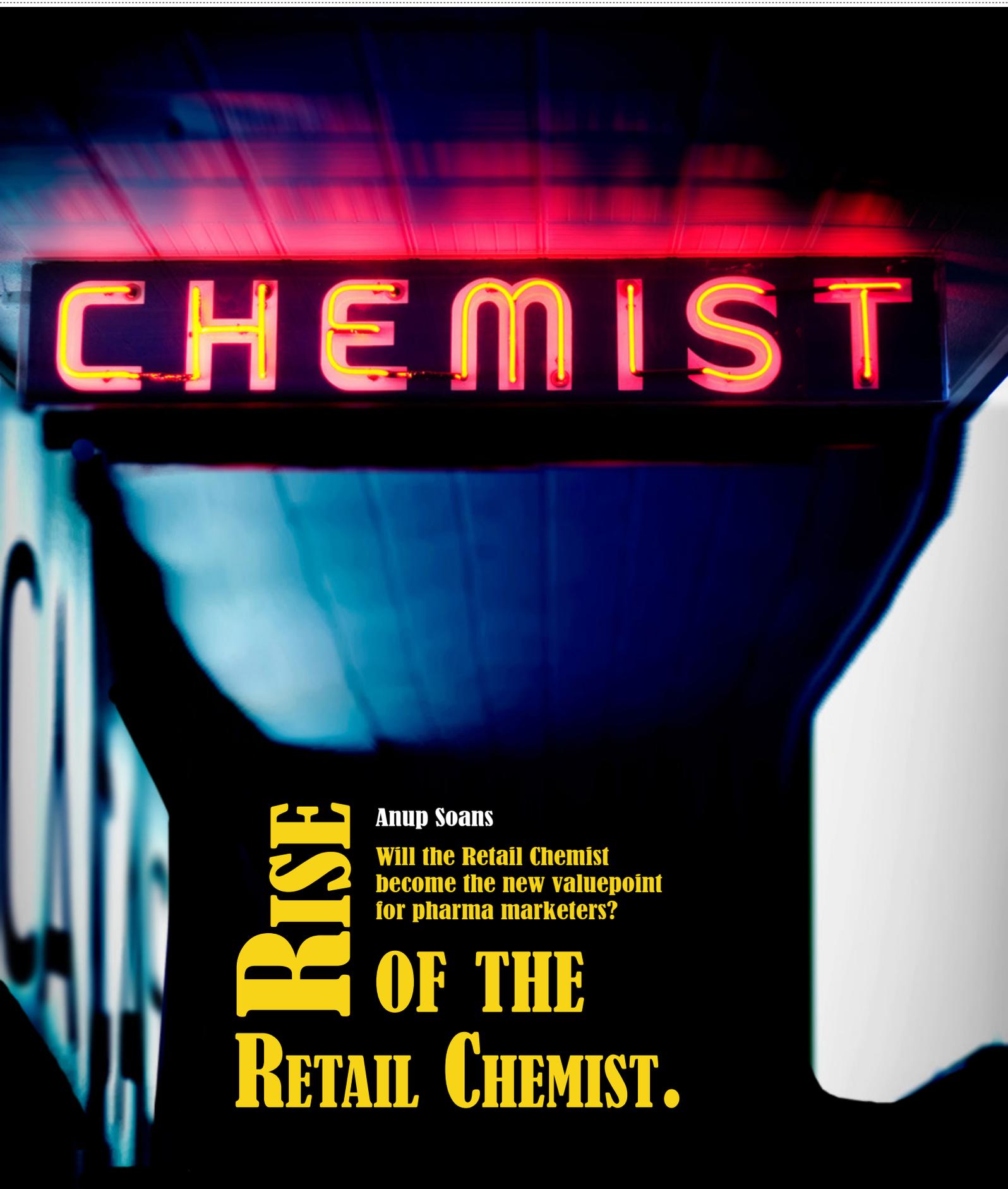


MEDICINMAN™

March 2013 | www.medicinman.net

FIELD FORCE EXCELLENCE



CHEMIST

RISE OF THE RETAIL CHEMIST.

Anup Soans

**Will the Retail Chemist
become the new valuepoint
for pharma marketers?**

Indian Pharma companies lavish their attention on doctors. Is this trend about to change with the rise of generics? Will the doctor now play second fiddle to the retail chemist or will he plunge into retailing as many have already done according to media reports?

The Government of India, Medical Council of India, Civil Society and many doctors too, are in favor of prescribing generics. This will greatly diminish the power of Indian Pharma to add tangible and intangible value by way of branding. It will also diminish the power of Physicians, who now can only prescribe generics, thus losing their bargaining power with pharma companies. It may not happen in the immediate future; but the trend is very clear, globally.

Indian Pharma is what it is today because it capitalized on the growing global generic market. Now the shoe is on the other foot and it hurts! Will the diminishing power of pharma and physicians now accrue to the Retail Chemist, who retains a unique place in adding value to the end-user, the patient? Will the new emerging pharmacy chains become the value points in the healthcare delivery chain for everyday maladies?

It is a fact that the power of the retail chemist is increasing at a steady pace. People visit retail chemists not only

for medicines but a variety of FMHGs, a relatively new term – Fast Moving Health Goods. The foot-falls are only going to increase as people rely on retail chemists to give them good quality FMHG products and other items from band-aids to sanitary pads whenever they visit for their Rx or OTC medications.

The retail chemist has become an important intermediary between the patient and the physician. People feel comfortable and less intimidated dealing with a local retail chemist as compared to a remote doctor/hospital. This discomfort/intimidation has only increased with the vanishing of the FP/GP. People can always bargain with the retail chemist or put off their purchase, unlike with a doctor, for their everyday minor maladies.

The retail chemist also pushes a variety of feel-good OTC products from aloe-vera to protein supplements. There is a large opportunity for companies to revisit their retail chemist strategy and work through their distributor's salesmen, who are already well networked with the retail chemists.

With increasing attrition rate of field force, they are no longer well connected with the retail chemists. Goods dumped by them in their previous companies work as a deterrent for them to approach the retail chemists every six months or a year, representing a new company. Also in most metros like Bangalore, the field force is from another city; they do not speak the local language, which is very essential to connect with the retail chemist.

These factors need not be an impediment if the Pharma companies can leverage the existing salesmen of their distributors or even hire more salesmen to serve the unorganized retail chemist segment comprising of 97% of the total market.

Whereas the new, emerging, organised retail chemist segment comprises of only 3% of the total market, it is the fastest growing segment. This segment will need specialized field force with business acumen.⁵

See also [“Retail Sales Management - A Neglected Skill Area in Pharma”](#) by Anthony Lobo in December 2012 issue of *Medicinman*.



Source: Organized Retail Pharmacy 2011, Northbridge Capital



Source: Organized Retail Pharmacy 2011, Northbridge Capital



BRIEF: Health and Glow is a joint venture in India between Dairy Farm International holdings Ltd. of Hong Kong and Arko Ltd. Headquartered in Bangalore. It is the largest organized health and wellness player in South India. Currently has 74 operational stores across four cities Bangalore, Hyderabad, Chennai and Mumbai. Aims to have over 200 stores operational in the near future.



BRIEF: Six year old retail chain in India offering Pharmacy, Wellness, Health and Beauty products. Currently serves through 230 outlets. Aims to have 400 operational stores by 2012. Has presence in 26 cities, spread across North, East and West India. Stores have an international look and feel. Stores managed by professionally trained pharmacists.

3

Appollo Pharmacy



COMMITMENT... AS WE CARE



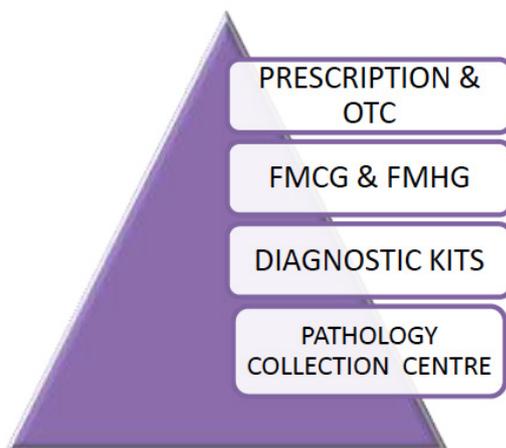
Source: Organized Retail Pharmacy 2011, Northbridge Capital

BRIEF: Division of the Apollo Hospitals Enterprises – Asia’s largest healthcare group. India’s first and largest branded pharmacy network. Over 1000 stores serving 24 hours daily. First pharmacy store opened in Chennai in the year 1983. Operating in 17 states across India. Provides genuine medicines from leading manufacturers. Pharmacy outlets manned by qualified and trained pharmacist.



4

The Complete Health Store



Source: Organized Retail Pharmacy 2011, Northbridge Capital

BRIEF: Part of the Religare group, which amongst other business interests carries the 'Fortis' brand. Pioneering endeavor within India’s healthcare industry putting health solutions on the retail map. Incorporates setting up of a Pan India World Class Retail Network of health stores that would provide comprehensive solutions under one roof. Hopes to have a chain of 1000 complete health stores all across India covering 400 cities by 2012. Stores managed by professionally trained employees.

5

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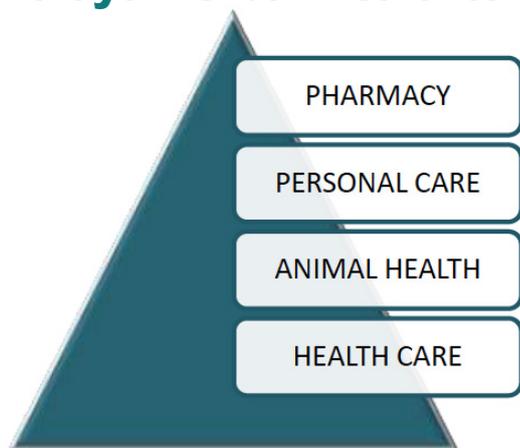
Source: Organized Retail Pharmacy 2011, Northbridge Capital

BRIEF: Established in the year 2006 with the aim of eliminating the risk of consumers purchasing fake drugs. First store opened in Hyderabad in February 2006. Presently serves through over 800 pharmacy stores in five states, covering 98 cities and towns in Andhra Pradesh, Maharashtra, West Bengal, Karnataka, and Tamil Nadu. Owns India's first exclusive hospital pharmacy chain – RiteCure. Launched state-of-the-art diagnostic lab services which can aid in the prevention, detection, or management of a wide range of illnesses. Guided by three themes - quality, convenience, and low prices. Market share: 30% of the organized retail pharma market.



6

Himalaya Herbal Healthcare

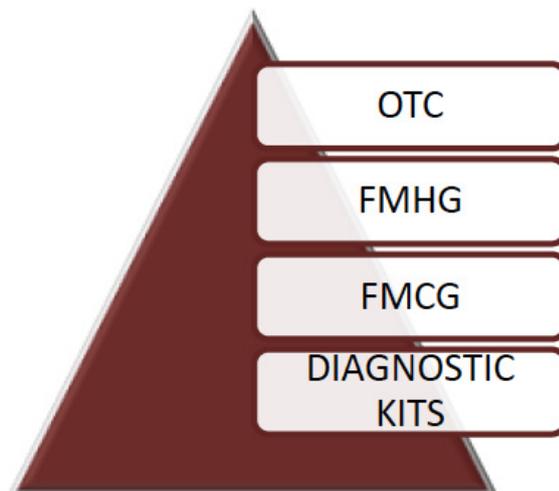


Source: Organized Retail Pharmacy 2011, Northbridge Capital

BRIEF: Part of the Himalaya Drug Company that was founded in 1930. Specialises in extending only Ayurvedic products to consumers. Serving across 71 countries. Converted Ayurveda's herbal tradition into a complete range of proprietary formulations dedicated to healthy living and longevity. Online purchase option. Global product delivery model. Monthly contests: 'Himalaya Babies of the month Contest'. Toll free phone number for Ordering within India. Personalised messages for gifting Himalaya products. Exhaustive Ayurveda knowledge bank on website.



7



Source: Organized Retail Pharmacy 2011, Northbridge Capital

BRIEF: Retail drugstore/pharmacy chain, conceptualized on the foundation of consumer needs. Everything from medicines to preventive care, specified medications to community health camps. Bangalore's largest walk-in one-stop drugstore - a pharma brought to perfection with its drive to provide for, and its dedication to consumer service. Single largest Retail Chain of organized Medical Shops in Karnataka. Over 80 stores in Bangalore and Chennai. Over 20,000 stock keeping units.

8



Source: Organized Retail Pharmacy 2011, Northbridge Capital

BRIEF: Headquartered in Ahmedabad, is the Consumer products business division of the Zydus Cadila group. Spearheads the group's presence in the consumer and wellness segment. Aims to promote 'healthy living' by anticipating the emerging and day to-day needs in dietetic / health foods. The Company is focused on empowering individuals who wish to adopt healthy eating habits and lifestyles. Offers healthier dietary options to the consumers. First pharmacy brand to be listed on the Bombay and National Stock Exchanges. Serves directly in over 850 towns through over 500 strong field force.

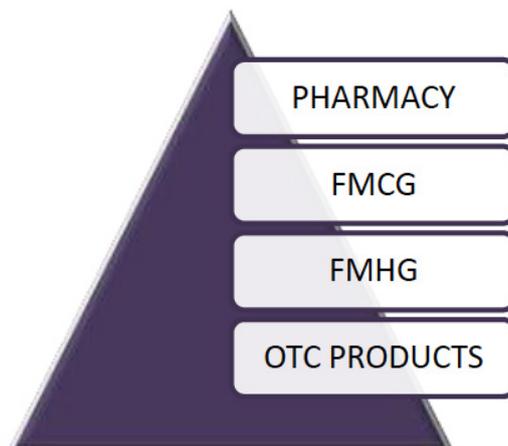
9 **RelianceWellness***



Source: Organized Retail Pharmacy 2011, Northbridge Capital

BRIEF: A division of Reliance retail, a subsidiary of Mukesh Ambani led Reliance Industries limited. Aims to add value to people's lives by providing products and services that proactively work to enrich people's body, mind and soul. One of the latest entrants in the retail pharmacy market. Opened its latest store measuring 3100 sq. ft. in Mumbai in July last year. Will open 1200 stores by 2012-2013. Includes over 8000 stock keeping units (SKU). Well qualified pharmacists and Optometrists available at the store.

98.4°™  10
YOUR CHEMISTS FOR LIFE



Source: Organized Retail Pharmacy 2011, Northbridge Capital

BRIEF: Brand of Global Healthline, promoted by Global Influence group. Chain of retail pharmacy stores branded as 98.4 International presence with domestic operations in Delhi and NCR and overseas operations in Europe and Middle East. Established in the year 2002. Well educated pharmacists attend to customers walking in the company's aesthetically beautiful stores 30 stores across the capital region and intends to open near about 400 stores by 2014. Mastered the aspects of pharmaceutical supply chain. Centralized distribution process and location specific warehouses to ensure faster delivery of products and merchandise to stores

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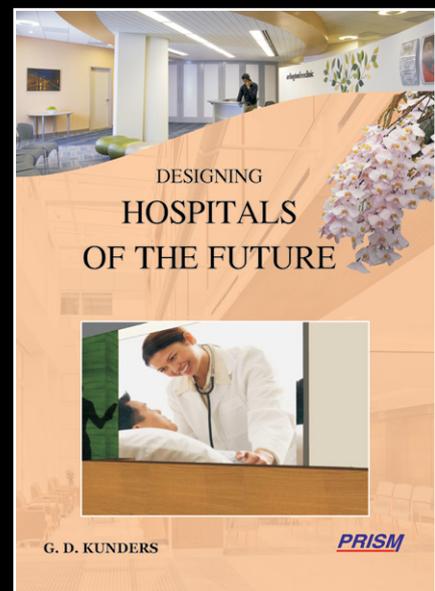
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Letters to the Editor: anupsoans@medicinman.net





Brand Drift Highlights and Gallery on Page 29. (click to navigate)

If there is one event which the pharma brand managers would be looking forward to every year, it is undoubtedly Brand Drift.”



Vivek Hattangadi during his session “What the Pharma CEO wants from the Brand Manager” at Brand Drift, Courtyard Marriott, Mumbai.

Managing Brands in Turbulent Times” was the theme of BrandDrift 2013. It was designed to give the participants tons of usable content on a variety of issues related to pharma brand management.

The participants got introduced to several thought leaders in a short period of time, not only from the pharma industry but even those not directly related to this industry! Accepted truths were presented from a different angle, from different speakers and that gave an even better understanding of the topic. The success stories shared by speakers have truly inspired the younger participants.

Did BrandDrift 2013 provide real learning value for the greenhorn brand managers? At least when your guest editor left the hall at 6.30 pm, he was a much wiser person than when he entered the hall at 8.30 am.

The beauty about BrandDrift 2013 was the fine balance between theory and practice. The theory component

supported and complimented its practical application. The participants were provided with just the right amount of theory carefully balanced with just the appropriate amount of do-able skills. That was the ultimate success of BrandDrift 2013.

Some very interesting topics were discussed.

The aging method of detailing products through a visual aid has to come to an end. Speakers discussed that in this digital era, modern gadgets like iPad, Tablet and many more should be utilised. However that does not mean simply transferring the data from VABs to these gadgets – that would be senseless.

Social networking was another area which should be looked into for brand promotion. E-detailing, where a doctor could know about a product at a time and place convenient is a possibility pharma companies in India should explore.

A very important issue which was highlighted that about ten years

from now, private spending on health can migrate to public spending, therefore brand managers will have to looking at brand building from a different perspective. They may also have to integrate KAM into brand management What if the generic prescriptions become mandatory? Corporate Branding will assume a very important role, because that will build business.

The fear that power may shift away from medical representatives to an electronic channel is irrational. At least in India, for the next 100 years, this may not be possible. Superb people building activities therefore, will be essential.

Training the field force for excellence should be the fundamental activity nay; the accountability of the HR. Market share of an organization would be proportionate to the ‘talent share’ - an important principle for the HR to bear in mind.

BrandDrift 2014 will surely be even more exciting! **\$**

Brand Drift Highlights on Page 29. (click to navigate)



TRAINING



“

Training means to reprogram the brain to lose previous habits and replace them with better new ones. That requires efforts, time, experience, self-realization and rectification and practice. In a nutshell, it is a time-taking process and cannot be achieved in few days.

”

Even though the importance of training is well established in the Pharma industry, it is always the first to get axed during crisis.

There is always a debate on the impact of training on performance. The company often expects a tremendous improvement in performance but they forget that the science of learning is a complex process. Training is not just about teaching, reading and understanding; it is more about imbibing the learning. Training means to reprogram the brain to lose previous habits and replace them with better new ones. That requires efforts, time, experience, self-realization and rectification and practice. In a nutshell, it is a time-taking process and cannot be achieved in few days. Yet, training provides direction and shortens the learning curve which facilitates speedy results if followed and practiced.

Training today has evolved to a great extent and is both an art and science. It is more dynamic, understands the learning process and utilizes it to train adults more effectively. Yet, there are always some challenges in achieving the ultimate goal. Some of those challenges include:

1 Selection of representatives:

Profession of medical representatives once very sought after, is no more lucrative now. Globalization with surge of many new career opportunities has taken away the charm from the profession. Secondly, more science graduates

opting for management/higher studies have made selection process more challenging leaving few candidates for entry-level jobs. All these factors bring new challenges to training. Now, more time need to be invested on the candidates teaching basics of Pharma, anatomy and physiology. It takes more time for some candidates with commerce and arts background to achieve the understanding level of others with science background and trainers need to find ways to simplify learning.

2 Simulating Real Environment:

Training always faces the challenge of simulating field-environment. Very often trainees complain that doctors do not have time, no questions are asked, and no one wants to listen to product detailing. Even though these complaints are true to some extent, these need an attitude change and development of skills to handle silent barriers. Training has though evolved with the market to transfer apt skills; it has to be in-sync with the real-life situations. We also need to learn and transfer Ekta Kapoor's style of storytelling to instill curiosity in doctors and make them interested in listening. Above all, training has to involve at least a few managers in every batch in order to make use of their experience making role plays more realistic.

3 Appropriate time for learning events:

Budget constraint causes the trainees to be a large group of 20-30 which

Research has proved **”** that 80–90% of learning is lost in a month after training if not used and practiced in the work on a regular basis.

The 2012 salesperson Onboarding Survey results have also proved that salespeople, who were most satisfied with their onboarding processes, got up to speed 34% faster i.e. 4 months earlier, than those working for companies who reported that they were less satisfied with their onboarding processes.

consumes more time and hence, less attention. This imposes constraints of time for participation. So training turns into lecture making trainees a passive listener and slowing the learning experience. Lack of appropriate practice causes the skill to be forgotten and never imbibed. Research has proved that 80–90% of learning is lost in a month after training if not used and practiced in the work on a regular basis.

The 2012 Salesperson Onboarding Survey results have also proved that salespeople, who were most satisfied with their onboarding processes, got up to speed 34% faster i.e. 4 months earlier, than those working for companies who reported that they were less satisfied with their onboarding processes. Those most satisfied also had onboarding programs twice as long as those least satisfied.

4 Refresher must be more refreshing:

My experience with refresher training has always been average. I have mostly seen people losing interest, taking it for granted or getting bored with almost same syllabus being repeated. So, it's always wise to design refresher courses with more focus on the skills, innovative ways of learning, relating more to visual and kinaesthetic learners rather than mere lectures. It actually needs a brain-storming and more innovation to make refresher more fruitful. It should involve strategies and formats that keep the trainees engaged, motivated, increases retention, forces them to think and come out with solutions.

5 High attrition:

As per the survey done by Interlink Marketing consultancy, published in International Research Journal (2010), Indian Pharma sector suffers a high attrition rate of 30-35%. This often evokes a doubt if training should be given to the new joiners or it should be halted till the team gets stabilized. I would like to draw the reader's attention now to another fact published by the same paper which stresses on the role of training in reducing attrition. Another study by Felstead and colleagues (2010) proves that the majority of trained employees (59.8%) had improved job satisfaction following training. They also found training increased motivation and performance.



“It’s always wise to design refresher courses with more focus on the skills, innovative ways of learning, relating more to visual and kinaesthetic learners rather than mere lectures. It actually needs a brain-storming and more innovation to make refresher more fruitful.”

All these facts prove beyond doubt that training is a motivational factor for employees and hence cutting the cost of training would never be a positive factor in increasing income of the company.

Conclusion

Having said all this, I would like to emphasize that good quality training continues to pay back over the years. It is the backbone for employees’

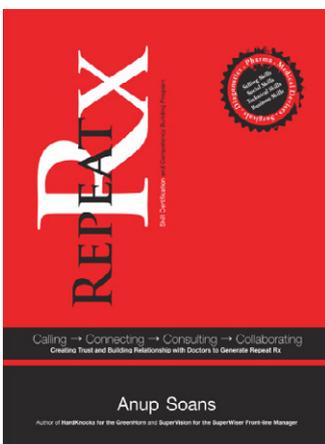
retention, motivation, sales figures, personal and organization growth. A right training program is like right fit shoes, for the employees, which can be long-lasting, hassles-free, and comfortable. Hence, for training to be of any use, it needs to be part of the wider company plan, embedded in everyday practice”. **S**

Ad

TRAINING THAT

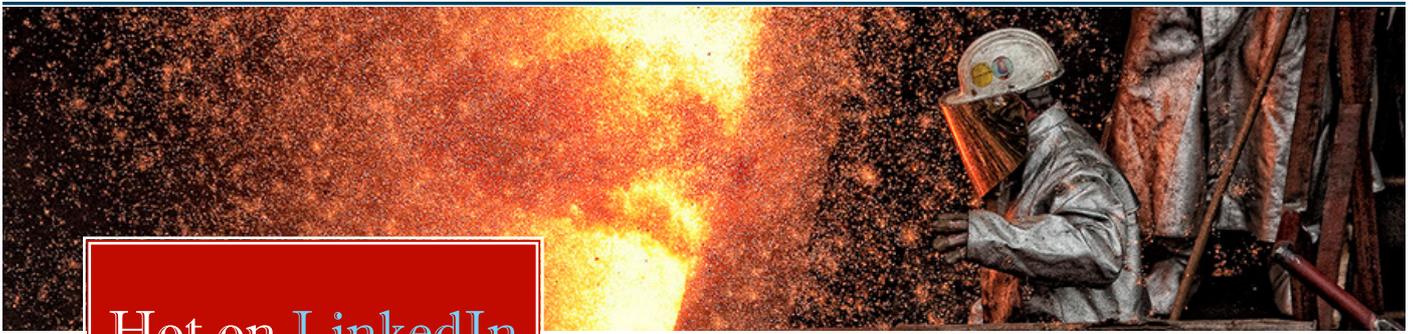
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Hot on LinkedIn



“The Tragedy of the Pharma Sales Profession is - Talented People are Left Behind... and Mediocracy Rules Pharma.”

DISCUSSION LEADER

Madhu Mangal Kaushal | <http://lnkd.in/aCaXAb>



“Madhu - professionals have to learn to promote themselves not just their company's products!

What is your unique strength through which you can make a unique contribution?
Sell it. We are but an idea - need to show how it can work!”

- ANUP SOANS, EDITOR @ MEDICINMAN.



“I strongly agree with the point raised by Madhu. But as Anup Soans said, we have to learn to promote our selves. But irony is that no interviewer wants to listen to facts or ideas of the candidate. Recently, in one Pharma Company, my bosses told me not to work in field instead manage the figures by sitting at C & F office. He says this is smart work. I have been struggling in Pharma, though I have a brand of sincere worker in field because I do not have a godfather. But some people whom I have seen are growing just because they have this god fathers and these godfathers help them though they swindle money or they report false calls. But I have not lost confidence, definitely somebody will recognise us.”

- H DEVI PRASAD - REGIONAL BUSINESS MANAGER HYDERABAD



“Sincere to the organization, good productivity will be secondary, the primary duty in present trend is, you are expected to be ‘Yes Master’ to your boss, ensure perfect completion of work entrusted to you, in addition play some dirty politics in regards to your competitors. Promote yourself among your seniors and subordinates. I am sorry to say that naturally talented people see their way up the ladder by means of pure merit. Interpersonal and communication skills are the important skills needs to be improved and practiced.”

- MANJUNATH CHINTAMANI, EXPERIENCED SENIOR TRAINER/BUSINESS DEVELOPMENT CONSULTANT, VISIONARY ENTREPRENEUR

Hot on LinkedIn



"We are in the job of sales & marketing thus unless we do not sell ourselves the frustration will prevail. There are people of different psyche and one cannot expect from all to be honest, truthful, sincere and trustworthy, still one has to create his/her own space so not to be bogged down by their unfair means."

- ALOK DIKSHIT.



"In pharma industry people often get elevated or get bigger responsibility because of their sales performance. That is an utterly wrong idea. Many organizations do not have any other way to reward the employee for sales performance except to promote them. Educational qualification and conceptual/human/technical skills are often ignored due to lack of systematic approach."

- GOVIND TIWARI, REGIONAL MANAGER AT ZUVENTUS HEALTHCARE LIMITED, DELHI



"Great point, Govind. Sales performance is the easiest parameter to measure. Others like leadership and behavioural traits, Emotional Intelligence, Communication Skills are much harder to measure.

Educational qualification can predict managerial competence, not leadership.

The best way is to identify the high potentials and give them opportunities to lead/ manage. For example, give them a role in onboarding new MRs, appointing and managing distributors in a smaller territory. Additional task of managing a vacant territory - stretch goals that bring out initiative, risk taking and other leadership traits. There are so many ways to enable performing MRs to reach their full potential. But the biggest responsibility for growth lies within the individual - if they are determined, nothing can stop them, if not nothing can help them.

The best way to learn swimming is not just by reading about it but by getting into the pool with an experienced swimmer. The best way to move up the ladder is by taking initiative to lead/manage whenever opportunity comes your way.

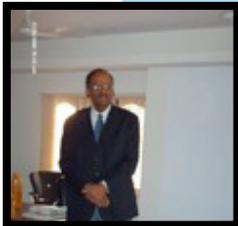
Most sales people are so busy in 'operations' that they do not take time to expand their horizons. Pharma sales is a great stepping stone, but unless you continuously read up and skill up, you will not be able to capitalize on opportunities and it will become a grinding stone! Pharma sales people who have moved into related sectors like medical publishing, CME, healthcare communications/advvtg, pharma analytics, market research, consulting, PR have done extremely well.

In a 15-year career one must read at least 50 good books - how many have done it? Is there an excuse for not investing in yourself?

Even in the best run pharma companies, not all can move up. One must know when and how to move out. Career planning is an important skill and all that most people in pharma sales do is to jump from one company to another without much planning."

- ANUP SOANS, EDITOR @ MEDICINMAN

Hot on LinkedIn



" The point is when one feels that he is the best and should have got it and somebody else gets it. Is it because the other is better or you have not projected yourself better? The fact lies in the saying, managing oneself and managing one's boss - both are important today to come up in an organization and of course unless you have the confidence in yourself that you can make your own future and destiny. Self confidence and self propulsion are both important and need to be balanced based on capabilities and the right aspiration to work along."

- VARANASI RAMPRASAD.



"@ Ramprasad..You have touched a right point by saying 'Managing oneself and managing one's boss - both are important today to come up in an organization and of course unless you have the confidence in yourself that you can make your own future and destiny. '

I would like to add Albert Einstein once said, "Politics is more difficult than physics." The same might be said of the practice of management.

Managing others may not be complex, but it is certainly not easy. What often appear to be simple, straightforward principles can be deceptively difficult to implement.

Managing yourself and others is a dynamic process—one in which the players, and sometimes the rules, are always changing. However, you can approach it strategically. It starts with knowing yourself—what really motivates you, your strengths and blind spots. Really understanding yourself can be a difficult and enlightening process. The more accurate and nuanced your understanding of yourself is, the greater your chances of being able to put yourself in environments and situations that play to your strengths."

- AJAY KUMAR DUA, DIVISIONAL HEAD, PHARMACEUTICAL PROFESSIONAL, NEW DELHI



"@ALL, Gr8 interesting comments from all on a very interesting topic. But as per my experience, good work culture and your sales figures / achievements do speak for itself. You can be stopped once, twice, from growing but not all the time. Yes there is a need to promote oneself as we are in selling business and one needs to sell himself to grow. But just by being a YES BOSS MAN , can we sustain long term growth? You have all the right to express your views be a critic also to your boss' decisions. Might be that he might not like it, but if he is on the same road, he will understand your viewpoint and if he doesn't, then probably you are not working under a right mentor/ coach/ godfather and you need to change your track . @Mr Alok Dikshit My experience has given me to understand that it is the right decision taken at right time with right set of skills in a right direction..with of course some one to guide and coach can catapult the career. . That absolutely stands true."

- HARMEET SINGH, REGIONAL BUSINESS MANAGER - WITH VERITAZ



RM. Saravanan is a corporate trainer & author of the books - 'Reveal Your Genius' & 'The Winning Edge'. He was formerly Manager - Training at Chiron Panacea Vaccines.

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Before you get promoted as a leader, you must start thinking and acting like one.

Promote Yourself' is a concept I internalized in the year 2003. I remember, I went for a promotion interview but I didn't get selected. My initial response was anger and disappointment. But within few minutes a realization hit me: to get promoted as a first-line manager is in the hands of my organization and it is not in my control, but promoting myself as a leader is in my hands and I didn't need anybody else's help to become one, if I so decided. That moment, I elevated myself as leader and I consciously started behaving and working like a leader.

I started travelling everywhere by first class or AC, I started wearing only best of the shirts, ties and shoes, I stayed only in hotels where managers stay and I also improved my vocabulary and language.

In my approach, I became solution provider rather than being a problem-finder and started looking for opportunities to appreciate people and their work.

In a nutshell, I improved my standards of excellence, so that I started feeling like a leader.

The moment I started working and thinking like a leader, leadership opportunities came in search of me. From that time, I never missed an opportunity to promote myself.

There are innumerable ways to promote yourself.

1. "Till yesterday I worked like a salesman and from today, I'll be a sales professional and my salesman days are over". In this approach, you bring a greater customer-focus, as you become a professional.
2. "Till now, I was a very passive person and from today, I'm becoming an assertive person. My days of passiveness are over". And you start your day with the thought of your promotion as an assertive person.

3. "Till now, I was an average communicator. From today, I'm going to invest 30 minutes daily to improve my communication so that I become a master communicator. My days of being an average communicator is over".

If you are inspired to promote yourself, start now. Your career will not be the same, once you internalize 'Promote Yourself' as your habit. You'll reach a position in your career, where no one else has reached. Wishing you all success for your glorious future. **S**



JAMES TAYLOR PHOTOGRAPH © 2013



Medical Rep	VS.	Insurance Advisor
Selection Procedure is Haphazard and Widely Varied		Selection Procedure is Governed by the Rules of IRDA and Induction Process is Streamlined
Meets an Average of 10 Doctors/Day		Meets 5 or 10 or 12 Prospects/Day
Spends << 20% of Time as Joint Calls with Seniors Every Month		Spends 30-35% of Time as Joint Calls with Superiors Every Month
Gets Minimal Support from Admin/Office Staff		Ably supported by Admin and Training Departments
Lacks Social Interaction		Joins in Social Clubs for Business Development
Good Communicator (Talks More)		Effective Communicator (Listens More)
Uses Flipchart/Visual Aids to promote brands		Uses Personalized Approach Through Documents to Convince Customers
Sales Presentation Lacks Innovation		Sales Presentation is Extremely Personalized and on Need-based Analysis
Dominated by Male Employees		Many Home Makers are Attracted to the Profession
Earns an Average of Rs.15,000/Month		Earns an Average of Rs.50,000/Month
Dislikes his Job		Behaves Like a True Professional

Indian Pharmaceutical Industry is a highly organized industry operating successfully and growing in double digits. It has a well structured network of Manufacturers, C&F Agents, Distributors, and Retailers. Similarly, Insurance industry has a well structured distribution network and is governed by the rules of IRDA. The huge volume of business generated by both these industries depends on the field work of salespeople - Medical Reps and Insurance Advisors. There's a lot that Indian Pharma can learn from the Insurance industry.



PR FOR THE REP

“I Don’t Know Who You Are.

**I don’t know your company;
I don’t know your company’s products;
I don’t know what your company stands for.
I don’t know your company’s customers;
I don’t know your company’s record;
I don’t know your company’s reputation.**

Now, what was it you wanted to sell me?”

Public Relations for the Medical Rep

According to Al Ries, the author of *Marketing is Warfare*, “In warfare today, the primary weapon is air power. You can’t win a war unless you first control the skies. Furthermore, you don’t attack with your infantry until the enemy is first ‘softened up’ by air power. In marketing, PR is the air power and selling is the infantry. You shouldn’t run an infantry attack until you first soften up the mind of the prospect with PR - air power.”

Public relations include ongoing activities to ensure the company has a strong public image. Public relations activities include helping the public to understand the company and its products. Often, public relations are conducted through the media, that is, newspapers, television,

magazines, etc. Public relations is often considered as one of the most important activities for promotions.

Public Relations (PR) is an excellent tool to cultivate relationships that will help your cause and increase your productivity. Imagine the doctor, the chemist and the hospital official being chased by hundreds of Medical Reps, all trying to sell their products as the best option. The success prospects in such a situation are uncertain. However, if you have cultivated your relationship with your prospects through other avenues, where the focus is on listening to their stories, it is more likely that the prospects will now want to hear your story with interest and will act in your favour.

The time for developing a relationship is not when you want something from someone. Therefore:

- ⊕ Have a plan to develop a relationship before the need arises.
- ⊕ Be a part of activities and associations in which you can get to know your prospects and their interests.
- ⊕ Plug into the physical and virtual networks to which your prospects are connected.
- ⊕ When someone within the prospect’s circle of influence speaks well of you, it has more impact than efforts to blow your own trumpet. The prospect will be primed to interact favourably with you and may look forward to meeting you to confirm the feedback about you.

“ **The Medical Rep is the Ambassador of the company in the territory allotted to him. He must become a member of professional bodies that will develop his personality and networking skills. Marketing associations, advertising clubs, PR associations, the Lions Clubs, the Rotary Club and Jaycees are all excellent avenues through which to interact with other professionals and learn business skills.** ”

Ⓞ A friend's word about you and your company are more powerful than all external communication about your product.

The Medical Rep is the Ambassador of the company in the territory allotted to him. It is his responsibility to cultivate and project a positive image of his company through his actions.

A Medical Rep can project a good corporate image of his company in his territory in several ways. A primary way is by acquiring all the knowledge, skills and attitude that could make him a well-rounded professional. He must become a member of various professional bodies that will develop his personality and networking skills. Marketing associations, advertising clubs, PR associations, the Lions Clubs, the Rotary Club and Jaycees are all excellent avenues through which to interact with other professionals and learn business skills. The Medical Rep must volunteer his services for community and health check-up programmes and treatment camps.

Being a good corporate citizen is an attribute that companies actively cultivate at the corporate-level. A Medical Rep must be able to project this image locally. One of the ways to improve your English language skills is by reading newspapers and

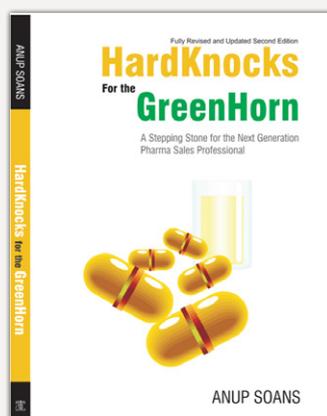
magazines. By reading magazines such as 'Pharmabiz', 'Pharma Pulse', 'Business World', 'Business Today' and 'Business India', you will come across news items regarding your company. Whenever you come across a favourable coverage for your company or products, you must show such reports to doctors, chemists and distributors, as they will project a positive image about your company. Watching business channels such as CNBC regularly

and surfing related websites would enlarge your horizons and improve the quality of your interactions with your territory constituents.

Public Relations at the personal level implies networking with your senior colleagues and managers from other companies and seeking mentors who will guide you. If you have developed your PR skills, you will be able to perform well in your role as a Medical Rep when compared to others around you. If you take care to utilise your time to expand your horizons, opportunities will come knocking, and before you know it, your talents will be recognised and rewarded.

Public Relations is gaining importance as an effective business tool. Being knowledgeable about PR and practising it will improve your performance and add to your career prospects. PR is one skill that will develop you as an individual as you network and build relationships with people who have the power to help you achieve what you want in business and life. §

THIS ARTICLE IS A CHAPTER FROM THE BOOK *HARDKNOCKS FOR THE GREENHORN* BY ANUP SOANS.



HARDKNOCKS IS WRITTEN FOR YOUNG PROFESSIONALS ENTERING THE INDUSTRY AND IS INTENDED TO EQUIP THEM WITH THE NECESSARY KNOWLEDGE, SKILLS AND ATTITUDES THAT LEAD TO SUCCESS.

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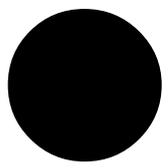
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Everything



“There’s no dearth of sales people coming to your doorstep to woo you into buying their products and offerings. But the big question is “How many of them make the right impact, the first time?”

Alan came across as a promising young sales executive, though he preferred to be called an MM (Marketing Manager). Alan greeted me with a smile and a perfect hand shake. I quite liked his pitch and his effort to make me his next customer. However, there was something amiss in his attire and appearance. He did what he could to the best of his ability and left his visiting card with MM boldly embossed on it.

My inquisitive secretary, Natasha asked “Why did you send Alan back so quickly?” I said “I would have appreciated Alan and his organization, if they would have worked a little more on making good impressions on the minds of customers”

There’s no dearth of sales people coming to your doorstep to woo you into buying their products and offerings. But the big question is “How many of them make the right impact, the first time?”

So what if you are a Sales Executive, Manager or even a CEO, the hyper competitive market demands a confident image as a first step to success.

Self Confidence, Right Attitude, Power Dressing, Body Language and Etiquette are essential to make a great First Impression that creates trust and leads to lasting relationships. §



MARKET INSIGHT



“ The Pharma Sales profession is in the midst of a radical change. Pharma sales is no longer a numbers game alone now. Simple selling will be a thing of the past. The selling that will remain, will be sophisticated and demanding. The salesperson of the future will have to be a sharp, creative problem-solver, a value-creator and an opportunist.

With 348 drugs included in the Essential Drugs List, the Market is going to see cut-throat competition among Pharma companies. The whole focus will be on compensating depleted volumes of these 348 drugs and generating profits from New Entities or existing non regulated drugs.

On one front companies will be fighting it out for common brands at same prices and on the other hand there will be a flurry of new products which are out of this List of Essential Drugs.

The pharma sales profession is in the midst of radical change. Pharma sales is no longer a numbers game alone now, at least not

in terms of the numerical size of the sales organisation.

Simple sales will soon be a thing of the past. The selling that will remain will be sophisticated and demanding. The salesperson of the future will have to be a sharp, creative problem-solver, a value creator and an opportunist. He will need to be a person who can map customer needs, understand customer psyche and deliver key messages and services accordingly. These changes will demand a high level of skills and professionalism.

Value is a recurring theme in today's marketplace. Customers – whoever they may be – are looking for value, and value means different things to different customers depending on

the type of customer audience we are catering too.

Pharma companies will have to learn how to sell differently and restructure their sales forces in ways that address the evolving requirements of the market. This will inevitably mean changes not only to the numbers employed but also in the types of salespeople they retain and hire.

Today, it is not about employing 'better talent', it is about employing the 'right talent'.

What is this "right talent"?

Is it a Medical Rep with just "Good Product Knowledge"? No.

Is it a Medical Rep with just "Good Selling Skills"? No.

What is needed today is a “Sharp Businessman” who explores and creates an opportunity not only through knowledge or selling skills but by “opportunistic posturing” by satisfying his need through changing business prepositions time and again as per customer’s need, for continuity of business.

The new sales force will have to deploy their talent in fundamentally different roles compared with the past, introducing an entirely new talent mix.

The key issue for any sales organisation today, is to ensure they have the right people in the right roles to address the market in new and more relevant ways.

With the current imperatives, Pharma companies have to change their approach. This is driving a requirement for sales talent with an entirely new competency profile.

The big question is: “is the new talent readily available?”

The answer is a big “NO”.

The pharma industry recruits either “the guy with sufficient scientific knowledge” or a “guy with sharp selling skills” but what the industry needs today is an “opportunist” who can aggressively drill a hole in the “customer’s mind and pocket”, selling a “new value proposition” every time he meets him, to maintain continuity.

Such “opportunists” who are sharp, intelligent, advantage seekers and persuasive, have to be tracked during recruitment and



The Coca-Cola Company

“What is needed today is a “Sharp Businessman” who explores and creates an opportunity not only through knowledge or selling skills but by “opportunistic posturing” by satisfying his need through changing business prepositions time and again as per customer’s need, for continuity of business.

their skills further sharpened in this new art of “continuity of business” warfare in the training sessions.

But this alone will not bring in success.

These “opportunists” will need a well coordinated support system. Success will depend upon how innovative, sharp and flexible the company and marketing teams are and on the speed of higher-ups and marketing to respond to customer needs. Because needs would vary from customer to customer and visit to visit, there cannot be a fixed marketing approach.

Moreover, the moral and ethical standards of the organizations will also be tested and therefore the need for flexibility and sharp alternative responses to stay close to moral and ethical standards to maintain continuity of business.

To conclude, the time has come for pharma companies to:

- ❶ Unleash new breed of “brand ambassadors”
- ❷ Search for the new talent - “Opportunists”
- ❸ Change training modules to harness these “Opportunists”
- ❹ Marketing to adopt open and dynamic policies to support these “Opportunists”
- ❺ Stake holders to show more flexibility, speed and innovation towards “Opportunists” for ensuring “continuity of business”. **S**

Watch out for Sharad Virmani on “Employee Loyalty in Pharma” in MedicinMan April ‘13. Subscribe to MedicinMan here: <http://eepurl.com/tKss5>

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DEFINING META-ANALYSIS

This article is third in a series on Health Economics and Outcomes Research (HEOR) by the authors. HEOR is an integral part of Evidence Based Medicine (EBM). See *MedicinMan* January and February 2013 for the other two articles.

Meta-analysis is a statistical technique for combining the results from studies identified in a Systematic Review (See "What is Systematic Review?" in *MedicinMan* February 2013). It should include limited heterogeneity and the results can be presented as forest plots.

Need & Advantages

1. One of the foremost requirements for conducting a meta-analysis is a well-executed systematic review. The quality of a meta-analysis depends whether the original review was partial, flawed or otherwise unsystematic. Meta-analysis offers a logical and helpful way of dealing with a number of practical difficulties hampering effectiveness of research.
2. It helps in overcoming bias
3. Meta-analyses, combining results from different trials, has more power to detect small but clinically

significant effects. Furthermore, it gives more precise estimates of the size of any effects uncovered

4. A good meta-analyses allows readers to determine the reasonableness of the decisions taken and likely impact on the final estimate of effect size

Performing Meta-analyses

1. Collecting and assessing relevant studies.

Relevant studies are selected by searching several electronic databases (like, MEDLINE, EMBASE, and Cochrane Central Register of Controlled Trials). Apart from this hand-searching is also done so as to ensure not to miss out any relevant study. After including all the relevant studies, decision is taken about the study quality. The two scales most commonly used are those developed by Chalmers et al and Jadad et al.

2. To calculate effect sizes

In meta-analysis outcomes are usually summarised in the form of ratio of the frequency of the events in the intervention to that in the control group. The most commonly summarised measure of effect size used are the odds ratio and the risk ratio (relative risk). An odds ratio of 0.5 implies around a 50% reduction in the defined event in the treated group compared with the controls. Different methods are used for combining odds ratios, relative risks and other outcome measures such as risk difference or hazard ratio.

3. Sensitivity analyses

It is generally necessary for meta-analysts to carry out sensitivity analysis. A good sensitivity analysis explores the effect of excluding various categories of studies; for example, poor quality or unpublished studies. It also examines the consistency of results across various subgroups (patient group, type of intervention or setting).

“ Meta-analyses offer a quantitative approach for synthesizing clinically useful evidence. However, the execution of meta-analyses is limited by the quality of the underlying studies (The GIGO principle of ‘garbage in, garbage out’). Meta-analyses can be an important method of resolving therapeutic uncertainty especially for healthcare managers and clinicians.

4. Forest plot

Data from meta-analysis can be displayed in the form of a Forest plot. A hypothetical example is shown in Figure 1. This displays the findings from each individual study and also the combine effect after meta-analysis. The size of the square is proportional to the weight each study gets in the meta-analysis. A horizontal line (usually the 95% confidence interval) is drawn around each of the studies’ squares to represent the uncertainty of the estimate of the treatment effect. The aggregate effect size obtained by combining all the studies is usually displayed as a diamond. In this hypothetical example, the final effect size (diamond) is on the right side of the line of no effect, and thus shows paroxetine as a better therapy for one of the outcomes.

5. Heterogeneity

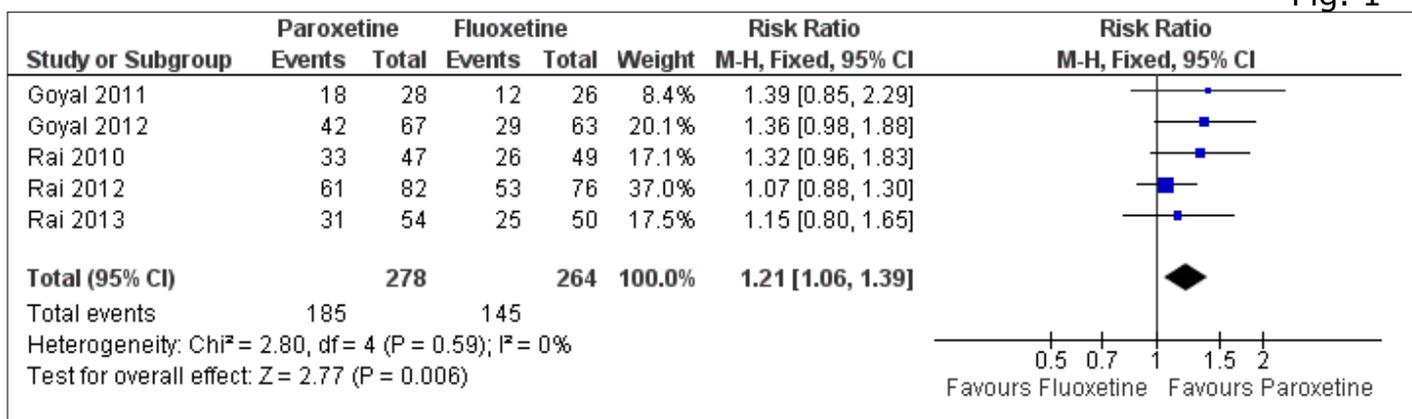
One of the commonly occurring problems with meta-analyses is to mix studies that are different from each other (heterogeneity). The studies can differ in patient population, healthcare facilities, interventions and the primary endpoints (survival, progression, and relapse). These differences between studies lead to heterogeneity. The test, which is commonly used to check heterogeneity is Cochrane’s Q, a statistic based on the chi-squared test but may not be very reliable at times. A more reliable test is the I2 statistic (Figure 1). It scores heterogeneity between 0% and 100%. Further 25% corresponds to low heterogeneity, 50% to moderate and 75% to high. If heterogeneity is absent or low, the analysis employs the fixed-effects modelling (FEM). This effect assumes that the size

of treatment effect is the same (fixed) across all studies. Random-effects models (REM) assume that the treatment effect really does vary between studies. Such models increase the variance of the summary measure, making it more difficult to obtain significant results. REM should be used along with FEM when heterogeneity is high in a meta-analysis.

Conclusion

Meta-analyses offer a quantitative approach for synthesizing clinically useful evidence. However, the execution of meta-analyses is limited by the quality of the underlying studies (The GIGO principle of ‘garbage in, garbage out’). Meta-analyses can be an important method of resolving therapeutic uncertainty especially for healthcare managers and clinicians. **S**

Fig. 1

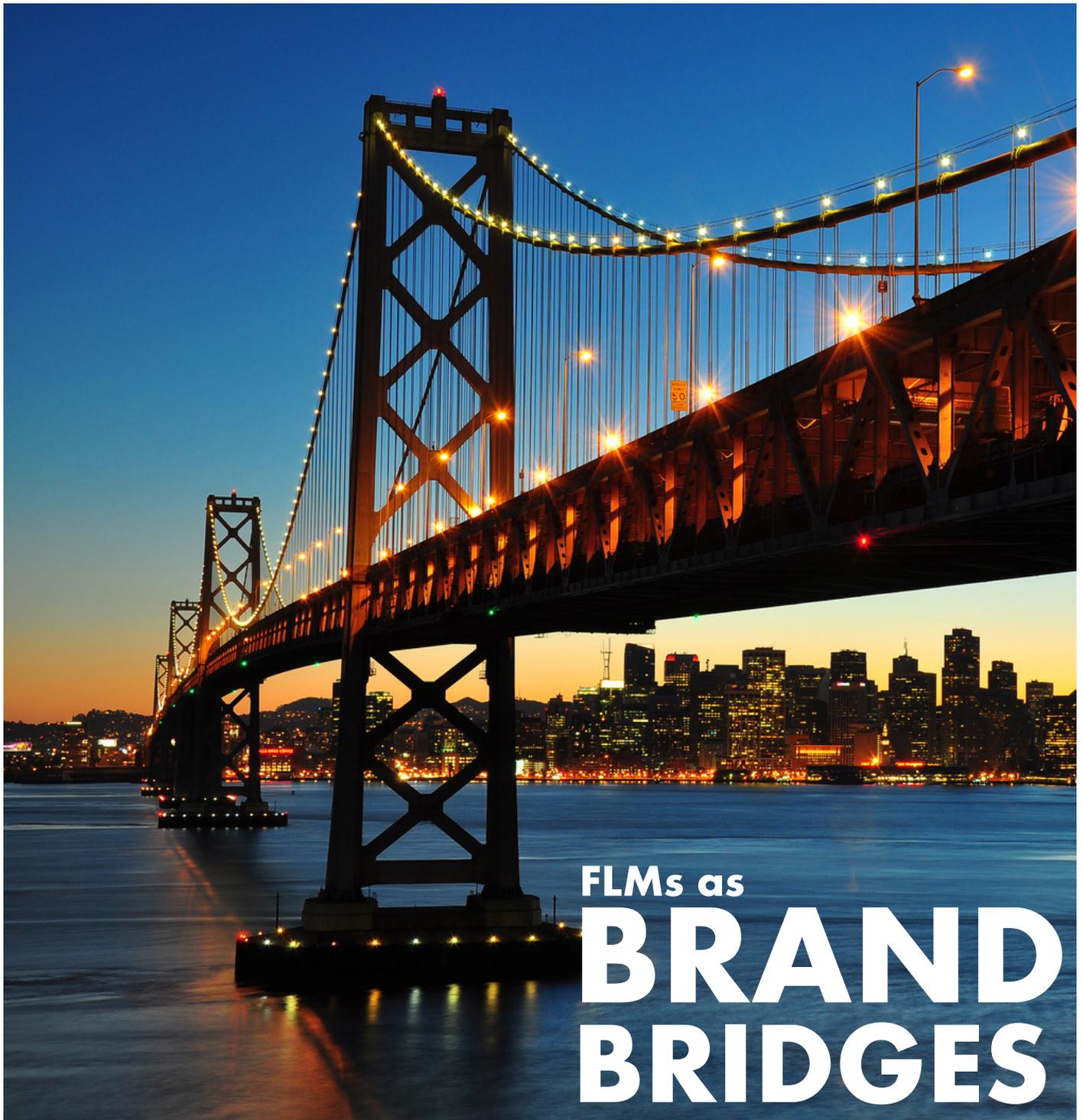


K. Hariram is the former MD (retd.) at Galderma India. He is Chief Mentor at MedicinMan and a regular contributor.

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BRAND MANAGEMENT



FLMs as BRAND BRIDGES

“ FLMs act as a great bridge between market and brand management. They ensure 100% implementation of the strategies by the MRs. They also play a crucial role in gathering variety of market related information, customer feedback, implementation related issues and translating them into meaningful ‘feedback’ to the brand management team. ”

The brand image that carries emotional connection consists of the many manageable elements of branding system, including both visual image assets and language assets.

The process of managing the brand to the business plan is important not only in 'big change situation' where the brand redefinition is required, but also in the management of routine marketing variables and tactics. Having said this, let us look at the role of MRs and FLMs in brand building. The key to success of any strategy is IMPLEMENTATION. Before doing this the MRs & FLMs have to understand clearly every aspect of the strategy. It may be:

1. Brand positioning
2. Brand's attributes
3. Product knowledge
4. The Communication - including thorough practice
5. The "what" and "why" of the resources provided
6. "When", "where" and "how" to use the resources
7. Target selection of customers, if any.
8. The pre-planning required
9. Possible questions and objections - how to handle it

When the strategies are being explained, they should clarify all the doubts and have complete clarity. The FLMs play a very crucial role in ensuring 100% implementation of the strategies by the MRs. So 'joint field work' and 'on-the-job coaching' plus 'close monitoring' of all the activities becomes part of the key success factors in brand building

exercise. This includes meeting the key customers and opinion leaders during joint field work.

FLMs also play a crucial role in gathering a variety of market-related information, customer feedback, implementation-related issues and translating them into meaningful 'feedback' to the brand management team, at regular frequency. Instead of taking a complaining stance, proper feedback with suggestions will help in completing the loop. This will also help in immediate course correction and proper implementation.

FLMs act as a great bridge between market and brand management. This synergy goes a long way in every aspect of brand building. More importantly, brand building requires a tremendous amount of emotional connection with the brand and everything that goes into building it. The passion, the enthusiasm and the energy put behind at all levels go a long way in building the brand.

Brands are first built in the mind of brand manager (strategy level) and then it is built in the minds of MRs and FLMs (execution level).

"A brand is a living entity – and it is enriched or undermined cumulatively over time, the product of a thousand small gestures" says ex-CEO Michael Eisner of Disney.

We must never forget that building brand equity is like building a close friendship.

It requires a consistent relationship over time, trust, and an emotional connection. Who else could steer this in the context of our Pharma industry today ?

It could be only BRAND MANAGEMENT and therefore, BRAND MANAGERS.

Brand management is the voice and image that represents your business plan to the outside world. What your company, products and services stand for should all be captured in your branding strategy, and represented consistently throughout all your brand assets and in your daily marketing activities.

"Long-term brand equity and growth depends on our ability to successfully integrate and implement all elements of a comprehensive marketing program." says Timm F Crull, Ex- Chairman & CEO of Nestle.

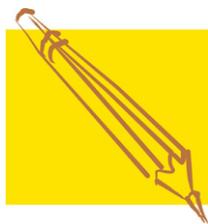
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2013

BRAND DRIFT

highlights

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Photo Gallery



Jolly Mathews (left), Member of MedicinMan Advisory Board felicitating Anup Soans (right), Editor, MedicinMan.



The Stage is Set!
Brand Drift was held at the beautiful Courtyard Marriott in Mumbai.



At the Networking Breakfast



Chhaya Sankath, CEO Knowledge Media Venturz, welcomes delegates.



Amlesh Ranjan, Asso. Director Sanofi, sets the tone for Brand Drift 2013 with his keynote address "Crystal Gazing into Pharma".



Arvind Nair, Conference Director, felicitates a participant.



Kiran Khalap enthralls the audience.

Session Summary



Salil Kallianpur, Commercial Head, Classic Brands Center of Excellence, GSK



Susan Joshi, Managing Partner, Sorento Healthcare



Manish Bhagat, Chief Manager, Strategic Mktg., Abbott Healthcare

Session: “Pharma Marketing - Leveraging the Digital Platform”

Session Chair: Salil Kallianpur, GSK. *Panelists:* Susan Joshi, Sorento Healthcare, Manish Bhagat, Abbott

Salil Kallianpur

Technology has prompted drastic changes in the marketing world over the past decade, and pharmaceutical marketing has not been excluded from this evolution.

Faced with shifting consumer and physician media preferences and shrinking budgets - what is a smart pharmaceutical marketer to do? The task is best summed up by the words of Charles Darwin, “It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.” So change one must.

I had the privilege of chairing a panel discussion on the opportunities for pharma marketing to leverage the digital platform at the recently held

“Internet-savvy physicians are no longer an “emerging group” - nearly all physicians are online for professional purposes quite frequently.”

“Brand Drift 2013” - MedicinMan’s annual gathering of pharma brand managers in Mumbai. My co-panelists, Susan Joshi, CEO of Sorento Healthcare and Manish Bhagat, Chief Manager, Strategic Planning, Abbott, shared valuable insight and a case study of Abbott’s digital platform, Knowledge Genie. Some of the key take-away messages from the session were:

1/ Internet-savvy physicians are no longer an emerging group – nearly all physicians are online

for professional purposes quite frequently.

2/ Mobile technology has played a significant role in increasing physicians’ dependency on online resources – a majority of doctors own ‘smartphones’ and are using them to supplement their desk or laptop computer usage to be “always on.” Hence it is important to re-evaluate the promotional mix to ensure that promotional efforts take into account the physician shift toward digital channels.

3/ Online journals, virtual conferences, physician social networks, and other professional online sources provide marketing opportunities to reach physicians through alternate channels.

4/ Physicians rely heavily on search engines when researching medical and pharmaceutical information online, with Google being the most popular engine among this group.

5/ Paid search and search engine optimization strategies can help drive physician visitors to customer service portals.

6/ Patients and health care consumers are online specifically for pharmaceutical or prescription drug information, beyond just looking up general health resources.

7/ Individuals obtain this information from a variety of sources, including blogs, insurance sites, general health portals, government sites, Wikipedia, online communities, and through the corporate and brand sites set up by pharmaceutical companies.

8/ Personalized engagement with customers is a great way to build sustainable and differentiated relationships.

9/ A sustained online relationship can provide key insights into behavioral and demographic attributes for profiling. This leads to real-time segmentation and targeting and better bang for the marketing buck.

Conclusion

Digital as a medium presents us with a vast array of choices to create “touch points” for other stakeholders such as regulators, payers and pharmacists as well. Whether it’s a comprehensive disease portal, a sophisticated online classroom, or a 140-character broadcast, digital introduces many more channels into the communications mix. The digital medium provides scope to reach out to physicians and patients and impact more with less. The panel discussion and the Q&A session that followed, helped the audience understand that digital technology provides the opportunity to engage current and prospective customers in new and different ways. **S**



Watch out for MedicinMan April 2013 Brand Drift Special Issue for a complete coverage of sessions.

Make sure to you receive MedicinMan in your inbox every month along with updates about upcoming conferences and offers from us.

Register here: <http://eepurl.com/tKss5>



Bindu Menon, Point Blank Advertising, talks on brand manager-agency relationship



Registration. Brand Drift was House Full.



Saurabh Kumar - a Field Sales Professional, enthusiastic about learning.



Akshaya Nath, CEO Avita Biopharmaceuticals, emphasizes accountability for Brand Managers



Foot and Mouth artist Nadeem gives a live demonstration of painting using only the feet at Brand Drift 2013



Final painting being presented to a participant by Paresh Padia of IMFPA.

Designing Hospitals of the Future by G.D. Kunders

Efficient, Flexible, Sustainable Patient-Centred Healing Environment



I have never let my schooling interfere with my education.”
- Mark Twain.

To put Mark Twain’s advice into action, you must follow the pioneers in your field and keep learning. G.D. Kunders is one such pioneer in hospital facilities planning and management, whose books are *de rigueur* for healthcare professionals who wish to deliver the best possible patient care in the 21st Century.

“Designing Hospitals of the Future” by G.D. Kunders is a virtual compendium of knowledge and wisdom from some of the top professionals in hospital facilities management.

“Designing Hospitals of the Future” focuses not only on all the essential areas of hospital facilities planning and management; it even addresses topics such as “Branding Your Hospital” with interesting and educative examples from India, the U.S. and Middle East.

A hospital needs to differentiate itself not only in terms of its capabilities, but also by creating the right perceptions in their minds of patients and their relatives from the moment they make their first contact till they leave. Branding is essential to attract and retain correctly targeted group of patients, whose needs the hospital is best equipped to address.

Hospitals need to understand the importance of branding in an increasingly competitive sector, where hospitals like Fortis and Apollo stand side-by-side yet offer clearly differentiated value propositions. Brands are invaluable when the patient and their relatives have to make a quick decision and the right match can do wonders both for the reputation of the hospital and the patient’s wellbeing.

A hospital brand is a promise of care and comfort in distressing times and its facilities planning and management can ensure that the patient experiences minimum

“

“Designing Hospitals of the Future” focuses not only on all the essential areas of hospital facilities planning and management; it even addresses topics such as “Branding Your Hospital” with interesting and educative examples from India, the U.S. and Middle East.

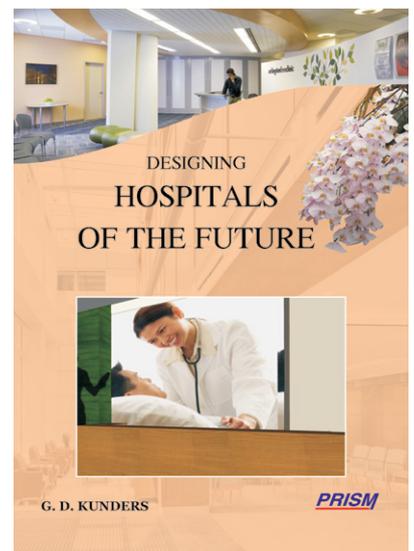
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discomfort and goes home with a sense of wellbeing.

So, whether you are planning a new hospital or are involved in retrofitting a heritage hospital, Designing Hospitals of the Future is a must read to understand and adopt the latest developments in the field of hospital facilities planning and management. Designing Hospitals of the Future is a great mixture of insightful articles combined with some great visuals of best hospital facilities as well as floor

plans and other facilities like signage from such pioneers as Perkins Eastman, Vinyas Architects, Medica Synergie, Dutta and Kannan Architects, Medium Healthcare Consulting and HOSMAC. Prism Books have done a splendid job of producing a flawless high quality aesthetically delightful layout that will ensure that Designing Hospitals of the Future will keep your education going long after you have left school.**S**

Email: gdkunders@gmail.com and info@prismbooks.com
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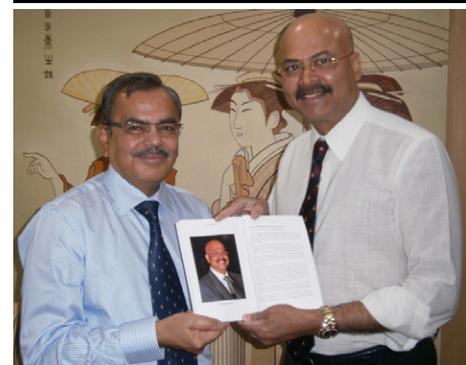
Do you have a healthcare related book to be reviewed? Send a mail with a brief about your book to the editor at anupsoans@medicinman.net

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BOOK RELEASE



Dr. Ganesh Nayak, Executive Director and COO, Zydyus Cadila, releasing “PHARMA FIRST-LINE LEADER TO CEO: THE ROADMAP TO SUCCESS” by Prof. Vivek Hattangadi.

