



SALES FOCUS

INTELLIGENT SALES OUTSOURCING

Healthcare Industry White Paper: Your Guide to Guarantee Sales Success

SALES SOLUTIONS FOR THE HEALTHCARE INDUSTRY



CONTENT

1. Introduction	3
2. Impact of the Last 10 Years on the Healthcare Industry	4
3. What the Next Five Years Brought	6
4. Contract Sales Organizations: Your Strategy in a Changing Environment	9
5. Sales Focus Inc.'s History	12

1. INTRODUCTION

“Do More with Less.” That is a common phrase heard at every healthcare company as the industry continues to face unparalleled changes coming from multiple sources. In the past 15 years, product pipelines have shrunk, access to HCP has been limited and there has been a shift for treatments and organizations to focus on Value Based Care for quality patient outcomes. In the next 10 years, key areas of sales strategy, reimbursement, patient and product support and creative ways to interact with HCPs will be more important to address and moving forward healthcare companies will have to continue to review their business models, think outside the box and modernize it to adapt to internal and external changes and demand within the marketplace as well as directives from outside parties.

Contract Sales Organizations (CSOs), like [Sales Focus Inc.](#), can continue to be a strong strategic partner as companies will need to find flexible, cost effective solutions to ensure continued growth and success.



2. IMPACT OF THE LAST 10 YEARS ON THE HEALTHCARE INDUSTRY

Beginning in the early 2000's, there have been several factors that have impacted the way companies are doing business today mainly less scientific break through, newer regulations on physician interaction, a stronger focus on reimbursement and the shift of treatment approach by the patient.

Change in Business Model: Pharmaceutical and Medical Device Companies have seen a significant change in operating model and footprint over the past couple of decades. Several studies have cited the industry's declining productivity challenges, the transitioning of commercial models and the growth of emerging markets as key revenue contributors. The 1990s and early 2000s model was that of a large, diversified company with R&D footprints in multiple global hubs, and primary care businesses driving a large portion of revenues with minimal contribution from the emerging economies. The current model is now becoming one that is a lean, focused company with a research footprint within key innovation clusters and a growing revenue stream from specialty products and biologics and emerging markets.

Limited Access to HCPs: The Physician Payments Sunshine Act which was enacted by Congress in 2010 as part of the healthcare reform law intended to make relationships between certain pharmaceutical and device manufacturers and healthcare providers more transparent, by requiring applicable manufacturers to report payments and other "transfers of value" provided to physicians and teaching hospitals to the Centers for Medicare and Medicaid Services (CMS). As a result of this and any negative impression on HCP and healthcare organizations, offices and healthcare centers started implementing policies to limit sales rep access. According to a report by Bluenovis published in May 2018, around 2011, with the rise in pharma's new intrusive marketing strategies, sales reps weren't so welcomed any more. The number of physicians willing to talk to a rep was decreasing rapidly.



The Aftermath: Ever since then, things have been getting more difficult. Besides the negative attitude towards sales reps, there are additional problems for access to HCPs – internal policies and time constraints. With more patients to see every day and more administrative work to do, physicians just don't have time for sales reps, and the data shows it. The rep-accessible physician has decreased rapidly and continues to do so in the current environment. Rep-accessible physician is defined by that the physician would meet with more than 70% of sales reps who visit them. Unfortunately, the number of physicians like that has been dwindling with each year. In 2015, it was reported that 46% of HCPs were rep-accessible, and the number has shrunk to 44% in 2017. Comparing that to data for 2008 which states that 80% of HCPs were rep-accessible, it shows a sharp decline and that in less than a decade, the percentage was halved, with the expectations that that will continue. (1)

Shift to Value Based Care: Value-based programs were created to reward healthcare providers with incentive payments based on the quality of care they gave to their patients. Led by CMMS, these programs are part of the government's broader quality strategy to reform how health care is delivered and paid for focusing on three-parts:

1. Better care for individuals
2. Better health for populations
3. Lower cost for healthcare.

So, what impact does that have on the healthcare industry? This has created pressures for companies to restructure and create new internal departments, establish specialized field teams and analyze past, present and define future data to ensure the high quality of care to patients while ensuring little to no impact on the healthcare providers and their healthcare systems. (RM to Expand)



3. WHAT THE NEXT FIVE YEARS BROUGHT

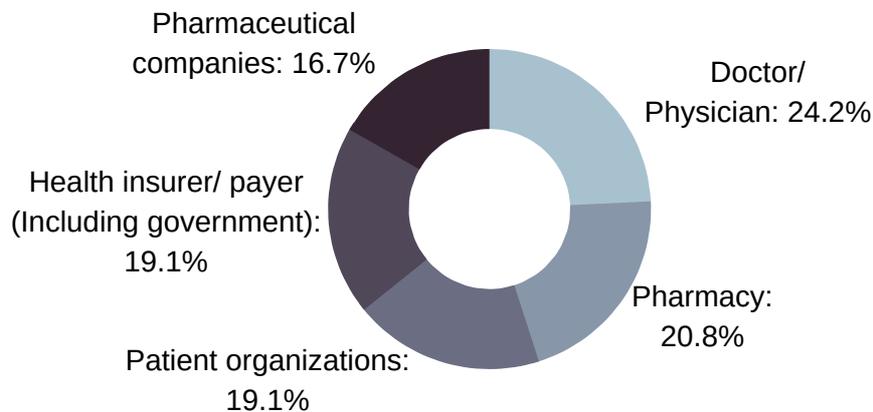
Refocus on Care Provider: In the late 90's there was an estimated 120,000 to 130,000 pharmaceutical sales reps in the field calling on physicians. In 2015, there is approximately 70,000 and now more than ever, companies have to have the right team in place in order to achieve immediate success from launch. The necessary skills required by the current sales rep is in a state of transition and constantly evolving in order to keep up. Fundamental requirements of the role have shifted from direct sales to leadership, teamwork and high level of strategic functioning while at the same time proving their value to the account whether it is in product knowledge, expertise or additional insight into reimbursement. Given today's climate and the restrictions imposed on the marketplace, companies and sales teams will be tasked to increase their share of voice, be agile and adaptable in their approach to healthcare providers – having multiple touchpoints and think outside of the box to continue to drive sales.

According to two ZS studies, one based on actual physician behavior (versus physician-stated preferences), ZS's AffinityMonitor™ examines how 681,000 health care providers actually engage with pharmaceutical and biotech manufacturers across promotional channels and the firm's AccessMonitor™ study analyzes data from more than 40,000 pharmaceutical sales reps to examine how frequently individual physicians meet with sales reps, while marketing executives and doctors have notice the increase in non-personal communications, pharma companies have not experienced seen a significant difference in spending. Companies continue to allocate most (88 percent) of their total sales and marketing budget to the sales force (\$12 billion), non- personal communications – including digital – comprise 53 percent of marketing outreach. They estimate that 62 percent of the time they spend interacting with pharmaceutical companies is through non-personal channels. If healthcare companies continue to increase investment in communications without considering customer preferences, physicians may feel overwhelmed and eventually ignore them.



Improved Awareness: In the last 5 years, Patient centricity has rapidly gone from a fringe idea to a fundamental principle across the industry and according to a study from Accenture, suggested that pharma companies collaborating with patient support and advocacy groups could be key to delivering better experiences. The report surveyed 4,000 patients from the US, UK, Germany and France, looking into the role that patient advocacy groups and other organizations play in providing support, information and other services to patients and whether better collaboration with pharma companies could improve the patient experience and care. Forty seven percent (47%) of the surveyed patients said that pharma companies understand their emotional, financial and other needs related to their condition. In that same report, 84% of the patients surveyed believe that patient organizations should be working together with pharma companies to create a more seamless experience for them. Furthermore, patients said that to improve their experience, it is more important that patient groups work together with pharma companies than with other healthcare players, including healthcare providers, payers and pharmacies.

How willing would you be to share detailed information about the daily impact of your condition with each of the following organizations, if it helped you receive better care?



Respondents: USA - 4000, UK - 1000, France - 1000, Germany - 1000

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Many companies approach all their marketing activities to include the entire patient experience by bringing together all parts of the healthcare system to work together to help improve patient healthcare outcomes. There are many benefits to in doing so, among them having easier access to disease information and a better understanding of the conditions and treatments, easier access to treatment and more personalized care. Collaborations would allow pharma companies to engage with patients much earlier in the treatment lifecycle – half of all patients surveyed said they engage with patient organizations before their treatment began - giving them the opportunity to gain a deeper understanding of a patient’s individual needs through more personal and frequent engagement while at the same time providing a more seamless patient experience.

Increased Product and Technical Support: The development of the internet has allowed patients to do deeper research into the different options for treatments, the best approach for surgical procedures and visualize patient outcomes and the number of people turning to the Internet to search for a diverse range of health related subjects continues to grow. According to a study by the Pew Internet & American Life Project, 80 percent of Internet users, or about 93 million Americans, have searched for a health-related topic online. That was noticeable jump from the 2001 when, according to the same research organization, 62 percent of internet users said they went online to research health topics in 2001.

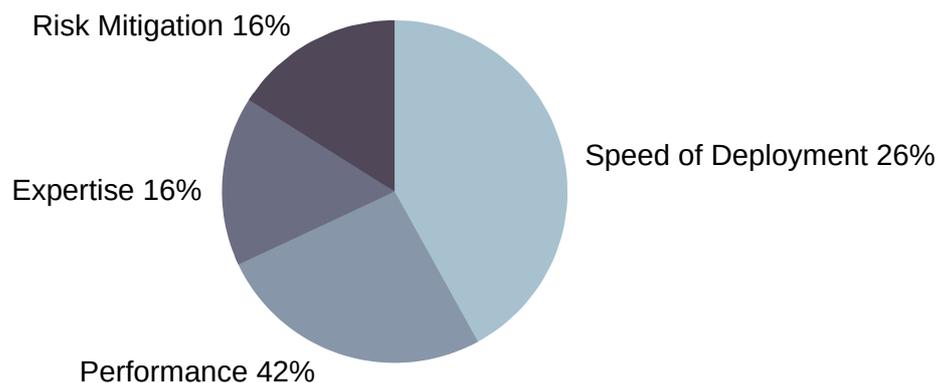
In the study, it indicated that looking for health and medical information is one of the most popular activities online as patients are turning to the internet to try and make better decisions in their or their loved one’s lives. For consumers, the latest efforts come as federal policymakers and health professionals are trying to get Americans to become more knowledgeable about the quality and costs of their healthcare. However, a lot of people still aren’t finding what they need and therein lies the opportunity for companies to take the lead to support better health literacy and disease and product education to ensure that the most credible information is always available to everyone.



4. CONTRACT SALES ORGANIZATIONS: YOUR STRATEGIC PARTNER IN A CHANGING ENVIRONMENT

History of CSOs: For the past 30 years, Contract Sales Organizations have worked alongside the pharmaceutical and medical device companies to strategically grow their business, quickly adapt to market demands and utilize their internal resources to optimize ROI and mitigate risk associated with growth. Traditionally, the advantage of partnering with a CSO when looking at it from a cost-per-rep basis, remains to have the ability to dial up and down and adjust the rep count, based on the needs of the client. In next 5 years, pressures on the industry will continue to escalate and companies will have to adapt to stay competitive so the challenge of strategic partners will be to continue to assist in achieving the expectations of business growth and thinking outside the box to overcome the growing complexity of reaching and interacting with prescribers to drive business.

What Are Companies Looking For?



SHOW RISK MITIGATION - \$200,000 Investment per rep/defining Human Asset/ Value Prop



When polled, industry representatives mentioned that Performance was at the top of their list – and that should not be a surprise given that many things will depend on the success of the launch of a program both for the short term but also the long-term strategic plans of the company. This was followed by Speed of Deployment, Expertise of the Team and Risk Mitigation. Given the changing landscape, clients want a solution that knits together the range of communication services and tailors those solutions to the market conditions in segments of the healthcare industry, both operationally and geographically.

How Sales Focus Inc. Can Help:

- Support and Drive Key Initiatives While Complimenting Your Sales Strategies:
 - Whether the goal is to build a team, manage a team or create a team of high performing reps to direct transfer over to your team, SFI has the experience and expertise to do that. For over 23 years we have built over 1,500 teams in different sectors – healthcare, finance, energy and technology. That allows us to implement different sales strategies, techniques and processes that has proven successful in industries outside of healthcare to drive success faster.
- Patient and Product Support Services:
 - Create or increase current efforts by enhancing Customer services and Patient support platforms whether Face-to-Face or through our Call Center. According to a panel of CSO leaders, call centers offer the highest Return on Investment due to the flexibility it has to address questions immediately, offer expert advice on products or treatments. This can be seen in the substantial growth of company using call centers lead by nurse educators to bring value to physicians and their staff by discussing specialty products that are complicated self- or office-administered injections, and then in turns, opens the door for reps getting face time in those offices.



- Sales Team Support Services (Call Center):
 - We are proud to have represented the following healthcare companies (to view the Full list, please request). We are focused on your success. Building relationships, developing long term customer relationships and exceeding expectations is our focus for all our clients.

The companies listed below are an example of some of the organizations that have SFI has partnered with:



5. SALES FOCUS INC.'S HISTORY

Sales Focus has 20 plus years' experience across many industries. Our sales outsourcing model has allowed our clients to quickly launch a dedicated sales team that is 100% focused on their brand, and commits to targeted cost of acquisition. SFI guarantees all our programs, based on performance and quality. SFI takes great pride in our commitment to sales excellence and performance. Our relationship with our clients is very close and we become an extension of our client's brand, as every sales person on the street is specifically hired, trained and managed to represent a particular brand. We provide our clients with a direct and dedicated sales approach. All our staff are full time employees of Sales Focus, who are specifically recruited based on skill sets, then they are trained to meet specific standards, and managed daily to ensure success. If you are care about quality, brand protection and sales success, we are the leaders in dedicated sales teams.

Our process is what sets us apart. We can have any size sales team, anywhere in the world ready to go in 45 days or less. We've launched teams as large as 300 people across the globe and as small as 1 people in our sales center. Feet on the street or inside sales, we can do what you need with the quality you demand. The SFI S.O.L.D.™ process is our key differentiation in the market, along with years of experience and knowledge. Our SOLD process positions SFI as the leader in the industry to quickly and efficiently build and manage a dedicated team of qualified sales professionals. We begin the process with the Study phase to fully understand your business and what makes you stand out. Understanding your process and keys to success so we can build the team to meet your goals and expectations.

Immediately following the Kickoff meeting and the Study phase, we begin the Organization phase, which includes two parallel processes, developing a sales training document, we call the "sales toolkit" and begin the recruiting process to identify the people who best fit the qualities we demand on our programs.



All the sales people go through multiple levels of interviews, background checks and drug testing. Each candidate selected must fit the profile that will lead to success. The initial recruiting steps and stages are essential to finding a team of professionals who will represent your brand with the professionalism we demand. Once the team has been assembled, we will train them, test them and provide sufficient role play to verify they understand the key differentiators and your value proposition. We track the sales agents every day to verify quality and consistency. Since our sales team are employees of SFI, we can control the training and daily activities. Unlike a broker or 1099 model, our staff are W-2 employees of SFI. Every bit of data we capture in the field becomes your data. Customer, competitive and marketing information is provided to you in our weekly program reviews. Your team will have direct management oversight from SFI, with our HR, Operations and Recruiting teams focused on providing a quality team, that is focused on success.

Our focus is simple. Make you successful! **Our goal is to exceed your goals and expectations!** If your company cares about quality and protecting your brand, Sales Focus is the solution for you. No one has the level of experience in the energy industry as we do. Over 20 years of experience in many sectors, thousands of contracts executed for our clients, and zero complaints. Call us today to a free evaluation and see what SFI can do for you. (410) 442-5600 or visit us at www.salesfocusinc.com.

