Best-in-Class Medical Reps...

... apply the ELITE Program

- Prescriber Insight
- Brand Preference Tactic
- High Impact Interactions
- Job Passion

“Best-in-class med reps make each physician feel unique”
ELITE Program

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Sources: Smart Pharma Consulting

¹ Sales Techniques Application for Results – ² Including sessions about sales force activities and sales force effectiveness

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April 2017
ELITE Program – Introduction

Context

As prescription decisions increasingly depend upon multiple clients, pharma companies need to adopt a more complex and coordinated promotional approach.

New pharma marketing & sales model (1/2)

Multi-sources

- PHARMA COMPANIES
  - External communication
  - Economic affairs
  - Public affairs
  - Medical affairs
  - Sales forces
  - Marketing
  - etc.

- Opinion leaders (Journalists – KOLs…)

Multi-channels

- Calls to Pharmacy
- Calls to Paramedic calls
- Calls to Influencer calls

- Press
- Mailings
- Phoning
- Others²
- Clinical trials

- Meetings¹
- Detailing

- E-detailing
- E-mailing
- Social networks
- SMS - MMS
- Web-conferences
- Websites
- e-learning³
- Others⁴

- Digital marketing

Multi-clients

- INFLUENCERS
  - Health authorities
  - “Politics”
  - Public health insurance
  - Private health insurance
  - Patient advocacy groups
  - Professional associations

DECISION-MAKERS

- PHYSICIANS
- PHARMACISTS
- BUYERS
- PATIENTS

Sources: Smart Pharma Consulting

¹ Round tables, symposiums, congresses, etc. – ² Sampling, gimmicks, grants, prescription pads… • ³ Continuous medical education through a digital interface – ⁴ Screen savers, popup windows…

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April 2017
Prescribers should be offered exceptional experiences during interactions with med reps to ease access and increase the preference to the brands they promote

New pharma marketing & sales model (2/2)

- Lower number of breakthrough innovative products with high sales potential
- Increasing price pressure and narrowing of the target patient population by payers

Implications for pharma companies

- Tighter control of marketing activities (incl. medical calls) by authorities
- Higher proportion of physicians refusing to be called upon
- Portfolio evolution from primary to secondary care products
- Increasing role of other stakeholders\(^1\) influencing physician prescriptions
- Redefine the level of marketing and sales investments
- Switch priority from efficacy to efficiency (better return on investment)
- Adapt communication…
  - … content to regulatory constraints
  - … channels to other stakeholders\(^1\)

- Development of CRM\(^2\) and CLM\(^3\) tools enabling a more precise profiling of physicians

Sources: Smart Pharma Consulting

\(^1\) Policy-markers, payers, purchasers, physicians, pharmacists, patients, patient advocacy groups – \(^2\) Customer Relationship Management – \(^3\) Closed Loop Marketing
Smart Pharma Consulting has identified four main reasons explaining the limited impact of med reps on the opinion and behavior of the prescribers they interact with.

**Med reps performance limiters**

- **Factor #1**
  - Poor prescriber knowledge and understanding

- **Factor #2**
  - Difficulty to create prescriber preference

- **Factor #3**
  - Low value interactions with prescribers

- **Factor #4**
  - No passion for the job

To remove these limiting factors, we have recently developed the ELITE Program which helps med reps reinforce the preference of prescribers for the brands they promote.

*Sources: Smart Pharma Consulting*
ELITE Program – Introduction

The ELITE Program can help med reps create interactions that are better valued by their customers and thus contribute to strengthen the preference for their promoted brands

Objective of the ELITE Program

Prescribers
“Looking for useful and/or interesting interactions”

Face-to-face calls
Medical meetings
Congresses symposiums

Interactions

Internal Influencers
(Brand Preference Mix\(^1\))

Reputation
Brand
Services

External Influencers
(Key stakeholders)

Policy makers
Pharma competitors
Pharma company
Pharmacists
Patients & PAGs
Physicians

“Expecting to strengthen physicians’ preference in favor of their brands”

Medical Representatives

The ELITE Program assumes that prescribers opinion and corresponding prescribing behavior depend on:

– External influencers (key stakeholders)  
– Internal influencers (Brand Preference Mix)  
– Their willingness to interact with med reps  
– Med reps ability to create highly valued interactions

Sources: Smart Pharma Consulting

\(^1\) Corresponds to the three levers (i.e. product attributes, corporate reputation and quality of services) that can be activated by med reps to influence the prescribers
The ELITE Program is based on 4 pillars enabling med reps to interact more efficiently with prescribers and to optimize the prescription share of the brands they promote.

**The Four Pillars of the ELITE Program**

1. **Prescriber Insight**
   - Better Knowledge & Better Understanding ➔ Better Convince

2. **Brand Preference Tactic**
   - Reputation ➔ Med Reps ➔ Services ➔ Brand

3. **High Impact Interactions**
   - Face-to-face calls ➔ Interactions ➔ Medical meetings ➔ Congresses symposiums

4. **Job Passion**
   - Job Passion ➔ More & Better Work ➔ Higher Performance

Sources: Smart Pharma Consulting

Best-in-Class Medical Reps must apply the ELITE Program
The in-depth knowledge and understanding of individual customer opinion and behavior are essential to set the optimal mix and level of activities to be devoted to each of them.

**How to build In-depth Prescriber Insight?**

**Insight = Knowing + Understanding**

**Better Knowledge**
- Med reps must regularly collect key facts and figures related to each individual prescriber:
  - What are the profile of his patients?
  - What is the evolution of the number of his patients?
  - What are his prescribing habits?
  - What does influence him (externally and internally)?
  - What does he expect from interactions with med reps?
  - Which communication channels does he prefer?
  - What are his personality traits?
  - Etc.

**Better Understanding**
- For each of these collected facts and figures, med reps must systematically probe their prescribers to discover the underlying reasons.
  - Thus, they must identify – prescriber by prescriber – and better than their competitors – what drives their opinion and behavior.
  - The accuracy of insight will help med reps determine the actions which will raise the prescriber preference to their brands.

**Better Convince**
- Based on their prescribers insight, med reps will be able to define, prescriber by prescriber:
  - The *most convincing messages* regarding their brands, the associated services and their company.
  - The *preferred* and most effective communication *channels* to convey these messages.
  - The *right behavior* to have while interacting with them.
  - The *optimal level of effort* (investment) to make.
While interacting with med reps, physicians look for: information, services, and/or emotion, knowing that one of these expectations is generally predominant

**The “Seeker Portrait” Model – Principle**

- Physicians expectations vis-a-vis med reps depend on:
  - External influencers
  - Internal influencers (i.e. the history of their interactions with med reps and other collaborators of their company)
  - Their personality

- The “Seeker Portrait” model can help med reps characterize what physicians will predominantly expect while interacting with them: **Information – Services – Emotion**

- If physicians expectations are in fact a mix of these three types, one will be dominant, reflecting their personality, their influences and their specific needs at a point of time

- Physician dominant expectations may vary:
  - Over time
  - With the brand status (innovative or me-too, new or established)
  - With med reps (according to their past interactions)
To increase the probability of influencing favorably the opinion and behavior of each physician, med reps must define their dominant type of expectations

The “Seeker Portrait” Model – Features

- **“Information-Seekers”** expect from med reps information based on clinical studies and evidence-based medicines (EBM)
- They want to be kept informed about the latest disease-related news (i.e. new clinical studies about the promoted product and its competitors, new medical guidelines, scientific events, new regulations from health authorities, or new conditions of co-payment by payers, etc.)

- **“Emotion-Seekers”** expect to have a good time, a pleasant exchange while interacting with med reps (e.g. about its medical practice, its hobbies, the Med Reps experience, the company he works for, etc.)
- They expect med reps to be trusted advisors, delivering unbiased information, demonstrating empathy, respect, etc.

- **“Service-Seekers”** expect from med reps service delivery such as:
  - Invitation to enroll their patients in adherence programs
  - Completion of patient registries
  - Compilation of scientific information
  - Invitations to CME programs
  - Invitations to congresses / symposiums

Sources: Smart Pharma Consulting

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The different types of dominant expectations require from med reps different sets of skills and an adjustment of their behavior while interacting with physicians.

**The “Seeker Portrait” Model – Implications for med reps**

- Med reps must have a solid expertise in analyzing and presenting clinical studies.
- They should have a strong understanding of science, including disease state, therapeutic options, etc.
- They should deliver up-to-date information that will help physicians make better clinical decisions.
- They should also be well-trained regarding the healthcare environment.

- Med reps should benefit from a high emotional intelligence to perceive and analyze physicians emotions and adapt their behavior accordingly.
- Thus, they will have to add emotion to their communication about the attributes (efficacy, safety, convenience) of the brands they promote.
- Med reps will contribute to make the brands perceived as unique, with their own personality, likely to match physicians expectations.
- Med reps should be clear about what they can deliver or not, in order to satisfy physicians.
- They should make sure that the proposed service is valued and then…
- … perfectly executed.
- It is easier to differentiate from competitors through a higher quality of execution than through the service itself, because companies generally provide similar services.

Sources: Smart Pharma Consulting

**Best-in-Class Medical Reps must apply the ELITE Program**

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The Brand Preference Mix determines the key drivers that can be activated by the med reps to enhance the preference of their targeted physicians

**The Brand Preference Mix (BPM) – Principle**

- Prescribers using several brands for a given pathology:
  - The challenge for the med reps is to increase the preference of physicians for their brands

- To do so, med reps must activate the components of the Brand Preference Mix:
  - The perceived value of their brand attributes
  - The perceived quality of the services they offer and deliver to physicians
  - The reputation of their company

- The links between these three components should be well established in the mind of prescribers

- **Med reps** are instrumental in optimizing the Brand Preference Mix

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**Med reps should communicate once or twice a year information about their company** (e.g. R&D news, CSR initiatives, etc.) to those of their targeted physicians, that are likely to find it appealing

**Med reps should highlight brand attributes**, taking into account the “Seeker Portrait” model...

... while leveraging corporate reputation & service offer

**Med reps should propose and deliver services** that are highly valued based on their level of: Interest – Utility – Practicality – Quality of execution

These services should lead to corporate and / or brand preference

They should make sure they are related to the company and / or the brand


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Best-in-Class Medical Reps must apply the ELITE Program 12 April 2017
The Brand Preference Mix Index (BPMI) enables to evaluate the brand performance on each of its preference components, over time and compared to its competitors.

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**The Brand Preference Mix (BPM) – Tool #1**

- The Brand Preference Mix Index (BPMI) is a measurement tool that takes into account:
  - The relative importance of each BPM component (i.e., corporate reputation, brand attributes and associated service quality) per brand
  - The score of the brand, on a 10-point scale, for each of its preference components
- The BPMI can be defined per customer\(^1\), per indication, per form, etc.
- The BPMI scores the customer perception at a given point in time, making possible to track the evolution of this perception over time and to compare it to competitors, considering:
  - External events (i.e., related to health authorities, competitors and customers’ behaviors)
  - Internal events (i.e., related to operational activities\(^2\), quality of services offered, communication strategy)


\(^1\) Physicians, patients, pharmacists, nurses, payers, health authorities, etc.
\(^2\) Medico-marketing-sales

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Med reps can monitor the brand performance with the “Brand Preference Mix Index” while calling upon their targeted physicians and thus, fine-tune their activities

**The Brand Preference Mix (BPM) – Tool #2**

- Recent experiences have shown that:
  - >95% of physicians accept to be questioned on the three components of the BPM
  - >80% of physicians consider that the BPM approach conveys a positive image
  - >85% of medical reps say that the BPM helps improve their insight into physicians

- Once physicians have evaluated the brand with the BPM, they are asked:
  - What is the rationale supporting these scores?
  - What should be done to raise their preference to the brand?

- Then, med reps can fine-tune their messages, their activities, physician by physician, based on the feedback

- The collected information should be shared with marketers who will define specific initiatives to reinforce prescribers’ preference to the brand

Source: Smart Pharma Consulting

Best-in-Class Medical Reps must apply the ELITE Program
By offering physicians exceptional experiences while interacting with them, med reps access will be eased and the preference to the brands they promote increased.

**Why to create High Impact Interactions?**

- Smart Pharma Consulting has developed the “H2I Program” (High Impact Interactions Program) to help med reps create a **continuum of exceptional interactions** with physicians so that they:
  - **Accept** (or even ask for) more regular contacts with med reps
  - **Increase** their preference for the brands promoted by the med reps

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**Continuum of med reps – physicians touch-points**

- Face-to-face Detailings
- Local Medical Meeting
- Congresses & Symposia

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1 Other collaborators from pharmaceutical companies, like MSLs (Medical Science Liaisons), KIMs (Key Institution Managers), KAMs (Key Account Managers) may also have a direct or indirect impact on physicians opinion and behavior.
Physicians experience while interacting with med reps will depend on their assessment of the four determinants of the three following types of interactions

High Impact Factors Identification

Information (medical / non-medical)
Call Management
Medical Calls
Med Rep
Service

Information (medical / non-medical)
Medical Meetings
Speaker
Type of events & Topics
Congress / Symposiums
Speakers (for symposiums)

Meeting Management
Logistics
Invites Management
Logistics

Sources: Smart Pharma Consulting

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To create High Impact Interactions, med reps need to move up the pyramid of expectations in an attempt to offer physicians a continuum of unique experiences.

### High Impact Interactions (H2I) Program – Principles

1. **Ultra** Expectations
   - They are not consciously expected and thus can create a surprise, and hopefully a “wow effect”
   - They can have a strong positive and differentiating effect on physicians’ opinion and possibly on their behavior

2. **Extra** Expectations
   - Extra Expectations will fulfill physicians’ additional needs
   - They are a “plus” which may help differentiate positively the med rep interactions from competitors

3. **Basic** Expectations
   - While interacting with physicians, med reps need to fulfill physicians basic expectations regarding calls, medical meetings or invitations to congresses / symposiums

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**Sources:** Smart Pharma Consulting
For each of the five steps of the H2I Program, enabling tools will be designed to facilitate their proper execution by med reps.
Job passion lies on six key drivers that pharma companies may manage carefully if they want their med reps to give their best to achieve their objectives.

**What is Job Passion?**

- Job passion is influenced by **six key drivers**:
  - Sense of Purpose
  - Achievement
  - Challenges
  - Recognition
  - Rewards
  - Autonomy

- Passion for a job is a **strong inner emotion** which is expressed by:
  - Satisfaction
  - Motivation
  - Enthusiasm

Leading to **Consistently More & Better Work**

“Passion is the difference between having a job or having a career”

Sources: Smart Pharma Consulting

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As passionate med reps deliver better results than those who are not, pharma companies must recruit them, sustain their feeling and secure their loyalty

Why to stimulate Job Passion?

- Passionate employees$^1$ being more satisfied with their job and more motivated, they will tend to work longer hours and to work better

- Therefore, it is of the utmost importance for pharma companies to:
  - Recruit med reps that are passionate for their job
  - Create the working conditions to keep their passion up
  - Put in place a plan to retain them

“Pleasure in the job puts perfection in the work” – Aristotle

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Sources: Smart Pharma Consulting

$^1$ In a study carried out by Deloitte in 2014, 88% of interviewed people said they are not passionate at work
Pharma companies and especially area managers should keep up or even stimulate the passion of their med reps at work with the help of the six following drivers.

**How to stimulate Job Passion?**

### The Six Job Passion Drivers

- **Sense of Purpose**
  - Passionate med reps want to understand how their contribution makes a difference.
  - They want to make sure they are working for something that matters and in line with their own values.

- **Autonomy**
  - Autonomy is an important component to favor people passion at work.
  - Micromanagement and excessive controlling are not compatible with job passion development.

- **Recognition**
  - Recognition by prescribers of med reps' scientific knowledge and emotional intelligence is highly valued by the latter.
  - Recognition of professionalism and performance by their managers and peers is also determinant.

- **Rewards**
  - If rewards are not the most important driver, they are however a prerequisite.
  - Rewards like pay raises, bonuses, incentives, etc. participate to increase job satisfaction, provided they are fair, transparent, and easily understood.

- **Achievement**
  - Setting challenging objectives will contribute to reinforce passion of med reps.
  - However, these objectives must be achievable and quantitative as well as qualitative.

- **Challenges**
  - Job achievements that med reps can be proud of are essential.
  - Thus, managers should support med reps through constructive feedbacks and useful advice.

**“Passionate med reps are more convincing & engaging”**

Sources: Smart Pharma Consulting

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1. The ELITE Program, if correctly designed and implemented, will boost the perception of med reps by the prescribers they interact with.
2. However, med reps and their managers should keep in mind that autonomy is earned and not a right.
ELITE Program – Conclusion

The best performing companies are able to develop deeper physicians insight and to create sustainable physicians experiences that stimulate their desire and preference

Key Success Factors (1/2)

Develop Insight
- **Interactions** should be used to **better know and understand** physicians needs…
- … and to identify what is likely to please, impress, delight, or positively surprise them

Instill a Culture
- The ELITE Program should **come from the top management** and disseminate throughout the company **to reach med reps** who need to **understand the benefits** they will draw from such a program

Define a Strategy
- The ELITE Program should be **part of a broader strategy** aiming at strengthening **physicians preference** to the promoted brands
- Thus, it should be **integrated into the brand marketing and sales strategy**

Design a Process
- The ELITE Program should be **implemented**, according to a **well-defined process**, to ensure a consistently **high quality of execution**…
- … and **monitored** with **specific metrics** to fill the gaps, if any, with proper solutions

“Excellence is doing ordinary things extraordinarily well” – John W Gardner
To obtain quick and tangible results, “ELITE Med Reps” would need to adjust their behavior, certain traits of their personality and improve their technical skills.

Key Success Factors (2/2)

1. Personality
- Enthusiast
- Self-confident
- Curious
- Creative
- Empathic / Emotional
- Organized / Rigorous

2. Knowledge
- Healthcare environment
- Disease environment
- Therapeutic approaches
- Promoted brands
- Physicians profiles, fields of interests, needs, wants, etc.

3. Analytical Skills
- Understanding of physicians expectations
- Analysis of interactions with physicians
- Definition of actions to carry out

4. Behavior
- Adjustment to the context of each interaction and…
- … to each physician profile
- Regular identification of physicians expectations…
- … and assessment of their level of satisfaction

Sources: Smart Pharma Consulting

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Smart Pharma Consulting – Services

Smart Pharma Consulting services related to med reps performance include consulting support, organization of specific trainings and regular publications.

Overview

Consulting

- Our consulting services related to med reps range from lectures at seminars to implementation of innovative methods such as the ELITE or the STAR\(^1\) programs.
- Thus, we help pharma companies improve:
  - Their customer targeting (see “Best-in-Class Pharma Marketing”\(^2\))
  - The organization of their sales forces (sizing, territorialization, activity prioritization and planning at national, area, territory levels, etc.)
  - The management of their med reps (motivation, development of collaborators) by their managers

Training

- Trainings are developed and carried out by our training center: Smart Pharma Institute of Management
  - Inter-company programs
    - A comprehensive 5-day seminar: “Pharma Strategy & Marketing”\(^3\)
    - Four Masterclasses, of one or two days dedicated to med reps
  - Intra-company programs
    - Customized programs to match the specific needs of pharma companies regarding their sales force
    - In general one- or two-day programs

Publishing

- Books
  - The “Pharma Marketing Tool Box” (2 editions: 2008 and 2015)
  - Pharma Market Insight & Strategy (4 books analyzing the future of the global pharma market and the implications for pharma companies)
- Articles
  - 42 published in specialized journals
- Position papers
  - 7 since 2013 (e.g. organizational benchmarking of sales forces, evolution of physicians expectations from med reps, best practices in sales plans, etc.)
- Reports
  - 15 since 2012 (e.g. generics, OTCs, biosimilar markets, digital marketing, distribution and retail pharmacies economic trends, market access, etc.)

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\(^1\) Sales Techniques Application for Results
\(^2\) http://www.smart-pharma.com
\(^3\) Including sessions about sales force activities and sales force effectiveness
As the author of the ELITE Program and considering their operational experience, Smart Pharma consultants are well positioned to facilitate its implementation.

**ELITE Program Implementation**

- **Smart Pharma Consulting** has an *in-depth expertise* in *improving sales force efficiency* coming from:
  - General management experiences in France and abroad for pharma companies
  - Numerous sales force effectiveness consulting *projects* carried out since 2001 (e.g. 4 in 2016)
- The ELITE Program which has been developed by Smart Pharma Consulting proposes an **holistic** and **practical** approach to *obtain* a significant *improvement* of *med reps efficiency* and *efficacy*
- Smart Pharma Consulting can help pharma companies implement the ELITE Program as follows:

1. **Craft a communication strategy demonstrating** to *med reps* the benefits they will draw from the *program*
2. **Design a framework** that fits the company *ambition* and takes into account its *current situation*
3. **Create** specific and user-friendly *tools* to *facilitate* the execution of the four *pillars* of the ELITE Program by the *med reps*
4. **Develop** specific *training modules*\(^1\) for *med reps* and their *managers* to help them master:
   - The concepts
   - The methods
   - The tools related to each of the four pillars that constitute the ELITE Program
4. **Adjust** the *organization* to best support the execution of the ELITE Program

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\(^1\) The Smart Pharma Institute of Management, which is the training department of Smart Pharma Consulting, is registered since 2001

**Source:** Smart Pharma Consulting

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**Best-in-Class Medical Reps must apply the ELITE Program**
The STAR (Sales Techniques Application for Results) program can be entirely customized to pharma companies needs and rolled out in a timely manner.

**STAR Program Implementation**

### Identification of sales force needs and expectations

- Evaluation of sales force teams needs and expectations through an internal survey
- Proposition of adjustments or deep changes matching needs and expectations
- Enrichment of the program with external analyses (benchmarking)
- Finalization of the program in view of company portfolio and culture

### Program roll-out

- **Med reps Modules**
  - Market\(^1\) and brand knowledge
  - Selling skills
- **Area Managers Modules**
  - Med reps coaching
  - Selling skills
- **Sales Directors Modules**
  - Area managers coaching
  - Selling skills

- Train the trainers sessions with area managers and sales force directors
- National launch of the customized **STAR** program (seminar)
- Regional roll-out (regional meetings and dual call days with area managers & med reps)
- On-going program adjustments in view of strategic priorities and sales force needs

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\(^1\) Including the healthcare system, the pathology, the therapeutic alternatives, the physicians called upon, etc.

Source: Smart Pharma Consulting

Smart Pharma Consulting – Services

Best-in-Class Medical Reps must apply the ELITE Program

Source: Smart Pharma Consulting
Smart Pharma Consulting proposes a 5-day seminar for seasoned Marketers and Sales Managers who want to reinforce their strategic and operational marketing skills

**Day 1: Strategic thinking applied to companies**
- Worldwide Pharma and Biotech sectors
- Evolution of the Pharma business model by 2020
- Strategic management of Pharma companies

**Day 2: Marketing strategic thinking**
- Optimization of brand value: Brand Preference Mix, etc.
- Dynamic prescribers segmentation: Behavioral Prescribers Segmentation (BPS) approach
- Sales forecasting and performance objectives setting
- Brand Planning: Advanced SWOT, Strategy Card, etc.

**Day 3: Marketing tactical thinking**
- Digital marketing and multi-channel approach
- Promotional resource allocation
- Definition of Key Execution Indicators (KEIs) and Key Performance Indicators (KPIs)
- Integration of new marketing tools: Integrated Promotional Strategy (IPS) approach

**Day 4: Specialized market segment analysis**
- Marketing of generics and biosimilar products
- Marketing of OTC products and Rx-to-OTC switches
- Management of mature products
- Marketing of niche and hospital products

**Day 5: Development of managerial skills**
- Sales force effectiveness
- Team leadership
- Corporate behavior
- Communication principles

**Target Audience**
- **Marketing executive** (e.g. marketing managers, group product managers, product managers)
- **Market research executives**
- **Strategic planners**
- **Medical executives** (e.g. MSLs, medical managers)
- **Sales force executives** (e.g. sales force managers, area managers)

Source: Smart Pharma Consulting

Inter-company program proposed both in English and in French. Since 2005, 133 experienced executives from 32 pharma companies have attended this seminar.
This Masterclass will help med reps better understand how they must build and then use action plans to improve the efficiency and efficacy of their daily activities.

**Masterclass**¹: Action Plans for Med Reps

**Day 1**

- **9:00** Introduction to the masterclass
- **9:10** Review and discussion of activity planning objective, concepts, methods and tools sent to participants as a pre-read
- **10:30** Lecture by and discussion with an expert: “How to build useful action plans benefiting primarily to the med reps?”
- **11:45** Break
- **12:00** Case study #1: Analysis of the situation at territory level – External & Internal analysis:
  - Primary care brand (group A)
  - Secondary care brand (group B)
- **13:00** Lunch
- **14:00** Case study #1: cont.
- **16:00** Break
- **16:15** Presentation of the working groups A & B outputs, discussion and agreement on key learnings
- **17:45** End of the 1st day

**Day 2**

- **9:00** Introduction to the 2nd day
- **9:10** Case study #2: Objective setting and strategy crafting:
  - Primary care brand (group A)
  - Secondary care brand (group B)
- **11:10** Break
- **11:30** Presentation of the working groups A & B outputs, discussion and agreement on key learnings
- **13:00** Lunch
- **14:00** Case study #3: Development of specific actions to support the territory strategy previously set and selection of activity and performance indicators:
  - Primary care brand (group A)
  - Secondary care brand (group B)
- **15:30** Break
- **15:45** Presentation of the working groups A & B outputs, discussion and agreement on key learnings
- **16:45** Co-development with participants of key learnings
- **17:45** End of the masterclass

¹ Inter-company programs proposed both in English and in French

Source: Smart Pharma Consulting
Smart Pharma Consulting proposes one-day sessions to familiarize participants (med reps and/or their manager) with the four pillars supporting the ELITE Program

**Masterclass¹: The Four Pillars of the ELITE Program (1/2)**

### Pillar #1: Prescriber Insight
- **9:00** Introduction to the session
- **9:10** Review and discussion of the concept, methods and tools sent to participants as a pre-read
- **10:30** Lecture by and discussion with an expert: “Customer Insight – Lessons from FMCG² companies“
- **11:45** Break
- **12:00** Case study: Application of the “Seeker Portrait” Model developed by Smart Pharma Consulting to:
  - Individual prescribers (group A)
  - Individual hospital departments (group B)
- **13:00** Lunch
- **14:00** Case study: cont.
- **16:00** Break
- **16:15** Presentation of the working groups A & B outputs, discussion and agreement on key learnings
- **17:45** End of the session

### Pillar #2: Brand Preference Tactic
- **9:00** Introduction to the session
- **9:10** Review and discussion of the concept, methods and tools sent to participants as a pre-read
- **10:30** Lecture by and discussion with an expert: “How do non-pharma companies proceed to strengthen customer preference to their brands?“
- **11:45** Break
- **12:00** Case study: Application of the “Brand Preference Mix” approach by med reps at:
  - Individual prescriber level (group A)
  - Individual hospital department level (group B)
- **13:00** Lunch
- **14:00** Case study: cont.
- **16:00** Break
- **16:15** Presentation of the working groups A & B outputs, discussion and agreement on key learnings
- **17:45** End of the session

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¹ Inter-company programs proposed both in English and in French – ² Fast Moving Consumer Goods

**Source:** Smart Pharma Consulting

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Best-in-Class Medical Reps must apply the ELITE Program
Pillar #3: High Impact Interactions

- 9:00 Introduction to the session
- 9:10 Review and discussion of the concept, methods and tools sent to participants as a pre-read
- 10:30 Lecture by and discussion with an expert: “How to create unique touchpoints with customers? – Lessons from FMCG companies”
- 11:45 Break
- 12:00 Case study: Application of the “H2I” Program developed by Smart Pharma Consulting to:
  - Individual prescribers (group A)
  - Individual hospital departments (group B)
- 13:00 Lunch
- 14:00 Case study: cont.
- 16:00 Break
- 16:15 Presentation of the working groups A & B outputs, discussion and agreement on key learnings
- 17:45 End of the session

Pillar #4: Job Passion

- 9:00 Introduction to the session
- 9:10 Review and discussion of the concept, methods and tools sent to participants as a pre-read
- 10:30 Lecture by and discussion with an expert: “How to boost your passion for your work? – A practical approach”
- 11:45 Break
- 12:00 Case study: Identification of the drivers likely to stimulate the passion of med reps for their job:
  - Job-related drivers (group A)
  - Company-related drivers (group B)
- 13:00 Lunch
- 14:00 Case study: cont.
- 16:00 Break
- 16:15 Presentation of the working groups A & B outputs, discussion and agreement on key learnings
- 17:45 End of the session
Smart Pharma Consulting has recently published a 2nd edition of the “Pharma Marketing Tool Box” which has been specifically designed for pharma executives.

**Pharma Marketing Tool Box**

**Presentation**

The book provides a clear, precise and concise review of the most relevant and useful concepts in the context of pharmaceutical marketing. The author presents:

- Innovative marketing and sales approaches
- Specific analyses
- Practical tools

This user-friendly “tool box” has been structured to encourage the rigor and relevance of marketing thinking of pharmaceutical executives.

**Brief Content**

- **Introduction**
- **Part 1 – Market Research**
- **Part 2 – Strategic Marketing**
- **Part 3 – Operational Marketing**
- **Part 4 : Marketing Planning**

**Source:** Smart Pharma Consulting
Smart Pharma Consulting

Consulting company dedicated to Strategy, Management and Organization services in the pharmaceutical sector

Core capabilities

1. Strategy
   - Assessing the attractiveness of markets (Hospital / retail innovative products - Vaccines - OTC - Generics)
   - Growth strategy
     - Optimization of marketing / sales investments
     - Development of a company in the hospital market
     - Valuation for acquisition
     - Portfolio / franchise assessment
   - Extension of product life cycle performance
     - Improvement mature products performance
     - Adaptation of price strategy
   - Defense strategies vs. new entrants
   - Competitive strategies in the hospital market
   - Strategic partnerships companies / pharmacies

2. Management
   - Facilitation and structuring of strategic thinking for multidisciplinary product teams
     - Key challenges identification
     - Strategic options formalization
     - Resource allocation optimization program
   - Training of marketing and market research teams to sales forecast techniques (modeling and scenarios development)
   - Development and implementation of a "coaching program" for area managers
     - Sales reps coaching
     - Regional action plans roll-out
   - Development and implementation of a "sales techniques program" for sales forces (STAR^1)

3. Organization
   - Rethink of operational units organization
   - Improvement of sales force effectiveness
   - Improvement of the distribution channels covering the hospital and retail markets
   - Development of a strategic planning process

^1 Sales Techniques Application for Results (training course)