Recruitment Case Study – Bonesite Inc

Bonesite Inc® is a prominent name in the Indian Orthopaedic world. With over twenty products in the market and seven patents, their blockbuster products are Calhcol, Benzhaler, and Rockshot.

You have recently joined the marketing division of Bonesite Inc® as an analyst, and would be directly reporting to the marketing director of the company. Your presentation on the scope of Marketing Analytics created a buzz among the top brass of the management and the CEO is keen in harnessing the power of data to improve the marketing campaigns. Your supervisor calls you to discuss the promotional plan for the drug Rockshot – a vial used for the rapid muscle healing in the knee arthroscopy surgery.

The business problem explained to you is this: *Rockshot has been the physician's favourite drug since past five years, but recently some new entry products have started to build their brand presence and this has affected the market share of Rockshot. The Company has hired skilled medical representatives who go onto counsel medical practitioners (namely GPs and orthopaedics who form a target list of physicians to be marketed) and advice them to prescribe the drug to their patients. How effective is our marketing message to what physicians becomes the basis of how physicians will prescribe the drug hence impacting sales.*

Your supervisor gives you the following guidelines (approved by the management board) to build a case using your data-backed approach:

The strategy for the promotion of Rockshot is focused on the rep-physician interaction only and all the physicians dealing in the knee surgery will be targeted. The targets have to be either GPs (General Physicians) or Orthopaedics. Bonesite Inc® has a strong team of representatives placed across the country where knee arthroscopy surgeries are being conducted.

For the high impact of promotion activity, following guidelines are used:

a. Rockshot being an expensive drug will be exclusively promoted with no other drugs promoted alongside during the sales calls.

b. Two calls per year is the call frequency for each physician in the target list. The total number of promotional calls delivered across the country should be the same as last year.

c. Bonesite Inc® will provide 'special promotion' to the physicians who have created their mark in the field of Orthopaedics, and the regional head of marketing of Bonesite Inc® will be travelling to meet some of these eminent physicians once in the year. This 'extra' promotional spend will be managed by reducing the number of physicians from the target list as per the following rule:

    • Cost of one 'special promotion' = Four times the cost of one general call.

d. Opera, a leading hospital chain of India, is coming with four new hospitals (one each at Ahmedabad, Indore, Ludhiana, and Kanpur) this year as a part of their growth strategy. To capture the new opportunity, Bonesite Inc® must promote Rockshot to these branches as well (four calls per year to an orthopaedic in each of these branches). To accommodate the 'extra' calls in these four new regions, the call given to the "lesser valued GPs in the nearby regions" will be redistributed.

A final target list of physicians will be created and rolled out to the medical representatives for implementation.

You believe in a novel approach of drug promotion that is data backed, and develop the following strategy using third part data and tools existing within your company:

1. *How to get physician data that compares performance*: Bonesite Inc® needs a matrix to compare physicians. A third party company named $Vesicle$® maintains its own nationwide physician database and is reputed for providing the country level physician info. You ordered the data last week and it's been received today.

   The data contain physician details for majority of the physicians (popularity index greater than 6) all over India. Popularity index is based on a national survey and is highly trusted across the industry. You will use this data to accommodate for the 'extra physicians' by removing the lesser valued physicians from the target list wherever applicable.

   (Data included in 'Vesicle - Physician Info' tab, file Bonesite.xls).

2. *Who are the Physicians for Special Promotion*: Each year "PILL" magazine gives rewards to the eminent physicians in each field. Selected physicians from this list can be chosen to pursue 'special promotion' by regional marketing heads.

   (Data provided by $Vesicle$®; included in the 'Vesicle - Awarded Recipients' tab in file Bonesite.xls).

3. The Physician Ids used internally in the company ('Bonesite_ID') are different than the ones provided by the $Vesicle$® ('Physician_ID'). Fortunately, the data collection team at Bonesite Inc® has excellent name matching tools to map two different databases and they have done the mapping between the two IDs.

   (Included in the "Mapping" tab, file Bonesite.xls).

4. You have also received following Data Sets from the internal data collection team at Bonesite Inc®:

- ✓ City List (included in 'City Names' tab, file Bonesite.xls)
- ✓ Last year's target list ('List 0' included in 'Target List – previous year', file Bonesite.xls)
- ✓ New cities considered due to business expansion by Opera, and the nearby regions in order of priority (included in the 'Four Hospitals' tab, file Bonesite.xls)

You have two days to work out the target list of physicians and must report the following insights to your supervisor -

1. Create a new target list (List 1) for the current year using the last year's target list (List 0) by incorporating all the above mentioned guidelines (points a-d).

    Report:

    a) **How many physicians in your 'List 1' will be given 'Special Promotion'?**
    b) **How many physicians in 'List 1' work at Opera?**
    c) **How many physicians got added in 'List 1' and were absent in 'List 0'?**

2. While discussing the 'List 1' with your supervisor you realized that the previous year's target list (List 0) has been created using an unreliable assumption. Being a Data Evangelist, you believe in the power of Data, and wish to challenge the last year's target list based on the popularity index now available with you.

    Recreate the target list (List 2) for the current year by using the list of physicians available from the third party company. The total number of calls in each city will be kept same as contained in the List 0. Physicians can change, as per the following rules (in the order as mentioned below):

    I. Orthopaedics to have a greater priority over GPs in a given city.
    II. Within one Speciality, physician with a higher popularity index will be given a greater priority.
    III. Include guidelines a-d mentioned above.

    Report:

    a) **How many physicians are contained in the List 2?**
    b) **If Revenue generated from a physician in proportional to the Popularity Index, then what is the % growth in revenue ($Revenue_{List\ 2}$ / $Revenue_{List\ 1}$ – 1) by using List 2 instead of List 1 for promotion?**

Tip from your supervisor: Trusting the data of Third Party Vendors can be lethal. They are good with numbers, poor in formatting.