

# Pharma sales force shape, size and structure — where next?

<https://marketpublishers.com/r/PE1F7A46354EN.html>

Date: June 2012

Pages: 68

Price: US\$ 595.00 (Single User License)

ID: PE1F7A46354EN

## Abstracts

Retarget your sales force with new resources

Sales force management now plays a critical role in guiding marketing changes and improving prescribing opportunities. New sales force skills, tools and strategies are now needed to meet the requirements of individual physicians. Yet fewer than 25% of the big pharma companies are currently making such changes, and many companies are getting left behind.

A new report from FirstWord Dossier — Pharma sales force shape, size and structure — where next? — analyses the key issues influencing sales force objectives and structure; how some pharma companies have restructured their sales and marketing channels, and whether these changes have been successful or not.

## Report Overview

Pharma sales force shape, size and structure — where next? includes advice from 11 leading pharmaceutical sales representatives and marketing experts about how companies can combine new sales force skills, technology and flexibility to build efficient sales rep relationships with increasingly busy doctors. The report also focuses on what doctors really value about sales reps.

## Key Report Features

External and internal forces affecting today's sales revenue

Signs that a company needs to make structural changes

Keys to developing a successful new corporate structure

Insight into what physicians really want from sales reps

The right resources to optimise pharma sales efficacy

The successes and failures of other company restructuring

Effects of mergers and acquisitions on today's sales forces

Ways to transform dialogue through technology

## **Key Benefits**

Understand the key factors shaping current sales force changes

Realise the various benefits of restructuring your sales force

Identify new ways to build good doctor-sales rep relationships

Learn how to combine sales technology with human interaction

Effectively communicate your new strategies to your sales force

Review examples of other big pharma sales force changes

Measure the success of your new sales force structure

## **Key Questions Answered**

How successful have other companies been in restructuring?

How could you organise your new sales structure?

In what ways can technology enhance rep-physician relationships?

Do your sales reps have the right skills to reach busy physicians?

What do 80% of physicians still value about sales reps?

How are e-detailing, smartphones and PC tablets shaping sales?

Does the soft sell approach work better in pharma marketing?

How can you measure the success of your structural changes?

### **Who Would Benefit From This Report?**

**This report will be of value to pharma directors and managers with responsibilities in the following areas:**

Market access

National & regional sales directors

Sales management

Marketing management

Business development

Brand marketing

Pricing & reimbursement

Corporate communications

Key Opinion Leader Liaison teams

Medical affairs

### **Expert Views Include:**

Liz Cermak, Executive VP, Chief Commercial Officer, Pozen Inc

Craig Robertson, an executive director, Accenture's Life Sciences Group

Matthew Gurin, VP, US Life Sciences Consulting, the Hay Group

Ron Kane, Vice President, Allora Health Services, In Touch Solutions

Jerry Maynor, Director, Marketing and Business Development for North America, Cegedim Strategic Data

Christopher S Wright, Managing Principal, ZS Associates US Pharmaceuticals Practice

Chris Morgan, Office Managing Principal of ZS Associates' office in London

V Srinivasan, General Manager-Sales Admin, HR & Personnel, Stedman Pharma

Roxanne Allaire, President at Roxx Consulting Service Inc

Derrick Sims, MD, internist, Rochelle Park, NJ, USA

Carys Mai Williams, Staff Grade Doctor in Child and Adolescent Psychiatry, North East London Foundation Trust

## Key Quotes

“Companies have started to establish alternate sales channels. It’s not about one size fits all, mass marketing, television advertising but what does Dr. Jones want, and what influences him or her,” – Liz Cermak, Chief Commercial Officer, Pozen Inc

“Before they make any changes, sales management should set out a series of objectives and measures that they'll come back to over time. Of those, there are probably three major elements to measuring success,” – Craig Robertson, Executive Director, Accenture's Life Sciences group

“People are realising that if they’re going to have smaller forces, then they’re going to

have to have the right people. Companies have to create a scientific differentiation between their product and a plethora of other products out in the marketplace,” – Ron Kane, VP, Allora Health Services

“If change is not communicated properly internally, performance will be lacking across the sales force. Good communication, leadership development and training will help the adoption of changes,” – Roxanne Allaire, President at Roxx Consulting Service Inc

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Trying a softer sell approach  
Down trend on promotion spending  
Changing economic conditions and market forces  
Sales force productivity declining  
A successful future requires new strategies  
Multi-faceted challenges  
Judgment skills are key

### **LOSS OF REVENUE TRIGGERS A SALES FORCE RESTRUCTURING**

External forces  
Mergers and acquisitions  
The ineffective sales force  
Less physician face time  
Impact of technology, other issues

### **DEVELOPING A NEW SALES FORCE STRUCTURE**

Business consultants  
Discard single field deployment model  
A customer-centric structure  
Communicate the new structure

### **MEASURING THE SUCCESS OF SALES FORCE CHANGE**

Assessing success  
Analysing soft data  
Customer satisfaction, market share and profitability  
Return on investment  
Applying software

### **WHAT PHYSICIANS WANT FROM SALES REPS**

Doctors need useful drug data  
Taking note of helpful scientific data  
Insurance coverage is important  
The sales rep as an extension of the company  
New indications for medicines  
A personal approach  
A good physician-rep relationship helps drive prescriptions  
Attaining access indicates that doctors take notice  
Noting what physicians respond to

## **KEYS TO SUCCESSFUL REORGANISATIONS**

Opportunity for experimentation  
Change is necessary  
Change involves emotions  
Keeping focused; using the best resources

## **SOCIAL MEDIA ENHANCES THE REP-PHYSICIAN RELATIONSHIP**

New communications channel  
Engaging and transforming dialogue through technology  
Filling the void  
Blurring the lines  
E-detailing satisfaction

## **CONCLUSIONS**

## **ACKNOWLEDGEMENTS**

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