

USAGE OF TECHNOLOGY IN A PHARMA COMPANY TO ANALYZE THE PERFORMANCE OF MANAGERS IN INDIA

Milton Solomon Christopher*

Dr. C. Sundar**

Abstract:

Managers play an important role in pharma companies. Their performance and feedback at right intervals play a prime significance in achieving the targets. In an organization where the sales performance was not as per the budget and at the same time the right feedback was not able to be collated and reviewed in the appropriate time intervals. Marketing programs were initiated but at the end of successful implementation only the results are likely to be felt. Hence a study was conducted to understand the manager's level of implementation and the monitoring happened through whatsapp. **Results:** The implementation level was 57% in the overall managers list and through whatsapp the info was collected from all the population. **Conclusion:** Whatsapp feedback mechanism was found effective. The 90% and above implementers were found successful in doing their targets also. The overall 57% of the implementation referred to the absence of timely reviews from the senior managers

Key words: Pharma, Area managers, implementation, marketing, Whatsapp

* Research scholar, SRM University, Katangulathur, Chennai, Tamilnadu, India

** Research supervisor, Professor and Head, School of Management SRM University Ramapuram, Chennai, Tamilnadu, India.

Introduction:

Brand building is an exercise to capture the market. There are various ways to promote a brand for effective market reach. Each brand has its start from a level and it keeps growing along with the time, if a focussed approach towards the same happens consistently. Similar to any other Industry in India, pharma companies also have competitors and the doctors prescribe the product after analyzing the efficacy of the product. In such a scenario, marketing team or the product management team tries out various short tactics and strategies to effectively drive the medical fraternity to prescribe their products. The brand has to talk about the merits of its own, for which representatives or Ambassadors of the company keep reaching the selected doctors of their territory and communicate the brand communication that has been designed for them. Managers play a very important role in monitoring and guiding 3 to 4 executives and are collectively responsible for the performance of the team. Hence they act as team leaders in pharmaceutical companies.

Unlike any other industry, in pharma, sale is generated by reaching the doctors in their cabin and the such representatives are all across India. The feedback of the market reaches the product team through telecon or live interactions. Yet the information or the feedback becomes hearsay and have the most chances of bias and claims of the total population, if the information is not received from the right sample size. The receipt of the feedback from the right sample size is vital for the following reasons;

1. Replication of the data
2. Uneven or unbalanced collection from few of the population
3. Negligence or ignorance of valid inputs
4. Hampered feedback assimilation and driving business growth decisions
5. Errors on ROI(Return on Investment) calculation

Usage of technology has always been a boon to the growth of any industry. In the above regard strategy was framed so as the managers or team leaders would share the implementation for each of their selected customers through effective utilization of technology.

Objective:

To study the implementation level of each area managers and estimate their interest level in carrying out the brand promotion strategy. In a total allocated strength of 57 managers through their whatsapp picture with images.

To understand the need for novel technology for better feedback.

About the Pharma industry:

On date Pharma branded business Industry is around 1 trillion in Rupees or 14 billion Us\$ according to ORG-IMS data. The ability to perform and compete in this vibrant market is a great task for which requires different dynamics and skills of the individual. There are many numbers of brands available for a single molecule or a combination of molecules. Hence to differentiate from the competition various campaigns and camps are designed. The effective implementation of them plays a significant role.

Need for the study:

Performance of the company is the summed sales value of all the Area managers. Area manager's performance was not as per their target. Moreover there prevailed a Zero feedback system in the company. The feedback was sparingly received through which a concrete decision was not generated. A study was conducted to find out the implementation level of each manager and monitored through Whatsapp

Research Methodology:

The research methodology was, with the help of Whatsapp the mentioned felicitation photographs to be collected, in the said time frame.

1. From the total accepted, the actual receipt would give the implementation percentage.
2. The performance assessment questionnaire was issued and collected from all the AMs
3. The pros and cons of the earlier existing feedback system is analysed and compared with the new technology.

Result Analysis:Table 1: Planned head count

Total list of AMs	57
Vacant Hq	5
Actual strength	52
Number of Drs planned	1210

Table 1, depicts that the organization has allocated 57 area managers for meeting out the organizational needs. Out of which 5 were vacant, at the time of the campaign, therefore with the actual strength of 52 area managers the campaign was conducted. Since each manager maintain a team of 3 to 4 executives, with each executive the AM were asked to conduct the campaign, for which 10 inputs were sent to each executive, in that around 5 to 6 top doctors have to be met during the joint fieldwork and the campaign has to be executed. Once after the deliberation is done with the doctor, they were asked to share the photosnap along with the doctor. The photosnap from each AMs were recorded.

The doctor list has been freezed for each AM. The total planned doctors were 1210.

Table 2: Percentage of Implementation

Total planned AM	57
Vacant hq	5
Actual strength	52
Number of Drs planned	1210
Actual Number of Drs for which the campaign executed	690
% of Implementation	57

After the targeted period of a month, the % of Implementation was 690/1210 with 57% of implementation status(Table 2)

Table 3: Number of Area managers Zone wise

	South	East	West	North	Total
Number of AM	26	12	13	6	57
Vacancy	3	0	2	0	5

The campaign has been conducted covering all the regions of operation, except for the vacant region, which have not disturbed much like being a region get missed. Atleast one AM was present to represent the region

Table 4: % of Doctors to be covered Zone wise

	South	East	West	North	Total
Number of AM	26	12	13	6	57
Vacancy	3	0	2	0	5
Number of Drs planned	565	270	245	130	1210
Zone % of Drs	47	22	20	11	100

Zone wise percentage of doctors were finalized with South comprising of Tamilnadu, Kerala, Karnataka and AP, East comprising, Kolkata, Assam, Patna, Ranchi and Orissa. West zone with Gujarat, Pune, Jaipur, Bhopal and Nagpur. North zone with Delhi and Lucknow.

The Implementation were as follows;Fig 1

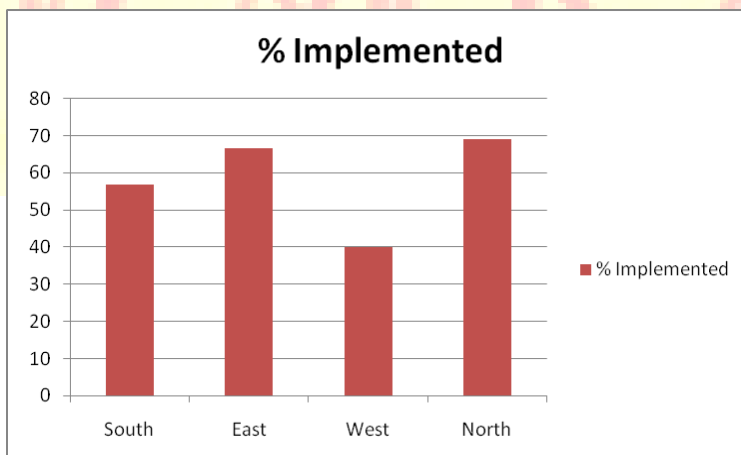


Table 5: % of drs Implemented

	South	East	West	North	Total
Number of Drs planned	565	270	245	130	1210
Number of implementation	322	180	98	90	690
% Implemented	57	67	40	69	57

Findings of the study:

1. Usage of one way ANOVA reveals, there is a variation between all the zones. The organization was under their influence that newly launched zones like West and North are the problem for the limited growth of the organization.

Table 6: ANOVA for % Implemented

Zone	Percent implemented (Mean ± SE)
East	66.67 ± 8.67
West	40.89 ± 6.55
North	69.00 ± 11.64
South	55.50 ± 6.55
One way ANOVA: F Value: 3.267;Sig.: 0.030	

2. The Implementation level was 57%. And the variations in each zone has been brought out. This emphasizes that in 1210 doctors the reach was found in only 690 doctors. The organization found that the implementation percentage is below average and they also correlated that this average reach of the customers may be the reason for hampered performance.

3. Age and experience was not found to be very much vital as there was not a much significance between the groups(Sig:0.101 > 0.05)

Table 7: Age comparison

Age	Percent implemented (Mean ± SE)
30 Years or less (n = 7)	45.43 ±9.75
31 – 35(n = 10)	59.00 ± 6.38
36 – 40 (n = 11)	64.09 ± 9.50
> 40Years (n = 9)	79.89 ± 9.42
One way ANOVA: F Value: 2.250 ; Sig.:0. 101	

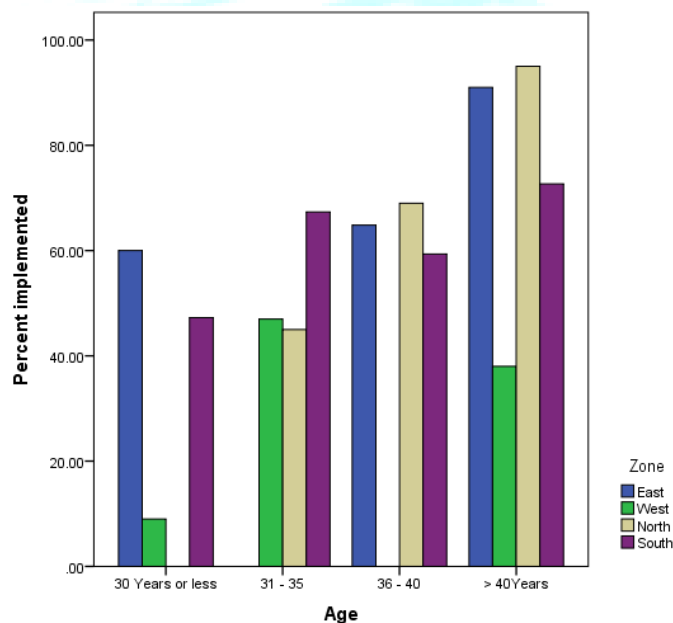


Table 8: >95% implementers and their target performance

Region	Total Num	Total Drs planned	Actual Implementation	% Implementation	Target Ach%
Burdwan	2	23	23	100	103
Burdwan		22	22	100	100
Hubli	3	22	22	100	98

Hubli		22	22	100	98
Hubli		21	21	100	96
Kolkota	2	23	23	100	95
Kolkota		22	22	100	95
Lucknow	3	22	21	95	95
Lucknow		22	21	95	95
Lucknow		21	20	95	95

The list of managers who have implemented above 95% were having target performance above 95%.

Conclusion:

Company initiated marketing programs have to be implemented for the growth of the brand and on the whole that accounts to organizational growth.

- 57% of implementation level was in correspondence with the poor performance of the managers, which was considered to be a casual approach towards target achievement.
- Those who were 95% above implementation were also found to be successful in their target achievements.
- The sample size cannot be designed for the 57 managers. For collecting the information all the 57 have to be approached and then they have to be followed up for the business.
- Performance assessment questionnaire indicated that amongst all the parameters that was chosen, “**no timely review from the managers**” was the one which was found higher for the hampered performance.
- Feedback mechanism through Whatsapp was found to be effective as all the respondents responded. In this scenario of lesser population it is found evident and mandatory that, than talking over phone or through a conf calling the feedback received over whatsapp may be recorded, referred and above all even at leisure the respondent were found responding. Moreover people find it encouraging to participate in a group and are happy to share about their success and thus they also feel motivated to send their feedback

Similarly from the management side it is very much useful to validate the feedback in an effective way and respond appropriately.

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