# Customer Relationship Management Strategy and Business Outcomes – Perception by Medical Representatives

**Ganesh Pandit Pathak[1] and Sarang Shankar Bhola[2]**

[1]Assistant Professor, Rajiv Gandhi Business School, Tathawade, Pune, Maharashtra, India
[2]Associate Professor, Karmaveer Bhaurao Patil Institute of Management Studies and Research, Satara, Maharashtra, India
*Corresponding author's Email: ganeshpathak005@gmail.com

**ABSTRACT:** In marketing, the concept of Customer Relationship Management (CRM) highlights the final customer of the product. But in pharmaceutical industry it is seen that sales representatives are developing the relation with doctors, stockiest and retailers. Article focused on perception of medical representative about CRM strategy its impact on business outcomes. Researcher has used descriptive research design and collected opinions from medical representatives from different pharmaceutical companies. From the results of current study, it is found that tracking customer win-back levels as well as increasing business and tracking customer satisfaction level more affected on business outcomes i.e. Customer Relationship Management affects on business outcomes.
**Key words:** Customer Relationship Management, Medical Representative, Business Outcomes, Pharmaceutical Industry

## INTRODUCTION

CRM is not a tool that is specific to any industry type, so there is no single definition of Customer Relationship Management. Many organizations initiated Customer Relationship Management (CRM) projects as they foresee tremendous potential for benefits. The benefits come from lower costs of customer retention and increased profits due to lower defection rates. Every customer as an individual with specific needs and tailor their services accordingly. Information Technology appears to help to manage Customer relationships in an organized way. Customer retention is vital to every company's long-term profitability and success. Richard (2002) discussed Rapps and Collins introduced micro-marketing for selling pharmaceutical products to physicians and they also taught the industry to use newly introduced Individual Physician Level Prescribing (IPLRx) which based on Targeting, Tailoring and Tactical implementation and Total Customer Satisfaction. But after some year Miller and Heiman described Large Account Management Process (LAMP) but this focuses on Customer Value Management (CVM) it means it is important to work on the relationship with customer and also important to obtain as much financial value from these customers. For developing and maintaining relations with customer, organization using various parameters. Researcher has taken opinions of medical representatives regarding Existing CRM practices and its Impact on Business Outcomes, Importance and Impact of Existing CRM, Use and satisfaction on CRM system, Benefits of CRM.

### Review of literature
**Perception about Relationship:** As the pharmaceutical business is depends upon the prescribers, distributors and actual payers i.e.

patients. Everyone takes efforts to develop and maintain relationship. But it is essential to analyze the perception of stakeholder about relationship.

Relationship marketing is one of the primary drivers of sales in the pharmaceutical industry and its important to determine how physicians perceive pharmaceutical sales representative. Corporate image is a function of the signals that an organization transmits to its various stakeholder groups (Lundstrom, 2004). Perception will influence relationships. Relationships are built by a combination of individual value systems, personal characteristics, and a company's product and image. Researcher discussed that physically attractive people perceived differently from unattractive people. Attractive individuals have been shown to receive more positive attributions of liking and expertise than less attractive applicants. If a pharmaceutical sales representative has a good attitude, is friendly, nice and pleasant to be around, physicians will hold positive perceptions about that individual (Lundstrom, 2004). Discussed relationship marketing activities if touching an emotional cord can aid in the marketing of pharmaceutical products. It also assists in changing perception of the company, as positive perception leads to an incremental increase in prescriptions.

It means perception about relationship is depends on many factors. Physicians are not only considering the detailing of product, product quality but the physical attractiveness of representative also affect.

## METHODOLOGY

The study is descriptive inferential in nature, which describes the existing customer relationship management in the pharmaceutical industry. Inferential approach is used to derive the data from

samples. Data about demographic profile of respondents, different basis used for developing and maintaining the relationship, preferences, expectations, segmentation criteria, conceptual data on CRM, Segmentation, relationship marketing etc. was a need of study. The data and information collected by using Primary Sources and Secondary Sources. The primary data regarding demographic profile, different basis used for developing and maintaining the relationship, preferences, expectations, and segmentation criteria were collected through Structured Schedules. Researcher has collected opinion regarding why the Medical Practitioner prescribe the product of any company as well as opinion regarding offering promotional material (Ray Moynihan, 2003) and use of existing CRM system and contains 47 variables (Virgil Troy, 2008). There are total 51 Variables discussed by Virgil Troy for the Study of CRM but Researcher has taken 47 variables and reconstructed the statement suitable to the samples. 90 representatives from pharmaceutical companies are selected as sample for the study. The data was entered in Ms-Excel with data validation check. The data was further validated with the help of SPSS. The filtered and validated data was subjected to test of reliability using Cronbach's Alpha.

Data was classified and presented in tables. Data Analysis was done using percentage, measures of central tendency and measures of dispersion.

**RESULTS AND DISCUSSION**

**Existing CRM and its Impact on Business Outcomes**

Most of the pharmaceutical companies use different strategies to develop relationship with employees and customer. CRM is also one of the systems which is used for developing relationship with customers. Researcher has taken the opinion of medical representatives regarding existing CRM system and its impact on business outcomes. Two questions one is use of CRM system and second is rise in percentage after using CRM were asked to samples. Frequency and percentage has been used for analysis.

Table 1 show that all 90 samples percept that they are using CRM system in organization. Samples opine that the software which they are using for daily transaction and for reporting the same system were used for CRM and all are agree on the impact of CRM system on business outcomes.

**Table 1.** Opinion of medical representatives regarding existing CRM system and its impact on business outcomes.

| Sr. | Parameter | Yes | | No | |
|---|---|---|---|---|---|
| | | Frequency | % | Frequency | % |
| 1 | Do you have CRM system in your organization | 90 | 100 | 0 | 0 |
| 2 | Do you observe any impact of CRM system on Business outcomes | 90 | 100 | 0 | 0 |

Source: Field Data; n=90

**Increase in business due to CRM**

After using the CRM system definitely it affects on various factors in which business outcomes is leading factor. Researcher has taken the opinions of medical representatives regarding use of CRM system and percentage of increase in business has assessed. Different opinions of representatives are categorized in quartiles. Data collected in the form of frequency and analyzed using percentage. Table 2 show that 55 samples responded to this question. It has observed

that out of 55 samples 29.09% samples opines that there is 51 to 70% increment in business by using CRM system where as 27.27 % opines that there is an impact up to 36% rise, 25.45% samples opines there is an increment up to 34 to 50% and 18.18% samples opines that there is 71 to 100% rise in business because of CRM system. It means that there is a positive impact of CRM system on business outcomes. The entire discussion reveals positive impact of CRM system on business outcomes.

**Table 2.** Opinion of medical representatives on increase in business after using CRM

| Sr. | Increase in business after using CRM (%) | Frequency | Percent |
|---|---|---|---|
| 1 | 0-36 | 15 | 27.27 |
| 2 | 37-50 | 14 | 25.45 |
| 3 | 51-70 | 16 | 29.09 |
| 4 | 71-100 | 10 | 18.18 |
| Total | | 55 | 100 |
| Missing | | 35 | -- |
| Total | | 90 | -- |

Source: Field Data; n=90

**Importance and Impact of Existing CRM**

For developing and maintaining relations with customer, organization using various parameters. The opinions of medical representatives towards 46 parameters of CRM were sought on importance and its impact on business scale using five point scale. The scale for importance level ranges 1 for Not important and 5 for extremely important, for affect on business outcomes level 1 for strongly unaffected and 5 for strongly affected. Mean standard deviation and rank on mean score has been used for data analysis.

**Table 3.** Opinion of medical representatives regarding importance and impact on business of existing CRM system

| Sr. | Parameter | Importance | | | Effect on business outcomes | | |
|---|---|---|---|---|---|---|---|
| | | Mean | S.D. | Rank | Mean | S.D. | Rank |
| 1 | System for identifying potential customers | 4.14 | 0.49 | 37 | 3.83 | 0.74 | 45 |
| 2 | Identifying more valuable potential customers | 4.17 | 0.50 | 33 | 3.92 | 0.58 | 42 |
| 3 | Identifying potential high value customers from external source | 4.06 | 0.59 | 42 | 3.97 | 0.69 | 41 |
| 4 | Facilitates the continuous evaluation of prospects | 4.11 | 0.68 | 40 | 4.23 | 0.65 | 23 |
| 5 | Determine the cost of reestablishing a relationship with a lost customer | 4.29 | 0.78 | 15 | 4.24 | 0.72 | 20 |
| 6 | Process for assessing the value of past customers | 4.21 | 0.69 | 27 | 4.22 | 0.67 | 24 |
| 7 | Determining the costs of reestablishing a relationship with inactive customers | 4.26 | 0.74 | 19 | 4.20 | 0.71 | 29 |
| 8 | Attempts to attract prospects by coordinate message across media | 4.23 | 0.64 | 23 | 4.19 | 0.70 | 32 |
| 9 | Differentiates targeting communications based on the prospects value | 4.23 | 0.62 | 23 | 4.21 | 0.53 | 26 |
| 10 | Different offers to prospects based on economic value | 4.38 | 0.66 | 5 | 4.33 | 0.60 | 7 |
| 11 | Differentiate acquisition investments based on customer value | 4.32 | 0.68 | 9 | 4.29 | 0.55 | 14 |
| 12 | Approach to reestablish relationships with valuable customers lost to competitors | 4.43 | 0.64 | 2 | 4.38 | 0.59 | 2 |
| 13 | Interact with lost customers | 4.39 | 0.67 | 3 | 4.38 | 0.61 | 2 |
| 14 | Systematic process for re establishing a relationship with valued inactive customers | 4.46 | 0.66 | 1 | 4.47 | 0.60 | 1 |
| 15 | System for interacting with inactive customers | 4.00 | 0.50 | 46 | 3.91 | 0.57 | 43 |
| 16 | Determining current highest value customers | 4.17 | 0.46 | 33 | 4.00 | 0.58 | 40 |
| 17 | Tracks customers information to assess customer value | 4.27 | 0.63 | 17 | 4.11 | 0.59 | 37 |
| 18 | Determine the costs of retaining customers | 4.31 | 0.59 | 10 | 4.22 | 0.63 | 24 |
| 19 | Track the status of the relationship during the entire customer life cycle | 4.30 | 0.61 | 12 | 4.33 | 0.64 | 7 |
| 20 | Two way communication with customers | 4.30 | 0.63 | 12 | 4.30 | 0.59 | 11 |
| 21 | Actively stress customer loyalty | 4.22 | 0.60 | 26 | 4.14 | 0.65 | 34 |
| 22 | Integrate customer information across customer contact points | 4.20 | 0.62 | 30 | 4.14 | 0.65 | 34 |
| 23 | Respond to groups of customers with different values | 4.11 | 0.66 | 40 | 4.17 | 0.60 | 33 |
| 24 | Customize products / services as per value of the customer | 4.24 | 0.62 | 22 | 4.12 | 0.60 | 36 |
| 25 | Manage the expectations of customers | 4.21 | 0.66 | 27 | 4.32 | 0.56 | 9 |
| 26 | Build long term relationships with high value customers | 4.26 | 0.59 | 19 | 4.34 | 0.62 | 6 |
| 27 | Cross selling to valuable customers | 4.04 | 0.70 | 44 | 4.20 | 0.62 | 29 |
| 28 | Up selling to valuable customers | 4.19 | 0.82 | 31 | 4.24 | 0.61 | 20 |
| 29 | Extend share of customer with high value customers | 4.28 | 0.64 | 16 | 4.28 | 0.60 | 17 |
| 30 | Approaches to mature relationships with high value customers for cross sell or up sell | 4.27 | 0.63 | 17 | 4.28 | 0.60 | 17 |
| 31 | Provide individualized incentives for valuable customers | 4.26 | 0.70 | 19 | 4.24 | 0.64 | 20 |
| 32 | Systematically track referrals | 4.14 | 0.74 | 37 | 4.26 | 0.68 | 19 |
| 33 | Try to actively manage the customers referral process | 4.14 | 0.65 | 37 | 4.21 | 0.61 | 26 |
| 34 | Provide incentive to current customers for new customers | 4.21 | 0.79 | 27 | 4.29 | 0.60 | 14 |
| 35 | Offering different incentives for referral | 4.34 | 0.75 | 7 | 4.37 | 0.63 | 4 |
| 36 | Identifying non profitable customers | 4.06 | 0.51 | 42 | 3.70 | 0.80 | 46 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 37 | Discontinuing relationship with low value customers | 4.01 | 0.55 | 45 | 3.84 | 0.63 | 44 |
| 38 | Discontinue relationships with low value customers | 4.18 | 0.68 | 32 | 4.03 | 0.73 | 39 |
| 39 | Offer disincentives to low value customers | 4.17 | 0.60 | 33 | 4.09 | 0.66 | 38 |
| 40 | helping employees deal differently with high and low value customers | 4.37 | 0.61 | 6 | 4.31 | 0.65 | 10 |
| 41 | Reward employees for building relationship with high value customers | 4.33 | 0.56 | 8 | 4.30 | 0.63 | 11 |
| 42 | Respond to customer groups with different profitability | 4.23 | 0.60 | 23 | 4.30 | 0.66 | 11 |
| 43 | Differentiated treatment and products to different customer | 4.17 | 0.64 | 33 | 4.21 | 0.66 | 26 |
| 44 | Manage customer information and feedback with IT | 4.30 | 0.76 | 12 | 4.20 | 0.67 | 29 |
| 45 | Communications with potential customers by using IT | 4.31 | 0.63 | 10 | 4.29 | 0.71 | 14 |
| 46 | Required upgraded IT | 4.39 | 0.59 | 3 | 4.36 | 0.68 | 5 |
| | Spearman's Correlation Coefficient | 0.765 | | | | | |
| | Sig. (2-tailed) | 0.000 | | | | | |
| | Correlation is significant at the 0.01 level (2-tailed). | | | | | | |

Source: Field Data; n=90

Entire parameters of CRM found to be important since the mean score ranges from 4.01 to 4.46 with S.D. range from 0.49 to 0.82. The mean score shows the parameters are important and there is consistency into the opinion since the S.D. is in control limit. Samples were further asked on the impact of these variables on business outcomes reveals mean score ranging from 3.70 to 4.47 with S.D. ranging from 0.53 to 0.80 reveals the importance of respective parameters on the impact of business.

Above table shows the opinions of medical representatives about existing CRM system used by them. Most of the pharmaceutical organizations are using online software for reporting and to update the customer's information. Hence, most of the medical representatives are using this system for developing relationships with customers. It shows that mean value of all the variables is more than 4 it shows that samples are given more importance to all the variables and opines of all the parameters are essential part of customer relationship management system. In between this systematic process for re-establishing a relationship with valued inactive customers having mean value 4.46 secures 1st ranks. Approach to reestablish relationships with valuable customers lost to competitors carries 4.43 mean value and secures 2nd rank. The standard deviation is ranging from 0.49 to 0.82 which shows the consistency in the opinion of medical representatives.

Medical representative also gives the opinion about whether these parameters are affecting on business outcomes. It shows that as per the medical representative's opinion systematic process for re-establishing a relationship with valued inactive customers is more affected in business outcomes having mean value 4.47 with S.D. 0.60 and secures 1st rank. Followed to this approach to reestablish relationships with valuable customers lost to competitors and interact with lost customers is also affecting on business with mean value 4.38 and secures 2nd rank. Out of 46 variables 40 variables having mean value more than 4 it shows that 40 variables are mostly affecting on the business outcomes. Remaining 6 variables received mean value less than 4 but more than 3 it means medical representatives are not strongly agree but slightly agree on these 6 variables are affecting business. The variables are identifying more valuable potential customers, system for identifying potential customers, system for interacting with inactive customers, identifying non profitable customers and discontinue-ing relationship with low value customers. The standard deviation on affected scale is also less than 1 it shows the consistency in the opinion of medical representatives.

The Spearman's rank Correlation Coefficient value is 0.765 at 0.01 level of significance. Signifies that there is strong positive relationship between importance and affected level of parameters of CRM.

The detail analysis of aforesaid 46 parameters has undertaken in an independent section in this thesis using multivariate technique i.e. factor analysis.

After analyses it can be conclude that sample medical representatives are agree on all the parameters which are used in CRM. Most of the medical representatives are using various tools for maintaining and developing relationship with physician and retailers. All the respondents are given more importance and strongly agree on parameters affect on business outcomes. So the spearman's rank correlation coefficient value signifies strong positive relationship between importance and affected level of parameters of CRM.

**Use and Satisfaction on CRM system**

For developing and maintaining relations with customer, organization using various parameters. Researcher has taken opinions of medical

representatives regarding use and satisfaction about existing CRM system. Data were collected on three different scales. One scale talk about use of the parameter on nominal scale and presented in frequency and percentage. If the stakeholders are using the parameter then second scale shows the satisfaction of samples towards the defined parameter using mean, standard deviation and rank. If the stakeholders are not users then third scale seeks opinion whether sample expects the same or not.

Table 4 shows the opinion of medical representative about the use of CRM system, if they are using then satisfaction and if not using then expectation. It shows that more than 80% samples using all the parameters under their CRM system. It means that most of the organizations are focusing on CRM and they know the importance of CRM system in business. Many organizations having online software's/ systems for updating the customers information and they are using same system for the reporting purpose. So it gets easy to most of the medical representative to implement CRM system. Research also considered the opinion of medical representative about satisfaction on CRM system. It shows that most of the medical representatives are fully satisfied on systematic process for re establishing a relationship with valued inactive customers, approach to reestablish relationships with valuable customers lost to competitors, upgraded IT, different offers to prospects based on economic value and more 35 parameters which mean value is more than 4. Remaining 6 parameters having mean value less than 4 but more than 3 it shows that medical representative are not fully satisfied but satisfied with identifying more valuable potential customers, system for identifying potential customers, identifying potential high value customers from external source, system for interacting with inactive customers, discontinuing relationship with low value customers, identifying non profitable customers and identifying non profitable customers. Those medical representatives are not implementing CRM system they were answered for the expectation. Most of the respondent shows positive response for expectation means they are expecting particular parameter in there CRM system. For some parameter respondents not shown interest like facilitates the continuous evaluation of prospects, offering different incentives for referral. The detail analysis of aforesaid 46 parameters has undertaken in an independent section in this thesis using multivariate technique of analysis i.e. factor analysis. It can be conclude that most of the medical representatives are using CRM system. Already pharmaceutical organizations focuses on implementing online database system. Online data system having options to save information about customer. Medical representatives are agree on using systems for analyzing active and inactive prospective customers which are more profitable for organization. Medical representatives are more satisfied on the systematic process for reestablishing a relationship with valued inactive customers it means representatives are trying to reestablish relationship with inactive customers but representative want improvement in identifying non profitable customers.

**Benefits of CRM to Medical Representatives**

Perceptual opinions of medical representatives about benefits of CRM system is taken. Data were collected on two different scales. First scale talks about the extend representatives are agree on parameter and second highlights the impact of CRM on business outcomes. Mean, standard deviation and rank has been used for data analysis and presentation.

Table 5 shows that medical representatives are agree on CRM is helpful for increase in business which having mean value 4.44 with 0.74 standard deviation and secures 1st rank. Followed to this samples agree with CRM is useful for providing better information to the front line, developing new pricing models and processing transactions faster having mean value 4.39,4.33 and 4.33 respectively with 0.61, 0.69, 0.78 standard deviation respectively and secures 2nd, 3rd and 3rd rank. But samples opines that CRM doesn't help for analyzing customer revenue and cost data in order to identify current and future high-value customers having mean value 4.13 with 0.75 S.D. and placed on 13th rank. Researcher also taken opinions of samples on whether these variables are affected on business outcomes. A sample opines that tracking customer win-back levels is affected on business outcomes having mean value 4.38 with 0.66 S.D. and secures 1st rank. Followed to this samples agree on CRM affect on tracking customer satisfaction levels and increasing the business with same mean value 4.38 with 0.65&0.66 S.D. and secures 2nd rank. Also samples agree on CRM affects on faster transaction having mean value 4.33 with 0.70 S.D. and secure 4th rank. Samples shows poor response as compare to others on CRM affect on analyzing customer revenue and cost data in order to identify current and future high-value customers with mean value 4.06 with 0.66 S.D. and got 13th Rank. But Mean value on agreement scale is ranging from 4.13 to 4.44 and on affected scale 4.06 to 4.42 which is good. It means that samples are agree on all the variables and opines that all variables are affect on business outcomes. The spearman's rank correlation coefficient value is 0.757 at 0.01 level of significance and signifies that there is strong positive relationship between agreement and affected level of parameters of CRM.

**Table 4.** Opinion of medical representatives regarding use and satisfaction about existing CRM system

| Sr. | Parameter | Use | | | | If Yes Satisfaction | | | If No (Expectation) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Yes | | No | | Mean | S.D. | Rank | Yes | | No | |
| | | F | % | F | % | | | | F | % | F | % |
| 1 | System for identifying potential customers | 84 | 93.33 | 6 | 6.67 | 3.86 | 0.76 | 44 | 3 | 50.00 | 3 | 50.00 |
| 2 | Identifying more valuable potential customers | 86 | 95.56 | 4 | 4.44 | 3.94 | 0.62 | 41 | 2 | 50.00 | 2 | 50.00 |
| 3 | Identifying potential high value customers from external source | 85 | 94.44 | 5 | 5.56 | 3.92 | 0.80 | 43 | 2 | 40.00 | 3 | 60.00 |
| 4 | Facilitates the continuous evaluation of prospects | 85 | 94.44 | 5 | 5.56 | 4.24 | 0.69 | 21 | 1 | 20.00 | 4 | 80.00 |
| 5 | Determine the cost of reestablishing a relationship with a lost customer | 82 | 91.11 | 8 | 8.89 | 4.20 | 0.86 | 28 | 0 | 0.00 | 8 | 100 |
| 6 | Process for assessing the value of past customers | 80 | 88.89 | 10 | 11.11 | 4.20 | 0.69 | 28 | 5 | 50.00 | 5 | 50.00 |
| 7 | Determining the costs of re establishing a relationship with inactive customers | 77 | 85.56 | 13 | 14.44 | 4.17 | 0.77 | 32 | 6 | 46.15 | 7 | 53.85 |
| 8 | Attempts to attract prospects by coordinate message across media | 82 | 91.11 | 8 | 8.89 | 4.16 | 0.75 | 34 | 2 | 25.00 | 6 | 75.00 |
| 9 | Differentiates targeting communications based on the prospects value | 83 | 92.22 | 7 | 7.78 | 4.22 | 0.56 | 26 | 2 | 28.57 | 5 | 71.43 |
| 10 | Different offers to prospects based on economic value | 81 | 90.00 | 9 | 10.00 | 4.39 | 0.59 | 4 | 3 | 33.33 | 6 | 66.67 |
| 11 | Differentiate acquisition investments based on customer value | 79 | 87.78 | 11 | 12.22 | 4.34 | 0.56 | 10 | 3 | 27.27 | 8 | 72.73 |
| 12 | Approach to reestablish relationships with valuable customers lost to competitors | 80 | 88.89 | 10 | 11.11 | 4.41 | 0.58 | 2 | 6 | 60.00 | 4 | 40.00 |
| 13 | Interact with lost customers | 83 | 92.22 | 7 | 7.78 | 4.38 | 0.63 | 5 | 2 | 28.57 | 5 | 71.43 |
| 14 | Systematic process for re establishing a relationship with valued inactive customers | 84 | 93.33 | 6 | 6.67 | 4.50 | 0.59 | 1 | 2 | 33.33 | 4 | 66.67 |
| 15 | System for interacting with inactive customers | 85 | 94.44 | 5 | 5.56 | 3.94 | 0.61 | 41 | 4 | 80.00 | 1 | 20.00 |
| 16 | Determining current highest value customers | 82 | 91.11 | 8 | 8.89 | 4.04 | 0.62 | 39 | 2 | 25.00 | 6 | 75.00 |
| 17 | Tracks customers information to assess customer value | 84 | 93.33 | 6 | 6.67 | 4.16 | 0.62 | 34 | 4 | 66.67 | 2 | 33.33 |
| 18 | Determine the costs of retaining customers | 80 | 88.89 | 10 | 11.11 | 4.24 | 0.64 | 21 | 5 | 50.00 | 5 | 50.00 |
| 19 | Track the status of the relationship during the entire customer life cycle | 77 | 85.56 | 13 | 14.44 | 4.38 | 0.63 | 5 | 5 | 38.46 | 8 | 61.54 |
| 20 | Two way communication with customers | 82 | 91.11 | 8 | 8.89 | 4.36 | 0.59 | 9 | 4 | 50.00 | 4 | 50.00 |
| 21 | Actively stress customer loyalty | 84 | 93.33 | 6 | 6.67 | 4.19 | 0.65 | 31 | 4 | 66.67 | 2 | 33.33 |
| 22 | Integrate customer information across customer contact points | 83 | 92.22 | 7 | 7.78 | 4.14 | 0.70 | 36 | 4 | 57.14 | 3 | 42.86 |
| 23 | Respond to groups of customers with different values | 82 | 91.11 | 8 | 8.89 | 4.17 | 0.64 | 32 | 1 | 12.50 | 7 | 87.50 |
| 24 | Customize products / services as per value of the customer | 78 | 86.67 | 12 | 13.33 | 4.09 | 0.63 | 38 | 3 | 25.00 | 9 | 75.00 |
| 25 | Manage the expectations of customers | 84 | 93.33 | 6 | 6.67 | 4.33 | 0.58 | 13 | 2 | 33.33 | 4 | 66.67 |
| 26 | Build long term relationships with high value customers | 84 | 93.33 | 6 | 6.67 | 4.38 | 0.61 | 5 | 4 | 66.67 | 2 | 33.33 |
| 27 | Cross selling to valuable customers | 82 | 91.11 | 8 | 8.89 | 4.20 | 0.64 | 28 | 4 | 50.00 | 4 | 50.00 |
| 28 | Up selling to valuable customers | 82 | 91.11 | 8 | 8.89 | 4.23 | 0.62 | 23 | 6 | 75.00 | 2 | 25.00 |
| 29 | Extend share of customer with high value customers | 78 | 86.67 | 12 | 13.33 | 4.31 | 0.59 | 16 | 6 | 50.00 | 6 | 50.00 |
| 30 | Approaches to mature relationships with high value customers for cross sell or up sell | 81 | 90.00 | 9 | 10.00 | 4.30 | 0.59 | 17 | 6 | 66.67 | 3 | 33.33 |
| 31 | Provide individualized incentives for valuable customers | 84 | 93.33 | 6 | 6.67 | 4.29 | 0.64 | 18 | 4 | 66.67 | 3 | 50.00 |
| 32 | Systematically track referrals | 82 | 91.11 | 8 | 8.89 | 4.27 | 0.68 | 20 | 5 | 62.50 | 2 | 25.00 |
| 33 | Try to actively manage the customers referral process | 81 | 90.00 | 9 | 10.00 | 4.22 | 0.63 | 26 | 5 | 55.56 | 4 | 44.44 |

| 34 | Provide incentive to current customers for new customers | 82 | 91.11 | 8 | 8.89 | 4.29 | 0.62 | 18 | 2 | 25.00 | 6 | 75.00 |
|----|----------------------------------------------------------|----|-------|----|-------|------|------|----|----|-------|----|-------|
| 35 | Offering different incentives for referral | 83 | 92.22 | 7 | 7.78 | 4.34 | 0.64 | 10 | 0 | 0.00 | 7 | 100 |
| 36 | Identifying non profitable customers | 83 | 92.22 | 7 | 7.78 | 3.73 | 0.80 | 46 | 6 | 85.71 | 1 | 14.29 |
| 37 | Discontinuing relationship with low value customers | 81 | 90.00 | 9 | 10.00 | 3.84 | 0.67 | 45 | 4 | 44.44 | 5 | 55.56 |
| 38 | Discontinue relationships with low value customers | 81 | 90.00 | 9 | 10.00 | 4.04 | 0.75 | 39 | 6 | 66.67 | 3 | 33.33 |
| 39 | Offer disincentives to low value customers | 77 | 85.56 | 13 | 14.44 | 4.10 | 0.67 | 37 | 5 | 38.46 | 8 | 61.54 |
| 40 | helping employees deal differently with high and low value customers | 83 | 92.22 | 7 | 7.78 | 4.38 | 0.65 | 5 | 6 | 85.71 | 1 | 14.29 |
| 41 | Reward employees for building relationship with high value customers | 85 | 94.44 | 5 | 5.56 | 4.33 | 0.62 | 13 | 4 | 80.00 | 1 | 20.00 |
| 42 | Respond to customer groups with different profitability | 82 | 91.11 | 8 | 8.89 | 4.32 | 0.65 | 15 | 7 | 87.50 | 1 | 12.50 |
| 43 | Differentiated treatment and products to different customer | 79 | 87.78 | 11 | 12.22 | 4.23 | 0.69 | 23 | 4 | 36.36 | 8 | 72.73 |
| 44 | Manage customer information and feedback with IT | 80 | 88.89 | 10 | 11.11 | 4.23 | 0.69 | 23 | 6 | 60.00 | 4 | 40.00 |
| 45 | Communications with potential customers by using IT | 79 | 87.78 | 11 | 12.22 | 4.34 | 0.71 | 10 | 5 | 45.45 | 6 | 54.55 |
| 46 | Required upgraded IT | 84 | 93.33 | 6 | 6.67 | 4.41 | 0.67 | 2 | 4 | 66.67 | 2 | 33.33 |

Source: Field Data; n=90

**Table 5.** Opinion of Medical Representative about Benefits of CRM

| Sr. | Parameter | Agree | | | Affected | | |
|-----|-----------|-------|------|------|----------|------|------|
| | | Mean | S.D. | Rank | Mean | S.D. | Rank |
| 1 | Analyzing customer revenue and cost data in order to identify current and future high-value customers | 4.13 | 0.75 | 13 | 4.06 | 0.66 | 13 |
| 2 | Targeting direct marketing efforts | 4.19 | 0.62 | 11 | 4.09 | 0.66 | 10 |
| 3 | Capturing relevant product and service behavior data | 4.17 | 0.62 | 12 | 4.09 | 0.71 | 10 |
| 4 | Creating new distribution channels | 4.20 | 0.67 | 10 | 4.07 | 0.75 | 12 |
| 5 | Developing new pricing models | 4.33 | 0.69 | 3 | 4.12 | 0.67 | 9 |
| 6 | Processing transactions faster | 4.33 | 0.78 | 3 | 4.33 | 0.70 | 4 |
| 7 | Providing better information to the front line | 4.39 | 0.61 | 2 | 4.28 | 0.67 | 5 |
| 8 | Managing logistics and the supply chain more efficiently | 4.24 | 0.68 | 7 | 4.28 | 0.72 | 5 |
| 9 | Deploying knowledge management systems | 4.24 | 0.75 | 7 | 4.23 | 0.69 | 8 |
| 10 | Tracking customer defection and retention levels | 4.22 | 0.70 | 9 | 4.24 | 0.68 | 7 |
| 11 | Tracking customer satisfaction levels | 4.27 | 0.67 | 6 | 4.38 | 0.65 | 2 |
| 12 | Tracking customer win-back levels | 4.31 | 0.65 | 5 | 4.42 | 0.73 | 1 |
| 13 | For increasing the business | 4.44 | 0.74 | 1 | 4.38 | 0.66 | 2 |
| Spearman's Correlation Coefficient | | | | | 0.757 | | |
| Sig. (2-tailed) | | | | | 0.003 | | |
| Correlation is significant at the 0.01 level (2-tailed). | | | | | | | |

Source: Field Data; n=90

## CONCLUSION

After performing this study, researcher observed that medical representative plays an important role in developing relation with other stakeholders. Data analysis is also that CRM help for increasing the business by providing better information to the front line and its leads to faster transaction. Representatives opines that tracking customer win-back levels as well as increasing business and tracking customer satisfaction level more affected on business outcomes. So the authors conclude that there is strong positive relationship between agreement and affected level of parameters of CRM.

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