

Business Planning - Setting your sights with AMMO

Winner: Best Use of Secondary Data

Executive Summary

Novo Nordisk's AMMO (Account Management, Maximising Opportunity) was launched in November 2005. This has redefined the traditional business planning process into a new 'living and breathing' process that sustains competitive advantage and has the flexibility to take account of continually changing customers.

Developed in partnership with CSL, AMMO integrates secondary data from internal and external sources. AMMO ensures that the tactical objectives in each account are in line with the strategic goals of the business as a whole. Key account management is now a continuous process where execution is continuously monitored using KPIs and ROI measurement ensures that commercial goals are delivered.

Judges' comments

The project was particularly strong in terms of the guidance it gave to the organisation and also the real costs that were realised as a result of implementation. It's also an approach that could potentially be used across the entire portfolio.

The entry stood out, not just in terms of the presentation materials, which were excellent, but also in the way it illustrated how outstanding business intelligence skills in terms of design, implementation and contingency planning really helped contribute to better business decisions.