

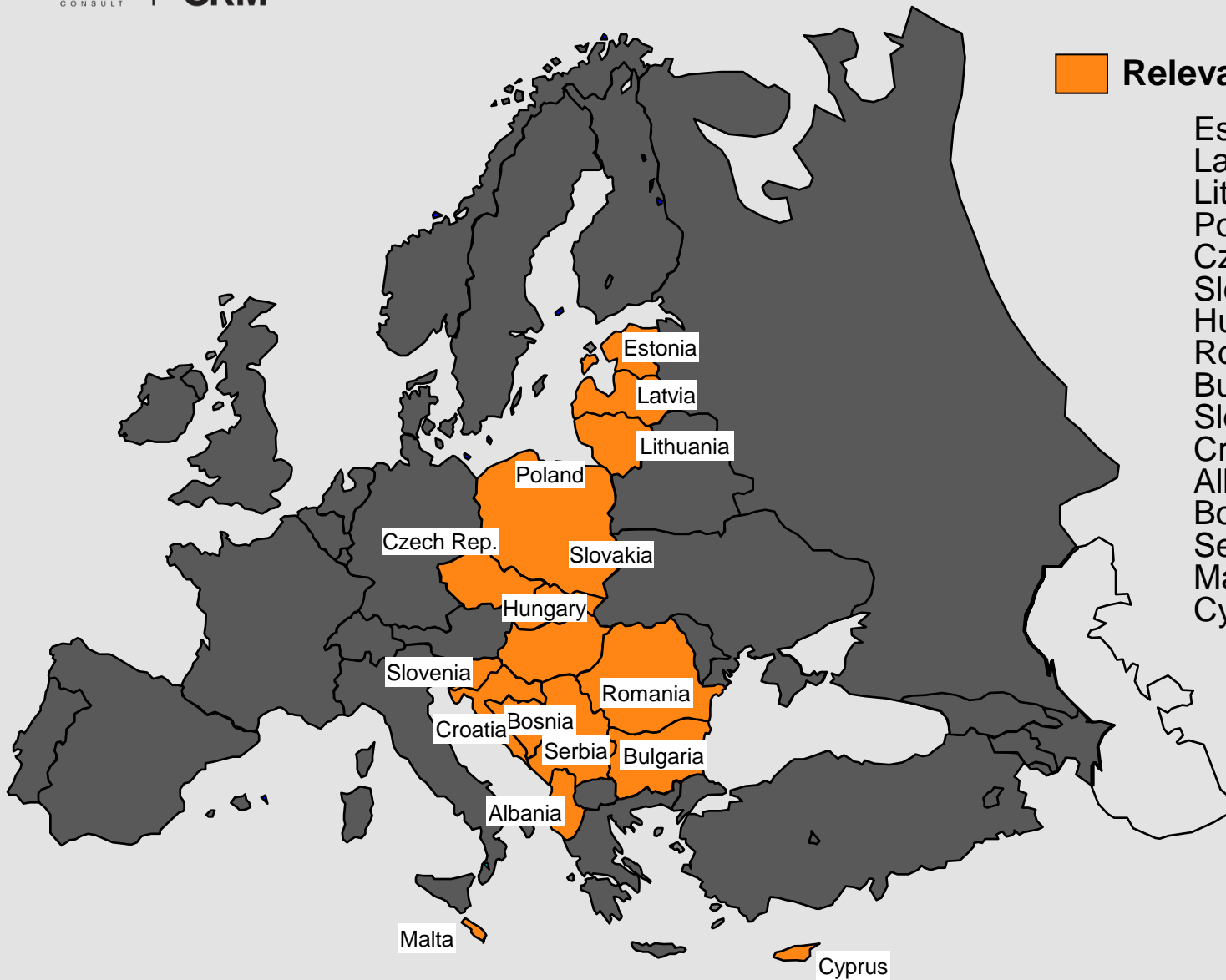


AGENDA CRM

From Decision Support Systems to Decision Defense Systems

The Human Limitations in Using CRMs

Nicolae Iordache Iordache



Relevant Markets

- Estonia
- Latvia
- Lithuania
- Poland
- Czech Rep.
- Slovakia
- Hungary
- Romania
- Bulgaria
- Slovenia
- Croatia
- Albania
- Bosnia
- Serbia (& Montenegro)
- Malta
- Cyprus

Can We Make Pharma CRMs More relevant?

What percentage of sales rep self reported calls is inflated?

Bryan Riffle

- Director at Cognizant Technology Solutions
 - Former director of sales operations, Allergan, Esprit Pharma
 - Former Operations Manager Dendrite
 - Former Rep
- ...”approx. 15% of call inflation is common”...
 - ...”even the best (MRs) tend to be in 10% range.”

What percentage of sales rep self reported calls is inflated?

Martin Silverman

- Independent professional in pharmaceutical sales operations
 - Senior VP/Practice Leader; SFE at TNS Healthcare
 - Former VP S&M Operations Esprit Pahrma
- “...(Bryan’s) estimate is pretty close, but I’d guess a bit higher.”

What percentage of sales rep self reported calls is inflated?

Nancy Pratt

- Project Director at Delta Point
 - Former Product Manager Boehringer Ingelheim
 - Former Training Manager Boehringer Ingelheim
 - Former medrep Boehringer Ingelheim
- “My experience in the field as a representative, manager and consultant would lead me to agree with all of you--at least a 20% inflation.”

What percentage of sales rep self reported calls is inflated?

Tom Principe

- VP Client Solutions at Target Rx
 - Director training Abbott
 - Reg. Sales Mgr Abbott
 - Director Mkt. Acute Care Abbott
 - Director Sales/ Mkt. Healthcare Systems Abbott
- “When all is said and done I would say there is a 25% inflation rate at a minimum.”

What percentage of sales rep self reported calls is inflated?

Will Lehman

- Professional Sales Specialist at Teva Neuroscience

- “When corporate has the view that there is no such thing as ‘no see’ doctor – it forces the field to bend the rules.”
- ...”I would say approximately 25% are not in line with the most strict determination of a call. And this would be for a good rep.”
- “If you have a lazy rep numbers can be as high as 75 or 80.

What percentage of sales rep self reported calls is inflated?

Michael Li

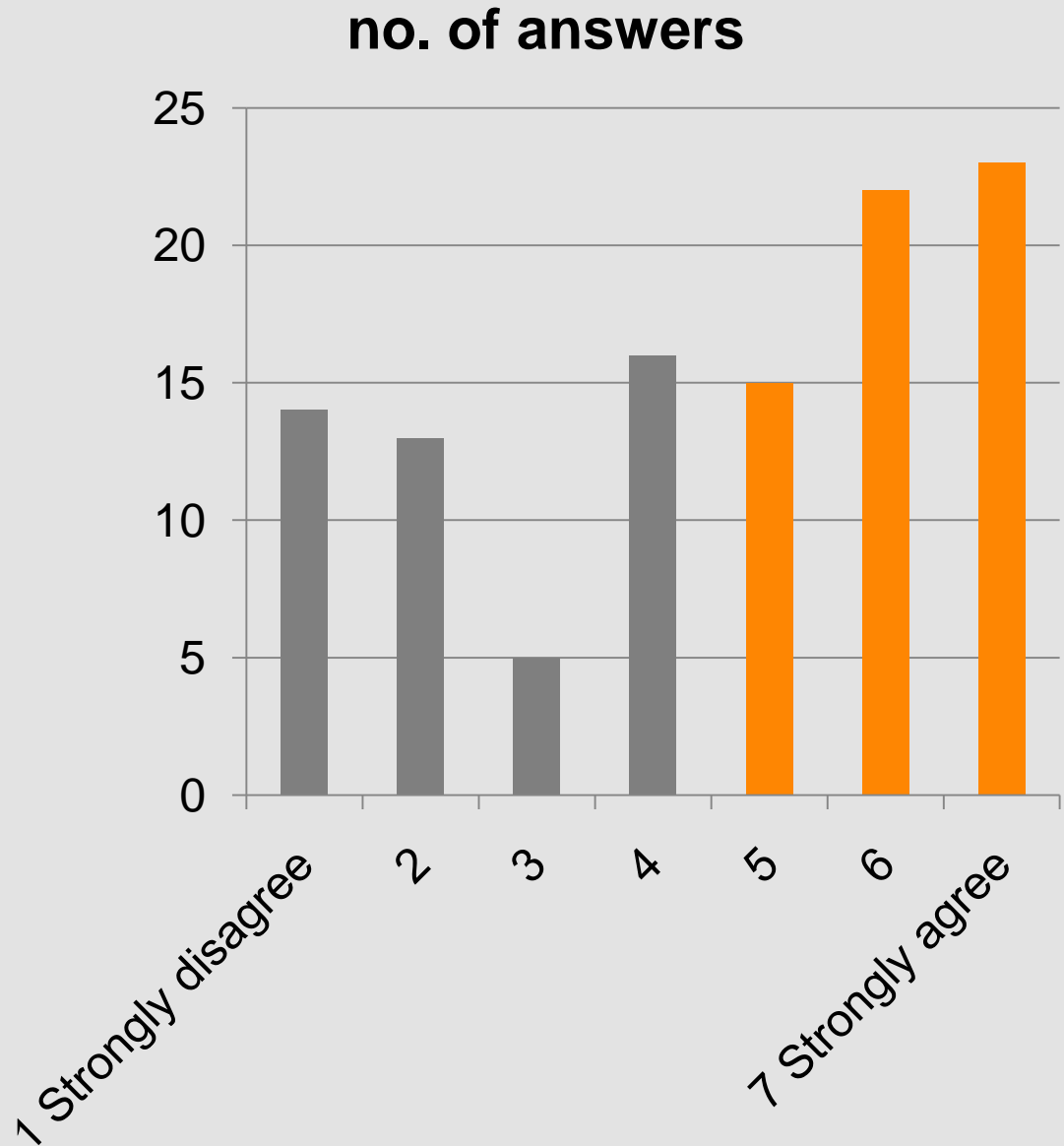
- Senior Director at ImpactRx
 - Former Senior Consultant and Senior Statistician at IMS Health
- “One scary finding is that call inflation rate is much higher, way over 50%, in several studies we did for large pharma.”

How about Europe?



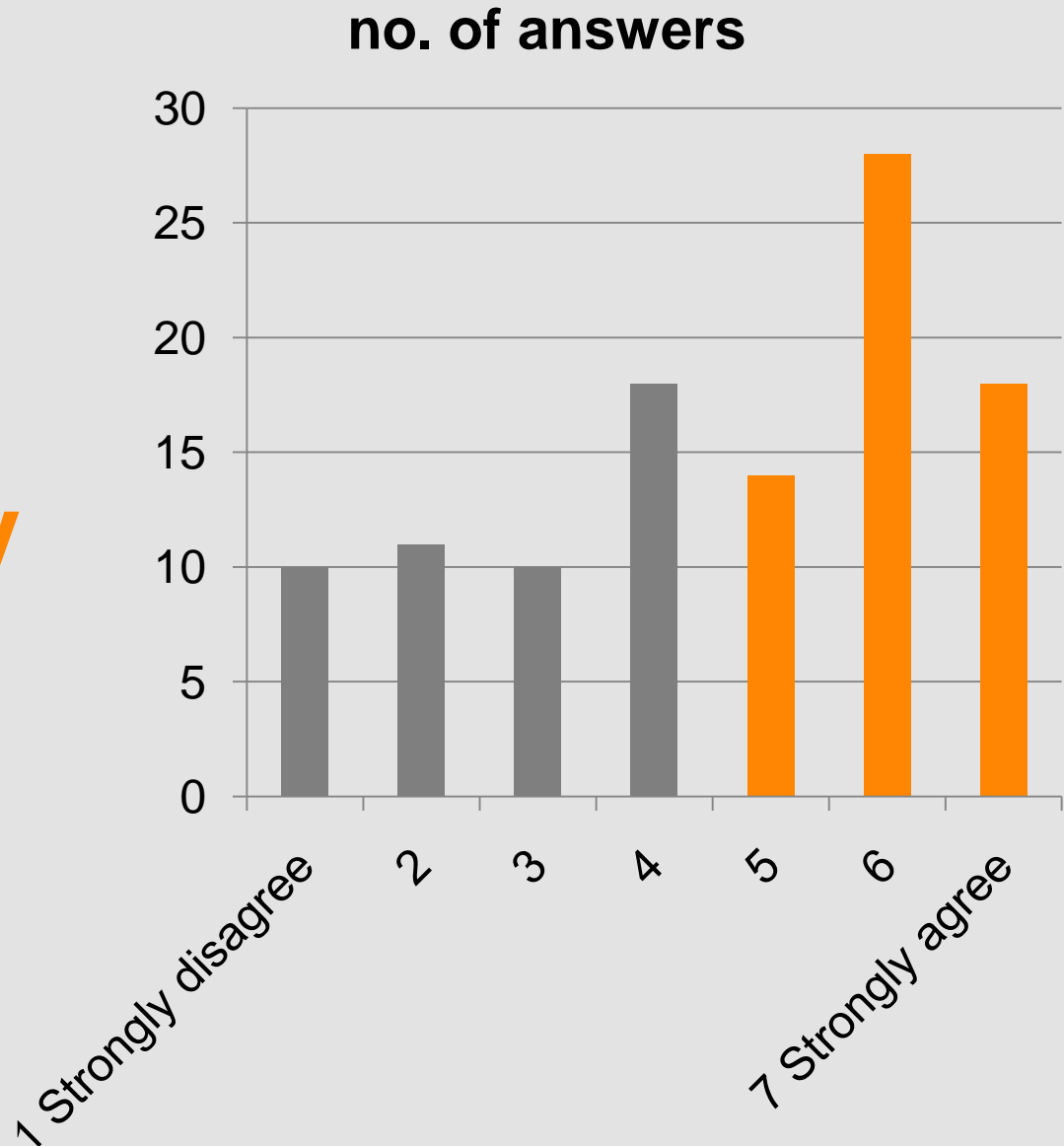
CRM is a useful tool for MRs

- Country: Romania
- Time: Nov '09-Mar '10
- Sample: 109 MRs & KAMs, anonymous
- Companies: 48
- CRMs: Agenda, Teams, MI, Siebel, Co. own



CRM is a useful* tool for company

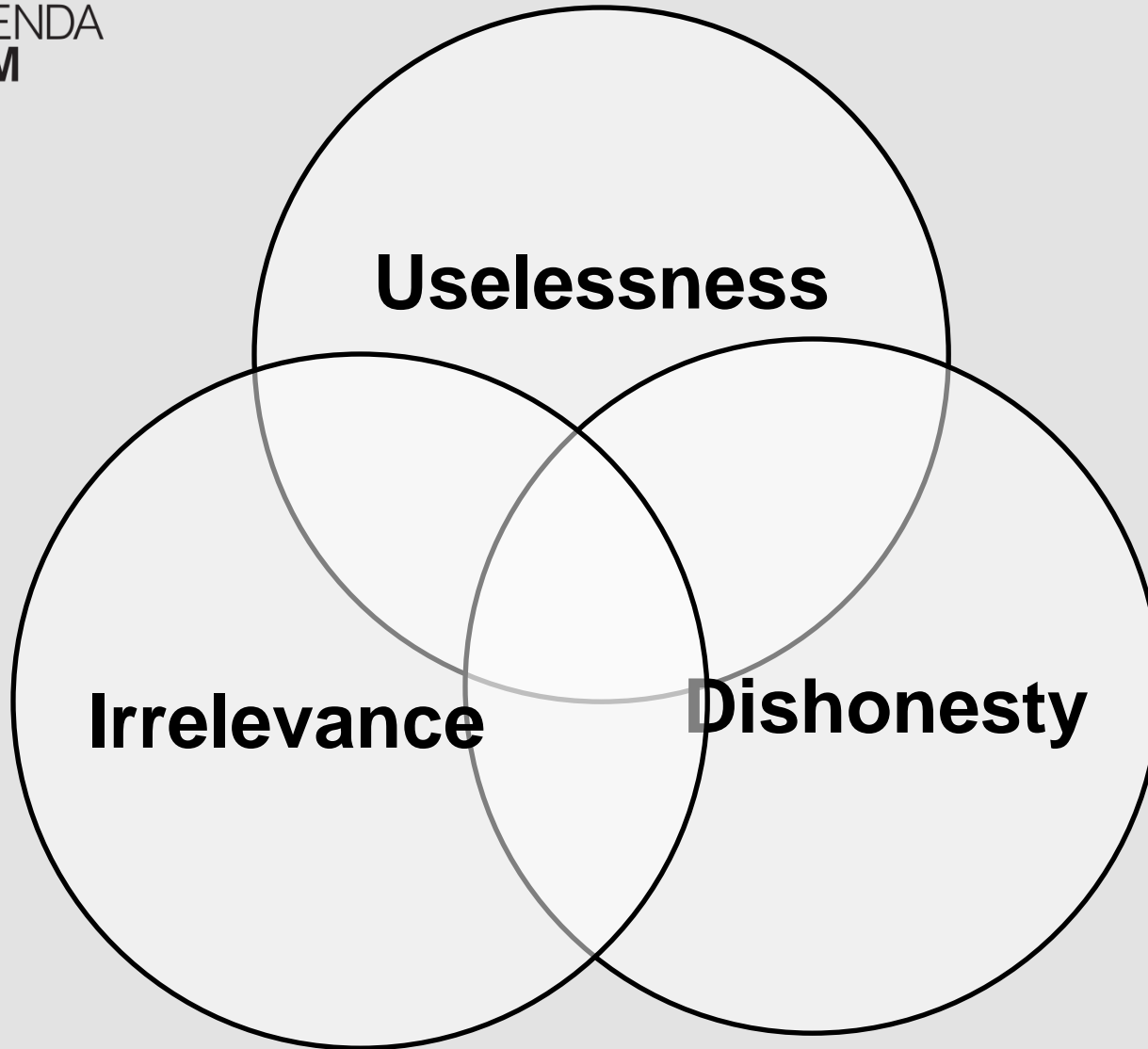
- Country: Romania
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- CRMs: Agenda, Teams, MI, Siebel, Co. own



**) good decisions are being taken based on CRM data*

Magnus Wassen, Director of Business Development & Operations (Nordic), Wyeth





“CRMs are likely to fail delivering any results unless they show immediate value at both individual customer and sales rep level above all.”

Most of Our CRM Related Language is Rather Negative

- “You’re late with reports!”
- *“You should visit more docs daily!” (“You’re messing up my team’s average!”)*
- “After analyzing the data you input in the system we reached the point of making a few (unpopular) decisions. “
- “I need you to make a short report/ analysis over the weekend!”
- *“I checked in the system and you didn’t input this or that!”*

Speaking CRM Positively!

- *Congratulating the rep whenever input has been validated as accurate, reliable, in time*
- Making a routine to look in the system and find positive talking points
- *FLSM looking together with rep in the system to find clues and/or plan future activities as a coaching routine*
- Forward looking (prevention) as opposed to backward (correction)

Looking in the Rear Mirror



Question: Are we preparing our FLSMs to do such things???? Are we sure they do it???

CRM Won't Replace or Won't Work in the Absence of:

- Correctly aligned and relevant objectives/ targets
- *Good performance management system and appropriate incentive scheme*
- Good segmentation and targeting
- *Proper and well understood market approach*
- Strong desire for customization as opposed to uniformity
- *Good development program and good coaching*
- **AND... VALIDATION**

Let's Not Forget!

**Not everything that
counts can be counted
and not everything that
can be counted counts!**

Said to be hanging in Einstein's office!

Can We Make Pharma CRMs More Relevant?

YES WE CAN!

**Only if we succeed to be
relevant at the customer and
sales rep level!**



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