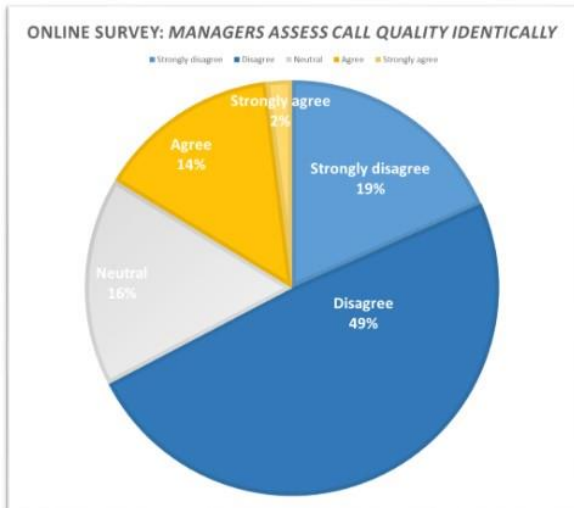




## Managers drive their people off track



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*The greatest strategic concepts fail to impact on results, if they are let down by poor implementation.*

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**68% of pharma managers “know” that the quality of the same call is seen differently by field managers**

Client-facing time is the most valuable and expensive time. Valuable for the physician and expensive for the company.

Making the best out of this investment is the central role of field managers. Joint or double visits are a

key task of the rep’s manager. Assessing the messaging and how it was communicated is a professional duty. The clear objective is to improve call-content and call-quality.

So far so good.

It could be called grossly negligent that pharma managers (see graph from survey results) evidently know that call-quality is fully unclear and evidently based on individual preferences or experience-triggered conditioning?

When a medical rep conducts a double or joint visits with Manager X, he is a “good guy delivering good calls.” When Manager Z assesses the call-quality of the same medical rep, it might turn into a nightmare.

For any pharmaceutical company, this means that **every team** of the field force **executes a different marketing strategy**.

**The loss in impact is huge, but there can be a solution.**