

MGT 682 WS - Marketing, Sales and Supply Chain Management
 In the Pharmaceutical Industry
 Fall 2006
 WebCampus Syllabus

Texts and Case Studies:

- Cohen , S. & Roussel, J., "*Strategic Supply Chain Management*", McGraw-Hill, 2005
- Simchi-Levy, D., Kaminsky, P. and Simchi-Levy, E., "Managing the Supply Chain: The Definitive Guide for the Business Professional", McGraw-Hill, 2004
- Smith, Smith, M., "*Pharmaceutical Marketing: Strategy and Cases*", Haworth Press, 1991
- Vandermerwe, S. and Atun, R., Imperial College Tanaka Business School Case 502-023-1: "*Pharmalife A: Deciding Whether to Build a Web-based Services Company from Scratch*", 2002
- Case Study: Calkins, T., "Eli Lilly: Xigris A", Kellogg School of Management, Nov. 2, 2004
- Relevant topical articles and journals from the pharmaceutical industry and the press assigned by the instructor

Lectures:

Lecture No.	Week	Topic	Readings and Assignments (Due for This Week's Lecture)
1	Jan 22-28	Orientation Week (no lecture) Opportunity for registered students to review the course and to talk to the professor via telephone	
2	Jan 29-Feb 2	Module 1: Introduction to the Course and Requirements Analysis frameworks we will be using Competing In the Pharmaceutical Marketplace <ul style="list-style-type: none"> - Industry challenges - The competitive landscape - The markets 	<ul style="list-style-type: none"> - Class notes - Smith, Chapters 1-3 - IBM Business Consulting Services: "<i>Pharma 2010: The Threshold of Innovation</i>", - ARC Brief for Rockwell Automation: "<i>The Pharmaceutical Industry: Dramatic Changes In the First Half of the 21st Century</i>"

Lecture No.	Week	Topic	Readings and Assignments (Due for This Week's Lecture)
3	Feb 5-9	<p>Module 2:</p> <p>Logistics Management Concepts</p> <ul style="list-style-type: none"> - Plan, Source, Make, Sell, Deliver <p>Introducing the SCOR Model</p> <p>Adapting SCOR as a Contextual Model for This Course</p>	<ul style="list-style-type: none"> - Class notes - Cohen & Roussel: pp 70-89 - Simchi-Levi: pp 214-216 - Supply Chain Council SCOR Overview 7.0 <p>Individual Assignment Due Next Week: Interview a manager of your company who has a role in logistics management (which may include Marketing, Vendor Management, Procurement, Sales or Distribution) that explores the following topics:</p> <ul style="list-style-type: none"> - Current state (As-Is) of the manager's function and area of responsibility - Critical logistics issues as seen by that manager - Management techniques, tools, frameworks and technologies used by that manager to: <ul style="list-style-type: none"> • Address the critical issues • Reduce supply chain uncertainty <p>Presentations should be a minimum of 8 PowerPoint slides</p>
4	Feb 12-16	<p>Module 2:</p> <p>Individual student presentations (PowerPoint slide presentation with detailed notes) of interviews conducted with company managers responsible for logistics related functions.</p>	

Lecture No.	Week	Topic	Readings and Assignments (Due for This Week's Lecture)
5	Feb 19-23	<p>Module 2:</p> <p>Supply Chain Management Concepts</p> <ul style="list-style-type: none"> - Relevance To Management Practice - Managing Uncertainty - SCM Strategies and Best Practices <p>NOTE: Individual Test on Logistics Management Concepts – Due Feb 23</p>	<ul style="list-style-type: none"> - Simchi-Levy: Chapters 1-2 - Health Industry Group Purchasing Association White Paper: <i>“Integrity of the Pharmaceutical Supply Chain: Product Sourcing for Patient Safety”</i> - Class notes - Individual test – due on Oct 6
6	Feb 26-Mar 2	<p>Module 3:</p> <p>Pharmaceutical Marketing - PLAN</p> <ul style="list-style-type: none"> - The pharmaceutical value chain - Pharmaceutical marketing concepts - Pharmaceutical Market Research - Review of Pharmaceutical Marketing Analysis frameworks, e.g., product competitive forces analysis 	<ul style="list-style-type: none"> - Students should have read and researched Porter, Ansoff and SWOT (quickmba.com, marketingteacher.com, tutor2u.net) - Smith: Chapters 5,7 - Review the case studies which we will use through the course: Vandermerwe & Atun, (Imperial College Tanaka Business School Case 502-023-1: <i>“Pharmalife A: Deciding Whether to Build a Web-based Services Company from Scratch”</i>) AND - Calkins, T., “Eli Lilly: Xigris A”, Kellogg School of Management, Nov. 2, 2004 - Class notes <p>Team Assignment Due Next Week</p>

Lecture No.	Week	Topic	Readings and Assignments (Due for This Week's Lecture)
7	Mar 5-9	<p>Module 3:</p> <p>Team Presentations (PowerPoint slides with detailed notes):</p> <ul style="list-style-type: none"> - PowerPoint presentation (12-15 slides), summarizing logistics-related analyses and recommendations for the “PharmaLife A” case study - Extensive notes on each slide that analyzes the case study using frameworks discussed and employed in class exercises. Students will leverage the work previously done in prior sessions and apply the SCOR model framework to provide analysis of and recommended approaches for the following: <ul style="list-style-type: none"> o Strengths and weaknesses o Key political, environmental, social and technology trends o Key competitive forces o Key growth opportunities o Key logistics related issues and recommendations regarding: <ul style="list-style-type: none"> ▪ Sourcing of materials and information – focusing on potential vendor management strategies ▪ Marketing approaches - focusing on potential channels and planning considerations ▪ Sales approaches – focusing on potential target markets and sales channels ▪ Distribution approaches – focusing on reducing uncertainty in the supply chain ▪ Recommended logistics related technologies and justification ▪ Legal and ethical considerations that apply and recommendations for compliance 	<ul style="list-style-type: none"> ▪ Vandermerwe & Atun, (Imperial College Tanaka Business School Case 502-023-1: “<i>Pharmalife A: Deciding Whether to Build a Web-based Services Company from Scratch</i>”)

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8	Mar 12-16	<p>Module 4:</p> <p>Logistics and The Pharmaceutical Supply Chain - SOURCE, MAKE and DISTRIBUTE</p> <ul style="list-style-type: none"> - Supplier strategies - Clinical trial supply chain management - Vendor management - Organizational Models - Packaging considerations - Product Counterfeiting 	<ul style="list-style-type: none"> - Cohen & Roussel: <i>"Eli Lilly Profile: Supporting Product Lifecycles with Supply Chain Management"</i>, pp. 1-7 - Mayberry: <i>"Current Trends In Pharmaceutical Packaging & Distribution Practices – US vs. EU"</i>, Pharma generics 2004 - Product Safety Task Force (PSTF) White Paper: <i>"The Healthcare Industry's Business Requirements for Electronic Track and Trace"</i>, July 2004 - Cohen & Roussel: Chapter 3, 4 - Simchi-Levy: Chapters 5, 8 - Class notes
9	Mar 19-26	<p>Module 5:</p> <p>Actualizing The Pharmaceutical Marketing Function - SELL</p> <ul style="list-style-type: none"> - Pharmaceutical Sales roles - Physician Detailing 	<ul style="list-style-type: none"> - Smith: Chapters 11-12 - Class notes

Lecture No.	Week	Topic	Readings and Assignments (Due for This Week's Lecture)
10	Mar 25-30	<p>Module 6:</p> <p>Logistics Management Technologies – PLAN, SOURCE, MAKE, SELL and DISTRIBUTE</p> <ul style="list-style-type: none"> – Major SCM Applications – e-Marketing – SFA and CRM – Supply Chain Collaboration – RFID and Pharmaceutical Distribution <p>Individual Assignment due next week</p>	<ul style="list-style-type: none"> – Simchi-Levy: Chapter 10 – Cohen & Roussel: Chapter 2 – Phillips/TAGSYS/Texas Instruments White Paper: <i>“Item-Level Visibility In the Pharmaceutical Supply Chain”</i> – UNISYS White Paper: <i>“Pharmaceutical Trade and the FDA Anti-Counterfeiting Guidelines”</i> – Class notes

Lecture No.	Week	Topic	Readings and Assignments (Due for This Week's Lecture)
11	Apr 2-6	<p>Individual Assignment: Each student will submit a PowerPoint with a minimum of 6 slides with detailed notes presentation on a specific technology used in their company that supports any of the "DISTRIBUTE" or "SELL" related supply chain functions in their company. The presentation should address:</p> <ul style="list-style-type: none"> - A description of the technology and its application in the pharmaceutical industry - How the technology is being used today in their company - How the technology reduces uncertainty in the supply chain - Advantages/disadvantages of the technology - How the use of the technology could improve a specific component of the logistics function 	
	Apr 9-13	Easter Week – no lecture	–
12	Apr 16-20	<p>Module 7: Pharmaceutical Legal and Ethical Considerations - PLAN, SELL and DISTRIBUTE</p> <ul style="list-style-type: none"> – Prescription Drug Marketing Act (PDMA) – Physician Detailing – PhRMA Ethical Codes – Off-Label Representations – Product Pedigree Tracking 	<ul style="list-style-type: none"> – Smith, Chapter 9, 11 – Class notes – http://www.fda.gov/oc/initiatives/counterfeit/background.html: "New FDA Initiative to Combat Counterfeit Drugs"

Lecture No.	Week	Topic	Readings and Assignments (Due for This Week's Lecture)
13	Apr 22-27	<p>FINAL ASSIGNMENT DUE 5/4:</p> <p>The final assignment will be an individual assignment using the Xigris A case study. Each student will be required to develop and be prepared to present selected sections of a PowerPoint presentation that must address the following requirements. You should use materials previously developed in class to support your assumptions and recommendations in addition to employing any other learnings or frameworks taken from lectures, readings and class notes for this course.</p> <p>Assume that you are Brandon Meyers. The time is today – and you have been tasked with accelerating the sales and market share of Xigris which, thus far, have been disappointing. You have been asked to re-launch Xigris with some fresh ideas and approaches:</p> <ol style="list-style-type: none"> 1. What is the potential market share for Xigris (in \$ sales and number of potential patients)? Justify your answer with fact-based information. 2. What marketing and sales techniques and media channels will you use to shape physician perceptions of Xigris? Justify your answers with techniques and approaches we have discussed in class or that you have identified in your readings. 3. On which class of patients will you focus your principal marketing efforts? Justify your reasoning. <ol style="list-style-type: none"> a. All patients with sepsis? b. Critically ill patients with sepsis? 4. What marketing techniques and media channels do you recommend to influence the families of prospective Xigris patients? Give examples and your reasons for using these techniques or channels based on readings. Why do you think a particular technique will be successful (or not)? 5. Discuss your reasons for using (or not using) DTC to promote Xigris. If you propose using DTC to promote Xigris, to whom would the campaign be directed and what messages would you emphasize? If you propose not using a DTC campaign, justify your reasoning. 6. Is pricing important for a successful re-launch of Xigris? Justify your answers. 7. How would you propose to use information technology in a manner that promotes the use of Xigris? 8. Identify any special supply chain considerations in the manufacture, distribution or use of Xigris. How would you overcome them? 	<ul style="list-style-type: none"> – Calkins, T., “Eli Lilly: Xigris A”, Kellogg School of Management, Nov. 2, 2004