

Glenmark pharma private limited



**ASSIGN
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Glenmark Pharma Private Limited Case Study Introduction * The company is headquartered in Baroda. * Mr. Ranjit Deshmukh holds the position of the Vice President. * Plants set up in Tamilnadu, Hyderabad and Gurgaon. * Markets bulk and cancer drugs and formulations. * Strong sales force of 700 people, supervised by 85 sales managers. * Salespeople have to compete with multiple competitors in different markets. * Competitors are from local manufacturers to large multinationals. Factors affecting sales effort * Sales effort is largely affected by the personal attitude of sales force towards the organization, job and the profession. In pharma sector, success largely depends on the growth in market share. * A negative attitude is more detrimental to the organization rather than to the individual. * Moreover it leads to low morale- this creates more problems to the organizations and also to the sales managers.

Results of low motivation level * Such salespeople are mere order takers. * They do not think creatively to increase sales. * They have a tendency to blame the marketing programme for poor sales. * They will never accept the lack of effort on their part. * They talk against the company. * They hardly give confidence to customers on the company's products. Become argumentative with supervisors. * Also start giving credit to the competitor's firm for their own sales failure. * Highlight the products of the competitor as being far better than that of their firm. * Complain that the salary paid to them is low. * Sales expenses are lower than other companies and it is restricting them from their goal achievement. * Some of them even quit the company and join other firms in the same sector.

Problem Identification * Sales policy was altered considerably by the time product reaches to the customer level. * Sales people were not able to give their best to the company. People felt that there is something rotten happening in the field. * There was something that was grossly wrong with the sales staff. Means to identify the problems * Conducting a formal study to identify the problems of the sales staff. * They agreed upon hiring an independent consultant who can really talk to the salespeople to identify the problem. * They prepared a questionnaire containing 115 items covering 26 attitude areas. * Respondents had to give their opinion on a five point agreement scale. To make any remedial plan it is very essential to know what went wrong. 1.

Issues related to security- I. Not a satisfactory compensation package. II. Fear from competitors. III. Inferiority Complex. IV. Below average attitude towards the company. 2. Issues related to achievement- I. No recognition or rewards for path breaking ideas II. No response on suggestions 3. Issues related to approval- I. Low status of job II. No rewards or recognition from higher management. III. 4. Issues related to advancement- I. No plan for growth or advancement from company's side. II. Insufficient salary structure- lower than industry average. 5. Issues related to leadership- I.

Dissatisfactory leadership. II. Failure of middle management to lead the salespeople and to give creative ideas. III. Higher management doesn't want to listen to the problems of salespeople. IV. No cross functional co-ordination in the organization. 6. Issues related to Human Behaviour- I. Very high dissatisfaction among employees. II. Less cordial relationship with finance and account departments as the problems related to advances &

expenses are knowingly created by these departments. REMEDIAL ACTION-
1. A compensation package directly related to the performance should be developed. 2.

The training should be given regarding superiority of the products over competitor's products 3. The Need Hierarchy Theory should be followed by sales supervisors where they assess the need of every salesperson and motivators can be provided by deciding at what level of need hierarchy the salesperson lies. 4. Sales managers should follow a role of motivator. 5. Middle management and top management should act as facilitator for growth and self fulfillment. 6. A clear career path should be developed. 7. Proper communication of growth perspectives should be mentioned. 8. Appreciation of sales force on achievement of sales targets. . Proper training has to be imparted from time to time. 10. Disputes related to advance & expenses should be solved as quickly as possible. 11. There should be more inter-departmental coordination. LONG TERM MOTIVATIONAL PLAN FOR THE ORGANIZATION- SECURITY RELATED ISSUES:- 1. A compensation package directly related to the performance should be developed 2. The training should be given regarding superiority of the products over competitor's products 3. An induction of new joiners should be conducted explaining the culture of the organization. ACHIEVEMENT RELATED ISSUES:- 1.

Non financial motivators should be used more. 2. The Need Hierarchy Theory should be followed by sales supervisors where they assess the need of every salesperson and motivators can be provided by deciding at what level of need hierarchy the salesperson lies. 3. Appreciation of sales force on achievement of sales targets should be done. APPROVAL RELATED ISSUE:- 1.

Sales managers should follow a role of motivator. 2. The middle management should take a keen interest in providing approval of good work. 3. A strong communication policy oriented towards employees should be followed. LOYALTY RELATED ISSUE:- 1.

A strong organisational culture backed by equity an opportunity for all should be followed. 2. Middle management and top management should act as facilitator for growth and self fulfilment. 3. Aim at binding employees with organization ADVANCEMENT RELATED ISSUE:- 1. A clear career path should

be developed. 2. Proper career anchors should be developed. 3. Proper communication of growth prospectives should be mentioned. LEADERSHIP RELATED ISSUE:- 1. Top management should emerge as role model to employees. 2. A conducive culture has to be followed where each employee is free to say what he feels & have a trust on leadership. . A right path should be shown to employees to have a pride on their leadership & their company.

HUMAN BEHAVIOUR RELATED ISSUES:- 1. Employees should be treated as resource to the company rather than just a revenue generation tool. 2. Proper training has to be imparted from time to time. 3. Problems regarding sales pitching & sales presentation should be heard & resolve by experts. 4. Disputes related to advance & expenses should be solved as quickly as possible. 5. There should be more inter-departmental coordination.