

Keyword Pharma

Conference Insights

Pharma Sales World 2007:

*Advanced Sales Force
Remodelling Strategies in a
Multi-Channel Environment*

PharmaSALES
WORLD 07

*in-depth report from a
Worldwide Business Research conference*

held in Prague, 5–6 November 2007

by Dr Andrée Bates



KeywordPharma publications are available to
purchase individually as e-documents from
www.ThePharmYard.com

Other related KeywordPharma titles available from www.ThePharmYard.com



Online Marketing and eDetailing Europe

A KeywordPharma **Conference Insights Review** by **Steve Doyle**

Published July 2007

ThePharmYard product code kwp017

978-1-905676-16-3

In-depth report from an eyeforpharma conference held in Berlin, 18–19 April 2007

All KeywordPharma publications are available for purchase individually in e-document format at www.ThePharmYard.com – along with hundreds of other titles from independent publishers.



KeywordPharma – inspiring best industry practice

Written by pharmaceutical industry specialists, KeywordPharma publications are designed to be authoritative, relevant, succinct and helpful to pharmaceutical industry executives in their day-to-day work and in their longer-term career development. Available to purchase individually as e-documents, they build into a specialist knowledge library for everyone working in and around the global pharmaceutical industry. For more information visit www.KeywordPharma.com



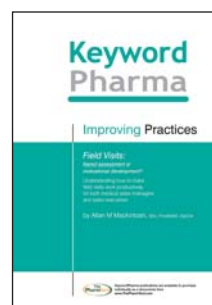
Conference Insights

Reports written by specialists about key themes and topics as presented at leading pharmaceutical industry events.



Expert Reviews

Niche topics made accessible by pharmaceutical industry specialists, with comprehensive references for further in-depth study.



Improving Practices

Valuable practical guides that support personal development and management excellence within the pharmaceutical industry.

Pharma Sales World 2007: Advanced Sales Force Remodelling Strategies in a Multi-Channel Environment

First published January 2008 by NetworkPharma Ltd

89 Oxford Road, Oxford OX2 9PD, UK

Tel: +44 (0) 1865 865943

Web: www.networkpharma.com email: support@networkpharma.com

© 2008 NetworkPharma Ltd

A CIP catalogue record for this title is available from the British Library.

ISBN: 978-1-905676-19-0

Managing Director: Peter Llewellyn; Editor: Chris Ross; Production/editorial: Gill Gummer; Typesetting and artwork: Blenheim Colour

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronically, mechanically, recorded or otherwise, without written permission from the publisher. The publisher and author have made every effort to ensure the accuracy of this publication but cannot accept responsibility for any errors or omissions. Registered names, trademarks etc. used in this publication, even when not marked as such, are not to be considered unprotected by law.

Bulk print sales and multi-user electronic licenses

All KeywordPharma publications are available for reprinting in bulk quantities on demand. We will be pleased to discuss any branding requirements you have – for example you may wish to include company logos and advertorial. Likewise, individual e-documents can be licensed for multiple-user access, either on web sites or on company intranets and, if appropriate, adapted to your own requirements. All enquiries should be directed to the Managing Director, Peter Llewellyn, at NetworkPharma peter@networkpharma.com

Pharma Sales World 2007: Advanced Sales Force Remodelling Strategies in a Multi-Channel Environment

*in-depth report from a
Worldwide Business Research conference*

Dr Andrée Bates

Executive summary

The current environment for pharmaceutical companies can seem a hostile one, with major declines in sales, industry reputation and customer knowledge. However, to tackle these challenges, pharmaceutical companies are developing better processes, enhancing productivity and increasing sales force effectiveness.

The Worldwide Business Research conference, Pharma Sales World 2007: Advanced Sales Force Remodelling Strategies in a Multi-Channel Environment, held in Prague on 5–6 November 2007, focused on best practices within the industry, providing examples and inspiration for companies struggling with the status quo. The conference looked at the changing market dynamics, potential methods of sales force remodelling and the use of data in effective change. It also explored innovative training and development, performance measurement and multi-channel strategies.

This *Conference Insights* review looks at how the pharmaceutical industry is responding to increasing market pressure and changing customer influence. The report uses case studies and industry leader recommendations to examine the means and methods of success in today's pharma industry. It also outlines the practical advice and insights offered by the presenters at the conference, and provides a glimpse of the future, with details on and discussions of the most effective systems for representatives and sales. The report concludes with an outsider's view of the market, which illustrates how other industries faced similar roadblocks but found their way to the other side.

Contents

Pharma Sales World 2007 – Programme	4	Sales force training and development	14
Introduction	6	Sales force performance measurement	15
About the author	6	Multi-channel strategies to optimise face-to-face time	17
Changing market dynamics	7	Conclusion	19
Sales force remodelling	10	Further reading	19
Using information to generate customer insights	13		

Pharma Sales World 2007 – Programme

Organised by Worldwide Business Research, Prague, 5–6 November 2007

Day one

Chair:

Martin Fagan, *CEO, Infozyme*

CHANGING MARKET DYNAMICS

Integrating your sales and reputation management strategies to ensure long-term profitability

Dudley Ferguson, *MD, Astellas Pharma Ltd*

Maximising the effectiveness of your asset in an increasingly competitive pharmaceuticals market

Ian Talmage, *VP Marketing, Bayer Healthcare*

SALES FORCE REMODELLING

An update on global pharma and the continuing role of ROI

Stewart Adkins, *Director, Stewart Adkins Advisors*

Reshaping essential practices to increase the strength of your sales force model consistently across the globe

David De Vidi, *Head of International Sales Force Excellence, Business Planning and Services, Almirall*

Managing the migration to a key account model to drive relationship-based selling

Esther van Hulst, *Senior Director Global Sales Development, Cegedim Dendrite*

How can you right-size your marketing promotional resources to effectively drive market share in a changing pharma environment?

David Gascoigne, *VP Global Promotion Management, IMS Health*

USING INFORMATION TO GENERATE CUSTOMER INSIGHTS

Extracting the right data from a range of sources to build in-depth customer insights

Stefan Langthaler, *Head of Business Systems, Actavis*

Generating effective customer insights in emerging markets to deliver added value to stakeholders and drive revenue

Piotr Markiewicz, *Head of CV Risk Management Group, Bayer-Schering*

Day two

Chair:

Stewart Adkins, *Director, Stewart Adkins Advisors*

SALES FORCE TRAINING AND DEVELOPMENT

Driving the development of the first-line sales manager to maximise productivity in a constantly changing healthcare environment

Mirek Lubecki, *Marketing and Sales Director, Astellas*

Effectively up-skilling your sales force to ensure your business thrives within a highly competitive, multi-stakeholder, multi-channel environment

Martin Symons, *General Manager, Recordati UK*

Panel session: Developing a high-impact training programme to maximise results and ROI

Panellists: Mirek Lubecki, *Marketing and Sales Director, Astellas*, Martin Symons, *General Manager, Recordati UK*, Jason Stone, *Sales Operations Manager, Wyeth*

SALES FORCE PERFORMANCE MEASUREMENT

Mapping out an appropriate set of KPIs to measure the performance of your sales force in a multi-channel multi-prescriber environment

Damian Colehan, *SFE Director, Actis Sales Technologies*

Panel session: Leveraging increased competition in the market to drive innovation in sales force development

Chair: Damian Colehan, *SFE Director, Actis Sales Technologies*

Panellists: Stewart Adkins, *Director, Stewart Adkins Advisors*, David De Vidi, *Head of International Sales Force Excellence, Business Planning and Services, Almirall*

MULTI-CHANNEL STRATEGIES TO OPTIMISE FACE-TO-FACE TIME

Exploiting online techniques to boost the effectiveness of face-to-face time – e-detailing, e-visits and other online approaches

Bart Vannieuwenhuysse, *Executive Director, CRM, Janssen-Cilag*

Driving creativity and innovation in the use of multi-channel strategies – drawing from experiences in FMCG

Isabell Remus, *Head of Therapeutic Franchise, Novartis Pharma AG*

NEW REPORT ON SFE METRICS SPECIAL DISCOUNT FOR PHARMSALESWORLD



EULARIS

Eularis (www.eularis.com) have unparalleled years of experience in pharmaceutical marketing analytics and predictive algorithm analyses of pharmaceutical marketing activities. Their analyses quantify the financial impact of individual sales and marketing activity - as well as recommending the optimal synergistic combination of activities (and budgets) for an individual brand to have maximum market share growth. Eularis offers brands the bottom line facts: what messages and which specific sales and marketing activities are truly impacting a brand's prescription sales - by how much - and what elements within each activity need to change (and how) for increased results.

NEW SALES FORCE EFFECTIVENESS METRICS REPORT from Eularis

Pharmaceutical Sales Force Effectiveness Metrics:

Are You Measuring the Wrong Things?

Written by Dr Andrée K Bates. Published Nov 2007

Special 30% discount available from: www.PharmaIndustrySFE.com - quote ref "praguesfe07"

Overview

With the ever-increasing pressure to ensure maximum return on investment, sales force effectiveness is becoming a high priority area in the global pharmaceutical industry. Sales force represents the largest spend in sales and marketing, and yet study after study shows that the returns gained from this spend are not particularly strong. A recent IMS report found that pharma sales force effectiveness declined by 23% in the recent period of 2004 to 2005. Written by Eularis for CEOs, marketing executives and sales executives, and with market data and case studies as evidence, "Pharmaceutical Sales Force Effectiveness Metrics: Are You Measuring the Wrong Things?" examines this alarming issue. The startling discovery that this new, comprehensive report uncovers is that the very metrics currently being used to assess sales force effectiveness are in fact the ones aiding its decline.

The report dissects current SFE metrics and their limitations in the pharmaceutical industries of the United States, Europe and Japan, and offers appropriate metrics to solve these problems. "A pharmaceutical organization's sales force represents the largest source of spend, second only to research and development. Better metrics must be used to measure both the effectiveness and the financial impact of this very significant budget area because the effectiveness measurements used by most top pharma today actually contribute to the decline in effectiveness of the field force," commented the author of the report, Dr. Andrée K. Bates, president of Eularis. The report discusses appropriate metrics to solve these problems, and demonstrates implementation methods and issues. Sales force effectiveness is a difficult concept to measure, but doing so can push pharmaceutical companies past today's hurdles and into increased productivity and sales.

Topics include:

- **Background: The Scale of the Sales Force Effectiveness Problem**
- **Assessment: Current Metrics Used and their Contribution to the Problem**
 - a. Sales Force Size and Share of Voice
 - b. Sales Calls per Day
 - c. What's Missing
 - d. Future Measures
- **The Problem with Sales Tools**
- **Changing the Focus**
 - a. Customer Focus
 - i. Targeting
 - 1. United States
 - 2. Europe
 - ii. Relationships
 - iii. Call Quality
 - b. Message Focus
 - c. Continuous Monitoring
 - **Problems Specific to Europe with Sales Force Effectiveness**
 - a. Western Europe
 - b. Central and Eastern Europe
 - **The Japanese Market: Sales Force Effectiveness Issues**
 - **The Right Metrics to Solve the Problems**
 - a. Efficiency versus Effectiveness
 - b. Targeting
 - c. Effectiveness Measurement: Moving Beyond 'Recall' and 'Intent to Prescribe'
 - d. Sales Forces Optimisation
- **Implementation Issues**
 - a. Productivity
 - b. Action Plan
 - c. Emotional Buy In
 - d. Where does 'e' fit in: The Role of eDetailing
 - e. CRM and other Technologies
- **Results Analysis**
 - a. Case studies
- **Ongoing Monitoring**
- **The Future?**

Special 30% discount
available from:

<http://www.PharmaIndustrySFE.com/>

Quote ref "praguesfe07"

Introduction



The pharmaceutical market is rife with change, and much of it is a direct threat to the longevity and bottom lines of individual companies. However, out of this shifting market comes opportunities for valuable adaptation, better processes and enhanced productivity.

Pharma Sales World 2007: Advanced Sales Force Remodelling Strategies in a Multi-Channel Environment, organised by Worldwide Business Research, not only reminded attendees of the significant challenges the industry faces today, but also introduced new ones. It described declining sales, the changing influence of customers and the deteriorating reputation of the industry. It also detailed many of the industry's attempts at fixing these problems while introducing new complexities, particularly with sales force effectiveness (SFE) programmes.

So how are pharmaceutical companies responding? This conference demonstrated how sharing best practices can provide the inspiration to meet and overcome these challenges. Presenters with experience at Astellas, AstraZeneca, Novartis and Bayer Schering Pharma advocated new methods for improved productivity that may, in the process, increase sales, satisfaction and synergy.

Collectively, speakers proposed a number of potential solutions. They showed how the integration of processes can eliminate many problems within sales and marketing, and how simplicity of activity, measurement and strategy can remove headaches and increase sales. In addition, they highlighted how effective training built on true motivation and proper measurement can provide a leaner, more productive sales force, and how multi-channel methods can reach an evolving customer base with more appropriate and targeted messages.

Presentations also focused on the use of data in effective change and the need for partnerships with customers, branding and evolved sales models that create what we all seek: accountability and responsibility in productive representatives.

Dr Andrée Bates
January 2008

About the author

Dr Andrée Bates is the Managing Director of Eularis. Her career has encompassed academic, clinical and pharmaceutical positions throughout the world. She has gained wide recognition within the international healthcare industry for her work on return on investment (ROI) and marketing effectiveness measures in pharmaceutical marketing, and is the author of many publications on this topic in peer-reviewed journals. In addition, Andrée has been invited to lecture on e-detailing ROI in the Pharmaceutical MBA programme at INSEAD Business School, and on marketing ROI at the Center for Pharmaceutical Marketing Studies, Erivan K. Haub School of Business, St. Joseph's University, Philadelphia, PA, USA.

Eularis applies sophisticated analytical processes to quantify the sales impact of specific marketing programmes for pharmaceutical brands. These analyses determine the financial return for individual sales and marketing activities, as well as the optimal synergistic combination of activities (and budgets) for maximum market share growth.

Andrée can be contacted at: ABates@Eularis.com

Pharma Sales World 2007: Advanced Sales Force Remodelling Strategies in a Multi-Channel Environment

in-depth report from a Worldwide Business Research conference

Changing market dynamics

Seismic shifts and major opportunities

"After 15 years of uninterrupted growth in marketing spend, the changes that pharma sales and marketing face today are unfamiliar and frightening." The words of Stewart Adkins (Stewart Adkins Advisors) provided a firm platform for the opening day of the Pharma Sales World 2007 conference. In a presentation providing an overview of the seismic shifts in the global pharmaceutical market and the extensive challenges the industry faces, Adkins identified our worst fears, but also our greatest opportunities.

"The changes that pharma sales and marketing face today are unfamiliar and frightening."

The market, he said, is shifting along technological, demographic, geographical and expectational lines:

- Changing technology: the advent and growth of biomarkers that could ultimately identify who will benefit from drugs and be used to monitor the progress of certain diseases will result in less wastage of and greater compliance with medication.
- Changing demographics: an ageing global population.
- Changing geography: the world population is booming outside the triad of major pharmaceutical markets (Europe, USA and Japan). Over 80% of the population lies in Asian, Latin American and other emerging markets. In 2006, US\$11 billion came from emerging markets and, by 2020, estimates suggest the 'E7' emerging markets (China, India, Brazil, Russia, Indonesia, Mexico and Turkey) could represent 20% of the pharma market (compared with 8% today).
- Changing expectations: the industry is losing friends as business models grow further out of alignment with

societal needs. The industry is not believed in any real discussion of risk versus reward, and, as a result, trust is quickly disappearing. This view of the industry reaches from the common layperson into the highest echelons of global economics. In the past 5 years, industry investors have become reluctant. During the 1998 Russian debt crisis, investors flocked to pharma as a bastion of reliability, a store of value. However, in today's subprime crisis, this is not happening.

Adkins identified some of the other challenges faced by the industry:

- Sales are down, with US branded volumes declining for the past 4 years.
- Patent expiries are key drivers of a market slowdown. Sales at risk from generics have doubled over the past few years, and many blockbusters will go off patent soon.
- A major shift from primary care to specialised care means tighter competition and unprepared representatives. The biological market, especially, is growing, and is estimated to represent 29% of total sales by 2011.
- The changing influence of customers, from physicians to the other audiences of payors and patients, leaves many companies grasping for moorings (Fig. 1).

Despite a litany of potential complaints and drags on company success, and the fact that many aspects of sales and marketing appear to be out of our control, Adkins contended that the changing markets represent major opportunities. What we can do in a volatile environment, he said, is manage what we know.

Adkins presented an interesting statistic: whereas most organisations assume that a product life cycle is limited to a few years, 60% of sales are actually of drugs aged 5–15 years. Drugs aged 11–15 years are forecast to be the fastest-growing segment of sales. With this unexpectedly long product life cycle, there is much more time to achieve return on investment (ROI). Where is the opportunity here? Spend money on extensive timelines and increase sales.

Adkins also noted that the declining reputation of the industry also presents an opportunity, advising that

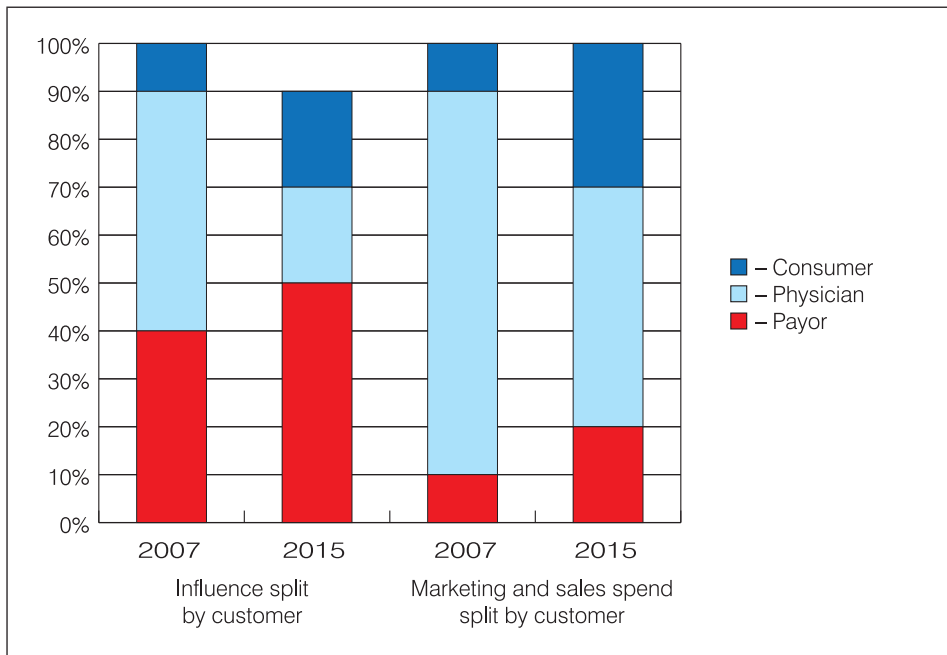


Fig. 1. Estimates of the changing influence of customers. Reproduced with permission from Stewart Adkins (Stewart Adkins Advisors).

the industry's ability to restore trust depended upon demonstrating the value of its products. Companies must present their work as a worthwhile, life-saving endeavour, and must communicate that message not only to existing markets but also to other countries, where a responsive and responsible business model can be provided.

Drugs aged 11–15 years are forecast to be the fastest-growing segment of sales

SFE as part of greater business support solutions

Dudley Ferguson (Astellas Pharma Ltd) also addressed the issues of changing market dynamics and a declining industry reputation. Announcing an intention to issue challenges, he contended that the market strategy of focusing exclusively on the product and the discovery of new chemical entities is problematic. Equally, the loss of focus at corporate level is also disastrous, with most attempts to adapt strategies and goals to the new environment being either watered down or blindly implemented. The industry needs a fundamental change.

Ferguson referred to a survey by the Royal College of General Practitioners conducted last year, in which general practitioners (GPs), other health professionals and primary care trusts in the UK were asked their opinion of the pharmaceutical industry. The results were distressing if not surprising: GPs still say pharma's job is not to make money. They regard sales representatives as rarely professional, and believe pharma hides its true agenda. What's more, they see education as

reactive and insular, not proactive and structured, and sometimes not of the best quality. Critically, they see the industry ignoring other audiences, including nurses and managers.

The market strategy of focusing exclusively on the product and the discovery of new chemical entities is problematic

So what do we do with this lack of trust? The truth, said Ferguson, is that we all want what's best for patients, but all the entities in the industry (pharma companies, physicians, the National Health Service [NHS] in the UK) view drugs, their use and their audience differently. For example, the NHS focuses on financial balance and a broad range of priorities, whereas the industry focuses on ROI and the product. To create successful partnerships based on mutual trust, Ferguson contends that we must have shared objectives, shared resources, complete transparency and effective governance. We should start by looking at our customer interface strategy.

Assessing the customer interface strategy has, of course, led to a now ritual examination of SFE. This has become one of the industry's hottest topics. Why? Because of the extensive complications and problems in instituting sales force change (Fig. 2). Ferguson issued a series of questions that addresses issues that plague our efforts:

- Do we have the ability to train representatives to do what's necessary, or are we wasting time trying to change ingrained behaviours and philosophies?

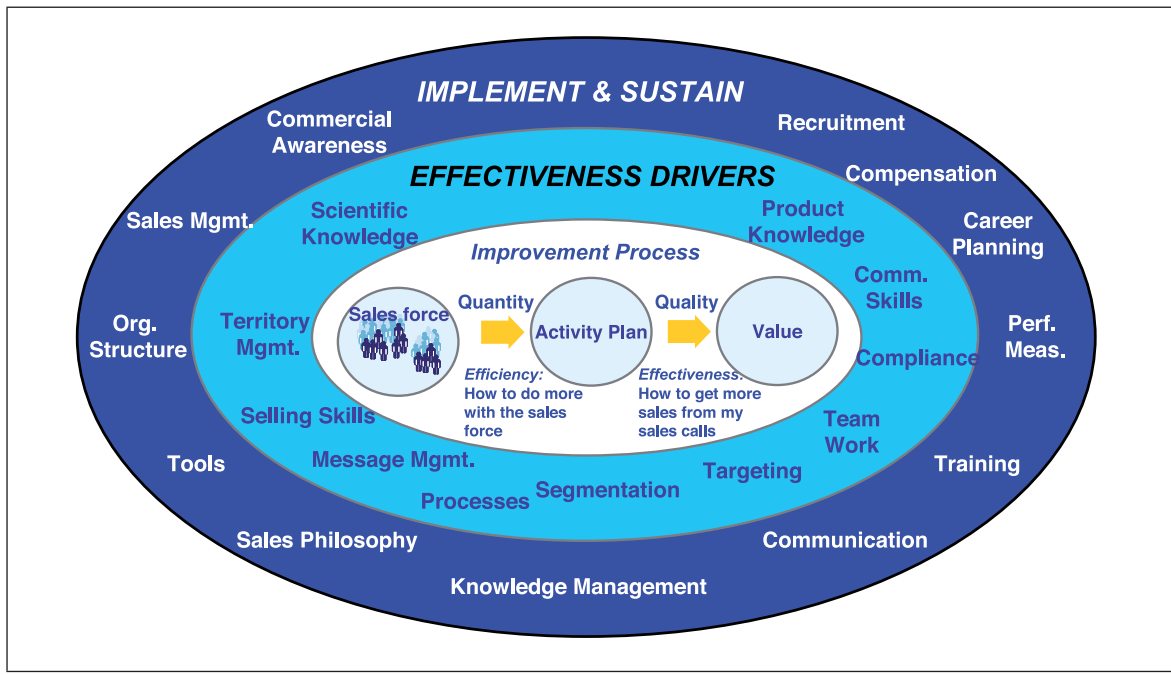


Fig. 2. An overview of the complexities and partners involved in SFE initiatives. Reproduced with permission from Dudley Ferguson (Astellas).

- When companies resort to bringing in SFE consultants are we sure their extensive plans are actually being implemented throughout the company?
- Should SFE programmes be global, local or regional?
- How do marketing and sales interact, and how should they?

Despite the number of challenges, Ferguson believes that sales force change is possible as part of a greater 'business support solutions' initiative. He contends that SFE changes can be made in ways that add value, but only when they are specific to market needs, business plan objectives, and skill and competency requirements.

Ferguson offered key elements of a successful SFE improvement, using Astellas' own experiences in initiating a pan-European SFE programme. Astellas created a programme that set out the strategic intent (the 'what') along with specific objectives (the 'how'). Whereas each country had key areas they wanted to develop and improve, the pan-European initiative focused on several overarching elements, including the role and responsibilities of first-line sales managers.

How did Astellas ensure buy-in? Ferguson believes that complete and total buy-in is crucial to the success of a programme that gives value to an organisation. The first step was to brand the initiative as IMPACT (Improving Market Performance by Applying Customised Tools). Astellas then chose key figures in the company to act as the public face of the SFE initiative. It was determined that the sponsor should be a senior line executive. He or she should appoint a coordinator, a senior manager with time, experience, focus, data and charisma. The branding and personalising worked to ensure complete and ongoing buy-in throughout the company, and the coordinator backed up these efforts with the ability to overcome cynicism and resistance.

Also essential to buy-in were clear rationales for the change and clear implementation procedures. Everyone involved, from management to representatives, built the SFE initiatives into their personal objectives. All knew their responsibilities and were measured on them by links into their assessments and bonuses. To reinforce a job well done, Astellas held awards and recognition ceremonies at all appropriate levels.

Essential to buy-in were clear rationales for the change and clear implementation procedures

In conclusion, Ferguson reiterated that effective SFE programmes have simple, understandable processes that minimise bureaucracy and eliminate unnecessary complications.

Preparing and branding the asset

In addition to improving SFE, pharmaceutical companies must face changing markets by building better brands. Ian Talmage (Bayer Healthcare) shared a case study of Losec® (omeprazole), based on his previous experiences at AstraZeneca around the time of the launch of what became the world's biggest brand. Talmage's case study demonstrated the importance of effective branding as a key to increasing sales.

Losec is an acid pump inhibitor and was introduced in the late 1980s. AstraZeneca saw the drug as highly effective in the treatment of reflux oesophagitis and gastric acid-related problems, and initially thought that efficacy in itself would be sufficient marketing. However, the product was plagued by unproven concerns about cancer. In response, the company

had to fully understand the mechanisms behind the implied concerns and provide solid scientific evidence to address them. Only then was it possible to look at ways to optimise the clinical potential of the drug.

To position themselves effectively, the company decided to create a new market rather than share an increasingly crowded one. They identified gastro-oesophageal reflux disease, and presented Losec as the treatment of choice. The company then took several steps, which Talmage recommends as the crucial process of *preparing the brand*:

- Establish differential advantage, by honestly examining the efficacy, safety, tolerability and economic benefits of the drug.
- Build positioning strategy, establishing a platform that expresses the product's promise, especially with regard to the competition.
- Develop strategy, determining where the company and the brand want and need to go.
- Build a global brand, bypassing brand fragmentation that undermines the strength of the asset.

Talmage then led the audience through an illuminating exercise. He showed a list of slogans widely found in the consumer world, including "Don't leave home without it." The audience was able to identify the product sold by each slogan. However, when Talmage showed a list of slogans from the pharmaceutical industry, no-one knew the products to which the slogans referred. This lack of strong branding in pharma comes from many repeated mistakes, including inappropriate market research, patterned thinking, conformity and creative mismanagement.

Good brands, said Talmage, need a foundation, something unique and enduring – a 'crystallised brand promise'. This written promise creates a strong association between the product and a benefit-driven positioning statement. The promise is supported by consistent imaging, including a logo, symbols, colours, styling and a specific vocabulary. These images must be relevant and 'campaign-able'. Talmage mentioned Absolut Vodka as a strong example of this, with its consistent adverts showing a vodka bottle shape and utilising the word 'Absolut'. Without the brand promise created using consistent words and imaging, the message becomes fragmented, and sales suffer.

Good brands need a foundation, something unique and enduring – a 'crystallised brand promise'

After preparing the brand, the next step is to *prepare the market*. According to Talmage, it's all about management:

- Managing the asset: moving seamlessly and effectively from launch strategy to product lifetime strategy.

- Managing the company: ensuring procedures are in place to develop and sell the brand.
- Managing issues and actively supporting the positioning to relevant audiences: this is about effective PR (producing responsiveness).
- Managing the future: reinforcing clinical information and marketing messaging.

Brand planning and market preparation work to simplify the message and cut through increasing market clutter with valuable messaging that speaks to all the various stakeholders. From this position we are then able to influence these stakeholders. Unfortunately, many companies allow for brand fragmentation, leading to early confusion because of the multitude of people, areas and foci involved. That, said Talmage, is why many products lose their way before launch, something that gets worse as time progresses.

Talmage concluded that maximising the effectiveness of an asset is about creating a symbiotic relationship between marketing and sales. It's about looking at all angles of the product and potential brand, and then converting them to actions, supporting the sales force with effective messaging. It's nothing magical or complex. It's basic and rational, using a fully integrated, action-oriented planning process. The alternative is poor targeting and messaging, which can be an incredibly expensive mistake.

Maximising the effectiveness of an asset is about creating a symbiotic relationship between marketing and sales

Sales force remodelling

Design a common approach to strengthen your global sales force

The arms race has stopped generating significant additional revenues. Nowadays, growth mainly comes from increasing effectiveness and efficiency of the existing sales force. To achieve this, David De Vidi (Almirall) asserts that common global approaches to initiatives, processes and tools for the sales force must be pursued.

Common approaches make a lot of sense. A good representative locally will be successful anywhere, regardless of regional context: though activities, styles and tactics may vary locally, the skill set required to be successful is largely independent of the local environment. Moreover, though sales forces are managed locally, related processes are a corporate

topic, especially their definition, design and guidelines. Once companies internalise this evidence, they can focus on the real challenges that await sales force remodelling.

Prerequisites that are key for the success of initiatives include:

- strong top management sponsorship
- clear direction, objectives and plans, adapted to company specificities
- a spirit of cooperation between headquarters and countries
- putting expectations in perspective: results happen in the midterm
- leaving room for local adaptation.

In addition, the nature of initiatives marks the approach: the extent of design, contents and implementation developed corporately will adapt accordingly. For example, field force organisation tends to be very market-specific: only guidelines about key questions should be issued corporately. A training program on skills, instead, can be organised worldwide, perhaps adapting them, only for local language.

Common global approaches, like all change management initiatives, require time and energy before they are established and the benefits reaped, but eventually they will silently transform and lead forward those organisations that believe in them.

Key account management

Esther van Hulten (Cegecim Dendrite) began with the suggestion that while GPs may still be key targets, other targets are gaining in importance. The trouble is identifying and linking with them, and having an overall plan for them.

Hospital targets are growing in targeting potential, but the very nature of hospitals and hospital staff makes it difficult to identify and maintain the target list. Why? Hospital physicians often have other medical activities outside the hospital, and there is a huge turnover in hospital staff in Europe (in some countries, students [internists] change responsibilities every 6 months). In addition, decision-making processes differ from country to country, and from hospital to hospital.

van Hulten presented the results of a survey expounding these targeting issues. The poll queried 25 senior executives in 18 companies stretching over 12 countries. The executives were asked to name their biggest challenges. The answers were illuminating. In a healthcare system that is increasingly decentralised, executives are fighting to identify the growing numbers of stakeholders and key decision makers in the industry. They're grappling with increasingly complex decision-making processes. Also, they're worried about the distinct lines between account managers and hospital

representatives, when there is a clear need for shared data and work.

The industry needs an evolved business model to address these challenges, said van Hulten. It needs to become more business-focused, and to adopt a key account management system.

Key account management is a buzzword that currently incites both excitement and confusion. It boils down to a simple definition. Whereas sales representatives receive and act on a completed sales plan with defined messages and targets, key account managers help define the plan before implementation. Key account managers plan and sell.

Sales representatives receive and act on a completed sales plan with defined messages and targets; key account managers plan and sell

Key account managers can adapt more effectively to an environment in which it is increasingly difficult to identify the best targets. Moreover, they know the sales objectives and goals, and create their own strategy and tactics to reach their chosen targets. They become intimately familiar with the stakeholders and decision makers in their world, and adapt sales activities to sell more effectively. Key account managers bridge the gaps and have access to all necessary data to do their jobs well.

van Hulten noted that key account management models have a common core, but can vary by system, whether managed care, organisation-based or specialty-based, and by country (Fig. 3). To be successful, key account managers must have certain access and skills. They require excellent database and profiling information in order to identify stakeholders, and need to be able to prioritise accounts and individual activities, and communicate their strategic and tactical plans across the organisation.

van Hulten's presentation provoked many questions from delegates. The most pertinent question concerned whether companies that move to this model should attempt to retrain existing representatives, or recruit entirely new people. van Hulten noted that some countries and organisations already use elements of this model in their sales forces, so some additional training and reinforcement might support expanding the model. Within larger companies, though, key account management could be a more difficult endeavour.

It comes down to the skills that key account managers require. Successful key account managers must know all aspects of the product and the audience, connecting the dots between research and market data to actual sales activities. Managers must have access within the

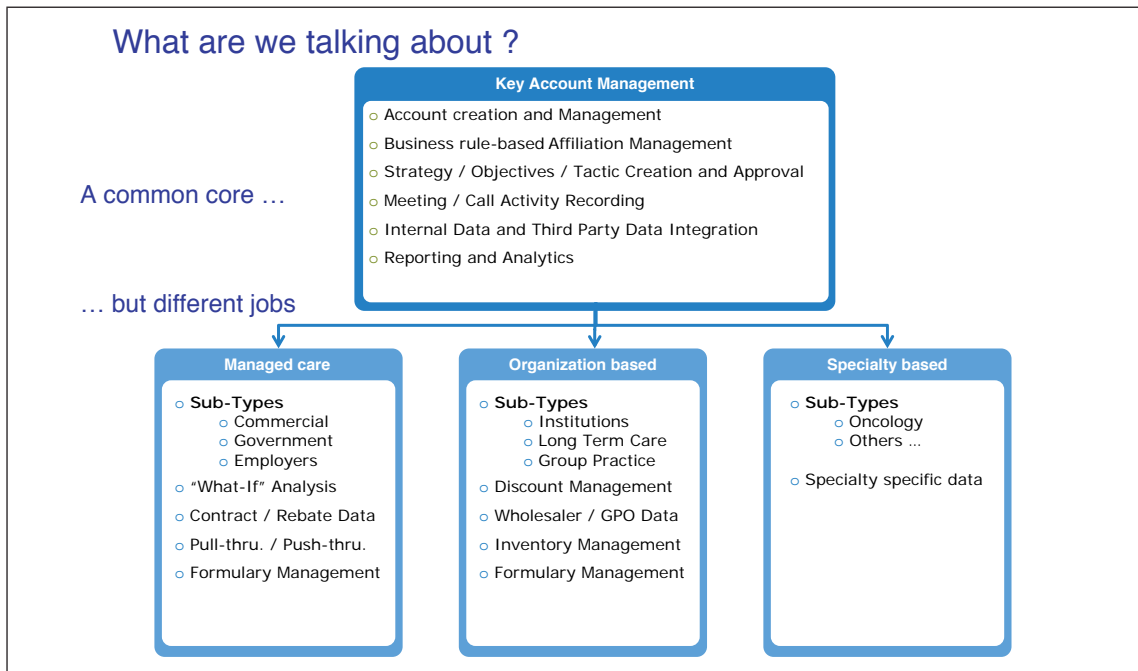


Fig. 3. Key account management consists of a common core and different jobs by system. Reproduced with permission from Esther van Hulsten (Cegedim Dendrite).

organisation to financial, customer and other information in order to do this.

Although key account management models may not be easy, they are highly rewarding, van Hulsten said. Use of this model introduces greater flexibility and responsiveness into a company's sales abilities.

In search of attitudes and approaches

Building on some major tenets in the key account management sales model, Martin Symons (Recordati UK) shared the story of his own unique sales system. He began with the statement that structural change is not enough for lasting and beneficial improvement. Unless behavioural change comes into the mix, no amount of SFE initiatives or customer relationship management (CRM) programmes will matter at the end of the day.

Structural change is not enough for lasting and beneficial improvement; behavioural change must also come into the mix

Recordati, a medium-sized company from Milan that has expanded throughout Europe during the past decade, opened a UK operation in 2006. Faced with a changing market, the company looked for the most effective means of maximising ROI. The goal was to address quantity and structure by reaching the right people in the right places at the right times, but also to address quality of contact. In order to achieve the latter, Recordati believed representatives needed:

- a shared vision
- a clear representative profile (clearly specified qualities the company considers necessary for a successful representative)
- a robust and transparent sales model
- appropriate skills, knowledge and confidence base.

But how? Symons' philosophy centred on a system led by autonomous, accountable representatives responsible for local planning and development, and delivery of sales. He wasn't looking for a 'super representative' or a 'hybrid representative', but merely a complete salesperson with a key set of behaviours, attitudes and approaches.

In his sales model, Symons outlawed manipulative questioning, mandatory mentions of the product and sticking to the company's agenda by ramming home the marketing message. Instead, he wanted representatives to express genuine interest in customer needs and encouraged adult conversations about the product. Above all, he wanted sales professionals to focus on meeting the customer's agenda, even if that meant a conversation that didn't mention the product. The conversation, he said, should dictate the use of sales materials and messages, if any, and not the other way around.

The conversation should dictate the use of sales materials and messages, if any, and not the other way around

Performance is measured by primary means, including sales growth, relative market share and relative sales growth. Additional measurements are made by

secondary means, including delivery of local plan(s), and the achievement of key objectives and activity levels. Targets come from an extensive (and expensive) list, broken out by high prescribers. The target list is non-negotiable, but the approach is flexible, determined by each representative with their manager.

Symons stressed that this isn't something radically new. In fact, it's a return to basics, balancing quality and quantity in sales. However, it seemed a necessary move, and a successful one. His company is the sixth fastest-growing company of any kind in the UK. Representatives are very satisfied, happy with the freedom and responsibility under this model, and are much more effective in their work.

The audience was also energised and excited by this sales model, peppering Symons with questions about the process. Adkins, the Chair of this session, surveyed the audience, asking who worked for companies that require representatives to mention the product in every call and every contact. Nearly everyone in attendance raised their hands. That's a problem, Symons said, and spun an analogy from the dating scene. If a man or woman spies an attractive target at a bar, they don't approach the person and start rattling off all their personal details and good qualities. A much more successful approach is to express genuine interest in the other person. It's the same in pharma sales.

Symons stressed that the key to making this model work, in both small and large companies, is creating an environment for success, an atmosphere that creates the responsibility and accountability we all crave from our staff. Then it's a matter of choosing staff members that fit the model well. He recommends describing an ideal representative first, then interviewing potential candidates for key competencies.

Following additional questions regarding the look and feel of training under this model, Symons described the process Recordati used. A small group of representatives worked with an external trainer who understood the behaviours Symons desired. This group developed an appropriate sales model which was then rolled out to the entire team. Training took the form of extensive role play, with representatives judging the success of each modelled sales call on the criteria set forth by Symons. This behavioural training was then integrated into specific sales call and targeting information.

Traditional versus remodelled sales

After presentations focusing on various means and methods of sales force remodelling, a panel discussion took a surprising turn. Led by Adkins, and featuring Symons, Mirek Lubecki (Astellas) and Jason Stone (Wyeth), the intended topic of training programme development was cast aside in favour of a debate between the defenders of traditional sales models and the proponents of new options.

The discussion began with lingering questions about the Symons sales model. At the Chair's prompting, a delegate offered to describe the value of the traditional sales model, and how it might still be the best. The delegate reviewed how the industry had come to this point, with increasing numbers of sales representatives over time being thrown into the field without sufficient training and education in the quest to sell more in half the time. Facing this reality, conversations with doctors needed to be tightly focused on sales topics and the product. Otherwise, representatives, unprepared for scientific conversations, could revert to irrelevant topics, such as football, trying to build a relationship for relationship's sake. In the delegate's opinion, the traditional model, requiring certain numbers of contacts and certain topics in each conversation, is better than nothing.

Symons responded by saying that traditional sales may have worked at one time, and may still work in other countries, but now, particularly in the UK, it is not working. Approximately 40% of doctors won't even see representatives. This alone, he argued, provided sufficient proof that change is necessary.

Another delegate admitted that he and his company were happy with the traditional sales model. The old model still has the best intentions at heart; selling is and was always about meeting the doctor's (or other target's) needs, he said.

The panel responded with agreement and rebuttal. Symons energetically agreed that selling is about serving the customer's needs. However, today, a painful mismatch occurs between that task and reality. Further, he said, we're going through the motions in the traditional model, paying lip-service to the goal and actively preaching robot speech. He contended that representatives must have the ability and freedom to engage customers appropriately on relevant topics which may well fall outside the company's product-driven agenda.

Stone suggested that a model similar to that of Symons, stressing accountability and responsibility for sales representatives, is something worth moving towards. However, it may need to be done in stages, especially for mid- to large-size companies. He also saw the account management model as especially useful in secondary and specialised care.

Using information to generate customer insights

Along the same themes of accountability and responsibility, Stefan Langthaler (Actavis) questioned a crucial assumption that the industry is making when it comes to sales and representatives. In our continuing quest for more and more data, whether through CRM or SFE initiatives, we're forgetting one thing: the word 'data' does not necessarily just mean information.

'Data' only become information if the data create value for the organisation and, more importantly, for sales professionals.

How many reports will managers and sales representatives really use? How much commitment do sophisticated and expensive CRM and SFE systems really have? And where in all that paper and extensive reporting is a strategy for the customer? Langthaler contends that we're losing our grasp on reality when it comes to these questions. Our search for the grail of ultimate effectiveness and productivity has us buried in paper and moving farther away from what will truly drive performance: letting the representatives sell, and ensuring an appropriate, relevant and powerful message for customers.

Langthaler also discussed the shortcomings of traditional targeting systems based on flawed criteria. Assigning an equal number of leads to each representative leads to wrong classifications and undesirable behaviours. The region size should be defined by customer potential in the region. Then, with a combination of key behaviours and targeted data, sales professionals can attain success (Fig. 4).

Region size should be defined by customer potential in the region

We need to avoid paralysis through analysis, Langthaler said. Targeting should be a matter of:

- asking representatives what they need, and what really helps them
- checking what head office expects in terms of reporting
- developing and testing a bundle of standard reports and customer information sheets from the beginning, and integrating this into the 'customer data interface'
- screening, monitoring and right-sizing the analysis systems, and killing what is not strategic.

Key to achieving this is limiting the amount of paper and data that we throw at our sales representatives. He suggests representatives require only five pieces of paper. These would provide them with valuable information that describes:

- what's happening now
- what's happened in the past quarter
- what is expected to happen in the future
- key customer strategy and messaging
- their own personal update, reminding them how far they have to go to achieve their objectives.

Focused data and information will help the sales professionals do what they do best, and also drive the bigger company goals. Asking what they need, rather than simply providing a grab-bag of numbers and figures, and providing quality training and guidance, will help attain the ultimate goal of driving quality in each sales interaction.

Sales force training and development

The key to training and developing a sales force is creating the climate to make success possible, said Mirek Lubecki (Astellas). In his presentation, Lubecki described the importance of the front-line sales manager in creating this climate, as well as the key aspects of motivation.

The key to training and developing a sales force is creating the climate to make success possible

Lubecki cited Juan Carlos Cubeiro, a professor at the Deusto Business University in Bilbao, Spain, who outlined the key factors influencing individual success in business. Whereas these factors included an

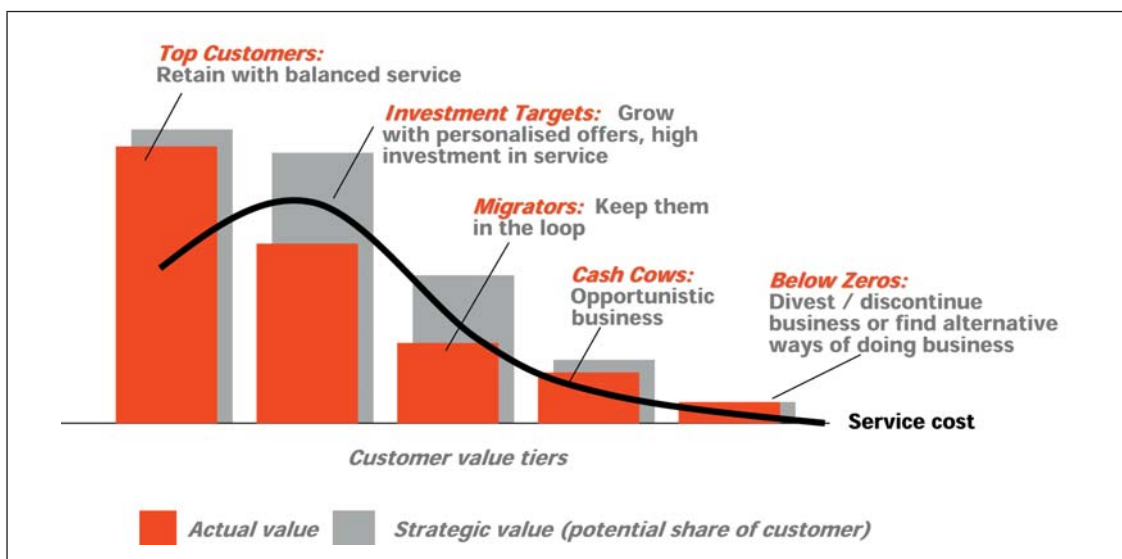


Fig. 4. Regions should be defined by customer potential, and data provided to representatives on these customers should be succinct. Reproduced with permission from Stefan Langthaler (Actavis).

enthusiastic and committed environment, compensation, a long-term relationship and standards of excellence and quality, Lubecki said the most important factor may be surprising: the manager's behaviour. In fact, the biggest reason given for leaving a company is a bad relationship with immediate superiors.

This places the front-line sales manager in our industry in a crucial position. They're in the middle of many pressures, representing management for the sales representatives, and, in turn, representing them to management. Sales managers drive business, manage the field, personalise the culture, pass on corporate messages and initiatives, and create satisfied and productive sales representatives. Lubecki highlighted the need to focus on motivating and developing our front-line sales managers in order to influence and improve the greater sales force.

So how do we go about motivating and developing our front-line sales managers and encourage them to do the same for our sales representatives? Lubecki introduced this idea by questioning the very nature of motivation. Can we truly motivate anyone? Lubecki insisted that we cannot, since motivation is limited. Citing the philosopher Frederick Herzberg, Lubecki said that the factors we often try to use for motivation are flawed. These are hygiene factors, including a good atmosphere at work, a nice office, company perks, and even salary, bonus and other incentives. The ultimate impact of these factors is miniscule. After 1–3 months, any change in these factors becomes the normal state of affairs. The status quo does not motivate.

Real motivation, Lubecki said, comes with installing a generator in employees. Real motivation involves the combination of hygiene factors with the internal factors that drive people in their day-to-day work, including achievement, recognition, responsibility, advancement, internal and external growth, and the work itself, if it's interesting, engaging and fun.

Real motivation is tough, and requires leadership rather than just management. Managers can plan, organise, monitor, control and problem-solve, and that works wonderfully. However, Lubecki said that leaders combine the qualities of a good manager with project coordination, visionary thinking, inspiration and motivation. Leaders gain and retain talent, and incite people to work for them and for the company. Managers 'do things right'; leaders do the right things.

Lubecki discussed how to identify the true leaders among front-line sales managers. When Astellas expanded into Poland, Lubecki and the organisation used a variety of tools to help this process, including:

- 360° appraisals, involving reviews from subordinates, peers and managers, as well as self-appraisal
- asking employees for their opinions about their managers
- comparing managers
- using key performance indicator scorecards.

It also deployed other evaluations in combination with sales results (Fig. 5). The ultimate measurement tool, Lubecki said, is competencies, which best predict long-term success. Astellas focused on key competencies crucial to a front-line sales manager:

- analysis and planning
- decision making
- implementation supervising
- leadership
- teamwork
- interpersonal communication
- raising trust and honesty
- creativity.

Competencies were used for assessment, internal training and annual appraisals. After Astellas had identified high performers, they worked to motivate them through long-lasting internal factors: recognition, advancement, responsibility, achievement and growth.

*Managers 'do things right';
leaders do the right things*

In addition to identifying high performers, Lubecki said organisations must also manage low performers, using the additional tools of clear disciplinary steps and personal improvement plans to help in their rescue.

Delegates reacted positively to the presentation, but one did ask a pointed question: in a ROI-driven world, is there any evidence for ROI in working to develop front-line sales managers along these lines? Lubecki countered with a telling statistic that, whereas the greater Polish market had an average 12% staff turnover, in Astellas this was only 4%. He attributed this primarily to their focus on developing front-line sales managers.

Sales force performance measurement

Measuring and improving performance with key performance indicators

After focusing on the intricacies and challenges of sales force training and development, conference presenters turned to the complexities of measuring sales force performance. Damian Colehan (Actis Sales Technologies) presented his findings from a 5-year journey as Head of Sales – Primary Care at Abbott, UK: a venture fraught with peril but also ripe with lessons for the rest of the industry.

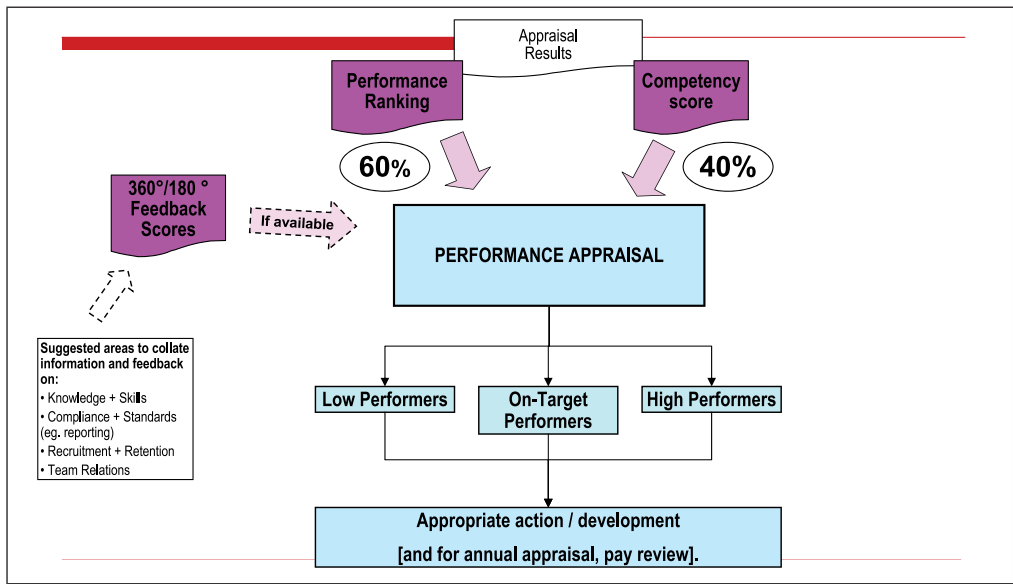


Fig. 5. Methods Astellas uses to identify high and low performers, and the weight afforded each method. Reproduced with permission from Mirek Lubecki (Astellas).

In 2001, Abbott relied on one primary care product with a number of key presentations in anti-infectives. Then Abbott acquired and integrated Knoll into the organisation. As with any acquisition, the challenges were immense: launching an array of new products under the expanded company, managing the acquisition process and adapting employees to each company's culture; all while looking to improve a stagnant sales performance and engendering more personal accountability.

Colehan identified several key objectives, focusing on productivity and sales, including improving extremely low contact rates, coverage and frequency. The first step was to establish the meaning of performance for the sales force, along with the measures used. Colehan said that sales team performance must be clearly defined in unambiguous terms that make sense to the sales force. Specific key performance indicators (KPIs) must be set out for each activity in order to define success.

Sales team performance must be clearly defined in unambiguous terms that make sense to the sales force

In 2003, Colehan began to institute KPI measurement, slowly, in order to ensure accuracy and effectiveness as well as to win field management buy-in. The senior sales management team set KPIs along several spectra, including financial, activity and ROI-based indicators. They set sales and activity measurements for sales managers, with the goal of ranking performance locally, regionally and countrywide. They presented awards to top performers in the sales force at an end-of-year awards ceremony, and identified poor performers who they needed to work more closely with. By 2004, all activity indicators were dramatically improved, and productivity had improved significantly. They had

increased contacts by 25%, and increased total senior hospital doctor face-to-face contacts by 60% (Fig. 6).

Colehan stressed the high level of importance placed on the need to effectively train, manage and motivate first-line senior managers. He placed great emphasis on training in the field, with managers working closely with all their representatives. In 2003, there were 2500 sickness days across a sales force of 160 representatives. Through effective human resource policy training, sales managers were better able to manage their sales force off-territory time, and sick days had fallen to 2000 in 2004.

From this first year of work, Colehan learned key lessons in measuring sales force performance:

- keep the metrics simple, clear and relevant
- involve sales management as early as possible
- ensure that all representatives and field managers know where data are derived from, and how any pertinent analyses are put together
- act quickly to manage poor performance
- reward good performers, and be seen to do so
- keep communicating good news and best practice examples
- be clear what representatives need to address in order to improve their ranking position.

By 2005, Colehan had expanded the sales force measurement programme to examine turnover (positive and negative), days in field, ratios between incentives and salary and lost selling days. In 2006, the primary care team moved to a key account management approach in line with market, customer and product needs. Greater focus was placed on the quality of sales contacts with target accounts and customers.

Colehan then outlined a few issues and opportunities when it comes to KPIs. He contended that many KPIs demonstrate clear examples of a sales and marketing mismatch, with

a lack of joined-up thinking and measurement. Many companies miss a key chance here to align the two departments in a powerful way. By incorporating the brand plan into sales force goals and measurement techniques, sales and marketing both benefit.

By incorporating the brand plan into sales force goals and measurement techniques, sales and marketing both benefit

Colehan ended his presentation with some additional key thoughts on KPIs:

- set KPIs to meet business outcome agendas
- share best practices
- measure and review the right performance
- ensure buy-in at all levels
- ensure targets are realistic and achievable
- agree on KPIs between sales and marketing.

KPIs and accountability

In a panel discussion on innovation in sales force development, many of the conference's percolating themes came to the boil in a highly interactive session. Led by Colehan and including Adkins and De Vidi, measurement, innovation and trust all came under discussion.

De Vidi mentioned that, to be relevant measures, KPIs must consider and refer to the strategy and context of the organisation for which they are designed. In fact, though promotional strategies tend to differ among companies, many of them measure coverage and frequency just because they are measurable, but are not always relevant to what really needs to be measured for that specific business model.

Moreover, De Vidi noted that if KPIs are valuable as a decision support system they must be read as part of a larger context and not read aseptically, to avoid pointing in the wrong direction. Only in this case can expectations be met, thus avoiding room for scepticism.

Colehan drew the link between KPI measurement and the overarching themes of autonomy and accountability for representatives. By using these types of measurements, he said, we're helping to create the representatives we all want – trustworthy, accountable and responsible sales drivers.

KPIs also serve to give us a much more complete view of the status quo. Only by knowing the current situation accurately, in terms of sick days, turnover and other productivity measures, can we effectively innovate and maximise productivity.

Multi-channel strategies to optimise face-to-face time

Closing the loops

Effective multi-channel approaches must involve closing the loops. That was the message from Bart Vannieuwenhuys (Janssen-Cilag) in a presentation building on the conference themes of integration and innovation.

Vannieuwenhuys began by stating that multi-channel approaches do work. He cited one case study in which use of a combination of video mail, outbound calls, net-conferencing and e-mail with a client resulted in a 49% growth in the number of contacts, together with higher front-of-mind and preferential ratings. Tellingly, the client experienced a major growth in market share, showing that the strategies translated into prescriptions.

An effective multi-channel strategy has some basic needs. An integrated system is key, together with clear customer and value segmentation. Once we know the

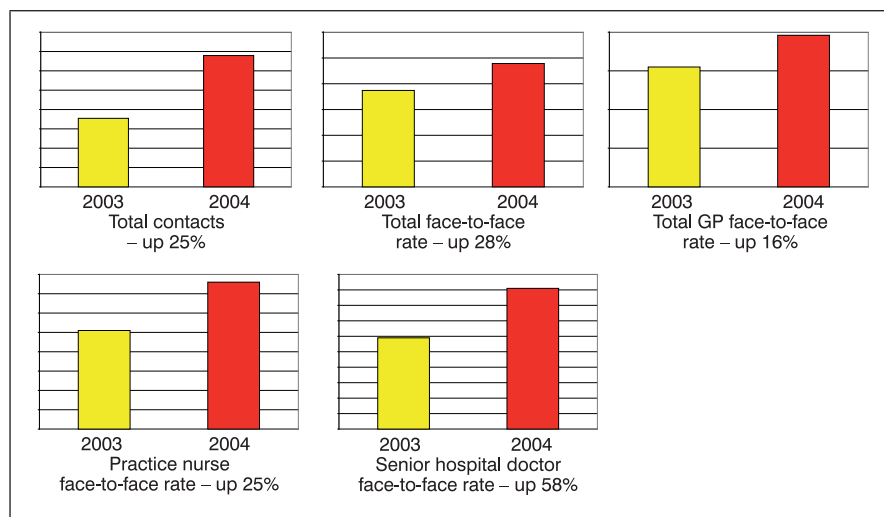


Fig. 6. Improvements seen in activity between 2003 and 2004. Reproduced with permission from Damian Colehan (Actis Sales Technologies).

Packaging	<ul style="list-style-type: none"> Attention Brand promise 	<ul style="list-style-type: none"> Strong colour, visual to demonstrate brand promise
TV	<ul style="list-style-type: none"> Product differentiation 	<ul style="list-style-type: none"> Communication of product benefit also vs. competition
Radio	<ul style="list-style-type: none"> Awareness 	<ul style="list-style-type: none"> Announcement of new product, price offer
Print	<ul style="list-style-type: none"> Image 	<ul style="list-style-type: none"> Establish brand image beyond product
Direct mail	<ul style="list-style-type: none"> Loyalty 	<ul style="list-style-type: none"> Mailing at time of re-decision Coupons
Internet	<ul style="list-style-type: none"> Detailed information 1-1 communication 	<ul style="list-style-type: none"> Product / services On-line physician for Q&A
Fieldforce	<ul style="list-style-type: none"> Relationship set-up Live demonstration of product benefits 	<ul style="list-style-type: none"> Nurse fieldforce in hospital Product sample Product demo

Fig. 7. Surround sound communication by an FMCG leader. Reproduced with permission from Isabell Remus (Novartis).

targets and the message, we can create an optimised marketing mix.

Vannieuwenhuysse stressed the imperatives of organisations being ready, willing and able to make a multi-channel strategy work. Companies, he said, must be ready – senior management will have expressed the vision of the initiative and explained its importance. They must also be willing – people must understand expectations and have the proper support ready for issues and problems. Finally, companies must be able – staff members must know their tasks and how to go about them, and feel rewarded for achieving them.

Sales and marketing must again be cooperative and similarly focused, Vannieuwenhuysse said, repeating the call for integration heard from other presenters. Sales and marketing can commonly view each other with distrust and frustration, but the different tasks conducted by each department actually fit well together.

Integrating sales and marketing into an effective multi-channel strategy involves closing the loops, said Vannieuwenhuysse, resulting in a streamlined, linear process:

1. National sales and marketing develop a national brand and sales strategy, and deliver it to representatives.
2. Managers and representatives develop a local plan of action.
3. Representatives contact targets and identify customer needs and behaviours.
4. Representatives capture sales call details (particularly next actions needed) in a personal digital assistant.
5. Product managers and CRM systems prepare tailored messages on customer needs.
6. Customers receive multi-channel messages and take action.

Vannieuwenhuysse concluded that closed-loop sales and marketing works when the two areas coordinate, and root their actions in brand strategy.

Inspiration from surprising sources

The conference finished on an intriguing note. Isabell Remus (Novartis Pharma AG) used her presentation to demonstrate the need for pharma to be creative in facing its many challenges, but also to test its assumptions. Using her years of experience in the fast-moving consumer goods (FMCG) world, Remus contended that we can look to other industries for ideas, and learn from their success stories.

Many challenges that the pharmaceutical industry faces today are issues that the FMCG industry has already solved

Many challenges that the pharmaceutical industry faces today are issues that the FMCG industry has already grappled with and solved. Drawing parallels with her experiences at a major FMCG player, Remus described the major similarities and differences between FMCG and pharma:

- in both industries, product differentiation is increasingly hard
- both have faced or are facing low-priced alternatives that erode sales
- both focus on consumers that are the product users, and customers that may vary widely
- both live in a world where innovative brands can command higher prices

- in both industries, an overabundance of data is available to measure and guide sales and marketing
- both industries live in a highly restricted environment.

Key differences do exist, such as a shorter product life span, larger spending concentrations on product launches and advertising restrictions for pharma.

FMCG has learned to exploit multi-channel strategies for maximised sales, using 'surround sound' to reach customers through all communication channels (Fig. 7). They use different media to achieve holistic communication, sending different messages (differentiation, awareness, image and other branding) to the most appropriate medium. This, said Remus, is something pharma must work harder at doing.

FMCG has developed close relationships with customers, including retailers and discounters. They create these relationships to be win-win partnerships. Pharma should work to develop similar connections with the range of customers in the industry, including payors, prescribers, retailers, etc.

Remus then described an illuminating case study from her work with a major diaper brand. In the diaper/nappy market, competition is fierce, and innovation is the only way to stay ahead. Marketing and sales must catch mothers at the baby's birth, and work to cultivate a long-term relationship. To do this, the brand used multiple channels to demonstrate all key messages and to influence the key deciding moments, such as when babies grow out of one size and mothers have an opportunity to choose another diaper product. The brand also worked multiple channels to further develop relationships with retailers and discounters.

How can these strategies and tactics apply to the pharma industry? Remus had plenty of observations and suggestions:

- Pharma must better understand the communication tools and mix to reach patients and physicians.
- Companies must work to drive partnerships with payors and other customers, tailoring specific messages and sales efforts to payor needs.
- Pharma must better manage products throughout their life cycles.
- We must understand physicians and payors to better determine meaningful differentiation.
- Pharma should better analyse available data, making them an integral part of sales and marketing efforts like FMCG.

In response to several intrigued questioners from the audience, Remus expanded on how FMCG can serve as an example to pharma. The FMCG world faced the challenges we face today much earlier, and had to become tougher and more creative. Remus suggests that this approach is still new to pharma, and we don't give the appropriate amount of energy and effort towards creating brands. However, by using the experiences of

the FMCG world for inspiration, pharma can follow a similar route of success.

Conclusion

The global pharmaceutical industry, and the healthcare markets it serves, is at the centre of a maelstrom of change. The potent combination of an evolving customer base and increasing economic scrutiny of prescribing decisions has created a marketplace where traditional sales and marketing methodology may no longer be the most appropriate. Pharma Sales World 2007: Advanced Sales Force Remodelling Strategies in a Multi-Channel Environment provided invaluable insights into the many challenges facing the industry in what has become a volatile environment. Undoubtedly, such challenges are creating opportunities for innovation and encouraging close examination of industry processes.

The conference once again underlined how sharing best practice can help raise the standards of pharmaceutical sales and marketing as companies strive for a common goal: to improve productivity, processes and performance and deliver better health outcomes for patients.

Clearly, the innovators and visionaries are out there. As the challenges continue and market conditions intensify, the next 12 months are going to be very interesting indeed.

Further reading

Bates A. *Pharmaceutical Sales Force Effectiveness Metrics: Are You Measuring the Wrong Things?* Eularis, 2007. ISBN: 9780980182705. Available at www.pharmaindustrysfe.com

Hosken J. *Mobile and Wireless Sales Force Strategies. A Keyword Pharma Expert Review.* NetworkPharma 2006. ISBN: 9781905676064. Available at www.keywordpharma.com

Ruzicic A, Danner S. Pharmaceutical sales force effectiveness: is the industry going in the right direction. *J Med Marketing* 2007;7(2).

Pesse M, Arat P, Arat A. The network in the customer: setting the stage for fundamental change in pharmaceutical sales and marketing. *J Med Marketing* 2006;6(3).

Lenskold J. Finding the 'right stuff' to revitalize sales force productivity. *Pharma Marketing News* 2004;3(1).

Ernest G, Armstrong G. *The Future Role of the Sales Force.* Medical Marketing Manual. Euromed Communications, 2002.

SPECIAL OFFER

Written by Dr Andrée Bates

Pharmaceutical Sales Force Effectiveness Metrics: Are You Measuring the Wrong Things?

Special **30% discount** available from:
www.PharmaIndustrySFE.com - quote ref "praguesfe07"

*Pharma Sales World 2007: Advanced Sales Force Remodelling
Strategies in a Multi-Channel Environment: in-depth report
from a Worldwide Business Research conference*

a KeywordPharma **Conference Insights** review
available from ThePharmYard

ThePharmYard product code: kwp020



ThePharmYard provides instant access to a unique database of specialist information which is particularly relevant to individuals working within the medical and pharmaceutical industries around the world. Titles from a diverse range of independent publishers are available to purchase in electronic document format for immediate access.

**Access medical and pharmaceutical industry
information at www.ThePharmYard.com**