6.0 INTRODUCTION

The objective of pharmaceutical marketing is to make profits through satisfying customer needs and wants. Hence, the marketers have to understand the real needs, wants, belief and attitude of customers towards products and services.

With Product patent being implemented in India, the operating dynamics of the Indian pharmaceutical industry are poised for significant changes. The pace at which Indian companies were able to introduce new formulations till now is likely to slow down considerably. One of the biggest changes for the future would be the focus on ‘marketing’ that would get significant momentum to drive corporate performances. In short, understanding customer needs and expectations would become the mantra for success in years to come.

Marketing is an exciting dimension of human activity, which is also true for Pharmaceutical marketing. The core of marketing is increasing the consumption of marketed products and services. Pharmaceutical marketers by means of free samples and other marketing techniques, induce the doctors to prescribe requisite medicines.
Marketing is the value delivery process of companies or organizations.

The objectives of marketers can be listed as follows:
1. Change in lifestyle of the customer.
2. To increase the customer base.
3. To ensure customer retention.
4. Customer/consumer satisfaction and income earning from consumers. This may be called as value exchange.
5. Marketing is improving market penetration. Marketing begins by visualizing the target market based on demographics and other market characteristics and titrating the product or service to the market.

The idea of all marketers is to develop a huge market base for the product or service, and build habits. For pharmaceutical marketers, developing favorable prescribing habits is the ultimate aim of Pharmaceutical marketing.

6.1 MANAGEMENT OF MARKETING PERSONNEL

Motivational Factor for Sales Personnel-Work Environment

Following are certain core elements to cultivate loyal employees by motivating them:

- Create a vision and a clear career path.
- Foster a culture where every employee feels respected and valued.
- Encourage a workplace where employees can feel free to create a future for themselves and their families.
· Develop a system of rewards and recognition to keep your employees motivated.

Each of these elements is dealt in detail as follows:

· **Create a Vision and a Clear Career Path**

  When a new employee comes on board, he should receive a full orientation that includes a clearly defined career path, including the steps and competencies required to advance along that path. If you are a small company that might be as simple as deciding who is going to run things if and when you retire. On a larger scale, succession planning involves developing a "bench" of talented individuals who are prepared to assume leadership roles as your company grows. A succession plan should be closely tied to your growth plan. Sure, you might have enough crew leaders to handle the work you have now, but what if you grow and have to expand yourself, do you have the leadership talent ready now to assume those future leadership positions.

· **Foster a Culture where Every Employee Feels Respected and Valued**

  Every member of your team, no matter how young or old, experienced or inexperienced, has a talent and a unique perspective to offer. Respect starts with recognizing that talent and encouraging individuals on the team to participate in discussions and decision making on every level. Whether it's a strategy session on how best to approach a particular job, or a weekly team meeting to discuss ongoing business issues, including everyone in the process will help
encourage a sense of engagement in the business that will result in long-term, loyal employees.

Another way to show you value your employees is to trust them to do their jobs. If you are constantly micro-managing them, you are not encouraging them to become leaders themselves. So, the next time you are tempted to tell an employee what to do, stop yourself, and encourage him to make the decision on his own.

- **Encourage a Workplace where Employees can Feel Free to Create a Future for Themselves and their Families.**

  Organization should encourage employees to develop their strengths and their passions, also should leave room for employees to think outside the box, and develop their own customized career path. This involves a system of regular performance reviews, where employees and their managers can quantify performance, target areas for improvement and set specific goals to help them achieve the competencies they need to move along their chosen career path.

- **Develop a System of Rewards and Recognition to Keep your Employees Motivated.**

  A company need not be a multi-million dollar enterprise to give the employees the rewards and recognition they deserve. The first step to this kind of motivation is to understand what your employees consider a great reward. This can be as simple as a "job well done" in a staff meeting, or even a gift voucher to their favorite restaurant/cinema. No matter what the reward, there is no doubt that a little recognition will go a long way toward motivating your employees to continue the great work they do for you.
Pharmaceutical marketing is a specialized field where medical representatives form the backbone of entire marketing effort. Pharmaceutical companies also appoint medical representatives and assign them defined territories. Medical representatives meet doctors, chemists and stockiest as per company norms. Medical representatives try to influence prescription pattern of doctors in favor of their brands.

**Lady Medical Representatives**

It is pertinent to note that the field of medical representatives (MRs) has now no more remained the monopoly of the male MRs. More and more ladies are also opting for the medical representative job and showing fabulous performance. They also take up the higher responsibilities of field managers, and also have made entry into the product management team based at the corporate office in the marketing department. Today it is a common sight to see a lady medical representative (MR) or lady field executive waiting alongside a group of male MRs for her turn to call on a doctor. Likewise, at cycle meetings and product launch meetings, the sight of a lady Product Executive (PE) or lady Product Manager (PM) conducting the meeting is also a familiar sight. But such was not the case two-three decades ago.

Traditionally, in the 1970's and early 1980's, the Indian pharmaceutical industry, like most other industries, was a male dominated industry. Girls graduating in pharmaceutical in 1980's were chosen mainly for quality control or packing department, while post-graduate ladies were chosen either in analytical development or formulation development or they ended up teaching at pharmaceutical colleges. On their part, ladies too, preferred to
tread only on the tested paths and hardly dared to experiment with newer career options.

Then came a wave of change in the late 1990's. With more girls opting for pharmaceutical than boys, a few girls ventured into the unexplored terrains of pharmaceutical marketing and sales. Indian companies such as Gufic Laboratories, Unichem and Lupin Laboratories were among the foremost to give ladies a chance in the typical male-dominated jobs such as MRs and PEs (Product Executives).

With regards to presence of women in pharmaceutical sales, a few sales managers have expressed that lady MRs have good employment potential for they are highly punctual, disciplined, good at planning the day's work, persistent and persuasive by nature and they showed high commitment and dedication. However, they are more suitable for metro cities rather than interior towns and many preferred working part-time in the mornings and afternoon only. Critics however express that they are more suitable for general practitioner (GP) based selling or hospital working rather than work for specialty divisions. They prefer to finish their calls early and many do not like to wait for late night calls on important specialists. Further, after marriage, most of the lady MRs take long breaks for maternity leave, which affects the sales and growth of the territory. This is an issue that we have to accept. Balancing her biological role as a mother and the demands of a selling career can be very tough and in all fairness, family takes precedence over career for those few months or years. Increasingly, many mothers are returning back to their career in sales and many, with their persistent efforts, have made it to higher levels of Area Sales Managers, Regional Managers and a few with that extra drive have even assumed responsibility for national sales.
Likewise in pharmaceutical marketing too, ladies have risen from being Medical Executives and Product Executives to even VP-Marketing and Sales. Coping with frequent touring has been the only major deterrent faced by some lady PMs with small children at home. While many take a full break for a while, a few have tried out other novel approaches. The necessity of being closer to home during the early years of motherhood has led many lady PEs and PMs to set-up their own small consultancy services in product management, medico-marketing, designing, advertising, etc. while they are away from the mainstream, they have still managed to stay tuned-in with their industry and have managed to strike a balance between the different roles that they play.

On their part, to curb the tendency of resignation after childbirth, the industry will do well to work out a flexible option of working from home for lady Marketing Executives for those critical months/years after childbirth or have a policy of 'no-tours' for a maximum of one-two years after childbirth. With the internet connectivity of modern day, it is possible to be physically away from the work place, yet send in your output by the end of the day. A few adjustments at the organizational level may be required but the loyalty that comes with such an approach is tremendous. In Western countries, companies have already experimented with such options and have expressed total satisfaction with the results.

Most of the pharmaceutical companies in India have their medical representatives union. It could be an internal or external union. Even in states like west Bengal, Area Managers too have their unions. For a pharmaceutical company to manage their field force is to also manage their unions well so as to have a harmonious field working relations which will ensure smooth working and achieving the set sales targets. Keeping the same
in mind, the following information throws light on national medical representatives union body i.e. Federation of Medical Representatives Association of India (FMRAI) and role of FMRAI in bargaining with pharmaceutical industry.

**Collective Bargaining in Pharmaceutical Industry**

The medical representatives in India and world over are not exception to the collective bargaining and to protect their interest. They have their trade union associations company wise and also have federation of all their associations. The following brief presents the scenario of the trade unions federations. They are very well united and well organized.

**Federation of Medical Representatives Associations of India (FMRAI)**

FMRAI was first formed at Hyderabad in 1962 where it aimed to improve living conditions of the Medical Representatives. It has travelled a long way in building itself as real trade union body.

Federation of Medical Representatives Associations of India (FMRAI) represents the trade union strength in Indian pharmaceutical sector. With over a lakh of members who are the backbone of Indian drug marketing and a structured organizational set up of 304 local units.

Few pharmaceutical companies have their internal union of Medical representatives which may or may not be attached to FMRAI.

FMRAI demanded the Govt. to recognise the medical representatives as workmen by clearly defining in the Trade Union Act. It was a lengthy struggle. In 1976 when the democracy of the country was shadowed under
state of emergency, a law was enacted as Sales Promotion Employees’ (Conditions of Service) Act which was applicable to those medical representatives whose monthly earning was only ₹ 650 per month. This deprived a vast number of medical representatives out of the purview of the Act. FMRAI demanded the Govt. to remove the wage ceiling from the Act. Meanwhile, FMRAI in its conference in 1978 included sales representatives of other industries also and demanded the Govt. to extend the benefit of the Act to sales representatives of all industries. In pursuance of these demands FMRAI staged nationwide agitation and several rallies were staged before the Parliament at New Delhi.

The Govt. ultimately removed the salary ceiling for the Medical and Sales Representatives who are legally known as Sales Promotion Employees. But the Govt. agreed to extend the benefit of the law only for 11 industries which FMRAI did not agree. In India, enactment of Sales Promotion Employees (SPE) Act, took place in 1976, by the central government.

FMRAI formulated a 27 point common charter of demands which consists of not only extension of benefits of all labour laws for the field workers but also demands for the people on medicines.

Nearly 40 large companies including multinational drug companies have recognised FMRAI as trade union for their field workers and regularly signs wage agreement. Regular meeting on day to day grievances of the field workers is also held with these companies. In regional level, some smaller companies also recognise FMRAI through its zonal committees.

FMRAI has become the only national organisation for the field workers in the country having functioning centres known as local units in 300 cities
and towns of the country. Its membership has reached nearly 40,000. FMRAI associates its activities with several central trade unions of the country and its members participate to the national programme when jointly called by the central trade unions.

FMRAI has also joined All India People’s Science Network (AIPSN) which is a national organisation for science movement. AIPSN actively work in the areas of health and pharmaceutical. Jointly with AIPSN and with its own initiative, FMRAI has campaigned for a Rational Drug Policy. FMRAI is considered as an important policy critic on pharmaceuticals policy of the Govt. FMRAI in the states actively worked with health action groups and local branches of Indian Medical Association, convened seminars, conventions and other campaigned in different occasions. FMRAI also held number of national seminars at New Delhi along with doctors, scientists, and economists. FMRAI has several publications on the health and drug situation of India. It is the only national trade union which observed nationwide strike against attempt of changing the patents act.

FMRAI publishes its organ ‘FMRAI News’ every month which has a circulation of 25,000 each issue.

As the only functioning national federation of the pharmaceutical industry, FMRAI is strongly fighting against the effects of Globalisation.
Aims of FMRAI

1. FMRAI is the only national trade union of the Medical and Sales Representatives in India.

   It is an omnibus organisation of all field workers of nearly all companies having marketing activity. But for many companies FMRAI function as union of the field workers with individual companies.

2. It aims to mobilise company wise field workers to protect their trade union rights. It aims to earn recognition of various companies in all industries to improve working and service conditions. It also tries to develop grievance committee in all companies so that through bilateral discussion, problems in day to day work could be resolved.

3. Through national movement and local mobilisation always resist victimisation of the field workers. Unjust actions of the management like termination of service or stopping of wages and expenses, etc. are always fought by the organisation.

4. It also mobilise its members for change in the labour laws like extension of minimum wages, determining the statutory work rules, bonus and gratuity to all.

5. FMRAI demands and agitate for strict implementation of Sales Promotion Employee (Conditions of Service) Act for all. This is a
specific Act created to regulate service conditions, leave rules, etc. for the field workers.

6. They campaign and agitate for strengthening of the Public Sector Drug companies. FMRAI is also a constituent of the Committee for Public Sector Trade Unions.

7. FMRAI is also a constituent of National Platform of Mass Organisations which is a national organisation of several large trade union federations. It is fighting for resisting the ills of globalisation and liberalisation policy framed under the dictate of World Bank and IMF.

8. Since long time, they have been campaigning for a Rational Drug Policy and access of essential medicines for people. It has also worked with the national pharmaceutical companies to resist the changes in the Indian Patents Act, 1970 to defend the self reliance in drug industry. FMRAI has also worked with the organisations in the science movement for self reliance and for reduction of drug prices.

9. They campaign for national integrity and defend secularism. Every year on 2nd March it observes nationwide national integrity and unity day. This organisation also fights against war, imperialism and terrorism.
Above information shows that union of the medical representatives are well organized and also the overall industrial relations of the pharmaceutical industry with their medical representative unions are satisfactory.

**Table 17 and Graph 12 : Perception of Sales Personnel about Management’s Approach to the Trade Union**

<table>
<thead>
<tr>
<th></th>
<th>Positive</th>
<th>With reservation</th>
<th>Negative</th>
<th>Total No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Representative</td>
<td>82</td>
<td>589</td>
<td>42</td>
<td>713</td>
</tr>
<tr>
<td>Percentage</td>
<td>11.50%</td>
<td>82.60%</td>
<td>5.90%</td>
<td>100%</td>
</tr>
</tbody>
</table>

From the above presentation it will be seen that 11.50% of the medical representatives feel that the managements approach towards the
trade union is positive. 82.60% MRs have reservations and 5.90% of the MRs feel that the management’s approach is negative.

Following are some of the actions initiated by Pharmaceutical industry:

1. India’s ₹ 50,000 crore pharmaceutical industry employs around five million people, of which two million are medical representatives. The Indian Drug Manufacturers’ Association (IDMA), Organization of Pharmaceutical Producers of India (OPPI), and Indian Pharmaceutical Alliance (IPA) plan to ask the government to exclude medical representatives from the purview of labour laws.

2. In 2007, the drug industry—largely represented by top pharmaceutical firms in Maharashtra—had urged the Maharashtra government to exclude medical representatives and pharmaceutical sales and promotion workers from the protection of the Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act. The ruling Congress government tabled a draft Bill in the assembly in July 2007 to introduce the exemption but could not go ahead with this because of opposition from other parties. The Bill has been put off presently.

FMRAI has initiated a country-wide movement on 8 hours work for Medical Representatives which began on 1 May, 2007 and spread throughout the country.
6.2 CHALLENGES BEFORE PHARMACEUTICAL MARKETING

Management of training for sales personnel has become more relevant and important because of the challenges that are being faced by pharmaceutical marketing in the modern era. For many entrepreneurs, pharmaceutical sales and marketing business has always been fascinating. As the industry was able to smartly resist various economic turmoil’s compared to other industries in past, even in the current slowdown, the market has been flooding with newer companies day after day. These companies market wide range of products in the area of operations, and some of them are even able to create their own niche, while many land up with a bunch of issues that prevent them from performing and capturing a significant market share.

Following are some of the challenges which pharmaceutical companies are facing in the market.

a) Development of a Committed Sales Team— This is the foremost job of a company ready to operate in the field. A sales team is the force that pushes a company towards its goal. But initially a company may face hardships in getting the right candidate. Even if they do get one, their retention is on the lower side. The candidates working as medical representatives (MRs or reps) with a newly launched company are not confident of their future career. Most of them join for the sake of getting exposure for six months or a year to strengthen their resume for an established company, and launching their career in pharmaceutical sales. However, there are few medical representatives who consider working with a company as an opportunity to perform and
grow faster. This class of reps is of the opinion that after establishing themselves within the company they will have immense scope to grow. In order to develop committed sales teams, the company should provide an environment where the entire sales team could develop a similar feeling towards sincere and committed work.

b) Availability of Products — A company cannot succeed if its products are not available freely, because there are other options that are already available for every product in the market, unless it is highly specific. Newer companies come up with distribution channels everyday but if the distributors do not have faith in the company, the availability of the product becomes a problem. Regular visits, development of rapport and liquidation of stocks from every point will solve the problem to a great extent. Companies should come up with some lucrative plans and strategies to woo at least chemists located near to doctor's clinic in order to promote their products.

c) Clinical Effectiveness of Medical Representatives (MR) — When a dedicated sales team is built and products are freely available; it is time for the company to develop clinical effectiveness of the team, because the fact is that competition is fierce. Everyday a doctor faces around 10-15 MRs and it is the MR's in-clinic effectiveness that makes him/her stand out. It has been observed that most new companies start their marketing operations by simply giving a brief about the product details and making MRs learn the details by heart. As a result, MRs are not able to draw the attention of doctors and they just become a part of the mob inside
a clinic. To draw and hold the attention of doctors and convert them into a valuable customer, MRs should be well equipped, and that is only possible if they have been exposed to proper training and induction before and after going to the field.

d) **Winning the Confidence of Doctors** — Sound product knowledge, customized and confident detailing, comprehensive competitor knowledge and rich information about the market are some of the tools which help MRs to win the confidence of their prospective customers. Why should a doctor prescribe my brand, how should I be different from others, how am I creating my niche—these are some of the questions an MR should know the answers to, in order to create a favorable environment. This aspect becomes more crucial for an existing company as well as for a new company, which is starting its marketing operations or trying to establish itself in the market.

e) **Payment from Distributor / Stockiest** — Established companies have a fixed payment system (Cheque/DD in advance or payment on a fixed term and condition) but a newly launched company struggles to get payment from market. The best way to ensure payment in such cases is to liquidate the stocks on a regular basis. If there is regular movement in stocks with payment collection, the stockiest feels that he is getting return on his investment and he takes interest in placing more orders, while ensuring payment to the company. Here it is seen that greater the liquidation, earlier the payment. Stockiest and retailers are reluctant to hold enough stock of a newly launched company since there are new ones coming up every other day, which is why
companies should make their distribution channels realize by their working pattern that they are in the market for the long run. Once they realize that, they will co-operate with the company all the way. After all, they are earning out of it.

f) **Higher Attrition Rate** — Many medical representatives do not visualize their future with a newly launched company. Many such companies also do not pay their sales team on time. If companies want to win the confidence of their sales team members, they should provide them a cordial environment to work in and ensure timely payment of salary and incentives. Then the gap can be bridged up to a great extent.

g) **Recent Government Regulations** - Medical Council of India (MCI) is all set to amend the Professional Conduct, Etiquette and Ethics regulations. In December 2009, MCI has recommended various degrees of punishment for doctors who accept gifts worth 1000 rupees or more from any pharmaceutical or allied healthcare company.

The punishments range from censure (for accepting gifts valued at between 1,000 and 5,000 rupees) to removal from the Indian or State Medical Register for a period of more than one year (for accepting gifts worth more than 1,00,000 rupees).

It merits mention that in making this particular recommendation, MCI has done away with the blanket ban on gifts imposed last month when the regulations were first issued. The recommendations also address other grey areas including sponsorship of travel and lodging of medical practitioners.
participating in a conference, the issue of monetary grants and the question
of clinical research funding.

The monetary limits and the punitive clauses for infringing any of
these regulations are similar to those defined for gifts.

The modifications come in the wake of popular demand for a review of
some of the clauses in the regulations. Ever since the regulations have been
issued it has been felt by doctors and Industry alike that some of the clauses
in the regulations leave a lot of room for ambiguity. The argument is that if
the involved parties are not clear on the regulations, they won't even realize
if and when they have infringed them. To set the record straight and to
facilitate a strict implementation of the guidelines, MCI has been mulling an
amendment in the regulations for quite some time now. It is expected that
MCI will come out with the amended version of the regulations in a few
months.

In this context it is pertinent to mention that a lot of debate has been
generated in industry circles on the meaning of the regulations as also on
their exact interpretations and possible implications. Experts have been
voicing their opinions on the issue from various platforms and have been
emphasizing on the need to dispel doubts and ambiguity surrounding the
existent clauses. In a recently organized seminar, various shades of opinion
were expressed on the need to resolve confusions surrounding the
regulations.

An expert committee was assigned the task of coming up with specific
recommendations aimed at facilitating modifications in the regulations,
something that would ensure strict implementation. The expert committee
comprising doctors, representatives from OPPI (Organization of Pharmaceutical Producers of India), legal experts, regulators and representatives from the medical devices industry met in Mumbai on the 8th March 2010 and after wide ranging discussions reached a consensus on the final set of recommendations to be sent to MCI.

6.3 ORGANIZATION SET UP OF SALES DEPARTMENT

Organogram of Marketing and Sales Department

Managing Director
   ↓
Chief Executive Officer
   ↓
Director (Marketing and Sales)
   ↓
General Manager (Marketing and Sales)
   ↓
National Sales Manager
   ↓
Zonal Sales Managers
   ↓
Area Managers
   ↓
Medical Representatives
6.4 MARKETING FUNCTIONS

In order to survive in this highly competitive global marketplace, it is extremely essential for Pharmaceutical organizations to have an effective integrated marketing communication plan in place. Having knowledge about the various types of markets that exist in the world, and in particular in Asia which is perhaps the most rapidly growing market, will help achieve this objective. It is imperative for every pharmaceutical organization to integrate technology with the marketing communication to make their presence felt.

A marketing program in order to be successful must have a right mixture of:

a) Marketing mix
b) Market research
c) A quality product
d) Extensive distribution network acceptability
e) Strong dose of promotion coupled with a right price.

A unique feature of the pharmaceutical market is that it is one of the most fragmented markets in the country.

The Four E’s

At strategic level, an organization’s knowledge of their customers is an acknowledged key asset. At operational level, industry needs to evaluate and measure the four E’s of performance to witness dramatic results from the sales and marketing process:
1. Efficiency
2. Effectiveness
3. Empowerment
4. Enhanced accountability.

In this system, doctors and retailers are the core customers and the major thrust is given for building and retaining these customers. Here retailers are also core customers as most of the times they are substituting the products based on their own discretion. For retaining and developing customers, the companies normally provide utility gifts to remind the products on daily basis.

There can be various ways through which a business organization can achieve success in the market, but if all those ways can be addressed as above, then it can be rightly said that the triangular linkages or the relationship between these three parties (company, customers and competitors) determine the success and failure of pharmaceutical marketing strategies.

**Achieving Excellence in Marketing**

Excellence is a state of mind. It is a constant quest, a burning desire to do better. Excellence and the pursuit of it is no longer a matter of choice in a highly competitive industry like the Indian pharmaceutical industry. It is mandatory. The following are ten major principles, which can help an organization, achieve excellence and more importantly, continue to excel.

1. **Customer Orientation**

The whole marketing activity is concerned with customer orientation. The importance of customer service and that an organization exists only to
satisfy the needs and want of a customer must be understood not only by the marketing staff, but by the people working in production, purchase, finance and distribution departments. All the departments should be working as a team to deliver a “need satisfying” entity called the product.

2. Quality
The quality of your products and services must truly be outstanding. What is needed is an uncompromising attitude to practice it.

3. Innovation
Innovation gives an organization its cutting edge. It keeps the organization ahead. Innovation is an essential ingredient of excellence. Innovation is spotting unmet need and exploiting that with a matching product or service.

4. Perceivable Differentiation
To create perceivable differentiation in your products and marketing strategies, you must stay close to the market at all times, listen to what it says and above all, act on what you hear.

5. Distinctive Competence
In pharmaceutical marketing in India, sales force competence and commitment are very crucial determinant success factors. In addition to your own distinctive competence, improve your sales force competence and commitment by investing in appropriate training and development activity and by instituting proven positive reinforcement programs.
6. **Effective Segmentation**

In pharmaceutical marketing, segmentation assumes greater importance. Segmentation of the product strategy, at the market level, customer level, and at the customer level, by age, sex and the stage of the disease, has to be synchronized and must achieve a perfect product market customer-consumer fit.

7. **Strategy**

In the era of fierce competition, strategy is always the king. Corporate strategy determines marketing strategy. Innovative corporate strategies have pushed many small and medium sized pharmaceutical companies in India into the big league during the past few years.

8. **New Product Development**

New product development is not only crucial for the growth of a company but also vital even for its survival. Concentration on building winning brands is necessary to overcome product obsolescence.

9. **Build a Winning Team**

People in any organization, make all the differences. The vital difference between excellence and the mediocrity. Between winning and losing, between success and failure. Build a team of positive minded, strong willed, intuitive managers. This is crucial. A winning team of committed managers can help your company achieve success. By demonstration, delegation, and decentralization and by empowering you can build a winning team of managers. A winning team of managers can set the pace for marketing in your industry.
Functions of Sales

1) In pharmaceutical marketing the main function of the sales team is to communicate effectively and convince the doctors about their products. This completely depends on the in-clinic performance of the sales people where they actually get very meager time of a busy practitioner.

2) The in-clinic performance will be result oriented, provided the sales people have adequate product knowledge, good communication skills, effective in time management and of course good mannerism.

3) Sales people are the only link between the company and the market place, thus the market intelligence need to be shared by the sales people with the company executives in time, so as to be more market oriented rather than sales oriented.

4) The sales team needs to have excellent business relations with the channel partners like C and F Agents, Stockiest, Distributors and with the Chemists as the entire out-clinic success will depend on these relations.

Drafting of Budgets (Sales Targets)

The top marketing management team at Head Office has a responsibility of preparation of sales target i.e. budget for next financial year. The budget is prepared taking into consideration various aspects such as last three years product wise, unit wise, and value wise performance, which establishes the sales trend for the said period.
The projected sales target has a relation with various territories, areas, regions, zones, and on national basis achievements. The budget is also related to change in market dynamics, government regulations, customer behaviour, and such other factors.

The budget prepared by the Head Office is circulated to all the field staff well before the commencement of ensuing financial year and for this the better management is required. Management is to work on three grounds:

a) To plan for attainment of budgets.
b) To prepare execution plan along with the marketing strategies.
c) To develop the machinery for continuous evaluation of field performance.

The budget can be prepared by making use of following standard formats.

Zonal Business Manager

**Table 18 : Products wise Sales Projections – 2006-07**

<table>
<thead>
<tr>
<th>Products</th>
<th>Code</th>
<th>Pack</th>
<th>Net Price</th>
<th>Months of the year commencing from the financial year i.e. April to March</th>
<th>Total 2006-07</th>
<th>Growth %</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>B01</td>
<td>300 ml</td>
<td>A. 06</td>
<td>M. 06</td>
<td>J. 06</td>
<td>J. 06</td>
</tr>
<tr>
<td>B</td>
<td>C01</td>
<td>100 ml</td>
<td>D. 06</td>
<td>J. 06</td>
<td>J. 06</td>
<td>J. 06</td>
</tr>
<tr>
<td>C</td>
<td>D01</td>
<td>15 ml</td>
<td>A. 06</td>
<td>M. 06</td>
<td>J. 06</td>
<td>J. 06</td>
</tr>
<tr>
<td>D</td>
<td>C34</td>
<td>100 ml</td>
<td>A. 06</td>
<td>M. 06</td>
<td>J. 06</td>
<td>J. 06</td>
</tr>
<tr>
<td>E</td>
<td>C45</td>
<td>15 ml</td>
<td>A. 06</td>
<td>M. 06</td>
<td>J. 06</td>
<td>J. 06</td>
</tr>
</tbody>
</table>

**Total Units**

**Total value (₹ lacs)**
The above format gives zone wise product wise, month wise, sales
projections for the next financial year which is 2006-07 as an example for
preparing the budget. This is a standard format which can be used for such
budget preparation. However it may differ slightly as the needs of the
company.

BUDGET 2006-07
ZONAL BUSINESS MANAGER

Table 19: Month wise Sales

<table>
<thead>
<tr>
<th>Area Manager Name</th>
<th>Actual</th>
<th>Projections</th>
<th>Total 2005-06</th>
<th>Growth %</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ</td>
<td>Apr 05</td>
<td>May 05</td>
<td>Jun 05</td>
<td>July 05</td>
</tr>
</tbody>
</table>

The zonal business manager will send the above format to his team of
area managers who in turn will fill up this data for their respective areas. As
normally the budget exercise commences in December and ends by March in
all respects and prepares the sales personnel for the next financial year. The
actual sales occurred from April to December is been taken and the projected
sales for Jan, Feb, March are predicted based on the last three to five years
sales trend which prevents from going wrong in the projections.
Table 20 : Sales Growth Trend Budget 2006-07

<table>
<thead>
<tr>
<th>Area Manager Name</th>
<th>H.Q.</th>
<th>Sales Value 2003-04</th>
<th>Growth %</th>
<th>Sales Value 2004-05</th>
<th>Growth %</th>
<th>Sales Value 2005-06 *</th>
<th>Growth %</th>
<th>Sales Value (projection) 2006-07</th>
<th>Growth %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The above format gives at a glance area wise sales achievement over a period of last three years which helps the sales personnel to project the sales value for the next financial year i.e. 2006-07.

Table 21: MONTHWISE SALES PROJECTIONS 2006-07

<table>
<thead>
<tr>
<th>Area Manager Name</th>
<th>H.Q.</th>
<th>Actual</th>
<th>Projections</th>
<th>Total 2006-07</th>
<th>Total 2005-06</th>
<th>Growth %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Apr 06</td>
<td>Jan 07</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ma y 06</td>
<td>Feb 07</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ju n 06</td>
<td>Mar 07</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jul y 06</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aug 06</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sep 06</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oct 06</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nov 06</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>De c 06</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The above format gives the month wise, area wise, sales projections and also gives the % growth which has been projected. Normally the growth
rate of any pharmaceutical company ideally should not be less than the average Indian Pharmaceutical Market Growth.

Table 22: MASTER CALL LIST

<table>
<thead>
<tr>
<th>Code No.</th>
<th>Doctor’s name and Address with Pin code.</th>
<th>Degrees/ Specialty</th>
<th>No. of patients seen per day</th>
<th>Products Selected</th>
<th>Dates of visits and samples / gifts / leave behind literatures etc. distributed</th>
<th>Products prescribed and No. of Rx. per month</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
<td>M</td>
</tr>
</tbody>
</table>

(Note: Coded 1 to 25 will be V.I.P. Doctors who will be visited twice every month.)

The above format is to be maintained by each medical representative and to be updated every month based on the doctor visits and promotional campaigns undertaken. This format also gives information about doctor’s telephone number, E-mail Ids and date of births, based on which a pharmaceutical company can create a personal contact with top very important doctors.
Table 23: Top 25 Chemists list

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the retailer</th>
<th>Town / Area</th>
<th>Name of the key person</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>A</td>
<td>B</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The above format is an illustration. In practice the format covers all the months of the financial year.

- **A** = Dates met
- **B** = Total personal order booking (POB)

**Note:** In POB column, please indicate rupee value only

Apart from meeting doctors on day to day basis, Medical Representative has to meet chemists surrounding the doctor’s clinics. The visit to the chemists gives the information to a medical representative regarding the doctor’s prescription habits, also the company’s products are prescribed or not, availability / expiry of the company products which helps him to plan his in clinic activities as well as the out clinic performance.
The most important aspect of the pharmaceutical marketing is to achieve the targeted sales month after month. In order to review the sales performance above format comes handy giving the information about the month wise targets and the primary and secondary sales achievement against the same. Above statement also gives the valuable information about the

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Target (₹ Lacs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Primary Sales (₹ lacs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secondary Sales (₹ Lacs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stock inventory (Incl. in Transit) As on 1st of the month ₹ lacs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value of Goods return (₹ in Lacs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overdue outstanding more than 45 days as on last day of the month (₹ in lacs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Value of expiries (₹ in lacs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total no. of days worked in the month.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of days on leave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total no. of Doctor Calls</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Evening calls</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Consultants met</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of G.Ps met (MBBS) Non MBBS and Dentists</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Missed calls.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Drs. Missed continuously for 3 months</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Retailers met</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P.O.B. ₹</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
goods returned from a stockiest to the C and F agents and from retailers to stockiest. Good returned need to be looked seriously as this shows that the prescription generation is not commensurate with the availability of the stock. This statement also throws light on the business economics part as it speaks about the payment outstanding at the stockiest level which needs to be recovered in the stipulated period.

**Table 25 : Primary Sales Comparative Chart (Units)**

<table>
<thead>
<tr>
<th>Name: ____________________</th>
<th>H.Q.___________________</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sal. 01-02 Units</strong></td>
<td><strong>Sal. 02-03 Units</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
<th>16</th>
<th>17</th>
</tr>
</thead>
<tbody>
<tr>
<td>A*</td>
<td></td>
<td>300</td>
<td>ml</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td></td>
<td>10</td>
<td>x 10s</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td></td>
<td>200</td>
<td>gm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* A, B and C are illustrative.

(This is just a specimen. In reality the further three quarters are also added to complete the format.)

Above format gives at a glance sales picture for last four years, product wise which helps the sales personnel to compare with their present
year’s performance and help to take corrective steps wherever needed. Primary sale is the sale registered at the stockiest level and secondary sale is the sale registered at the chemist level.

**Table 26 : Secondary Sales Comparative Chart (Units)**

<table>
<thead>
<tr>
<th>Name: ____________________</th>
<th>H.Q. ____________________</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Products</strong></td>
<td><strong>Units</strong></td>
</tr>
<tr>
<td>----------------</td>
<td>-----------</td>
</tr>
<tr>
<td></td>
<td>Last Year</td>
</tr>
<tr>
<td>A*</td>
<td>300 ml</td>
</tr>
<tr>
<td>B</td>
<td>10 x 10s</td>
</tr>
<tr>
<td>C</td>
<td>200 gm</td>
</tr>
</tbody>
</table>

* A, B and C are illustrative.

(This is just a specimen. In reality the further three quarters are also added to complete the format.

It is the secondary sales which gives information about the supply against the demand. In other words it reflects on the prescription generation for the said product and sales occurred against the same.
Likewise the number of doctors could vary up to 250. (This doctor coverage number differs from company to company). Each number represents the name of the doctor from the Doctors list.

The Medical Representative is expected to cross the number which he has missed meeting them during the month.

This information helps MR to cover the missed doctors positively in the next month on priority.

**Marketing Research and Public Relation**

Marketer, in order to gain information, conducts market research, which in Indian Pharmaceutical industry can be as simple as chatting with doctors, retailers and hospital administration or as complex as surveying a nationally representative sample of specialists or corporate hospitals and identifying the emerging health care needs. Marketing research data only provides a base for action in the market place, the action which has to be
implemented through various mix's of promotion. It is important to understand that the promotional mix for any brand or organization is dependent upon the mix of advertising, personal selling and public relation. Over use of personal selling in pharmaceutical via medical representatives and limitations on advertising pharmaceutical products due to FDA (Food and Drugs Administration) restrictions, presents an opportunity to explore the role of and exploit the Public relations function in the pharmaceutical industry.

Very few pharmaceutical marketers in India use public relations as a marketing tool. Many of them think, Public Relation entails sending out a few press releases, holding a few conferences and conducting some event when company launches a new molecule or product. In reality, Public Relation usually ends up making a point at a very personal level. Its impact in the industry is seen at several levels affecting doctors and brands. Prudent use of Public relation has also helped the organization in creating a positive platform for direct response communication.

6.5 DRUG DISTRIBUTION AND BRAND MANAGEMENT

The pharmaceutical distribution channel is indirect with usually three channel members i.e. depot/C & F, stockiest and chemist. Pharmaceutical companies appoint one company depot or C & F agent usually in each state and authorized stockiest in each district across the country. Company depot / C & F send stocks to appointed stockiest as per the requirement. Retail chemists buy medicines on daily or weekly basis from authorized stockiest as per demand. Patients visit chemists for buying medicines either prescribed by a doctor or advertised in the media.
The traditional model of pharmaceutical marketing has undergone a sea change. Companies have moved on from being primarily sales-oriented to now realizing the significance of services marketing with the focus on cross selling.

Apart from their regular distribution channels, which end with the Retail chemist, companies involved in pharmaceutical sales and marketing operations have to deal with doctors, and to some extent, patients too. With
this recognition of the importance of services marketing, most top companies have set up separate Customer Relations Departments (CRD). Such a department is usually responsible for providing an above average level of service to Doctors and Patients, who are both the actual customers, giving business.

With a diversified business approach to its products, A team of Medical Representatives (MR)/Marketing Executives (ME) with the Area Business Manager (ABM) supporting them by coordinating, directing and trying to solve their problems related to service for doctors located in their respective markets.

**Customer Focus through Marketing Strategy**

The diagram given below shows the strategy of capturing business. The doctor writes his advice to patients in terms of medicines/treatment and the patients purchase these medicines from the Retail Chemist. The Retail Chemists purchase their stocks of medicines from the Company through its distribution channel. Very often, between the Company stockiest and the Retail Chemist, there may be two or three more levels of Wholesalers, Mini Wholesalers and the like. This thus demonstrates the existence of a long supply chain to sell company medicine and gain market share.

The doctor is thus a centre point around which all sales of the company hang. If he decides not to patronize its products, the company has no option but to knock on the door of another doctor, and another doctor, and so on. Therefore, it becomes necessary to promote and maintain strong relations with the medical profession. This establishes the rationale of a separate and full-fledged CRD (Customer Relations Departments).
Fig. 13 : Distribution Channels

SBU = Special Business Unit
RBM – Regional Business Manager
ABM = Area Business Manager
ME = Marketing Executive/MR=Medical Representative

Many a times drugs promoted through medical representatives/professional service representatives, do not appear on the shelves of the retailing chemist. This can be attributed to ineffective distribution system. Although distribution is recognized in India as an important function, many pharmaceutical marketers accord it a mere supportive role. Super stockiest/stockiest, distributors and C and FA's (Carrying and Forwarding Agent) have traditionally been very loyal to pharmaceutical marketers. Problems, if any, were always sorted out amicably and changes, when at all, were concerned only with adding or deleting stockiest in the distribution chain. Over time when AIOCD (All India Organization of Chemist and Druggist) mobilized retailers in every state, pharmaceutical companies found their freedom to appoint stockiest restricted by retailer pressure.
There have been other changes too. One may view the distribution set up as a concentric pattern with patients at the center with each ring representing a link in the chain. It must be noted that some rings prefer by passing the next one. Some companies, for instance, deal directly with stockiest, whereas some high end products that require highly sensitive servicing are distributed directly to doctors.

It is often true that effective distribution along with right pricing differentiates a success from a failure in market place. In India, most companies market a vast portfolio of products (that others are also selling) and pricing decisions are delegated. In a market with many brands meeting the same need, even the rare marketer who begins by formulating a program based on inputs from the doctors and patients often ends up glossing over question of profit while setting the price. In the old days production volume were often kept fixed (either by the company or the licensing authority). In this state costs were easy to measure and simple cost plus pricing used to work. Also marketers had to live under the rules of Drug Price Control Order (DPCO), the government price fixing instrument for essential drugs. Since liberalization began in 1991 the DPCO has been losing its grip and the prices of many formulations, allowing market forces to play the regulator. Other aspects of liberalization have made companies hungry for growth. In such a dynamic state of existence where growth is both desirable and achievable, pricing is less simple. Lack of strategic thinking leads to chaotic pricing. Everybody agrees that intelligent pricing can be used as a critical edge for any product. Yet in the pharmaceutical industry, trends suggest that enough thought is not being given to such serious decisions.
6.6 BRANDING IN PHARMACEUTICAL MARKETING

Branding is a key issue in the pharmaceutical industry; product managers have evolved into brand managers and are beginning to understand the dynamics of brand equity that lie at the heart of product development and marketing. However, with no established 'best practices' in brand management, those tasked with steering brands around the various hurdles and challenges presented by pharmaceutical markets must use all available learning and experience to help build the leading brands of the future.

Branding in pharmaceutical industry largely depends on the type of product. Branding strategies for Over-the-Counter (OTC) drugs would differ from branding strategies for Prescription drugs.

Pharmaceutical products are no longer just drugs, they are brands. Through a brand, it is possible to communicate a promise, an essence, and aspiration. And, branding builds loyalty.

In the past and even today, pharmaceutical industry branding is not prominent compared with the consumer and business-to-business segments—but that is largely by choice. For decades, a pharmaceutical company’s brand success formula was simple: discover a drug that was needed, introduce it to the doctor via a medical representative, and watch the prescriptions get filled. What is more, the products themselves, secured under a decade of patented protection, were almost guaranteed to generate large profits. Integrated brand strategies were unheard of and unimportant. Pharmaceutical branding is an important way of creating awareness among the public to the potential benefits of drugs and medicines. The marketing
process and branding give the public ready knowledge of what the product is about and thereby induces them to buy that particular product from among many other similar products in the market.

Marketing teams are spending more and more resources on getting the name of the pharmaceutical product right. However naming a drug or medicine is not the same as naming an electronic consumer product. Careful thought and consideration to all important factors is required for a pharmaceutical product. If the product is going to be sold internationally then the name should not be wrong when translated into the local languages.

The second most important part of pharmaceutical branding is the product logo design. The logo has to be in tune with the target market with the exact font and colors. Iconic pharmaceutical logo design or illustrative logo design can create a great impact on the consumers.

Then comes packaging. The packaging of all the dosage forms viz. tablets, capsules, injections, ointments, inhalers, suppositories, powders etc. is very important. The packaging, colour of labels etc. should be quite distinctive so as to stand out in chemist shelves.

Also psychological issues are carefully examined. Take the tablet shape and color. If a tablet is large, and might seem difficult to swallow, dark colors such as black will be avoided because they make it seem even larger.

Pharmaceutical branding also heavily depends on the marketing and promotional materials. Everything from brochures to the product leaflet has to be crafted to reflect the brand and appeal to the target market. Pharmaceutical products for children should have bright colored cut outs and packaging to appeal to children.
6.7 PROSPECTS AND PROBLEMS OF SALES PROMOTION IN PHARMACEUTICAL MARKETING COMMUNICATION

A marketing communications strategy will set out exactly how to promote an organization, initiative, product or service across a whole range of different media – from advertising campaigns to search engine optimization. It should set clear objectives so that you can measure success and crucially, it should provide the best solution within the available budget. It is part of the marketing mix, which includes all the means by which a company communicates directly with present and potential customers. It is the process of presenting an integrated set of stimuli to a target with the intent of evoking a desired set of responses within the target market and setting a channel to receive, interpret and act upon messages and identifying new communication opportunities. Marketing communication is a systematic relationship between a business and its market.

There are eleven different communication tools available to the marketer: personal selling, advertising, sales promotion, direct marketing, public relation, sponsorship, exhibitions, merchandising, the internet, word of mouth and corporate identity.

These communication tools constitute the marketing communication mix. Each element of this communication mix should integrate with other tools of communication mix so that a unified message is consistently reinforced. Sales promotion comprises various marketing techniques which are often used tactically to provide added value to an offering with the aim of accelerating sales and gathering market in that particular segment. However,
the entire sales promotion in Pharmaceutical industries is now governed by rules and regulations.

In pharmaceutical marketing communication, the main objective is to make an impression and more important is to make an impression long lasting. In the current rat race several national and multinational pharmaceutical companies have gained remarkably for their exceptional communication strategies for sales promotion. While many pharmaceutical companies have successfully deployed a plethora of strategies to target the various customer types, recent business and customer trends are creating new challenges and opportunities for increasing profitability. In the pharmaceutical and healthcare industries, a complex web of decision-makers determines the nature of the transaction (prescription) for which direct customer (doctor) of pharmaceutical industry is responsible. Essentially, the end-user (patient) consumes a product and pays the cost.

The pharmaceutical industry is the world's one of the largest industry due to worldwide revenues of approximately US$2.8 trillion. Pharmaceutical industry has seen major changes in the recent years that place new demands on payers, providers and manufacturers. Customers now demand the same choice and convenience from pharmaceutical industry that they find in other segment. Indian Pharmaceutical Industry is poised for high consistent growth over the next few years, driven by a multitude of factors. Top Indian Companies like Ranbaxy, Dr. Reddy's, CIPLA Lupin Laboratories, Sun Pharmaceutical and Zydus Cadila have already established their presence.
Role of Field Managers in Pharmaceutical Industry

Becoming a First Line Manager

Representative Development in most companies is pretty well thought out and documented. Whole departments are structured around bringing new representatives into the business and speed up as fast as possible, with all key skill areas of the role, being covered by predominantly in house training teams. After initial training, first line managers, often supported by additional trainers and coaches, focus much of their efforts on continually developing representative skills during their field training, in order to make them as good a sales person as possible.

It is commonly agreed that the first line manager’s role is critical to a pharmaceutical company. Logic would therefore suggest that the efforts put in to developing first line managers both towards the job and whilst in it would also be high; however this was not always the case.

Historically, the development of potential sales managers was traditionally quite ad hoc. New manager development was likely to be the responsibility of the current first line manager who was developing a likely successor; ongoing development was left to the national sales manager.

Because of the increasing sophistication of the pharmaceutical industry, the sheer competition from domestic as well as multinational companies (MNCs), there is a need for large teams of capable first line managers. Today, compared with even ten years ago, many companies, especially the larger organizations, have more people involved in the processes of developing potential managers and current managers, than ever
before. Many of the large companies have gone down the route of having dedicated management trainers and coaches devoted to developing the skill sets of this group. Others, without dedicated in house resource, will often use external training companies to develop the necessary skills. Across the board companies will admit to spending considerably more time, money and effort on developing line management than a decade ago.

Anyone aspiring to a new role as a manager should carefully study the job description and competencies associated with the role and with the help of their line managers are able to draw up a developmental plan which will give them the experiences and training they need to be able to do the job successfully.

**Learning through Experiences**

New managers have to learn to work and achieve their results through others. This is a tough lesson to learn. It is advised that one who wants to move into a line management role is to get experience of this as part of his development plan before taking up a post. Look for ways you can work through others, for example being a coach or trainer and note how your communication style affects other people's performance.

Sales Managers identified talented representatives in the sales force and worked with them to help them develop towards their chosen career. There is a clear belief that having the best possible team at line management level and by giving them the skills and competencies they need, will really drive the business forward. Our objective is to have tight development plans which are regularly monitored and assessed and help individuals achieve their management aspirations as soon as possible."
There are formal training courses, assessment and development centers, home learning techniques, and support for professional qualifications available. The emphasis is on continual personal development where the competencies and skills necessary to grow are identified and then the manager and employees looks at ways to fill gaps. A robust and well developed career framework forms the basis for all development plans right through from representative level through to senior sales management positions.

Selection of first line managers has also become increasingly sophisticated in the pharmaceutical industry in the last 10 years. The process of recruitment of first line managers has become more stringent as companies have recognized how critical getting the right person for this role is.

Typically recruitment of a first line manager will be a two-stage process with a screening interview with either HR or the second line manager and then an assessment centre. Assessment centers will usually be built around a competency based recruitment model and include a number of exercises such as a competency based interview, a presentation, a team exercise, an in tray exercise and business exercise. Additionally many companies will also use psychometric testing, including personality profiling and verbal and numerical reasoning to give a further insight in to a candidate.

Whichever way you look at it, getting a manager's position in today's pharmaceutical industry will be no easy ride. Successful candidates will have put in plenty of preparation in terms of a robust and structured personal development programme; they will also for the most part have been tested in a rigorous selection process. Getting to management, for most, is not an easy
route; it requires preparation to pay up in terms of commitment to getting the job.

**Salesman/Sales Personnel**

A person who is engaged in selling of goods to customer is known as a "salesman". It is generally said that salesman are born and not made. However, it is not true these days, because any person who wants to adopt a sales profession gets intensive coaching and training. The success of a firm mainly depends on the performance of their sale force. Therefore, it is essential to engage well-qualified, trained, energetic and young person’s as the company’s sales force. The salesman in Pharmaceutical industry is called as Medical Representative.

**Qualities of a Salesman**

The sales man has personal, mental, social qualities and vocational skills

**Personal Qualities**

A good salesman must have an attractive personality. He must possess good health and sound physique. A salesman's job involves a great physical strain because of its touring nature. So only the person with a good health can work effectively. He should have a clear voice and his tone of speaking should be natural so as to impress the persons dealing with him. He should also be well dressed because it adds to his charming personality always creates a good impression on buyers.
**Mental Qualities**

A good salesman should possess a sound memory, presence of mind, imagination, foresightedness, sound judgment and initiative. He should be intelligent enough to understand the nature and requirement of potential buyers. He must have the imagination to look at things from the viewpoint of customers. A salesman can win regular and permanent customers only through good mental qualities.

**Social Qualities**

A good salesman must have a liking for people and the ability to mix with them. He must not be shy and have reserved nature. He should be sincere, dependable, cooperative and honest. A salesman has to deal with different types of customers. Therefore he should have patience to listen to them i.e. his customers and remove their objections. He should always be polite and courteous while dealing with his customers. He must help the customers in selecting the right type of goods. Courtesy costs nothing but wins favor and permanent customers.

**Vocational Skills**

A good salesman must have specialized knowledge of selling techniques. Salesmanship is a highly skilled profession. It requires certain training and aptitude to have a thorough knowledge of the product, customers and competitive products already available in the market. Such knowledge is essential to handle objections of the customers and also for convincing them to buy the product. A person cannot be good salesman unless he has the required ambition and enthusiasm to become a successful salesman.
Steps in sales promotion process:

Step I - Defining the sales promotion target.
Step II - Setting sales promotion objectives.
Step III - Setting the sales promotion budget.
Step IV - Developing the sales promotion strategy.
Step V - Selecting type of sales promotion.
Step VI - Coordinating the plans.
Step VII - Evaluating sales promotion effectiveness.

**Skills Required for Sales of Pharmaceutical Products**

In this era of cut throat competition Medical Representatives (MRs) are facing several problems when they are in the field for sales call. These problems are either associated with their customers (doctors) or themselves. Problems associated with customers are such variables (their busy schedule, own belief and their different personalities) which are beyond the control of MRs. But what they can sort out their own problems like their poor communication skills, inadequate product and market knowledge and other technical skills which make a lot of difference inside the clinic of the doctor.

**Managerial Efforts for the Improvement of the Effectiveness of a Medical Representative:**

- The medical representative’s initial impression upon his customer largely determines his future interactions with the doctor and the degree to which the customer will like him.
First impressions are the best impressions even in selling. One has to create in the first visit a positive impact and reinforce it subsequently. Pleasant manners, well groomed appearance, sober, conservative dress sense, confident approach, will help create a favorable first impression. One should avoid flashy dresses and flamboyant approach.

Familiarity helps up to a point. The more familiar a medical representative to his customer the more his doctor will like him. The marketing implication is to decide on the right frequency. Frequent visits will certainly help more than infrequent visits. Two visits in a month are ideal.

The medical representative is more persuasive if his customers perceive him as credible.

Feedback

Apart from marketing a product, the medical representative has to give feedback from the field to the company which he represents. Usually the feedback should include the following vital points:

- Customer’s perceptions regarding your products.
- Customer’s complaints about your products.
- Distinctive strengths and weaknesses of competing products and services.
- Price and credit policies of competitors.

- Future plans of competitors.

- Competitors’ performance in relation to sales volume, reputation, financial soundness, research activities etc.

All these skills require regular practice to be perfect. But it is important to adopt other steps which make an instant effect. When a fresher starts working in the field even after training her/him, bears number of inhibitions which prevent them from making an effective sales call.

Some of these inhibitions can be overcome by regular practice and consistent effort while others have an instant solution. Some of these instant requirements which may help MRs create their own niche inside the doctor's clinic and pave their way to be successful sales professional.

First impression about a medical representative reflects at least seven information to a customer:

- What is his income level?
- What is his education level?
- What is his social position
- How sophisticated he is?
- How confident he is?
- What is his moral character?
- Whether he is trustworthy or not?
All this information is scanned by the customer within few seconds as the MR enters doctor’s clinic. If all these information are positive, the MR will have an opportunity to win the loyalty of the customer. Everyday a top doctor attends calls from 5-10 MRs approximately. When all these MRs are waiting outside the clinic, unconsciously every MR looks at the attire of each other. If you are well dressed, you develop a positive self image about yourself and vice versa. So you can imagine how your dressing sense influences your customer? It is a very common scenario in the field that an MR hardly bothers about his attire most of the time but becomes well groomed when it is the time to work with his senior. This practice should be restricted. Good attire is essential ingredient to create a good impression. It always pays off.

**Self Confidence**

Once you are well dressed, you have already taken a step towards a successful sales presentation. This will also help you to build self confidence. The best way to develop your self confidence is to "perceive that you are confident". When you meet people, look them in the eyes, smile a pleasant smile and listen to them carefully. Everyday remind yourself that you have done something well. Reward yourself for all your good deeds. Rehearse the detailing of the products /sales presentation thoroughly, before you have to make it inside the clinic. Have complete knowledge of your product and allied services. If you are not good at your product knowledge, your self confidence will break. Keep vigil on your competitors. It will help you out to highlight your product and services in much effective way. At the same time it will boost up self confidence. Reading inspiring books will add to it.

**Discard Worry**

In spite of having all the tools in their kit, most of the time MRs are worried about the response of the doctor. This makes them defensive even
before the detailing started. Worry is a hidden psychological barrier which stops them from communicating confidently. These worries are not caused by the perceived response of the customer (doctor) but due to the problem of MRs themselves like poor knowledge about product, market and competitor, fear of rejection etc. The best way to cope with this problem is stop worrying, think of your success stories not the failure. You can use relaxation techniques to combat this unwanted worry.

These are not the only tools for successful detailing but these are the factors which create the right ambiance for a productive sales call. An optimum utilization of this ambiance can be done when the MR works persistently at their basics like communication skills and knowledge about their product and services, market and competition and improve their selling and technical skills.

To build customer relationships and to promote marketed products of the pharmaceutical company.

**Link to Strategy**

To contribute to present revenues and help maximize the profitability of future products through the implementation of marketing and sales programs with external customers.

**Key Accountability’s of Medical Representatives/Field Managers**

**Sales and Expenses**

- Achieve sales objectives for marketed products.
• Achieve market share objectives

• Achieve specific objectives for pre-marketed products.

• Develop and maintain expense budgets related to territory activities like CHE (Continuing Health Education), Continuing Medical Education (CME), different medical camps and travel.

• Work within budget

**Territory Business Planning**

• Create and implement territory business plan

• Plan and execute CHEs/CMEs

• Achieve reach and frequency objectives

• Identify and follow-up on specific actions

**Product and Therapeutic Knowledge**

• To obtain and maintain comprehensive product knowledge, knowledge about therapeutic market and competitors strategies.

**Selling/Communication Skills**

• Appropriate usage of selling material

• Effectively and consistently use selling and communication skills to gain commitment from customers (internal and external)
• Develop advocates in the medical community who are able and willing to discuss with their colleagues issues related to the adoption, or maintenance of companies products.

• Bring customer issues to the attention of concerned departments in the organization, and where appropriate, take the lead in dealing with these issues and do necessary follow up.

**Administration**

• Ensure timely completion and accuracy of all administrative responsibilities including: Timely work report writing and sending, timely expense statement, monthly tour planning submission, correspondence and other duties as required.

**Skills and Experience**

• B.Sc. and/or B. Pharm

• Pharmaceutical sales experience

• Experience in working on computers

• Must have a valid driver's license and willing to travel

• Fluent in oral and written English and regional language.
Key Competencies required to be Successful in this Role

Organizational Strategy

- Develop a network of influential customers
- Educate and influence customer thinking
- Listen to and understand the customer
- Represent customer concerns within organization
- Anticipate customer needs; give high priority to customer satisfaction

Organizational Knowledge

- Have a clear understanding of companies business plan and strategic direction
- Understanding of and ability to apply knowledge about products for specified indication
- Keep abreast of current developments and trends in Critical Care
- Possess superior selling skills
- Possess computer skills (i.e. application and communication software)
• Plan and implement innovative cost-effective education programs that assist in achieving business goals

**Interpersonal**

• Build effective working relationships with a variety of people

• Look for win-win solutions

• Respected both internally and externally as a team player and sales professional

• Relate to people in an open and respectful manner

• Work effectively with those outside formal line of authority

• Help generate consensus within the team or work group

• Volunteering to help in order to support team priorities

**Leadership**

• Work with minimal supervision

• Think strategically/proactively

• Self directed/managed

• Identify market opportunities
• identify market threats and provides way to deal with them

**Communication**

• Communications are timely, clear, effective and appropriate for audience

• Express ideas and opinions openly and constructively

• Take the time to actively listen; obtain understanding of communication through feedback

• Maintain logic and clarity in pressure situations

**Risk taking and innovative thinking**

• Decisions are timely and based on logical assumptions and factual information

• Understand the implications of decisions and recommend strategies to deal with negative outcomes

**Change Management**

• Confidently handles day-to-day work challenges; flexible

• Willingness and ability to adjust to multiple demands, shifting priorities, ambiguity and rapid change; resilient in the face of constraints, frustration or adversity

**Performance Management**

• Develop plans that are comprehensive, realistic and effective to meet goals
• Proper allocation of resources, including own time by setting priorities

• Establish efficient work procedures to meet objectives

• Learn from experiences; actively pursues learning and self-development

• Seek feedback and welcoming unsolicited feedback

• Modifying behavior in the light of feedback

6.8 PROFILE OF A MEDICAL REPRESENTATIVE

The survival of a Pharmaceutical company depends upon the sales of its products which it is manufacturing. There comes the need for employing Medical Representatives. They are engaged to boost the sales. They are appointed by private and public sector pharmaceutical companies. Besides handsome salary and promotional avenues the field, does have a bit of glamour also.

In order to promote the sale of medicine, a medical representative has to contact physicians, hospitals, nursing homes, druggists, stockiest etc. in specified areas to introduce medical products of his company to promote sales. He is required to plan daily visits to doctors, hospitals, nursing homes, chemist shops, etc. in his area. He is required to introduce to physicians and others, medical products of his company and to explain their merits. He is required to follow up his visits to ascertain the views regarding the products
of his company and induce clients to prescribe his company's products to customers.

He is required to maintain proper record of receipt and distribution of samples which is open for inspection by his Area Manager. He offers credit facilities, commissions, etc. to the customers as authorized by his company. He books orders and forwards them to the controlling office for compliance. He submits daily reports of his canvassing activities to the Area Manager and gives suggestions for improving sales. He is responsible for collection of payment. The Medical Representative will accept introduction of new product by the company and fully cooperate in making it a success. A Medical Representative is required to work as per the work schedule given to him from time to time, dividing his work into two sessions, morning and evening according to the guidelines given to him by his Area Manager/company. A Medical Representative is allotted a specified sale target to achieve in a year within a specified area. His success is assessed on that basis.

Although a degree in Pharmaceutical or Science with Biology is preferred, any degree holder with a flair for selling and one who can deliver the goods is considered suitable. Appointments are made mainly by selection/interview in response to advertisements which appear in leading newspapers. While established Pharmaceutical companies prefer 1 or 2 years experience as Medical Representative, other may not consider it essential.

A successful Medical Representative should have:

1. Skillful communication abilities;
2. Command over spoken and written English and local language;
3. Should possess initiative and strong motivation to achieve extra-ordinary results;
4. Should be career conscious and willing to work hard;
5. Should be prepared for extensive traveling and willing to reside anywhere in India;
6. Be energetic and result-oriented;
7. Should have a pleasing personality and analytical abilities;
8. Above all, should display self-confidence.

The job is quite lucrative but demanding and the aptitude of a person counts a lot in this career.

You are required to dress yourself in a neat and presentable manner. While on duty, a Medical Representative is required to carry a detailing bag and keep it in good condition all the time. The bag should normally contain literature, samples, sales-aids, diary, etc. required for the planned work of the day. The Medical Representative is required to complete his diary, daily so as to keep a record of his daily visits to doctors/chemists/stockiest etc.

After selection, a medical representative is generally given special skill development training of varying duration by various companies. Theoretical training is provided on anatomy, physiology, pharmacology, salesmanship, profile of Indian doctors, market, and product knowledge followed by field training in which he is familiarized with selling techniques. During field training, a fresher is supposed to work with a senior Medical Representative or field manager, who, in turn, demonstrates the practical aspects of the job.

**Super Sales Person**

Seven most common drives or motives needed to make it to the top of the sales club in any organization are as under:
1. **Need for Status**
   Top sales people are conscious of and enjoy their image and reputation. They seek recognition as proof of their ability and performance.

2. **Need for Respect**
   They want to be treated with respect. They want to be perceived as experts capable of advising on what is right and appropriate, in their field.

3. **Need for Routine**
   Sale people do not shun routine or hate to be disciplined as is properly believed. Most top performers like routine and hate having it disturbed.

4. **Need for Control**
   Top performers in sales enjoy people. They are not unduly concerned whether other people like them.

5. **Need for Achievement**
   While money is a prime motivator, top sales performers are keen to accept newer challenges and to break their previous performance record for the sheer excitement of achievement.

6. **Need for Stimulation**
   While the top sales people are normally calm and relaxed people, they thrive on challenge. They welcome any stimulation by way of challenges from outside, to satiate their higher than average energy levels.
7. **Need for Honesty**

The best sales people have a strong need for honesty which gives them the moral courage and conviction necessary to excel in their vocation of persuasion. At the same time they are not rigidly moralistic. They have faith and belief in the products they sell.

A medical representative can make a very promising career in pharmaceutical marketing on the basis of his sales performance and ability to manage customers. His sales performance is assessed on the basis of his ability to achieve targets fixed by the company.

He can rise to the posts of:

(i) Area Manager
(ii) Regional/Zonal Manager
(iii) Divisional Sales Manager/Divisional Controller
(iv) Dy. Marketing/Dy. Sales Manager
(v) Marketing/Sales Manager

Promotions to the next higher positions are purely on merit. Those having a degree in Pharmaceutical can also be promoted on the manufacturing side as

(i) Product Manager,
(ii) Group Product Manager,
(iii) Marketing Manager. A Medical Representative who has a flair for marketing and can show extra-ordinary results can rise to the highest position of Marketing Manager.
The specialized skills are required for the development of sales personnel in Pharmaceutical industry accordingly it is necessary to arrange for the training of sales personnel.

**TRAINING**

**Training Makes Perfect**

A thorough knowledge of the product and the basics of marketing, imparted through a training session, will make a medical representative and field managers, better equipped to improve performance in the field.

It is vital that a medical representative should know how to go about selling his product/service. And a training programme organized by the company, will help him get oriented to the product and its benefits, and also how to market it in perfect way.

**Ideal Conduction of Effective Training Programs**

There are many things that need to be taken care of while conducting such a typical training module. First of all, the appropriate participants must be identified and invited. New recruits and even medical representatives who have been in the field for some time, but will benefit with training can be invited for the session. The duration of the module will depend on the number of products that are to be explained and marketing skills which are to be taught.

Care must be taken to see that the participants are invited early so that they can book their tickets and keep themselves free for that stipulated period. It should be ensured that the dates for the programme do not clash
with sales closing days as this may have a direct impact on sales closing. The Training Manager should be the overall in-charge/ coordinator for the training programme. On one day during the session, preferably a Sunday, the participants may be taken to a scenic/tourist spot nearby. The break will charge them up considerably. They may also be taken for a tour of the manufacturing unit of the company so that confidence is instilled in them about the standard/quality of manufacturing of the products that they are promoting.

The training hall/class room should have various posters with motivational messages clipped/pasted on the walls.

Time must be slotted on all days for the Training Manager to take short sessions on selling and marketing skills, the Dos and Don'ts of the trade, communication skills and so on. If at any point of time, it is felt that representatives are losing interest in the programme they can be asked to take part in small games or interesting puzzles. It would be best, if such short breaks of around 10 minutes can be given frequently throughout the programme.

Every training programme should have at least one session every day regarding the work involved in the sales administration department, distribution department and personnel and human resource development department. Ideally, these sessions should be held towards the latter half of the day. Thus the representatives will get an idea of how to fill up various reports, deadlines for submission of various reports, incentive schemes in force, travel policies and so on.
These classes will also clear any doubts regarding distribution policy, credit policy, process of appointment of stockiest/distributors, etc. Complete clarity should be given about leave rules, how to claim payment against various perks/allowances, insurance facilities available, prospects for career growth/promotions within the organization and so on.

It would be good, if, on the concluding day of the session certificates/medals are awarded for overall performance, written tests, detailing, etc. This would prove highly motivational for the representatives. The training managers should prepare an honest dossier on the performance of each participant. This should be shared with the Line Managers concerned for their information, follow-up and to take care of while jointly working with each medical representative.

**A Typical Training Agenda**

**Day-1**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00 am - 09:15 am</td>
<td>Welcome address by the CEO/Sales and Marketing Head</td>
</tr>
<tr>
<td>09:15 am - 11:30 am</td>
<td>Human physiology—Introduction to all systems in the human body by a medical practitioner</td>
</tr>
<tr>
<td>11:30 am - 11:45 am</td>
<td>Tea break</td>
</tr>
<tr>
<td>11:45 am - 01:00 pm</td>
<td>Details about a particular system—by a medical practitioner (in relation to the product to be taken up in the afternoon)</td>
</tr>
<tr>
<td>01:00 pm - 02:00 pm</td>
<td>Introduction to the product</td>
</tr>
<tr>
<td>02:00 pm - 02:45 pm</td>
<td>Lunch break</td>
</tr>
<tr>
<td>02:45 pm - 04:00 pm</td>
<td>Mode of action of the product Salient features of the product vis-à-vis important competitors' products—by Product/Marketing Manager</td>
</tr>
</tbody>
</table>
concerned Market share vis-à-vis important competitors' products Selection of right customers for the product Marketing strategy being followed for the product Detailing, story demonstration and practice by all

04:00 pm - 04:15 pm Tea break
04:15 pm - 06:00 pm Question and answer session—by Product/Marketing Manager concerned clarifications on doubts, if any, raised by the audience—interactive session

06:00 pm - 10:00 pm Reading/practicing by participants in their respective rooms
10:00 pm - 10:45 pm Dinner
11:00 PM Bed

Day-2

09:00 am - 09:30 am written test on the system and product taught on Day-1 supervision by Training Manager

The welcome address by the CEO/Head, Sales and Marketing should include the importance of training in inculcating good fundamentals and product knowledge in all medical representatives. This will help them perform better in the field and face customers with confidence.

Lodging and Venue Arrangements

Ideally, participants in the training programme should be lodged at the same place as the venue. If the representatives have to share rooms those from different places should be clubbed together. There should be no
work/training on Sundays. All other holidays coming in between the training programme will be working days.

The Training Manager should jointly work with the medical representatives in various regions as frequently as possible so that he can base the curriculum of the training programme on the requirements at the ground/field level and make the necessary changes.

The standard training programme is designed in order to develop the skill in presentation of various working reports which are to be prepared by the field managers and medical representatives. These reports are essential in order to take the feedback of market position on one hand and to monitor the day to day working of the sales personnel on the other hand.

Preparation of report is a skillful exercise and it should be authentic, realistic and proper presentation of factual market information. The reports are useful in order to collect information and for managerial decisions. Medical representatives/field managers should be briefed about the same.

Taking into consideration span of control, it can be said that area manager has to monitor around 5 to 6 medical representatives working at various places in specific areas. Accordingly it is must to collect information and regular monitoring of field activities and working of medical representatives as per the approved monthly tour plan. Reports facilitate the proper control over the sales staff which basically serves two purposes:

1) Reports make the working of sales personnel in desired direction.
2) Reports are used by the top management for review, planning, controlling and coordinating the working of sales personnel.
Following reports are specimen reports however; some small changes are affected by the pharmaceutical companies as per their requirements.

**Table 28 : Reports for Area Manager and Medical Representative**

<table>
<thead>
<tr>
<th>REPORTS</th>
<th>REPORTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Area Manager</strong></td>
<td><strong>Medical Representative</strong></td>
</tr>
<tr>
<td>1. Standard tour programme and fare chart of team members.</td>
<td>1. Standard monthly work plan</td>
</tr>
<tr>
<td>2. Important doctors - self visit dates</td>
<td>2. Standard tour plan and area coverage</td>
</tr>
<tr>
<td>3. Missed doctor call report – Month wise</td>
<td>3. Doctor call list</td>
</tr>
<tr>
<td>4. Team members work analysis</td>
<td>4. Product wise prescriber’s list</td>
</tr>
<tr>
<td>5. Team members sales analysis</td>
<td>5. Chemists list</td>
</tr>
<tr>
<td>6. Team members major product analysis</td>
<td>6. Sales review and work review</td>
</tr>
<tr>
<td>7. Daily Field work report</td>
<td>7. Primary sales comparative chart</td>
</tr>
<tr>
<td>8. Monthly barometer</td>
<td>8. Secondary sales tracker</td>
</tr>
<tr>
<td>9.</td>
<td>9. Daily call report</td>
</tr>
<tr>
<td>10. Missed doctor calls summary-month wise</td>
<td>10. Missed doctor calls summary-month wise</td>
</tr>
<tr>
<td>11.</td>
<td>11. Personal order booking details</td>
</tr>
</tbody>
</table>
Table 29: Specimen of Standard Tour Programme

<table>
<thead>
<tr>
<th>Date</th>
<th>Working Town</th>
<th>H.Q./Ex. H.Q. / O.S.</th>
<th>Distance (Kms.)</th>
<th>Mode of Transport</th>
<th>Fare ₹</th>
<th>No. of Doctors</th>
<th>Chemists</th>
</tr>
</thead>
</table>

This tour programme is prepared by the Field Managers and sent to their respective seniors in hierarchy for approval before the commencement of the next month. This helps the senior managers to monitor the field movement of their juniors, the time spent in each town and the number of doctors and chemists to be covered on each working day.

Table 30: Important Doctors - Self Visit Dates

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Doctor’s Name</th>
<th>Town</th>
<th>Specialty</th>
<th>Dates of visits by self</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Apr</td>
</tr>
</tbody>
</table>

The above report gives at a glance a picture of the manager’s visit to the doctors for each month in the financial year. This helps the senior managers to track the missed important doctor calls which might affect on the prescriptions and thus the business of the company.
### Table 31: Team Members Work Analysis

<table>
<thead>
<tr>
<th>Name __________________________</th>
<th>H.Q. _________________</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Particulars</strong></td>
<td><strong>Dates of visits by self</strong></td>
</tr>
<tr>
<td>Days in field</td>
<td></td>
</tr>
<tr>
<td>Holidays</td>
<td></td>
</tr>
<tr>
<td>Leave</td>
<td></td>
</tr>
<tr>
<td>Meeting days</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>No. of Doctors visited</td>
<td></td>
</tr>
<tr>
<td>No. of Chemists visited</td>
<td></td>
</tr>
<tr>
<td>Call avg. Drs/Chem.</td>
<td></td>
</tr>
<tr>
<td>Personal Order</td>
<td></td>
</tr>
<tr>
<td>Booking ₹</td>
<td></td>
</tr>
<tr>
<td>No. of Doctors missed</td>
<td></td>
</tr>
<tr>
<td>Target ₹</td>
<td></td>
</tr>
<tr>
<td>Primary Sale ₹</td>
<td></td>
</tr>
<tr>
<td>% achievement to target</td>
<td></td>
</tr>
<tr>
<td>Samples quantity allocated</td>
<td></td>
</tr>
<tr>
<td>Brand reminders</td>
<td></td>
</tr>
<tr>
<td>Expenses ₹</td>
<td></td>
</tr>
</tbody>
</table>

The above team members work analysis gives an insight to the Sr. Field Managers as regards the customer coverage, month wise sales performance in the respective headquarters as well as brief details of sales promotional activities implemented in the market place.
## Table 32: Team member’s sales analysis

<table>
<thead>
<tr>
<th>Month</th>
<th>Target</th>
<th>Primary</th>
<th>Secondary</th>
<th>Last Year Performance</th>
<th>% Achievement</th>
<th>% Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>April</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>May</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>June</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cumulative</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>July</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>August</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>September</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cumulative</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>October</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>November</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>December</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cumulative</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>January</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>February</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>March</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cumulative</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year to date cumulative</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This is the most important report as it speaks about month wise, head quarter wise targets, its achievement in terms of primary and secondary sales, the percentage target achievement and the growth in sales over last
year. In this, primary sales refers to the sales registered at the stockiest place whereas the secondary sales refers to the sales registered at the Chemists counters which in true sense gives the information about the prescription generation for the specific product of the company. Ideally the primary and secondary needs to be close to each other which suggest that the demand and supply goes hand in hand. If primary sales are significantly more than the secondary sales which shows that there is heavy inventory at the stockiest place and commensurately the demand is lacking. If the secondary sales are significantly more than the primary sales which shows there is a great demand but the availability of the respective product is not commensurate.

**Table 33 : Daily Field work report**

Date ______________ Place __________ Worked with Medical Representative

Contact Point ____ Time met at Contact point ___ a.m. Work finished at _____ p.m.

<table>
<thead>
<tr>
<th>Morning</th>
<th>Code No.</th>
<th>Name of Doctor</th>
<th>Medical representative last visit date</th>
<th>Name of Chemist</th>
<th>Personal Order booking (POB) ₹</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Evening</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The above report gives the idea about medical representative daily working pattern. Different companies have different policies in terms of total number of doctors and chemists to be met on a day to day basis. The report is an exemplary which shows that medical representative has to do 10 doctor’s calls and five chemists’ calls on a working day.

**Table 34 : Monthly Barometer**

<table>
<thead>
<tr>
<th>Name of Manager</th>
<th>Month: ___________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly report sent on (Date)</td>
<td>Monthly report sent on (Date)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Week</th>
<th>Week</th>
<th>Week</th>
<th>Week</th>
<th>Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

The above report gives the details about the administrative work which a field manager has to do it for his team mates and keep the senior manager and the HRD at Head office. This is essential in order to monitor the timely feedback which needs to be sent by the respective sales personnel.

**Marketing Oriented Approach**

Competition between marketers will only intensify in global market place. Conflicts will continue to rise relating to customer conversion, in pharmaceutical. And in a free market place where competition is rife, finally - Customer Is the King!!

Between various pharmaceutical brands a doctor will make a prescribing choice based on parameters such as friendliness of MR, service
inputs from the marketer, safety, efficacy, quality, supply and availability, and other parameters of marketing communication activity. So the choice is the doctor's.

Marketing 'warfare' in the pharmaceutical market place cannot be wished away. Because in the process of marketing, there are various aspects relating to revenue flow and asset creation. The stakes are very high. A pharmaceutical product's success will be measured by its market share, ROI, profits generated, and no. of units sold. And all these quantitative parameters will matter a lot. Even the highest authority will have a board of directors or some powerful individuals (Share holders/financiers) to justify to and offer explanations.

**Importance of Marketing**

The importance of marketing is such that today marketing is no more a departmental function, it is an organizational process and applicable to all organizations, may it be pharmaceutical or any other industry.

Management science and marketing science are all the more important in the 21st century for organizations. Marketing is a sophisticated form of warfare. It involves communication, media management, positioning, promotion, influencing, and value delivery.

Marketing is vital for the nation's health and wealth. Without competition and marketing, market penetration of products and services will suffer. Healthy marketing competition is a must to ensure efficiency and effectiveness.
Management Related to Marketing

Knowledge Management: Key to Organizational Success

The pharmaceutical field force needs to be fully equipped with latest techniques to grasp every opportunity and handle complexities in the marketplace.

A pharmaceutical company typically employs a very large number of field forces (approx between 500 to 1000) to carry out day-to-day sales and marketing activities in the field. Almost 3/4th of this field staff is away from the head office at any given time. This makes ethical pharmaceutical marketing a classic example of complex brand marketing.

Adding to the complexity is the fact that, pharmaceutical marketing is an "indirect selling." This is because that the products are targeted to a highly qualified audience, namely doctors who will not prescribe the brand unless it is scientifically and logically explained.

Hence, evidently the field force of a pharmaceutical company needs to be fully equipped with latest techniques to grasp every opportunity arising in the marketplace to handle this complexity. This creates the need for a very strong control system over the team by the respective managers. The exchange of information from one end to the other end is required to flow smoothly and in minimum possible time. The information is then converted into product knowledge so that appropriate action can be taken. This forms the foundation of a successful field team.
Presently, the only mode of communication between the company head office and the field force is the “paper-based reporting system or thru Online reporting” Which is why most of the pharmaceutical companies insist on very stringent procedures of the reporting systems and every field employee is strictly expected to adhere to it. This task becomes more difficult when there are delays in postal or courier services to deliver the reports in case of paper-based reporting. In addition, the reports are prone to human errors at every level.

The ability of a pharmaceutical company to carry out these activities better than its competitors normally determines its success or failure. But the conventional processes are tedious and time-consuming. The parameters to decide, an effective reporting system should be based on: speed, accuracy, clarity and cost effectiveness.

In order to understand the needs of a pharmaceutical field force, it is necessary to know the functions of each level of the field force. The medical representatives create demand for the companies brand by visiting doctors and chemists. This demand has to be en-cashed by keeping adequate stocks at the stockiest.

The position of the front line managers is a very crucial one, since they guide and assist the medical representatives to perform their duties by physically working with them. In addition, they also have to ensure stock availability from various distribution points, so that the demand created by the medical representatives is met in time.

The middle management performs a dual role of working with the medical representatives and managers, thus motivating them to perform
better and discovering more and more avenues to increase sales. They are also responsible for the profitability of their respective teams.

Senior managers at head office like Sale managers and Marketing managers, along with the team of product managers are accountable for the overall business turnover and profits of the national operation of the company.

**Conventional Processes and Limitations**

Conventional manual methods of handling data create serious bottlenecks in terms of time spent in collecting and transferring the data from the various sales offices to the head office. Still, many of the pharmaceutical companies in India have been using manual methods for data collection through various reports from their field staff. Data is aggregated from a large number of such reports. This data which might be outdated and incomplete is used to arrive at crucial conclusions required for decisive strategic decisions. The data may be redundant and subject to human errors, hence important decisions based on such data either may be delayed or even may go wrong and thus may prove to be very expensive to the companies. This could adversely affect the performance of the company in the present competitive markets.

This entire process has some very evident flaws as can be seen from following examples:

The daily report of a medical representative, which is supposed to be received everyday at the head office, are received in bunches due to late sending and/or postal delay. Hence the whole purpose having a daily report is defeated.
Tour plans of next month, may reach the managers late and not just before the end of previous month and thus leaves them with no other option but to clear them, as there is no time left for revisions. Consequently, the manager’s tour plans, which are always based on the tour plans of the medical representatives, get delayed and this vicious cycle continues.

Clearing of the expense statements is another time-consuming procedure, as it has to be ideally processed by the immediate manager who is acquainted with the territory better than head office. Since this is a complicated method it becomes more vulnerable to human errors.

Stock and sales statements of the stockiest and C & F agents come in late. As a result the managers cannot find out what are the teams total secondary sales and stock positions to take appropriate actions in time. Expiry details are received when it is too late.

The appraisals that are supposed to be a periodical activity often get delayed.

Monthly reports that give the feedback of the territory in totality also can be prepared only after the final sales figures are received to ascertain the level of performance.

**Use of Newer and Faster Methods in Monitoring the Sales People**

Looking at the above issues in terms of daily reporting, many pharmaceutical companies in India have taken initiative to introduce the online precise reporting in a structured format, on day to day basis which saves the tedious job of physically writing the daily reports by hand and posting it the next day morning. Even in terms of the sales registered at the depots /
C & F Agents and Stockiest are now being made on line so that day to day inventory, sales registered, shortages, expired stocks as well as near expiry stock are being monitored at the Corporate office by the Marketing Staff.

Many companies in India have introduced a system for the sales personnel for sending at the end of the day, SMS (Short Messaging System) pertaining to the daily doctor calls and chemists calls to their immediate seniors. This system helps the senior managers to monitor their subordinates in terms of day to day field activities.

This is undoubtedly strengthening the monitoring and control by the marketing department on the overall sales function.

**Expectations from Pharmaceutical Marketing**

Pharmaceutical marketing in India is undergoing a surge of change. At every level the field force needs to be fully equipped with the latest techniques to act in time (pro-active approach). "Knowledge management" is a key to organizational success in modern days. Constant flow of information is a must, especially to the middle management, which is the backbone of the company.

After the emergence of the internet in India and the increasing awareness about its usage, more and more doctors, chemists, hospitals and pharmaceutical companies are gearing to take optimum advantage of these changing circumstances.

In such a scenario, a web-based software is not only the most appropriate choice for sending the routine reports of the medical
representatives and the managers but it is also an extremely cost effective alternative to the traditional methods of data collection and processing.

Most of the pharmaceutical company managers have already started using web-based reporting system or web-based distribution system software, which help them save a significant amount of time. This gives them more selling time in the field rather than spending time on collecting and analyzing data and then initiating action.

As the healthcare industry evolves, pharmaceutical reps keep pace with a new set of skills.

The ever-evolving healthcare industry has very few constants, and the pharmaceutical sales industry is yet another piece of the puzzle that is in the middle of a major transformation. The traditional model of relying on field representatives to sell therapies still exists, but no longer does it consist of door-to-door salespeople carrying a suitcase full of samples to showcase their wares to doctors and hospitals. And as the nature of drug sales changes, so too do the skills required to succeed in the field.

The biggest lament from many seasoned sales reps is the lack of face time that they can get with potential customers. It is no secret that doctors are some of the busiest people in the society, and pharmaceutical sales personnel goes to any extent to catch their attention with gifts, trips and other perks. In today's Web-driven climate, however, e-mail and other electronic communication have replaced many of the face-to-face meetings and phone calls that successful salespeople once relied on to meet their quotas.
Another way that the job is changing is that sales reps are now also being called upon to fill the role of educator. The number of drugs on the market grows each year, and many of them treat the same conditions. As a result, sales jobs now require people trained in the intricacies of each of these similar medications, who are able to help patients and doctors understand the pros and cons of each option.

Still another change in how the profession is practiced is the way medical representatives are monitored throughout their reporting period. It used to be that sales professionals would turn in reports at the end of the week or month, and any feedback would be provided a week or two after that. With today’s online tools, however, the reporting — and feedback — can be instant.

**Mergers and Acquisitions Trend in India**

Mergers and Acquisitions (M & A) interest in India is currently very high in the pharmaceutical industry. Size and end-to-end connectivity are major determinants in the global markets. To achieve them, Western MNCs have to look to Indian companies. India’s changing therapeutic requirements and patent laws will provide new opportunities for big pharmaceutical for launching their patented molecules. India’s strong manufacturing base will stand global generic companies in good stead. India is already known as a low cost development and manufacturing destination. The Indian companies excel as far as the back end of the pharmaceutical value chain is concerned i.e. manufacturing APIs and formulations. Over the past few years the Indian pharmaceutical companies have also stepped up their efforts in product development for the global generic market and this is viable with the DMF filings at the US FDA. During the period July 2003 to February 2006 there
were as many as 26 acquisitions by the Indian pharmaceutical companies which are given in the table below:

The major pharmaceutical mergers and acquisitions in 2007 can be enlisted as Wockhardt’s acquisition of the French company Negma Laboratories for $265 million and the US-based Morton Grove Pharmaceuticals for $38 million Jubilant Organosys' acquisition of Hollister-Stier Laboratories of the US for $122.5 million Alembic’s buyout of the entire domestic non-oncology formulation business of Dabur Pharmaceuticals for ₹ 159 crore.

The largest Japanese pharmaceutical innovator company, Daiichi Sankyo acquired Ranbaxy Laboratories in June 2008 in a $4.6 billion deal.

US-pharmaceutical major Abbott today (22-05-2010) announced to acquire Piramal Healthcare for USD 3.72 bn (about ₹ 18,000 crore) to become the largest drug manufacturer in India.

NeutraHealth, a UK-based supplier of vitamins and supplements, agreed to be acquired by India’s Elder Pharmaceutical for about £12.2 million ($19.1 million) in cash due to uncertainty of future performance.
<table>
<thead>
<tr>
<th>Announce date</th>
<th>Target</th>
<th>Acquirer</th>
<th>Deal Value ($ mn)</th>
<th>Target Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb.06</td>
<td>Betapharm</td>
<td>Dr. Reddy's</td>
<td>570</td>
<td>Germany</td>
</tr>
<tr>
<td>Dec.-05</td>
<td>Bouwer Bartlet</td>
<td>Glenmark</td>
<td>NA</td>
<td>South Africa</td>
</tr>
<tr>
<td>Dec.-05</td>
<td>Able Labs</td>
<td>Sun Pharmaceutical</td>
<td>23</td>
<td>US</td>
</tr>
<tr>
<td>Nov. -05</td>
<td>Nihon Pharmaceutical</td>
<td>Ranbaxy</td>
<td>NA</td>
<td>Japan</td>
</tr>
<tr>
<td>Nov. -05</td>
<td>Roche’s API Facility in Mexico</td>
<td>Dr. Reddy's</td>
<td>58.97</td>
<td>Mexico</td>
</tr>
<tr>
<td>Oct.-05</td>
<td>Aecia</td>
<td>Nicholas Piramal</td>
<td>17.1</td>
<td>UK., Canada</td>
</tr>
<tr>
<td>Oct.-05</td>
<td>Servycal SA</td>
<td>NA</td>
<td>NA</td>
<td>South Africa</td>
</tr>
<tr>
<td>Oct.05</td>
<td>Target Research</td>
<td>Jubliant Organosys</td>
<td>33.5</td>
<td>NA</td>
</tr>
<tr>
<td>Sept.-05</td>
<td>Explora Labs SA</td>
<td>Matrix Labs</td>
<td>NA</td>
<td>Switzerland</td>
</tr>
<tr>
<td>Sept.05</td>
<td>Valeant Mfg.</td>
<td>Sun Pharmaceutical</td>
<td>NA</td>
<td>US</td>
</tr>
<tr>
<td>July -05</td>
<td>Trinity Labs Inc.</td>
<td>Jubliant Organosys</td>
<td>12.3</td>
<td>US</td>
</tr>
<tr>
<td>June -05</td>
<td>Heumann Pharmaceutical Gambh and Co. Gen.</td>
<td>Torrent</td>
<td>NA</td>
<td>Germany</td>
</tr>
<tr>
<td>June -05</td>
<td>Dec Pharmaceutical NV</td>
<td>MatrixLabs</td>
<td>26.3</td>
<td>Belgium</td>
</tr>
<tr>
<td>Date</td>
<td>Product Type</td>
<td>Product Name</td>
<td>Company</td>
<td>Stocks</td>
</tr>
<tr>
<td>----------</td>
<td>------------------------------</td>
<td>------------------------------</td>
<td>--------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>June – 05</td>
<td>Genetic Product Portfolio</td>
<td>Ranbaxy</td>
<td>NA</td>
<td>Spain</td>
</tr>
<tr>
<td>June 05</td>
<td>Biopharmaceutical</td>
<td>Strides Arcolab</td>
<td>1</td>
<td>Latin America</td>
</tr>
<tr>
<td>Mar-05</td>
<td>Uno-Ciclo Harmonal Brand</td>
<td>Glenmark</td>
<td>4.6</td>
<td>Brazil</td>
</tr>
<tr>
<td>Feb.-05</td>
<td>Strides Latina</td>
<td>Strides Arcolab</td>
<td>6</td>
<td>Brazil</td>
</tr>
<tr>
<td>Feb. -05</td>
<td>Mchem Pharma Group</td>
<td>Matrix Labs</td>
<td>NA</td>
<td>China</td>
</tr>
<tr>
<td>Dec.-04</td>
<td>Rhodia's Anesthetics Business</td>
<td>Nicolas Piramal</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>June -04</td>
<td>Psi Supply NV</td>
<td>Jubilant Organosys</td>
<td>NA</td>
<td>Belgium</td>
</tr>
<tr>
<td>May -04</td>
<td>Trigenesis Therapeutics Inc.</td>
<td>Dr. Reddy’s</td>
<td>11</td>
<td>US</td>
</tr>
<tr>
<td>April. 04</td>
<td>Laboratories Klincer Do Bras</td>
<td>Glenmark</td>
<td>5.2</td>
<td>Brazil</td>
</tr>
<tr>
<td>Dec.03</td>
<td>RPG Aventis Sa</td>
<td>Ranbaxy</td>
<td>0.4</td>
<td>France</td>
</tr>
<tr>
<td>July. 03</td>
<td>Alpharmaceutical Sas</td>
<td>Cadila Healthcare</td>
<td>6.2</td>
<td>France</td>
</tr>
<tr>
<td>Jul. 03</td>
<td>CP Pharmaceutical</td>
<td>Wockhardt</td>
<td>17.7</td>
<td>UK</td>
</tr>
</tbody>
</table>
The spree of acquisitions has made the world turn and look at the Indian pharmaceutical sector as a force to reckon with. The Indian pharmaceutical majors have been actively finding ways to meet the global challenges by way of acquisitions. The price pressures and shrinking margins apart from the legal hassles in certain markets have been compensated by entry into other countries especially European which have many fat growing open economies like Ireland.