

SPECIAL MANAGEMENT GUIDE INSIDE

PROVEN SALES EFFICACY FOR 35 YEARS

Pharmaceutical REPRESENTATIVE®

35TH ANNIVERSARY

Essential Skills for Pharmaceutical Selling

September 2006

Back to basics

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look at the
world of
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Two sides of the team

What reps and managers have
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**STUDY: PATIENTS WHO ASK
FOR A SPECIFIC DRUG GET IT**

Reaching the veterans

Managing and developing tenured representatives by Rayna Herman

Early in a representative's career, the district manager lays the groundwork for success. District managers help build basic skills, such as organizing the representative's car and building disease state knowledge. District managers also teach corporate values and the importance of professionalism and integrity. Most importantly, they show representatives that they value individual contributions – helping to establish territory ownership while motivating representatives to succeed.

Most tenured representatives, on the

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Diagnosis
 You have a hard time motivating and developing your tenured representatives.

Prescription

Motivate and engage tenured reps by tailoring your management approaches.

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other hand, already have basic selling skills and product knowledge, so district managers can adopt four key strategies to continue to deliver value to their more seasoned individuals:

Challenge representatives to continue to grow and develop. Specifically, you can challenge your tenured reps by:

- Setting and clearly communicating high performance expectations for the team and individuals.
- Supporting new approaches to the business.
- Expanding representatives' skill sets through challenging assignments.
- Encouraging representatives to do things that take them out of their "comfort zone."

Recognize unique contributions. A few good ways to recognize your tenured reps are to:

- Quickly share representatives' successes.

INDIVIDUAL attention

Motivation	Competition	Compensation	Peer recognition	Career advancement
Tactics	Comparing sales performance	Company reward programs	District visibility	Career development
Best practices	<ul style="list-style-type: none"> • E-mail sales numbers to the district on a monthly basis • Send peak performers e-mails reiterating their sales numbers 	<ul style="list-style-type: none"> • Encourage representatives to pursue company reward trips • Make sure the representative is maximizing his bonus/commission • Sponsor a contest in your district 	<ul style="list-style-type: none"> • Give peak performers an active role in the district • Share peak performers' success stories with other reps • Send voice mail to the district highlighting a peak performer's accomplishments • Give peak performers non-cash rewards 	<ul style="list-style-type: none"> • Ask representatives to develop themselves by identifying areas that challenge them • Create visibility for the representative among regional management • Facilitate a ride-along with a specialty representative • Assign representatives to task forces or special projects

- Recognize representatives in front of regional managers and peers.
- Contact representatives when good numbers come out.

Adopt a consultative approach as tenure increases. This starts with respecting representatives' experience and giving them opportunities to share this experience with others through mentoring. You can also:

- Treat tenured representatives as active participants in setting developmental goals and objectives.
- Provide indirect versus direct coaching.

Share company perspectives. To provide representatives with a context for their day-to-day objectives, you can:

- Link daily activities to broader company objectives.
- Share company business and industry insights.

Motivators for tenured reps

Keeping tenured representatives motivated can be a challenge. To engage these professionals and inspire peak performance, effective DMs seek to understand what motivates each representative and *tailor* their approach accordingly, often using a combination of tactics.

Competition. Comparing sales performance with that of their peers motivates competitive representatives. Effective DMs recognize these representatives for their strong sales performance through voice mail and e-mail.

Compensation. Company reward programs work best for representatives who are motivated by compensation. Effective DMs use all possible incentives, including reward trips, bonuses and district contests.

Peer recognition. An active role in the district is best for tenured representatives who are motivated by peer recognition. Effective DMs encourage peak performers to mentor other representatives and include tenured reps in new-hire training. Effective DMs also share peak performers' successes with other representatives and senior sales management.

Career advancement. Career development is essential to many tenured representatives. Effective DMs understand this and provide tenured representatives with opportunities to further their career. They create visibility for these representatives among senior sales management and organize ride-alongs with representatives in other positions.

Personalized feedback. A personal

approach to motivating tenured representatives is key. Effective DMs are engaged in their representatives' careers and regularly let them know they are valued. They personalize their praise, using words such as "I" and "we."

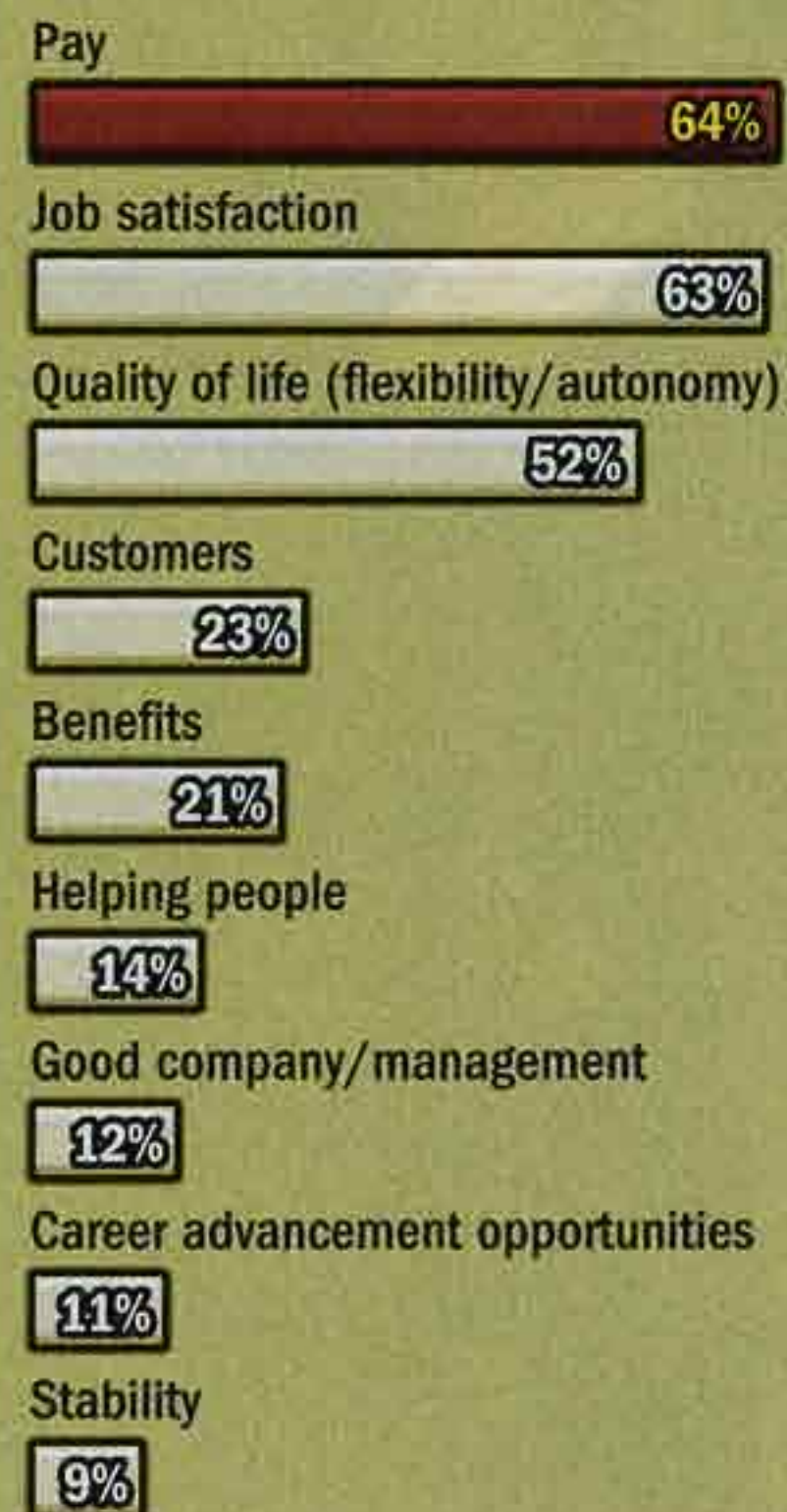
Effectively managing tenured representatives can be challenging. The most effective DMs motivate and engage tenured representatives by tailoring their management approaches. This, in turn, lays the groundwork for these representatives to have successful careers within the organization.

Rayna Herman is a principal of Lambertville, NJ-based Health Strategies Group. She leads the firm's sales force effectiveness practice, which provides syndicated services and consulting support to sales executives from 15 leading pharmaceutical and biotech companies. Prior to joining Health Strategies Group, Herman spent eight years in sales and marketing at Whitehouse Station, NJ-based Merck & Co. Inc. Since joining the industry in 1991, she has participated in six new product launches and has assisted in developing and refining marketing strategies for eleven billion-dollar brands.



a PR infograph

Tenured rep motivators



Source: Health Strategies Group, 2006

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