

Powering Growth for an Established Brand

Recalibrated field force optimized ROI and exceeded sales target

Situation

A Top 5 pharmaceutical manufacturer was facing a set of challenges common to established brands. With three years remaining before Loss Of Exclusivity (LOE) for its flagship injectable specialty biologic, the company needed to maximize the remaining commercial opportunity while managing costs and preparing for inevitable market changes. Although the brand had obtained mid-to-late lifecycle approval for a unique indication with growth potential, the existing commercial model was no longer optimal.

Challenge

With LOE looming, the brand team was navigating several interconnected challenges. Top-performing sales professionals were searching for new career opportunities, driving increased turnover. Many of the most experienced reps were transitioning to other launch brands, creating immediate vacancies that the manufacturer needed to address.

As with many established brands, the organization was hesitant to approve new internal hires when future layoffs were virtually certain given impending biosimilar competition. Yet maintaining promotional presence was essential for maximizing the value of the remaining exclusivity period.

The team needed a solution that could address these seemingly conflicting goals: maintaining share of voice and market share while migrating away from a legacy field force that had become too expensive and misaligned to the promotional requirements for this stage of the brand's lifecycle. For help, they turned to IQVIA.

Solution

IQVIA's Contract Sales team partnered with the manufacturer to quickly develop and execute a comprehensive recalibration of its promotional model.

First, the IQVIA team conducted a thorough analysis to identify the ideal representative profile and competencies based on the brand's current strategic initiatives. This exercise affirmed that the skills and attributes needed to maintain and grow an established brand differ significantly from those required for launch and early lifecycle promotion.

IQVIA then designed and implemented a robust operational and communication process for rapid backfill of positions with high-performing representatives. The team established clear business rules and processes for evaluating which territories required backfilling and with what resources. This approach helped ensure appropriate, timely coverage that maintained promotion and brand momentum within each geography.

***"Where do you find this talent?
Your reps are outperforming ours."***

Client feedback

Recognizing the time-sensitive nature of the transition, IQVIA activated a proactive sourcing campaign that enabled rapid deployment of an initial team of 12 representatives within one week of contract signing.

Rather than seeking highly experienced representatives, the IQVIA team identified that the current promotional requirements — delivering core messages, providing samples, and maintaining physician relationships — could be effectively handled by enthusiastic, well-trained representatives at a lower cost point. This shift provided about 25% cost savings on representative compensation without sacrificing performance.

IQVIA developed an operational model where the new representatives reported directly to the client's district managers, maintaining continuity of leadership while providing the flexibility and cost advantages of the Contract Sales Organization (CSO) model.

Results

The reinvigorated sales team achieved outstanding results with 8.5 calls per day and 112% achievement of sales goals. Their performance demonstrates how the right hiring profile and the introduction of enthusiastic reps with fresh approaches can reinvigorate a strategy and deliver superior performance at reduced cost.

The program's success drove continued optimization and growth, with the CSO team expanding to 66 sales representatives. This growth reflected the effectiveness of the model and the brand's continued market opportunity despite approaching LOE.

As a strategic partner, IQVIA also continually optimizes promotional models. For this brand, that included adding six inside sales representatives to provide white-space coverage and immediate vacancy management. These resources helped create a more comprehensive and resilient promotional infrastructure.

Ultimately, the IQVIA team's performance was so impressive that the client hired more than 30% of the representatives and transitioned them into direct roles supporting the company's growth brands. This outcome validates the quality of IQVIA's recruitment and development processes — while providing the manufacturer with a proven bench of talent.



Speed

IQVIA hired the initial team of **12 reps** **within one week** of contract signing



Performance

Qualified reps completed **8.5 calls/day** and hit **112% of sales goal** at **25% lower salary**



Sustainability

>30% of CSO reps transitioned into client growth brands