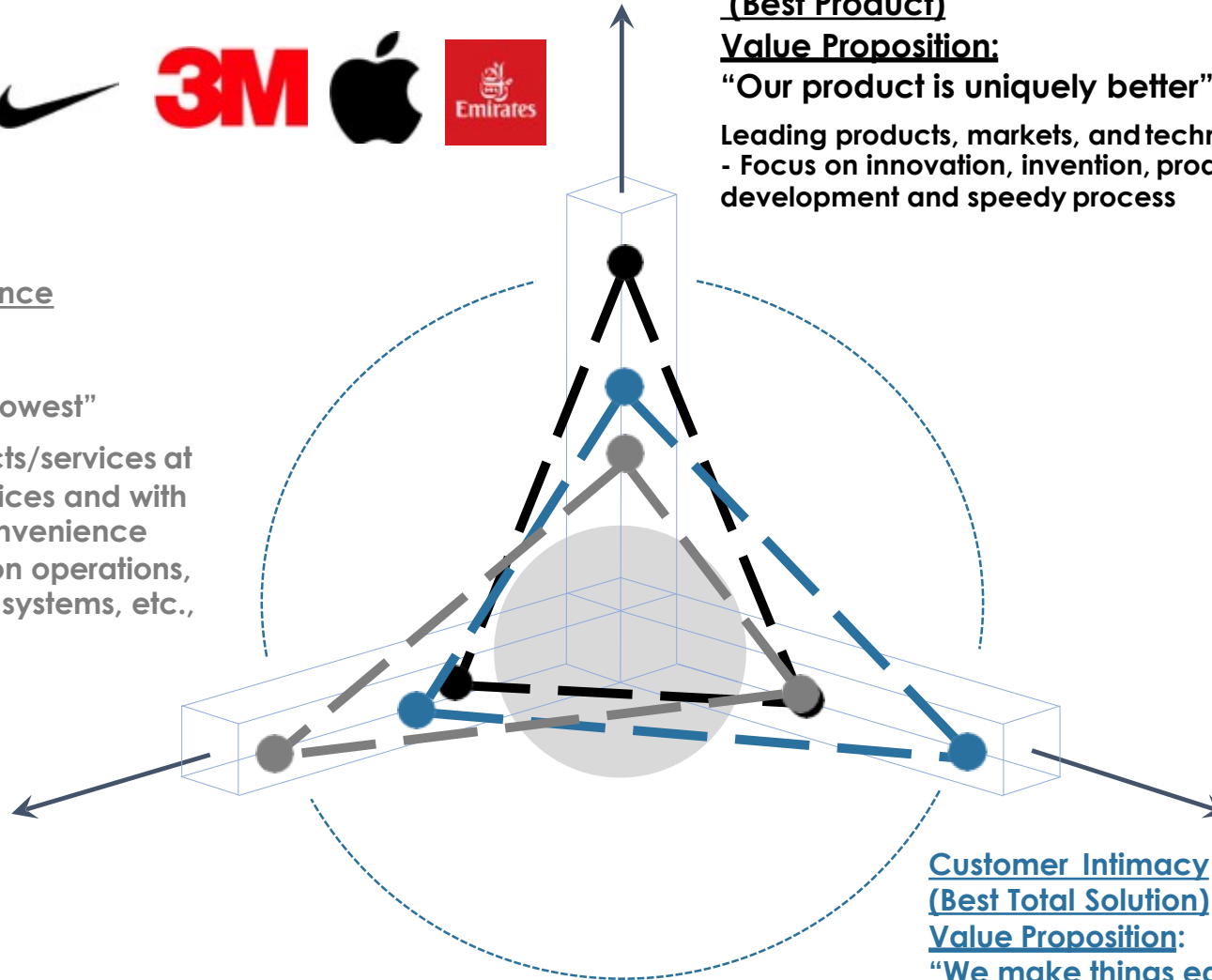
(Best Total Cost)

Value Proposition:

"Our Prices are the lowest"

Reliable products/services at competitive prices and with minimum inconvenience

- Focused on operations, optimized process, systems, etc.,



Customer Intimacy

(Best Total Solution)

Value Proposition:

"We make things easier/better for you"

Strong customer focus.. Builds bonds with customers, customize the best overall solution - customer relationship,



Core DNA for company positioning

Who are you as a company? Why do you matter for the customer?

Core DNA and the corresponding Genotypes offer an opportunity to narrow positioning choices while at the same time ensuring that the company position is aligned with its identity



Mothers

Customer Oriented Companies:
motivated by customer needs and relationships

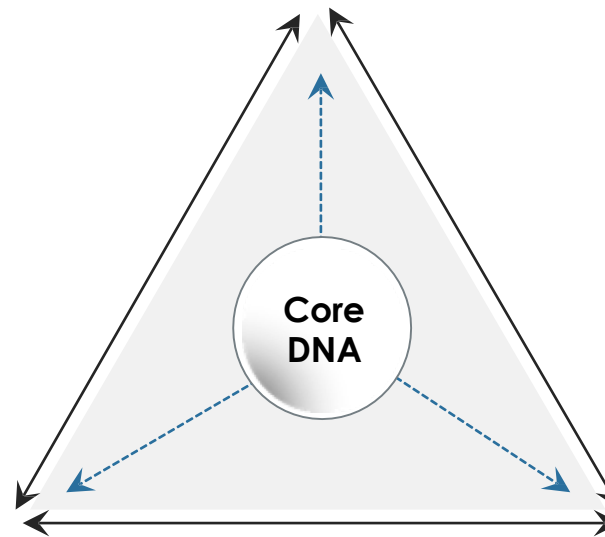
- Measure success by **NPS, satisfaction, loyalty and retention** (not sales alone)
- Focus on **customer service**

Mechanics

Product Oriented Companies:

are determined to **build best products** and services before competition (always redefining "Better")

- **Measure success by Market share, category leadership, maintaining dominance**
- Focus on **Product Development**



Missionaries

Concept Oriented Companies:

dedicated to delivering life-changing innovation, creating vision and revolutionary ideas

- Measure success by achieving thought leadership and cult-like followership
- Focus on **Ideas, Innovation and changing customer behavior**



Core DNA for company positioning - Genotypes

Who are you as a company? Why do you matter for the customer?

Core DNA and the corresponding Genotypes offer an opportunity to narrow positioning choices while at the same time ensuring that the company position is aligned with its identity



Mothers

Customer Oriented Companies - Strategies:

- a) **Customer experience:** focus on customer service and delight; Walt Disney, Zappos, Marriott, Facebook



- b) **Specific Customer Segments:** focus on appealing to a particular customer: Ferrari, Maserati



Mechanics

Product Oriented Companies - Strategies:

- a) **Product Value** – what you get for your money (more for less) – McDonalds, Walmart



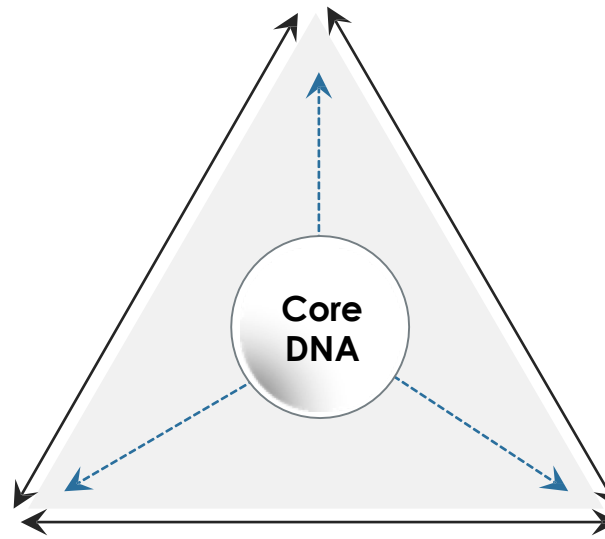
- b) **Product Features:** Feature oriented – incremental enhancements; Samsung, LG, Microsoft, Intel, Oracle (all geared towards new update, new feature)



Missionaries

Concept Oriented Companies - Strategies:

- a) **Next Big Thing** – (very often startups) – Google, Starbucks (third place), FedEx, Apple, Alphabet (formerly Google), Tesla, Uber
- b) **Cult Personality leader;** Howard Shultz (Starbucks), Steve Jobs (Apple – cult around the product), Virgin





Product

1- R&D driven products.
2- R&D not linked with Marketing.

3- Traditional without Innovation.

4- Mass - market (Blockbuster) Strategy

5- Generics products domain market

6- Fixed package.

7- Portfolio Products without service.

Price

1- Fixed price.
2- Payment based on Prescriptions.

3- What is the market bear & rebates and discounting

Place

1- Traditional channels.

(Pharmacists – Distribution companies – Warehouses)

Promotion

1-Face to Face detailing (85%).
2- Free Medical Sample.
3- Conferences.

4- CME (Stand alone meeting).
5- Gifts , Literature.
6- Online testing water.
7- Mobile APPS. Slow adoption.



Table 1: Big Pharma has been slashing its workforce

Company	Announced Job Cuts
Pfizer	10,000
AstraZeneca	7,600
Merck & Co.	7,200
Bayer	6,000
Schering-Plough	5,500
Johnson & Johnson	5,000
GlaxoSmithKline	5,000
Amgen	2,600
Novartis	2,500
Wyeth	1,200
sanofi-aventis	700
Total	53,300

Source: PricewaterhouseCoopers



Medical Representative Efficiency:



Activities that employ personal selling to promote drugs to physicians according to the following criteria:

- 1– Activity concerning physicians.**
- 2– Frequency of medical representatives visits.**
- 3– Characteristics of provided information.**
- 4– Physicians' trust in provided information.**
- 5– Spending of pharmaceutical companies.**
- 6– Promotion means.**



Pharmaceutical companies which are most actively employing medical representatives activity to work with physicians for promoting their drugs:

Rank	Company Name	Percentage of respondents who called on this firm, %
1	EIPICO	46.4
2	Pharco	25.4
3	Amoun	22.1
4	GlaxoSmithKline	21.7
5	Novartis	18.4
6	Medical Union Pharma	10.4
7	SEDICO	9
8	Eva	8.9
9	Pfizer	8.2
10	Egyphar	7.4
11	Delta	7.2
12	Sanofi Aventis	6.4
13	Abbott	5.9
14	Top-z	5.4
15	Sandoz	4.6
16	Global NAPI	4.5
17	Al Ameria	4.4
18	Multiapex	3.5
19	Adwia	3.2
20	Sigma	3
21	Andalous	2.1
22-23	CID	2.1
22-23	M.S.D	1.9
24-25	Hikma	1.3
24-25	Nile	1.3
26	Servier	1.1
27-30	Minapharm	1
27-30	AstraZeneca	1
27-30	Minapharm	1
27-30	Merck Serono	1
31	MEPACO	0.7

Total number of visits of medical representatives to physicians

Number of visits per month	Percentage of physicians who answered positively %
Less 1	0.6
1-2	3.6
3-5	7
6-10	17.2
More than 10	71.6

Name of pharmaceutical companies which visits of medical representative were most remembered by physicians:

Rank	Company Name	Percentage of respondents who mentioned this pharmaceutical company, %
1	EIPICO	57.9
2	G.S.K	5.8
3	PHARCO	5.1
4	NOVARTIS	4.4
5	AMOUN	4.2
6	PFIZER	2.2
7-8	EVA PHARMA	2
7-8	MEDICAL.UNION.	2
9	TOP Z Pharma	1.9
10	SANOFI AVENTIS	1.6
11	SEDICO	1.4
12	DELTA	1.2
13-15	Abbott	0.9
13-15	Multiplex	0.9
13-15	EGYPHAR	0.9
16	SANDOZ	0.8
17-18	AL America	0.6
17-18	M.S.D	0.6



Spending of pharmaceutical companies on a physician per year (according to physicians opinion)	
Sum in \$	Percentage of respondents who chose this answer %
0	25.5
Less than 10	10.2
10–20	10.9
20–100	16.2
100–500	20.5
500–1000	9
More than 1000	7.7

Promotion Means	Percent%
1- Distribution of specialized literature	21.6%
2- Low valuable gift	30.5%
3- Invitations to parties organized by pharmaceutical companies	7.7%
4- Offering free medicines for charity Events.	32.2%
5- Financial incentives, gifts and souvenirs	31.5%
6- Financial participation in organizing trips to symposia, workshops and congresses	56.8%
7- Sponsorship of scientific papers	18.6%
8- Helping by technical equipment in consulting offices	18.2%
9- providing free sample drugs	88.7%

The relation of physicians to drug advertising	
The Relation of physicians	Percent %
Negative.	14.4
Positive in case of advertising of non-prescribed drugs.	34.5
Positive in case of advertising of non-prescribed drugs and prescribed drugs in specialized editions and tools for health workers.	48.1





Pharma Digital analysis





Digitization



Conversion
(Data)

Digitalization



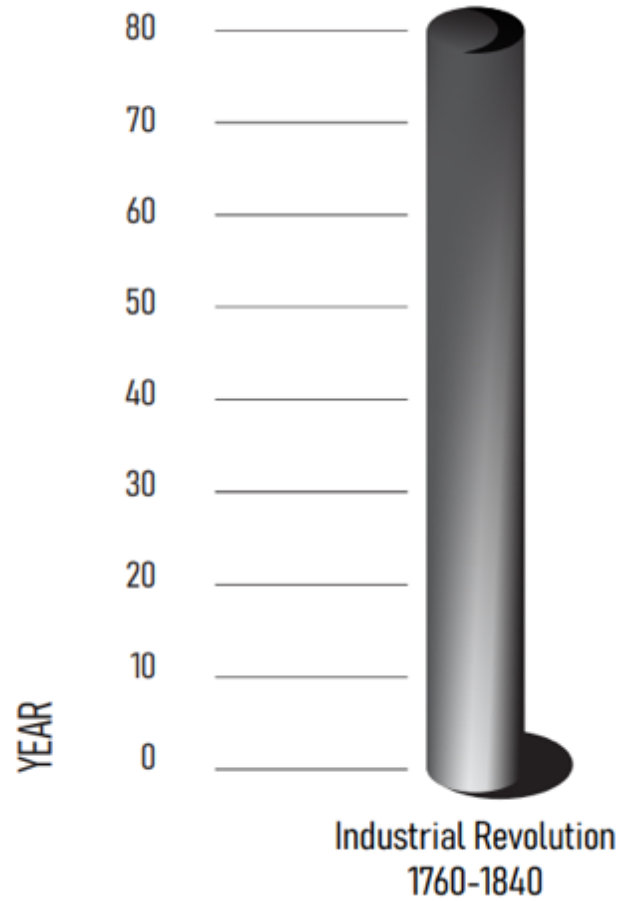
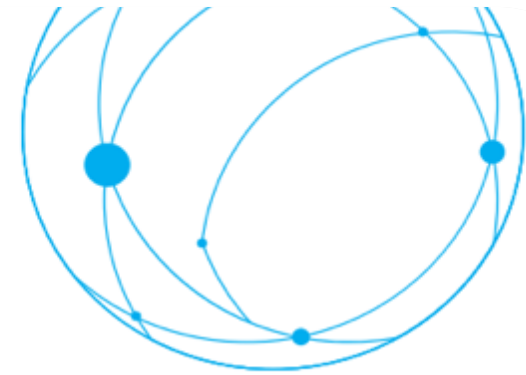
Adaptation
(Process)

Transformation

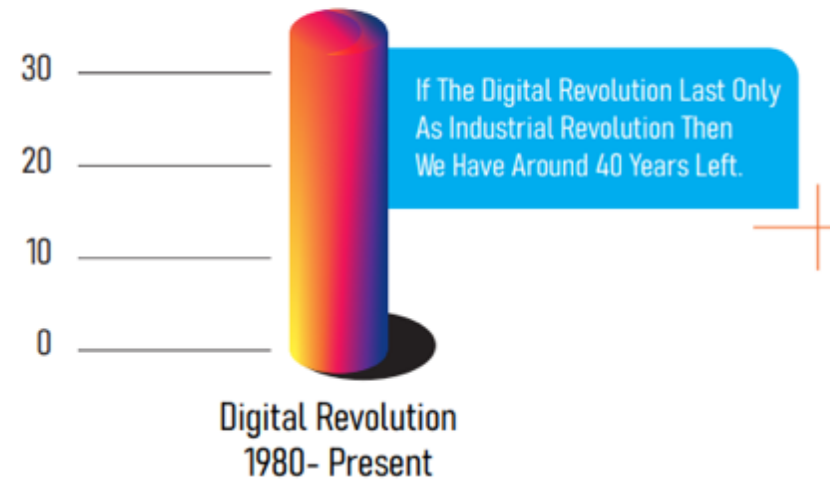


Creation
(Business)

The Digital Revolution



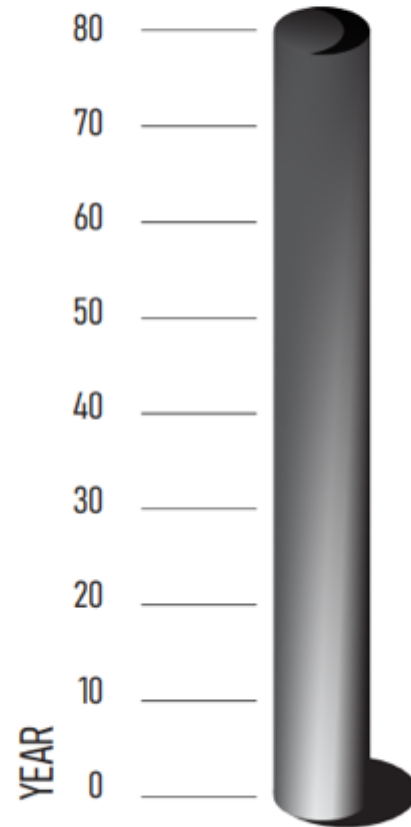
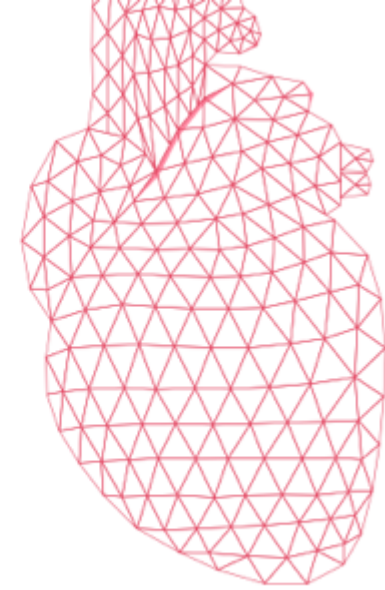
Industrial Revolution
1760-1840



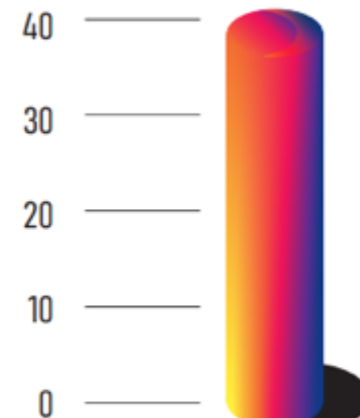
Digital Revolution
1980- Present



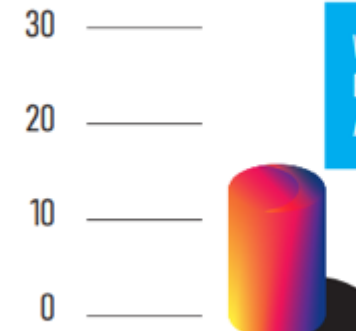
The Digital Revolution



Industrial Revolution
1760-1840



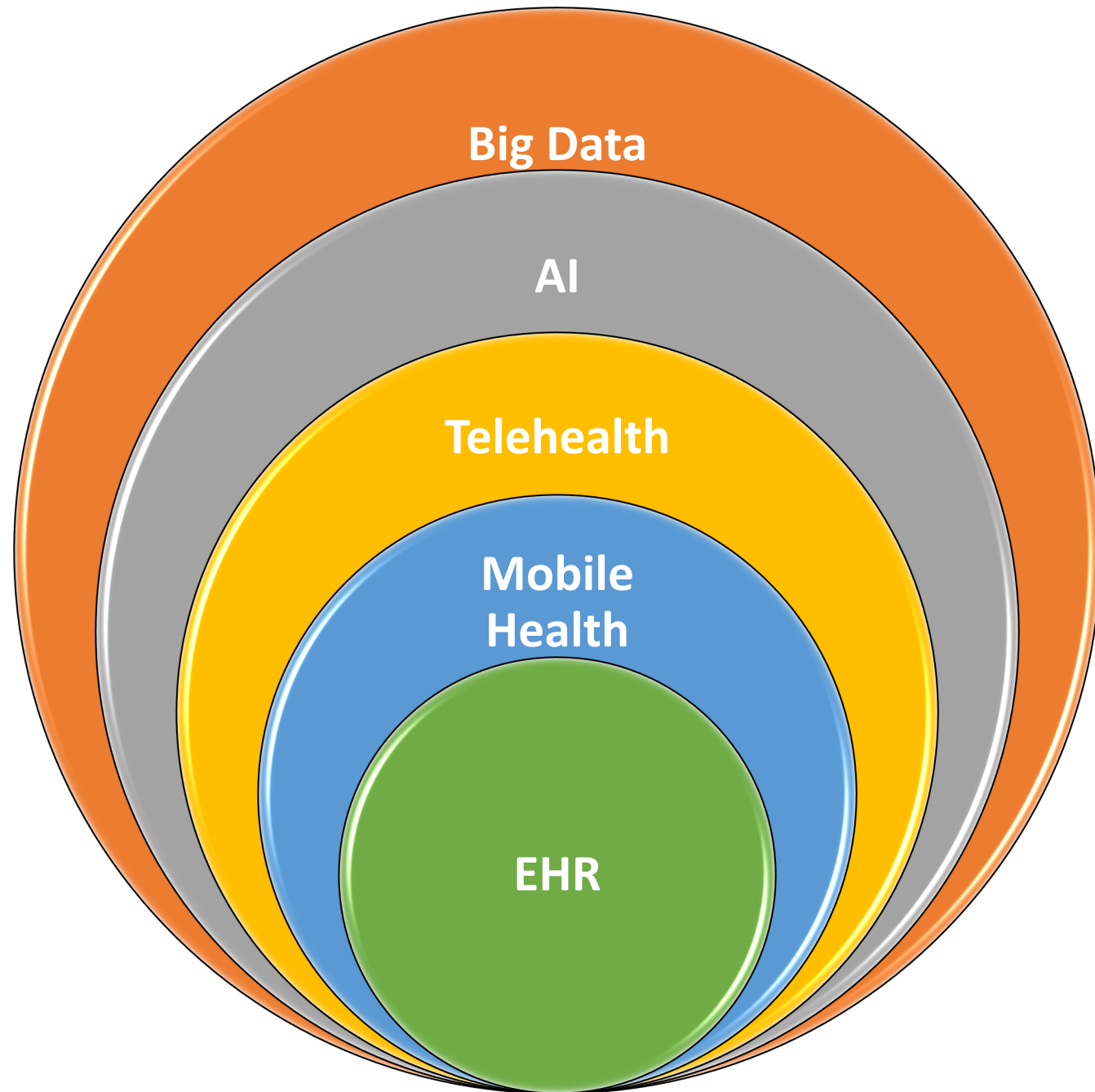
Digital Revolution
1980- Present



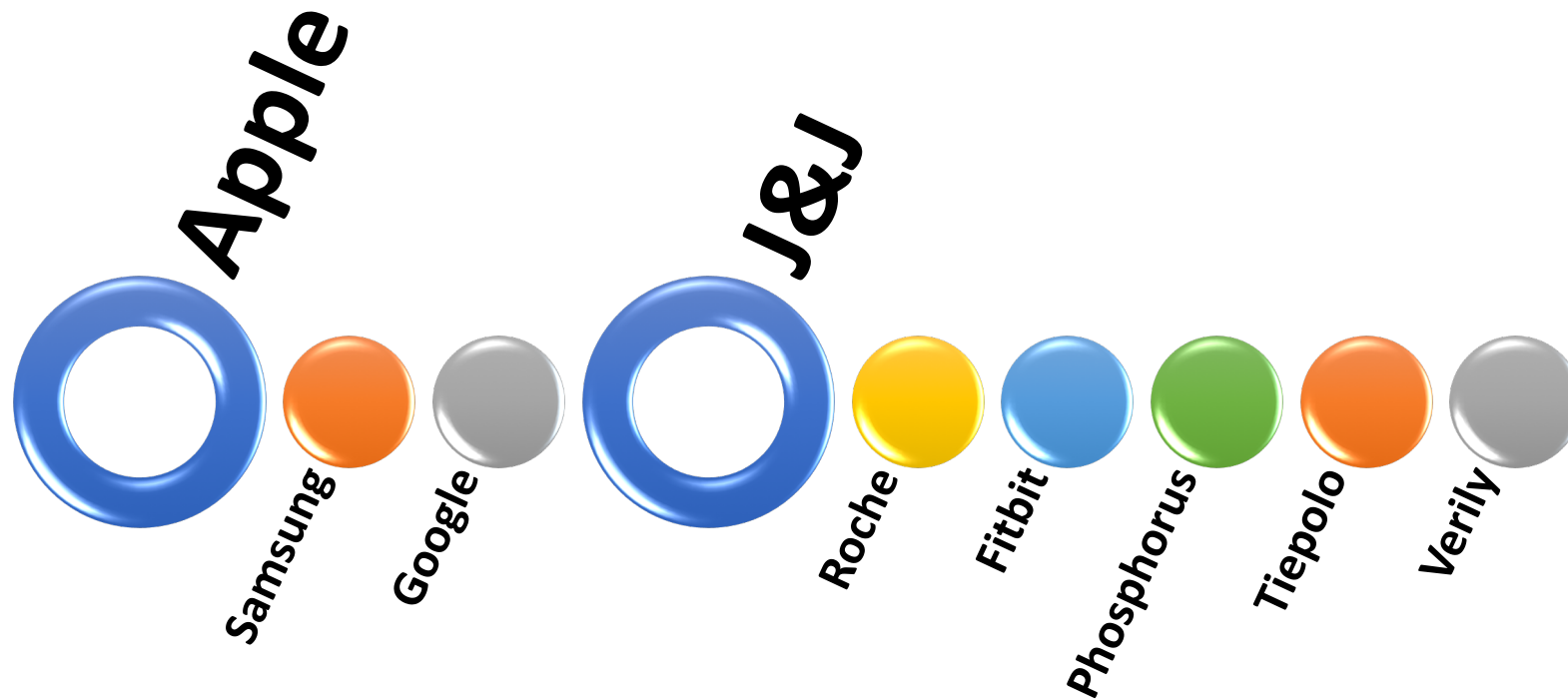
Digital Health Revolution
2008- Present

Which Mean The Digital Health Revolution Has Another 70 Of Advanced A Head.





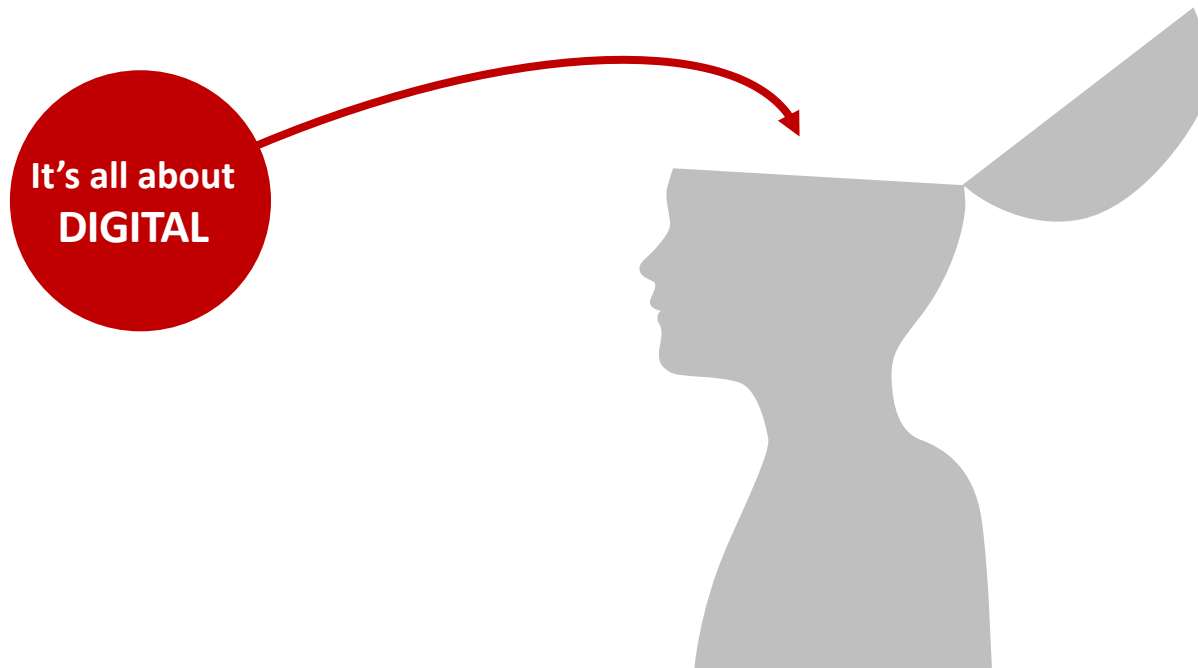
FDA Pre-Certification pilot:



"الوظيفة الأكثر طلبا في
الشركة هي البرمجة
فالاستثمار في التكنولوجيا
لم يعد رفاهية"
- دكتور رياض ارمانوس







IT'S NOT ALL ABOUT DIGITAL

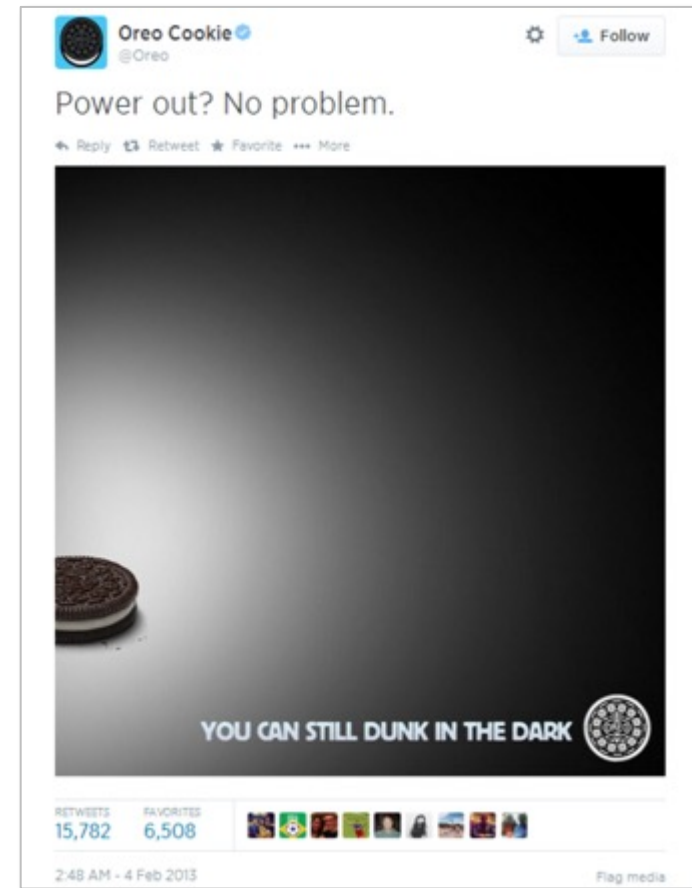
IT'S A TINY LITTLE TOOL



<https://www.youtube.com/watch?v=uiJqzdOr4Ok>



18 letters tweet



IT'S NOT ALL ABOUT DIGITAL

IT'S A TINY LITTLE TOOL

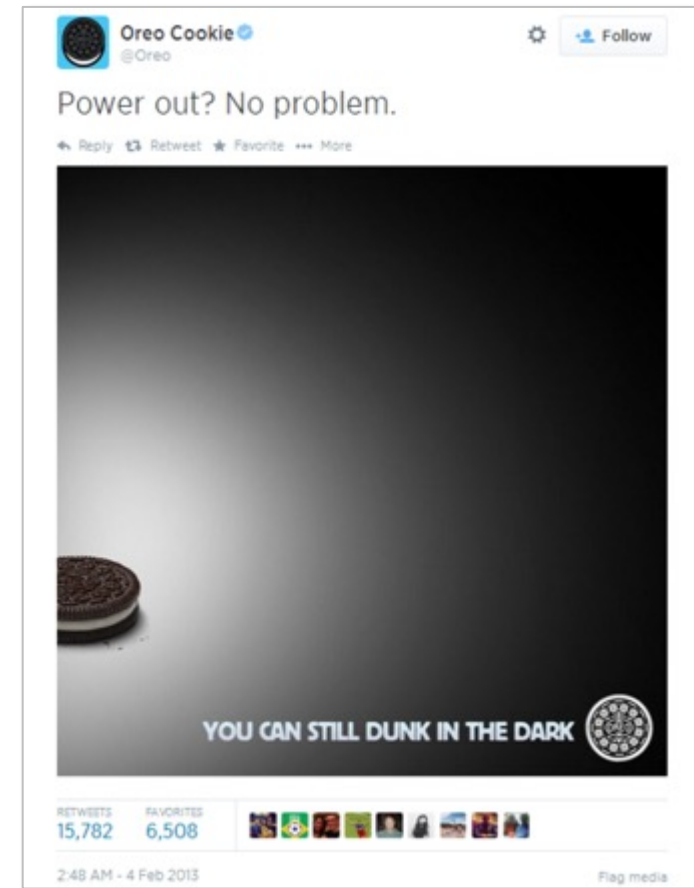


- 65K** Twitter followers at the time
- 2%** Click Through Rate – CTR
average 1.64% - Big brands with more than 10K followers = 0.45%
- 1.3K** Clicked
- 15K** Retweeted (amplification)
- 208** average American has 208 Followers
- 3M+** have seen it
- 2%** Click Through Rate – CTR
- 64K** Clicked
- 40M** Oreo customer base in the US

0.02% PENETRATION



18 letters tweet



IT'S NOT ALL ABOUT DIGITAL

IT'S A TINY LITTLE TOOL



108M watch the super bowl
47% see the ad

50M Viewers



Creative

Brand Specific

Beautiful

**Prime
Demand**

Brand magic

<https://www.youtube.com/watch?v=uiJqzdOr4Ok>



IT'S NOT ALL ABOUT DIGITAL

IT'S A TINY LITTLE TOOL



TRADITIONAL

DIGITAL

Egypt
35M monthly
active users
1M Twitter users

In the UK
Radio = 44% Digital
OOH= 55% Digital
Newspapers= 50%
Digital

**Social Media is good for
Human Communication**
94% of Social Media users in
the Middle East follow less
than **1** brand

Digital in the Pharma Industry

Digital Capabilities in business



Activate Windows
Go to Settings to activate Windows.

Press Esc to exit full screen

Digital in the Pharma Industry

Digital Capabilities in business



Factors affecting Presence of Pharmaceutical Company on social media:



Regulatory

Companies are starting to deal with the lack of regulatory transparency by publishing their own guidelines (e.g. Roche and AstraZeneca)

Technical

Pharmaceutical companies to automate 90% of their adverse event reporting and vastly reduce the amount of time spent on manual tasks relating to this important issue.

Internal

Companies must accept the differences of, and embrace the potential benefits of, social media channels. These channels must be integrated into the overall marketing and corporate communications strategy and be chosen to be part of an overall campaign if the tool fits the desired outcome.

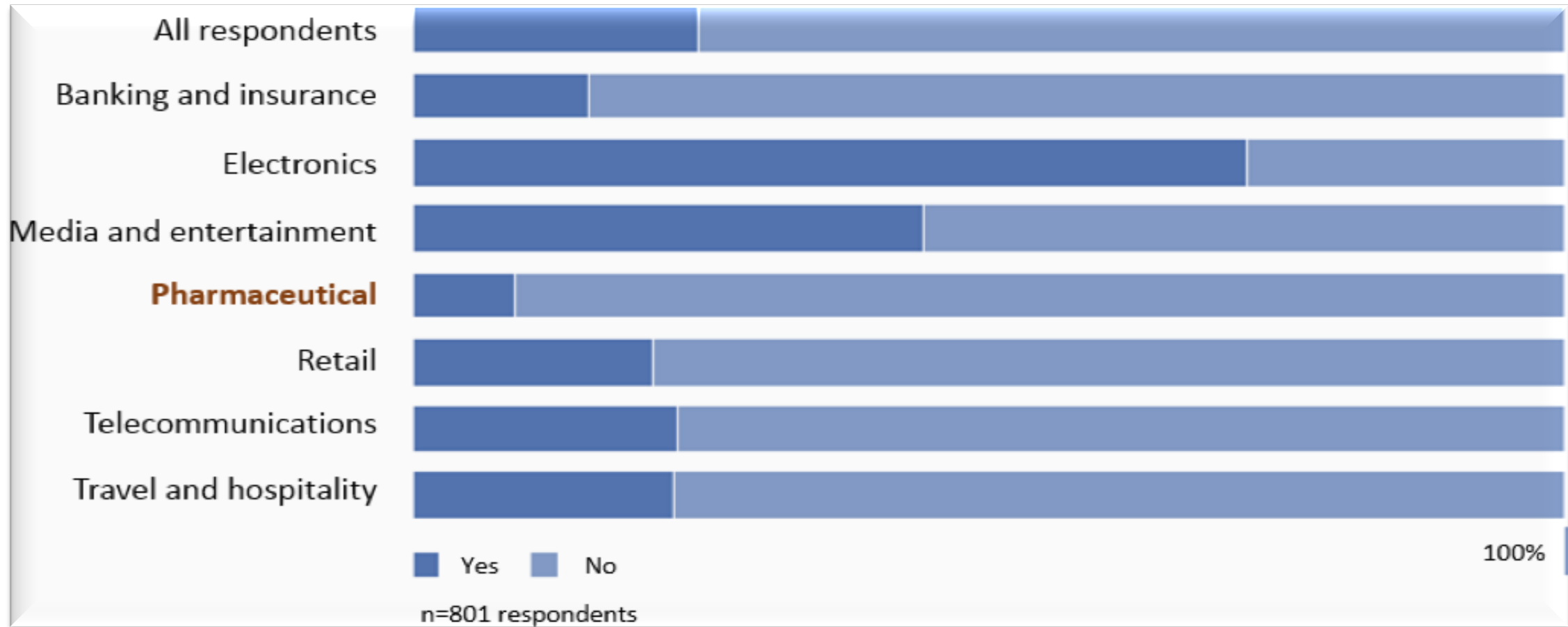
Factors affecting Presence of Pharmaceutical Company on social media:



The type of pharmaceutical company Portfolio.

The digital strategy that each pharmaceutical company puts in place for each social media platform.

The most relevant social media platforms that are the focus of analysis (Facebook, Twitter and YouTube).



- In a study titled “IBM Institute for Business Value Benchmarking Program - Sales and marketing Study” developed by IBM in the beginning of 2011, several sales and marketing managers (88 from pharmaceutical companies) were inquired.
- According to retrieved data , the pharmaceutical sector is far behind in terms of social media engagement when comparing to other industries.

Why Pharma Companies Essentially Need Digital Marketing?



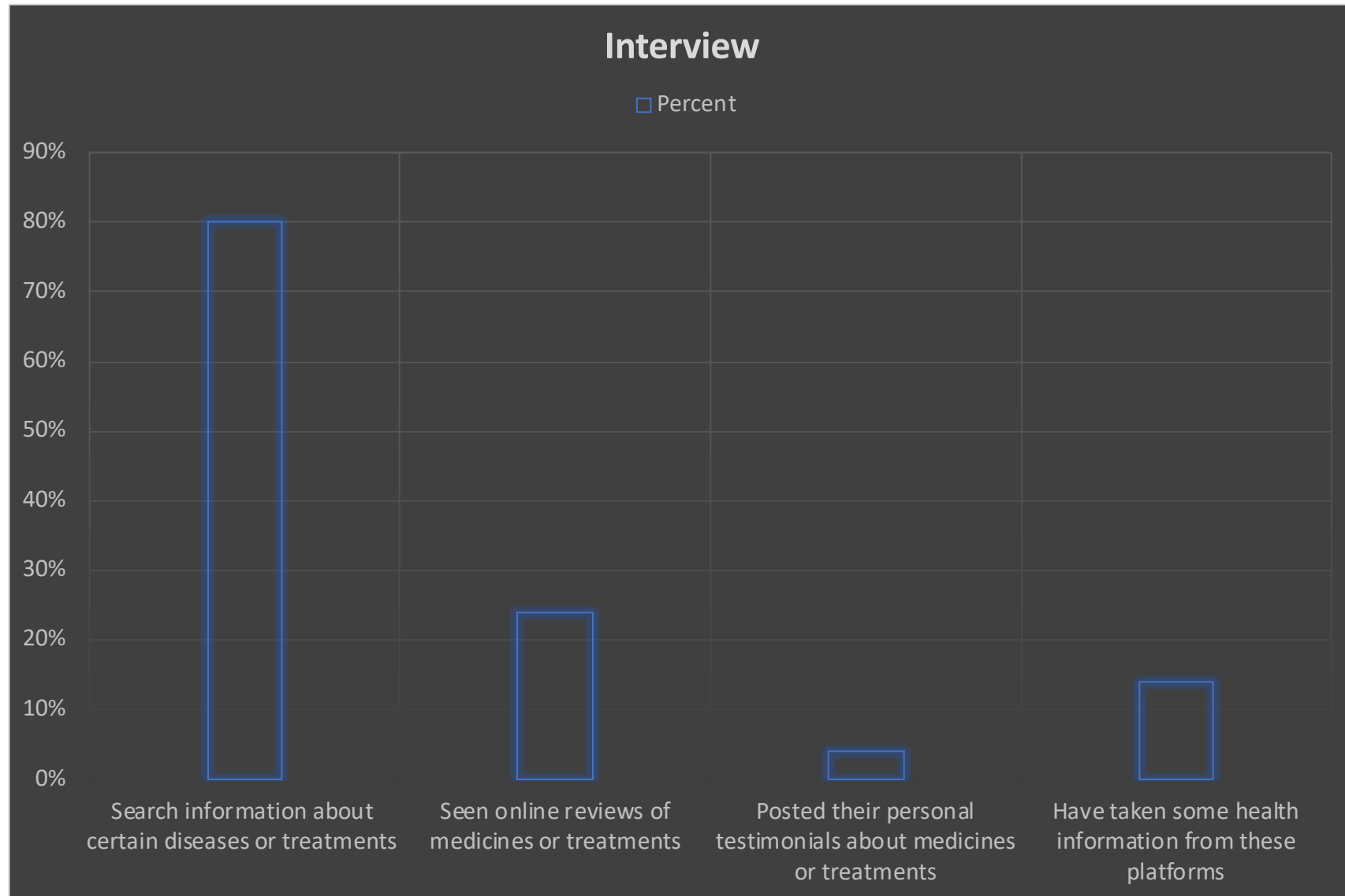
- **Patients are more informed than ever.**
- **Changing the idea of 'patients'.**
- **More visibility and tracking.**
- **No control over information.**
- **Technology taking over the market.**
- **Huge amounts of health information.**

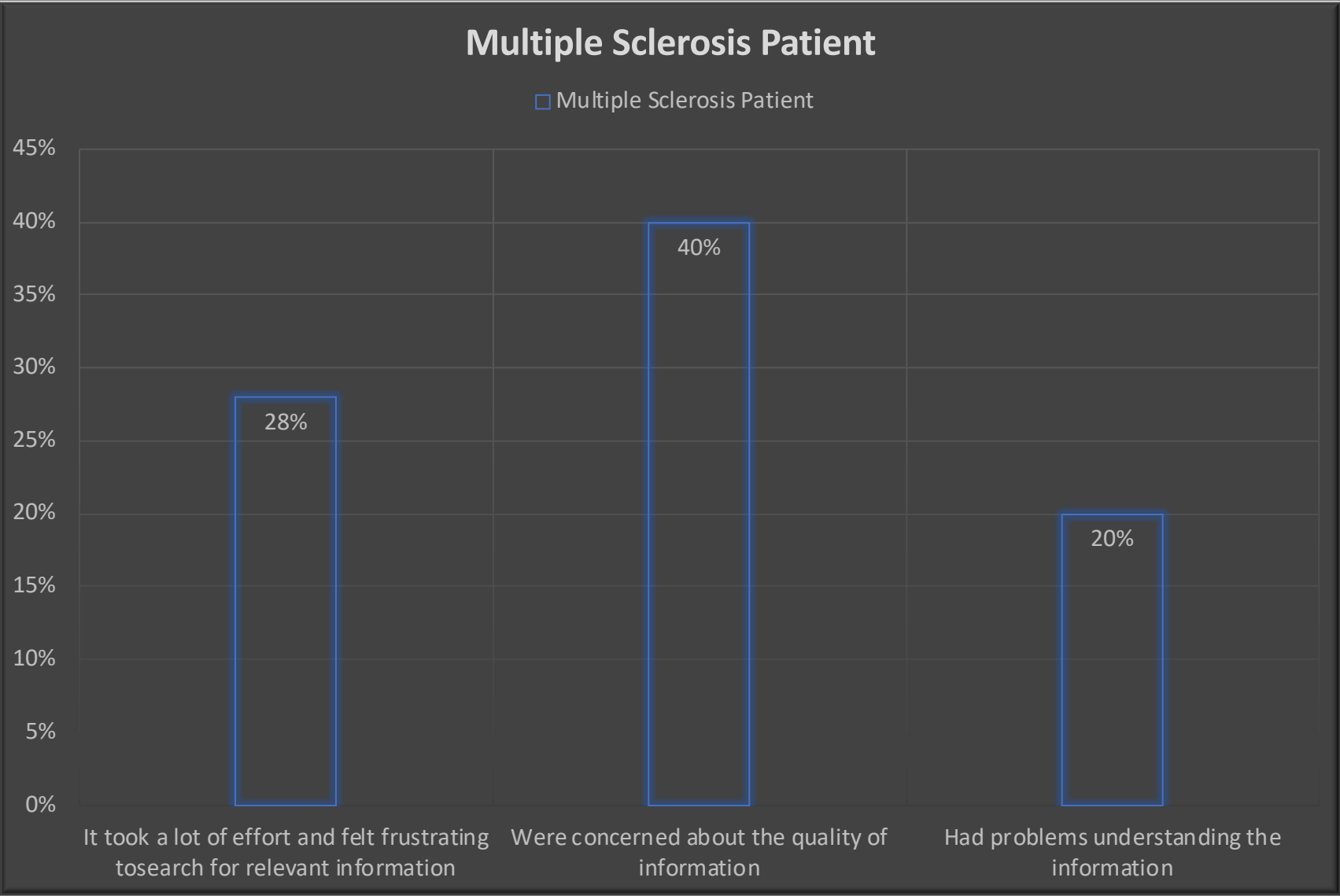


On Line and Mobile apps.:



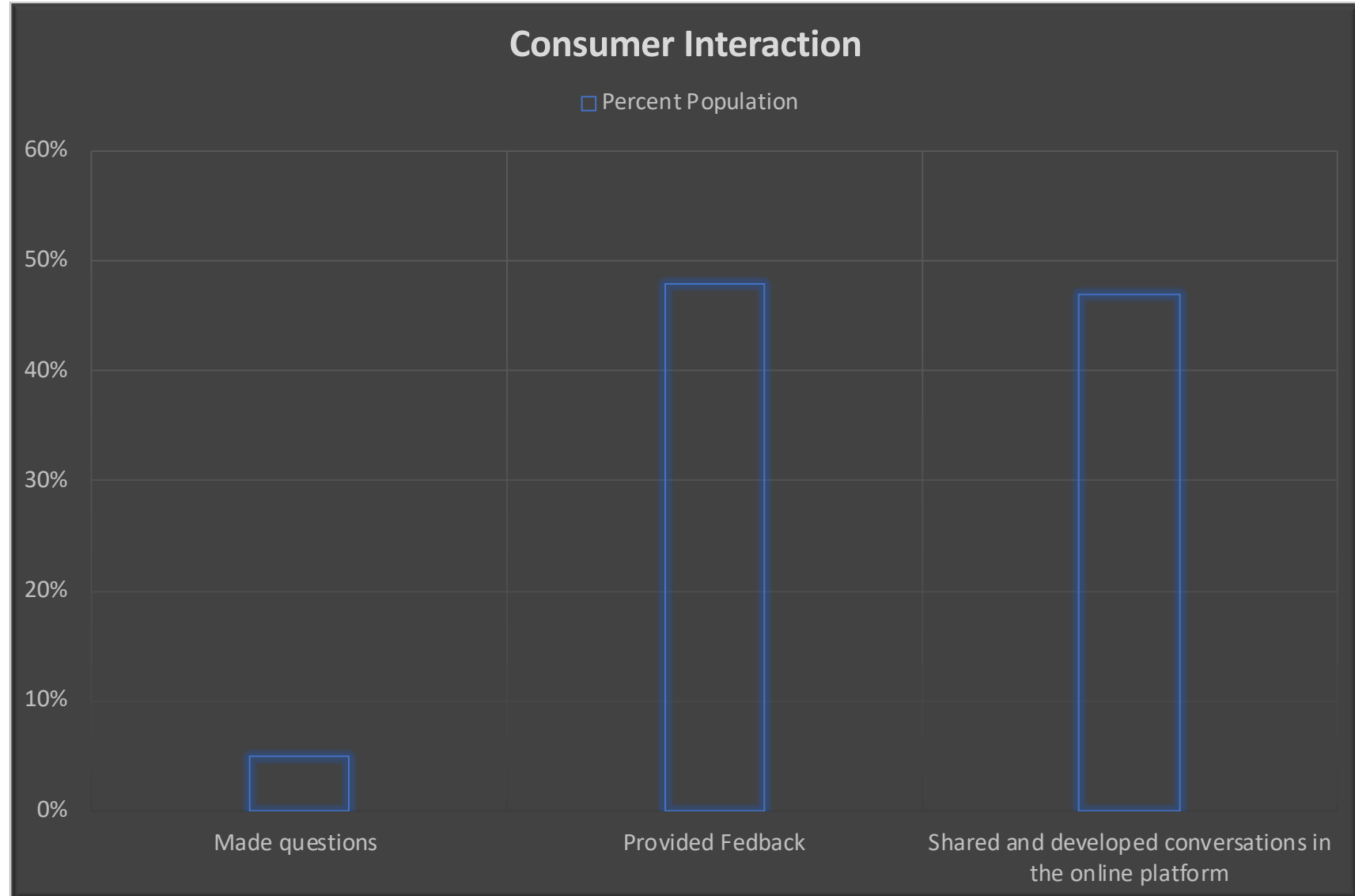
Interview USA
with 3001
(74% uses
internet) 2014





Consumer Engagement with Pharma Market:

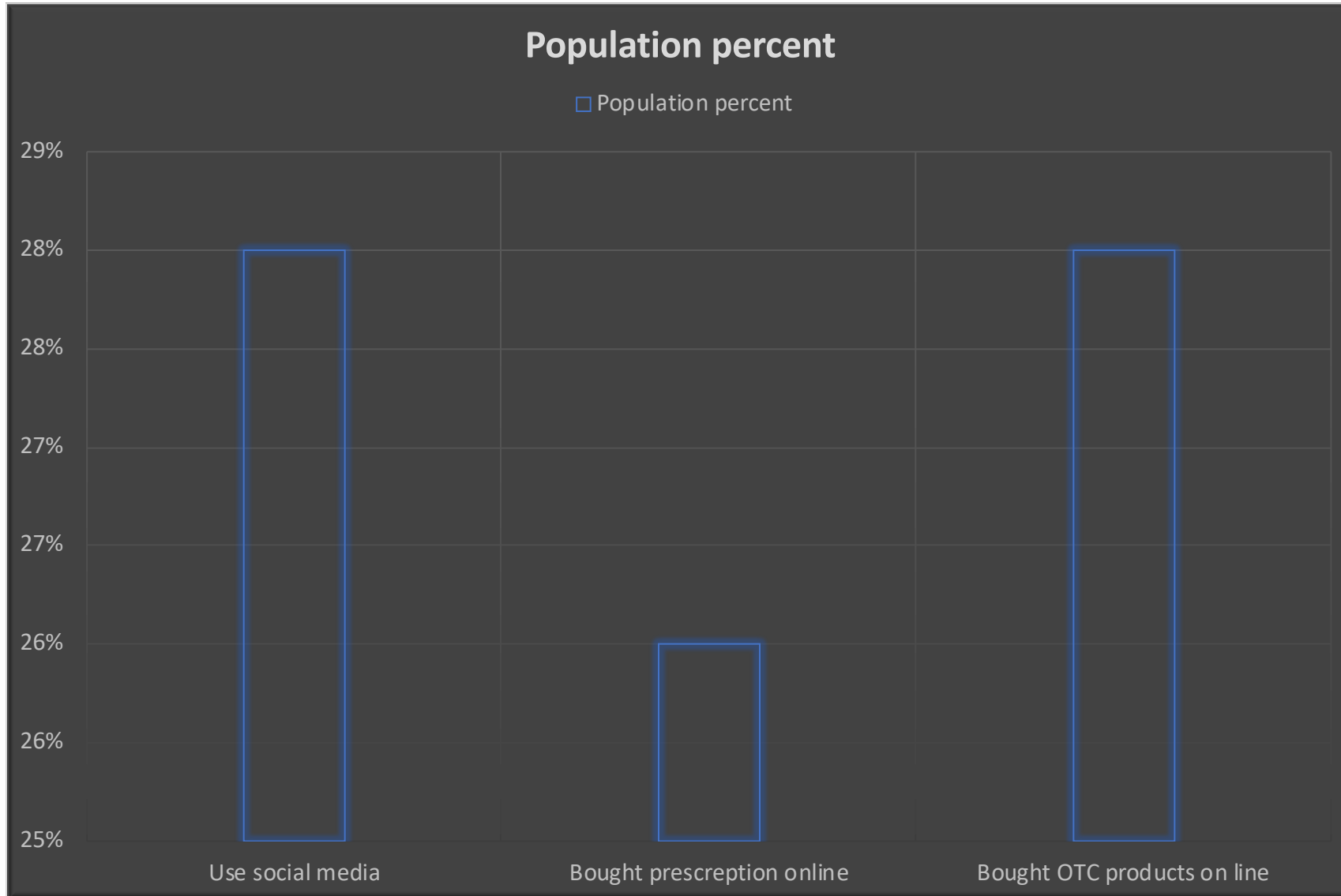
“HRI Week in the Life Of Analysis” the interactions between consumers and pharmaceutical companies through the company’s Facebook page.



Consumer Engagement with Pharma Market:



28% Total
population
between 18-
60 years



Company	Headquarters	Country of origin of fans (Facebook) (%) ^(a)			
		1º	2º	3º	4º
Pfizer	USA	Egypt 19,6%	USA 13,5%	India 9,5%	Brazil 4,7%
Novartis	Switzerland	Egypt 17,5%	India 10,6%	USA 8,7%	Brazil 8,6%
Merck & Co.	USA	USA 30,9%	India 8,5%	Egypt 5,9%	Brazil 4,5%
Sanofi	France	USA 65,3%	Brazil 3,7%	Egypt 3,6%	Algeria 2,6%
Roche	Switzerland	Egypt 29,5%	USA 9,5%	Germany 7,4%	India 5,8%
Roche (Genentech)	USA	USA 75,4%	India 3,2%	United Kingdom 1,6%	Egypt 1,2%
GlaxoSmithKline	England	United Kingdom 33,3%	Egypt 10,3%	India 7,4%	Pakistan 6,4%
AstraZeneca	England	USA 64,7%	Egypt 7,9%	India 3,3%	Brazil 2,1%
Abbott Laboratories	USA	India 32,3%	USA 12%	Brazil 7,9%	Egypt 5,2%
Eli Lilly	USA	USA 43%	Brazil 6,3%	India 5,5%	Egypt 3,8%
Teva	Israel	USA 18,1%	Israel 16,9%	India 9,0%	Hungary 5,9%
Bayer	Germany	Mexico 15,6%	Italy 13,7%	Pakistan 12,7%	Egypt 12,4%
Boehringer Ingelheim	Germany	Egypt 18,9%	Pakistan 16,4%	Philippines 16,2%	India 7,3%
Novo Nordisk	Denmark	Algeria 35,8%	Indonesia 15,6%	Egypt 12,5%	Peru 9,1%





Sources: 42 Matters, Jul 2017; Mewy, Jun 2015; IQVIA AppScript Database, Jul 2015; IQVIA Institute, Jul 2017

Report: The Growing Value of Digital Health. IQVIA Institute for Human Data Science, Nov 2017



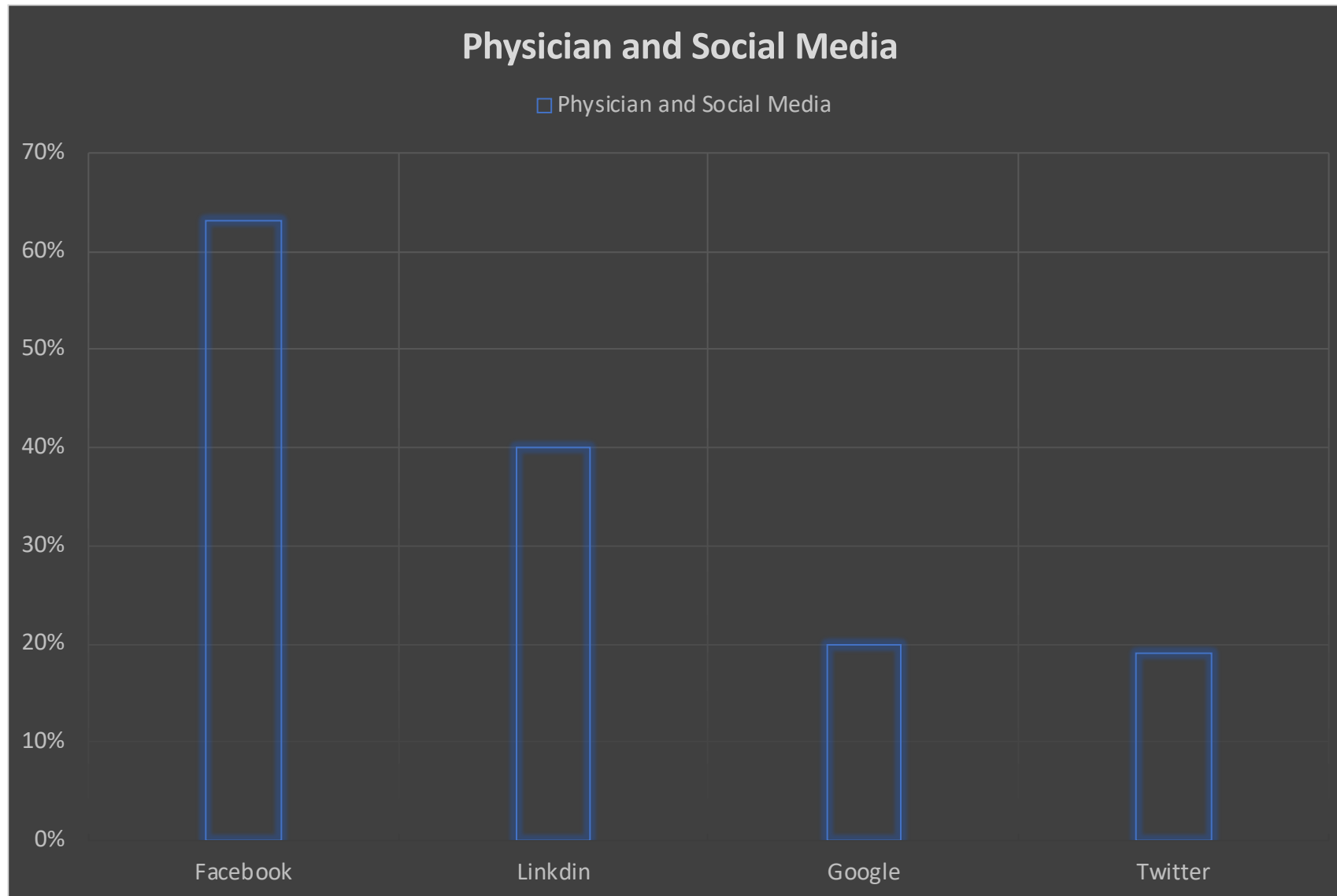
Science, Nov 2017

Report: The Growing Value of Digital Health. IQVIA Institute for Human Data

2017, IQVIA Institute, Jul 2017



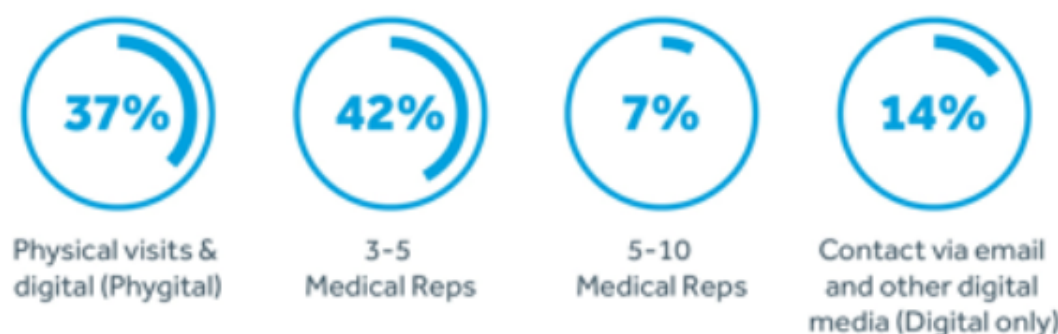
Provider Engagement with Pharma Market:



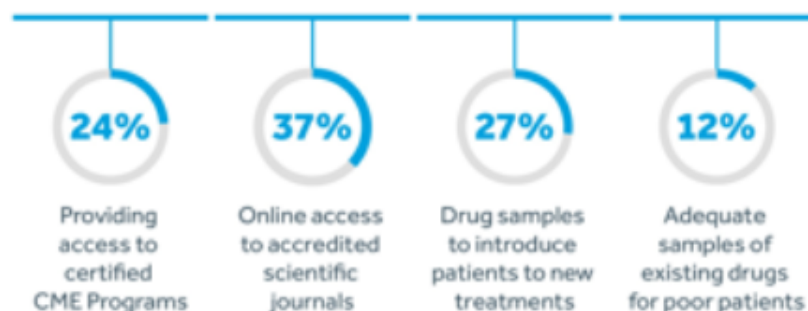
Conversations between HCPs and human touch points still remain very relevant

Findings basis a survey with HCPs on IQVIA HCP Space*

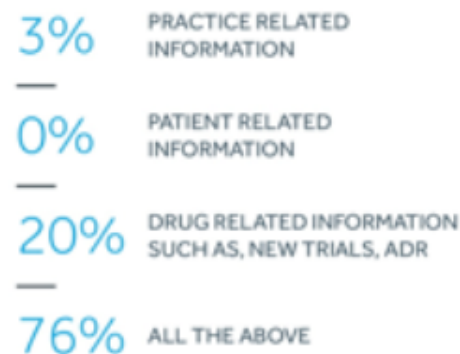
How many Medical Reps would you prefer to meet in a day?



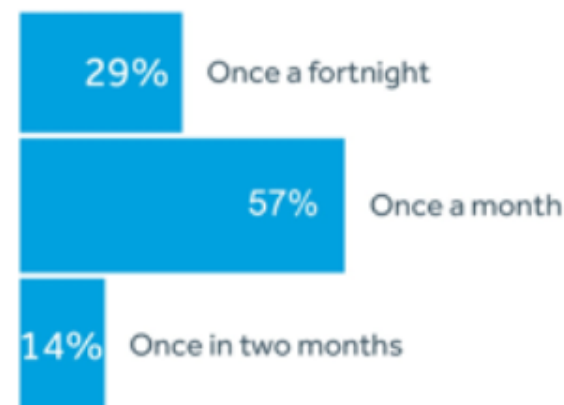
What would be the most valuable service provided to you from Pharma?



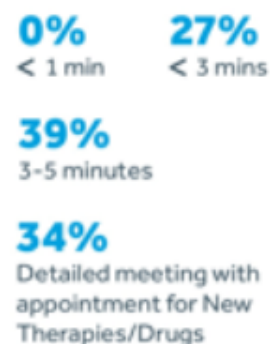
What information do you value from Medical Reps?



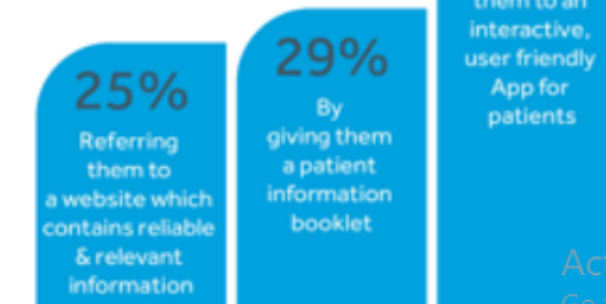
How often would you like to meet Medical Reps?



How much time would you prefer to spend on a rep per visit?



How would you want to engage Google informed patients?



*The survey was floated among 10,000 GPs from Africa (3300+), Middle East (4500+) & India (2100+). These GPs are registered users on IQVIA HCP Space (IQVIA's proprietary HCP network).



EXHIBIT 1 | Components of a Capability



Source: BCG analysis.

Activate Windows
Go to Settings to activate Windows.



Impact of empowering Reps with advanced digital capabilities

- ✓ More customer insights for an improved quality of engagement
- ✓ Accessibility – F2F time with HCPs has diminished
- ✓ Changing Customer Behavior & Expectations
- ✓ Dx - Speed, Convenience, Personalization
- ✓ Remote consultation & monitoring
- ✓ Increase reach with **lower cost**
- ✓ Reduced – HCP Visits
- ✓ **Maximize** engagement
- ✓ Enable Efficiencies



Activate Windows
Go to Settings to activate Windows.

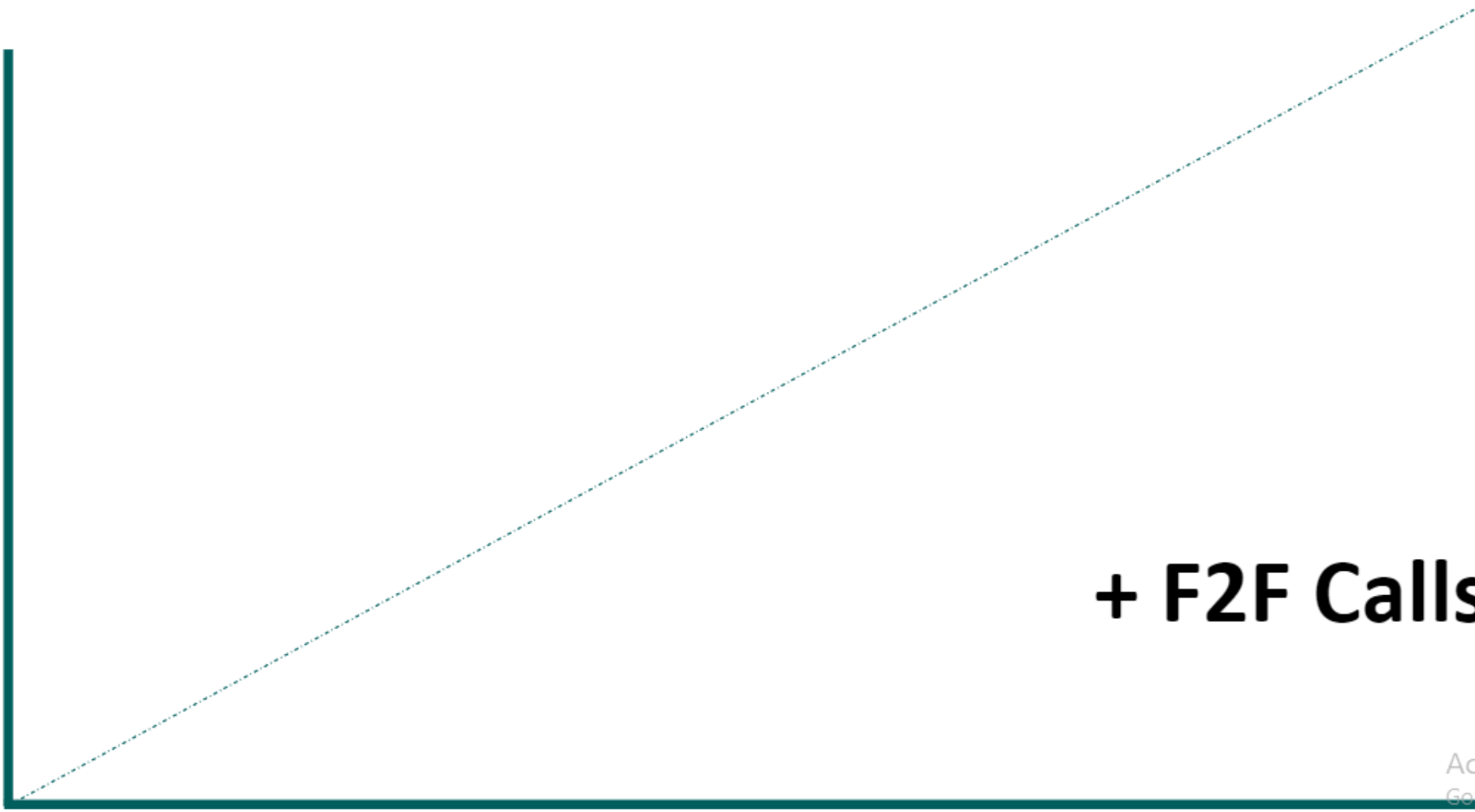


Remote interactions

Emailers, Virtual events & remote detailing



Time
efficient



+ F2F Calls

Activate Windows
Go to Settings to activate Windows



Accessib

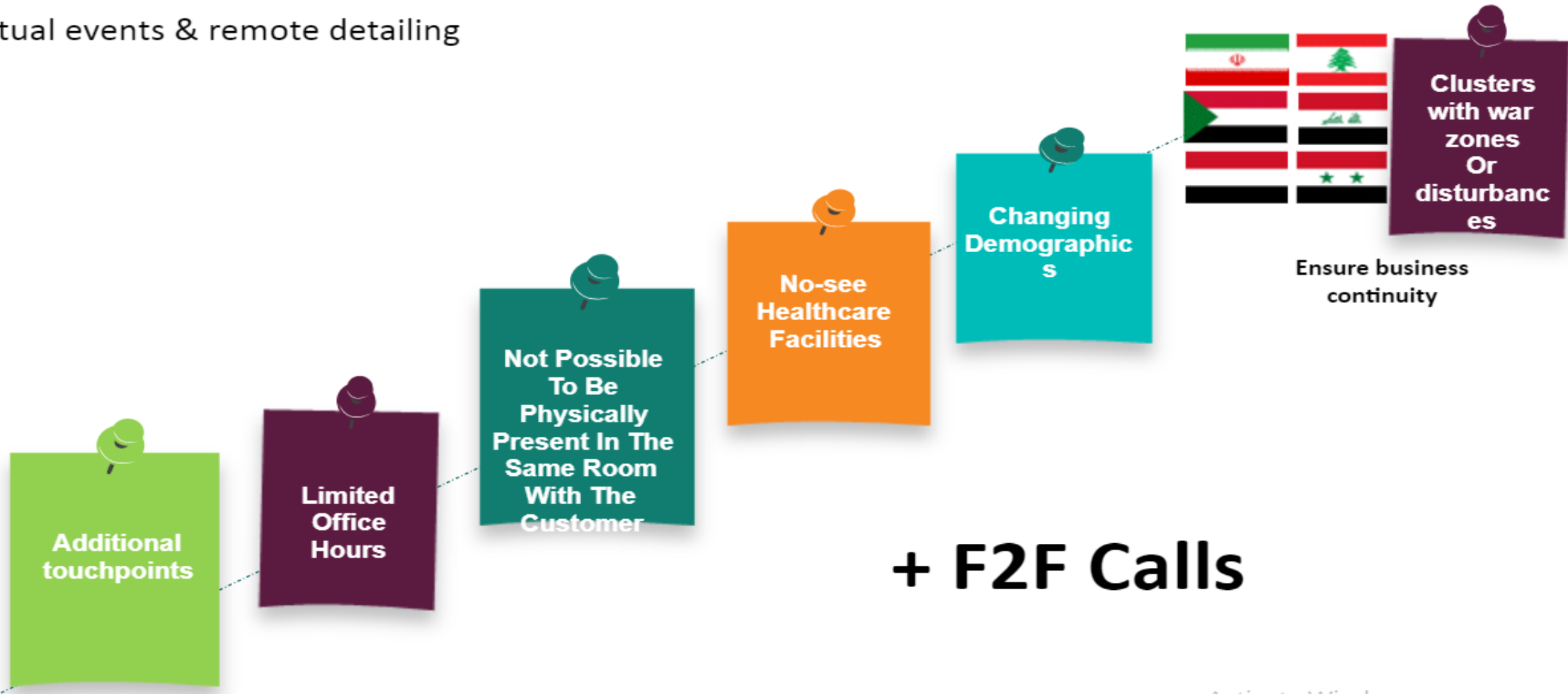




Remote interactions

Emailers, Virtual events & remote detailing

Time
efficient



Activate Windows
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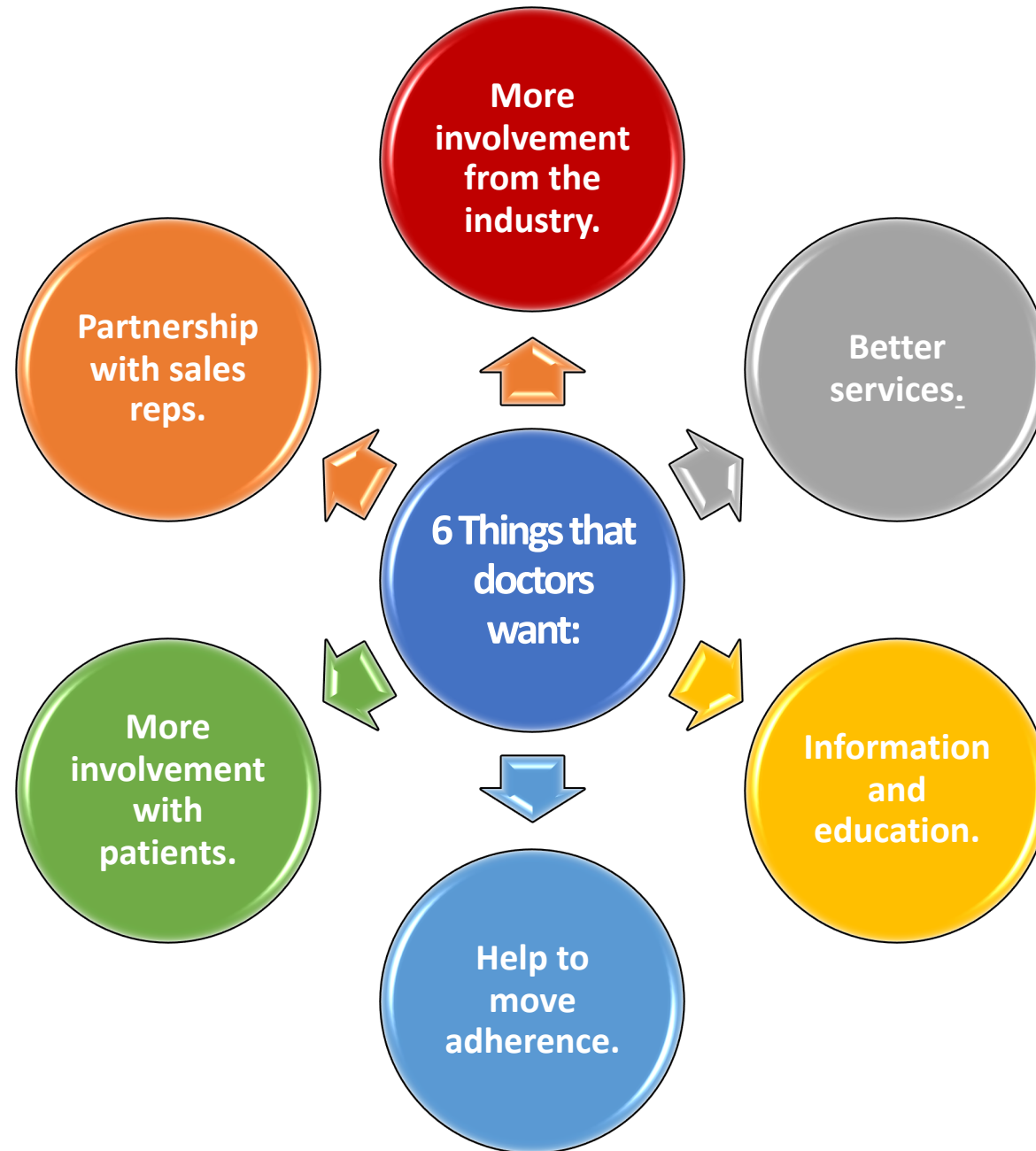
➤ Pfizer	<ul style="list-style-type: none">✓ Established a deal with Sermo that allows physicians to access the company's clinical data and in the other hand, allows Pfizer to interact directly with physicians of the online community.
➤ Baxa Corporation	<ul style="list-style-type: none">✓ Not only possess a corporate Facebook named "Culture of Safety", but also a "LinkedIn Business Group".
➤ Johnson & Johnson	<ul style="list-style-type: none">✓ Bought the online community named "Children with Diabetes", and provides support to Facebook pages like ADHD-MOM, Johnson's Baby and Neutrogena.✓ This company also has an active Twitter account, with more than 6 million followers and a YouTube channel .

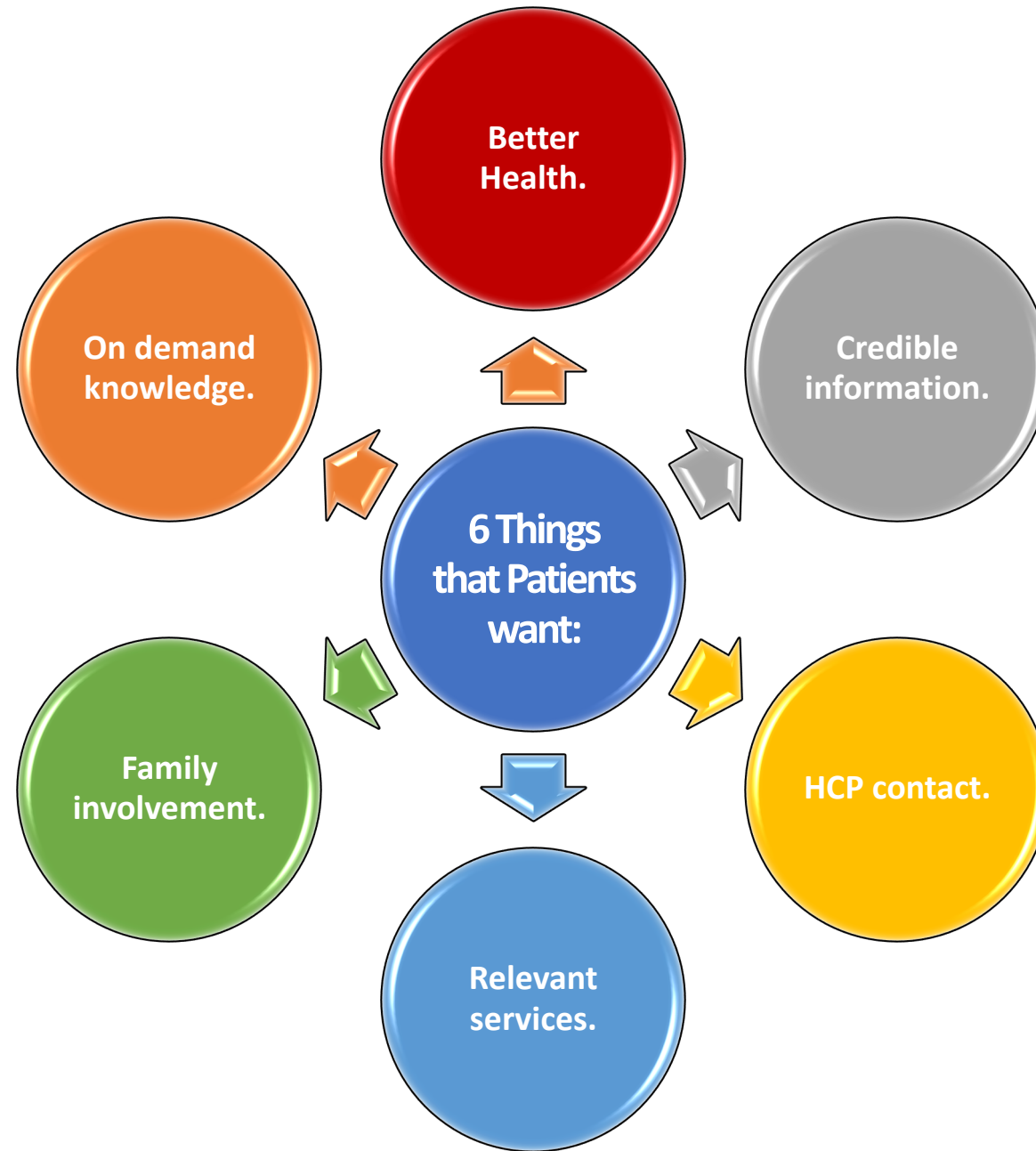


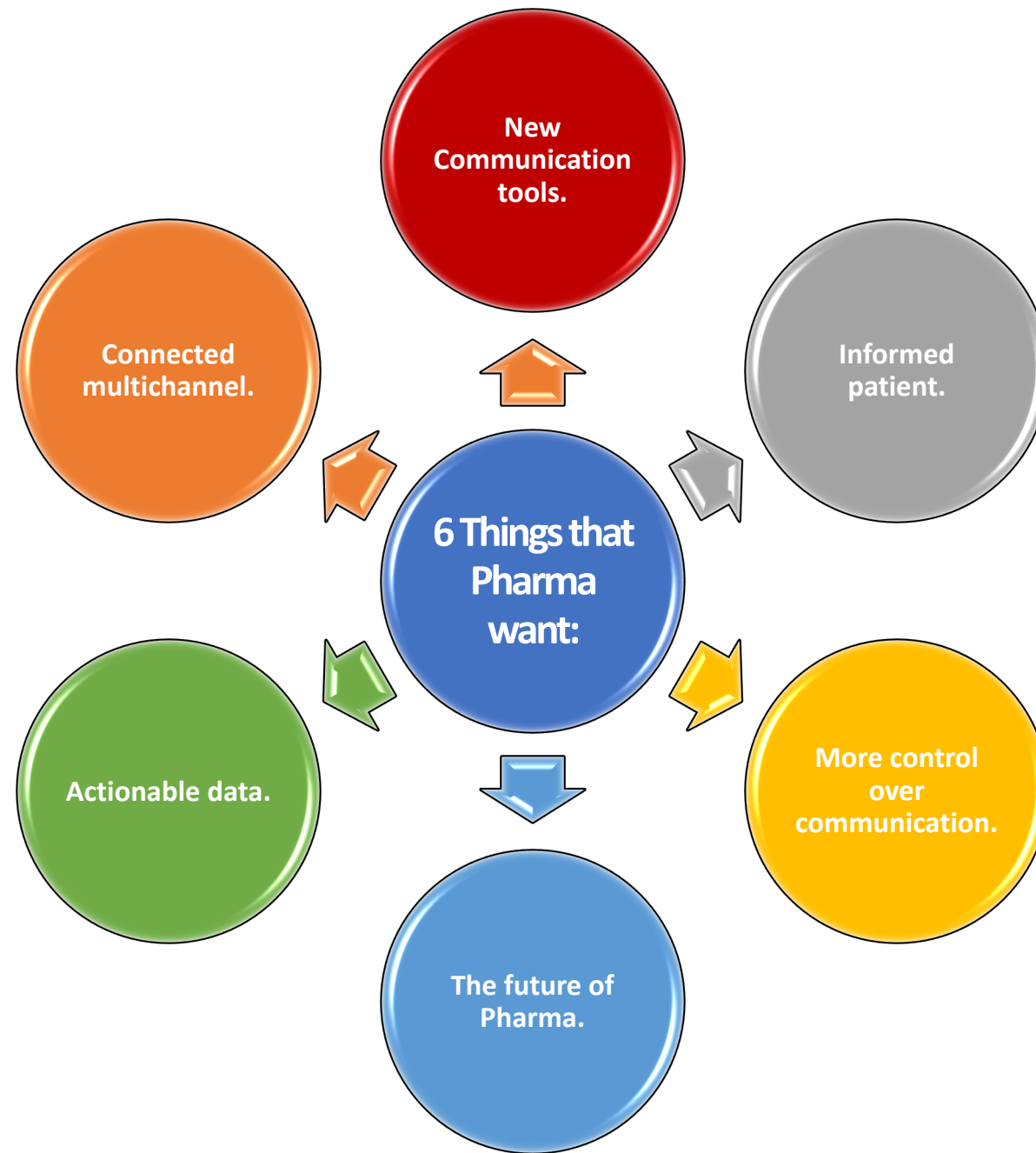


Want analysis











Pharma Landscape 2020:

Seven Major Trends Reshaping the Pharma:



1- The Burden of Chronic Disease

2- Increasing Influence of Policy-makers and Payers

3- Pay-for-Performance Vision

4- Necessity of New Forms of Healthcare

5- Pharmerging Markets

6- Regulatory Burden

7- Prevention Rather Than Treatment Orientation



What Will the Healthcare Landscape Look Like in 2020?



Patient



Prescription

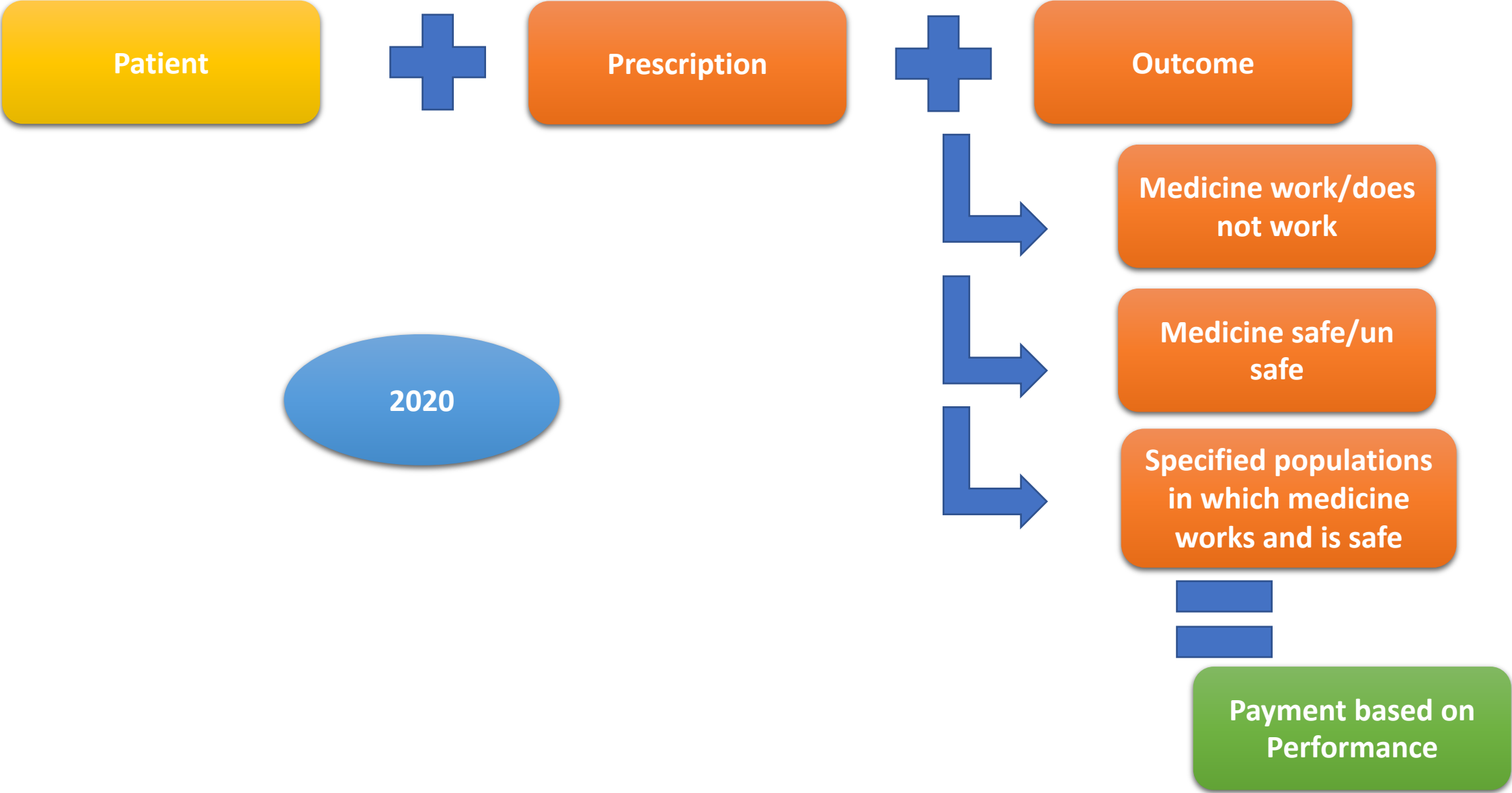
Today



Payment



What Will the Healthcare Landscape Look Like in 2020?



Pharma landscape 2020:



1 - Recognize the interdependence of the pharmaceutical and healthcare value chains.

2 - Ensure that they invest in developing medicines the market really wants.

3 - Form a web Of alliances to offer supporting services.

4 - Develop comprehensive plans for marketing and selling specialist therapies.

5 - Create organizational cultures that are suitable for marketing specialist healthcare.

6 - Manage multi-country launches and live licensing.

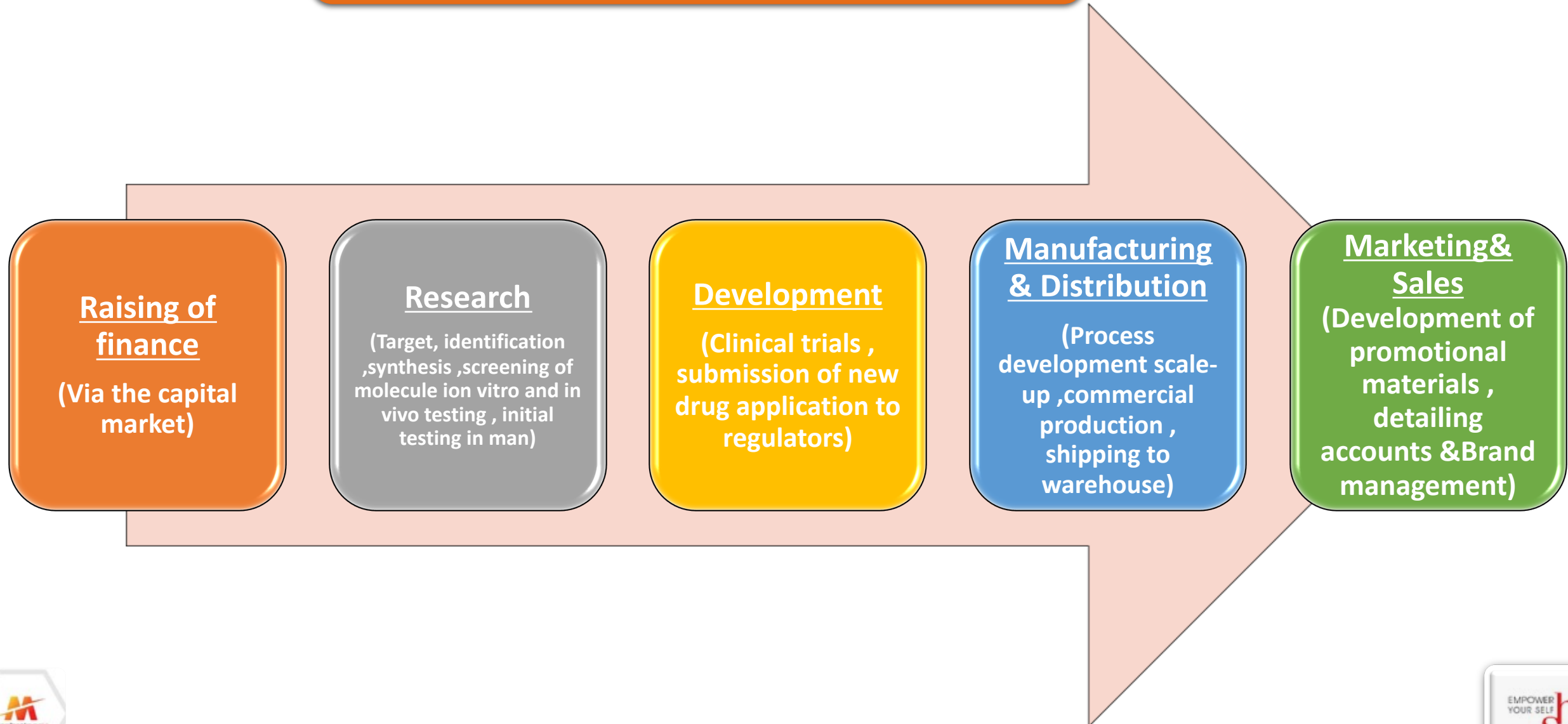
7- Adopt a more flexible approach to pricing.

8- Build marketing and sales functions that are fit for the future.

9 – Clear digital marketing strategy.

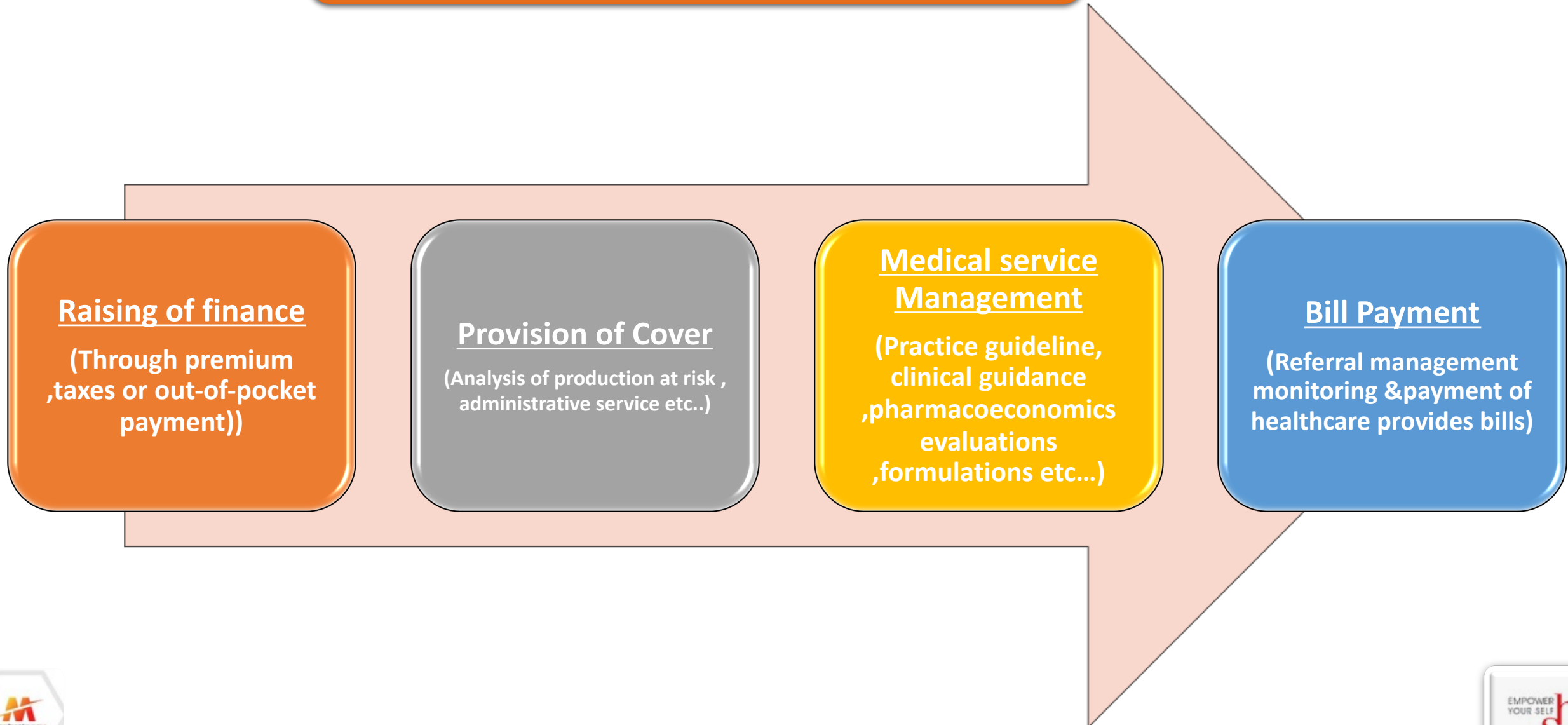
10 – Clear promotion mix shifting power toward patients not providers.

The Pharmaceutical Value Chain:



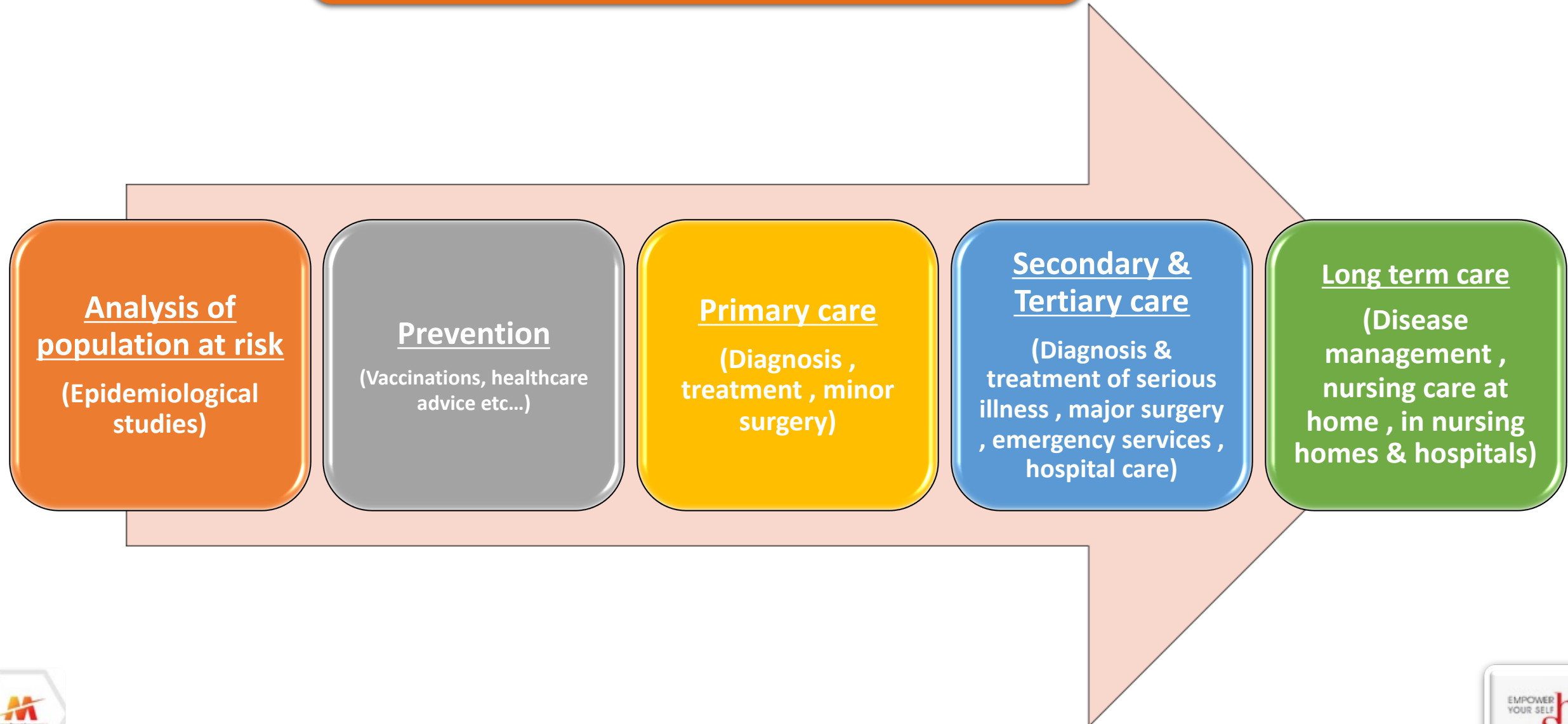


The Health care Payer Value Chain:



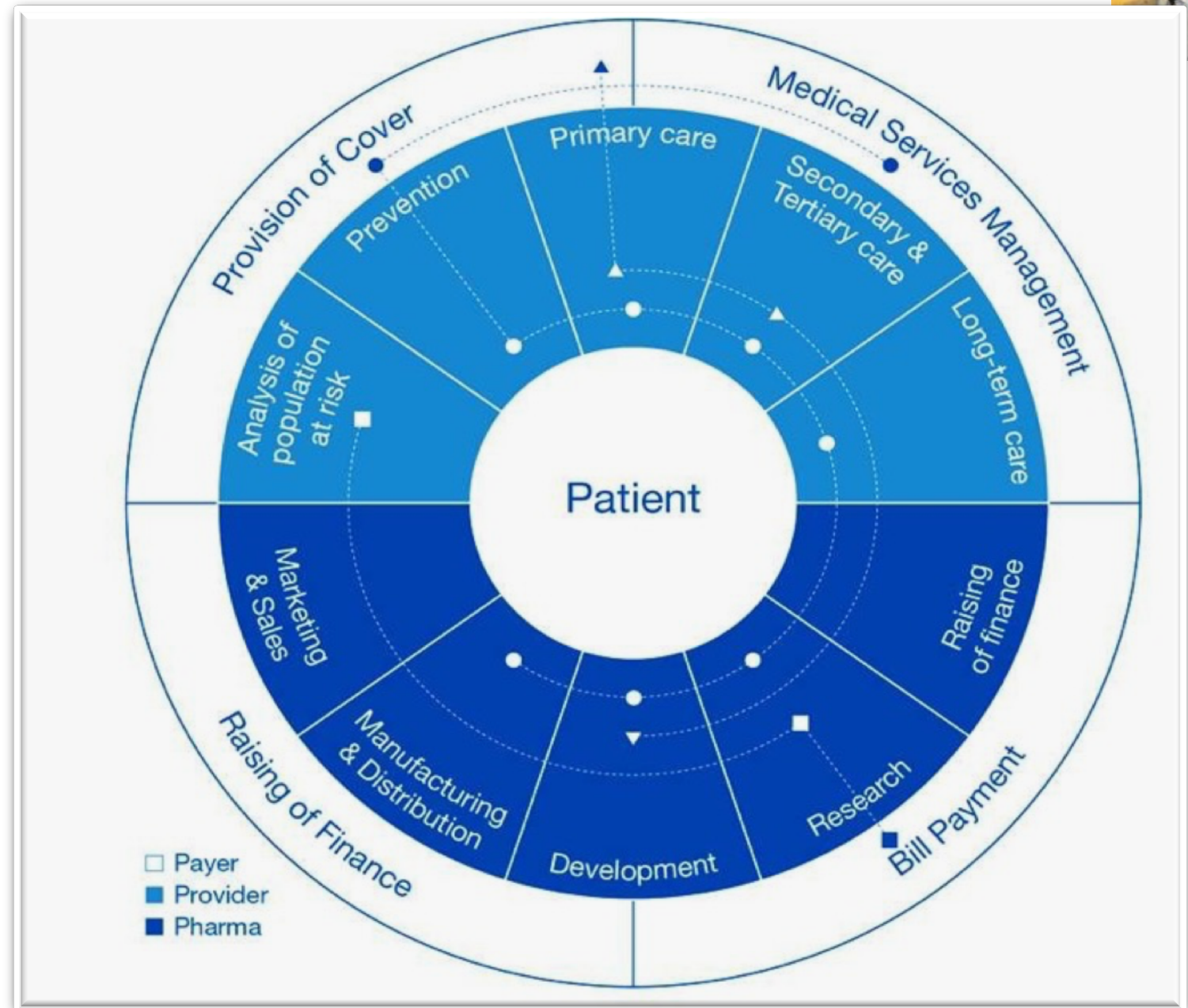


The Health care Provider Value Chain:





- **By 2020**, the pharmaceutical, payer and provider value chains will be much more closely intertwined.



Pharma landscape 2020:



1 - Recognize the interdependence of the pharmaceutical and healthcare value chains.

2 - Ensure that they invest in developing medicines the market really wants.

3 - Form a web Of alliances to offer supporting services.

4 - Develop comprehensive plans for marketing and selling specialist therapies.

5 - Create organizational cultures that are suitable for marketing specialist healthcare.

6 - Manage multi-country launches and live licensing.

7- Adopt a more flexible approach to pricing.

8- Build marketing and sales functions that are fit for the future.

9 – Clear digital marketing strategy.

10 – Clear promotion mix shifting power toward patients not providers.

3- Form a web of alliances to offer supporting services:



- By 2020, pharmaceutical companies will need to offer a suite of supporting services for the treatments they launch.

Examples:

1- A few companies have already paired up to develop complementary therapies and diagnostics, one of the best known examples being **Genentech's partnership with DAKO** to devise a test for **identifying which patients with breast cancer can benefit from Herceptin.**



3- Form a web of alliances to offer supporting services:

2- **Baxter Healthcare**, which offers a range of services for patients suffering from renal failure.

- These services vary from country to country, but they include **a global educational website** with customizable tools and information tailored to the needs of pediatric patients a network of nurses who **provide dialysis training at home or in hospital , home delivery service and a travel service to support** peritoneal dialysis patients travelling locally or globally.

3- Form a web of alliances to offer supporting services:



3- **Novo Nordisk** has gone even further in its quest to “defeat diabetes”.

- In 2001, the company launched a global initiative called **DAWN** to provide “psychosocial support” for patients with diabetes.
- It also operates a “**National Changing Diabetes**” program in 66 countries, via which it provides training for medical staff, free bloodsugar screening, support for diabetes patient organizations and equipment for diabetes clinics, as well as working with governments to improve the diagnosis and treatment of the disease.



3- Form a web of alliances to offer supporting services:



4- **Medtronic** recently launched **a wireless monitoring service for patients** with cardiac disease, which enables them to send data from their implanted devices directly to their doctors.

- **By 2020, this model will apply to the industry as a whole.**



Pharma landscape 2020:



1 - Recognize the interdependence of the pharmaceutical and healthcare value chains.

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10 – Clear promotion mix shifting power toward patients not providers.

Product

1- R&D Market - oriented medicine .

2- R&D linked with Marketing & Sales.

5- Provider and Pharma integrated value chain.

3- Mix of specialty and blockbuster strategy.

4- MNCs products domain market.

6- Customized package.

7- Portfolio Products supporting with service.

Price

1- Differentiated price according to income.

2- Payment based on Performance.

3- value control discount.

Place

1- New innovative channels.

(Pharmacists –
Distribution companies –
Warehouses - E-
prescription)

Promotion

1- New model of Face to Face detailing.

2- Online new health care model.

3- Mobile APPS ,
Sensors, Biomarkers
and Wearable
devices.

4- E- Conferences.

5- Bonus E-
Prescription

6- New ideas for
free Medical
Sample.

7- Effective CME.



Pharma changes:



Pharma basic functions:





Pharma changes:

1- First wave of change supply side.

2- Second wave change demand side.

3- Third wave of change digital health and teach paradigm.



Let it Happens:





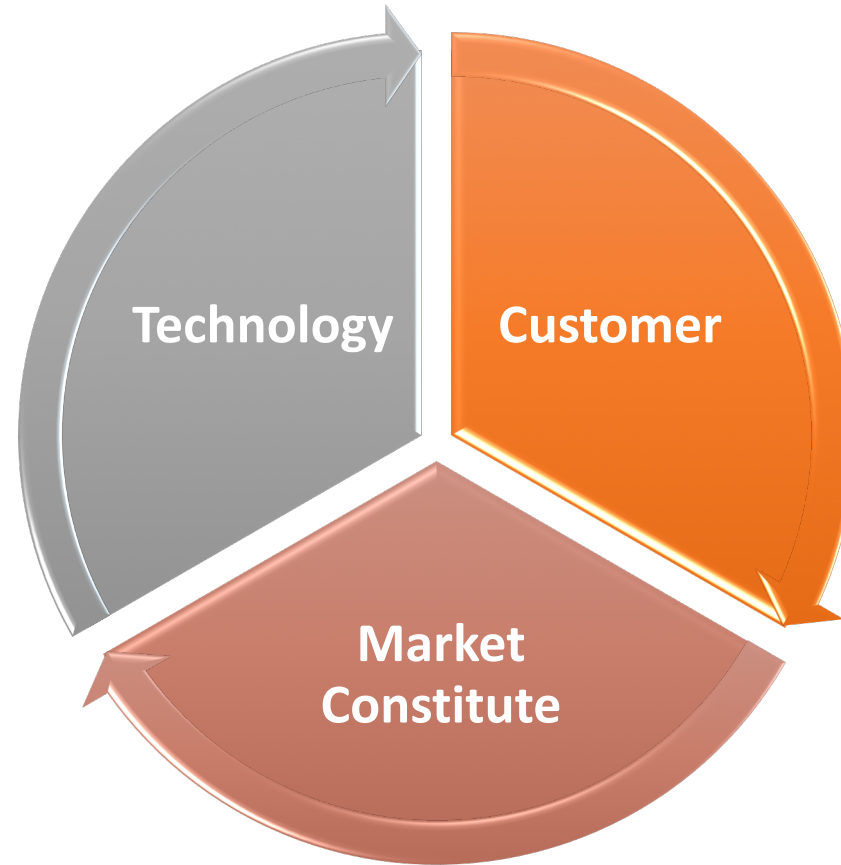
Pharma Business Model:



New business models offer hope:



- The manner in which it makes a profit by offering a product or service to specific individuals in a given context.



New business models offer hope:



Shifts in value Proposition

From product to recurring service

From low tech to high tech

From sales to platform

From profiting alone to profit together

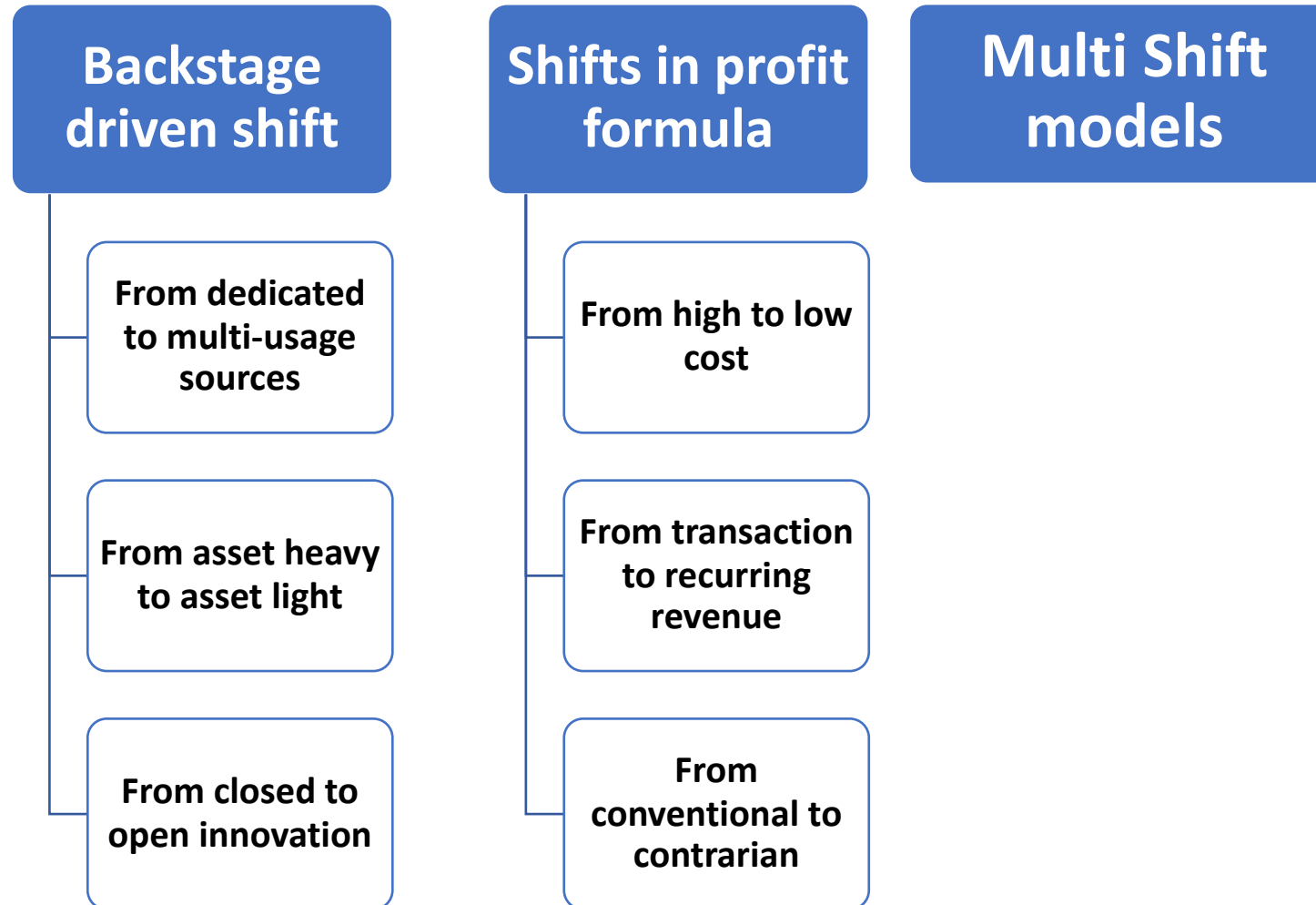
Frontstage driven shift

From niche market to mass market

From B2B TO B2B2C

From low touch to high touch

New business models offer hope:



Shifts in value Proposition:



How can we improve the value we offer our customers?

➤ From product to recurring service:

- The pharmaceutical industry is to **transition from selling products** (such as pills) to **offering recurring services** that encompass more than just the medication.
- This approach differs in scale and approach from previous attempts to move "**beyond the pill**", which focused largely on **supplementary services**.
- This approach yields more predictable and **regular revenue streams** that are primed to **experience exponential growth**. The **lifetime value** of individual customers also increases.



Shifts in value Proposition:



- **Example:** Rolls Royce the company transitioned from **a pay-per-car model**, akin to pharma's **pay-per-pill** approach, to **a subscription service** where customers are charged per mile of usage. This change has led to the highest revenue in the company's history.



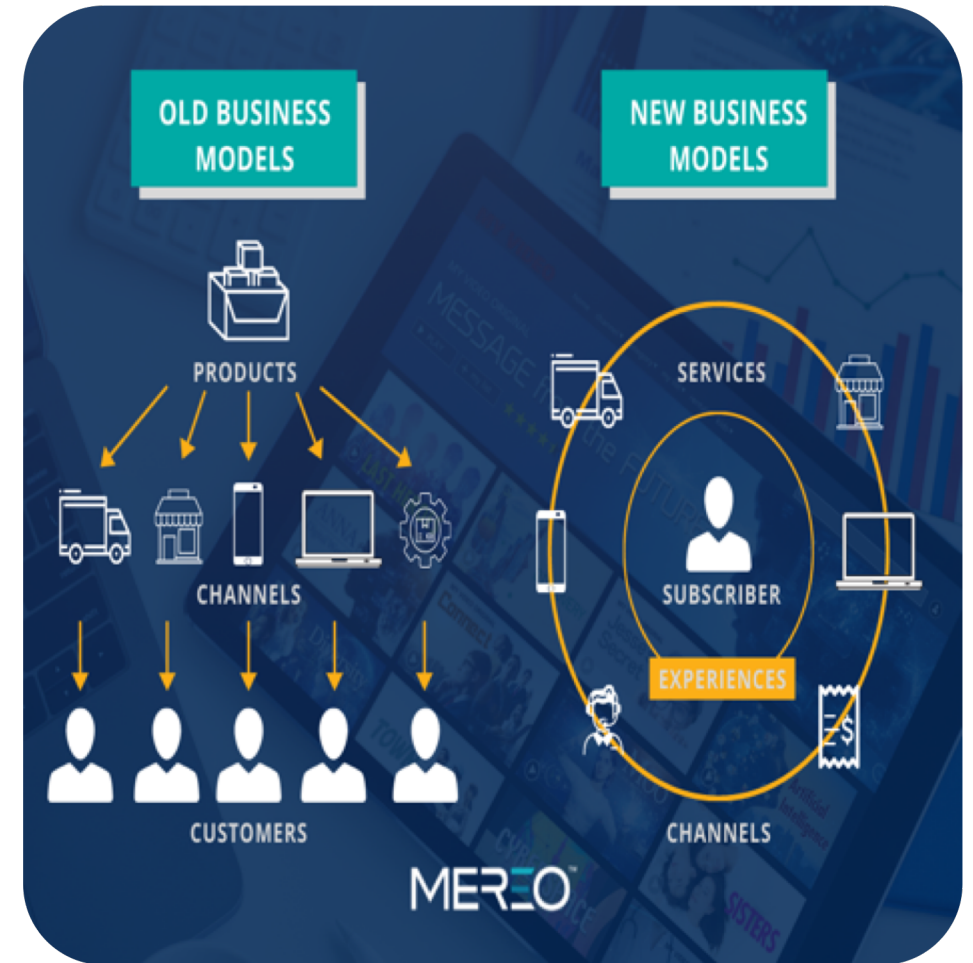
Shifts in value Proposition:

- So they developed a new subscription model called **"Power-by-the-hour"**, and took over installations, check-ups, maintenance, and decommissioning.
- Doctors don't want to be in the pharmaceutical business—they want to be in the patient business.
- They want to connect patients to long-term, sustainable solutions, and a subscription is one way to do that.



Shifts in value Proposition:

- Greatest value when they live long, healthy lives. Curing diseases would be just as profitable as treating them.
- **Ex:** The United Kingdom's NHS initiated a new trial involving a **subscription-based payment model** to encourage pharmaceutical companies to create **novel antibiotics targeting antibiotic-resistant bacteria**, something they've been hesitant to invest in due to falling returns from **volume-based payment models**.



Shifts in value Proposition:



- **Pfizer's** Zavifecta (ceftazidime–avibactam) and **Shionogi's** Fetroja (cefiderocol).
- Over the next three months, the healthcare service will enlist the help of the pharmaceutical industry, patients, careers, and academics to discuss proposals of **doubling annual payments for antibiotic contracts** from £10 million (\$13 million) to £20 million (\$26 million).

The screenshot shows an NHS England consultation page. The header features the NHS England logo. The title is 'The Antimicrobial Products Subscription Model: consultation on proposals'. Below the title, it states 'Closed 2 Oct 2023' and 'Opened 10 Jul 2023'. The main text reads: 'Following the success of the pilot, the NHS is consulting on proposals for a subscription style contract that we will use to expand this approach to more antimicrobial products. The consultation will run from 10th July 2023 to the 2nd October 2023. We would like to hear from anyone with an interest in the proposals.' On the right side, there is a 'Contact' section with the name 'Suzie Green' and her title 'Assistant Director of Medicines Analysis'. Below this, it mentions 'Medicines Analysis Team: Medicines Policy and Analysis Unit | Medicines Value and Access'. At the bottom right, there is a logo that says 'EMPOWER YOUR SELF' with a stylized 'sh'.



Shifts in value Proposition:



"A 'Netflix-style' subscription model for antibiotic reimbursement changes the financial incentives for pharma companies; making the development of novel antibiotics that meet clinical unmet needs more attractive,"

Global data analyst



Shifts in value Proposition:



➤ From low tech to high tech:

- Pharma companies **need to embrace high-tech solutions**, including **AI and new forms of discovering, manufacturing, and delivering drugs**.
- **Example1:** there are exciting opportunities in **3D printing**.
- One major advantage of 3D drug printing is the ability to **create personalized medications tailored to a patient's unique needs**.
- By adjusting the arrangement and **density of active and inactive ingredients within pills**, companies can produce drugs with precise **release and absorption rates**, enabling a **new era of personalized medicine**.
- **Custom dosages at virtually no extra operational cost, increasing flexibility in medication production.**



Shifts in value Proposition:

- **Creation of pills that are easier to swallow.**
- For example, **Aprecia's ZipDose®** Technology enables the manufacturing of **highly porous, rapidly disintegrating pills that improve patient adherence.**
- **Custom polypills**, designed for patients with **multiple medications**, can also enhance adherence and overall patient experience.
- Moreover, 3D printing could lead to the **democratization of pharmaceuticals**, with hospitals and doctors' offices potentially being able to manufacture their own medications.
- This can result in **reduced costs for unused medication, more efficient storage, and better patient outcomes in remote areas.**



Shifts in value Proposition:

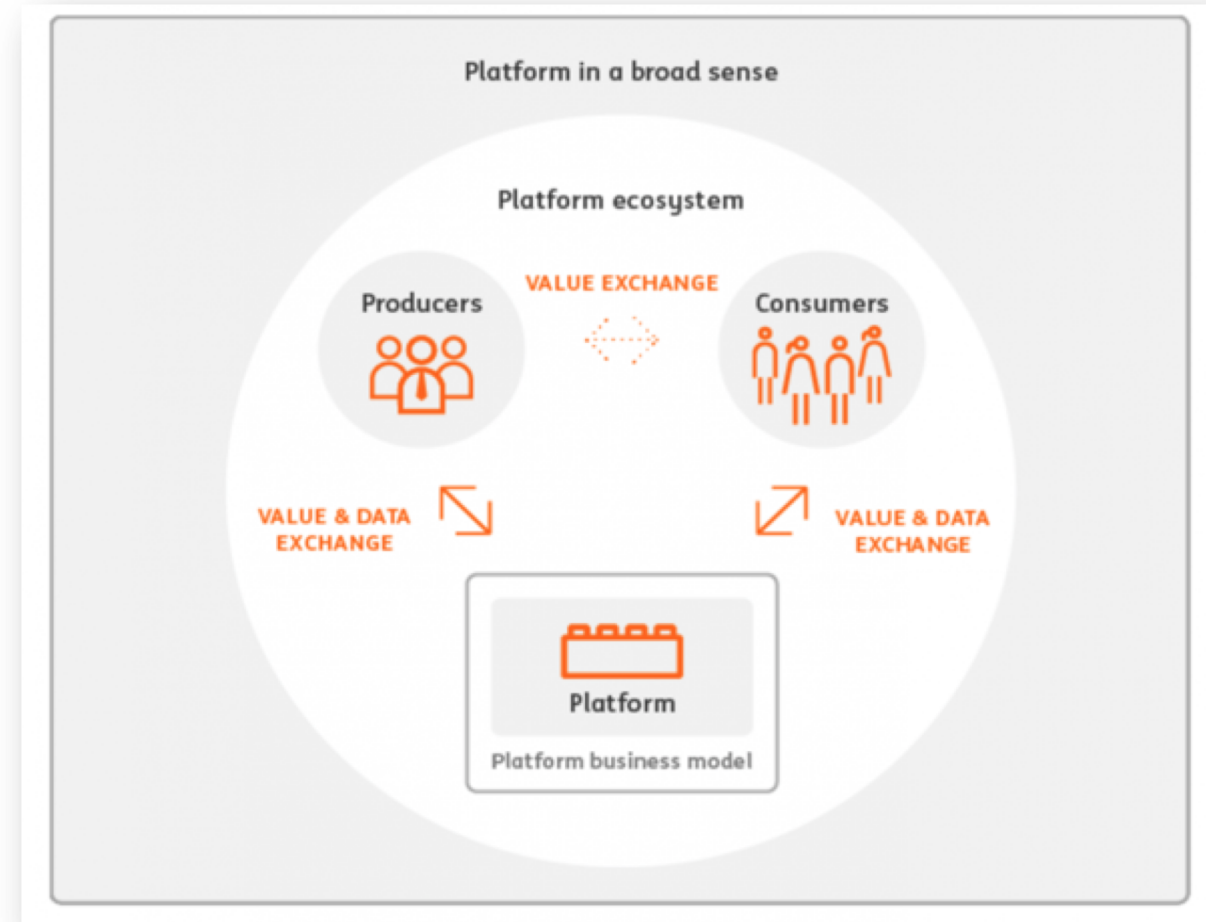


- **Ex2:**
- AI in pharma R&D offers several potential benefits:
- **Increasing efficiency, accuracy, and effectiveness, AI can replace manual tasks and provide valuable statistical insights for improved decision-making.**
- **AI-powered knowledge-sharing and communication tools can break down knowledge silos, promoting collaboration and resource utilization.**
- **AI can significantly reduce drug discovery costs by identifying inefficiencies, reducing redundancies, and optimizing processes, with some estimates suggesting savings of up to 70%.**



Shifts in value Proposition:

- **From sales to platform:**
- Transitioning from **a product-centric approach** to **a platform-based model**, it's possible to achieve much greater stability.
- Users of the network benefit through access and use of its many interconnected resources.
- As a result are more resistant to disruption than individual products.



Shifts in value Proposition:

- Example:
- Best Buy incorporated a platform focused on digital health, including AI-driven monitoring of elderly individuals in their homes, providing assistance in emergency situations such as falls.
- They also instituted one of Amazon's successful tactics - offering a **marketplace for big brands such as Samsung, Microsoft and Google**. Their platform also includes **subscription offers**, contributing to the company's dramatic growth and reversal of decline.



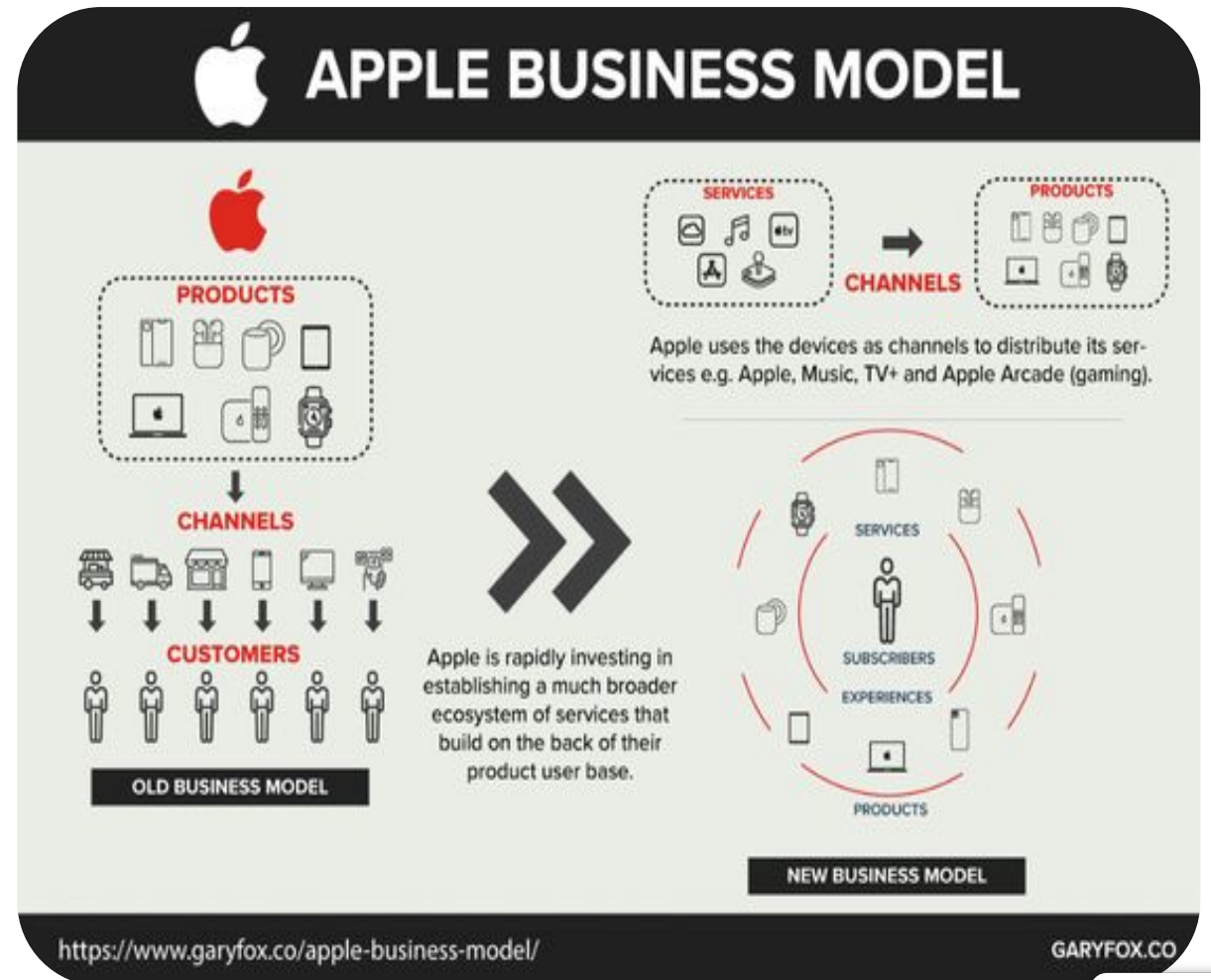
Best Buy Health enables care at home for everyone

DIGITAL REPORT 2023



Shifts in value Proposition:

- Example:
- **Apple**, which shifted its business model with the launch of the App Store in 2008, **connecting app developers and iPhone users.**
- This transformation significantly **increased customer value, created customer loyalty, and generated strong network effects.**
- Consequently, **Apple moved from solely selling hardware and its own software to managing a powerful platform**—one that actually **enhances the utility and attractiveness** of its core products.



Shifts in value Proposition:

- **Profit alone to profit together:**
- An example from within the pharmaceutical industry comes from **Novartis' Biome initiative.**
- Launched in 2018, **Novartis Biome** is a digital network of "**innovation hubs**" that fosters **collaboration between Novartis** and various other **technology startups**, healthcare providers, and other stakeholders.
- **The goal is to develop innovative digital solutions** that can address unmet healthcare needs and improve patient outcomes.
- **Novartis moved beyond the traditional pharmaceutical business** model focused on drug (i.e., product) development and sales, instead leveraging their expertise and resources **to build a network of partners that could jointly create and share value.**

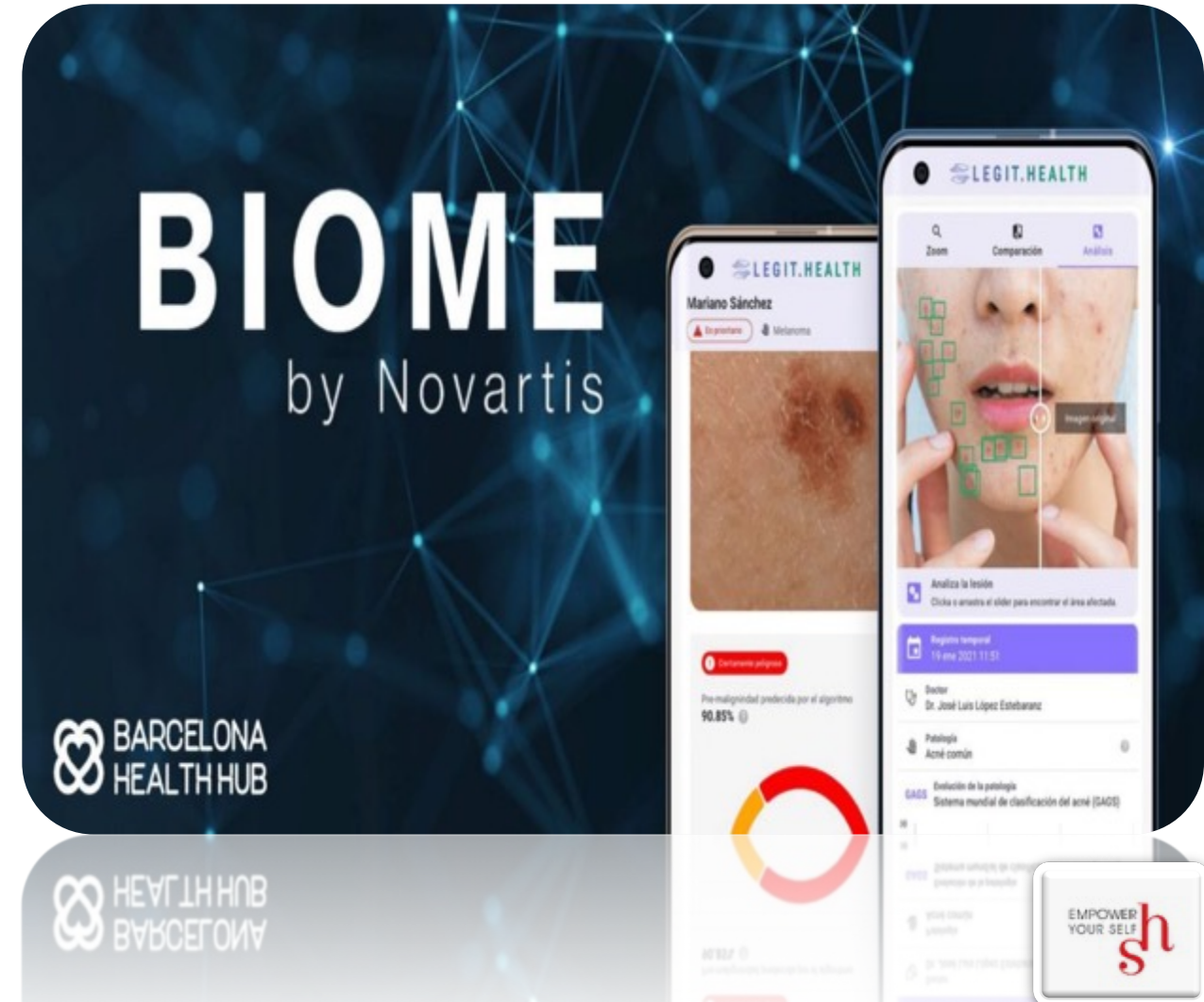
BIOME

Digital Innovation Lab by Novartis



Shifts in value Proposition:

- This has allowed Novartis to indirectly **explore digital health solutions** in areas such as **remote patient monitoring, AI-driven drug discovery,** and **personalized medicine.**
- This **not only increases value for customers** but also **creates synergies with Novartis' core pharmaceutical business**—much like Apple's App Store did for its hardware products.
- This is a prime example of what **PricewaterhouseCoopers** predicted in 2007 would become necessary by 2020.



Shifts in value Proposition:

“The strategy of singlehandedly placing big bets on a few molecules, marketing them heavily, and turning them into blockbusters will not suffice.

" Pharma needs to "'profit together' by joining forces with a wide range of organizations. The resultant network offers greater value to customers than any single company could alone, and it makes the operator of the network indispensable and thus more resistant to disruption.”

- PWC 2007

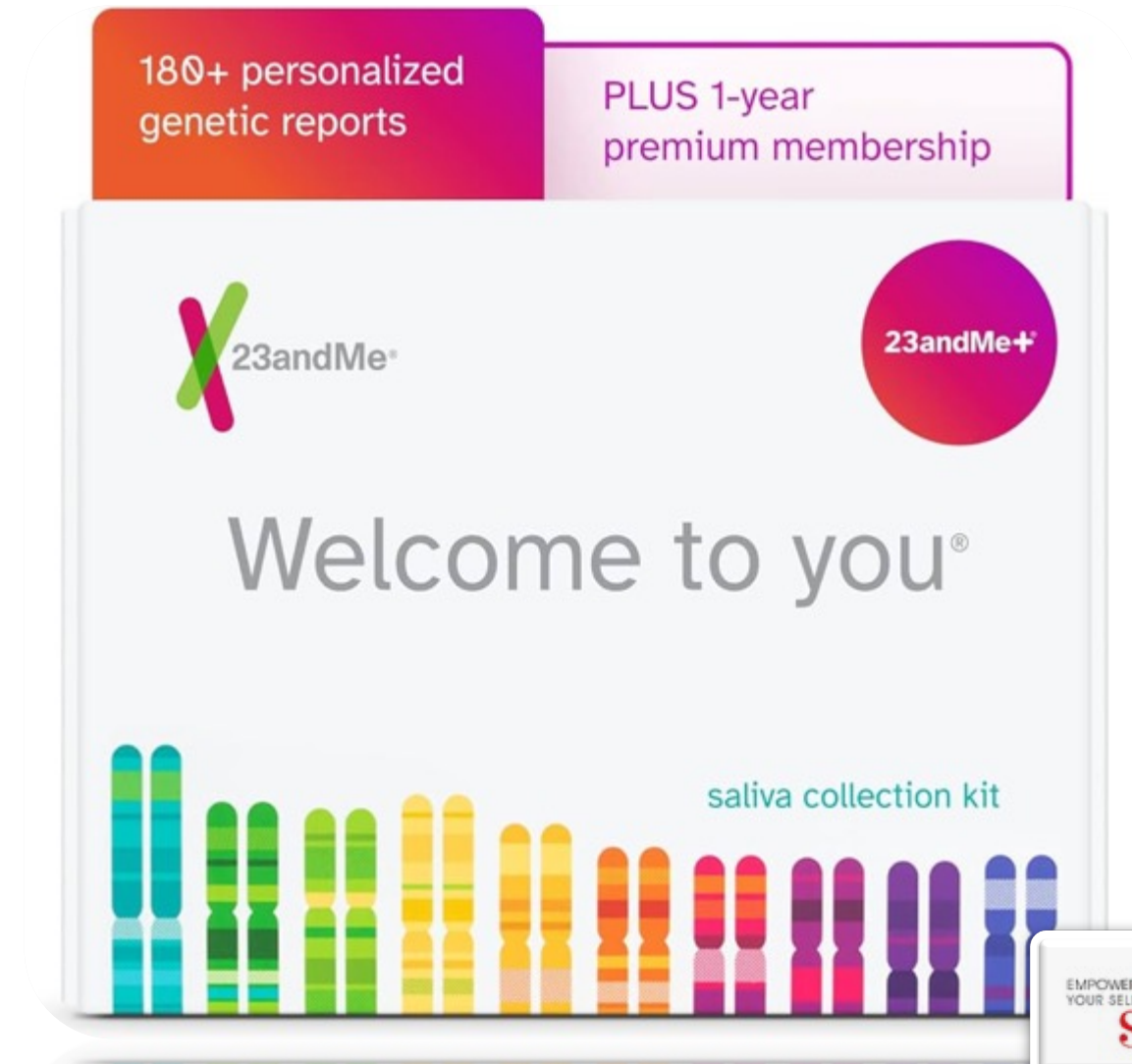


Frontstage-driven shifts



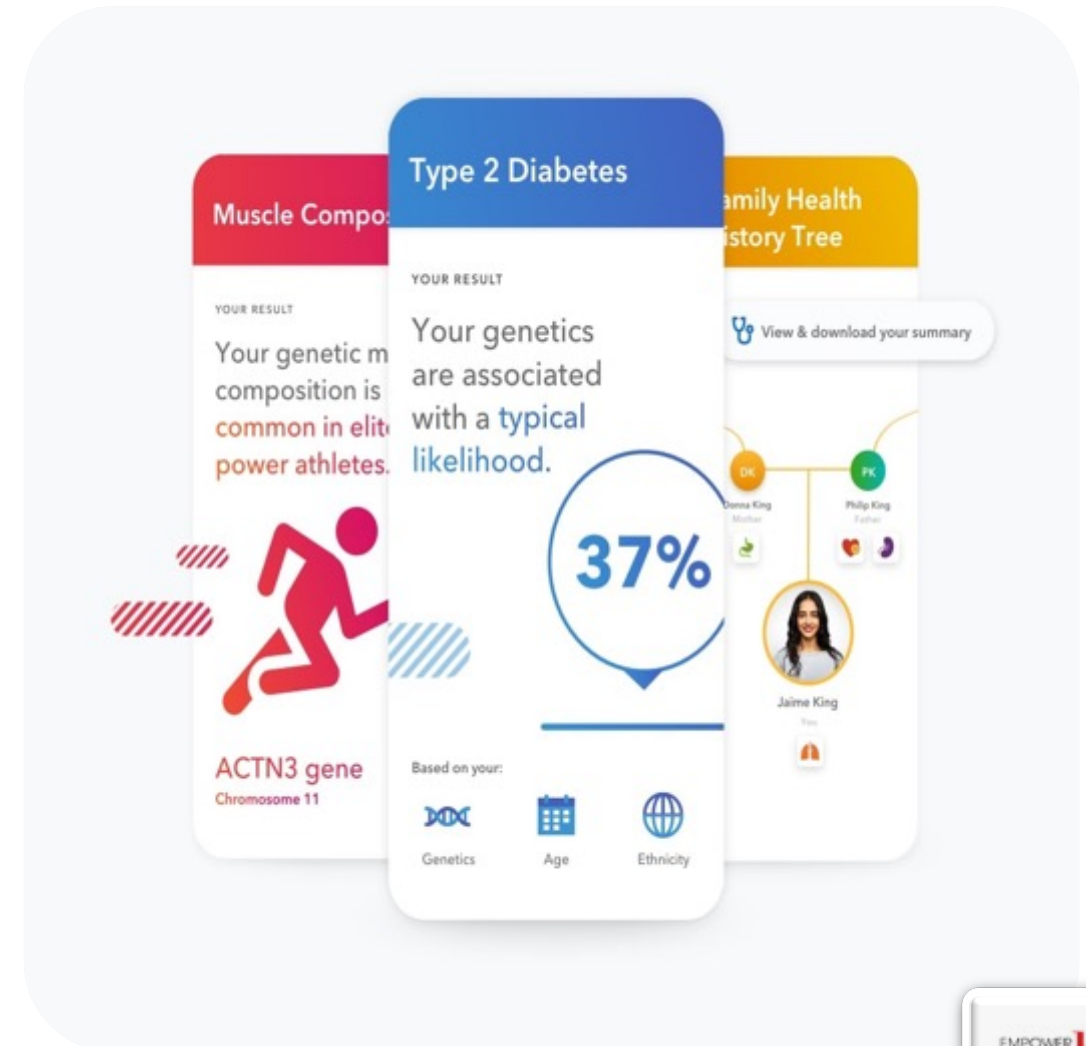
How can we target different customers and deliver products and services in new ways?

- **From niche market to mass market:**
- The market has become increasingly **competitive**, and **saturated**; **fragmentation** of the payer landscape has **required pharma to tailor its offering to specific payer groups** (e.g. private insurers, government programs, and integrated healthcare networks); and **personalized care** is becoming increasingly sought after, leading to **greater focus on niche markets and specialized therapies**.



Frontstage-driven shifts

- **One potential approach** would be to **concentrate on health and wellness** generally instead of solely on **illness** and targeted drug therapies.
- The industry has a wealth of **existing genetic knowledge** and expertise, for example, that it could leverage to **offer a broader range of services to the general public, rather than just patients.**
- A pharmaceutical company **offering a \$99/month subscription service** that includes **genetic analysis for subscribers** would not only provide **personalized recommendations** to help individuals **avoid or manage conditions** they may be genetically predisposed to, but it would also **ensure access to necessary medications** if they eventually develop those conditions.



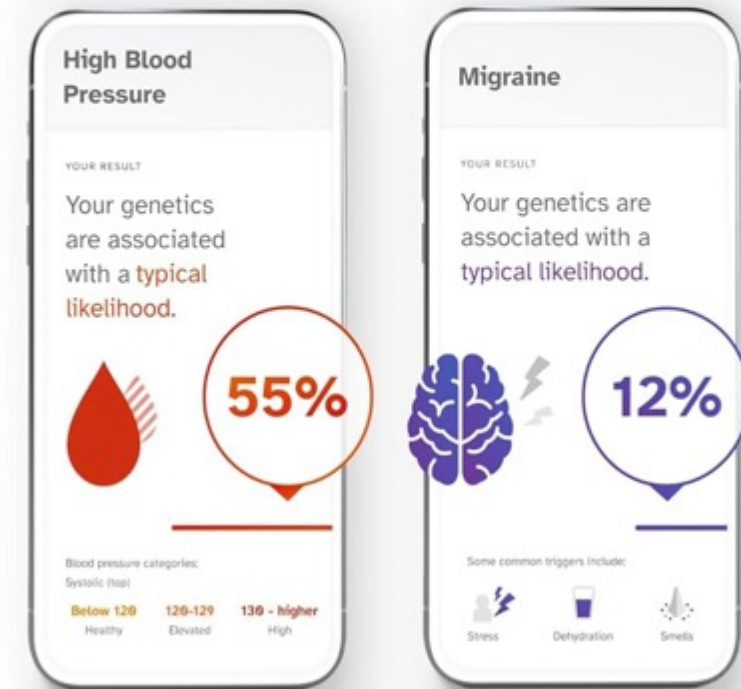
Frontstage-driven shifts

- By offering such a subscription, pharmaceutical companies could **transition from a niche market to a mass-market approach**, simultaneously **expanding their customer base and promoting preventive healthcare**.
- Plus, it would provide pharma with access to even more genetic data, which could be used to **better understand specific populations, develop better and more target drugs**, and further **increase the benefits of the subscription by offering better recommendations**—not just around illnesses and drugs, but overall health and general lifestyle. Moving out of the "**disease market**" and into the "**general health**" market would be a big win for the industry.



EXCLUSIVE ACCESS

Premium DNA insights to stay proactive with your healthy lifestyle.



Powered by 23andMe Research
POWERED BY 23ANDME RESEARCH

EMPOWER
YOUR SELF
sh

Frontstage-driven shifts



- **From B2B to B2(B2)C:**

- Pharmaceutical companies must become more relevant to the customer directly.
- **Example:** In the 1990s, Intel launched its "Intel Inside" campaign to move from selling hardware just to PC manufacturers to educating consumers that this label meant a high-quality laptop. This allowed Intel to differentiate itself, charge more, and grow faster.
- This can only be made possible by **understanding patient experiences** and **building relationships** in new ways. Transitioning from the **faceless—even distrusted and shadowy**—guise of "Big Pharma", as it's seen by the public today, to a trusted health facilitator is essential—and there are many ways to do it:



BEYOND PILLS



Frontstage-driven shifts



- **Emphasize corporate social responsibility** (CSR) by funding research for neglected diseases, improving access to medications in underserved communities, and promoting environmental sustainability. By showcasing commitment to these issues, the industry can create a more positive image and strengthen its connection to consumers.
- **Develop consumer-oriented digital tools**, such as mobile apps or wearable devices, that help individuals monitor their health, track symptoms, and manage their medications. (See, for example, Novartis' smart NovoPens)
- **Collaborate with patient advocacy groups**, to better understand consumer needs and develop more patient-centric products and services, while also building trust and credibility within the patient community.
- **Personalize medicine and genetic testing**, as previously mentioned, and thus move beyond the traditional role of drug manufacturers and become more integrated into the overall healthcare ecosystem.



Frontstage-driven shifts



- From low-touch to high-touch:
- High-touch approaches **emphasize the importance of human interaction, empathy, and personalized care**, which are considered **crucial in building trust and understanding individual needs**.
- On the other hand, low-touch solutions **leverage technology, automation, and data analytics to streamline processes, reduce costs, and improve efficiency**.



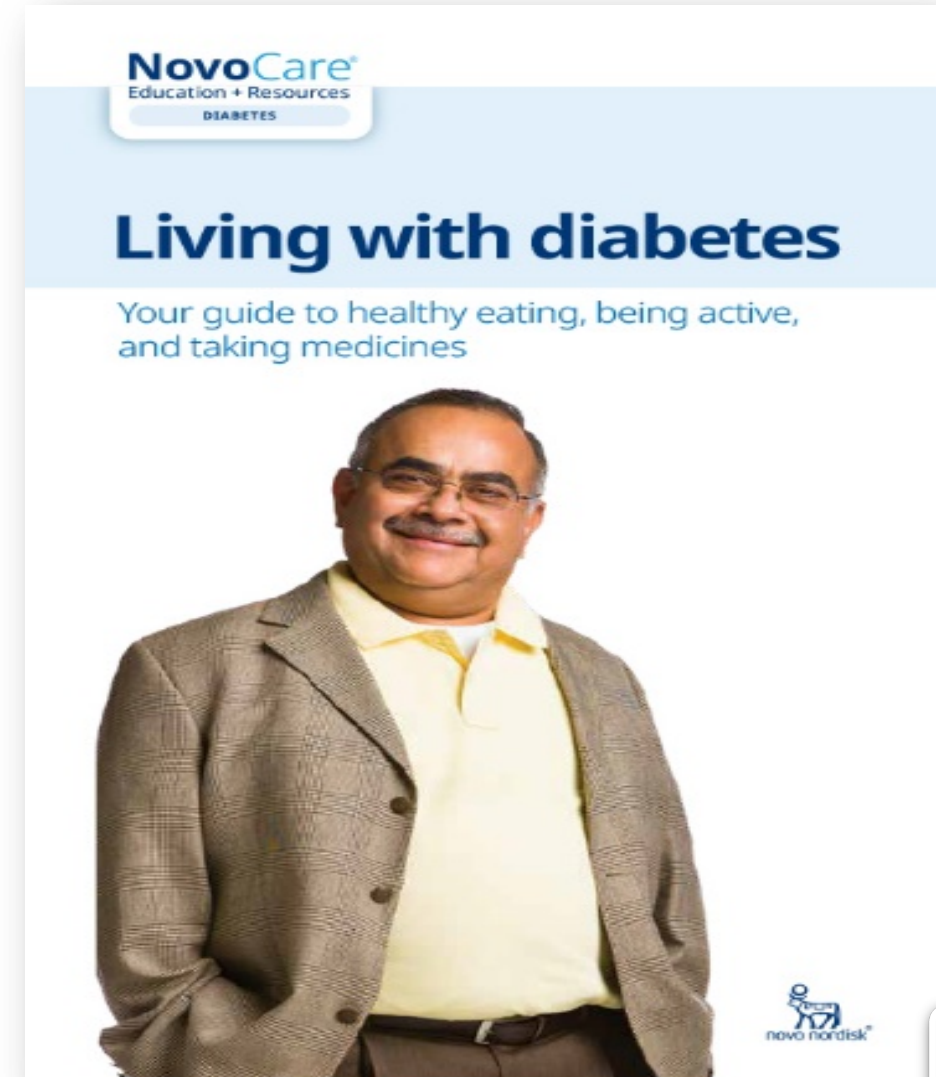
Frontstage-driven shifts

- Apple exemplifies this balance.
- Unsurprisingly, the tech giant leverages **automation and data analytics** to provide extremely convenient, simple and intuitive **low-touch** experiences for purchases, support, and more.
- But they also **offer personal, human interactions** via the **Genius Bar**, present in every store and always busy.
- In-store buying experiences are likewise high-touch.
- Apple has understood that those who prefer low-touch will naturally gravitate towards such tools, if they are offered and powerful; and those who prefer high-touch interactions will similarly seek them out.
- By providing both, Apple has managed to **satisfy a highly diverse market.**



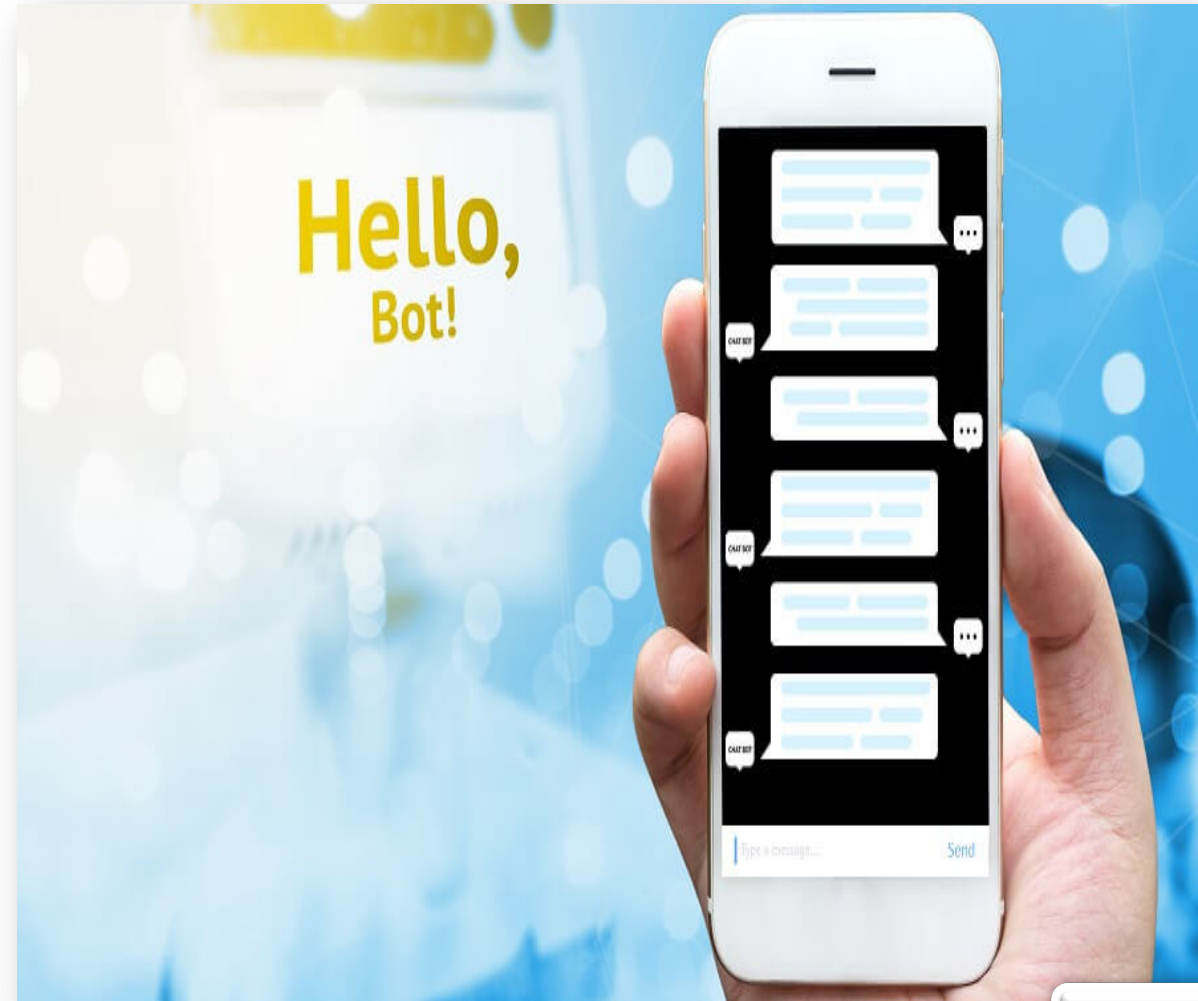
Frontstage-driven shifts

- **Examples** can be found within pharma, as well:
- **Novo Nordisk's NovaCare platform:**
- Combines **digital tools** and **personalized support** with **resources like financial assistance, educational materials, and personalized care plans**, as well as **access to diabetes care specialists** who can provide **one-on-one guidance**.
- **Sanofi's MyStar Connect app provides:**
- **Personalized coaching and support for persons with diabetes**, allowing them to **track their blood glucose levels, set goals, and monitor their progress**. In addition to the digital tools, **Sanofi collaborates with healthcare professionals to offer patients access to educational programs**.



Frontstage-driven shifts

- Artificial intelligence can help **automate the customer journey** towards different touch points in a seamless manner.
- Next-generation **Chabot's and digital humans**, for example, can provide **high-touch experiences** with low-touch stress on business, and help gather information for a human end-of-journey experience that's highly personalized and successfully responds to customer expectations and needs.



Backstage-driven shifts

How can we use resources differently and more effectively?

- **From dedicated to multi-usage resources:**
- Businesses that can **extract greater value from existing, especially untapped resources** benefit from new and more diversified revenue streams and **reduced costs of labor and raw materials.**
- **Example:**
- **British Petroleum (BP)** they started supplying **petrochemical products** to make clothes and building materials, **produced refined petroleum products** and **scaled up co-processing of lower carbon fields**, and **identified new resources and development options for the exploitation and extract of oil and gas to extend the life of existing assets.**
- **Expertise and knowledge** is also a resource that can be exploited in new ways.



Backstage-driven shifts

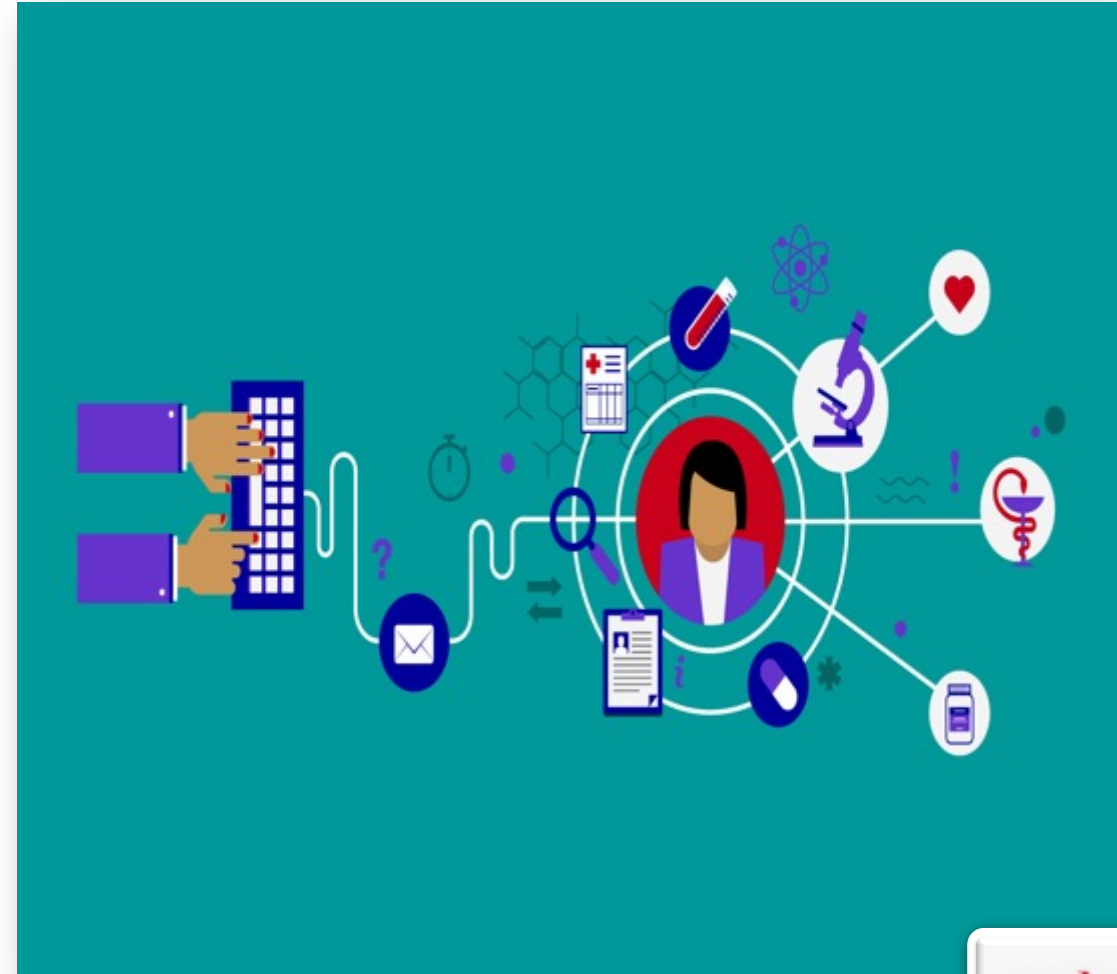
- **Ex:** With the digitization of film, **Fujifilm** was forced to pivot from analog film to other industries. They **leveraged their expertise in collagen—a major component of both film and skin—to create Astalift skincare**.
- This new adjacent business allowed them to **bounce back when the analog film business declined, unlike Kodak**.
- Fujifilm then **expanded into medical devices, functional materials, and pharmaceuticals, building an entirely new value proposition** while leveraging their existing expertise in collagen.



Backstage-driven shifts



- Pharmaceutical companies sell drugs, but they have **many adjacent assets: data, relationships with doctors and patients, medical expertise, labs, supply chains, clinical trials, and more.** Pharma **must find new ways to combine and use these.**
- There are already some exciting examples in the industry:



Backstage-driven shifts



- Pfizer partnered with Concerto HealthAI to utilize real-world data and AI to **optimize clinical trial design** and **accelerate drug development**.
- Novartis partnered with Microsoft to develop an AI-powered **drug design** platform to **expedite the drug discovery process**.
- AstraZeneca partnered with BenevolentAI to use AI to **identify new drug targets** for chronic kidney disease.
- Roche partnered with GE Healthcare to develop a digital platform that uses AI to **optimize patient outcomes** by **analyzing data from medical imaging** and other sources.
- Sanofi partnered with Google to use AI and machine learning to improve their **drug development processes** and **accelerate the discovery of new therapeutic targets**.



Backstage-driven shifts



Other ways to transition from dedicated to multi-usage resources include:

- **Recycling and byproducts** (both material and immaterial), and waste. For example, **some byproducts and waste materials** of pharmaceutical manufacturing **can be used as fuel, raw materials for other industries, and in the production of other pharmaceutical products.**
- **Traditional manufacturing processes** in pharma rely on dedicated production lines and equipment optimized for specific products. Adopting **flexible manufacturing processes** allows for the repurposing and **sharing of resources across different product lines.**
- **Sharing research and development resources** with other players within and beyond pharma to **reduce duplication of efforts.**



Backstage-driven shifts



- From asset-heavy to asset-light:
- Many pharmaceutical companies have wisely **begun looking for ways to reduce their asset-heavy operations and transition to asset-light business models**, by **outsourcing manufacturing, divesting non-core assets, and leveraging intellectual property and knowledge.**
- There are two primary ways of achieving this:

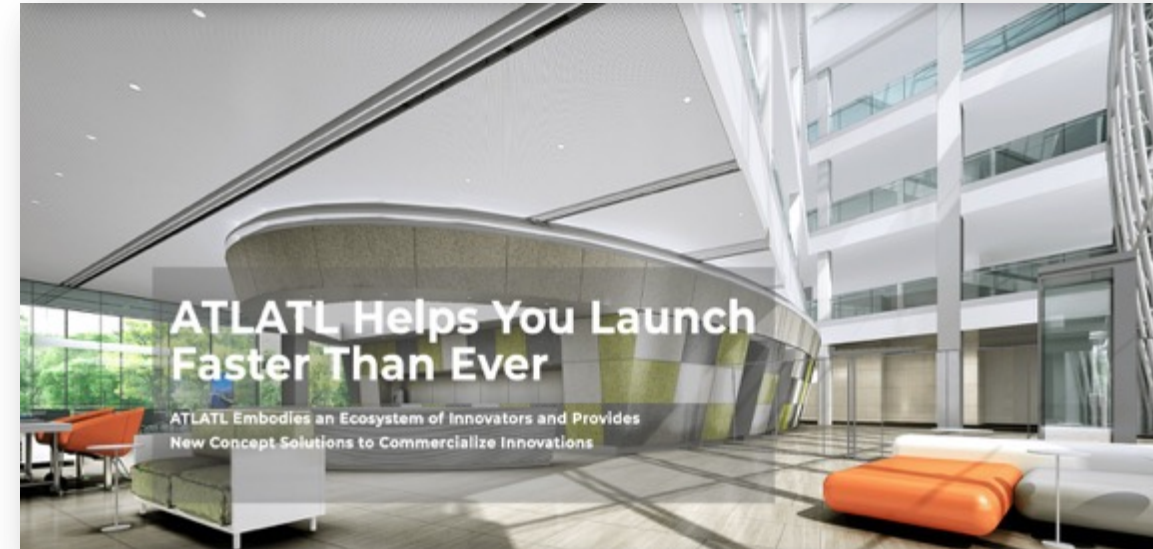


Backstage-driven shifts



1- Is to outsource asset-heavy operations:

- The ATLATL Innovation Center in China is a good example of this.
- The **center offers a range of services** to pharmaceutical companies, including **R&D, clinical trials, manufacturing, and supply chain management**.
- By **outsourcing these operations**, pharmaceutical companies can reduce their asset-heavy operations, reduce costs, and **focus on their core business of developing innovative drugs**.



Backstage-driven shifts



2- Is to leverage recent advancements in technology :

- For example, the advent of 3D printing, though, offers new ways for pharmaceutical companies to produce drugs in smaller batches, allowing for greater variation and personalization in the drugs produced.



Backstage-driven shifts



➤ From closed to open innovation:

- With open innovation, firms create and leverage **partnerships with startups and disruptors**, rather than relying exclusively or primarily on **in-house efforts to innovate**.
- Novartis established the Novartis Venture Fund to **identify and fund early-stage life science companies**.
- AstraZeneca's Open Innovation Gateway provides a **platform for external researchers and startups to collaborate with the company on drug discovery and development**.
- Many labs, including Zoetis and Pfizer, have **Compound Transfer Programs** to the same end.



Backstage-driven shifts



- There are several key ways pharmaceutical companies can continue championing and benefiting from open innovation:
- **Partnering with experts in AI and ML** to **analyze data** from internal and external sources, such as research papers, clinical trials, and patient data, to identify new drug candidates.
- **Launching online** platforms and contests to **engage the public**, including patients and caregivers, in "crowdsourced" drug discovery.
- **Partnering with patient advocacy groups** to identify unmet medical needs and innovate new ways to support existing patients, especially beyond the pill.
- **Partnering with experts in block chain** for **secure data sharing** between pharmaceutical companies, external researchers, and other stakeholders.
- **Collaborating with non-traditional partners**, such as **consumer goods companies**, to **develop new drug delivery systems**, improve patient engagement, and enhance patient monitoring.



Backstage-driven shifts



- The name of the game is **synergy**, and there are countless opportunities for pharmaceutical companies with the growing number of startups, both within and beyond health sciences, as well as incumbents in other areas.



Shifts in profit formula



How can we adjust the relationship between revenue and costs?

➤ From high- to low-cost:

- Historically, pharmaceutical business models have **avoided low-cost** products because they appear to **offer low returns**.
- But with newer technologies, business models can adapt to **create cost structures that attract customers with smaller budgets**.
- In 2002, Dow Corning (now Dow Silicones Corporation) recognized that the **market for silicone** was becoming increasingly competitive, and that their business was under threat.
- In response, they **created a new business model to offer silicon products at a lower cost** than their competitors, which they called **Xiameter**. Xiameter ran **alongside their original, high-cost silicon business**.

XIAMETER™
silicones simplified by 



Shifts in profit formula



- Apple's various lineups are another example. Customers can purchase an iPhone Pro Max for \$1200 or an iPhone SE for \$300; an Apple Watch Ultra for \$800 or an Apple Watch SE for \$250.
- **Pharma could do the same with generic drugs.**
- Currently, they mostly let them go (although Novartis and Pfizer both produce branded and generic drugs, to great effect).
- **And demand for generic drugs has more than doubled in the last 10 years, capturing roughly 75% of prescriptions**



Shifts in profit formula



- **From transactional to recurring revenue:**
 - The case is well illustrated with Adobe Creative Cloud;
 - **From transactional to subscription.** Adobe moved from perpetual software **licenses** to a monthly **subscription service** for **Adobe Creative Cloud**, and was able to increase revenue year on year.
 - **From sales to recurring service propositions.** The perpetual software license **required seasonal software upgrades**. With Creative Cloud, **subscribers get immediate access to upgrades, online technical support, online storage, publishing, and file-sharing capabilities.**
 - **From transactional to long-term relationship.** The move to Creative Cloud meant that relationships between the customer and Adobe moved from a punctual, transactional event to a long-term engagement and relationships. Adobe leveraged this to **create a thriving online user community that greatly contributes to the overall value proposition.**
 - **From continuous, hard-won customer acquisition to single, first-time acquisitions.** Finally, the move allowed Adobe to focus on **acquiring customers once, and then providing them with a lifetime of products and services.**



Shifts in profit formula



- There are other ways to make the transition from transactional to recurring revenue:
- **Maintenance and Support:** Pharmaceutical companies can (and do) offer ongoing monitoring of patient health and regular check-ins with healthcare providers through partnerships with healthcare providers and through the development of proprietary software and monitoring tools.
- **Service Contracts:** Pharmaceutical companies could offer service contracts that provide ongoing access to certain services, such as telemedicine consultations or access to specialty pharmacy services. These contracts could be sold directly to consumers or through partnerships with healthcare providers.
- **Memberships:** Pharmaceutical companies could create membership programs that provide access to exclusive products, services, or content. For example, access to patient education materials, personalized health coaching, or discounts on prescription drugs.



Shifts in profit formula



- **From conventional to contrarian:**
- **Old-school business models are slow to shed resources that no longer drive revenue, especially when they still deliver value to the customer.**
- **A more contrarian but long-term successful approach is to quickly identify and eliminate the most costly resources from the business model (whatever shape they may take), even if it creates short-term pain. Then, repositioning efforts and expenses to other areas that deliver greater returns.**



Shifts in profit formula



- **Start with a clear vision:** Define a clear and compelling vision for the future, then work backwards to identify the strategies and actions needed to achieve that vision.
- **Challenge assumptions:** Question assumptions and challenge conventional wisdom in a data-driven and thoughtful way. Seek out diverse perspectives.
- **Build a culture of dissent:** Create a culture that encourages dissent and diverse viewpoints. Welcome feedback and criticism, and stay open to changing course if the data warrants it.
- **Manage risk:** Taking risks is necessary for innovation and growth and must be managed intelligently. Identify and mitigate potential risks, and build in contingencies to minimize the impact of unexpected events.
- **Stay focused on the long-term:** Focus on long-term outcomes, even in the face of short-term setbacks. Resilience and adaptability are key.



Multi-shift models



How can we combine different transformations to make businesses unique and hard to replicate?

- **Case Study: Ørsted is a Danish energy company.**
- In 2009, it **recognized that fossil fuels** were neither **environmentally sustainable** nor **financially viable**.
- The company made the **decision to shift from fossil fuels to green energy technology**, with three key drivers to combat climate change:
 - 1- It aimed to **phase out coal** by 2023 and generate nearly 100% green energy by 2025, focusing entirely on **renewables**.
 - 2- It strove to become a **leader in offshore wind** and **develop innovations and large-scale deployment of onshore wind, solar energy, and storage solutions**, with the goal of delivering green energy to hundreds of millions of people.
 - 3- It sought to gradually **phase out natural gas trading activities** while **increasing the green share of power traded**, and work with suppliers to **reduce carbon emissions from the manufacturing and installation of renewable energy**.



Multi-shift models



- To achieve these goals, Ørsted made several shifts in their business model, starting in 2012:
- **A shift from dedicated resources to multi-usage of key resources.** Ørsted was a leader in offshore drilling know-how in the North Sea and decided to move to **building offshore wind farms, facilitating a radical shift from fossil fuel energy to renewables.**
- **A move from low tech to high tech,** investing significant costs to move to new **high-tech green power plants.** The government facilitated this transition through subsidies to support Ørsted's move to wind farms.
- **A transition from volatile transaction revenues to predictable recurring revenues.** Traditional revenues from fossil fuels were **volatile due to price dependence and geopolitical factors,** including fluctuating **commodity prices.** Wind-based energy, however, **has fixed pricing due to subsidies,** which allowed Ørsted to move **their fixed pricing to 81% of their portfolio in 2018.**



Multi-shift models



- **Example** comes from one of pharma's main players, Danish company Novo Nordisk:
- Founded in 1923, Novo Nordisk is not a newcomer to the pharmaceutical arena. It made its **name as a specialist in diabetes management** and has become one of the world's leading insulin producers.
- Novo Nordisk realized that **straightforward insulin and diabetes care products were insufficient for the future and needed to innovate to become sustainable.**
- **Using artificial intelligence and other technological tools, Novo Nordisk now provides connected tools, platforms, programs and services for those with diabetes, helping to improve their care and wellbeing.**



Multi-shift models



- In terms of business model shifts, Novo Nordisk undertook many of the above, including moving **from transactional to recurring revenue**, changes from **sales to platform** (while still maintaining the pay-per-pill alongside the new revenue model), and a shift from **dedicated resources to multi-usage resources**.
- Fundamentally, they undertook a **value proposition shift** while retaining some core elements of being a drug company. They underwent a seismic change from being **drug-led to becoming customer relationship-led**.
- Using AI tools, they became **industry leaders in digital therapeutics** in the diabetes space.



Multi-shift models



- Novo Nordisk's business model **incorporates artificial intelligence in multiple ways:**
- For example, their **diabetes pens track accurate dosing data, linked, using Near Field Communication, to a user's chosen app so that patients can view insulin and blood sugar data together.**
- This **provides better data and insight to patients and their physicians**, allowing for better diabetes management.
- It also ensures **a more personalized customer approach** with digital therapeutics that allow individual choice.
- Alongside this, there is a **shift to multi-usage resources using data collected to optimize the development of new diabetes solutions with better predictions.**
- **Novo Nordisk's success is a testament to its ability to change its business model radically.**





Keys	AirBnB	Alibaba	Amazon	Google	Healx	Ikea	Lego	Rolls Royce	Uber	Wayfair	Zara	Zipcar
Personalization	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓
Asset Sharing	✓				✓				✓			✓
Collaborative Ecosystem	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Closed Loop						✓		✓		✓		
Usage based pricing		✓	✓	✓			✓	✓	✓			✓
Agility	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



Common traits among future-proofed companies

- **Personalization**
- **Asset Sharing**
- **Collaborative Ecosystem**
- **Closed Loop**
- **Usage-based Pricing**
- **Agility**





Pharma Strategy:



Core DNA for company positioning - Genotypes

Pharmaceutical Industry: 3 C's Model "Saber Helal Model"



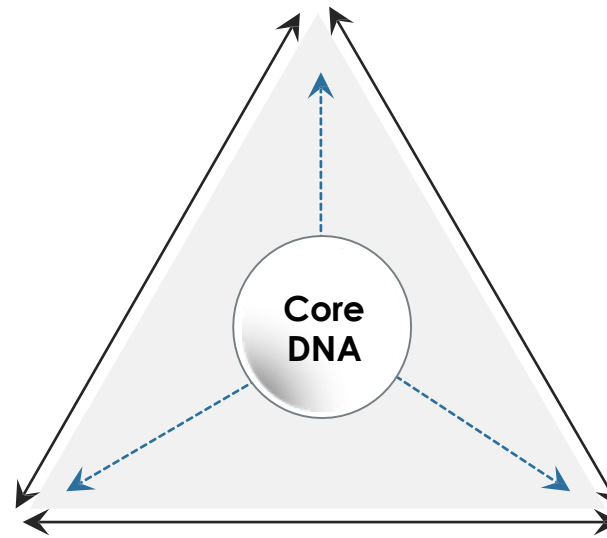
Core disease area

Patient Oriented Companies - Strategies:

- a) **Portfolio with innovation** : focus on Portfolio with core sector like Novartis , GSK and Pfizer.



- b) **Specialized with innovation**: focus on appealing to specialized sector like Roche genetics , Novonordisk and Oncology companies.



Call Visit

Sales Oriented Companies: - Strategies:

They focusing on the frequency of call and discount neglecting the all steps of business like Pharco , Eipico and Amoun.



Connected multichannel

Marketing Oriented Companies - Strategies:

- a) **Value chain** – Quality driven from supply chain till patients. Like Eva , AUG and Mina Pharm.

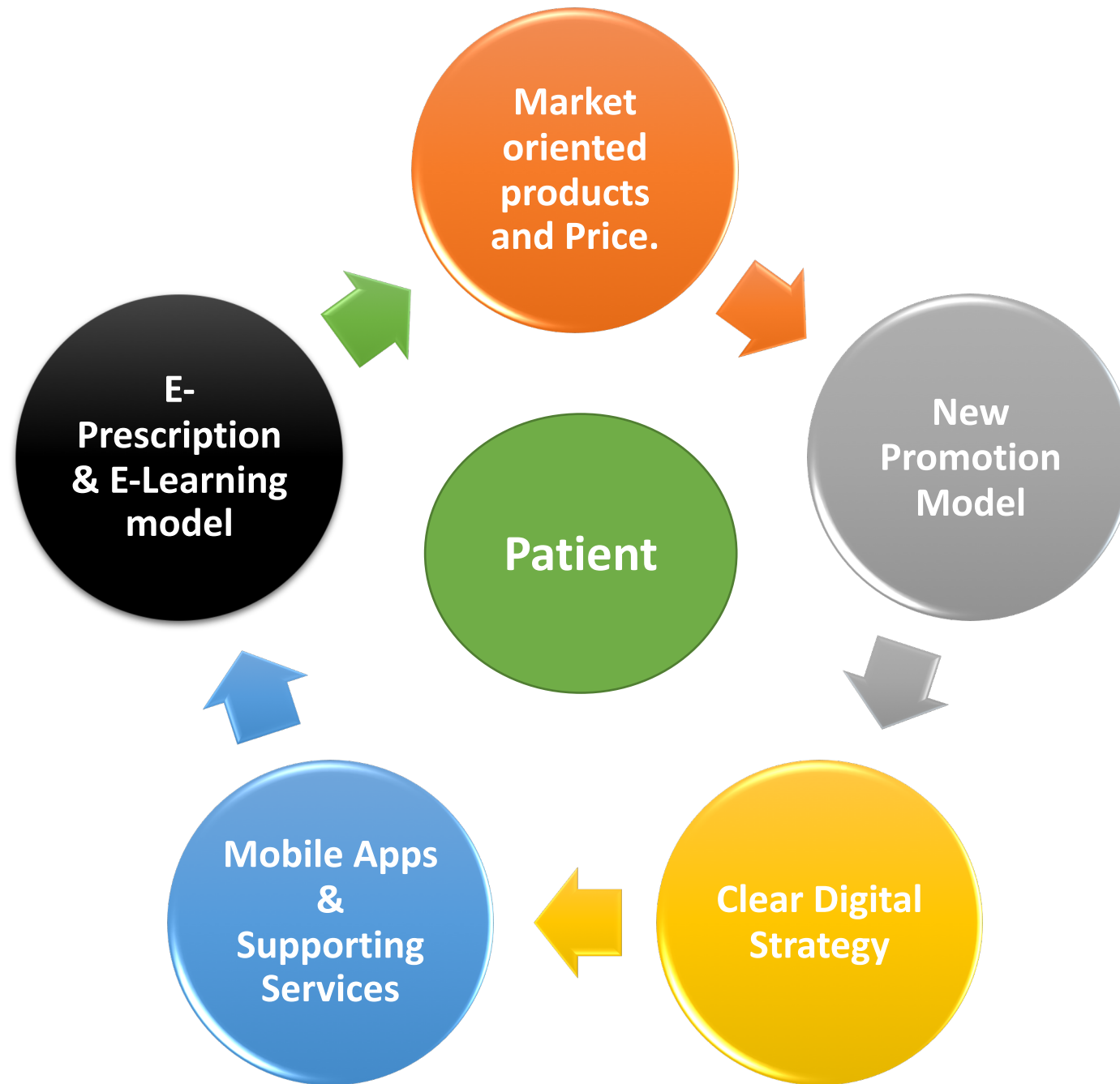


- b) **Marketing activities** : Efficient and effective marketing activities Hygint , MSD , Sanofi , OTC.





New Model





Pharmaceutical Industry:
2 P's Model "Saber Helal Model"

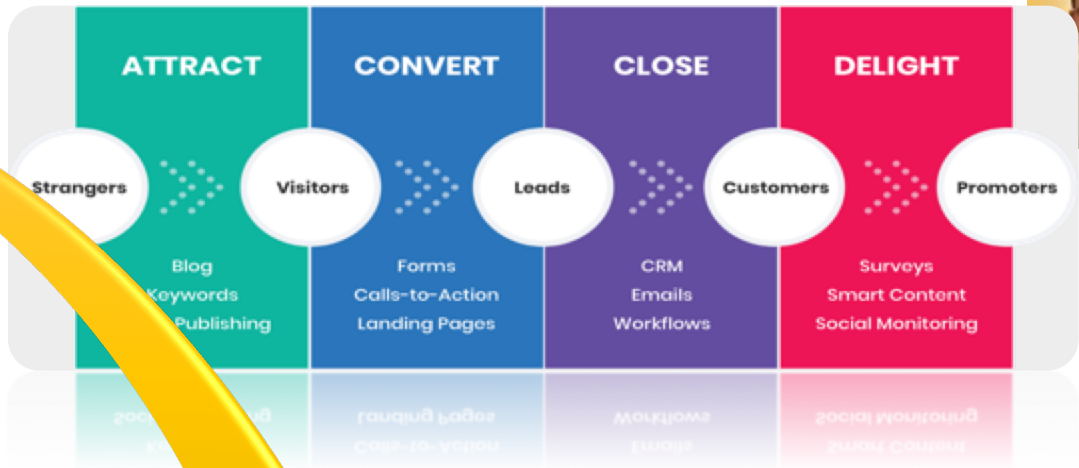
Patient

Community

- WOM.
- Activities.
- Medical Educations.
- CAMPS.

Service

- DTC.
- Loyalty.



Mobile apps.

Wearable Devices
Biosensors

Pharmaceutical Industry:
2 P's Model "Saber Helal
Model"

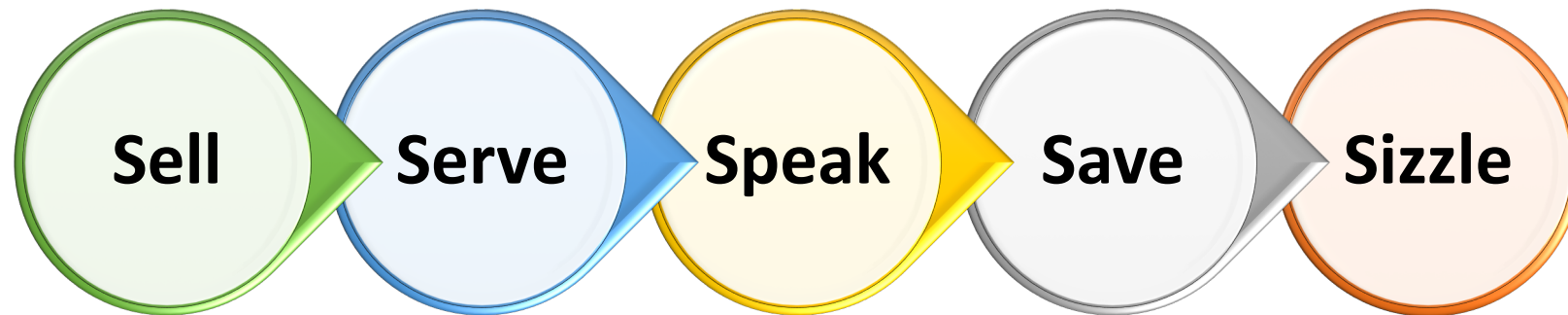


Pharma Digital Objective:





5Ss Model:



Digital Objectives:



Benefits	How benefit is delivered	Typical objectives
Sell – Grow sales	<ul style="list-style-type: none">Achieved through wider distribution to <u>customers</u> you <u>can't readily service offline</u> or perhaps through <u>wider product range</u> than in-store or <u>lower prices</u> compared to other channels.	<ul style="list-style-type: none">Achieved 10% of sales online in market.Increase online sales for products by 20% in year.Increase CR% by 5%.
Serve – Add value	<ul style="list-style-type: none">Achieved through giving customers <u>extra benefits online</u> or <u>inform product development</u> through online dialogue and feedback.	<ul style="list-style-type: none">Increase CR% by 5% increase interaction with different content on site.Increase dwell duration or pages per view on site by 10% (sometimes known as stickiness).



Digital Objectives:



Speak – Get closer to customer	<ul style="list-style-type: none">• This is creating <u>a two-way dialogue</u> through web and email forms and polls ;conducting <u>online market research</u> through formal surveys; and informally monitoring <u>chat rooms to learn</u> about them. Also speak through <u>reaching them via key influencers</u> through E-PR.	<ul style="list-style-type: none">• Grow mail coverage to 50% of current customer database.• Survey 1000 customers online each month.• Increase visitors to community site section on increase rating/reviews and discussing by 5%.
Save – Save costs	<ul style="list-style-type: none">• Achieved through online email communications , sales and service transaction to reduce staff, print and postage costs.	<ul style="list-style-type: none">• Generate 10% more sale for same communication budget.• Reduce cost of direct marketing by 15% through email.• Increase web self-service to 40% of all service enquiries and reduce overall cost –to-serve by 10%.

Digital Objectives:



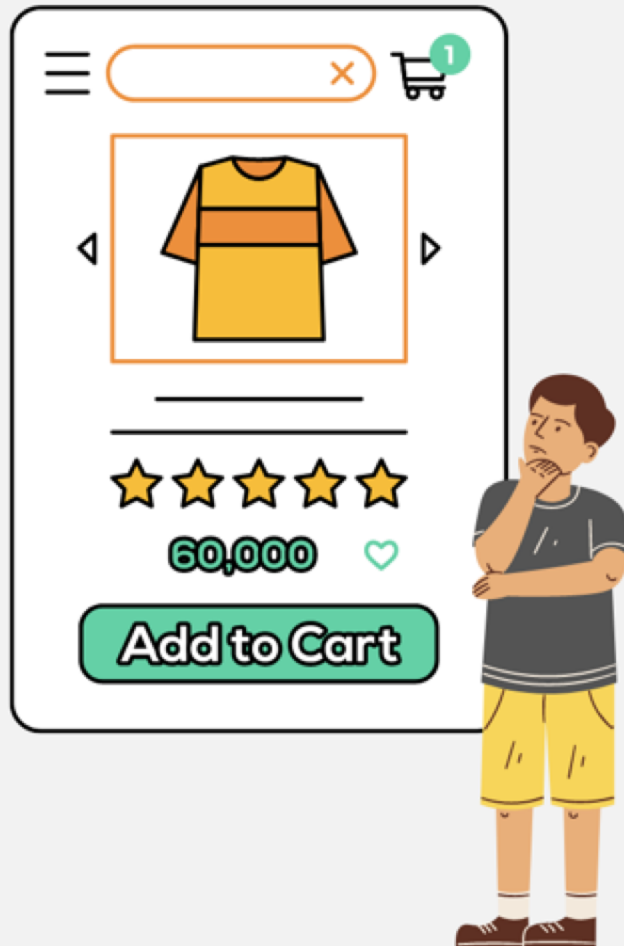
Sizzle – Extend the brand on line

- Achieved through providing a new proposition and new **experience online** while at the same time **appearing familiar**.
- Add two significant to the customer online experience.
- Rework online value proposition messages.
- Improve branding metrics such as : brand awareness, reach , brand favorability and purchase intent.





ROPO-Effect



Digital Evolution

From Traditional Sales Force Only to Digitally Enhanced and from 'Push' to 'Pull' Marketing

What we need

Toolset

Skillset

Mindset

How we will do it

KPIs & Success Metrics

KPI setting for key projects, training & playbook, SOPs
fund evidence studies

Training & Change Management

Align with Customer Journey Mapping
Agile & project management



Content

Sourcing & approval, Central Content RFP

Digital Reach

Coordinate & support Opt-In Campaigns

What to utilize

Social media
Campaigns

Websites

Emails

Virtual events

Remote Detailing

Social Listening

Activate Windows
Go to Settings to activate Windows
KoLs Digital Profile



#110th Marketing Club 18th Riyadh

72nd Business Club

FMP

**Fast Moving Pharma
Marketing**

Tuesday 3-10-2023

10 PM EGY 10 PM KSA 11 PM UAE

FOUNDER & HOST

Dr. Mahmoud Bahgat



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