

The Sales Practice at Campbell Alliance

The sales force is a pharmaceutical company's most expensive promotional resource. Too often, however, companies fail to realize the maximum return on that investment.

On its own, a purely numbers-driven approach to sales force effectiveness—focused solely on size, structure, and alignment—is insufficient to drive superior performance. In many cases, companies focus on the quantitative aspects of sales force optimization, while neglecting the equally important qualitative factors.

In our experience, a combination of quantitative and qualitative factors must be addressed to get maximum sales force effectiveness, whether you're dealing with a large primary care team or a small specialty sales group. These factors include

- Deployment (targeting, size, structure, alignment)
- Support (marketing support, communications, sales force automation)
- Motivation (incentive compensation, recognition, professional development, confidence in management)
- Ability (recruiting, training, assessment)

Our Sales Practice can help you take a “total” approach to sales force optimization—and realize superior sales results. From pharmaceutical sales force training to strategy and analytics, we can help.

The following outlines our Sales Practice's service offerings:

Sales Strategy

- Design and plan the deployment of office-based and institutional sales forces
 - Size
 - Structure
 - Territory alignment
- Develop innovative selling models
- Devise multi-channel selling strategies
- Perform value and influence mapping to inform strategy development
- Develop forecasts
- Design sales force transition plans

Sales Analytics

- Use promotional response modeling to optimize resource allocation
- Use advanced methods for
 - Segmentation
 - Targeting
 - Call planning
- Develop or improve incentive compensation strategies
 - Analysis plan
 - Design
 - Goal setting
- Design and implement pilot programs, and analyze their effectiveness

Sales Force Effectiveness

- Conduct productivity and performance analyses to identify areas of strength, as well as opportunities for improvement
 - Macro-level: Overall or at the regional level
 - Micro-level: District, territory, or rep level
- Develop physician access strategies
- Identify and apply industry best practices

Sales Training

- Conduct assessments to understand the organization's training needs
- Develop training strategies
- Design and develop training infrastructure
 - Curricula
 - Process
 - Organization
- Design and implement business training solutions

Sales Force Assessment

- Use interactive assessment and training solutions to maintain a highly skilled sales force
 - Ongoing assessment and training
 - Integrated training solutions
 - Event-driven (e.g., new product launches, new competitors) assessments and training
- Develop improved programs to evaluate and train new sales representatives

About Campbell Alliance

Campbell Alliance is the leading management consulting firm specializing in the pharmaceutical and biotechnology industries. The firm's clients include most of the world's "top 20" pharmaceutical companies, as well as numerous emerging and midsize firms. Campbell Alliance is organized into practice areas, each specializing in a critical industry function, including Brand Management, Business Development, Clinical Development, Managed Markets, and Sales. From its locations in Raleigh, N.C., Parsippany, N.J., Woodland Hills, Calif., South San Francisco, Chicago, and New York City, the firm serves clients throughout North America, Europe, and Japan.

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