
From: Nathalie Leitch
To: 'Tanga, Sandra'
CC: 'Birtchet, Alan'
Sent: 6/21/2010 9:22:57 PM
Subject: FW: Perf review template
Attachments: Perf Review Template '09 062110.doc

Sandra,

Our agreement with inVentiv includes a 4% increase in the fixed monthly fee beginning in July of this year. Is this increase intended to cover performance related increases described in Mike's/Mark's email below, or would these increases be on top of the 4% stipulated in the agreement?

Thanks – hope my question is clear.

Nathalie

Nathalie Leitch

Director, Specialty Rx Products



Actavis

60 Columbia Rd. Bldg B t +1 973-889-6968 @ NLeitch@actavis.com

Morristown, NJ 07960 United States w www.actavis.com

Internal VoIP number t 125 6968

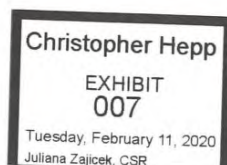
Please note that this e-mail and its attachments are intended for the named addressee only and may contain information that is confidential and privileged. If you have by coincidence or mistake or without specific authorization received this e-mail and its attachments we request that you notify us immediately that you have received them in error, uphold strict confidentiality and neither read, copy, nor otherwise make use of their content in any way. Please note that the sender of this e-mail and its attachments is solely responsible for its content if it does not concern the operations of Actavis Group or its subsidiaries.

From: Killion, Mark [mailto:MKillion@kadian.com]
Sent: Monday, June 21, 2010 5:15 PM
To: Nathalie Leitch
Cc: Shepherd, Michael
Subject: Perf review template

Nathalie,

Mike and I worked on revising the performance review template that Inventiv has on file to better fit our current group and performance measures. We wanted to send this to you to get your feedback. If you're ok with it we'll get to work on getting these reviews completed as quickly as possible. Thanks and look forward to your comments.

Mark



Highly Confidential

Acquired_Actavis_00365408

P-02978 _ 00001



EMPLOYEE NAME: _____

REVIEW PERIOD: MONTH YEAR – MONTH YEAR

Area Business Manager

Subject: Actavis-Performance Management Program

Cycle of Events

1. Employee reviews Performance Management Program to gain initial understanding of job description and performance measurement criteria.
2. Employee meets with manager to review Job Description and Assessment Criteria for Current Year
(Part I of Performance Planning Appraisal Process)
3. Interim Performance Discussions
(Part II of Performance Appraisal Process)
4. Individual Performance Assessment for Concluding Year
(Part III & IV of Performance Planning Appraisal Process)



Performance Planning and Appraisal

Area Business Manager

Name:	Region/Territory:
Contract:	Evaluation Period: From: _____ To: _____

Introduction

The purpose of the annual performance evaluation is to integrate Ventiv Sales (Actavis) and Marketing Teams goals, objectives, and values with individual objectives relative to position requirements. It is designed to facilitate objective evaluation of each employee's contribution, manage performance improvement, assist in day-to-day coaching and counseling, and facilitate equitable compensation.

Part I: *Personal Performance Plan (Assessment Criteria)*

Each planning cycle begins with the manager and employee jointly reviewing job description and assessment criteria that reflect the employee's role in accomplishing the company's objectives as per the employee's position description. The assessment criteria outline what should be accomplished and how it will be measured. The manager and employee are encouraged to discuss strategies to accomplish individual and company objectives.

Part II: *Progress and Assessment Documentation*

Throughout the year, the manager and employee will review progress to annual objectives. This will include, but is not limited to, sales reports and activity reports, Field Contact Reports and follow-up letters. Field Contact Reports and follow-up letters are important guideposts and are integral parts of the appraisal process.

Part III: *Results Review/Overall Rating*

At the end of the year, the appraising manager will complete the Results column on the Performance Standards Worksheet that reviews in as much detail as possible the overall contributions of the employee. The manager will then assign an overall appraisal rating.

Part IV: *Development Plan*

This section should summarize the areas that the employee needs to develop in their present position. Indicate specific actions that need to be taken and a recommended timetable.

Part V: *Employee Comments/Signatures*

Distribution: Employee
Regional Business Director
National Director of Sales-Actavis or Inventiv (TBD)
Human Resources



Part I: Job Description

Job Title:	Area Business Manager	(x) Exempt
Division:	Ventiv Sales and Marketing (Actavis)	() Non-Exempt
Department:	Sales	
Reports to:	Regional Business Director / Nat. Dir. Sales	(x) Full Time () Part Time

Position Summary:

The Professional Sales Representative implements tactics as defined by the Marketing and Sales plans. They deliver balanced sales presentations to a defined list of current and prospective customers with a defined frequency. In the assigned territory, the representative will utilize all marketing and selling materials designed for a respective audience. Customers may include, but are not limited to, physicians, nurses, healthcare providers, retail/wholesale accounts, and hospitals/clinics. The representative will plan and organize activities to insure regular and consistent coverage of the territory according to a plan of action. Increased product sales will result from the Representatives' effective efforts. Administration of territory information and compliance to reporting and regulatory requirements is imperative. Participation in training and development programs is essential.

Key Responsibilities:

- Achieve performance goals and objectives for geographical assignment (Territory).
- Distribute samples and record sample transactions in accordance with Company Policy and PDMA guidelines.
- Demonstrate comprehensive knowledge of all promoted products and products with which they compete.
- Demonstrate comprehensive knowledge of diseases for which products are indicated.
- Develop comprehensive and accurate sales presentations using all marketing and selling materials.
- Contact and deliver proficient sales presentations to a defined list of current and prospective customers with a prescribed frequency.
- Develop a daily call schedule to insure efficient and comprehensive coverage of territory.
- Complete pre and post call analysis that impacts future customer interactions.
- Complete administrative reports as required.
- Participate in training and development programs.

Reporting Relationship:

The Area Business Manager (sales representative) reports to a Regional Business Director.

Minimum Qualifications:

Education: 4 years Baccalaureate degree



Outside Sales: 1-2years



Part I: Assessment Criteria

PROFESSIONAL SALES REPRESENTATIVE

Weight	Responsibility	Belief/Value	Behavior/Objective	Measurement/Assessment Criteria
80%	Sales Results (Financial)	<ul style="list-style-type: none"> Results Focused Accountability 	a) Achieve Activity and Sales Objectives. b) Make Fiscally Responsible Decisions	i. Meet defined performance goal for sales quota attainment. ii. Adhere to and properly utilize expense budget(s).
20%	Territory and Resource Management (Customer Interaction)	<ul style="list-style-type: none"> Results Focused Collaboration Mutual Respect Communication 	a) Implement Strategic and Tactical Plans	i. Demonstrate comprehensive product knowledge for all promoted products and the diseases for which they are used. ii. Deliver proficient sales presentations, utilizing available resources and support materials appropriately and in compliance with tactical sales plan. iii. Organize and plan daily territorial activities to insure efficient coverage, contacting defined list of customers according to sales data and territory business plan. iv. Build professional relationships with physicians' office staff/nurses. v. Perform pre- and post-call analyses. vi. Meet all reporting and communication expectations and respond in a timely manner: Ipaq, e-mail, Interplex, mailings.



Part I: Performance Standards - Guidelines

PROFESSIONAL SALES REPRESENTATIVE

Responsibility	Measurement/Assessment Criteria	Meets Expectations	Exceeds Expectations
Sales Results (Financial) 80%	<ul style="list-style-type: none"> i. Meet defined performance goal for sales quota attainment. ii. Adhere to and properly utilize expense budget(s). 	<ul style="list-style-type: none"> i. Sales quota attainment is within 95% and 105% of the national average. ii. Utilizes DME dollars to assist in accessing offices and manages expenses in territory. 	<ul style="list-style-type: none"> i. Sales quota attainment is greater than 105% of the national average. ii. Maximizes ROI when utilizing DME dollars and carefully manages expenses in territory.
Territory and Resource Management (Customer Interaction) 20%	<ul style="list-style-type: none"> i. Demonstrate comprehensive product knowledge for all promoted products and the diseases for which they are used. ii. Deliver proficient sales presentations, utilizing available resources and support materials appropriately and in compliance with tactical sales plan. iii. Organize and plan daily territorial activities to insure efficient coverage, contacting defined list of customers according to sales data and territory business plan. iv. Build professional relationships with physicians' office staff/nurses. v. Perform pre- and post-call analyses. vi. Meet all reporting and communication expectations and respond in a timely manner: Ipaq, e-mail, Interplex, mailings. 	<ul style="list-style-type: none"> i. Passing scores for all product and related exams. Understands disease states and competing products. ii. In-field presentations are full, accurate and complete. Distributes samples and literature to customers. Maintains inventory at appropriate levels. iii. Prepares and follows a daily schedule and generally adheres to territory business plan iv. Builds rapport with majority of office staff. v. Uses pre-call objectives with accounts and does effective post call analysis. vi. Meets all reporting expectations. vii. 	<ul style="list-style-type: none"> i. Scores of greater than 95% for all exams. Able to take consultative selling approach based on demonstration of knowledge of products and competitors and the disease for which they are indicated. ii. In-field presentations are full, accurate and complete and quality is extraordinary. Customer interest is routinely engaged. Distribution of samples and resources clearly correlated to potential of customers. iii. Prepares and follows a daily schedule that is well developed and efficient to maximize business plan.. iv. Builds rapport with entire office. v. Has well defined pre-call objectives and does comprehensive analysis after each call. vi. Cannot Exceed This Criteria



Part II: *Progress and Assessment Documentation*

Insert documentation here if overall rating is either "Below Expectations" or "Exceeds Expectations."
(Documentation includes, but is not limited to, sales reports, call activity reports, Field Contact Reports and follow-up letters)



Part III: Performance Standards Worksheet

Area Business Manager (sales representative)

Rating Index

3 – (EE) Exceeds Expectations

2 – (ME) Meets Expectations

1 – (BE) Below Expectations

TNA – too new to assess

(whole numbers to be used to rate each individual criteria)

Weight	Responsibility	Measurement/Assessment Criteria	Rating	Actual Results (attach additional pages if necessary)
80%	Sales Results (Financial)	i. Meet defined performance goal for market share and market share change. ii. Meet all defined performance goals for sales call goal attainment. iii. Adhere to and properly utilize expense budget(s).	_____ _____ _____	
20%	Territory and Resource Management (Customer Satisfaction)	i. Demonstrate comprehensive product knowledge for all promoted products and the diseases for which they are used. ii. Deliver proficient sales presentations, utilizing available resources and support materials appropriately and in compliance with tactical sales plan. iii. Organize and plan daily territorial activities to insure efficient coverage, contacting defined list of customers according to the plan of action. iv. Build professional relationships with physicians' office staff/nurses. v. Perform pre- and post-call analyses. vi. Meet all reporting and communication expectations and respond in a timely manner: Voicemail, e-mail, Gelco, mailings.	_____ _____ _____ _____ _____ _____	



		vii. Adhere to sample management policy.		
--	--	--	--	--

Overall Rating:

Overall Rating Calculation

Sales Weighted Rating #: _____ x 80% = _____
Territory Mgmt Weighted Rating #: _____ x 20% = _____

Total Overall Rating #: _____

Overall Rating (verbiage): _____

Merit Increase %: _____
Merit Increase \$: _____

Part IIIb: Kadian Sales Results Worksheet

2nd Trimester 2009

Geography	Percent to Plan
Territory	
Region	
Nation	

3rd Trimester 2009

Geography	Percent to Plan
Territory	
Region	
Nation	

1st Trimester 2010

Geography	Percent to Plan
Territory	
Region	
Nation	

Part IV: Development Plan – Goals & Objectives

PROFESSIONAL SALES REPRESENTATIVE

Goal	Means of Measure	Completion Date

Part V: Employee Comments:

Employee Signature: _____ Date: _____

Regional Business Director Signature: _____ Date: _____

National Sales Director Signature: _____ Date: _____

HR Reviewer Signature: _____ Date: _____