

newpharma

VOTRE PHARMACIE EN LIGNE



CIB Pharma
« Newpharma and the Covid »

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Agenda of the day

1. A 12 years story
1. Crisis chronology
2. Lessons learned from the crisis
3. If we had to do it again ?
4. Could we foresee the crisis?
5. Challenges and conclusions

1. A 12 years story

A 12 years story

2006 Idea to create Newpharma

2007 Start of site development

2008 Site launch (without any 'Medicines')

2009 Belgian Royal Decree

2010 Launch of .fr/.nl

2011 100.000 orders/year

2012 1st dedicated warehouse

2013 €10M turnover reached

2014 Take over of “MonGuideSanté”
Launch of .de/.at

2015 Take over of “Paraseller” and
“Parafemina”

2016 Extension of the logistics
center

2017 Extra shareholders
(Korys + Colruyt)

2018 10 years
Launch of Apo24

2020 Covid-19

2. Crisis chronology

Timeline

- 15/02 : First communication to our staff
- 27/02 : Travel abroad forbidden
- 06/03 : Strengthening of health measures
- 09/03 : People must stay at home after a stay abroad
- 11/03 : Wearing a mask within the company is mandatory
- 13/03 : Homeworking for everybody
- 16/03 : Too many orders; logistic on hold
- 16/03 : E-mails on hold
- 19/03 : Adwords on hold
- 17/03 : Setup of a third night shift
- 23/03 : Wholesalers referencing suspended
- 23/03 : Limited process (no gifts or promotions,...)
- 24/03 : Increase of capacity and resilience
- 10/04 : Empty Backlog
- 15/04 : Products from wholesalers online again

3. Lessons of the crisis

Lessons of the crisis

Value destruction (customer)

- Logistic saturation (customer promise : 95% -> 25%)
- Customer support overwhelmed
- Dysfunction of the wholesaler's chain (incomplete order)
- A lot of OOS products
- Delivery delay at the transporter level
- A lot of parcels blocked at the pickup points

⇒ Lots of customers' complaints

Lessons of the crisis

Value destruction (finances)

- Launch of a night shift
- Strengthening of:
 - The logistic department (hiring of temporary workers)
 - The customer support (intern + extern)
- Ratio modification Home delivery vs. Pickup point
- Covid tax implemented by a carrier
- Decrease in productivity
- Forecasts cannot be used anymore

⇒ Turnover <> EBITDA

Lessons of the crisis (people)

- 7 persons affected by Covid (out of 250 persons)
- Increase in absenteeism
- 2 persons in burnout
- People were very tired (physically and/or emotionally)
- Distancing
- Silo structure
- Discovery of new talents 😊

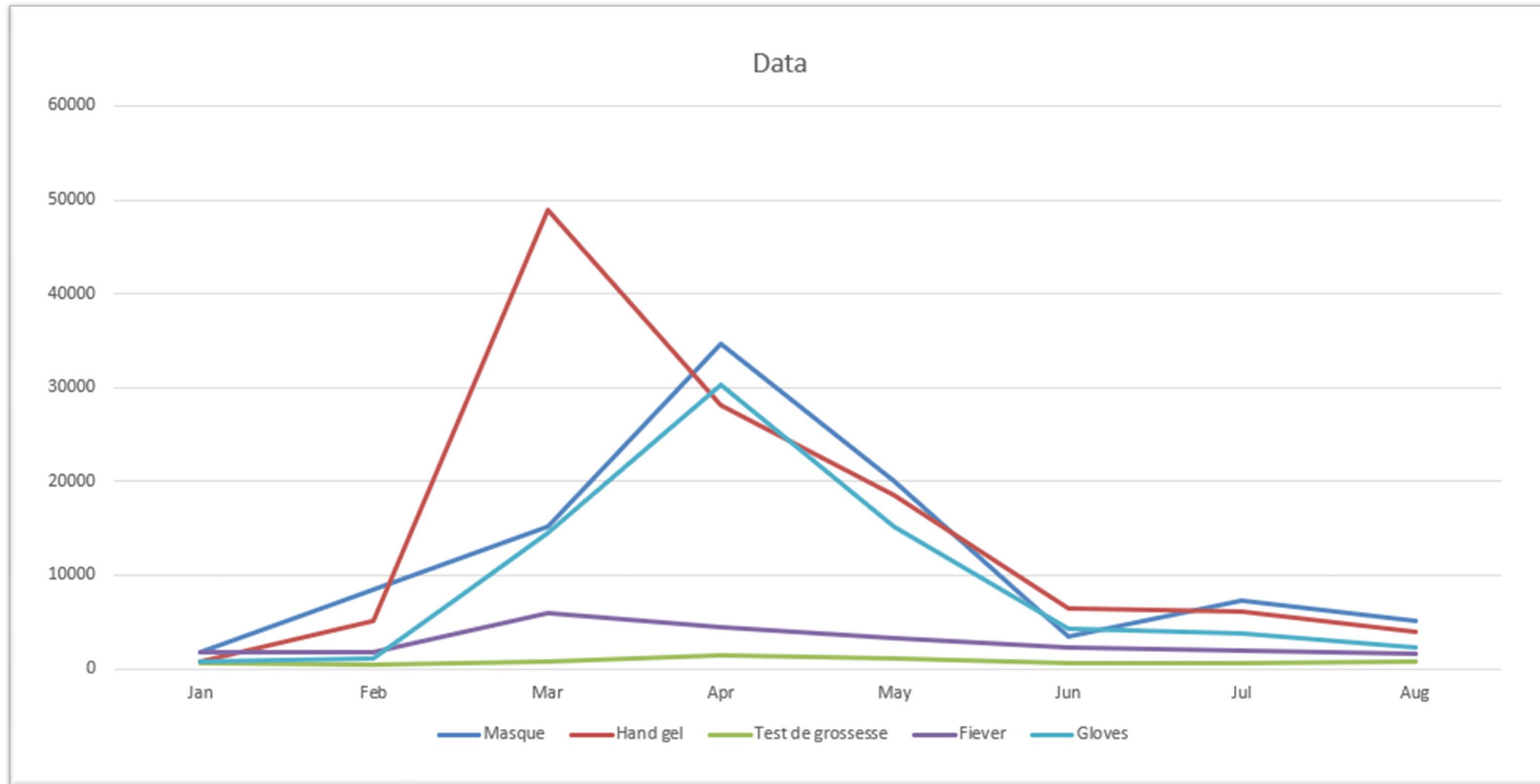
4. If we had to do it again?

If we had to do it again?

- We would have stopped as soon as possible:
 - Marketing actions
 - Wholesalers
- We would have communicated more with our customers
- We would have adapted our logistic process sooner

5. Could we foresee the crisis?

Could we foresee the crisis?



6. Challenges and conclusions

Challenges and conclusions

- Challenges

- To organise the return to the office
 - To recreate the sense of belonging for Newpharma
 - To find new points of reference
- ⇒ The main challenge concerns people

- Conclusions

- We gained in 3 weeks 18 months of maturity
 - We had to reinvent ourselves
 - We have to be more proactive
- ⇒ We are not doing so badly

Question ?



Thank you

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