

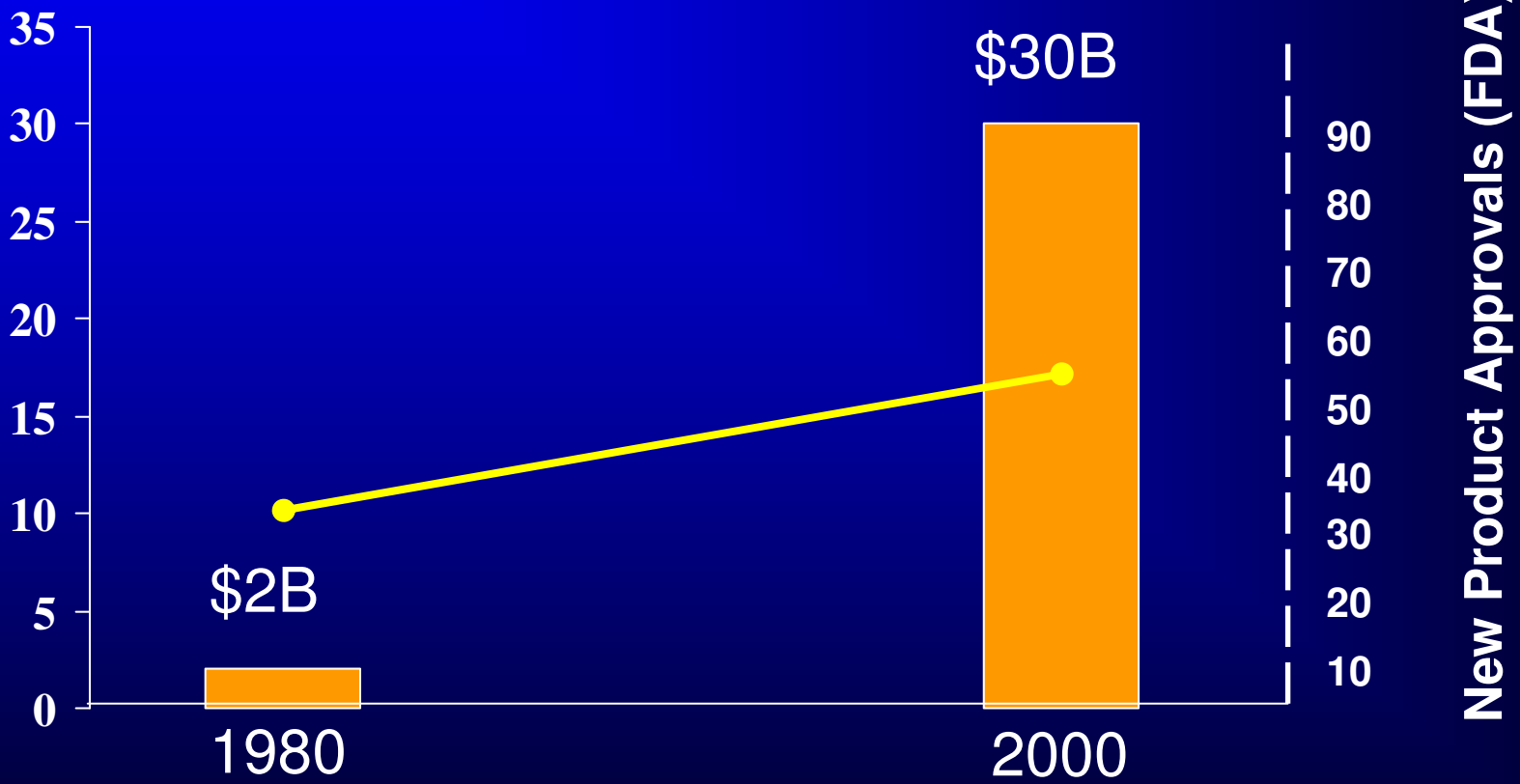
First Line Managers

Masood A. Jaffery
Area Vice President, Commercial
Middle East & North Africa
GlaxoSmithKline

Changes in the 'selling environment'

- Change in competitive environment owing to radical shift in the discovery process
- New products rapidly face direct competition from equivalent molecules
- Technical differentiation is increasingly short-lived
- Changing role of rep.

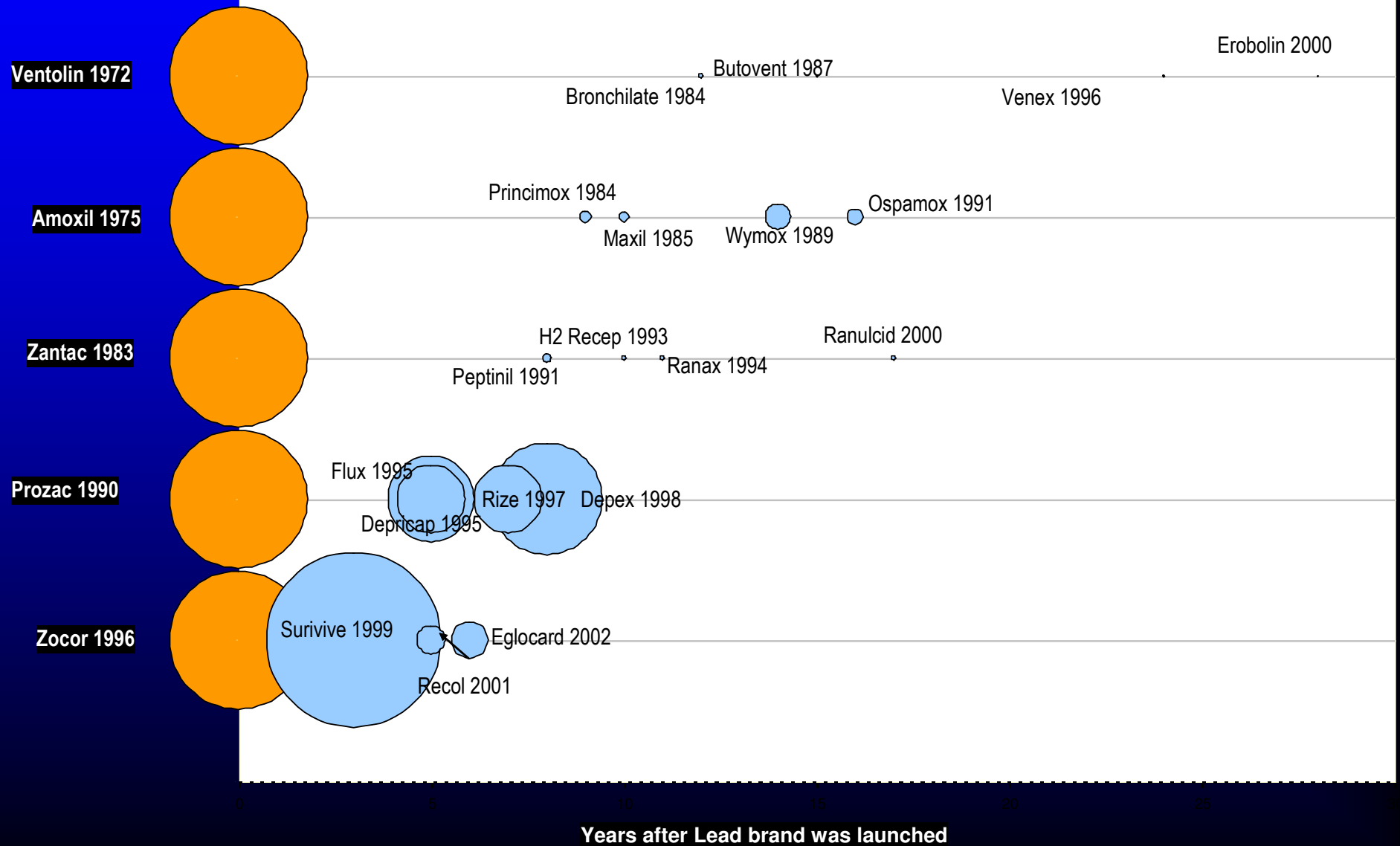
R&D Spend vs. New Product Approvals



Changes in the 'selling environment'

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Generic Entry over the years



Changes in the 'selling environment'

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Fluoxetine vs Paroxetine

Rosiglitazone vs Pioglitazone

Omeprazole vs Lansoprazole vs Pantoprazole

Changes in the 'selling environment'

- Change in competitive environment owing to radical shift in the discovery process
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- Technical differentiation is increasingly short-lived
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Changing Role of Rep

- Physicians access barriers
- Diminishing product differentiation
- Increasing number of reps
 - Short Calls Environment
 - Monologue rather than dialogue
 - Rep 'Walking Ads' rather than 'sales people'
- Rep understanding of sales process, 'short term' vs 'long term'
- 'Message delivery' considered as 'endpoint'

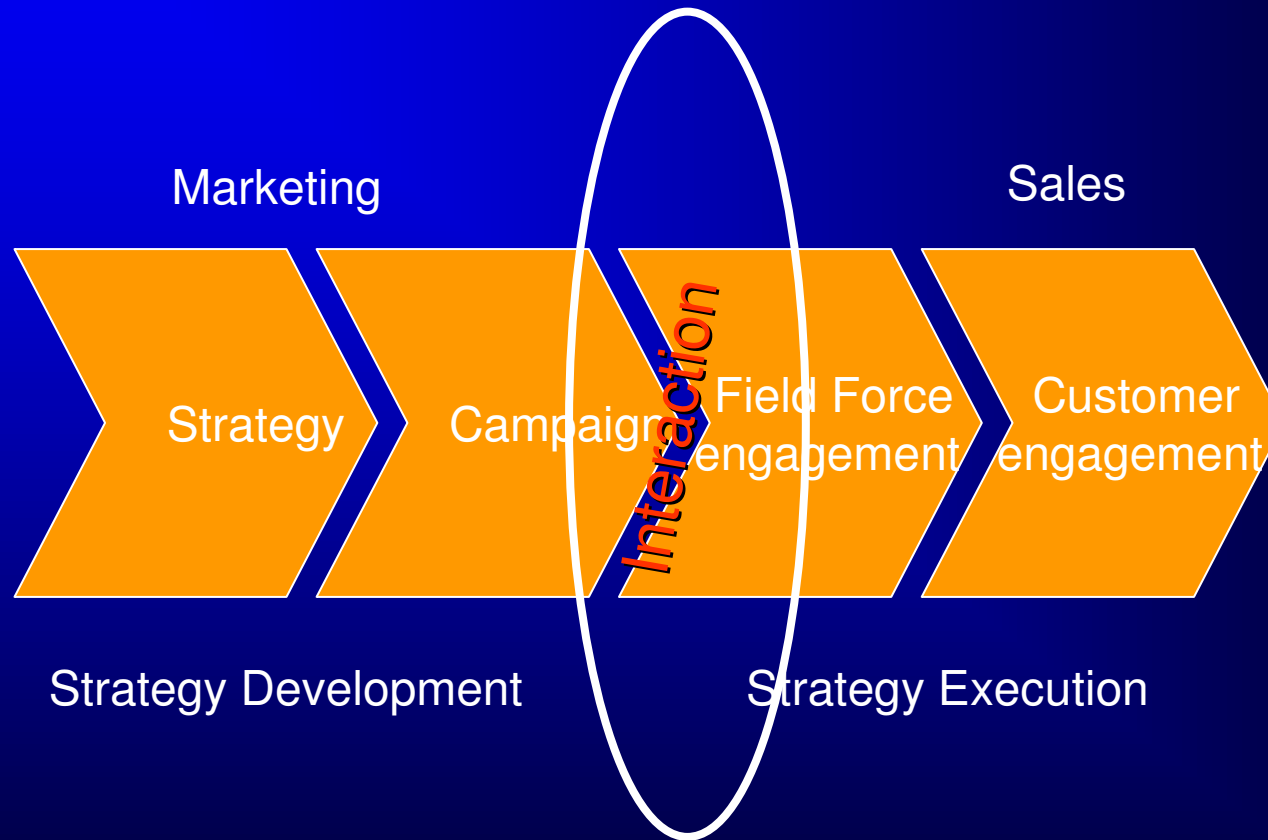
**How can we create 'brand values' as
a 'sustainable' source of
differentiation**

Marketing Strategy Mix

- Product positioning
- PLC management
- Differentiation
 - Innovation and Creativity
 - Rational field force deployment and product allocation
 - Customer targeting, coverage & frequency
- ‘Concept’ Development & Market ‘Shaping’
- Branding Activities
- Identifying synergies and optimising marketing and selling resources
- Pull vs Push strategy
- Marketing and Sales Alignment

**Strategy is important but execution
is the 'Key'**

'End to End' Execution



From Rep to First Line Manager

- **Personal selling**
- **Customer relationship**
- **Customer satisfaction**
- **Target achievement**

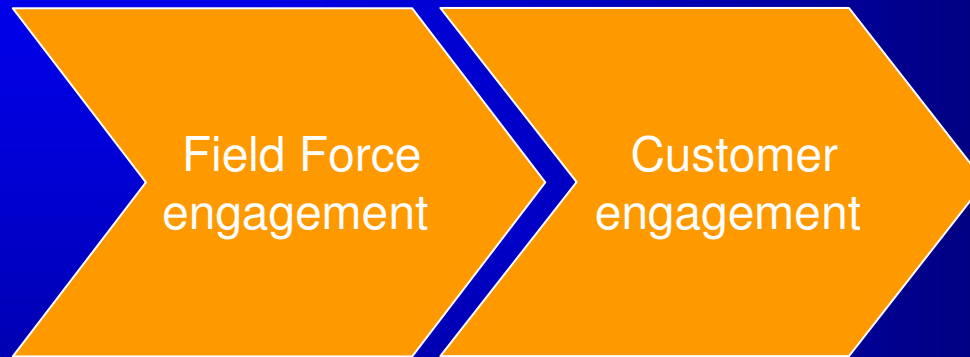
Role of First Line Manager

- Field force management
- Strategy execution
- Coaching & development
- Morale & motivation
- Customer satisfaction
- Target achievement
- Expense Management
- Budgeting & Forecasting
- Distribution Management
- Recruitment & Selection
- Marketing activities
- Performance Appraisal
- Liaison with Head Office

**‘Super Rep’
may not become
an effective Manager**

**Induction Training
for new
First Line Managers**

Role of First Line Manager



- Strategy execution
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- Customer satisfaction
- Target achievement

First Line Managers Job Profile



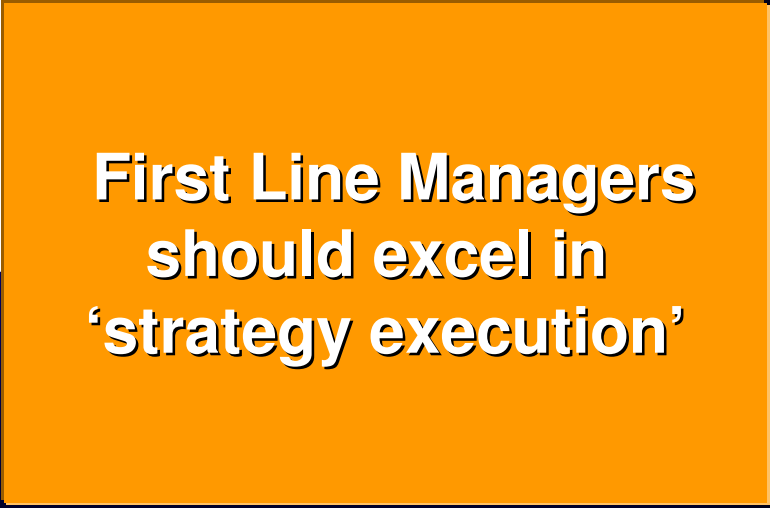
Strategy execution
Coaching & development
Morale & motivation
Customer satisfaction
Target achievement
Group activities
Performance Appraisal

More

Less



Expense Management
Budgeting & Forecasting
Distribution Management



**First Line Managers
should excel in
'strategy execution'**

Comparison of Highly Effective vs. Average Managers



Highly Effective Managers

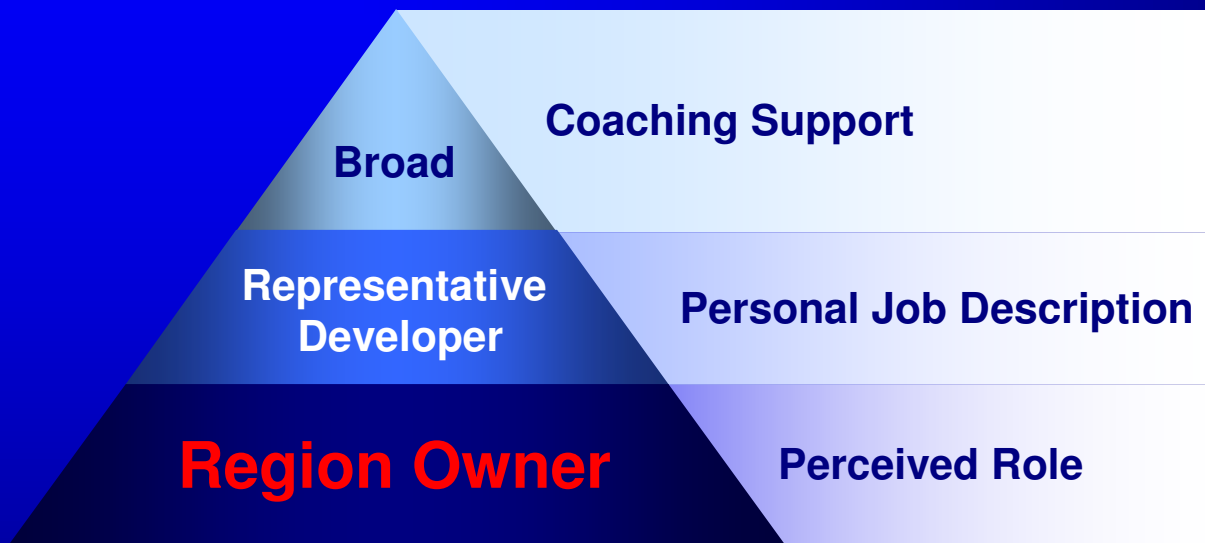
- Role: manager of the company's business in the region
- Primary focus: helping representatives increase product market share with target physicians

Average Managers

- Role: manager of the company's activity in the region
- Primary focus: ensuring representatives follow the company's policies and meet activity goals

Source: Health Strategies Group

Highly Effective Managers Do More . .



Highly Effective

- Conducting and preparing for field visits
- Representative development during field visits
- Exploiting every opportunity to coach
- Aggressively address performance problems

Source: Health Strategies Group

A Coaching Intervention . . .

Is

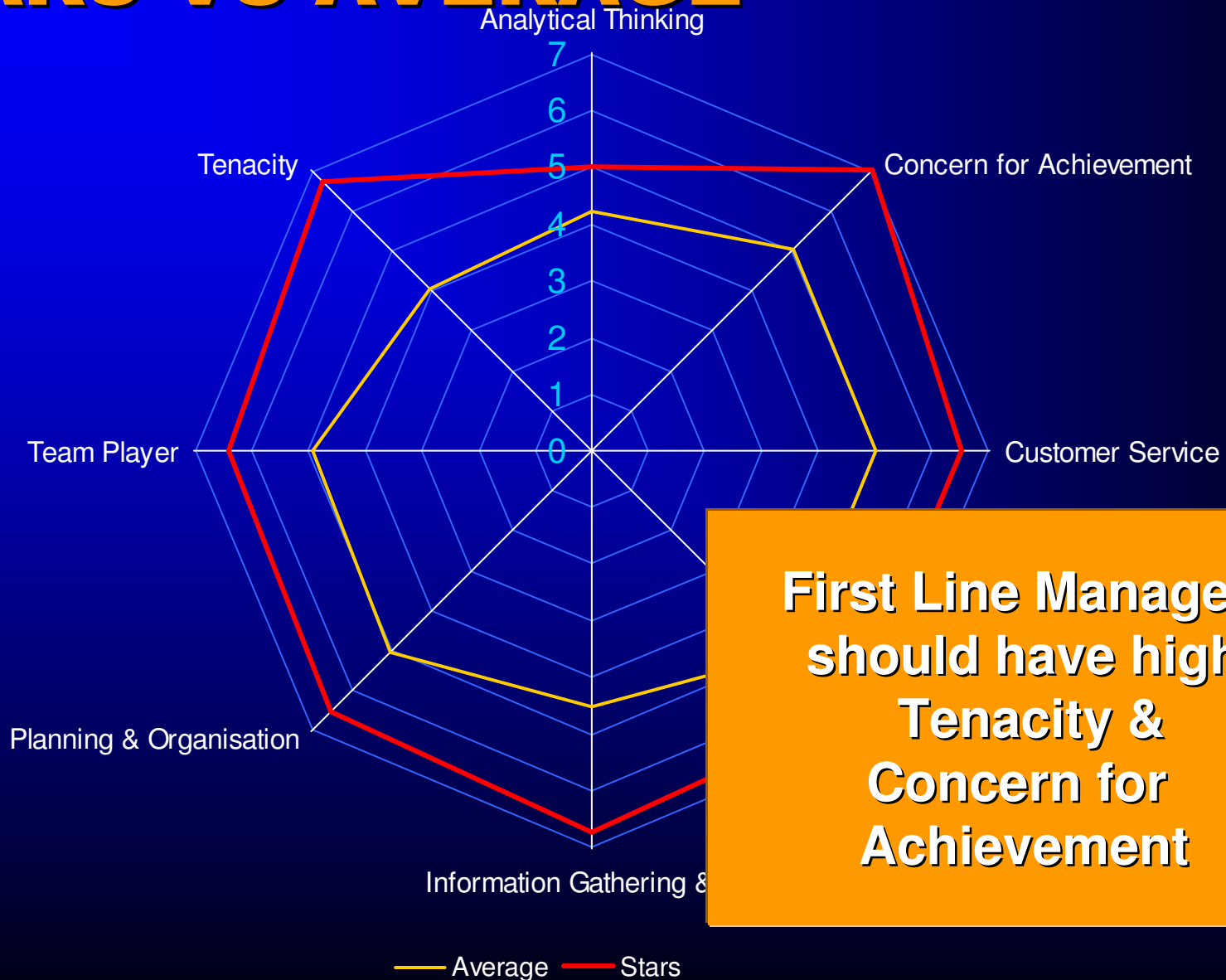
- Quality time
- Focused
- About changing behaviour to improve performance
- Sequential – it builds on previous coaching conversations
- Documented – areas of strength and development are documented, agreed and a Field Coaching Report is completed
- Motivational

Is Not

- A 'joint sales call'
- About 'ticking boxes'
- All about building Manager's customer relationships

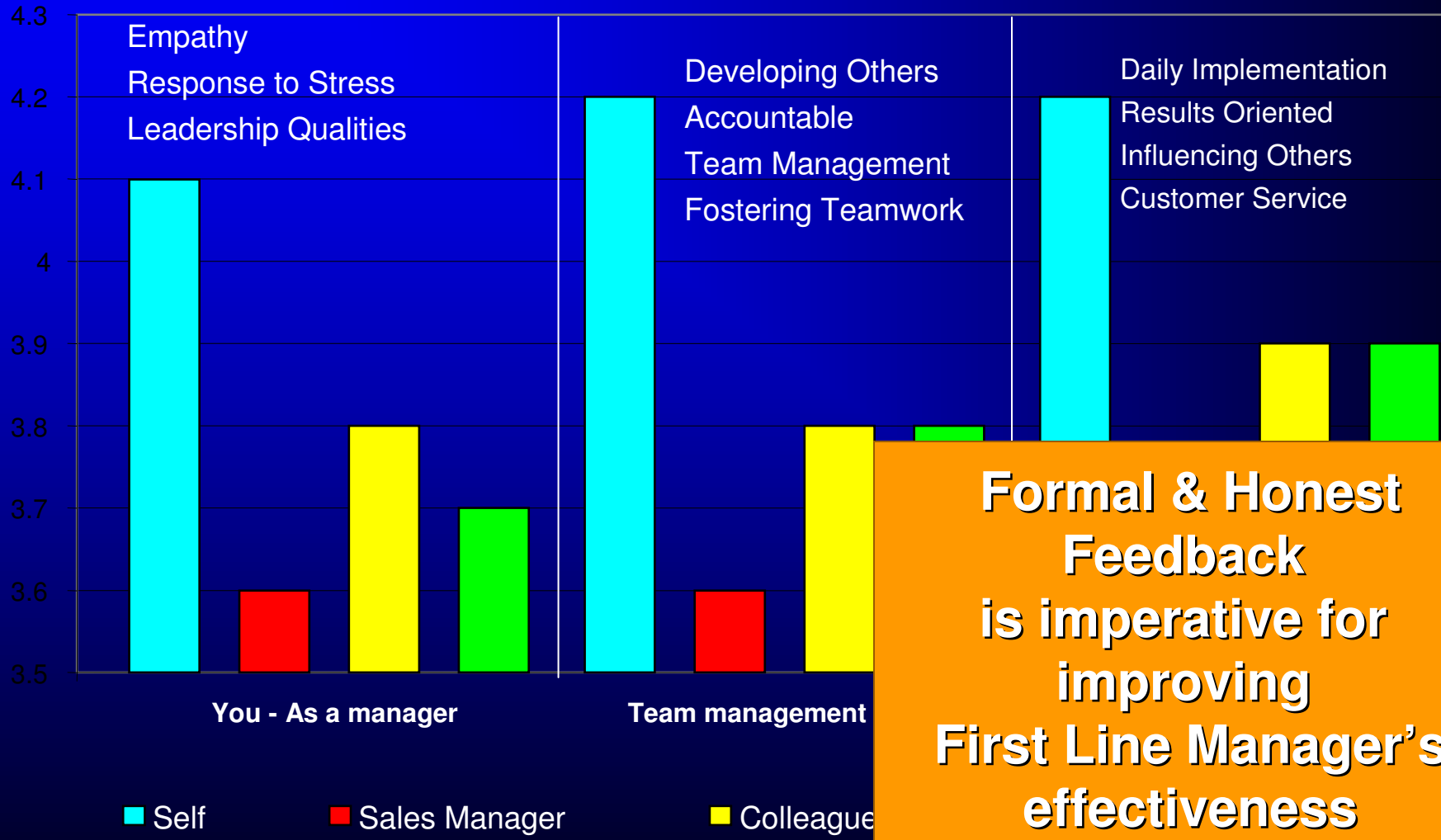
**First Line Managers
should be
'effective coaches'**

COMPETENCIES STARS VS AVERAGE



**First Line Managers
should have high
Tenacity &
Concern for
Achievement**

Results of 360 feedback



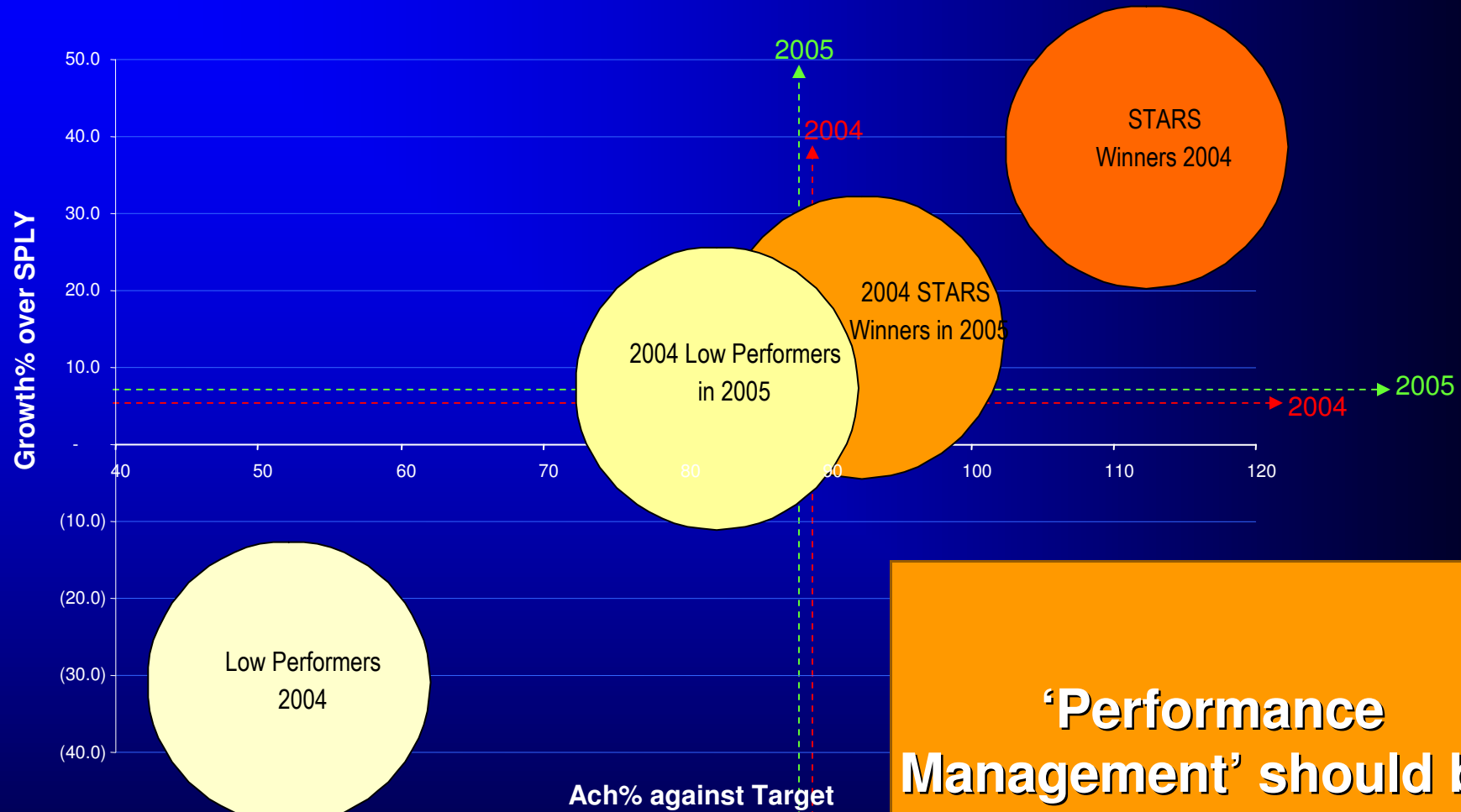
Formal & Honest Feedback is imperative for improving First Line Manager's effectiveness

Incentives

- **Cash**
 - ‘What’ & ‘How’
 - Team Performance
- **Rewards & recognition**
 - Market share
 - Group activities
 - Competitions

Incentive schemes
should include
‘Cash’ & ‘Rewards’

Performance Management



'Performance Management' should be an ongoing process

Results based on Weighted Average

Summary

- 'Super Reps' may not become effective 'Managers'
- Induction Training for new First Line Managers
- First Line Managers should excel in 'strategy execution'
- First Line Managers should be 'effective coaches'
- First Line Managers should have high Tenacity & Concern for Achievement
- Formal & Honest Feedback is imperative for improving First Line Manager's effectiveness
- Incentive schemes should include 'Cash' & 'Rewards'
- 'Performance Management' should be an ongoing process

Thank you