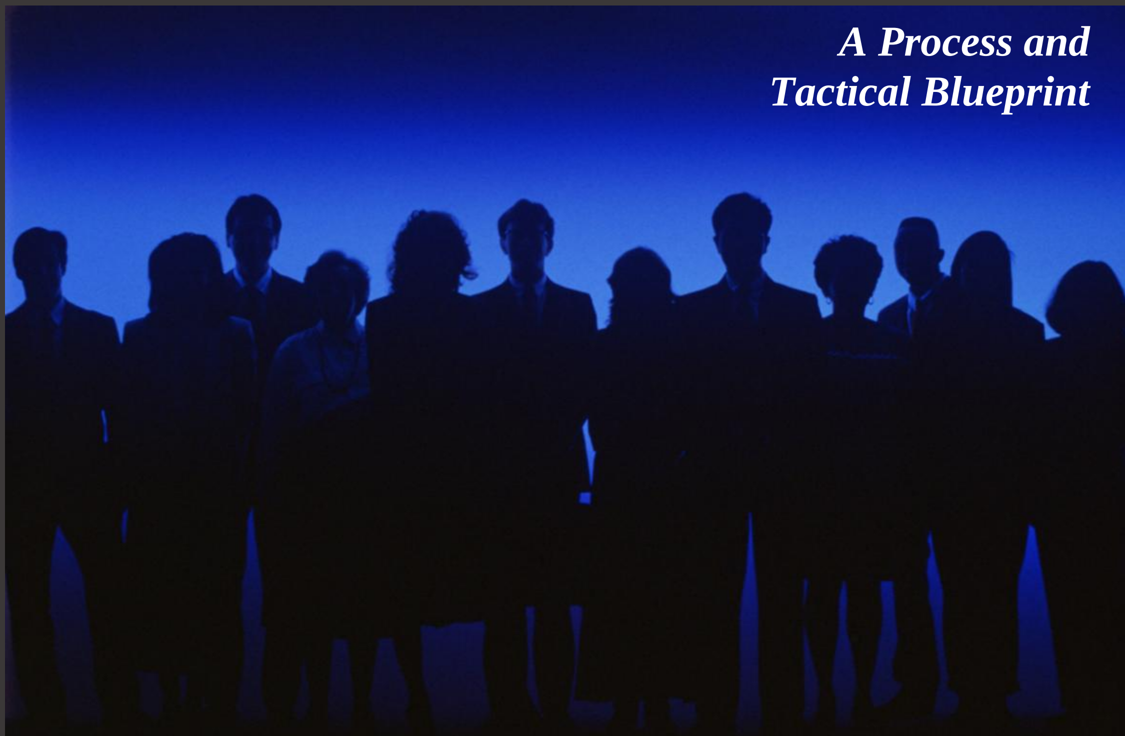


Implementing a Life Sciences Sales Force

A Publicis Touchpoint Solutions White Paper

Best Practices Series

PUBLICIS TOUCHPOINT SOLUTIONS

Implementing a Life Sciences Field Force

A Process and Tactical Blueprint

A core competency of Publicis Touchpoint Solutions is that of building and managing world-class life sciences sales teams. This white paper provides a top-line summary of key considerations for implementation of a life sciences sales force, along with a series of implementation checklists for each functional area. We recognize that much more goes into the actual implementation of a sales force than can be covered realistically in one white paper. Publicis Touchpoint Solutions utilizes a *200+ Task Checklist* for standard field sales force implementations with our clients. This paper, however, attempts to provide at least a top-line view of key considerations for a sales force implementation.

The Plan—Importance of Building a Blueprint

Your life can't go according to plan if you have no plan.
—Author Unknown

Building a life sciences sales force is a mammoth undertaking. Of course, identifying the "basics" seems obvious: How many people do you need? Where do you need them? What types of sales representatives are warranted? Who will they be calling on (target audience)? How many managers do you need? What is the hiring profile for first-line managers? But as with much of life, the devil is in the details. Successful implementation of a world-class life sciences sales force requires a detailed, complex strategic and tactical plan that includes the obvious—some examples of which are noted above—as well as the not-so-apparent details. Those inherent fine points, if not included in the implementation plan, go unnoticed until you realize the neglect of a major plan component. Addressing the "big picture" requires stepping back from the day-to-day details and developing the plan.

Objectives, Strategies and Tactics

What are your objectives for implementing this sales force? Your objectives should be stated as specifically as possible—for example, not just "to generate prescriptions." Your objectives should encompass your sales goals, time frame, specific audience/s, channels, patients, etc. Only by defining your objectives clearly can you develop the strategy, tactics, and sales force model needed to accomplish your stated goals.

While this paper is not reviewing the marketing plan process, certain strategic issues relating to the sales force do need to be addressed. For example: What is your physician targeting and segmentation strategy? This issue alone will drive much of your blueprint. Does your brand need an educational component? Are you building the sales force yourself, or will you be outsourcing? This is a question that impacts both big pharma and emerging life sciences companies. If you are outsourcing, then managing and coordinating with your outsource partner is critical.

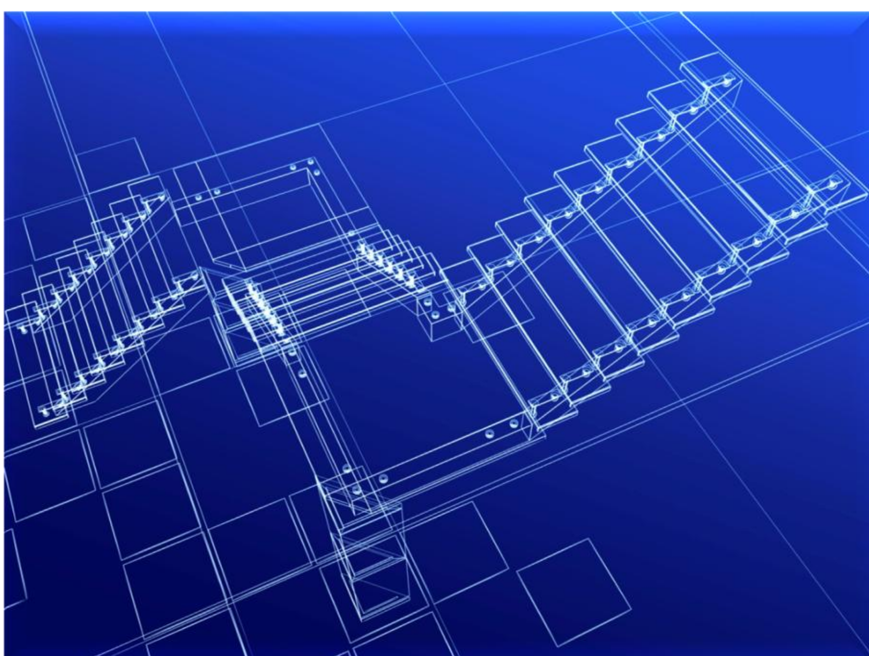
The collective sales and marketing plan will dramatically affect the impact of your new sales force. A number of tactical issues need to be considered when developing your blueprint. First of all, what is your budget? Budget alone may require certain compromises and hard decisions to maximize the ROI of your blueprint. What collateral and supportive resources will support your field force? Will you have medical education, clinical studies, peer education, adherence/retention resources, outcomes data, business development resources, etc? Resources that support your sales force's efforts (or lack thereof) will contribute to the effectiveness.

Selling Up

Once you have developed the objectives, strategies, and tactics for the implementation of the new sales force, it is critical that you "sell" that plan internally. "Selling up" the management line is a critical step that allows you to gain the input and experience of your executive team, as well as gain agreement and support as you move to implement your blueprint.

The Process

Putting standard processes and procedures in place equips the machinery with the necessary oil to allow for implementation to unfold. What are the processes for circulation of key information; meeting with the core team; and finalizing decisions, including executive management, setting and managing timelines, etc? If established internal processes are in place, evaluate whether these meet the needs for your sales force implementation. If not, modify the processes to best meet those needs. If you are "starting from scratch," develop processes and standard operating procedures (SOPs) to best meet your needs and modify from there if needed.



Developing a detailed, comprehensive implementation plan is the first critical component for implementing a sales force. And of course, after painstaking development of the plan, the hard work begins with implementation.

The following sections provide a series of key implementation checklists to assist in attending to all the specifics of sales force implementation. In reviewing and utilizing the subsequent checklists, however, don't be overwhelmed by the number of details. These checklists are intended only as a guide to provide a framework to your planning process and implementation.

Building and Managing the Team

As with any team, having the right people in the right positions doing the right thing is the key to success. Do you already have an internal team in place? Do you need to recruit and hire the team? Do you need to augment your team with outside resources?

Regardless of where you stand with the questions above, the internal core team is critical to the successful implementation of the sales force. Creating a sense of shared responsibility is important, as is developing accountability by clearly defining roles and responsibilities for each team member. Frequent core team meetings—for example, on a weekly basis—are a necessary component. Routine updates for executive management by the core team are also a key best practice.

Managing the cross-functional team is also essential. The RACI Model is a helpful tool for assigning and managing roles and responsibilities for the team.

R	=	Responsible The one person who has ultimate responsibility for the project
A	=	Accountable The person who must approve work ("signing authority")
C	=	Consulted Anyone with information that needs to be considered/consulted to complete a task
I	=	Informed People who need to be informed (actions, results, etc), but not consulted in order to proceed

The RACI Model calls for a simple grid to note activities, tasks, and/or milestones on the left column and all roles along the top row of the matrix. Each cell of the grid should identify who has the "R," "A," "C," and "I" for each activity. Every activity should have only one "R," or responsible party. If no "R" exists in the matrix for a given activity, this gap needs to be filled by one individual who will have responsibility for the task. Overlap occurs when more than one "R" is identified for an activity. Sole responsibility should be assigned to one person.

RACI Matrix	Role 1	Role 2	Role 3	Role 4
Activity 1				
Activity 2				
Activity 3				
Activity 4				

Augmenting the Team—Building Your Virtual Company

Whether you work for big pharma, a biotech, or an emerging life sciences company, most companies are now outsourcing some of their functional departments. Outsourcing can provide any company with flexibility and the ability to respond rapidly. Additionally, outsourcing allows a company the advantage of focusing on their core competencies, while using their outsource partners to supplement those core competencies. For smaller, emerging companies, outsourcing can result in the development of a “virtual company” to augment functional areas that cannot, or will not, be handled internally and to provide scalability as the company grows.

Choosing your outsource partner/s wisely and managing these partnerships well are among the most important decisions you will make in order to ensure the success of your sales force implementation. The following *Best Practices for Outsource Partnerships* outline the most important areas to consider.

Four Best Practices for Outsource Partnerships

1. Choose Your Partners Well

It is said that the best thing you can do to have a healthy body is to "choose your parents well." The same can be said for a healthy business partnership—"choose your partners well." Selecting the right outsourcing partners involves many factors. Does the potential partner have the skills, services, quality, and track record, etc that you are looking for? Will executive management continue to be involved in your business after the partnership is in place? Does the potential partner "care" about your business as much as you do—or is this just a contract for them? Does your partner have the business focus required to consider the success of your team as critical to their success? Does your partner have the historical success to be a good business partner now and in the future?

2. Set Clear Expectations and Objectives

Clearly identifying and establishing the expectations and objectives for your partner is critical to a successful outsourcing relationship. What are the expectations for the outsource partner? What roles and responsibilities will the partner assume? What is included in the contract and what is not included? How is "success" measured and how frequently?

3. Make Performance Management Routine

Meeting routinely to evaluate performance measures helps both partners know "where they stand." Continuous improvement can take place only when clear communication and feedback occur with both parties at a frequency greater than just once per year.

4. Truly Partner

Once you have chosen your outsource partner, truly partner with them. Partnership implies fully sharing your goals, objectives, expectations and information to include your outsourced partner as a part of your team and contribute to your success.

The Optimal Message Delivery Mix

In the modern world of business, it is useless to be a creative original thinker unless you can also sell what you create.
—David M. Ogilvy

In today's complex marketplace, building a sales team that includes other "types" of representatives can make the difference between meeting brand objectives and exceeding them. Our target audience has dramatically expanded beyond just physicians, who were at one time the target audience. While physicians, most certainly, are still a key target audience, now we also have other important customers—patients; caregivers; physician extenders, such as nurse practitioners (NPs) and physician assistants (PAs); managed markets; employers; pharmacists; and retail clinics. As the need to address multiple target audiences becomes increasingly more important, a new sales model is emerging—the "blended" sales team.

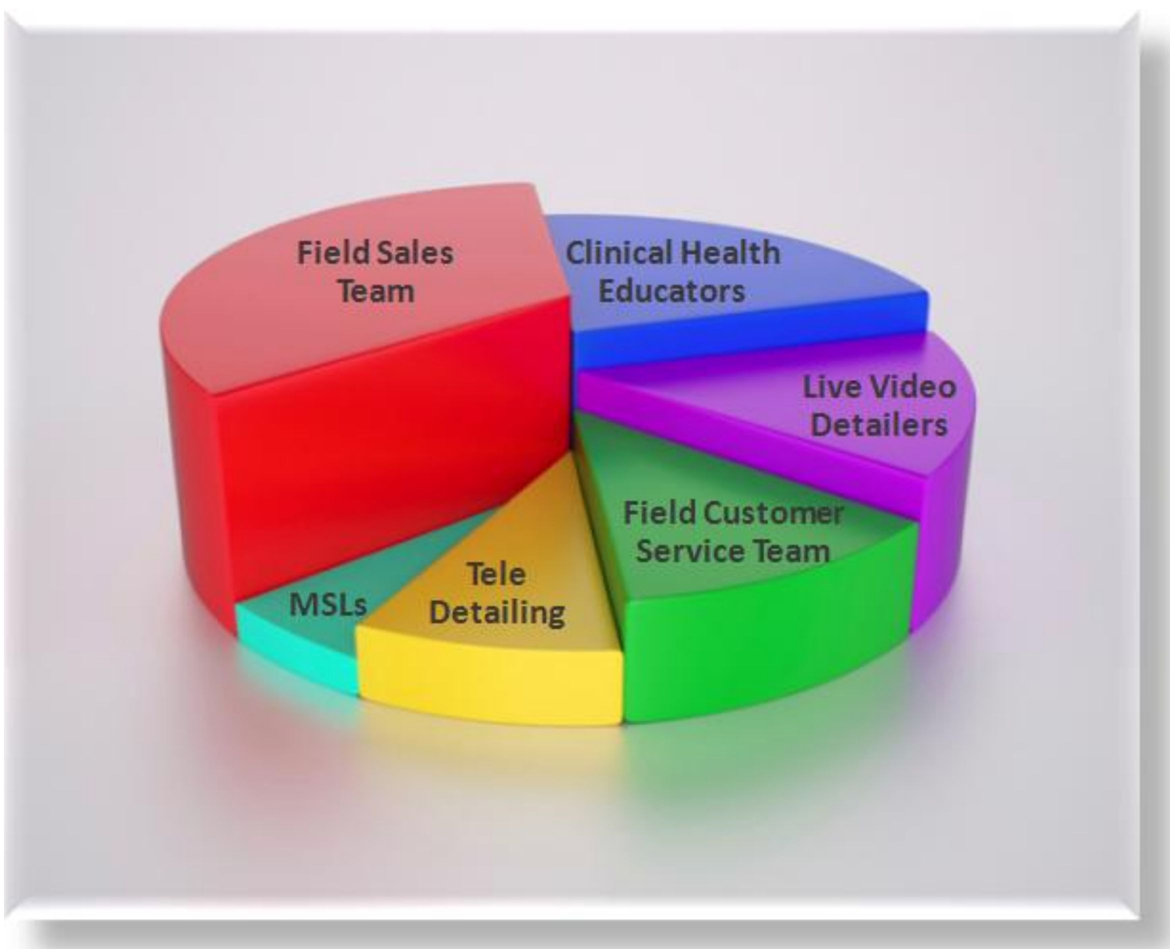
The blended team model is a highly customized approach that is designed to optimize brand objectives with all key target audiences. In contrast to mirrored (or pod) sales forces, where the same type of representatives call on the same physicians promoting the same products, the blended team employs different "types" of brand representatives. Typically, blended teams comprise some combination of traditional field sales representatives, customer service representatives, live video detailing representatives, hospital/clinic representatives, managed markets account teams, inside sales and service representatives, clinical health educators, medical science liaisons (MSLs), etc.

The following checklist asks some questions to help determine whether your brand could benefit from this type of innovative, blended team approach.

The *Message Delivery Mix* Checklist

- ☐ Does your brand have a complex or novel mechanism-of-action (MOA) requiring more in-depth education than your core field sales force alone can offer?
- ☐ Does your brand treat a chronic disease state that has significant patient compliance, self-administration, or adverse event issues that require management?
- ☐ Is there a new treatment protocol impacting your brand that requires more prescriber education?
- ☐ Do you have territories that are under-served or geographically inaccessible by your current field sales forces?
- ☐ Do you have a seasonal brand that could benefit from additional share-of-voice during peak season?
- ☐ Would you like to reach more healthcare professionals more frequently, but cannot justify the cost burden of a fully loaded field sales team?

- ☐ Can your current field sales force adequately cover all of your target physicians with the optimal frequency?
- ☐ Do you have a significant number of “no see” or “hard to see” healthcare professionals on your target list?
- ☐ Do hospitals and/or clinics impact prescribing of your brand? If so, are there under- or unreached healthcare professionals (eg, 2^{nd}- and 3^{rd}-shift staff)?
- ☐ Is a new market dynamic impacting your brand (eg, a new competitor, early generic intrusion, new indications for a competitive brand, etc) and do you need additional share-of-voice to combat this issue?
- ☐ Do key thought leaders have a significant impact on your brand?
- ☐ Does access to samples impact market share?
- ☐ Are you completely satisfied with your vacant territory management approach?
- ☐ Do other healthcare professionals influence your brand, such as pharmacists, office staff, physician extenders, or hospital staff?



The Basics

The three great essentials to achieve anything worthwhile are common sense, hard work, and stick-to-itiveness.
—Thomas A. Edison

Planning the “basics,” or the essentials, includes readily apparent answers to most of the questions. But while the questions may be top-of-mind when beginning to build a new sales force, getting the answers “right” is the key. Giving due diligence to determining the proper blueprint for your basics provides the keystone for implementing a successful sales force.

One of the basics of any blueprint includes building your timeline for major milestones. Identifying key milestones—recruiting, hiring, home study training, initial product training, and the first day in the field, for example—is the first step. Assigning dates to key landmarks is next, with iterations and refinements to follow as needed.

So, what are the basics? The following is a checklist of key questions you should answer for every sales force implementation.

The Basics Checklist

- ☐ What is your infrastructure? Who is part of the project team?
- ☐ Who are your project champions?
- ☐ Do you have a rollout date and venue selected?
- ☐ What number of sales representatives will you need (and be able to afford)?
- ☐ What number of sales managers will you need—including Division Managers (DMs), Regional Managers (RMs), etc?
- ☐ Will you be building the sales force or outsourcing? If you are outsourcing, who will manage the sales force (company employees or outsourced managers)?
- ☐ What are your territory alignments?
- ☐ When is the first day that sales representatives are needed in the field?
- ☐ When is the first day that sales managers are needed?
- ☐ What is the date of manager training?
- ☐ What is the date of initial sales training for representatives?

The Measures—Metrics and Incentive Compensation

Money was never a big motivation for me, except as a way to keep score. The real excitement is playing the game.
—Donald Trump, ***Trump: Art of the Deal***

As many studies have shown, while salary is a motivator, it is not the primary motivator for most—especially sales professionals. Identifying your accomplishments, recognition, and other "soft" motivators are as important as salary and cash incentives for energizing a sales force. Metrics will drive much of what you do in each functional area and, therefore, need to be addressed up front and early in the process.

Metrics and incentive compensation (IC) tie in very directly to managing and motivating your new sales force. What are the metrics for "what success looks like?" What do you want to motivate sales representatives to do? The best representatives are highly motivated by a strong IC plan. The thought, research, and planning for this important factor comprise a critical step in the implementation plan.

Metrics and IC Checklist

☐ How sophisticated are your metric requirements? Do you have internal systems to support these needs?

☐ What type of system/access will you require?

☐ Have you outlined your IC plan and received corporate buy-in?

☐ How important are activity metrics vs performance metrics?

☐ What are your reach and frequency expectations?

☐ How many calls per day are standard?

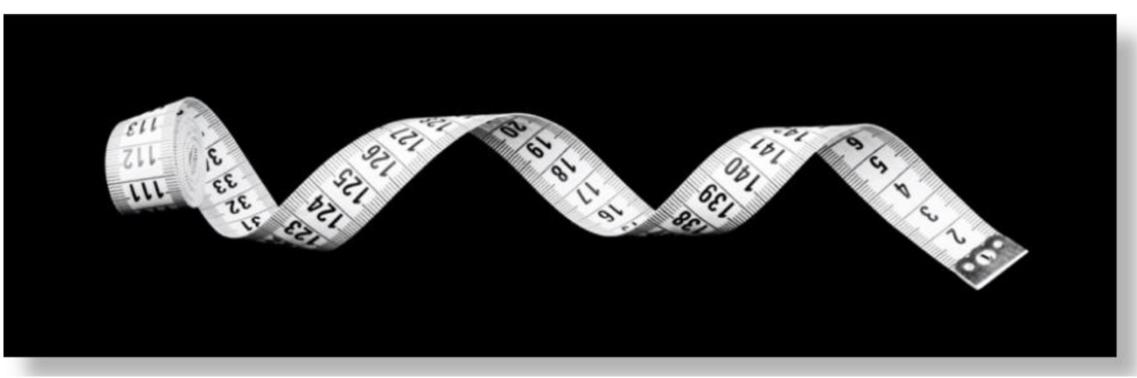
☐ What is the standard percentage of calls by specialty, channel, etc (if applicable)?

☐ On what measures will IC be based?

☐ For a suite of measures, what weight will each factor have in IC?

☐ What are the cash incentives?

☐ What are the supplemental non-cash incentives?



The People—Recruiting and Human Resources

Selecting the right person for the right job is the largest part of coaching.
—Philip Crosby, ***Reflections on Quality***

Hiring the "right" representatives for the specific needs of your sales force is critical. The "right" representative for one company and/or product line could require an entirely different profile from another. One of the most important steps for recruiting and retention is that of clearly defining the appropriate hiring profile for both your sales representatives and sales managers.

Recruiting and human resource (HR) issues, however, extend beyond the hiring profile. The following checklist provides key recruiting and HR questions that need to be resolved prior to beginning the recruitment process.

Recruiting and HR Checklist

- ☐ What is your clearly defined, comprehensive sales representative profile?
- ☐ What is your clearly defined, comprehensive sales manager profile?
- ☐ Who will be involved in the hiring process?
- ☐ What are your job titles (representatives, managers, directors, etc)?
- ☐ What are your business titles (title representatives will use in the field)?
- ☐ Do any special recruiting requirements exist (eg, disease state knowledge)?
- ☐ Are established relationships part of your profile and how will they be measured?
- ☐ What assessment instruments will be used in the hiring process?
- ☐ What are your diversity initiatives and the plan to implement them?
- ☐ What is your corporate culture and how does this fit into your hiring profile?
- ☐ Are all representatives full-time, flex-time, or a combination? Is job sharing an option?
- ☐ What are the salary and bonus ranges?
- ☐ What criteria will you include on your background checks and drug screens?
- ☐ Will the field force have a fleet available, or will they receive an automobile allowance?
- ☐ Knowledge assessment—what is a "passing grade"? When would a representative be discharged based on lack of sufficient knowledge? How will a discharge occur?
- ☐ Payroll—is infrastructure in place and if not, how will payroll be handled?

The Technology—Sales Force Automation

Technology: No Place for Wimps!
—Scott Adams ***(Dilbert)***

Options in sales force automation (SFA) are expanding. If an SFA infrastructure already exists within the company, that can simplify matters greatly. If not, the complexities of establishing an SFA for your sales force are many. From system, equipment, hardware purchases, maintenance, training, Helpdesk, asset management, and more, the decisions that need to be resolved can seem mindboggling.

SFA Checklist

- ☐ Is there an existing company SFA infrastructure that can be utilized?
- ☐ What software/vendor will you use?
- ☐ What equipment will you use with chosen software (laptop, PDA, tablet PC, combination)?
- ☐ What business rules need to be considered for the SFA?
- ☐ What time has been committed to SFA training?
- ☐ What is the monthly data integration cycle?
- ☐ What are your Helpdesk needs? How will this be supplied to the field?
- ☐ How will hardware asset management be managed?
- ☐ If you are building a hospital, managed care, and/or medical science liaison (MSL) sales force, what are your data needs?

Data Checklist

- ☐ How does information need to be distributed or shared within the organization?
- ☐ If a copromotion partner exists, how will data need to be shared?
- ☐ What data will you be purchasing and what level of data will you require?
- ☐ Will weekly data be purchased and distributed to the field?
- ☐ Will sales data need to be loaded into the SFA system—if so, at what intervals?
- ☐ What data will be utilized to drive IC reporting?
- ☐ What frequency level will be needed to receive data?
- ☐ In what file configuration will data be received? How is that then translated to the field?
- ☐ How will the data be used for targeting/deciling the audience?

The Details—Fulfillment, Administration and More

I want to know God's thoughts; the rest are details.
—Albert Einstein

Beware of the man who won't be bothered with details.
—William Feather

Love them or hate them, it's essential to attend to the details. When implementing a sales force, the level of detail that must be addressed is astounding. The "who, what, when, and where" of the day-to-day minutiae can present a logistical challenge (or nightmare if you are of the "glass half-empty" philosophy). If your company has an existing infrastructure, this greatly simplifies the task. If not, many decisions must be made to create or outsource the required infrastructure for these details. The following series of checklists provides many of the key "details" that need to be addressed in the implementation of a life sciences sales force.

Fulfillment Checklist

☐ What materials will be required by the field?

☐ Who will distribute materials, communicate with representatives, and troubleshoot if needed?

☐ What fulfillment reporting is required?

☐ How will representatives order additional materials? Are systems an online service, paper, or automated?

☐ What business rules apply to fulfillment?

☐ What material delivery dates will be routine?

☐ How will delivery dates of ad hoc materials be handled?

Administration Checklist

☐ Can you use existing infrastructure for administration? If so, are there additional needs (staff, processes)?

☐ What roster process is used and maintained to drive administrative activities?

☐ What additional systems need to be coordinated with the roster (eg, HR, finance, sample compliance, etc)?

☐ Who handles meeting planning and logistics?

☐ Who handles corporate and/or brand plan-of-action (POA) planning?

☐ What expense reporting system will be used?

☐ How do representatives receive and reorder business cards?

☐ How do representatives receive name badges, detail bags, etc?

☐ What e-mail will the field use (existing, or will this need to be developed)?

☐ What voicemail with the field use? Does it connect with home office voicemail?

Reporting Checklist

☐ What performance reports are required?

☐ Who will receive performance and activity reports within the organization?

☐ What dashboard reports are required and how should they be delivered?

☐ What IC reports will be distributed?

☐ What is the timing for the various reports?

☐ Who handles report analysis and distribution?

☐ How frequently are targets/deciles re-evaluated?

Alignment Checklist

☐ Is the alignment complete or does it need to be developed?

☐ If it requires development, what vendor is the alignment partner?

☐ What is the process for file downloads, updates, etc—zip/territory file, physician file?

Policy Checklist

☐ Compliance/OIG policies

☐ Sample policies

☐ Travel policies

☐ Business practice policies

☐ Expense policies

☐ Adverse event reporting policies

The Samples—Sample Administration, Compliance, and Policies

By far the best proof is experience.
—Sir Francis Bacon

Samples, the second most-expensive sales expenditure (after sales representatives), are considered essential by many to allow physicians the ability to use and gain experience with a pharmaceutical option, as well as to evaluate a drug's effects on a particular new patient. The increasing importance of compliance regulations amplifies the significance of implementing and managing a sound program for sample administration, reporting, and auditing.

Sampling and Compliance Checklist

- ☐ Will an electronic or paper sample management process be utilized?
- ☐ Who handles sample administration for the field force?
- ☐ What processes are in place to manage marketing compliance?
- ☐ What is your marketing compliance training program, hotline, etc?
- ☐ What marketing compliance reporting systems exist?
- ☐ What is the audit process? Will random audits be included? Who has primary responsibility for sample auditing?
- ☐ What are SOPs for samples?
- ☐ What are policies for field representatives for storing samples?
- ☐ How will samples be warehoused and distributed?
- ☐ How will sample shipments be handled? Who is responsible and what are field policies regarding representative receipt of sample shipments?
- ☐ What products will be sampled: Rx, over-the-counter (OTC), or a combination?
- ☐ What is the process for allotment of samples, ordering samples, etc?
- ☐ Is there a paper backup for electronic signature capture? If so, what is the process?
- ☐ Do you require monthly or quarterly reconciliations? Who will perform the reconciliations?
- ☐ What is the process for physical inventories?
- ☐ What is the initial (and ongoing) sample training for field representatives?

The Training

The great aim of education is not knowledge but action.
—Herbert Spencer

While solid initial and ongoing training is important for any sales representative, it is essential for the life sciences sales professional. Training excellence sets the foundation for success for a new field force. An existing corporate training infrastructure will somewhat simplify training implementation for your new field force. Regardless of whether you are expanding an existing training department or "starting from scratch," developing a solid, effective training program is a necessary component for success.

Training Checklist

- ☐ Is there an existing training infrastructure that can be utilized for the new field force?
- ☐ If not, will training be handled internally or outsourced? How many trainers are needed? What is the hiring profile for trainers?
- ☐ Will field trainers be used, or only in-house trainers?
- ☐ How is backfill training handled?
- ☐ Is the training program complete or does it need to be developed (home study, initial sales training, train the trainer, etc)?
- ☐ What is your selling model and how will your training address this?
- ☐ What are the time frame, process, agenda, and content for: home study, initial sales training, train the trainer, advanced training, ongoing training, backfill training, etc?
- ☐ What is your compliance training plan?

The Rollout

Plans are only good intentions
unless they immediately degenerate into hard work.
—Peter Drucker

After developing a clear, concise blueprint, the rollout is the start of where the "real work" begins. Getting your candidates hired, on board, in home study, through initial sales training, tested, and to their first day in the field is a significant accomplishment.

Rollout Checklist

- ☐ Is your comprehensive implementation blueprint complete? If not, where are your gaps, any overlap, missing milestones, etc?
- ☐ Is your training plan complete (agenda, home study content, trainers, timeline, initial product training content; plan for backfill training; etc)?
- ☐ Is your testing process in place? What are your criteria for "pass" and "fail" test scores?
- ☐ How are failing test scores handled?
- ☐ What are the criteria, plan, and process for terminating representatives who ultimately do not meet the "pass" standards?
- ☐ Is your launch meeting plan complete (content, logistics, etc)?
- ☐ Do you have a launch ride-along plan, standards, and process for sales management and for home office staff?

The Results

If winning isn't everything, why do they keep score?
—Vince Lombardi

Performance management (the ongoing monitoring and continuous improvement of sales performance) is a wise investment toward your most expensive and effective promotional spends—your sales force.

Performance Management Checklist

☐ What are your ongoing ride-along plans, standards, and processes?

☐ Do you have a field contact form or does this need to be developed?

☐ What is the standard review cycle (eg, every 60 days)?

☐ What are your clearly defined performance standards? Are these in writing?

☐ What is the process for managing representatives who under-perform?

☐ What is the process for representative development and promotion?

☐ Will your sales managers be responsible for developing business plans for their divisions/districts?

☐ Will your representatives be responsible for business plan development for their territories?

☐ Are your sales managers sufficiently trained and proficient in coaching techniques?

The Maintenance—Exquisite Execution Post-Launch

It ain't over til it's over.
—Yogi Berra

If people only knew how hard I work to gain my mastery,
it wouldn't seem so wonderful at all.
—Michelangelo

After implementation/launch is complete, the process of effectively managing the major functional areas that support your sales force begins—ongoing recruiting, training, sales operations, and performance management. It is important not to lose sight of the fact that any blueprint is a living document. No plan is "etched in stone" and the blueprint must be revisited, evaluated, and adapted based on ongoing feedback.

Ongoing field input is critical for successful implementation and to the necessary adaptations to strategy and execution over time. A number of successful approaches can facilitate honest, open field input.

Field Feedback Mechanisms

Fostering a continual, open stream of input is as much a part of a company's culture as it is process. Including feedback on rep/DM ride-alongs is key. Employing a process to move this feedback along to executive management rapidly facilitates the communication flow. Field force surveys can be a more formal process for obtaining input and should be an adjunct to field ride-along feedback.

Sales Councils

Sales Councils, or Field Advisory Boards, can be an extremely valuable tool for gaining input on existing marketing conditions as well as for development of future strategies and tactics. Sales Councils typically include a group of top-tier sales representatives with several sales managers who act as an advisory board that provides ongoing field input, as well as strategic and tactical direction.

What Next? Checklist

- ☐ Do you have processes and support staff in place to adequately support ongoing recruiting, training, sales operations functions, and performance management?
- ☐ What is your process and time frame for periodic implementation reviews?
- ☐ What is your process and time frame to obtain and use field input to adapt strategy and tactics as necessary?

Success usually comes to those who are too busy to be looking for it.
—Henry David Thoreau

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