

## **Шаблоны слайдов с планом работ**

Шаблоны слайдов с процессом

Шаблоны слайдов со структурами/деревом решений

Шаблоны слайдов с горизонтами

Шаблоны слайдов From-to

Шаблоны слайдов с воронками

Шаблоны слайдов с компонентами

Шаблоны слайдов с матрицами

Примеры слайдов с визуализацией числовых данных

Приложение: шаблоны  
и примеры слайдов

# Video content analysis (VCA) technology and infrastructure is readily available



**Jul. '15**

Sophisticated **realtime** and **predictive BI solutions** are in pilot stages



**in 2-5 years**

Provider roadmaps indicate BI solutions for **customer behavior, frontline management** and **cloud analytics**



**Dec. '14**

Digital CCTV **cameras** are **installed** in many client's locations, raw **video data** is **available**



**Oct. '15**

Current **technology** allows to perform **people count, queue tracking** and create **heat maps**

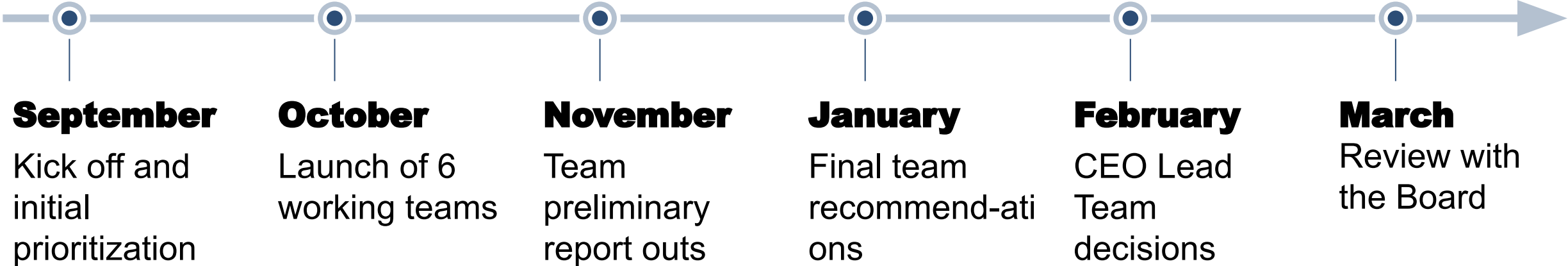


**in 1-2 years**

Providers currently **refine end-to-end tracking** capabilities in **large perimeters** and accuracy in **crowded environments**

# Journey to today's discussion

**Work over the past 5 months has drawn upon the best thinking at xxx to deliver a coherent, comprehensive, 5-year growth strategy**



# Schedule



Month

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3 XX	4	5	6	7
8	9 XX	10 XX	11 XX	12	13	14
15	16	17 XX	18	19	20	21
22	23	24	25 Holiday	26	27	28
29	30	31				

- Steering Committee
- In-person Workshop

# Boat chart/timeline



Initial

- X
- Y

- X
- Y

- X
- Y

- X
- Y

Details 1

- X
- Y

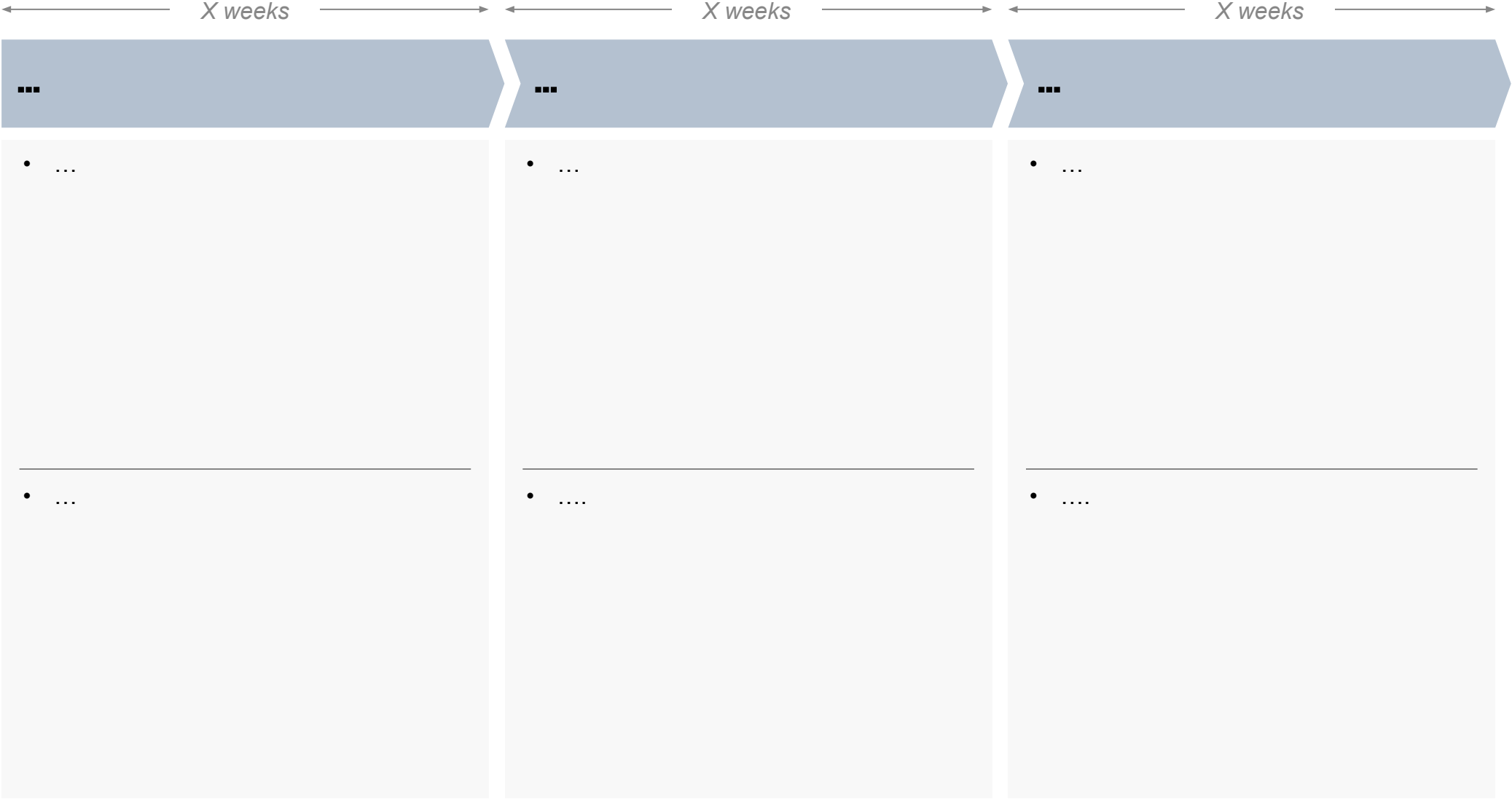
- X
- Y

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- Y

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- Y

Details 2

# Timeline



# Timeline



**1** ...  
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**4** ...  
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**7** ...  
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**8** ...  
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**6** ...  
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# Stage gate timeline



<b>Timing</b>	Q4 2009	Q1 to Q4, FY10	FY11 to FY12/14	FY12/14 onwards
---------------	---------	----------------	-----------------	-----------------



<b>New business Investments</b> \$ Millions	<b>1-2</b>	<b>15</b>	<b>20</b>	<b>10+</b>
	Should we launch the business?	Are new customer contracts imminent?	Are we ready to expand? Do we have a partner?	

<b>Investment uses</b>	<ul style="list-style-type: none"> <li>Detailed business plan</li> <li>Clinical data analytics capability</li> <li>Refresh clinical content</li> </ul>	<ul style="list-style-type: none"> <li>Corporate infrastructure</li> <li>Sales and marketing</li> <li>Product readiness</li> </ul>	<ul style="list-style-type: none"> <li>Customer delivery and service resources</li> <li>Additional infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Product and market expansion</li> <li>Additional customer delivery and service resources</li> </ul>
	<p>x should invest \$1-2 M in internal capability to harness x potential</p>			



# Our work over the next 8 to 10 weeks will follow a structured process

■ Completed



## Timing

4-6 weeks

1-2 weeks

1-2 weeks

## Key deliverables

Fact packs

Documented strategic direction

Strategic plan roadmap

## Activities

- Build rigorous fact base
  - Financials
- Collect case study examples
  - Technology and partnerships in other museums
- Collect / synthesize customer satisfaction surveys
- Conduct team problem-solving workshops to ID and identify analysis

- Develop strategic options and priorities
- Model economics of strategic options
- Articulate tradeoffs and capability gaps to implement each option
- Select strategic option

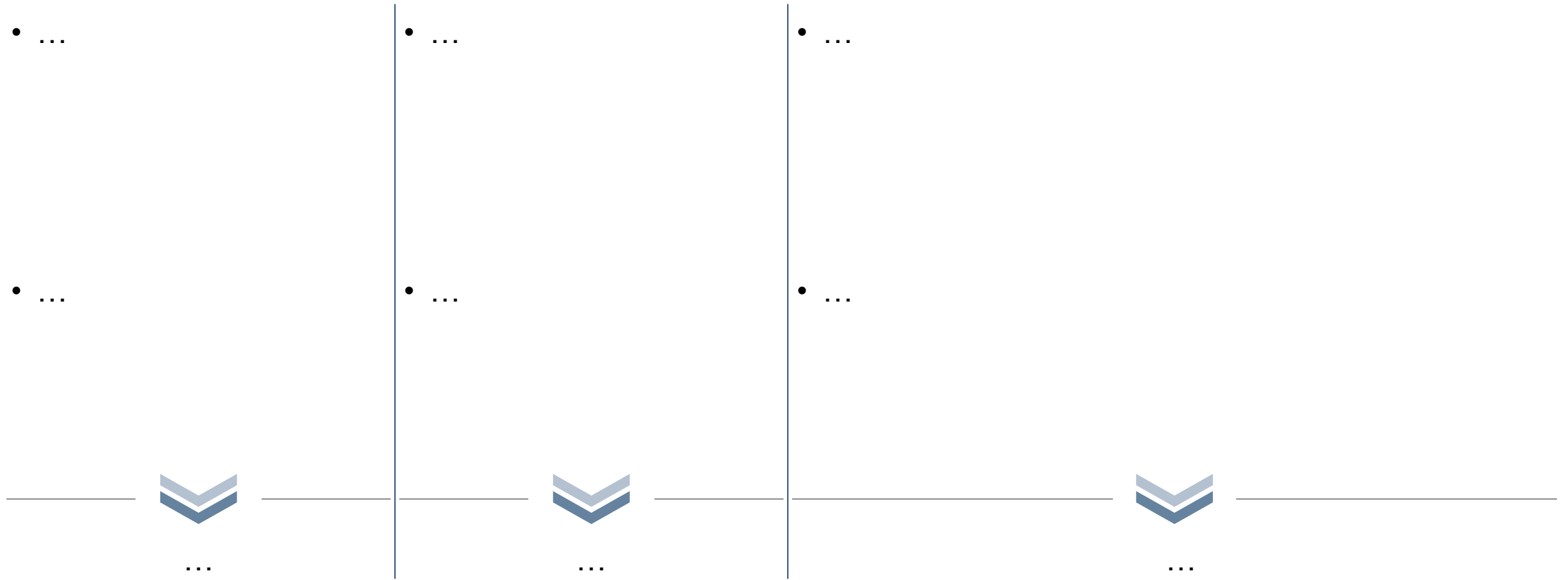
- Translate strategic direction into activities, milestones, goals, and metrics over 10 year horizon for each functional area
- Build a plan to investigate and close organizational gaps

# Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday	Monday
	7	8	9	10	11	14
Activities	<ul style="list-style-type: none"><li>TBD</li></ul>					
Deliverables			<ul style="list-style-type: none"><li>TBD</li></ul>			

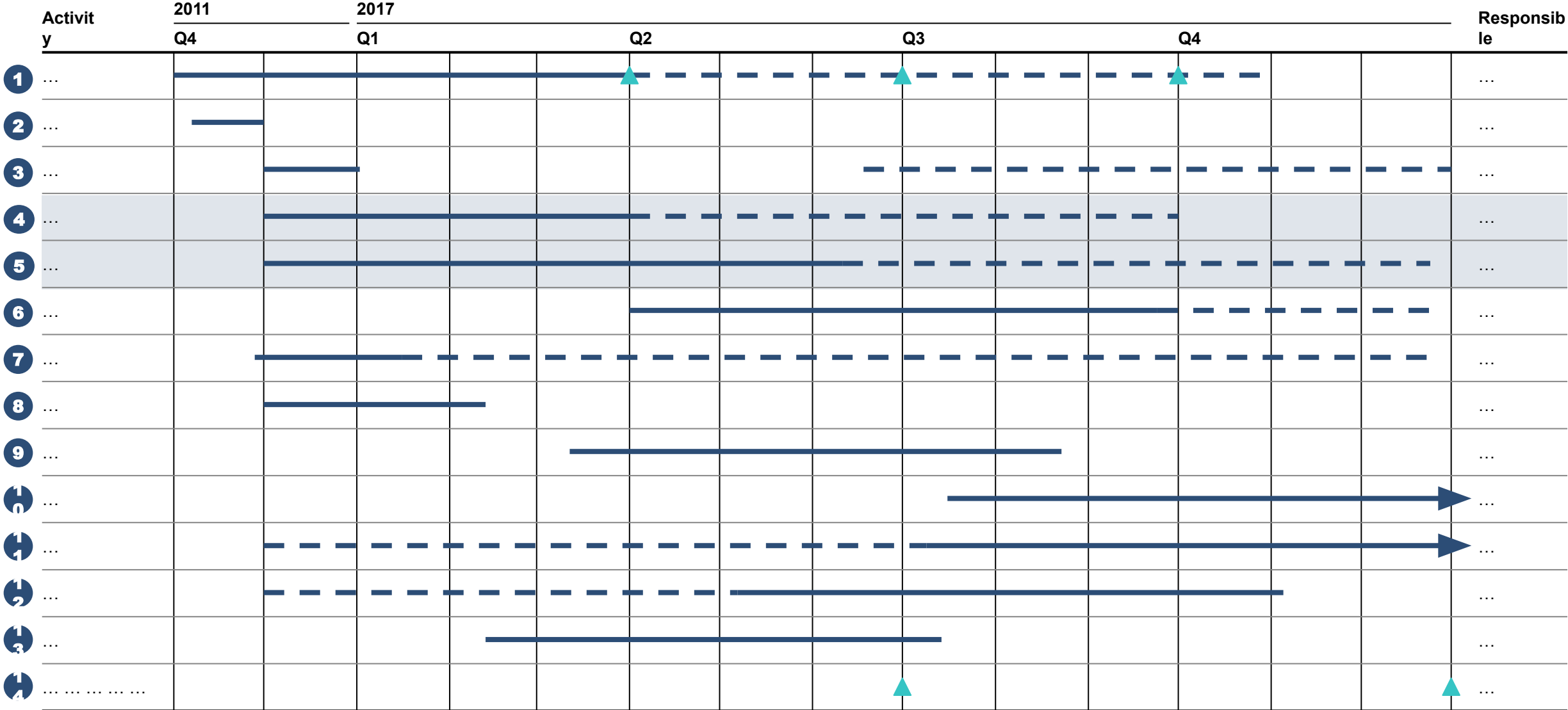
# Timeline

← 2-4 weeks →      ← 2-4 weeks →      ← 12-18 months →

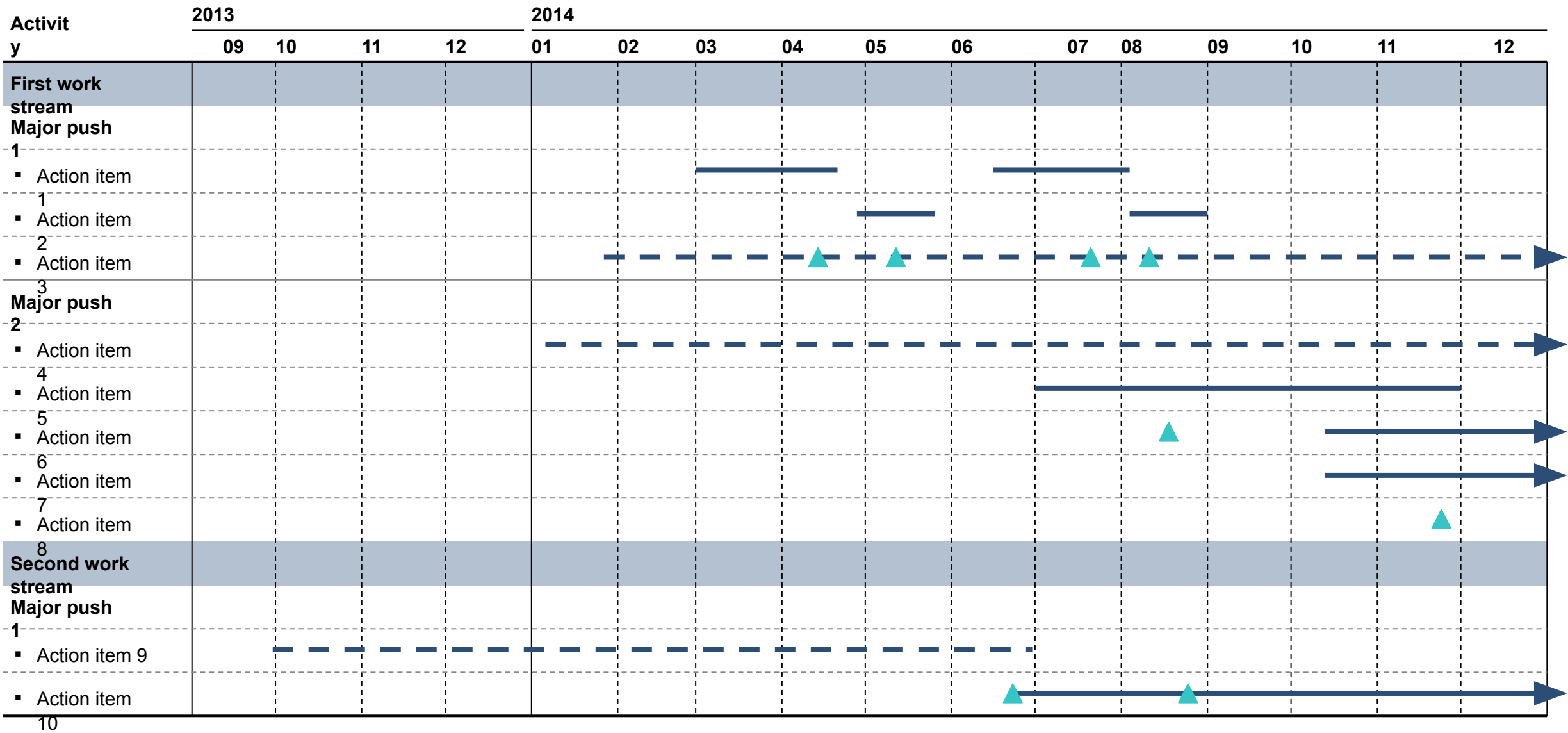


# Basic Gantt work plan

Focus



# Basic Gantt work plan



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данных

# Process flow



## Description

Text

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Text

Text

Text

# Process

## **Differentiate product offering**

- Expand into branded drugs
- Expand into fast growing medications (e.g., Specialty, Biosimilars)

## **Consolidate**

- M&A has been a major factor in Gx since 2005
- Fewer suppliers drive increased pricing relative to branded

## **Move down value chain**

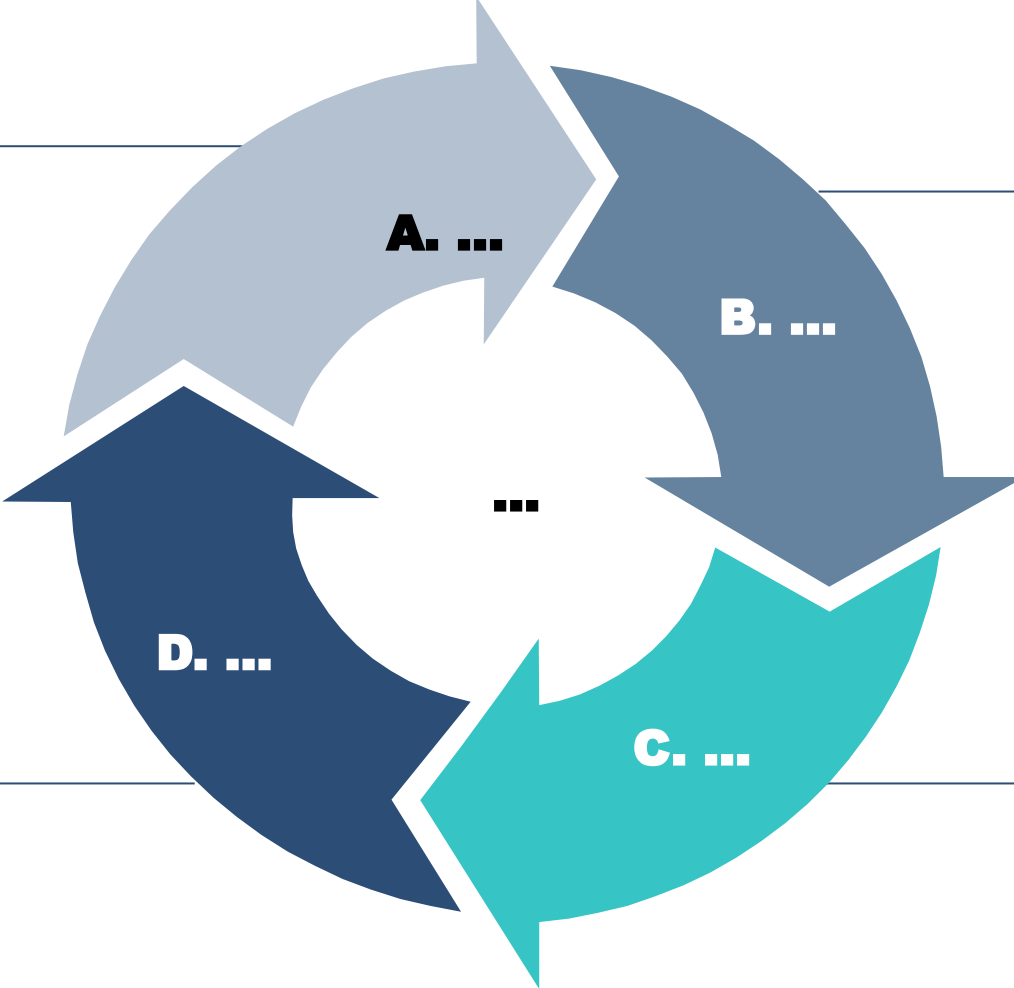
- Partner with purchasers to capture value downstream
- Develop wholesaling capabilities



# Circular process

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- ...



- ...

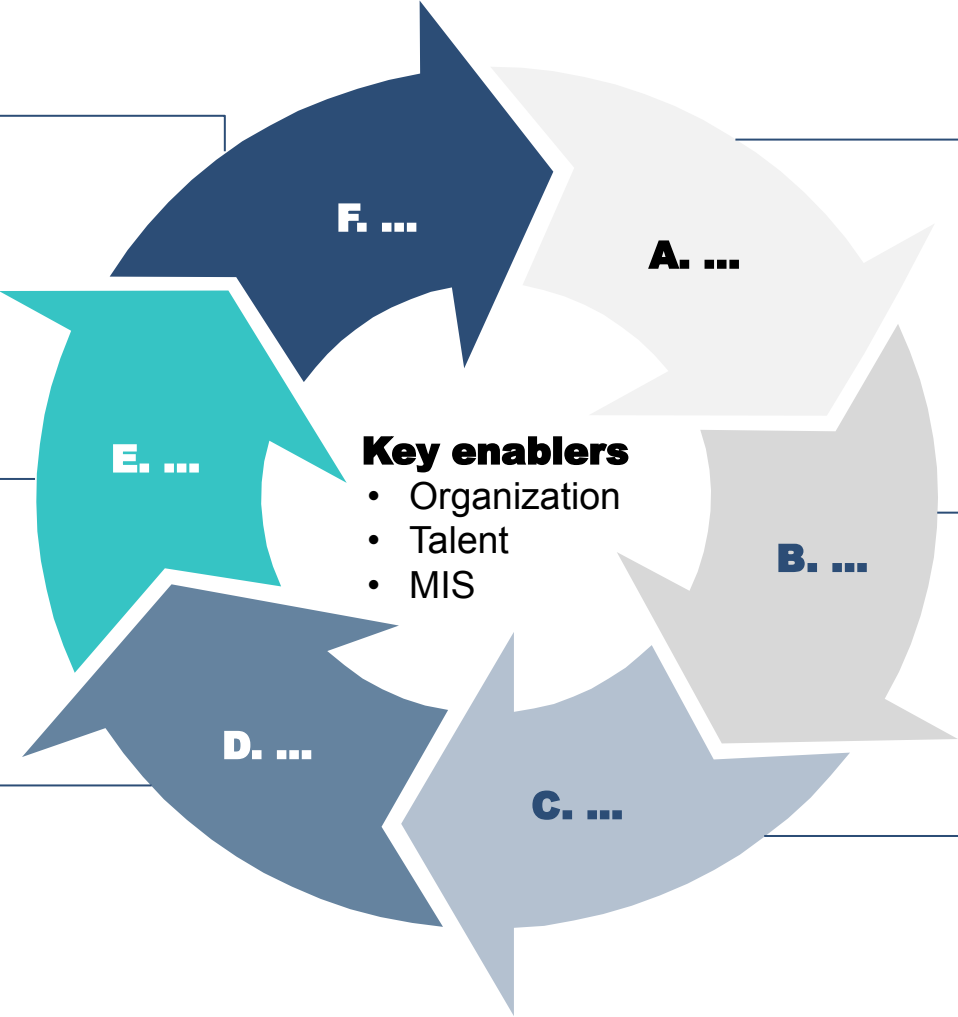
- ...

# Circular process

• ...

• ...

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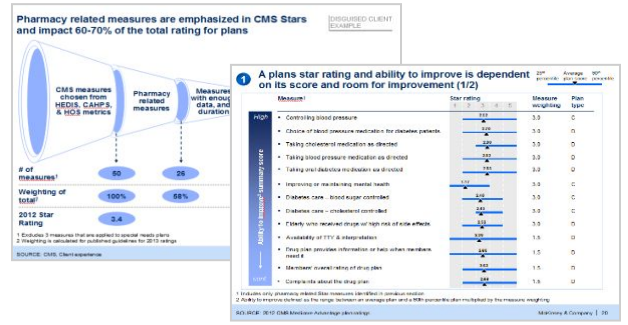
# Process



# We used a 3-step process to define the approach to Medicare Stars within Pharmacy

1

## Assess situation (the "why")



- What Star quality measures does Pharmacy impact?
- What is the enterprises current performance and its ability to improve?

2

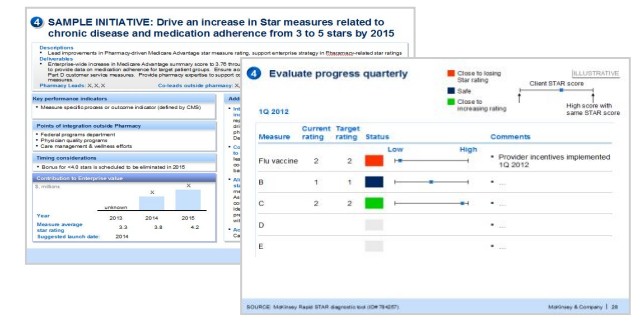
## Detail the strategy (the "what")



- What's measures do we target?
- What are the concrete initiatives we are going to undertake?
- How will the initiatives fit into the wider enterprise strategy?

3

## Derive implications on execution (the "how")



- How will performance be tracked? What are the KPIs?
- What capabilities, processes, and resources do we need to execute the strategy?

# Operations readiness assessment overview

	<b>Survey</b>	<b>Interviews</b>	<b>Workshop</b>	<b>Working session</b>
	<b>Readiness assessment</b>	<b>Client interviews</b>	<b>Initiative read out and prioritization</b>	<b>Review client implementation plan</b>
<b>Timing</b>	January 2013	March 2013	June 2013	2014
<b>Format</b>	10-15 question survey operational readiness	Interviews with client functional area leaders	4 hour session with client leaders to align on capabilities and priority level	Review working session on developed implementation plans with McKinsey experts
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Assessment of high level post reform operational readiness gaps</li> <li>Group consensus on capability readiness and prioritization</li> </ul>	<ul style="list-style-type: none"> <li>Targeted assessment of operational readiness gaps on "top of mind" post reform issues</li> <li>High level understanding of gaps and competitive positioning</li> </ul>	<ul style="list-style-type: none"> <li>Review findings to develop common under-standing on capability current state and gaps</li> <li>Align on priority of capabilities by strategic need</li> <li>Action-plan on how to proceed with developing implementation plans</li> </ul>	<ul style="list-style-type: none"> <li>Present implementation plan to McKinsey operations experts</li> <li>Agree on initiatives needed to close the operational gap</li> <li>Align on project timelines</li> </ul>
<b>Client support needed</b>	<ul style="list-style-type: none"> <li>Identify participants for survey, interviews, and workshop</li> <li>Schedule workshop and interview sessions</li> </ul>		<ul style="list-style-type: none"> <li>Schedule workshop with operations team and McKinsey experts</li> </ul>	<ul style="list-style-type: none"> <li>Create schedule, agenda, and implementation plans for working session with McKinsey operations experts</li> </ul>

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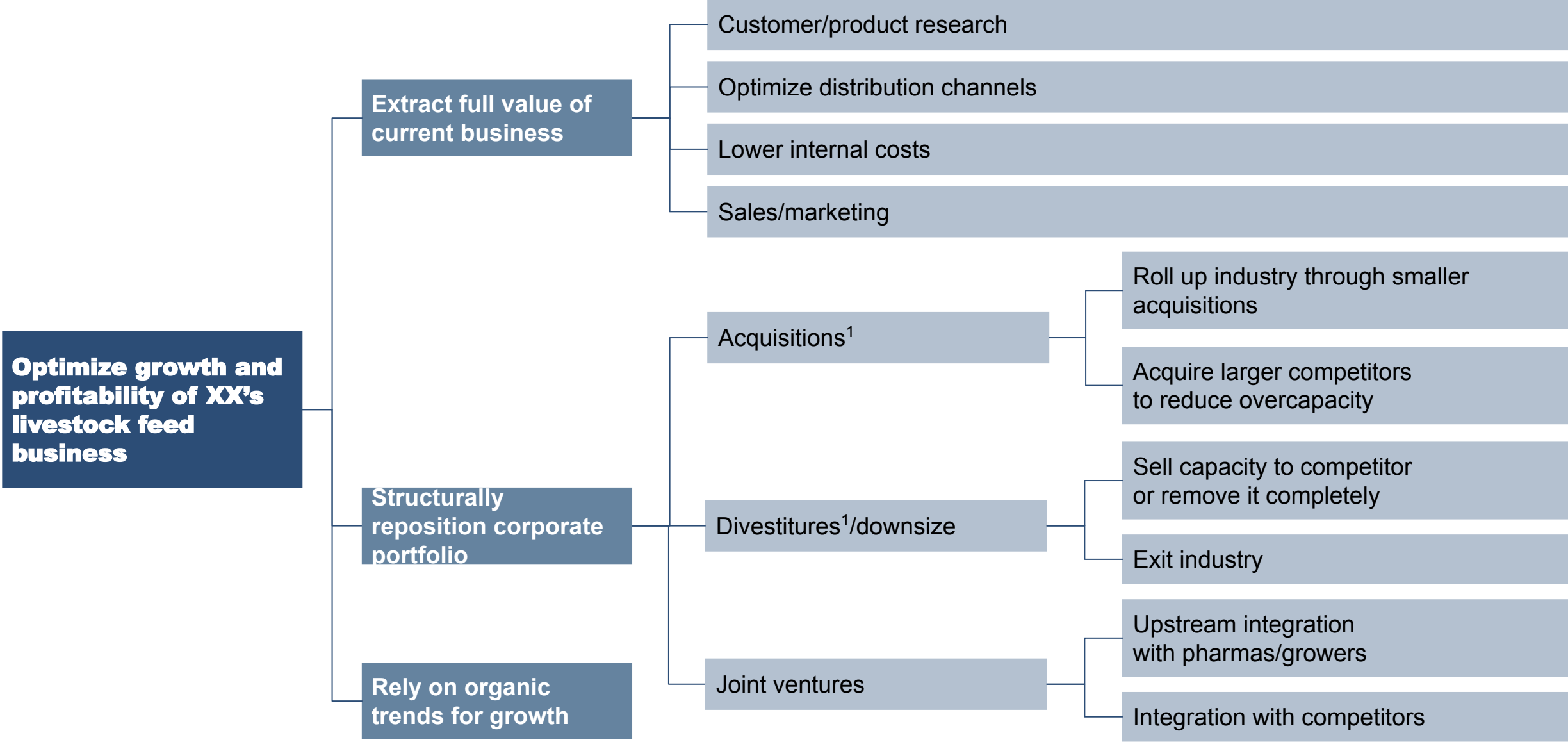
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Шаблоны слайдов с матрицами

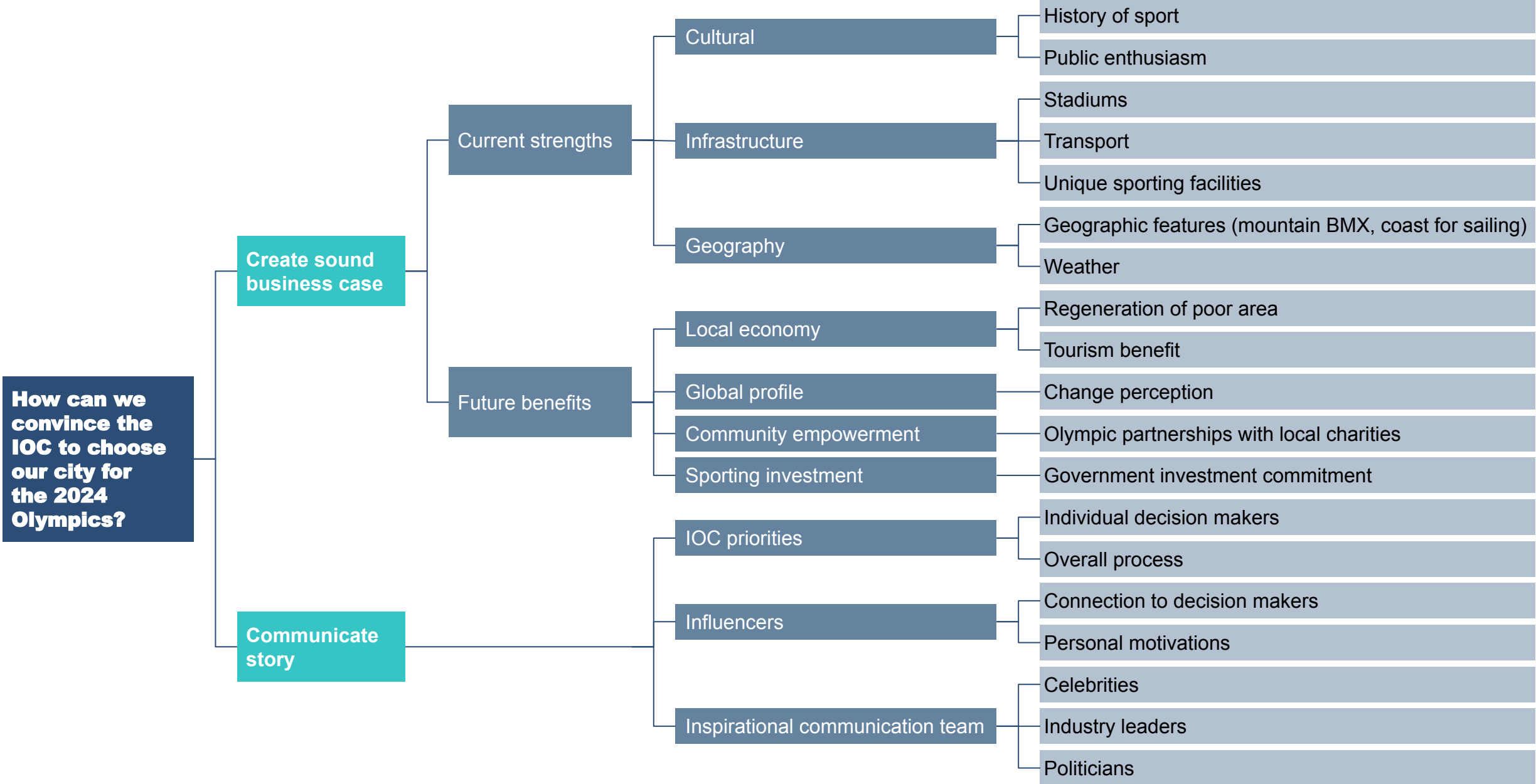
Примеры слайдов с визуализацией числовых  
данных

# Issue tree



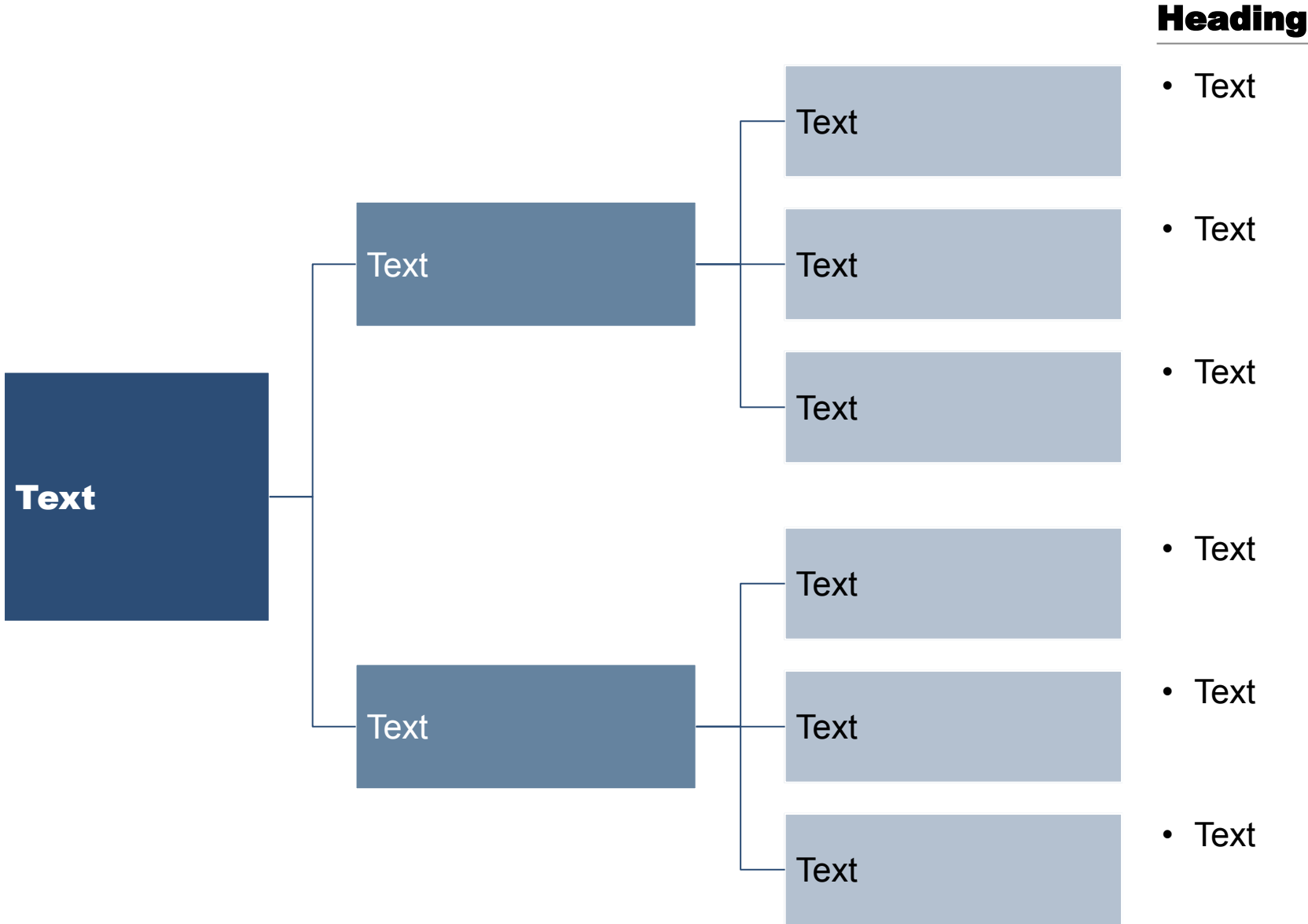
<sup>1</sup> Business swap with competitor could include both an acquisition and divestiture

# Structure/Solution tree





# Structure/Solution tree



# Structure/Solution tree

**Text**

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**Text**

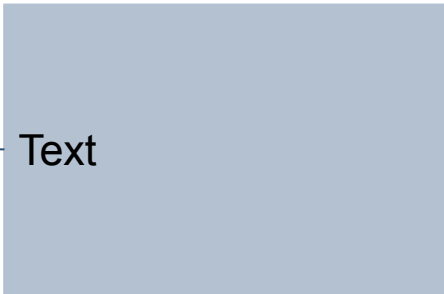
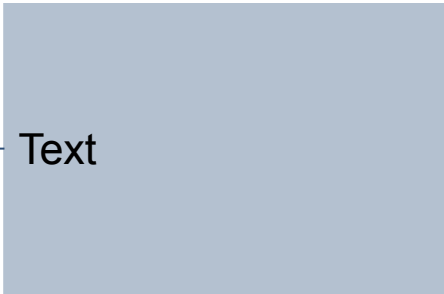
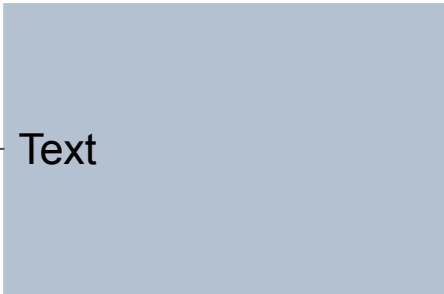
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**Text**

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- Text

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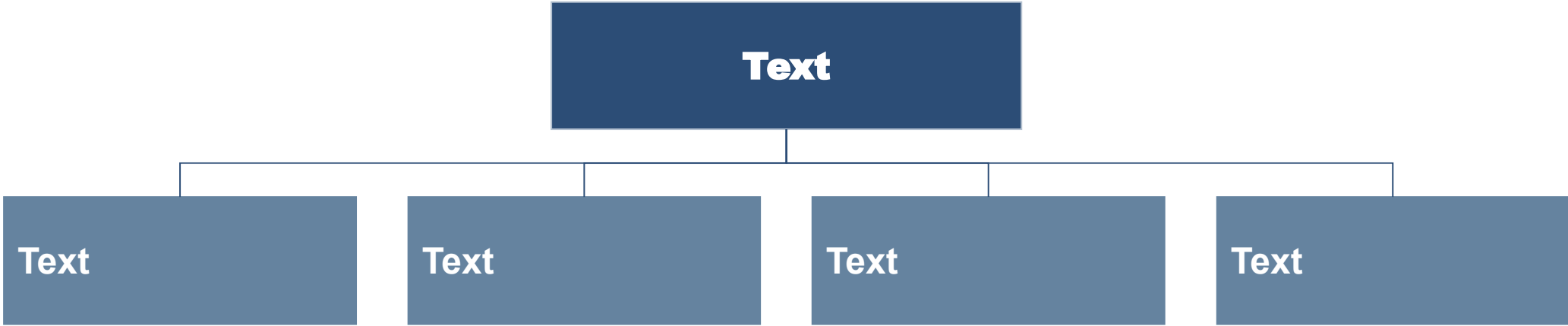
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# Structure/Solution tree



Text

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# Pyramid structure

**Serpent Energy Drinks could significantly increase market share by improving individual salesperson performance**

**Enhance sales force compensation programs**

Reassign sales managers' accounts to salespeople to boost commissions

Compile the list of accounts, then assign them to the best sales performers  
Design alternative incentive program to hold sales managers harmless for lost compensation

**Reward Top 3 performing sales teams, with extra bonus for leading salesperson on best team**

Reward Top 3 performing sales teams, with extra bonus for leading salesperson on best team

Team bonus would result in a net 10% comp boost  
Leading sales-person would get an additional 5%

**Revamp sales reporting system to regularly benchmark sales-person performance against more specific goals**

Set clear monthly goals for sales of lemon, lime and orange drink products

For lemon, 5% above each salesperson's existing sales  
For lime and orange, 3% above each salesperson's existing sales

**Ensure supervisors review performance against goals each month, and develop plan to meet them**

Ensure supervisors review performance against goals each month, and develop plan to meet them

**Invest in software tools to help salespeople target high-value customer segments and regions**

Use a tool to create a more sophisticated customer segmentation scheme

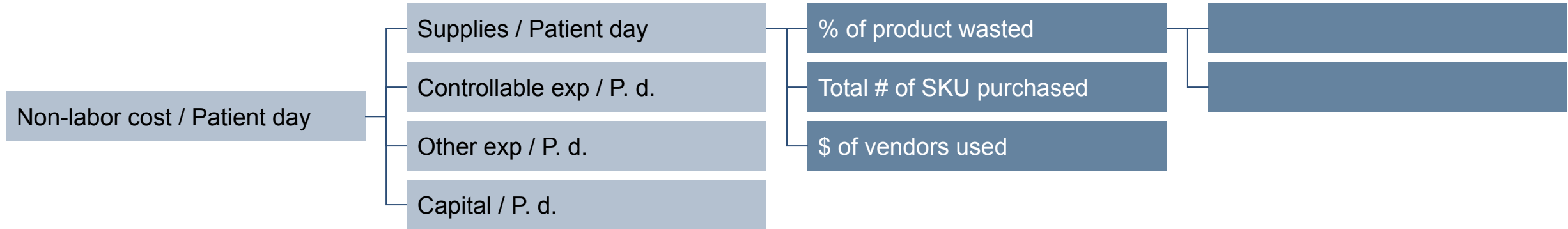
Go beyond demographics to sports interests, level of physical activity  
Study impact of the color of drinks on different segments

Use a tool to more accurately map areas of major growth, and areas of weakness

Factor in recent major population shift, due to 2006 hurricane  
Factor in long term immigration trends

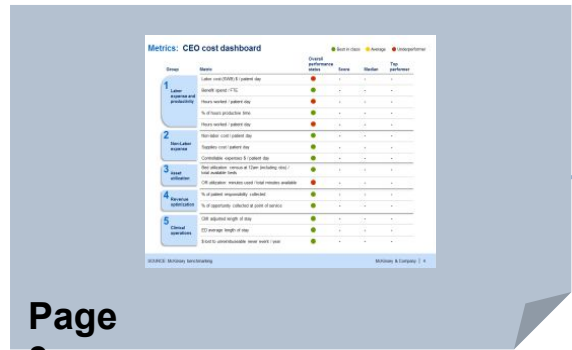
# Issue tree

## Illustrative example of our approach



**1 CEO dashboard**

- Illustrates overall financial health of the institution
- Flags metrics that are trending negatively



Page 3

**2 Performance dashboards**

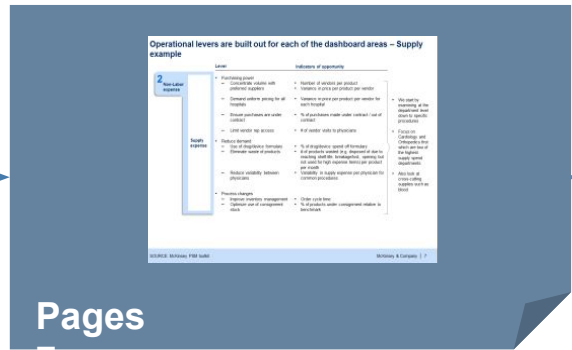
- Encompasses financial health and its operational drivers
- Provides leaders insight into operational progress and its impact on the bottom line



Pages 4-6

**3 Operational Levers<sup>1</sup>**

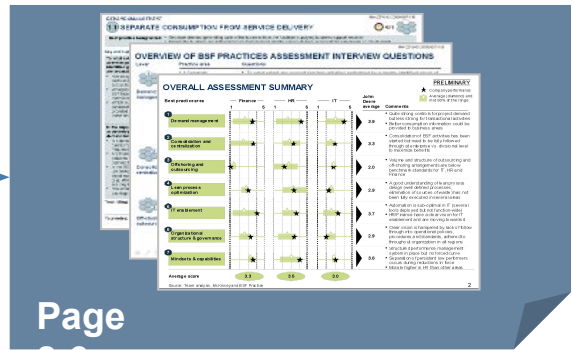
- Department and initiative-level metrics
- Used to drive just-in-time performance discussions and root cause problem solving



Pages

**4 Improvement toolkits<sup>1</sup>**

- Training material and initiative timelines and milestones toward building a culture of continuous improvement



Page

Шаблоны слайдов с планом работ

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решений

### **Шаблоны слайдов с горизонтами**

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Примеры слайдов с визуализацией числовых  
данных

# Horizons (phases)

## 1 Phase 1: Build the basics

Duration: 1 month

... (description)

### Develops

- ...
- ...

## 2 Phase 2: Identify and fill gaps

Duration: 3-6 months

... (description)

### Develops

- ...
- ...

## 3 Phase 3: Refine and scale

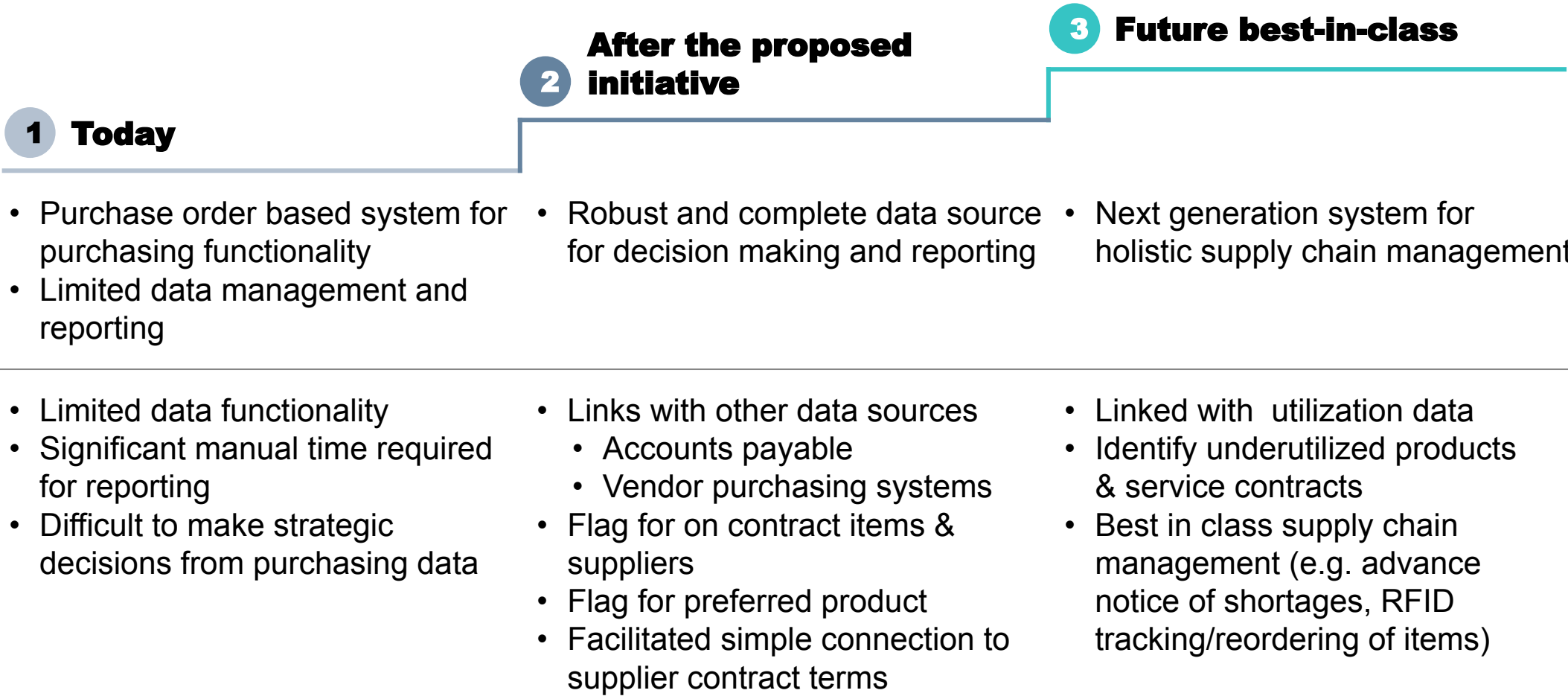
Duration: 9-12 months

... (description)

### Develops

- ...
- ...

# Improving contract management systems would enable operational savings across the enterprise



**Improving data management system would facilitate**

- **Strategic decision making**
- **Local facility tracking and reporting**



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данных

# From-to template

## From

- Standalone, off the rack products
- One size fits all approach
- Narrow cost, opportunistic sales approach
- Separate Operations/IT
- Short-term DA

**Margin mindset**

## To

- Bundled, simplified products
- Segmented approach
- Broadcast, performance oriented sales approach
- Integrated Operations/IT
- Long-term partnership

**Value mindset**

# From-to template

## From

- Standalone, off the rack products
- One size fits all approach
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**Margin mindset**



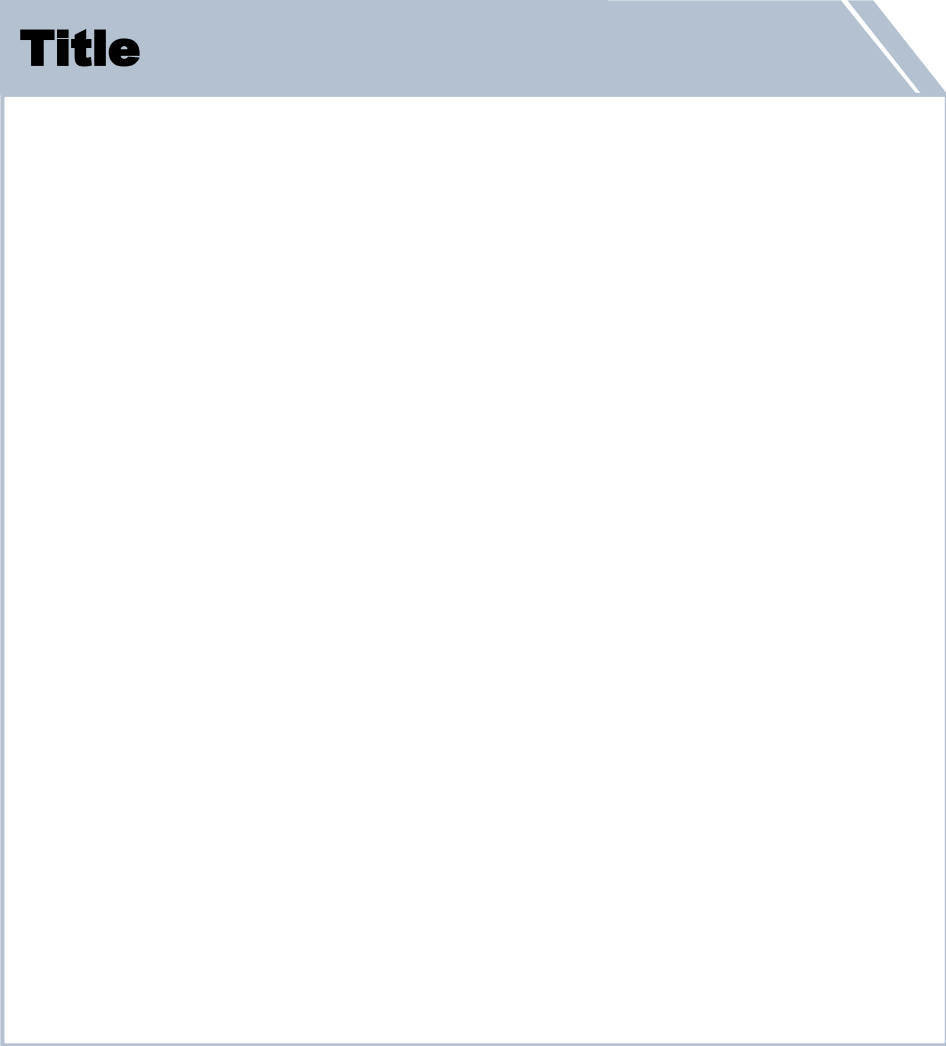
## To

- Bundled, simplified products
- Segmented approach
- Broadcast, performance oriented sales approach
- Integrated Operations/IT
- Long-term partnership

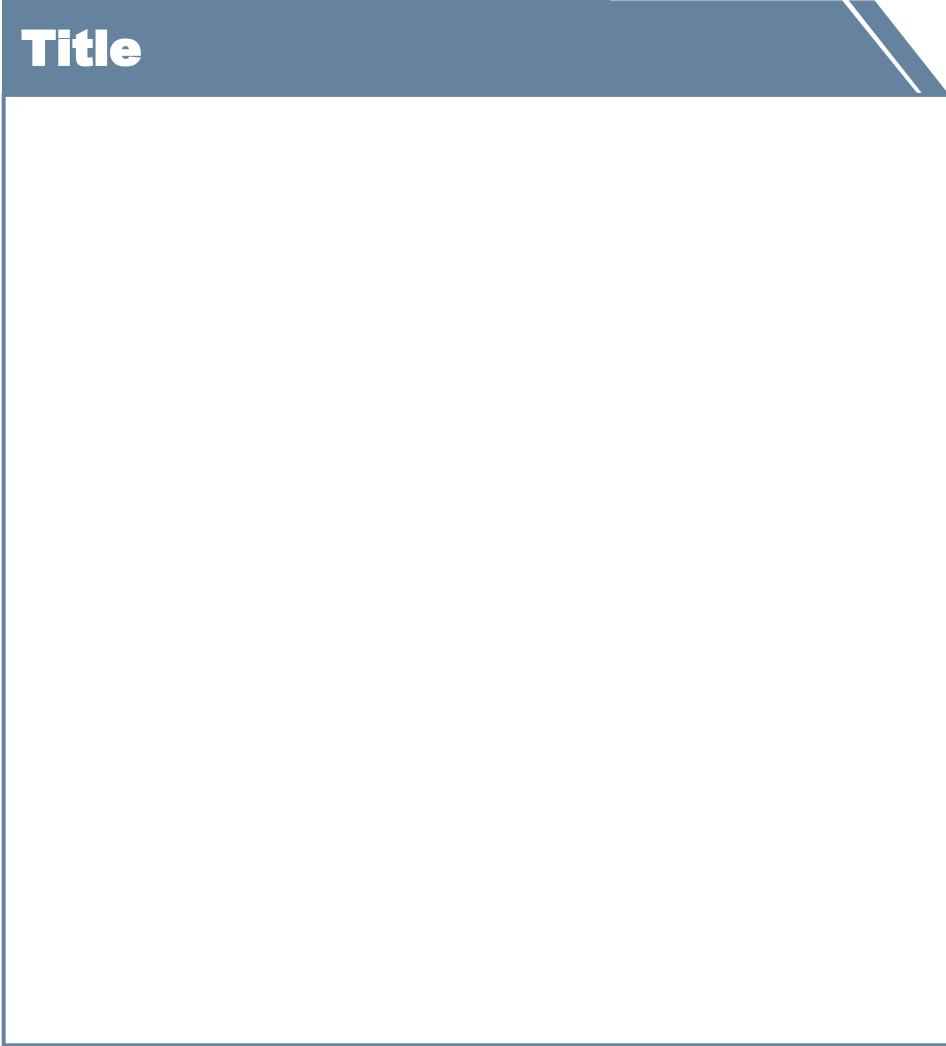
**Value mindset**

# From-to template

**Title**



**Title**



# From-to template

## From ...

- ...

- ...

- ...

- ...

- ...

## To ...

- ...

- ...

- ...

- ...

- ...

# From-to template

## Current state

- ...
- ...
- ...
- ...
- ...

## Behavior changes

icon	...
icon	...
icon	...
icon	...
icon	...

## Future state

- ...
- ...
- ...
- ...
- ...

# Situation-Complication-resolution template

## Situation

- Text

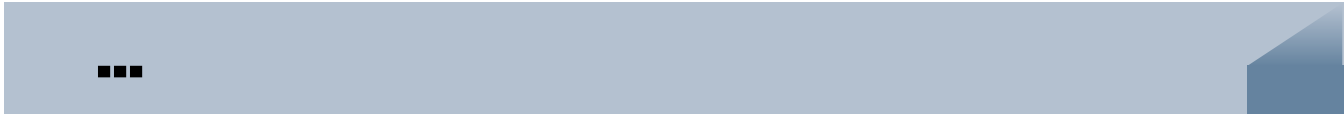
## Complication

- Text

## Resolution

- Text

# From-to template



- ...
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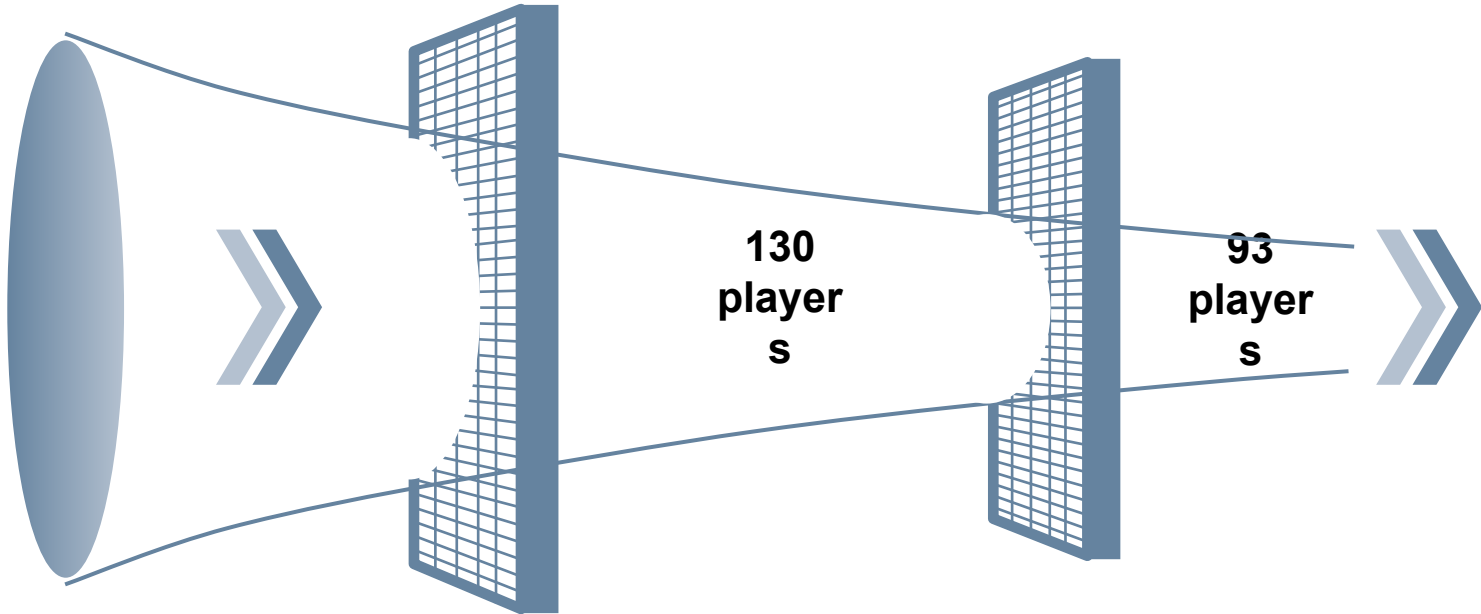
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# Funnel template

600 Indian pharmaceutical players

Screening criteria

Specific measures



**1** Sufficient scale

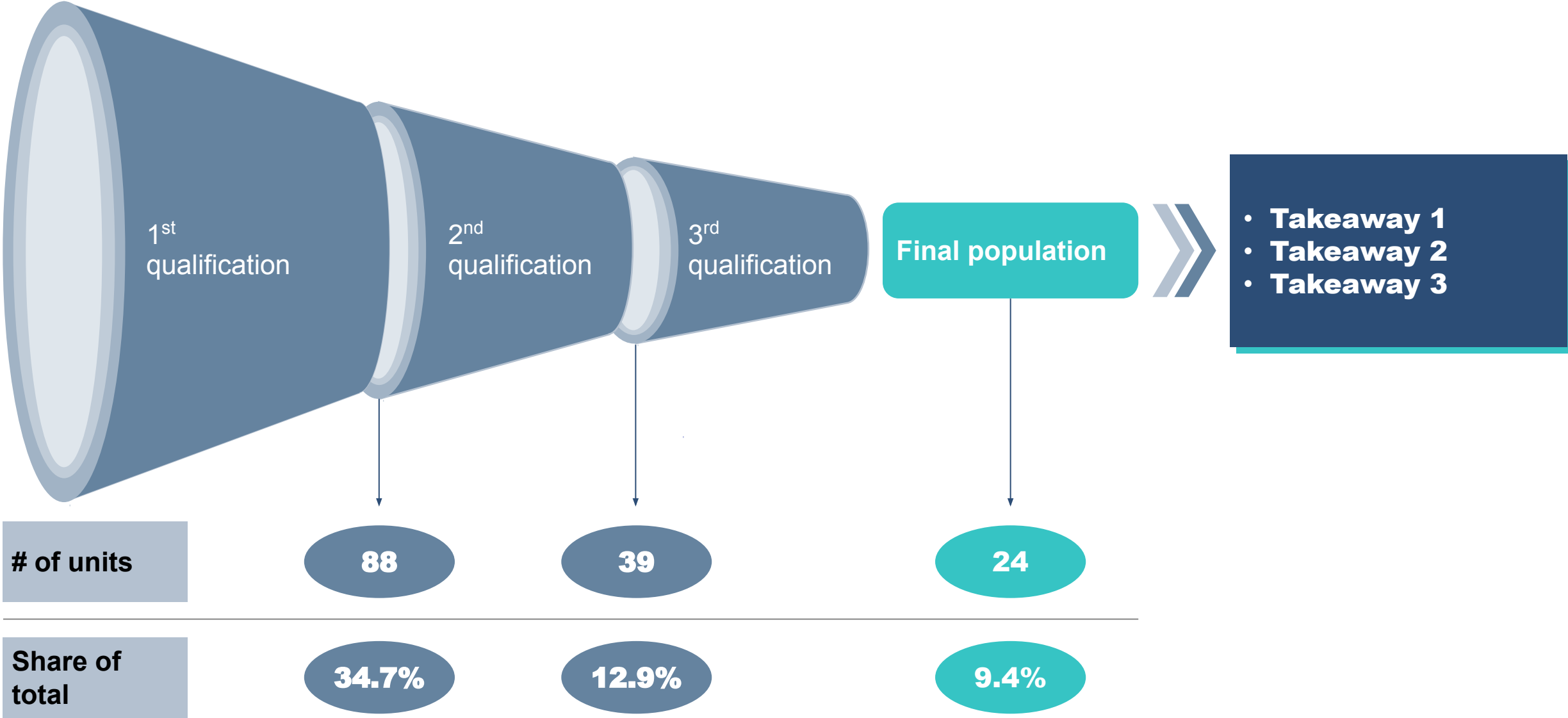
**2** Presence in contract manufacturing

Annual sales greater than \$10 million

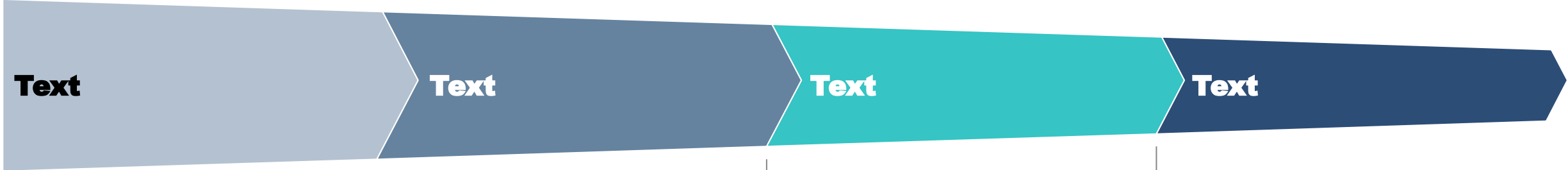
Current CMO or intention to be a CMO

- 3 tier 1 global Gx players
- 8 tier 2 global Gx players: 8
- 45 unregulated market Gx players
- 17 pure player CRAMs players
- 20 API suppliers aspiring to enter CRAMs

# Funnel template



# Funnel template



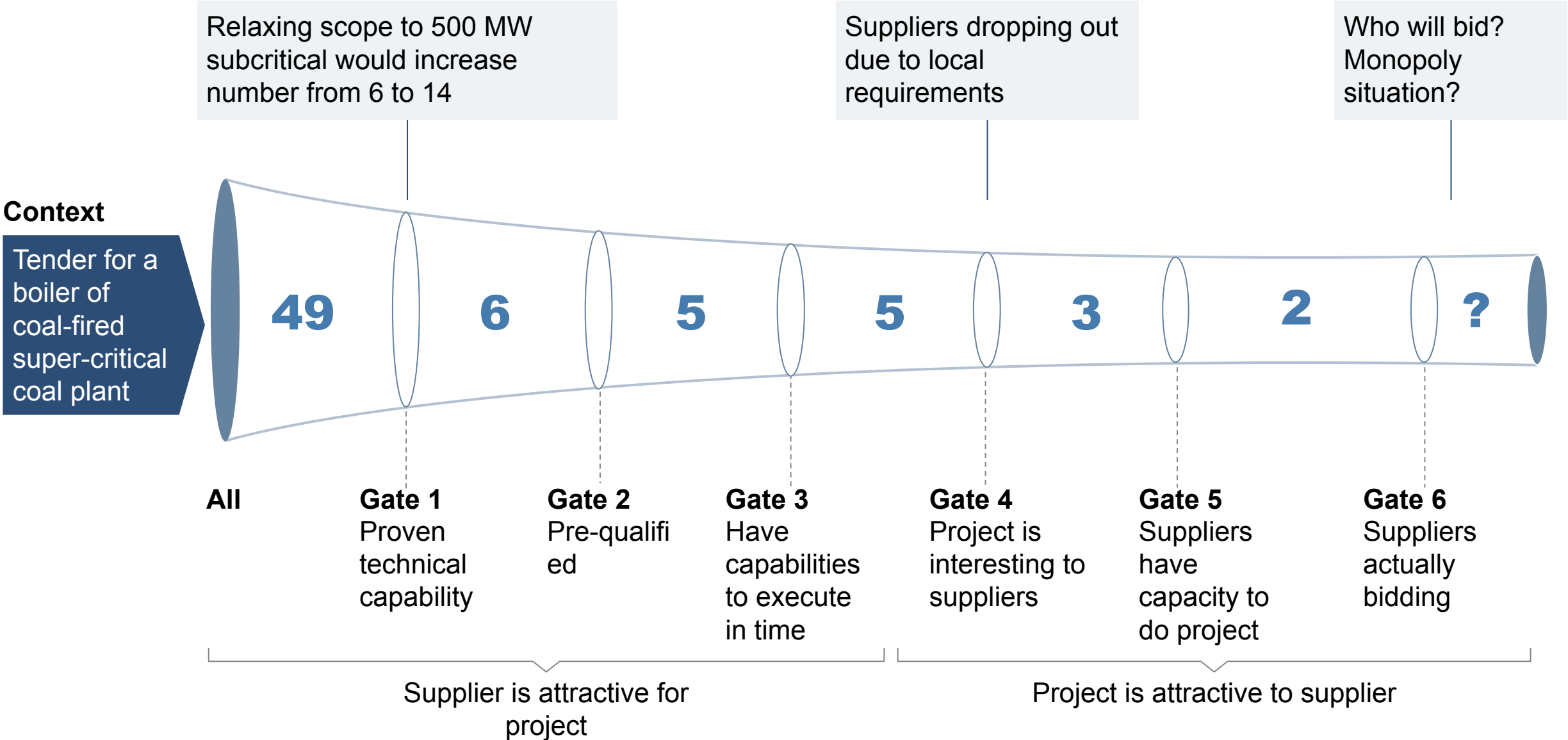
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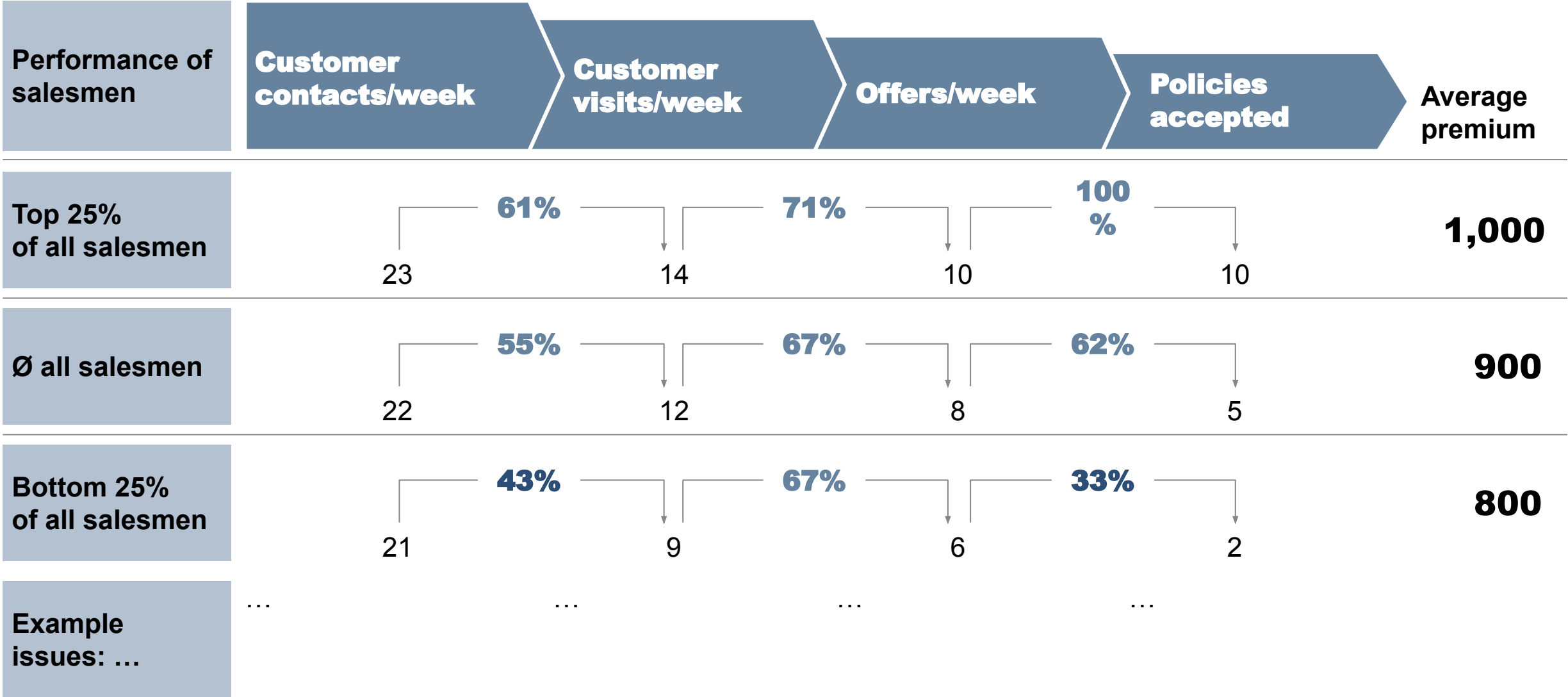
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- ...
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# Funnel template – Stage Gate



# Funnel template



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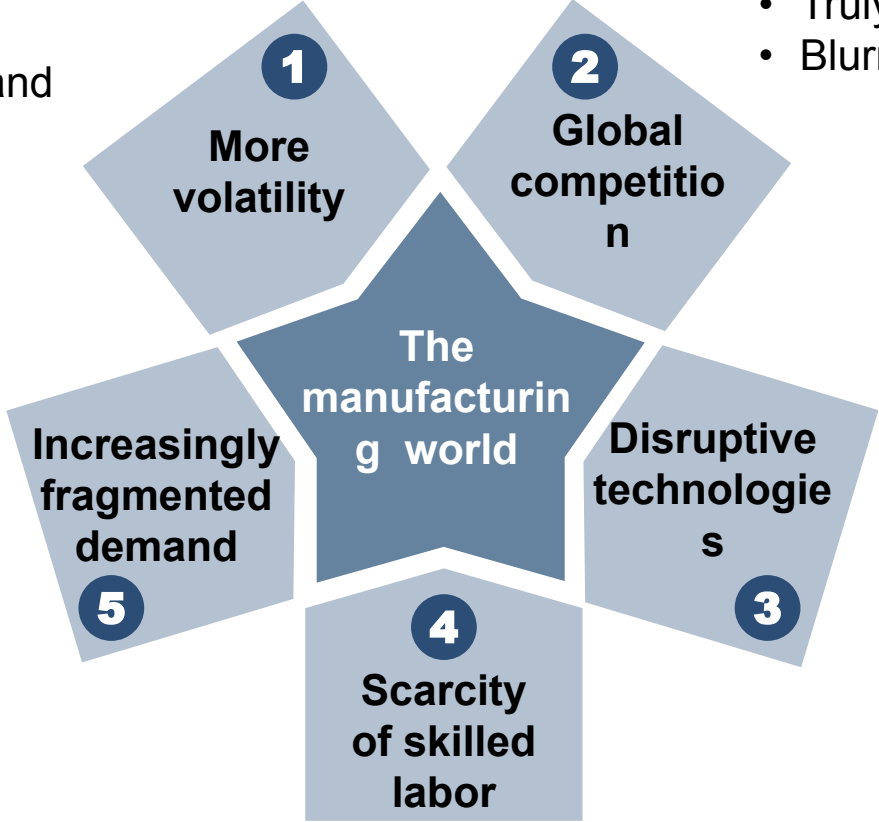
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данных

# Components

- Input costs are rising and becoming more volatile
- Demand is coming from more products and becoming more variable

- Truly global competition
- Blurring of manufacturing and services



- Number of SKUs is increasing to satisfy fragmented demand
- Plants are going to have to manage more variants

- Automation, sensors and information technology will change the way manufacturing works today

- With new technologies and an aging workforce the world is likely to have too few high-skill workers and not enough jobs for low-skill workers

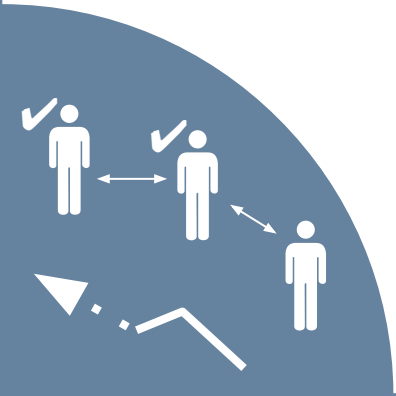


# Components

**Business strategy alignment**  
PSM alignment with business strategy and support of it"

A circular icon with two arrows forming a clockwise loop, set against a light blue background.

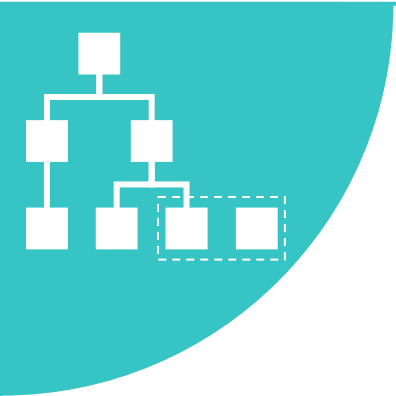
**Capabilities & Culture**  
"The way PSM professionals think, feel, and conduct themselves in the workplace, individually and Collectively"

An icon showing three stylized human figures with checkmarks above them, connected by double-headed arrows. Below them is a dashed line with an arrowhead pointing towards the right, all on a dark blue background.

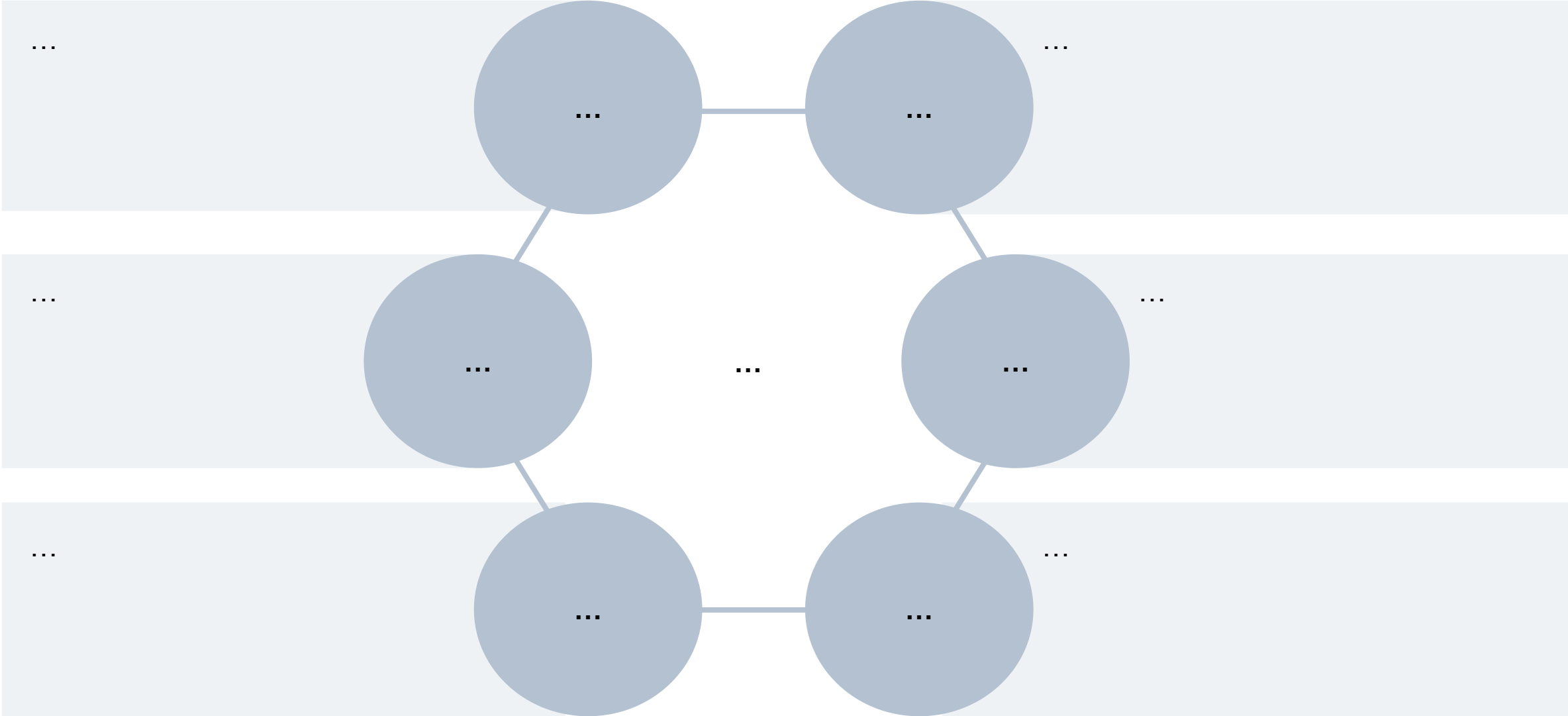
**Category management**  
"What strategies and processes the PSM function follows to create value for the company"

An icon featuring a grid of squares with dots, a line graph with an upward trend, and a right-pointing arrow, all on a dark blue background.

**Structure & Systems**  
"How the resources of the PSM function are managed through formal structures and how the function interacts with other company functions"

An icon of a hierarchical organizational chart with several levels of boxes, some highlighted with a dashed border, on a teal background.

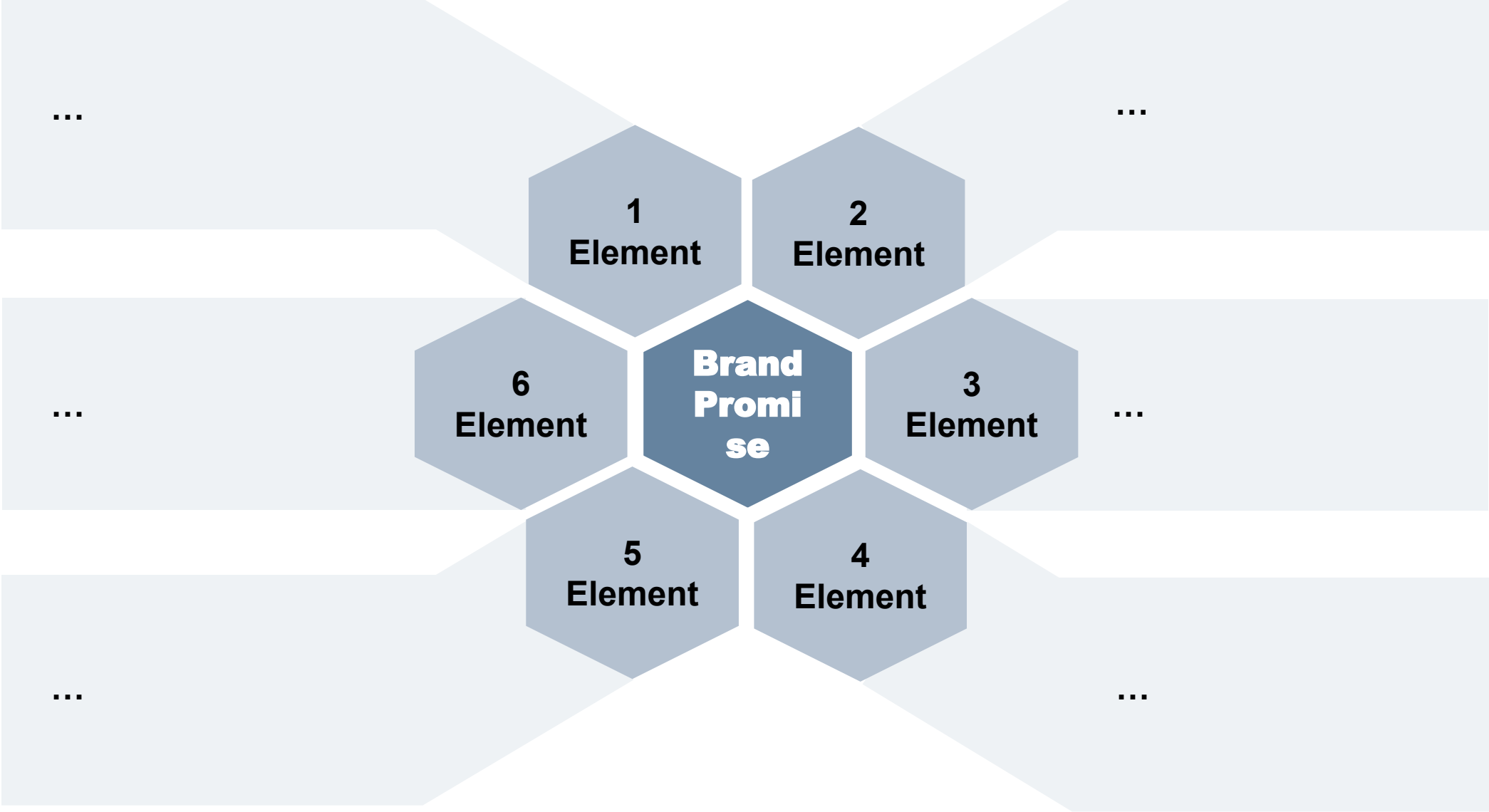
# Components



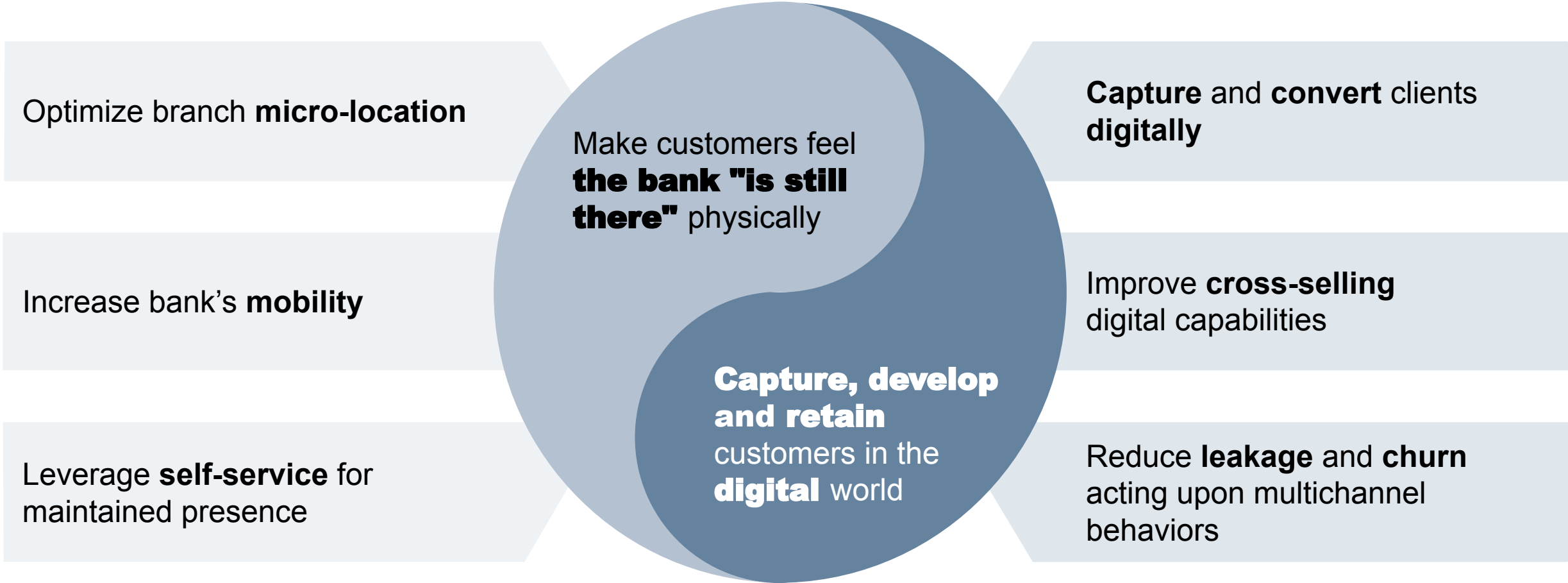
# Components



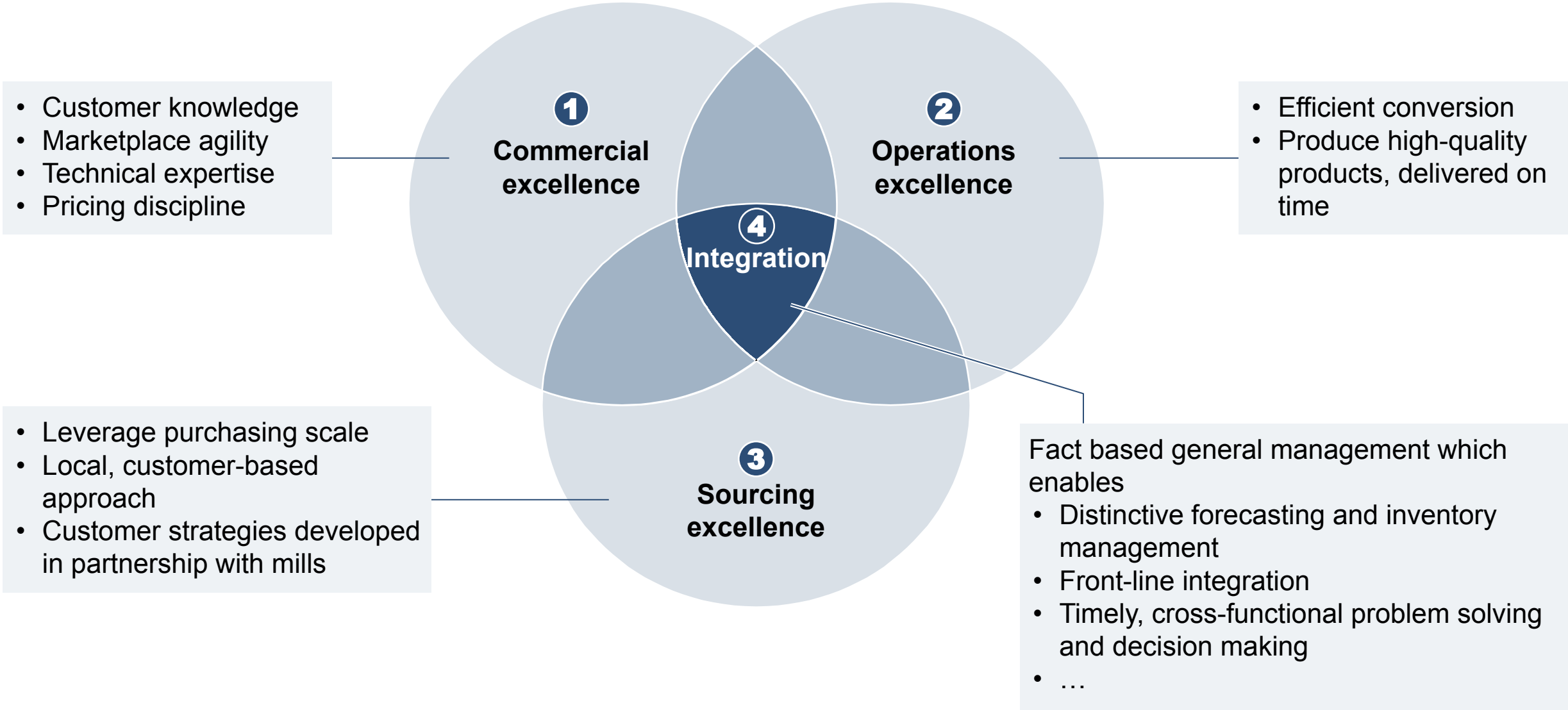
# Components



# Components

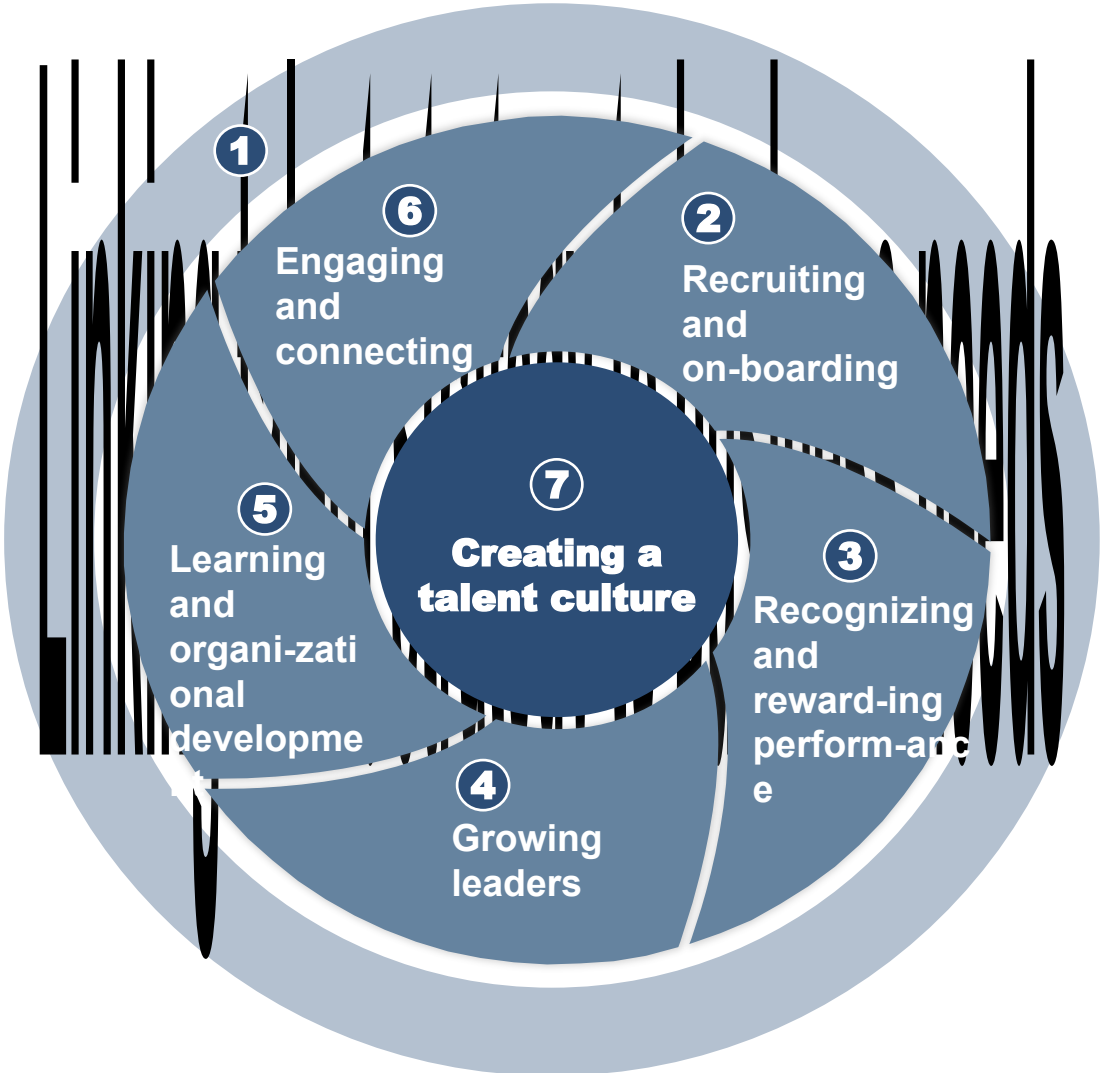


# Components



# System components

## The talent system



## What we are learning

- 1 Linking talent strategy to business needs**  
Changes in environment, budget and demographics can be anticipated and addressed

---

- 2 Recruiting and on-boarding**  
The best processes innovate on sourcing and optimize the candidate experience

---

- 3 Recognizing and rewarding performance**  
Motivation is sensitive to the integrity and consistency of the link between performance, ratings, and consequences

---

- 4 Growing leaders**  
Leadership development can be accelerated with a cross-agency view of leader/opportunity matching and movement

---

- 5 Learning and organizational development**  
The most effective programs are a part of a larger journey and are coupled with experiential learning components and innovations in job design

---

- 6 Engaging and connecting**  
Strong and cohesive social and knowledge networks can dissolve structural barriers and silos

---

- 7 Creating a talent culture**  
Talent cultures require foundational mindsets and behaviors among executives and staff alike

# Components

- ...
- ...

**Element 1**


- ...
- ...

**Element 2**

- ...
- ...


**Element 3**






## Financial returns

<b>Revenue</b> <i>2014</i>	\$150-400 M
<b>Steady state EBITDA margin<sup>1</sup></b>	10-15%
<b>Investment</b>	\$20-45M
<b>Payback</b>	2013



## Incremental strategic benefits

- X



## Minimized execution risk

- X

# Elements

Biosimilar world	# and type of competitors	Pricing and product differentiation	Key influencers	Sales and market strategies
1 Branded	<ul style="list-style-type: none"> <li>• 1-2 competitors per molecule</li> <li>• Big pharma and global generics companies</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal price discounting</li> <li>• Product differentiation is critical</li> </ul>	<ul style="list-style-type: none"> <li>• Physicians</li> <li>• Patients</li> <li>• PBMs</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated physicians sales force</li> <li>• Conventional branded marketing including DTC</li> </ul>
2 Branded generic	<ul style="list-style-type: none"> <li>• 3-6 competitors per molecule</li> <li>• Big pharma, global generics, and smaller EU/US players</li> </ul>	<ul style="list-style-type: none"> <li>• More substantial discounting (~20-30%)</li> <li>• Biosimilars will need to prove they can provide adequate ancillary services</li> </ul>	<ul style="list-style-type: none"> <li>• PBMs</li> <li>• Distributors</li> <li>• Physicians and retailers to a lesser extent</li> </ul>	<ul style="list-style-type: none"> <li>• Win preferential tiering and formulary placement</li> <li>• Sign exclusivity contracts with suppliers and distributors</li> <li>• Some level of MD outreach</li> </ul>
3 Generic	<ul style="list-style-type: none"> <li>• 5-8 competitors per molecule</li> <li>• Global generics, smaller EU/US players, tier 1 emerging market</li> </ul>	<ul style="list-style-type: none"> <li>• Pricing key to winning (&gt;30%)</li> </ul>	<ul style="list-style-type: none"> <li>• PBMs</li> <li>• Retailers</li> </ul>	<ul style="list-style-type: none"> <li>• Retailers supply contracting to become preferred supplier</li> </ul>

Приложение: шаблоны  
и примеры слайдов

Шаблоны слайдов с планом работ

Шаблоны слайдов с процессом

Шаблоны слайдов со структурами/деревом  
решений

Шаблоны слайдов с горизонтами

Шаблоны слайдов From-to

Шаблоны слайдов с воронками

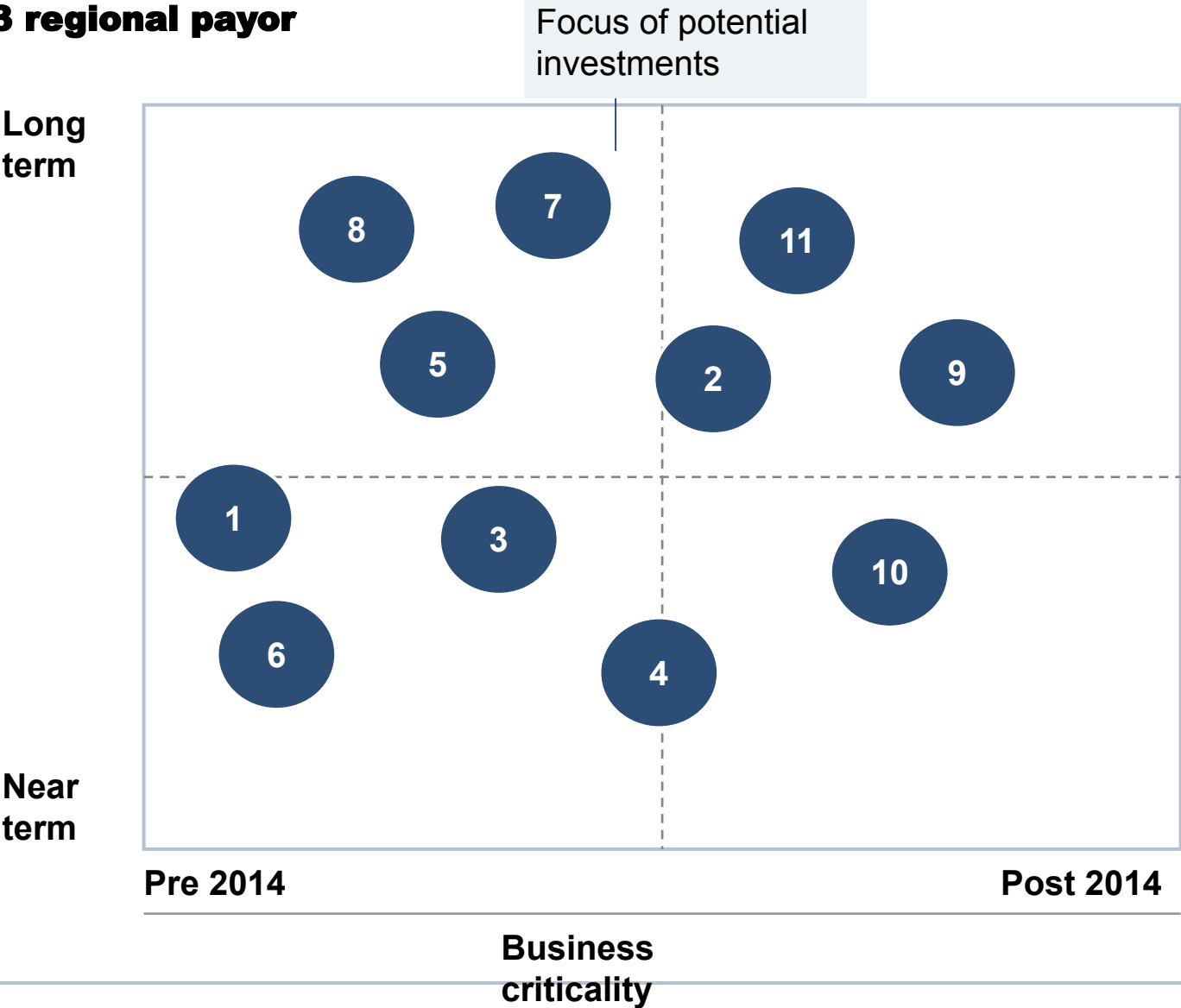
Шаблоны слайдов с компонентами

**Шаблоны слайдов с матрицами**

Примеры слайдов с визуализацией числовых  
данных

# ME/CP++ opportunity : Tier 3 regional payor

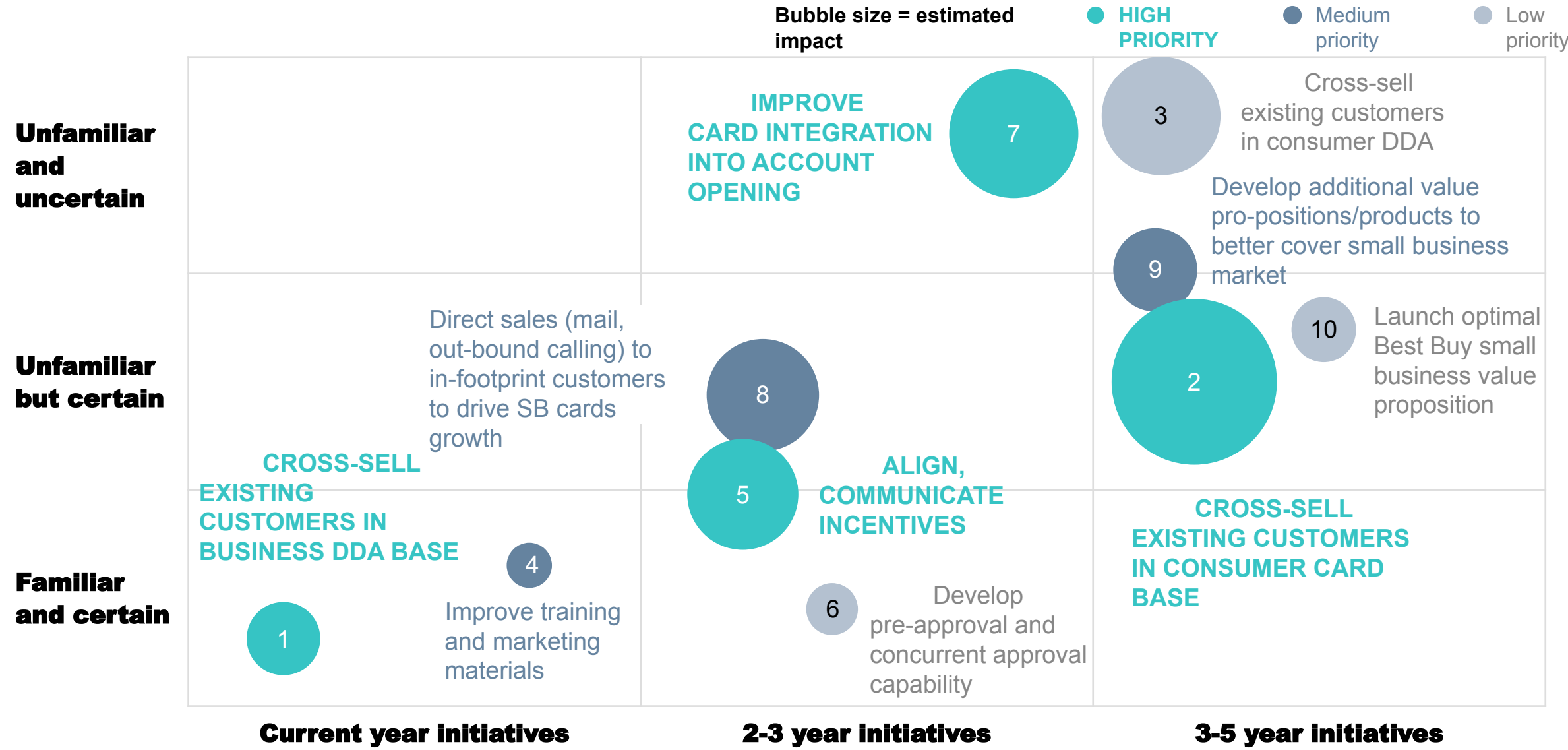
## Sample Tier 3 regional payor



## ME/CP++ capabilities

- 1 Eligibility and enrollment
- 2 Payment integrity
- 3 Coordination of benefits
- 4 Value/risk based reimbursement
- 5 Accurate risk coding
- 6 Faster product development
- 7 Analytics solutions
- 8 Narrow network design
- 9 Benefit management
- 10 STAR quality ratings
- 11 Care management





# Four high priority initiatives have been selected for the pilot



# A responsibility assignment matrix will help to drive an aligned and efficient sourcing process

■ Responsible 
 ■ Accountabl
 ■ Consulte
 ■ Informe

- Sourcing processes**
- Product selection**
- Which products do we stock?
- Vendor & contract selection**
- Which vendors do we source from?
  - Under what terms?
- Facility ordering**
- How do facilities order products?
- Clinical utilization**
- How do we measure what is used?

Responsibility area assessed	   			
	Purchasing	Stakeholder committees	Buyers	Finance & Legal
Outline proposal requirements	Responsible	Accountable	Accountable	Accountable
Choose vendors to include in RFP	Responsible	Consulted	Consulted	Informed
Score submissions and choose finalists	Responsible	Accountable	Consulted	Informed
Pilot product use (if applicable)	Accountable	Responsible	Responsible	Informed
Assure clinical standards are met	Accountable	Responsible	Accountable	Informed
Notify finalists and request final bids	Responsible	Informed	Informed	Consulted
Finalize contract terms	Accountable	Informed	Informed	Consulted
Select vendor	Responsible	Accountable	Informed	Responsible

Приложение: шаблоны  
и примеры слайдов

Шаблоны слайдов с планом работ

Шаблоны слайдов с процессом

Шаблоны слайдов со структурами/деревом  
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Шаблоны слайдов с компонентами

Шаблоны слайдов с матрицами

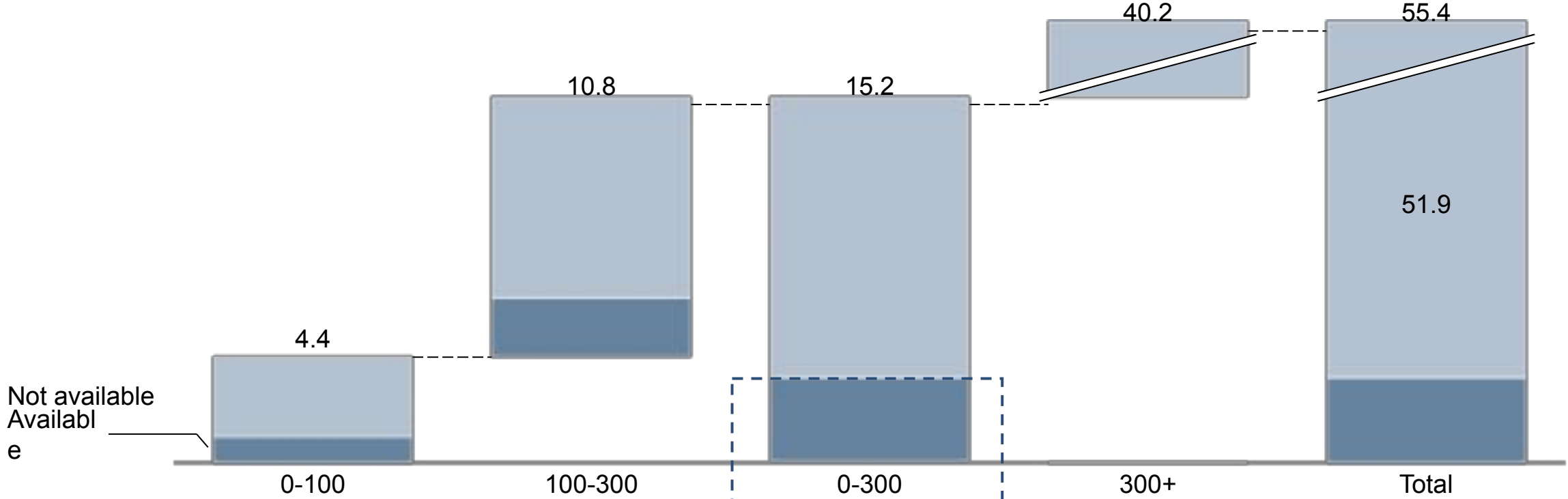
**Примеры слайдов с визуализацией числовых  
данных**

# Available one-time market for Y offering corresponds to 472 hospitals and \$3.5B

## One-time market for Y system applications

Area of interest

\$ Billions



Not available  
Available

### Total hospitals

0-100	100-300	0-300	300+	Total
2 410	1 724	4 134	793	4 927

### Hospitals available<sup>1,2</sup>

0-100	100-300	0-300	300+	Total
303	169	<b>472</b>	0	472

<sup>1</sup> Assumes a steady increase in clinical system adoption rates between 2010-2013 due to stimulus benefits (7%-15% CAGR)

<sup>2</sup> The number includes all hospitals that would be available from 2013 onwards for installs

Note: In previous pages, \$55B potential and \$3.5B potential are amortized over 5 years, giving base values of \$11B and \$0.7B on which annual recurring market sizes (\$16B potential and \$0.9 available) for support, upgrades, and maintenance are added

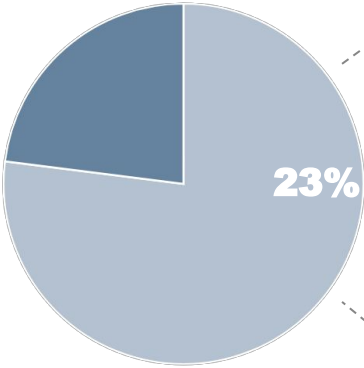


# Spending on health care exceeded expected levels by \$572 billion in 2009 – 23% of total spending on health care that year

## Total US health care spending, 2009

Percent

100% = \$2,486 billion



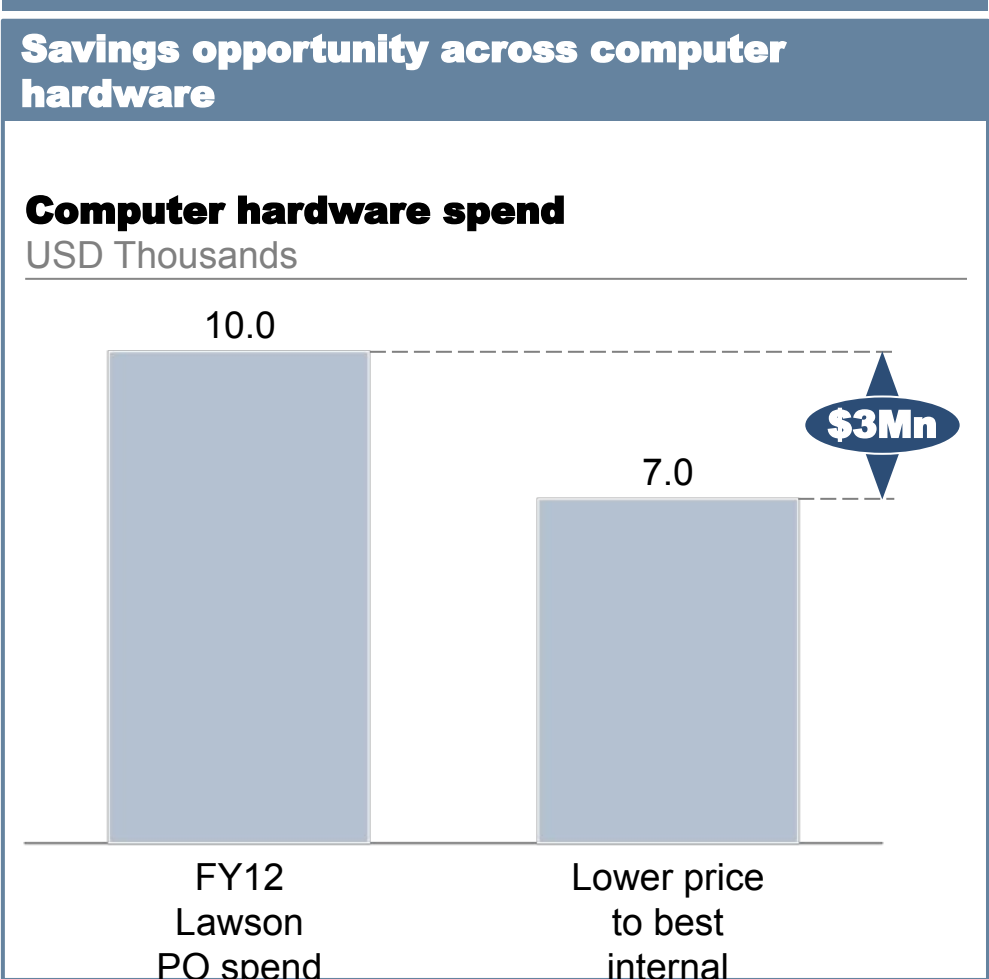
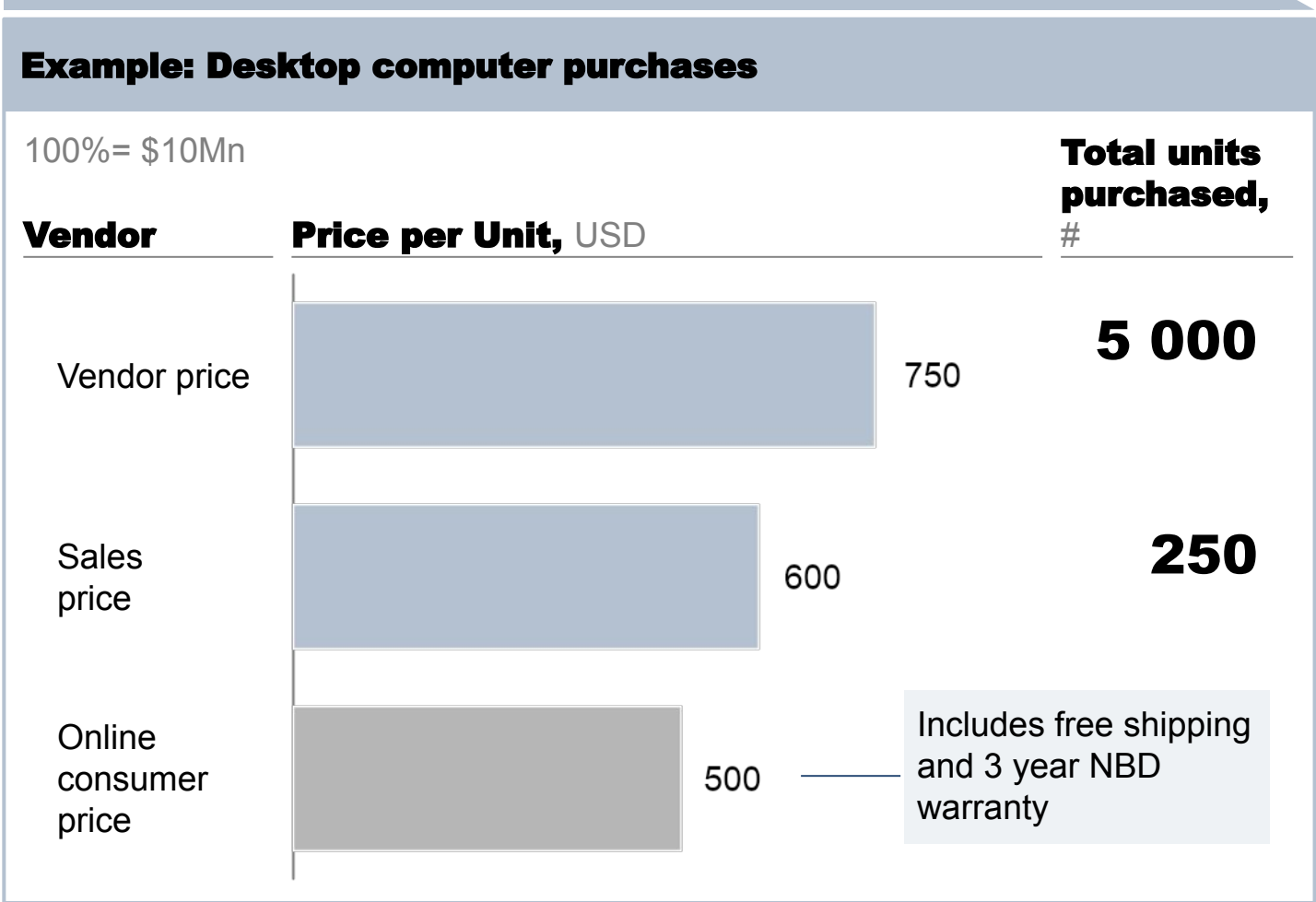
- Share of US spending above Estimated
- Spending According to Wealth (ESAW)

## By category, 2009

\$ Billions

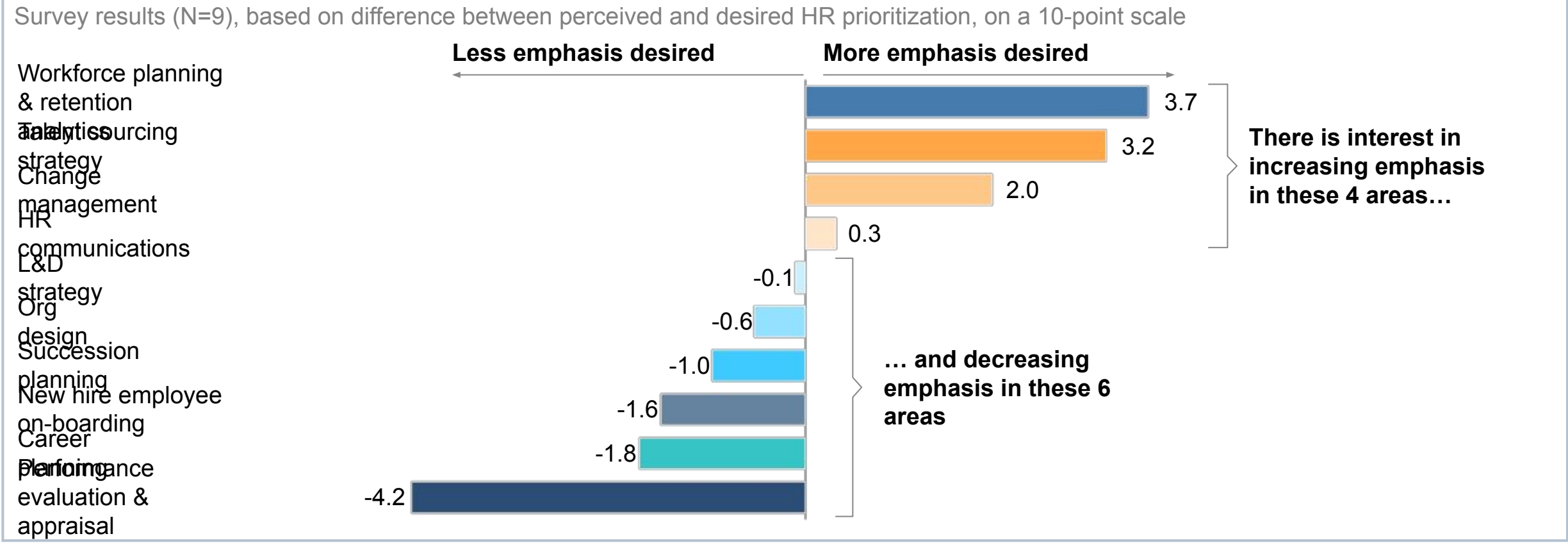
	Below ESAW	Above ESAW	Total
Outpatient care		521.7	1 019
Inpatient care		46.6	498
Long-term and home care	-275		245
Drugs and nondurables		120	293
Health administration and insurance		98	163
Durables		-11	35
Investment in health		72	233
		<b>572<sup>1</sup></b>	<b>2 486</b>

# Realizing a lower acquisition price on computer hardware could realize \$3Mn savings



# Leadership team survey results reveal an increasing desire for emphasis on workforce planning and talent sourcing strategy

## Desired future HR emphasis on potentially strategic activities

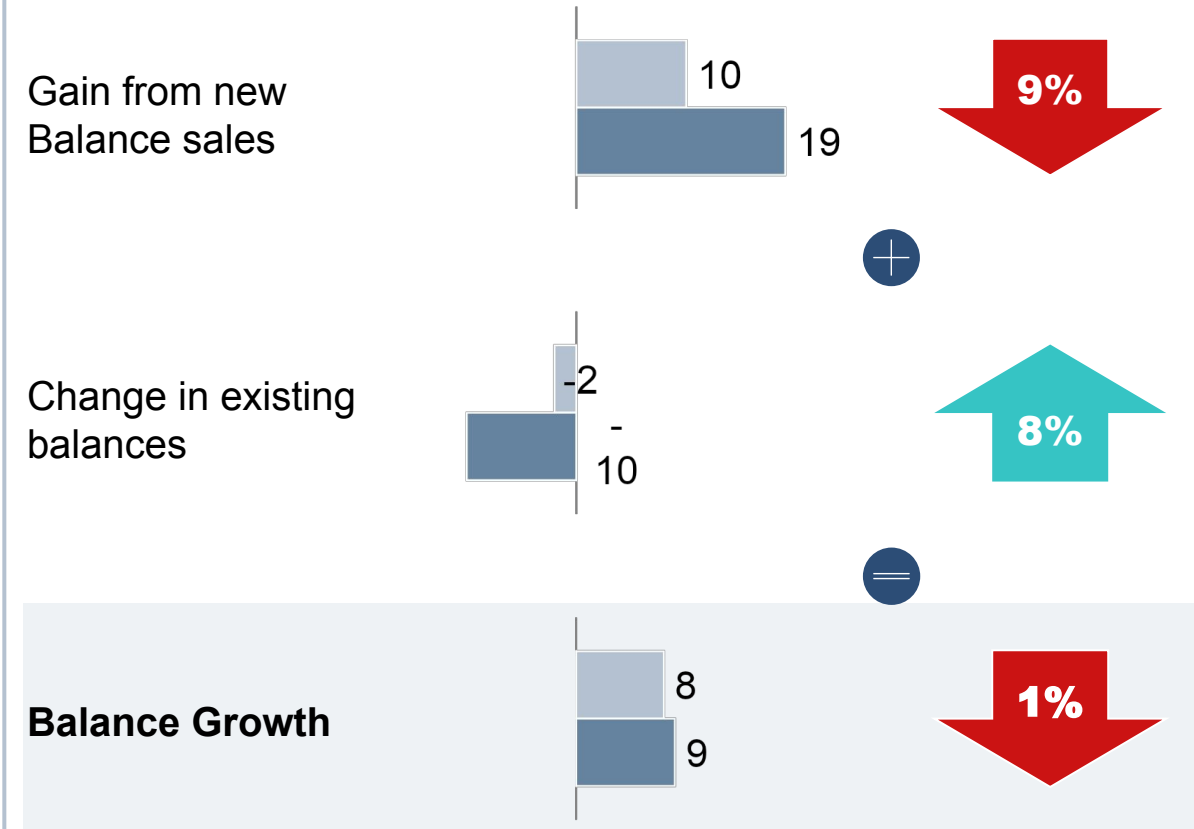


- Leadership would like to see a greater emphasis placed on workforce planning & retention analytics and talent sourcing strategy in particular
- Leadership also sees opportunity to increase emphasis on change management and HR communications
- Performance evaluation and appraisal and career planning could be deemphasized in the future

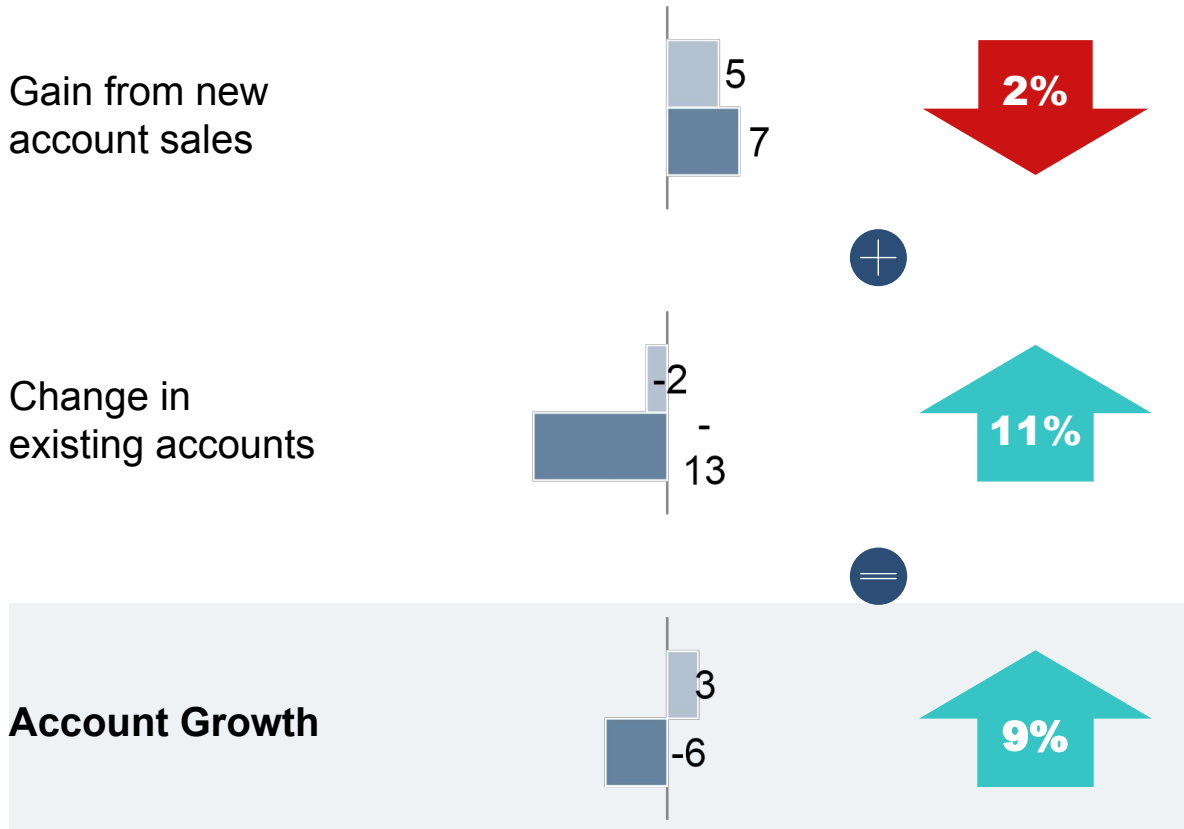
# Bank ABC performs near or above the top quartile bank in portfolio balance and account growth

Bank ABC Top Quartile

## Total deposit portfolio balance change from Jan. to Dec.<sup>1</sup>, Percent Difference to top quartile

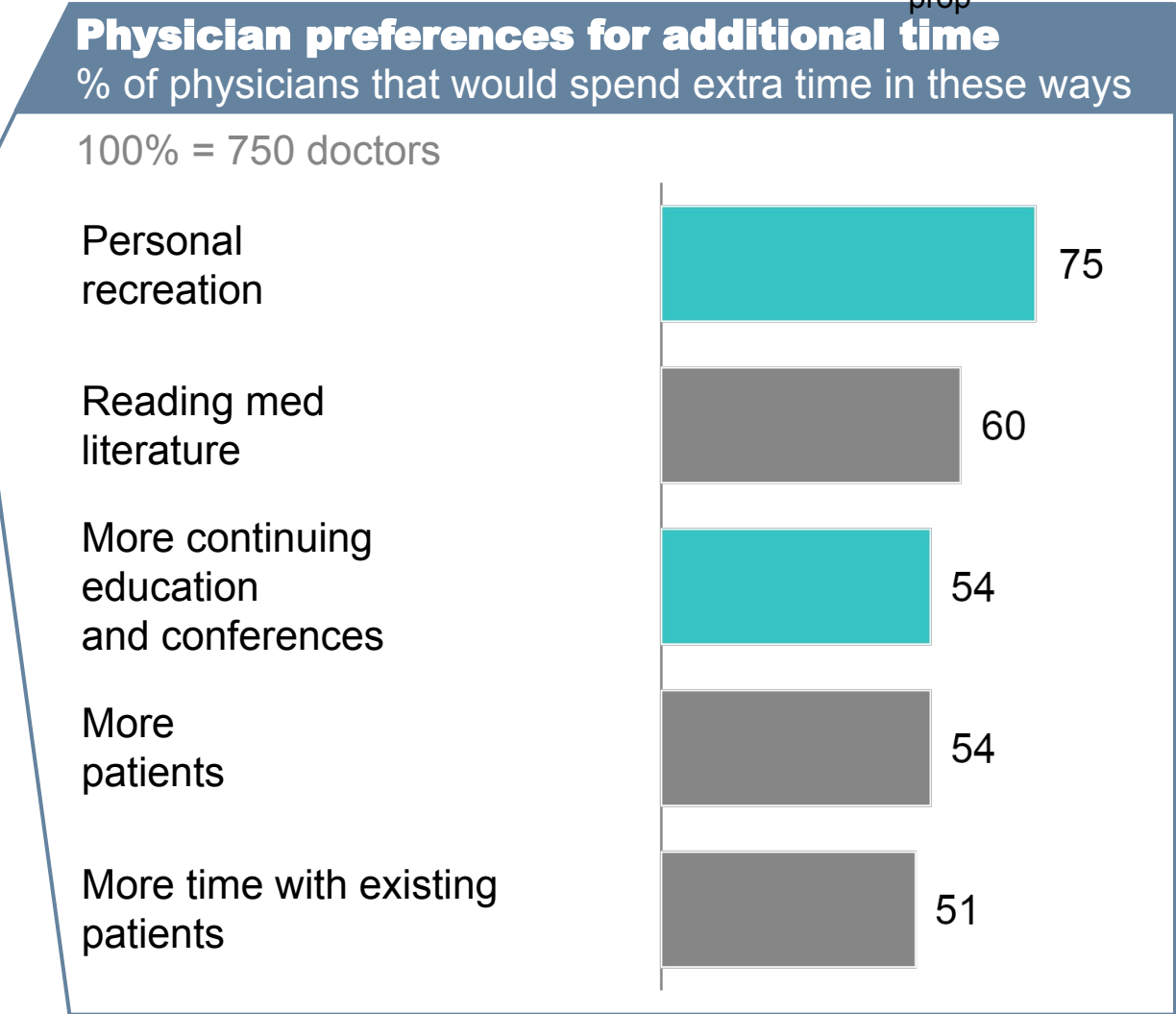
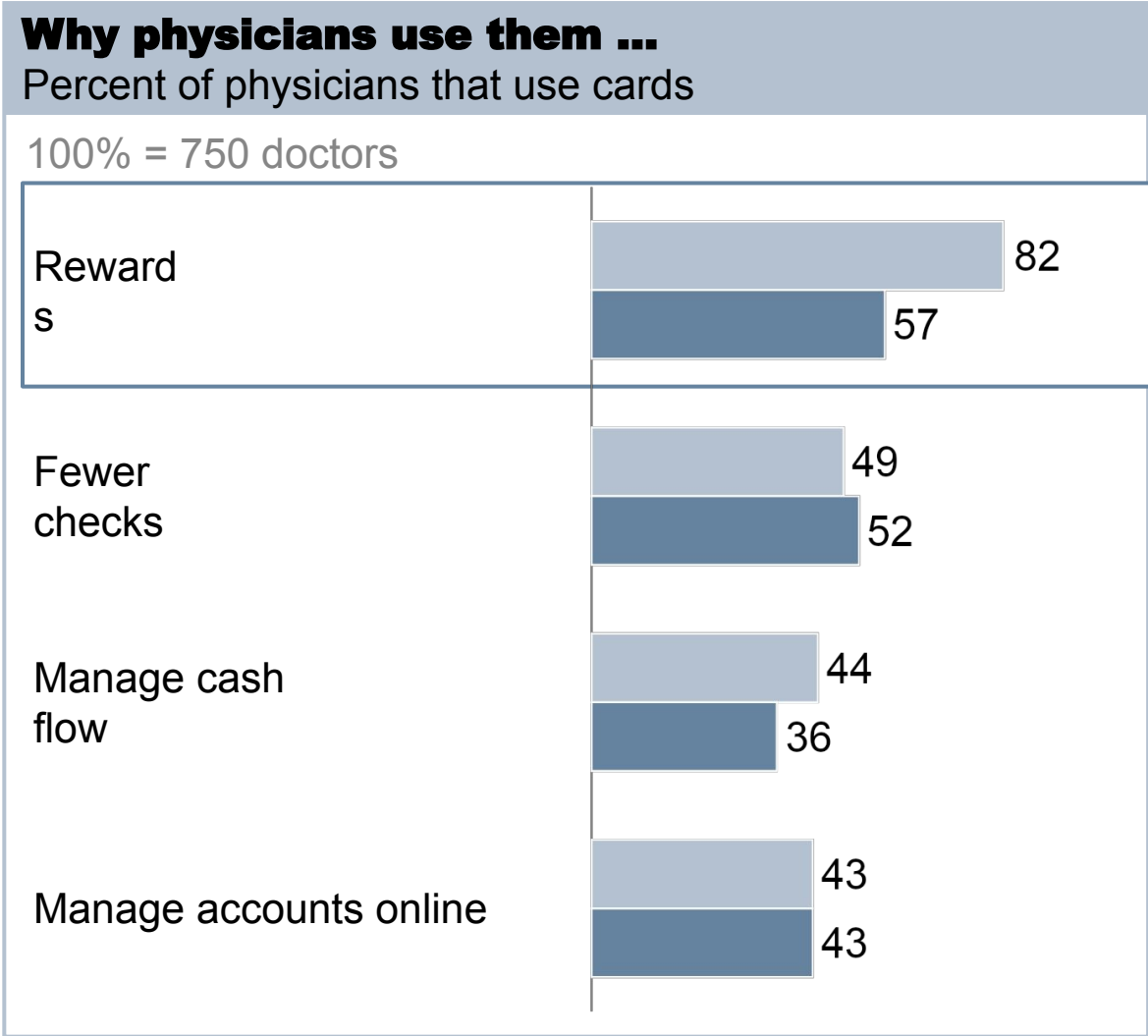


## Total deposit portfolio accounts change from Jan. to Dec.<sup>1</sup>, Percent Difference to top quartile



# Physicians are drawn to rewards, and have interests that can be part of a rewards value prop

Specialists (urologists)  
Overall sample  
Potential value prop



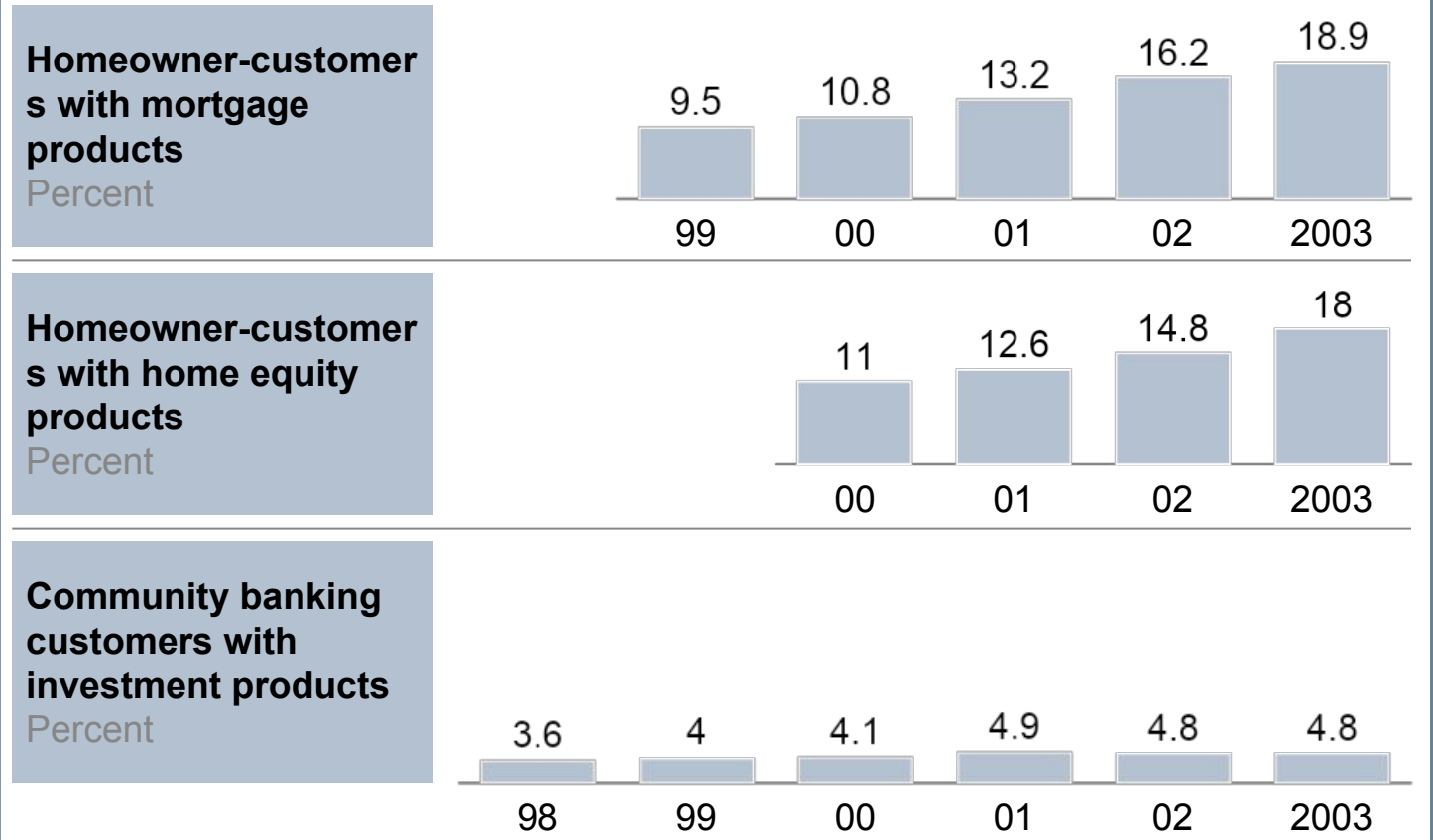
# The top management team focuses on cross-selling

**Scorecard:**  
15 key measures tracked by top management

1. Revenue growth
2. Earnings per share
3. Return on equity
4. Assets managed, administered
5. Credit quality
6. Credit agency ratings
7. Core product relationships
8. Product sales per banker per day
9. A card in every wallet
10. Active online customers
11. Team member engagement
12. Customer access options
13. Market share
14. Market value
15. Measuring success in community involvement

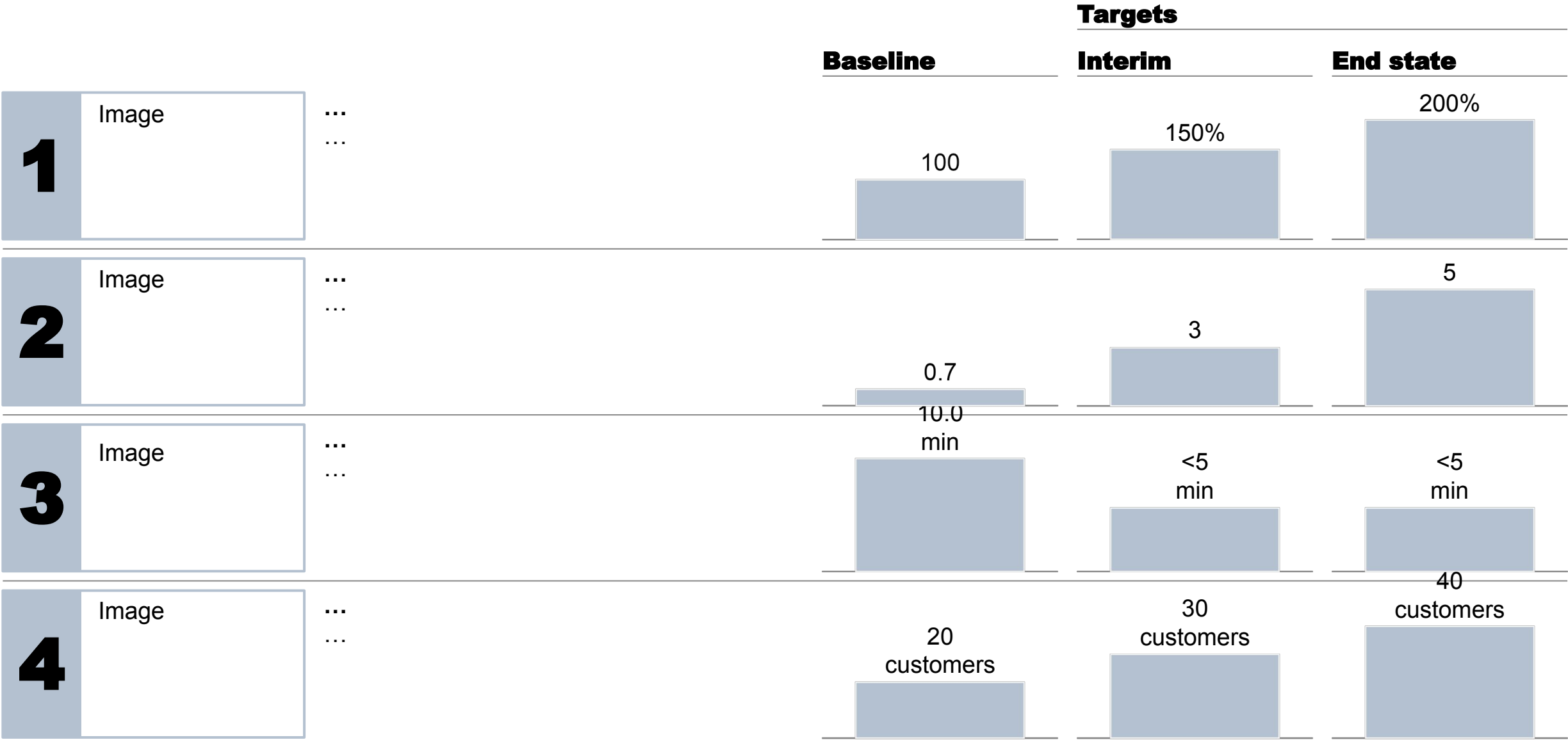
*"Our goal. 100% of every customer's business."*

## 7. Core product relationships: "Steadily increasing penetration"



*"The number of products per customer is an important measure of how satisfied that customer is and how profitable that customer's relationship is to the company."*

# Pilot targets and KPIs



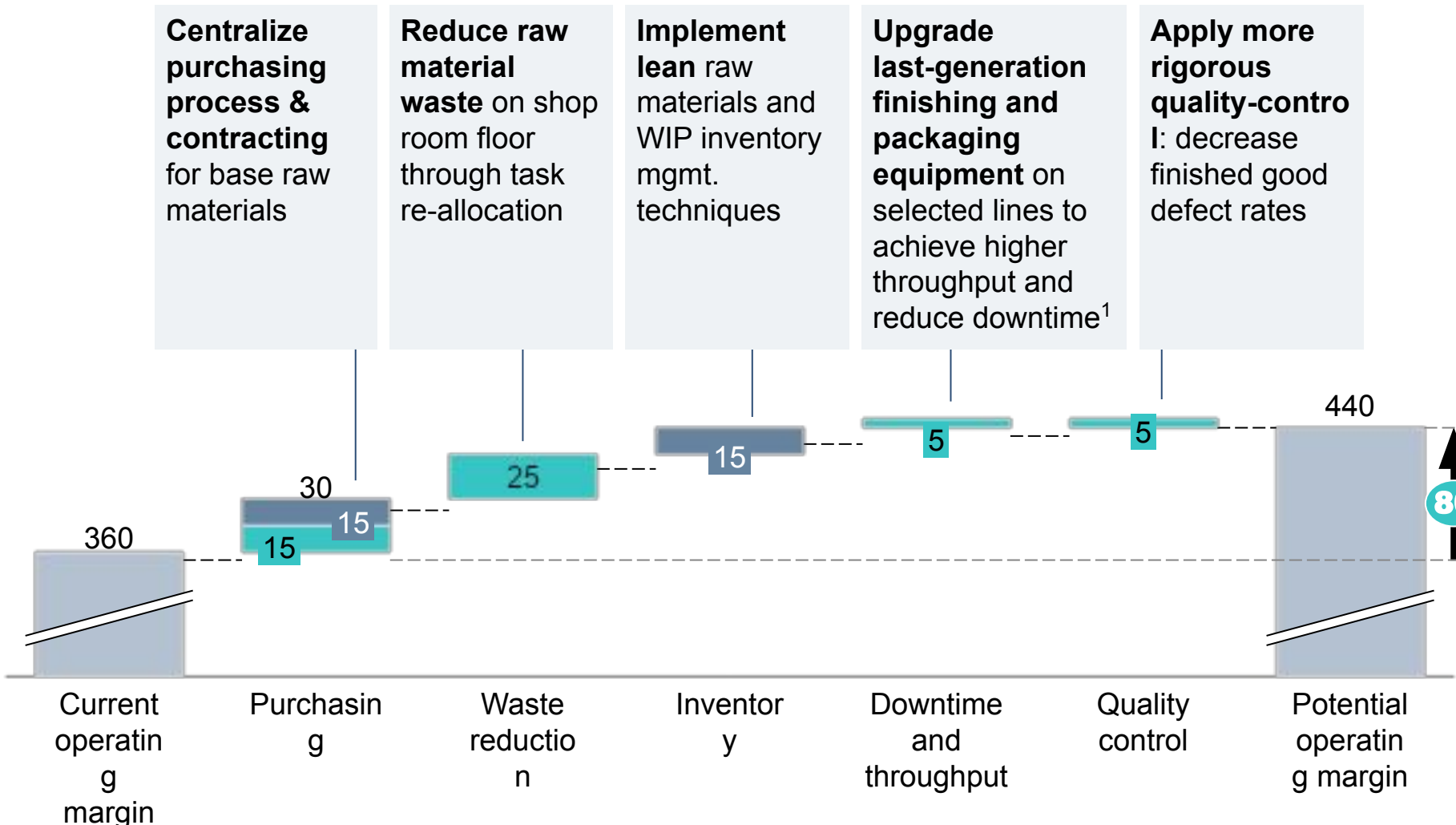
# We can gain up to 80 basis points of margin by addressing five cost levers

## Breakdown of margin improvement opportunity: Cost levers

Basis points

Short-term (value capture by 4Q16)

Long-term (value capture by 4Q17)



- **30 basis points** achievable by end of this year to help meet our 2016 targets
- Capturing full opportunity would cause the company to **surpass the top quartile competitor benchmark**

<sup>1</sup> Requires \$10-12M in capex; project NPV and ROIC impact to be determined

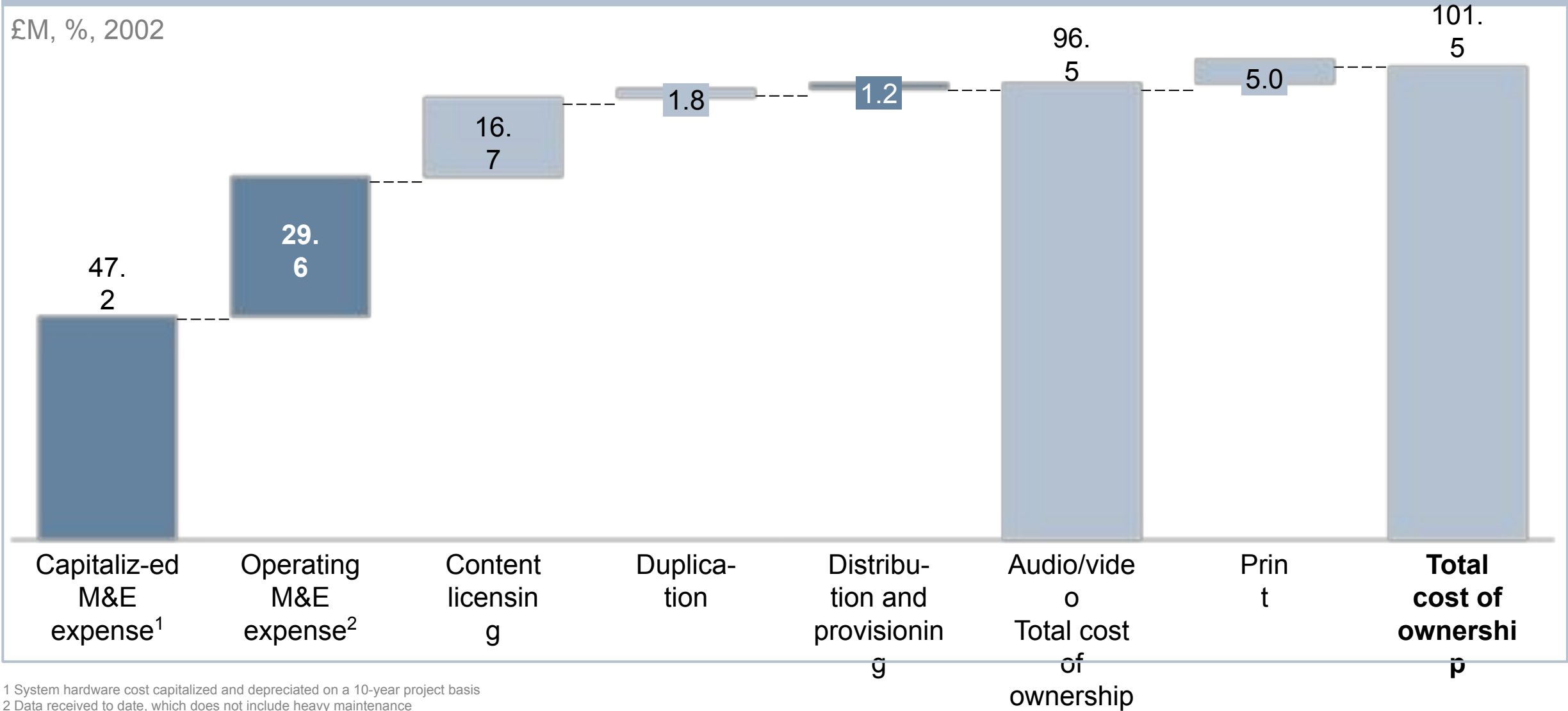


# Typical waterfall

Expense s Prelim M&E data

## Annual audio/video cost breakdown

£M, %, 2002

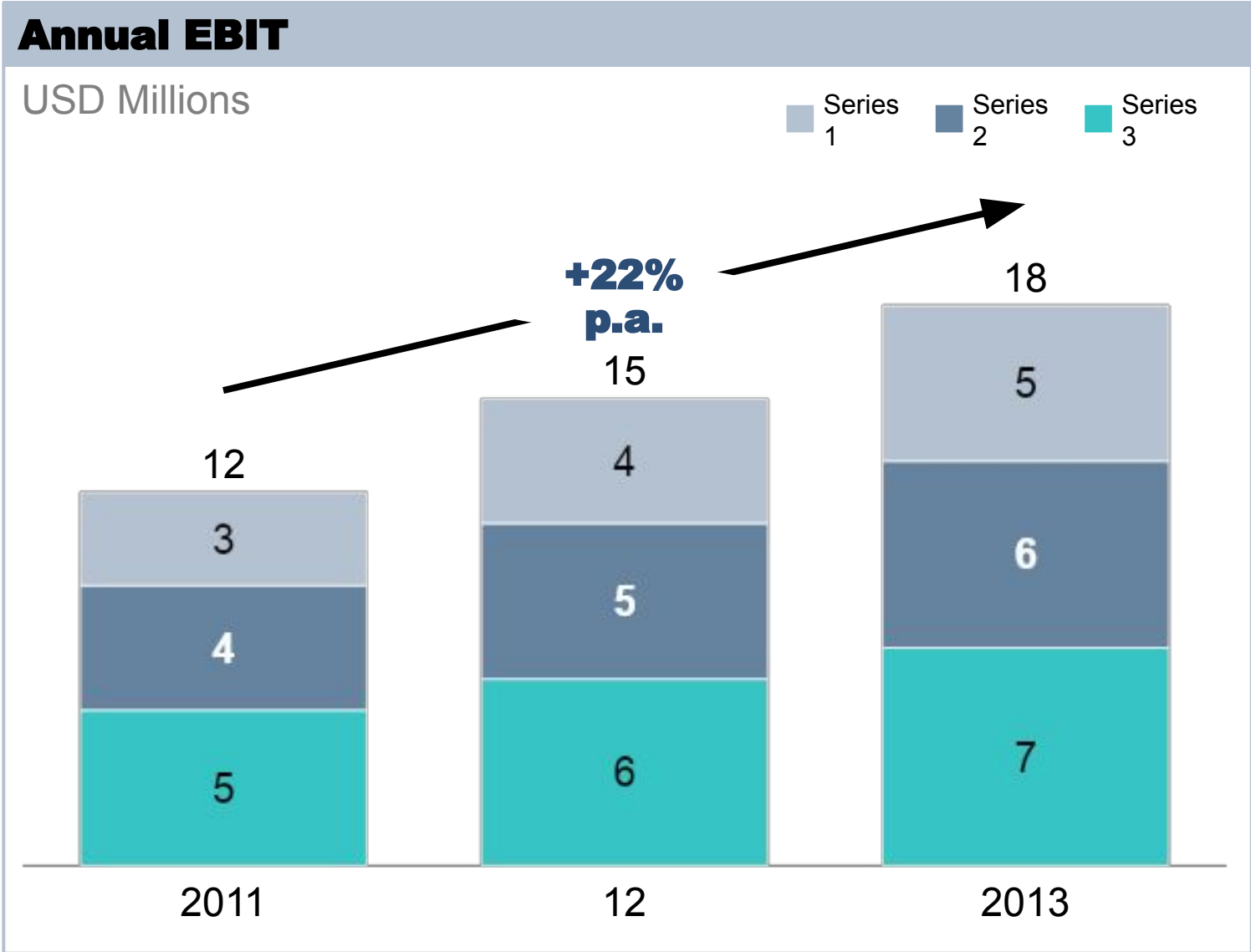


<sup>1</sup> System hardware cost capitalized and depreciated on a 10-year project basis  
<sup>2</sup> Data received to date, which does not include heavy maintenance

# Typical waterfall

...			
Lever	RoE %	PBT USD bn	Typical impact
...	<p>89 79</p>	<b>XX</b>	
Segmentation, Sales productivity and delivery	<p>79 96</p> <p>4-7</p>	<b>XX</b>	• ...
...	<p>96 1</p> <p>~</p>	<b>XX</b>	• ...
...	<p>1 19</p> <p>1-2</p>	n/a	• ...
...	<p>19 69</p> <p>.8 10 39</p>	<b>XX</b>	<p>...</p>

# Chart with implications



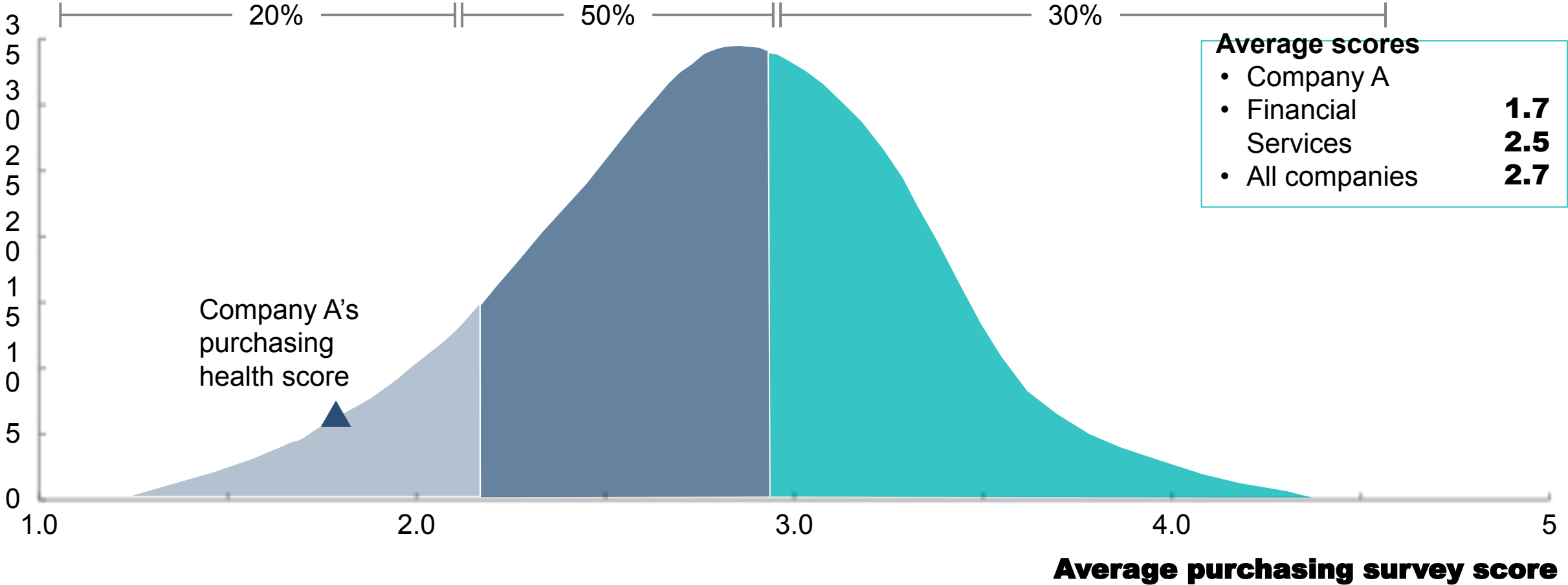
- **Implication 1**
- **Implication 2**
- **Implication 3**
- **Key overall takeaway for the slide**

# Company A has potential to improve purchasing health

- Purchasing leaders
- Purchasing followers
- Middle of the pack
- Company A

## Share of participants in purchasing performance survey

Percent



# Example of left/right bar chart

Unit of measure

