



Managers in Life Science Their Work, Needs and Expectations

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If you have knowledge, let others light their candles by it.
Margaret Fuller



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I. Introduction

AMROP HEVER Slovakia in its thought leadership activities carries out a series of studies which analyze various human capital issues. This particular report is a part of its sector studies and is focused on the analysis of management capital within pharmaceutical companies in the Slovak Republic.

The report analyzes the role of manager from three basic points of view answering the following questions:

- How does one become a manager of a pharmaceutical company?
- What is the view of managers on the organizational structures used in this sector?
- How are they being compensated for the work they do and what are the motivators?

The study is divided into three parts. In the first chapter, managers' career paths were investigated, analyzing the scope and content of their responsibility. This chapter provides also the overview of knowledge, skills and characteristics of managers as expected from their superiors and subordinates.

In the second chapter we surveyed what types of organizational structures are established in the pharmaceutical sector and how the companies structurally adapt to current trends. Since the pharmaceutical sector underwent many changes recently, including mergers and restructuring, we also focused on this realm and its evaluation by the involved managers.

The third chapter contains an overview and comparisons of the usual compensation and benefit packages of the managers.

Methodology

Multiple primary data sources were used to prepare the study. Apart from analyzing information from the internal databases of AMROP HEVER Slovakia, data springing from semi-structured interviews with managers working as Sales Managers and Business Unit Managers or related were used. Each respondent represented one pharmaceutical company from a selection of companies representing the whole market of pharmaceutical companies in the Slovak Republic. The interviews were conducted by a consultant and analyst from consulting company AMROP HEVER Slovakia in March and April 2008. Aggregated data collected from both the interviews and internal databases underwent the quantitative data processing analysis applying basic statistical methods.

Some respondents' quotations and rephrasing are presented in the study for illustration and justification of the particular findings. Names of companies and respondents participating in the survey are kept strictly confidential.

II. Chapter I - Career Paths

Professional career paths or ways of individual development to positions with a different range of responsibilities – can take altered directions. They differ in course, pace, etc. In this chapter, we attempt to depict common and differing features of individual career stories of Sales Managers and Business Unit Managers in pharmaceutical companies. We focused on analyzing the individual career histories of the managers from their start in the pharmaceutical industry to their current position based on the analysis of their responsibilities and range of the responsibility at the positions they have held. We have also investigated the managers' level of satisfaction with their current range of responsibility and their career goals.

Fast and alike

A striking resemblance was identified when comparing the managers' career paths. Over 80% of managers start their career in the pharmaceutical sector as Sales Representatives. The remaining almost 20% start on the Assistants Position.

The managers progress in their careers very fast. They reach their first managerial positions (predominantly Product Manager or Area Sales Manager) within 2.5 years of starting as a Sales Representative. The fast promotion indicates obvious managerial potential recognizable in the early stages.

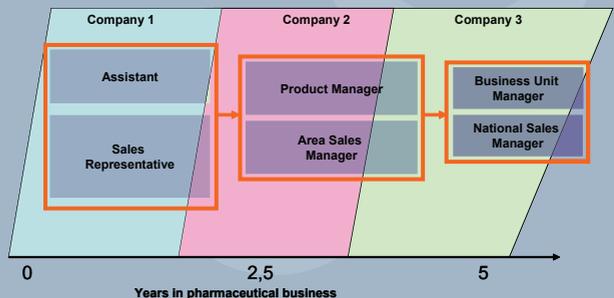
In the career profile of a typical successful manager who now holds a National Sales Manager or Business Unit Manager position we've identified that he/she reaches the position:

- **after approximately 5 years from entering the pharmaceutical industry,**
- **after being employed in two other pharmaceutical companies,**
- **having experience with at least a merger or restructuring,**

There are usually two changes during the career of the respondents within the industry. The first one is linked to promotion from Sales Representative to a managerial position either in marketing or in sales. The second involves a change and increase of responsibilities that provides room for potential promotion.

For National Sales Managers or Business Unit Managers the next motivation for a potential career change is linked to the specific situation they are at. The managers are considering new opportunities for self-realization and their expectations depend on their interests, ambitions and personality.

Figure 1: Typical career path





Responsibilities

The analysis of the manager's responsibility in the pharmaceutical companies was approached in a few different perspectives. We aimed to gain an overview about:

- managers' self-reflection of their role in the company, their tasks and mission,
- range of managers' responsibility,
- level of managers' satisfaction with their responsibilities,

The people managers

The respondents working on the Sales Manager position describe their mission in the company as **“working with people” or people management**. Their role is to motivate people, to develop teams, and to create adequate working conditions to achieve desired performances. Above all, they need to understand their people which are crucial for ensuring the right team performance.

*I am here to be in charge of people, mostly. Going in field is my work.
It is the Product Manager who sits in the office and makes plans.*

Because sales is more about people and relationships. Marketing is about reporting, tables and approvals. There is no creativity in marketing. I did not take keen interest in it.

Working with people, according to the managers, is unpredictable. It calls for an individual approach, particular skills and talent for communication and people management. When choosing people and building up their sales team, there is a strong focus on personality characteristics of individuals and their ability to cope with the role of being partners to the intended target group of doctors.

It is working with people. And this is like working with living material. You specify how it is supposed to perform, but you never know how it will react.

Sales cannot be delegated. Working with people has to be managed personally.

A Sales Manager provides service to people, not only control and direct.

Because I like working with people.

Managers in pharmaceutical companies focus on relationships, company climate and corporate culture. They perceive themselves as being intermediates between management (global or local) and their team members (Sales Representatives), and as being the ones who are responsible for forwarding information about structural changes, new mission or other messages that are to be spread within the company. Thus, surveyed managers feel that they are co-responsible for defining and communicating the company culture and its values. Therefore, they are sensitive about interpersonal relations and corporate culture and norms

The Sales Manager defines the atmosphere of team. It is my most important role.

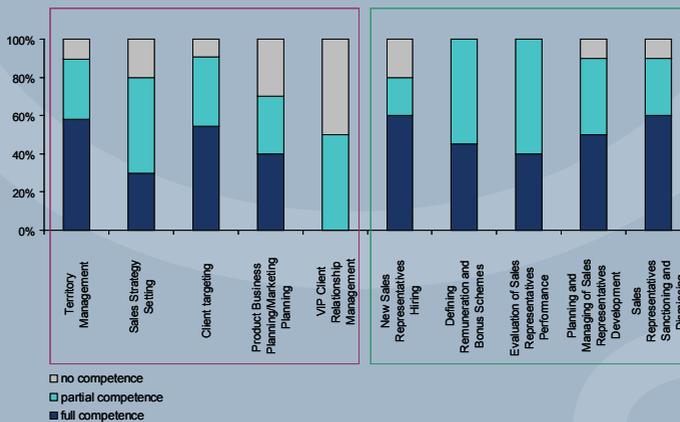
From the Catalogue of Responsibilities

The Catalogue of Responsibilities was put together to measure and compare the range of responsibilities of the interviewed managers. Then we investigated for each of the Responsibility from The Catalogue and asked them if they are fully, partially or not at all responsible for the duty.

Full Responsibility refers to a situation in which a manager can make decisions autonomously and is also fully responsible for the outcomes. **Partial Responsibility** represents the state when the responsibility is shared either with a superior or headquarters or it is partially delegated to subordinates. If in the investigated field, managers do not have or keep any authority over the particular responsibility; this status is described as **No Responsibility**.

The findings from the analysis of responsibilities are presented in the graph below.

Figure 2: The Catalogue of Responsibilities



Territory Management – 60% of managers have autonomy in the decisions on regions to be operated by individual Sales Representatives. 25% of managers consult these decisions with a local or global management.

55% of Sales Managers and Business Unit Managers are partially responsible for the **Sales Strategy Setting**; this responsibility is one of the most influenced by local and/or global management. Business Unit Managers have a higher level of influence on this responsibility.

Client Targeting - in terms of client planning and evaluation, more than one half of the interviewed managers take over the full responsibility. More than one third of the managers cooperate with Sales Representatives in this field.

Marketing and Product Management have in full responsibility some as Business Unit Managers. Sales Managers usually have no responsibility in this area or they have only partial competence in this regard.



Managers delegate to their teams in the highest proportion the **VIP clients relationship management**. None of them fully covers this responsibility; some of them keep control over it.

The management of sales teams – **their evaluation, remuneration and career planning** – is fully managed by the analyzed managers or they implement the systems and standards recommended from headquarters.

60% of managers are fully and 20% of managers are partially (with cooperation of HR department) responsible for **recruitment** of new Sales Representatives. A similar level of original authority was found also in the Responsibility of Sales Representatives' **sanctioning** and in **decisions on making a Representative redundant** (full Responsibility 60% of managers, partial Responsibility 25 %, no Responsibility 15%).

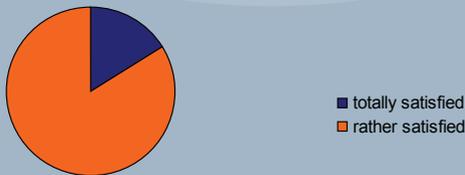
40% of managers have full responsibility and 60% have partial responsibility to **assess performance** of his/her subordinates and make decision on their **remuneration**.

Half of the interviewed sales managers have full responsibility to **set career development plans** of their Representatives, the other half have partial responsibility in this area, while interviewed Business Unit Managers do not have this responsibility at all.

Satisfaction with the set of Responsibilities

Respondents were challenged to express their satisfaction or dissatisfaction with the current set of their responsibilities. The scale we applied ranged from 1 = very satisfied, 2 = rather satisfied, 3 = rather dissatisfied, 4 = totally dissatisfied. There was no negative – dissatisfactory response (neither 3 nor 4 grade used). On the contrary, inquired managers did express their full satisfaction (15%) or almost satisfaction (85%) with the range of their responsibilities.

Figure 3: Satisfaction with the Set of Responsibilities



Not full satisfaction – rather satisfied (85 % inquired managers) springs mainly from:

- overload of reporting,
- too strict application of globally defined processes that limits the team management.

In general we observed that managers tend rather to accept additional responsibilities than to delegate. With regard to their relationship with superiors (Country Manager) they feel as being sufficiently autonomous they feel trust, which is important to them.



I have enough space for managing the business the way I want.

I am completely satisfied. I am in charge of all the issues. She does not have any tendency to interfere in my duties . I can do it my way.

I am trusted by my superior. He relies on me and I can make it well.

I cannot imagine more responsibility than I already have.

Respondents feel to be more limited from global management than from their local managers. They regard global management as interfering and sometimes too limiting. On the other hand, they do realize that they cannot change the way it is, and the feeling of reconciliation with the current status prevails.

I cannot bring radical changes to the bonus structure. It is given from the global level. If I could, I would do it in a completely different way.

Headquarters still keeps a high proportion of the decision-making . All the projects have to be approved by them. It hinders us. For such a large company as we are, we could have more responsibilities.

They (headquarters) manage our processes in ways which are unsuccessful at the global level. They introduced for example central procurement. I do not understand these processes.

Based on the comparison of the set of Responsibilities of inquired managers, the fact that they are mainly people managers is confirmed. They do have strong personnel responsibility. They are in charge of sales through team management: from its building, performance management and remuneration to its development planning.

In the personnel responsibility responding managers feel strong and efficient. If they are autonomous in it, then they regard the total set of responsibility as satisfactory for them. However, this managerial responsibility needs to be continuously supported, developed and praised.

What do managers expect from their superiors?

Manager's satisfaction with the set of responsibility is related to the clear definition and unambiguous specification of the managerial roles in the company including clear separation of responsibilities between superiors and subordinates.

What do managers in the pharmaceutical companies participating in our survey expect from their superiors?

- **to act as an intermediary and negotiator with the global level of management to ensure effective communication, harmonisation and adequate level of autonomy for the local operation,**
- **institutional lobbying,**
- **expert (Medical, Marketing, Sales) consultancy and recommendations.**

We deal with questions of lobbying together. In this I can fully rely on her.

His (Country Manager's) biggest responsibility is international communication.

Our Boss is assertive enough, he can negotiate with headquarters and the executive work is then on us.

We discuss the most important decisions. If I am too much into the problem, I ask him (Country Manager) about his opinion, from an external view.

They expect **support, cooperation, trust, openness and autonomy** from their superiors.

I think he (Country Manager) trusts me. He is very open to me.

We know what we can expect from each other.

He (Country Manager) has not taken any direct decision that he would not consult with us beforehand.

What do managers expect from their teams?

Strong personnel responsibility entitles managers at the Sales Manager position to build up and form their teams. They intend to form a team from members who are able to work independently but for the benefit of the team as a whole.

They put emphasis on and direct influence of the atmosphere within the team. It should be friendly, open and based on mutual trust. Since they themselves worked previously as Sales Representatives, they usually inherited the demands on team members that had been imposed on them. They build up the team to their expectations and each team is marked by the individual influence of the Sales Manager.

Above all they expect **Sales Representatives** to be **proactive** and assertive – to come up with new ideas and to cope with their tasks independently and in a responsible manner. On top of that, they expect **loyalty to the company** together with **flexibility** – openness to change.



A normal approach is needed. They must feel they can rely on me, that I am no threat to them.

We are a team; we know what we can expect from each other.

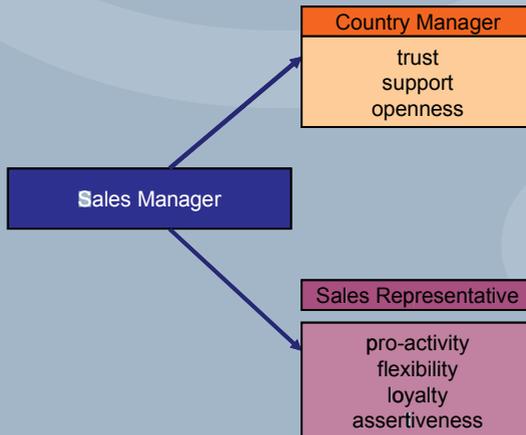
The people should be flexible. We can show them the way, and they have to accept it, and adapt to it. In general, people do not accept changes easily. But changes happen very often in our company.

They must be pro-active and come up with new ideas.

I am not looking for an employee to work here one or two years. I want him to be loyal.

I do not want to tell them everything. They need to make their own decisions. They need to feel freedom and security as well.

Figure 4: Key expectations of Sales Managers



III. Chapter II - Organizational structures and their changes

The analysis has shown that for the approached managers the type of organisational structure they work in is an important aspect influencing their satisfaction. In the following chapter we therefore focus on the analysis of the views on the organizational structures commonly used in pharmaceutical companies in Slovakia and on their perceived advantages and disadvantages.

Business Unit structure versus Sales & Marketing structure

Based on the managers most of the pharmaceutical companies incline to a **Business Unit structure**. This type of structure is used mainly in larger companies with widely diversified portfolios. Business Units bring, according to respondents, **clear definition of responsibilities and competency, more simple communication lines** and they bring together all employees that are somehow related to the particular type of products.

The biggest disadvantage of Business Unit structures is linked to the basic mission of pharmaceutical companies – in research and development of new products. When existing products managed by one single Business Unit are not further developed and no new products in this line are being introduced, the future of the Business Unit turns uncertain as the unit becomes gradually futile. This **uncertainty** results in instability of the company and **increased attrition of employees**. And usually the best performers leave the company first.

It is impossible to manage properly such a huge amount of brands in a Sales & Marketing structure. In the Business Unit structure you can control investment and implementations; you are in charge of budgeting and performance. Moreover, you have a clear feedback. The Business Unit structure brings “drive” into it.

In the Sales & Marketing structure there are so many levels and lines, making it confusing and unclear. The responsibility gets lost.

In the Business Unit structure the responsibilities are more centralised in one place; in our company everybody prefers a Business Unit structure.

A Sales & Marketing structure is applied in smaller companies with a less broad portfolio. The separation of marketing and sales provides for more flexible and quicker response to new trends and the changing situation in the market. The separation of activities and management of broader portfolio of products allows faster reactions in marketing and sales team management as well as optimize the use of available human resources. This type of interventions and changes are not so strongly perceived as negative by the employees, and with proper internal communication they can be used for the benefit of professional growth of individual team members.

The Sales & Marketing structure allows people to adapt more amenably to changes in product portfolio without changing the organisational structure. Simply, it is more flexible.



The interviewed Sales managers and Business Unit managers say that it is essential to consider business goals and available resources when company makes decisions regarding its organizational structure. Since the pharmaceutical business is highly dynamic, its trends need to be approached very sensitively and the companies have to be prepared to tackle the challenges adequately. The optimally selected organisational structure that reflects market situation and company resources provides good framework for change management and for benefiting from the opportunities that sprinkle out of them.

Changes of organizational structure

Many pharmaceutical companies have made the decision on an organizational structure at the global level. They usually opt for a Business Unit structure; however, several companies still operate in a sales and marketing structure.

Many changes of structures come as a result of mergers, which are quite often in the pharma sector. More than 50 % of interviewed managers have experienced a merger in a company they work or worked for. Half of them (25 % of total) have experienced two mergers.

Figure 5: Experience with mergers



In the process of the new structure implementation it is necessary to ensure that the changes are effectively communicated to the company also on a local level. An appropriate mind set and identification with change is required from the people. The mid-level managers play a significant role in this process as they become the change agents - they explain why changes happen, advocate them, and implement them too. This role inevitably demands personal engagement and acceptance of the change.

When you make changes, you have to have a story to get people involved.

People need to be persuaded that the past is far behind us. The merger has been successfully completed, attrition was low. I think it was because the priority from my side was set on people. It is essential to talk to them, to keep on explaining. Everybody needs to find his place and role in the company.

The merger was managed from the headquarters. They were concentrated on processes rather than on people. It was on us, to communicate and explain it to people.

Managing change successfully requires involvement and enthusiasm of managers. Without their positive pro-change attitude, acceptance of change cannot be achieved in the lower levels of any organization.

What working environment the managers need?

The career development of the investigated managers in the pharmaceutical industry is fast. They work in a dynamic environment, and they hold important positions even though they are still young. They are ambitious and desire to grow professionally. But what drives them to move forward? What will be the next step in their careers?

To truly understand the motivation forces of the investigated managers we suggest analyzing two parameters: **the manager's driving principle and the inner dynamics of the company**. By combining these two factors we have created the Manager Challenge Matrix.

The manager's driving principle deals with how the nature of work stimulates managers and in this term two distinctive types of managers can be identified: Creator and Maintainer.

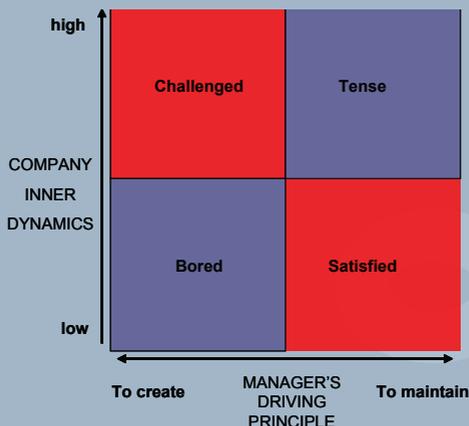
Creators are driven by to initiate and introduce new processes and organisational changes. They are active and dynamic. They can grasp the potential of any change and make use of it. On the contrary, Maintainers prefer fine tuning and gradual improvement of existing structures and processes. They concentrate upon sustaining balance, harmony and stability.

Two out of three managers participating as respondents in our survey are Creators. One third of them are Maintainers.

The investigated pharmaceutical companies show different levels of inner dynamics. High inner dynamic companies are those that have undergone a rather turbulent period in the past 2-3 years. They introduced new processes, a new organisational structure, and merged with other companies. About 75 % of investigated companies belong to this group. Low inner dynamics are companies that are stable, their structures and processes have not changed for some time and even in the nearby future there is no tendency to change. About 25 % of analyzed companies in Slovakia have low inner dynamics.

Two of the above mentioned dimensions, the manager's driving principle and company inner dynamics, define the Managers Challenge matrix.

Figure 6: Managers Challenge Matrix





While Maintainers require a stable setting to realize their potential and to satisfy their working needs, motionlessness dangerously bores Creators. Creators need to move, they feel motivated when changes, turbulences occur and new processes are implemented. On the other hand, permanent changes cause maintainers stress, thus disturbing their optimal professional performance and development.

It is natural that a majority of Creators work in companies with higher dynamics where their potential can be utilized developed and challenged. We have found that **one half of interviewed managers** are in the **Challenged** quadrant.

Since the dynamic companies do prevail in the pharma sector, a majority of Maintainers are employed in highly dynamic companies too. It should be somehow worrying for some companies that **25 % of interviewed managers** are at risk of not coping with turbulences and permanent change and are experiencing a **Tense** state of mind.

The number of **satisfied** and balanced managers of maintainers, located currently in a proper stable environment, is **less than 10 %**.

More than 15 % of managers work in companies with lower dynamics, without experiencing any challenges and staying bored.

The current situation in the pharmaceutical segment tending to ongoing changes favours managers of creators. The turbulent change periods are naturally followed by periods of stabilization when maintainers perform better. In this chapter we wanted to show this dimension and typology of managers which should not be underestimated as it is important for career management and succession planning.

Quo vadis?

Both types of managers – **creators and maintainers** – **have the ambition and incentives to aim for higher positions in their career and to have higher level of responsibility. Their career goal within the next three to four years is to become a Country Manager of a pharmaceutical company.**

In a few years time I want to lead a company that is smaller and holds an interesting product portfolio.



Respondents are prepared to change companies to advance in their career, especially when they feel limited at their current position. However, **in general, they express satisfaction with their current position** including the scope of responsibility.

When analyzing answers to questions focused on choosing a new company, it has to be emphasised that managers have a **very good knowledge of the pharmaceutical sector** and the competing pharmaceutical companies in terms of their results, internal organisation, as well as key personnel. This is caused by relatively high people turnover in sector – every manager has tried out several pharmaceutical companies and retains contacts with former colleagues and employees from competitor's companies.

Managers presented the following criteria when considering switching companies:

- original versus generic company,
- stable versus dynamically changing company,
- small versus big company,
- corporate culture and relations in company.

Original versus Generic Company

This discerning criterion was more sensitively perceived by managers currently working for an original company. **They accept less, or more precisely do not accept moving to a generic company** because they predominantly use a different type of communication with target groups when marketing products. The respondents argue that generic companies require less professional skills which discourage mainly managers with medical education and experience. Employees working for original companies with medical education and experience would perceive moving to a generic company as a step “backwards” because a generic type of company does not satisfy their career ambitions.

Stable versus dynamically changing company

Managers of creators naturally prefer newly established and/or expanding companies. Solving critical situations, restructuring and mergers are challenges for them.

I would go somewhere, where I could build something again, and play an active role when setting up new structures.

I want something I can essentially change.

While some of the interviewed managers prefer small companies (for their family-like atmosphere and flexibility), others prefer big global companies that belong to the world's top companies

It is easier to build relations in a smaller firm. The communication is more straight-forward and everything is more flexible. On the other hand, the company is more sensitive for to market turbulence. The risk is higher.

I wouldn't go outside the TOP 20 companies.

Corporate culture and relationships in the company

When considering a new employer, the respondents would take into account also the company culture as well as relations in the company. **A favourable atmosphere and good team are very important for managers who perceive their job as “working with people”.**

I find it important what kind of people I'm working with and in what kind of environment. So first of all, I find out who is running the company, how it works and what kind of atmosphere there is.



The interviewed managers **prefer European companies** to American ones as they find their corporate culture more familiar to them.

The American style slightly reminds me of a communist style of work with all the watchwords and slogans. People tend to lose their own opinion.

American wind is bad: you are tightened by strict standards, everything is dictated.

I don't judge by products, but by the people who work there. How they feel there and how loyal they are.

I see myself leading a company within couple of years



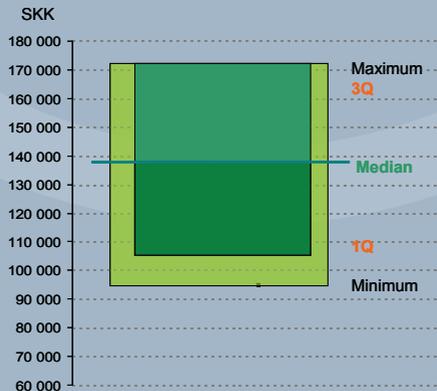
IV. Chapter III - Compensation and Benefits

In the third chapter we provide a comprehensive analysis of manager's remuneration in the pharmaceutical industry. We gathered data about current wages, bonuses and non-financial benefits of Sales Managers and Business Unit Managers. The data is provided in elementary statistics format. Apart from a quantitative comparison we researched the context and subjective attitudes of respondents related to Compensation and Benefits.

Basic monthly salary

Overall comparisons revealed a disparity of salaries. Monthly gross salary ranges from 95,000 SKK up to 170,000 SKK. Median is 138,000 SKK.

Figure 7: Monthly Gross Salaries



Statistics applied:

1Q - First Quartile The value, where 25% of the values are smaller than 1Q and 75% are larger. Thus wages below the value of 1Q represent the lowest 25% observed.

Median The median value corresponds to the middle number in the ascending sorted list. (i.e., 50% of the values are below the median and 50% of the values are above the median).

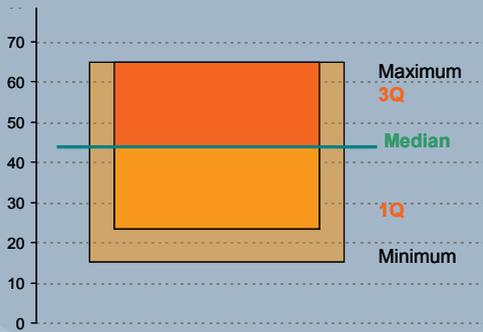
3Q - Third Quartile The value (in our study the wage) where 75% of the values are smaller than 3Q and 25% are larger. Thus wages above the value of 3Q represent the highest 25% observed.

Average The value obtained as arithmetic average of the monitored values.

Bonuses

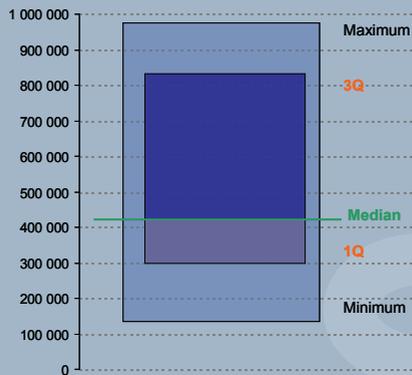
Financial Bonuses are paid quarterly or semi-annually in every pharmaceutical company. Their value depends on the business results and the gross monthly salary of the managers. The bonus is paid as a share of the overall annual salary. When the bonuses are defined as ranges (e.g. 30%-50% of the annual salary) we estimated and calculated with average values (in this case 40%).

Figure 8: Percentage of bonuses in relation to annual salary



The middle value (median) is at 44%. This means that one half of the bonuses represent more and one half represents less than 44% of annual salary of the analysed group of managers. The highest value is at 65% and the lowest is 16.5% of the annual salary.

Figure 9: Nominal Annual Bonuses

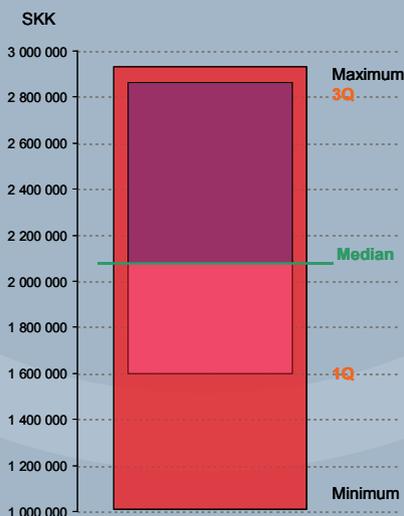


Expressed financially, annual bonuses are ranging from 145,000 SKK to 960,000 SKK. The median is 426,000 SKK, so half of the managers have a bonus higher than 426,000 SKK and the other half lower.

Overall annual income

When adding together bonuses and annual gross salary of the managers, the average annual income of the manager is 2,119,000 SKK. The median is 2,100,000. The manager with the highest income from our sample has an annual income of 2,900,000 SKK, while the lowest annual income is 1,009,000 SKK:

Figure 10: Annual Income of Managers



The income analysis showed a high disproportion in income of the managers participating in the survey. Some managers at the same level can have double the income of a colleague from a different company.

What is the reason for this? We identified the dependency between income, range of responsibility and amount of managed business. There is a direct correlation between a growing responsibility range, business volume and team size and higher income of a manager. Managers from the largest companies managing the biggest teams do have the highest income.

Although managers with the lower income did not express their dissatisfaction with the remuneration, existing relatively high disproportion in income can lead them to think about eventually moving to the competition.



Non-financial benefits

Managers in the pharmaceutical companies are awarded also non-financial benefits: insurance, company car, mobile phone, mobile office, all of them available also for private purposes. Managers usually do not consider them benefits but working tools. Their value (car category, insurance value) is not a motivating factor, but they still expect a specific standard level to represent the company and position they work at.

A car is not a benefit, it is a working tool.



On the contrary, what showed as an attractive motivating factor effecting managers' loyalty is a **family friendly policy**: home office, flexible working time, additional vacation days – these are benefits that are praised highly by the managers.

My family is the most important to me.

My friends divorced because of work. I don't want to follow them this way.

Family gives me balance to work more efficiently.





V. Conclusion

The aim of the study Managers in Life Science - their work, needs and expectations was to explore, analyze and explain important aspects managers employed in pharmaceutical companies. We investigated their careers, responsibilities and expectations from various points of views. We offered a picture of organizational structures and processes that are usually applied and the managers' opinions. At the end of the study we analyzed their remuneration packages. Our investigation and analysis brought several interesting findings.

The careers of the Managers are very fast and normally start as a Sales Representative. A fast promotion at a rather young age follows and quickly they become Sales Managers and/or Business Unit Managers. When deciding on further career progress, they consider the range of responsibilities and room for independent decision making offered at the new position. They are ambitious and target-oriented. They strive for career growth and within 4-5 years they see themselves in the top management of a company, ideally as Country Managers.

The responsibilities of Sales Managers are concentrated in the area of people management. They are responsible for team management: from building, performance management, remuneration to development planning. They regard personnel responsibility for their domain; they understand their importance very thoroughly. They call for autonomy within this area. Moreover, interviewed manager's superiors are expected to act as "advocates" of local interests of the company and to represent local visions and decisions to the global headquarters. The managers expect that their team members will be efficient, active, loyal and flexible. Managers want to create a favourable and cooperative atmosphere in their teams.

Regarding the organizational structure the majority of pharmaceutical companies prefer a Business Unit structure with the advantage of clear responsibility and simple communication lines between respective management levels. Another organizational structure type - Sales and Marketing is reckoned for companies more flexible, more responsive to current market trends, but more demanding on internal management and communication within teams. The sharing and broader product portfolios are optimal for rapid marketing changes and flexible sales team management.

Many organisational changes have happened in pharmaceutical companies lately. They relate either to mergers or restructuring to different organizational structures. Extensive changes are challenging and stimulating for most of managers. Yet, the interviewed sample of managers also included managers who are disturbed by changes and would appreciate the stabilizing and "tranquillization" of the situation on the market and within their company to concentrate on optimization and fine tuning of established structures and processes





About

amrop analytics is a research and analysis unit of AMROP HEVER Slovakia dedicated to monitoring, investigating and analyzing the latest leadership issues and trends in the human capital area in Slovakia. It originates and publishes innovative research utilizing AMROP HEVER unparalleled expertise in executive search, leadership assessment and leadership development. It is fully dedicated to improving of knowledge of human capital issues for businesses.

AMROP HEVER Slovakia – Global Executive Search is a consulting company with an almost twenty-year history on the Slovak and Central European market. It is a leader in providing solutions in the area of Executive Search, Board Advisory Services, and Management Audit & Human Capital Consulting. As part of The Amrop Hever Group (TAHG) – the geographically largest network of Executive Search companies in the world, and member of The Association of Executive Search Consultants (AESC) – the most prestigious professional association in the area of Executive Search, it provides the highest level of services in this area. AMROP HEVER Slovakia belongs to the portfolio of strategic holding company JENEWEIN GROUP.

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