

"A man is
great by
deeds, not by
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

IIMK/CS/101/MM/2019/16

MARCH 2019

Zenith Pharma

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ABSTRACT

Zenith Pharma is a mid-sized pharmaceutical company manufacturing two cancer drugs. It has a good reputation in the market for these products. In India, Kerala and Mizoram are the areas where more cases of cancer have been detected. As such, the highest number of cancer cases in India is detected in the state of Kerala. As per the Global Burden of Disease (GBD) Study, in Kerala the cancer incidence rate is 135.3 per one lakh. This is shown in Exhibit I. Thus, Kerala became one of the potential markets for the two products of Zenith Pharma. Further, Zenith Pharma is also in a process of producing three other cancer treatment drugs, which are now in the pipeline. Given the quality of the products, most of the doctors are very well convinced on the effectiveness of these products compared to the competitive products available in the market. In the Kerala Circle, a major chunk of the business comes from its six medical districts such as Ernakulam, Thiruvananthapuram, Thrissur, Kozhikode, Kannur and Malappuram. Kerala business is currently managed by eight representatives with two each in Ernakulam and Thiruvananthapuram area, and the rest four managing one district each. Currently, the sales representatives in these areas are Abhinav, Bhaskar, Cyril, Dhanya, Eashwar, Francis Gayatri, Ghousuddin, and Hemalata, respectively. The present Kerala Area Sales Manager is Mr. Rejish Nair, who was hired as a sales representative about 10 years before. Subsequently, he was promoted to team leader position almost after five years of his consistent outperformance by achieving his set quotas year on year basis. In general, he had an impressive personality with good team management acumen and that in turn made him to become the Area Manager of Kerala circle.

As a practice in Zenith, the area managers conduct monthly meetings with their sales teams. Incidentally, for Rejish this monthly meeting happens to be his first half-yearly meeting. Thus, he wanted to take stock of the performance of all the eight representatives and identify each person's strengths and weaknesses, areas of improvements, assess coaching requirements and other caveats to be addressed during the next half of the year.

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