

2006 LATIN AMERICA PHARMACEUTICAL & HEALTH CARE SURVEY

Benchmark Positions Covered (*Descriptions located in Appendix A*)

- Country General Manager/Managing Director
- Business Unit Head or Sales and Marketing Head
- Sales Head
- Marketing Head
- Manufacturing Head
- Finance Head
- Human Resources Head
- Information Technology Head
- Medical Head
- Government/Public Affairs Head
- Research and Drug Development Head
- Drug Development Head
- Regulatory Affairs Head
- Legal Head

Scope Elements

- Board membership
- Geographic responsibility
- Line of business
- Number of employees supervised
- Business unit size
- Organization revenue
- Organization employees



Appendix A

Benchmark Job Descriptions

1. **Country General Manager/Managing Director** has responsibility for the establishment of long-range strategic planning and policy setting for one or more operations in the country. Monitors achievement of operational and financial results.

The following descriptor applies to all Direct Reports (positions 2-14):

Under the direction of the country general manager or the regional/corporate function manager, provides the strategic direction for the area/function, being directly responsible for short to mid-term goals. Manages all human resources of the function and is responsible for the area budgets, programs and policies. Is typically part of the country executive team and contributes to the overall business strategy of the unit.

2. **Business Unit Head or Sales and Marketing Head** has primary responsibility for the profitability of the company's line(s) of business operation. Corporate staff functions (e.g., legal, employee relations, and finance) may report to this position. This position is typically the second highest-ranking executive. May be a multiple incumbent role for companies organized along line of business.
3. **Marketing Head** has primary responsibility for plans and policies related to marketing activities. Responsibilities include development of market objectives and strategies as well as monitoring performance against goals. Typically directs activities such as market research, brand/product management, advertising and promotion, marketing communications, and new product development.
4. **Sales Head** has primary responsibility to develop sales program(s) and direct the sales force to achieve volume objectives. Tracks sales performance against objectives and informs management of results.
5. **Manufacturing Head** has primary responsibility for all aspects of production operations for the manufacture and shipment of pharmaceutical products in scheduled quantities at budgeted cost and acceptable quality. This may be a facility that is responsible for bulk chemicals or finished products.
6. **Finance Head** has primary responsibility for the financial management of the operation. The position is responsible for the operation's financial policies and plans, its accounting practices, and its coordination with corporate finance as needed. Typically responsible for some treasury functions such as cash management, banking relations, etc. May be responsible for planning and other staff functions such as IT, facilities, etc.
7. **Human Resources Head** has primary responsibility for strategic design and implementation of all human resource policies (including labor relations) for the operation.
8. **Information Technology Head** has primary responsibility for the operation's management information systems function. Responsibilities typically include direction and control of systems design and analysis, applications and systems programming, database management and data processing operations. Coordinates regional or corporate policies at the site.



Appendix A

Benchmark Job Descriptions (*continued*)

9. **Medical Head** has primary responsibility for marketing studies and clinical trials conducted on marketed products, as well as product line extensions. Responsibilities include labeling of marketed products and approval of promotional material to ensure compliance with corporate standards and government/industry regulations. Gives direction for the medical/legal review process of all promotional materials. May be responsible for the medical education programs for sales representatives.
10. **Government/Public Affairs Head** has primary responsibility to plan and direct policies and programs to enhance the public reputation of the business unit. Typically represents the business unit on legislative matters. Maintains positive relationships with local communities, governing bodies and organizations
11. **Research and Drug Development Head** has overall responsibility for the design and implementation of research studies aimed at new or improved pharmaceutical products. This position is responsible for drug discovery, preclinical development and medical affairs. May also be responsible for regulatory affairs.
12. **Drug Development Head** has primary responsibility for clinical research conducted in the country. May happen to be located in a particular country, but usually reports to global head. Level would be equivalent to a direct report to General Manager, or higher.
13. **Regulatory Affairs Head** has primary responsibility to interact with government regulators and international health organizations on regulatory matters. Responsible for compliance with local regulatory requirements in order to obtain product approvals.
14. **Legal Head** serves as chief legal adviser for the operation; counsels management on the legal implications of the local company's activities and problems; provides legal services as required in judicial proceedings; keeps abreast of legislative and administrative regulatory developments. Obtains the services of outside counsel as required to complement available internal legal resources.