

Internship Report



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SMC ENTERPRISE LTD

Submitted by:

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Spring 2014 Batch, BRAC University BBA Program

Submitted to:

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Internship Report

On:

The Reason(s) Behind High Turn-over in the Medical Promotion Industry

Submitted on: *3rd September, 2018*

Letter of Transmittal

3rd September, 2018

Zaheed Husein Mohammad Al-Din

Senior Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship Report on “The Reason(s) Behind High Turn-over in the Medical Promotion Industry.”

Dear Sir,

With due respect and humble submission, I am submitting my internship report on “The Reason(s) behind High Turnover in the Medical Promotion Industry.” in accordance to our BBA program requirements.

I have been working at SMC Enterprise Ltd. since 9th of May as a HR intern; and during my time with them, they have oriented me on almost every basic function of HR and Administration. Even though the company has a very strong HR department, who handle all necessities very smoothly; they have been struggling to retain the MIOs (Medical Information Officers) they hire. After a bit of research, I got to learn it is not just them, and almost all other Pharmaceutical companies are faced with the same situation.

I personally found the topic very intriguing, and have completed my research based internship report on it. I honestly hope you find this report to up to your satisfaction; and I will be available to answer any queries.

Sincerely yours,
(Mehrab Ibne Hasan)
ID: 14104104
BRAC University



Acknowledgement

I honestly feel that I have learned a lot of things during my internship with SMC Enterprise Ltd (SMCEL), that will support my future career in HR; and I would like to thank **BRAC University** for giving me the opportunity to pursue this internship, and for the wonderful 4 academics years they took to build me as a team-player and a professional. I have the pleasure to declare that I am fortunate to get the cordial guidance, and advisory from **Mr. Zaheed Husein Mohammad Al-Din** (*Senior Lecturer, BRAC Business School*), who was my internship advisor, and also the teacher who played a huge influence in me choosing a career in HR.

I would like to thank the whole HR team in SMCEL comprising Mr. **Rana Kaiser Ahmed**, Mr. **Hafiz Imtiaj**, Mr. **Hasanuzzan**, Ms. **Shayma Akter**, and Ms. **Farwa Sanjana** for being so very welcoming and for genuinely caring about my professional development during my time with them. Special thanks goes to Mr. **Hafiz Imtiaj** (*Manager, Human Resources*) – my internship supervisor, for guiding me into choosing such an interesting topic, and also helping with the survey for a short period when I was ill. I cannot thank the **Pharma Department** enough, especially Mr. **Zahidul Huq** (*Manager, Pharma Sales*) for warmly allowing my reoccurring presence in their department.

Executive Summary

Among the industries that have been booming lately in Bangladesh, and the South-East Asian region in general, the Pharmaceuticals industry is one. It is a definite shame that it is overshadowed by Garments and Shipbreaking, or even Ship-making industry, because today, there are approximately 267 registered pharmaceuticals companies in the country, and 195 of them are in active operation. Many of us will find that a surprising discovery, because we know of such a limited number of brands that we usually buy. But there are thousands of brands being sold in the market with the top of the line pharmaceuticals selling over hundreds of brands of their own; and a crucial role in all of this is played by the doctors, because the drug stores keep only what the doctors prescribe. And the people who convince the doctors to suggest a particular brand are called MPOs (Medical Promotion Officers) or MIOs (Medical Information Officers), and the industry they operate in – the Medical Promotion Industry, is the reason why Pharmaceuticals Industry is undergoing this massive boom.

I have been working at SMC EL (SMC Enterprise Limited) as a HR Intern for 3 months now, and during my time with them, the only people I have seen them to struggle with the most, are the MIOs for their own pharmaceuticals division. They just keep switching between companies, and they do not even resign properly; they just leave with no notice. After looking into it for a bit, I came to know this is a common phenomenon in the industry itself. I found it interesting, decided to find out the possible reasons as a part of my internship report.

A total number of 74 people with prior experience as MIOs were surveyed, and they reported to have 104 relevant work experiences as a whole. Upon asking them to rate their former employer(s) on the basis of 12 work-satisfaction parameters that run strong in the Medical Promotion Industry, 52% of them rated the Benefits offered dissatisfactory, while the figures kept getting even worse, since it was over 60%, 61%, and 63% for Sales Target, Place of Posting, and Behavior of the Supervisors respectively. They also mentioned the same variables as their reasons behind switching with 38% of the time, people switching because of their Supervisors, 26% switching because of unfavorable Place of Posting, 15% because of excessive Sales Targets, and 11% because of lack of Benefits.

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Part 1: Organization Overview

1.1 Brief History of SMC Enterprise Ltd.

SMC Enterprise Ltd. (SMC EL in short) is a wholly owned subsidiary of the Social Marketing Company, better known as SMC. We really cannot understand what SMC EL stands for without knowing about SMC at first, so let's take a look back.

The organization we call SMC was formed way back in 1974 as the Family Planning Social Marketing Project (FPSMP) under a tripartite agreement between the then Govt. of Bangladesh, Population Services International (PSI), and USAID. The reason being a concerning lot of people were dying in the war-devastated country, from even the smallest of illnesses, because all the infrastructures were not in usable shape. Also, the main target of FPSMP was to control the population growth, as there was a sudden boom. So, the organization started marketing condoms, and birth-control pills. It was definitely not easy, because the people in the country were completely new to the concept of birth control; and considering that it is still today seen as a taboo topic, the people back then simply called the sales people 'godless'.

However, FPSMP did successfully make people aware about the issue, and they eventually accepted it; and by the time when USAID finally expressed their inability to financially support the project fully anymore in 1989, the population boom was already under control. Another noteworthy development was the introduction of Oral Saline, or ORS (Oral Rehydration Salt) in 1985. Hence in 1990, the Social Marketing Company (SMC) was formed as a Non-Government Organization. They kept of pushing the birth control products, and even the popular birth control slogan that we all grew up hearing –

“Let's have no more than 2 children; 1 is even better.”

Also they kept on marketing the ORS to the point that there were very few people dying from Diarrhea, and other dehydrative diseases. SMC today, is a large and successful social enterprise; and still a huge contributor to the country's national Family Planning Program. It markets a full

range of family planning products, ORS (Oral Rehydration Salts) and has diversified into food, nutrition, reproductive health and female hygiene.

However, even with their reputation of selling ORS with near to none profit margin, by the end of 2013, SMC started making a lot of profit from the sheer sales. Thus, SMC Enterprise Ltd. was formed in 2014 to separate the business aspect from the project. The sole reason for SMC EL to exist is to financially support the social programs run by the holding company – SMC; and to help them expand their activities; and in the extremely small span of 4 years so far, they have been doing a marvelous job at it.

Today, SMC EL, along with SMC holding, is marketing a wide variety health and nutrition products, condoms, oral pills, clinical items including inject-ables, sanitary napkins; and has expanded into the pharmaceuticals market.

1.2 Products

Here is a brief chart of products SMC, and SMC EL has to offer –

Types	Brands
Health & Nutrition	ORSaline N, Monimix, SMC Zinc, Tasteme, Bold, etc.
Condom	Raja, Hero, Panther, Sensation, U & ME, Xstream, Amore, etc.
Oral Pills	Femicon, Noret-28, Femipil, Minicon, Norix, etc.
Clinical Items	Inject able SOMA-JECT, Safety Kit, Relax IUD, I-Plant Implant, etc.
Hygiene	Joya Sanitary Napkins
Pharmacutic als	Isomium, Prazomax, Ezevent, etc.



1.3 Vision

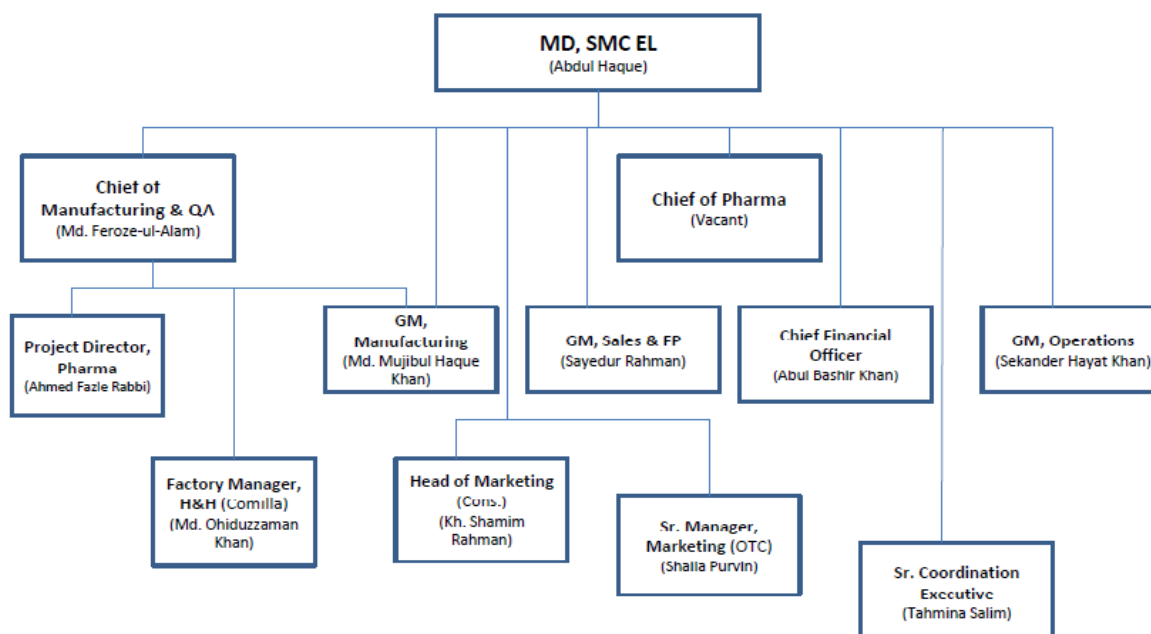
To be a world - class social enterprise recognized for its contribution to the advancement of social marketing thoughts, principles and practices that aim to better the health and wellbeing of women, children, families and the society.

1.4 Mission

To support SMC to grow as a successful Social enterprise by making surplus funds from profitable operations available for investment in program operations designed to enhance social good.

1.5 Organization Chart

Since it's a fairly young organization that is expanding in new markets, creating new departments on a frequent basis, there is no well-defined organogram to be found. But here is a brief look at the top management –



Part 2: Research

2.1 Introduction

2.1.1 Background of the Study

There are some very popular topics on which most HR interns tend to do their descriptive internship reports on. For example – most of the HR report samples I found online were about the basic HR practices in the organization the internship was done in. While these reports are less troublesome, and arguably easier to write, some say there have relatively less learning takeaways.

When I took initiative to go the traditional way, my immediate supervisor – Mr, Hafiz Imtiaj (*Manager, Human Resources, SMCEL*) pointed out the very same concerns stated above, and suggested that I write a research-based report instead; and among the list of possible things I can research on in SMCEL, I found this very interesting.

We all go to doctors in any case of medical emergency, and they hand us a list of drugs they suggest. But in a market of many players, where you have the general drugs being produced by almost all of them, how do the doctors know about all of them? They have these people called Medical Promotion Officers (MPOs) employed by pharmaceuticals to preach about their products face to face with the doctors in their chambers. While that sounds interesting, the Medical Promotion industry happens to be plagued by very high turnovers – 15 to 17 percent even in market leading companies like Square, and BEXIMCO, as pointed out by Mr. Zahidul (*Sales Manager, Pharmaceuticals, SMC EL*). Even though SMC has a significantly better MIO turnover rate of 5.7, it is still much more than all other departments in the organization; thus, it draws more concern from the Human Resource Department.

I found the matter interesting, and decided to do my internship report on why MPOs, also known as MIOs (Medical Information Officer) tend to switch jobs so much. The topic was later approved by my internship advisor, who encouraged me to take the more challenging route.

2.1.2 Problem Statement

Since this is a completely exploratory research, the problem statement leaves a lot of room for better definition. However, the problem at hand, in general would be –

Medical Promotion Officers are switching organizations at an alarming frequency.

2.1.3 Scope of the Study

The scope of this study runs really deep into different aspects and functions of HRM such as **Employee Satisfaction, Motivation, Market Awareness**; and lastly, but most importantly, the **Medical Promotion Market**, and the **Pharmaceuticals Industry** in Bangladesh.

2.1.4 Research Objective

There is always an objective that each and every research is designed to find information about, and often it is accompanied by one or more side objectives as well. The prime objective for this research is –

- To find out the main reasons why MIOs/MPOs switch jobs so frequently.

and to aid that objective, the side objective will be -

- To get an overall idea about the ‘Medical Promotion’ market.

2.1.5 Limitations

There are a few numbers of limitations that apply to this report which should be noted, and kept in active consideration –

- 1) The report was done within a very short period of time, hence, there may be flaws in the research design, and the way the research data is presented.
- 2) The surveyed people were all interview candidates in the organization. So, it is highly likely that they might not have given 100% honest answers.
- 3) Since this is an exploratory research, considering limitations (1) and (2) applied, the findings might have varied if a different batch of people were to be sampled.
- 4) There was a major lack of prior research studies on the topic, and ‘Medical Promotion’ as a whole. So, reliable information could not be found that relate directly to the study. However, considering this may be one of the few existing studies on the topic, this can work as baseline for future researches.
- 5) The study being conducted in South-Asia, is heavily biased by the strong distinct culture in that area.

2.2 Literature Review

In my attempt at looking up ‘Medical Promotion’ on the internet, or at the local library, there were no previous writings to be found that deal directly with, or even come close to the topic of my choice. Hence, in the limited time I had at hand, I looked at several studies, and web articles regarding why people switch jobs in general. Here is what I found.

Examining the Relationship of Work Life Balance, Job Satisfaction and Turnover in Pakistan

OIDA International Journal of Sustainable Development, Vol. 02, No. 01, pp. 27-23, 2010

The study by (Solomon, Gomez, Ahmad, & Saif, 2010) was conducted among a random sample of 204 Medical Professionals in Pakistan– the very reason why this seems the most relevant in my list of literatures reviewed.

They found that work life balance to be the most vital element to determine job satisfaction for doctors, and people in the medical industry as a whole, since the job in itself asks for working outside traditional office hours; which is also commonly seen in Medical Promotion. They found that the doctors who can maintain a comparatively healthy work-life balance, are more satisfied with their jobs, and have less intention to leave.

Leader Power, Followers' Conflict Management Strategies, and Propensity to Leave a Job: A Cross-Cultural Study

IACM 17th Annual Conference Paper

This cross-cultural study by (Rahim, 2004) was conducted in the countries - U.S., Greece, South Korea, and Bangladesh to find how conflict management can make or break a job for workers.

It was found that in countries like Greece and Bangladesh, the lack of a proper negotiation platform can be a huge negative to employees. Even though in most cases they do not leave the



job for it, because of limited job options; they would definitely switch in industries where the option is there.

The Effect of Job Satisfaction on the Turnover Intention of Employee in Cimahi Textile Company in West Java

American Accounting Association, AAA 2006 Management Accounting Section (MAS) Meeting

(Purba, 2015) stated that, things like wage, co-workers, and promotion opportunities have little to no effect on turnover intention. According to the outcome of the study, people should be more sensitive about the nature of the job, and the immediate supervisors – both of which, according to MPOs (Medical Promotion Officers), truly are matters of dissatisfaction in their industry.

2.3 Methodology

2.3.1 Introduction

All data for the report have been collected from both primary and secondary sources.

Primary Information:

The primary information used in this research was collected by conducting a survey during the MIO and FE (Field Executive) interview sessions. Also, some more was collected through multiple interviews with the Pharmaceuticals Department of SMC EL.

Secondary Information:

All secondary information were collected from the organization's policy book, their website, and different research papers, journals, and web-articles that deemed relevant.

2.3.2 Research Design

This project is a pluralistic research which relies on a combination of both quantitative and qualitative research methods. It is quantitative because I conducted a survey consisting of 74 respondents with 2 different types of questions related to their experience in the Medical Promotion field, where all the answers were measurable in quantitative values. Also, it is qualitative because I also included an open ended question at the end to extract that added layer of information that might not have been included in the options given. As a result, the project is a mixture of both tangible and intangible reflection.

To clarify the research type, it follows a strictly Exploratory path. The reason behind it being mostly Exploratory is because, as a fresher who has little to no idea about the Medical Promotion market, jumping to a hypothesis from the very beginning could be misleading. Hence, the research type was set to exploratory for me to find out if the variables I set were relevant, and so I can conduct further Descriptive research on this in the future.

The research was Longitudinal, as it would not be possible to get an acceptable number of relevant respondents from a single interview session.

2.3.3 Population and Sample

The total population for the study would be all the people in Bangladesh who are working, or at some point of life have worked as a Medical Promotion Officer.

However, there were not many scientific methods at play while selecting the sample or setting the sample size. I was given a target of making the sample size at least 50 from my advisor, and from my knowledge of SMC EL's intake plan for the ongoing month, I had a rough estimation of 70.

The sampling type was set to '**Convenience Sampling**' as it was the least complicated, as people from the population would come to the organization by themselves.

2.3.4 Research Variables

The variables used in the survey questionnaire were set by discussing with SMC EL Pharmaceuticals Department. They provided a total of 12 variables; a set of common attributes all MIOs have to work with in the field; the things that can make or break their overall work-experience with any particular organization. The variables are as follows –

Salary	As we all know, salary has always been a crucial deciding factor for employees in almost any field of operation. Considering that MIO is an entry level Sales position, the salary offered in general is nothing out of the ordinary. So, this can easily be the reason of switching for many.
Benefits	Salary alone is not the only payable that employees receive, and these extras are called benefits. MIOs usually get a wide range of benefits just like most other permanent non-graded staff like - Provident Fund, Gratuity, Group Insurance, Profit Sharing, Residential Allowance and so on.
TDA (Travel Daily Allowance)	This, along with the next variable - DA, are both types of benefits. But these especially for MIOs are not the same with most other few professions they are given in. MIOs in Bangladesh have to travel by motorbikes throughout the day from doctors' chambers to chambers. The TDA is to provide the fuel and maintenance cost.
DA (Daily Allowance)	The Daily Allowance is given to the MIOs simply to compensate for the fact that they cannot have their daily life with their respective families, and as required by the type of work they do, in most of the cases they have to eat outside. Hence, this, along with the TDA is one of the major motivation factors in the MIO industry that every new MIO asks about.
Sales Target	Not to mention, since Medical Promotion is an entry level sales job, a very vital aspect is the sales target applied.

Place of Posting	Drugs and doctors are everywhere, which implies that MIOs have to be the same too. Therefore, Medical Information Officers are appointed at different places of the country; not considering their personal posting preferences in a lot of cases.
Behavior of Supervisor	In any job given, a major make-or-break factor is the boss, or the immediate supervisor.
Brand Equity	Since the MIOs have to convince the doctors to keep the brand they are selling instead, how popular the brand is in that region plays a vital card.
Promotions	In any job, the growth potential, and the opportunity to climb up the hierarchy is a factor that determinates the overall satisfaction with the job. Hence it has been included as a variable.
Increments	Even when growth is not available, increments can somewhat ease the pain; and is a much-used motivation tool.
Training and Development	A proper orientation to the job one is given and the jobs they may be doing in future designations can be a huge motivator for a lot of people.
Overall Management	And even if all the factors mentioned above are given properly, at the end of the day it all comes down to how the management sees you. MIOs working at an entry level are often placed at the rock-bottom of the priority list of the management.

2.3.5 Questions Asked

As mentioned before, the main objective is to find why MIOs switch so much, and the secondary objective is to find the overall work-satisfaction level in the market based on different aspects, to be able to further process and support the outcomes of the first objective. So, here are the questions we asked them –

- 1) For how long have you been in the Medical Promotion industry?
- 2) Name the last 3 companies you worked for as MIO.



- 3) For how long did you serve the respective organizations? (in years)
- 4) Please rate the organizations based on the following attributes (the variables) –
 - Salary
 - Benefits
 - TDA
 - DA
 - Sales Target
 - Place of Posting
 - Behavior of the Supervisors
 - Brand Equity
 - Promotion
 - Increments
 - Training and Development
 - Overall Management
- 5) What was the KEY REASON behind you leaving that organization?
 - Salary
 - Posting
 - Benefits
 - Supervisor
 - Emphasis Put on Target
 - Growth Potential
 - Increments
 - Overall Management
 - Others
- 6) Explain the issue in more detail.

2.3.6 Survey Method

There were multiple batches (a total of 3), since the organization does not interview MIOs in that huge proportions. The people surveyed were not all MIOs, but people who have prior experience as MIOs; so I took the liberty of surveying some FEs (Field Executives) as well who work as the immediate supervisors to MIOs and have to have Medical Promotion expertise to get there.

Batch 1 comprised of only FEs, and a total of 19 FEs were surveyed who had worked as MIOs/MPOs beforehand.

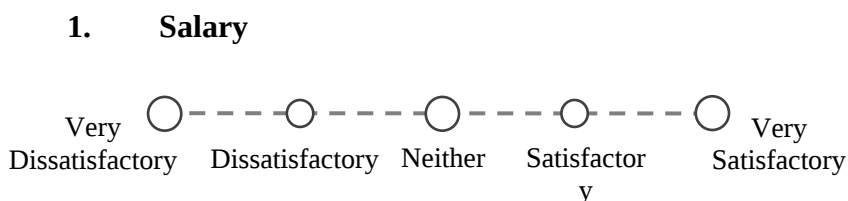
Batch 2 had a mixture of 28 FEs and MIOs, as there were interviews being conducted that day for both positions, and there were 12 FEs, and 16 MIOs to participate in the survey.

Batch 3 comprised of MIOs only, and there were a total of 25 respondents.

In conclusion, there were **74 respondents** who reported an accumulated response of **104 work experiences** in **21 different organizations**.

2.3.7 Instruments Used

- I used **conditional open ended sections** (conditions mentioned verbally during coordinating the survey) for the questions (1), (2), (3) and (6).
- I used a **5-point Likert Scale** for question (4). For the variable “Salary” and every other in the question, it followed the below format –



- I used a **Multiple Choice** section consisting of the variables, according to SMC EL Pharmacy Department, MIO's are most likely to switch for with also the option to include exclusions.

2.3.8 Statistical Applications and Graphs Used

The statistical methods applied for analyzing the collected data are –

- Frequency Count,
- Percentage

The graph used for showing results of both question (5), and (6) is **Pie Chart**, because it is the graph most popularly used for showing percentages.

2.4 Analysis and Interpretation

The 2 questions in the survey that directly serve the research objectives are question (5), and question (6); hence I have included only the outcomes of those two in the Analysis section.

To begin with, here is the overall outcome of question (5); which should give us a brief idea of the overall condition of the employee satisfaction based on selected attributes. [**Table 1**]

Rating	Percentage											
	Salary	Benefits	TDA (Travel Daily Allowance)	DA (Daily Allowance)	Target	Posting	Supervisors	Equity	Promotion	Raises	Training	Management
Very Satisfactory	44%	11%	23%	62%	13%	3%	5%	72%	0%	34%	60%	60%

Satisfactory	48%	26%	32%	33%	12%	18%	10%	24%	75%	54%	40%	18%
Neither	3%	12%	16%	0%	16%	17%	22%	2%	19%	1%	0%	12%
Dissatisfactory	5%	35%	12%	3%	25%	20%	23%	2%	2%	0%	0%	0%
Very Dissatisfactory	0%	17%	17%	3%	35%	41%	40%	0%	4%	12%	0%	11%

Table 1: Satisfaction Overview in the Medical Promotion Industry

If we take a look at individual results, it should give us a clearer interpretation of the comprehensive table. So, let's take a look at the pie charts.

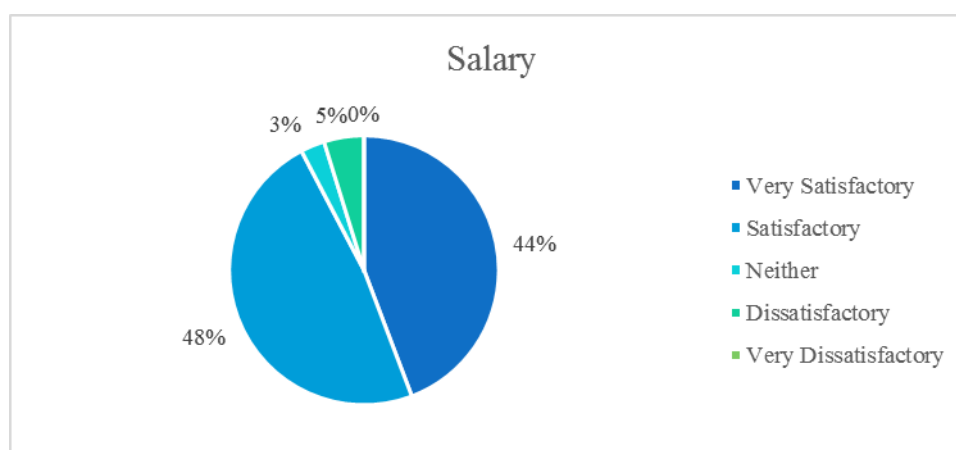


Figure 1

As visible in the figure above, **44%** of the 104 entries showed that the respondents were very satisfied with the salary they got; **48%** found it satisfactory; **3%** sat in the middle; **5%** found it dissatisfactory, and **0%** were extremely dissatisfied with the salary. **[Figure 1]**

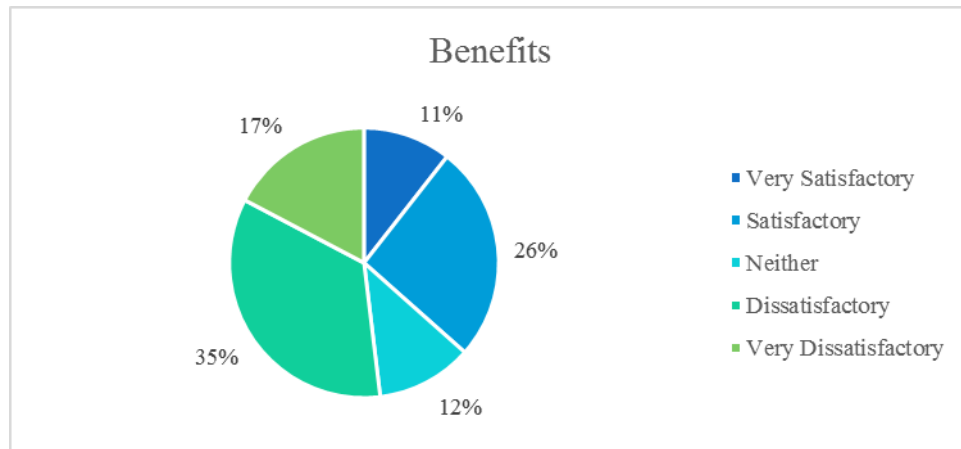


Figure 2

11% said that they were very satisfied with the benefits; **26%** found it satisfactory; **12%** said it was neither; **35%** found it dissatisfactory, and **17%** were extremely dissatisfied. **[Figure 2]**

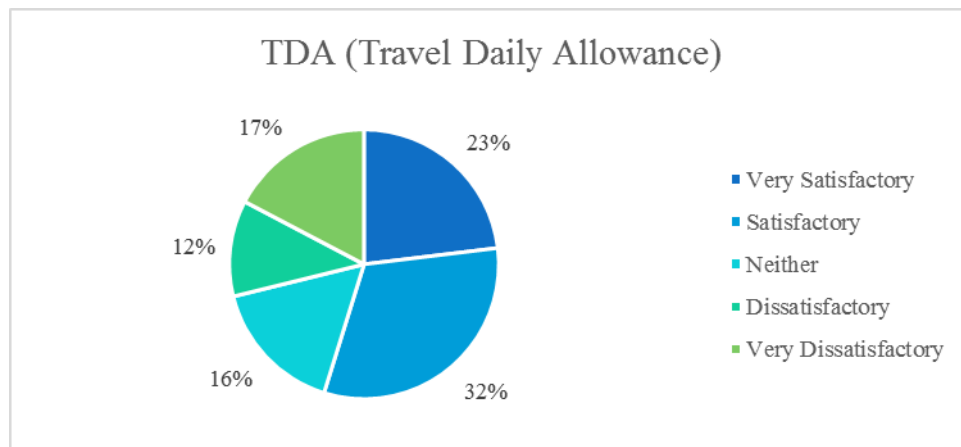


Figure 3

23% said that they were very satisfied with the TDA; **32%** found it satisfactory; **16%** said it was neither; **12%** found it dissatisfactory, and **17%** were extremely dissatisfied. **[Figure 3]**

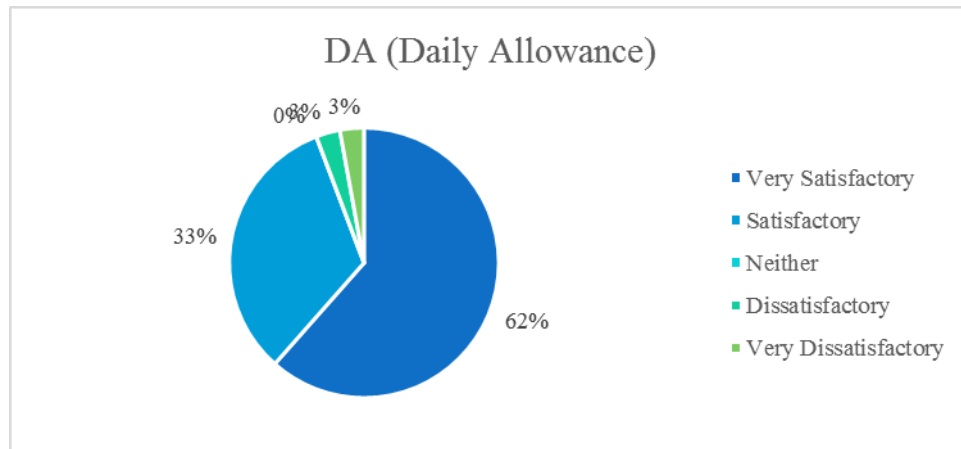


Figure 4

62% said that they were very satisfied with the Daily Allowance (DA) they received from their organizations; **33%** found it satisfactory; **0%** said it was neither; **3%** found it dissatisfactory, and **3%** were extremely dissatisfied. **[Figure 4]**

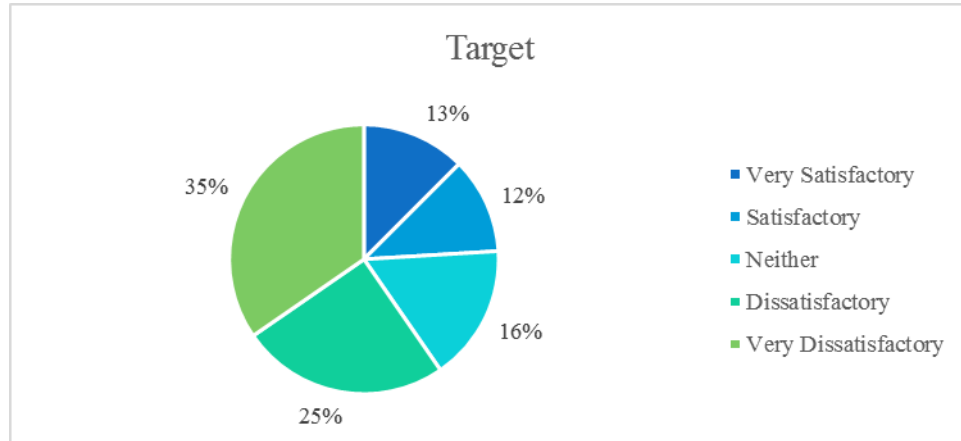


Figure 5

13% said that they were very satisfied with the sales targets their companies set; **12%** found it satisfactory; **16%** took the middle-ground; **25%** were dissatisfied, and **35%** were extremely dissatisfied. **[Figure 5]**

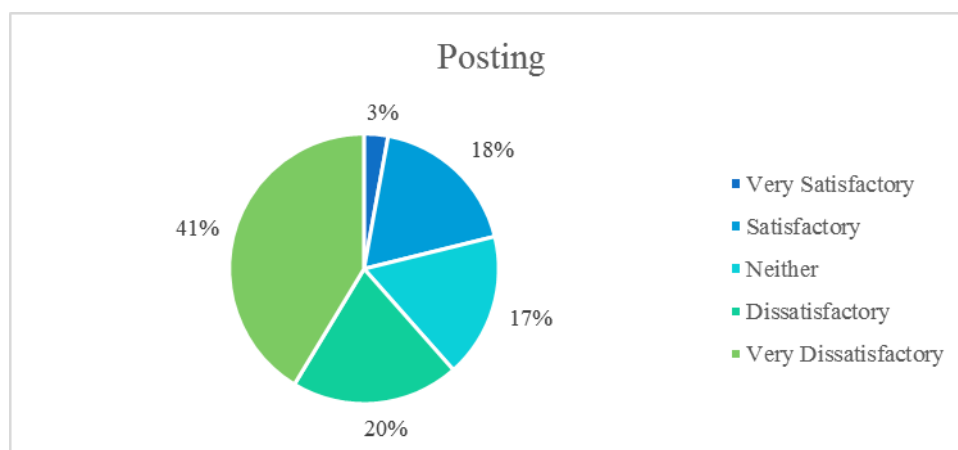


Figure 6

3% said that they were very satisfied with their job posting; **18%** found it satisfactory; **17%** said it was neither; **20%** found it dissatisfactory, and **35%** were extremely dissatisfied. **[Figure 6]**

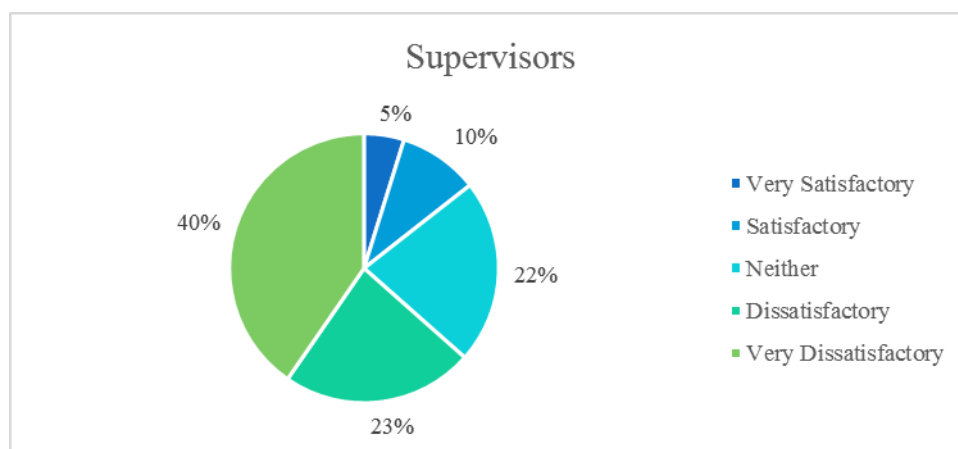


Figure 7

5% said that they very satisfied with their supervisors; **10%** said they were satisfied; **22%** did not have anything to say about their former supervisors; **23%** found it dissatisfactory, and **40%** were extremely dissatisfied. **[Figure 7]**

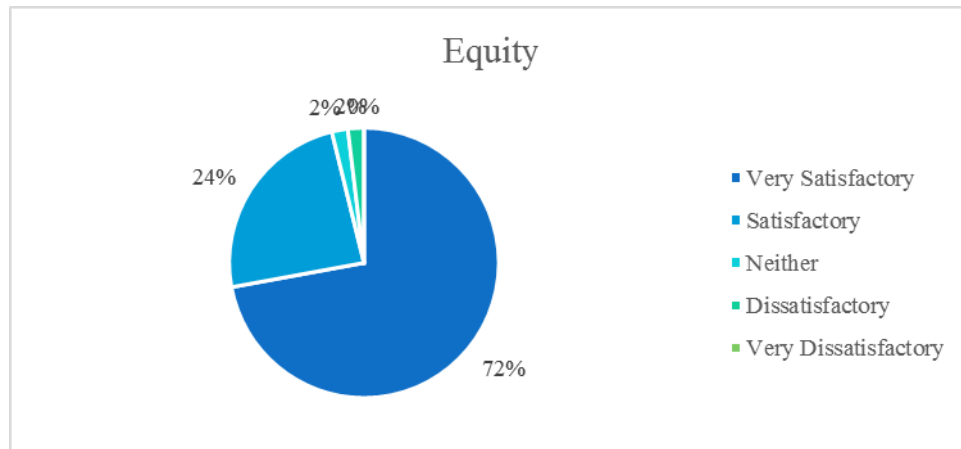


Figure 8

72% said that they were very satisfied with how popular the brands they were promoting in they places they were posted; 24% found it satisfactory; 2% said it was neither; 2% found it dissatisfactory, and 0% were extremely dissatisfied. [Figure 8]

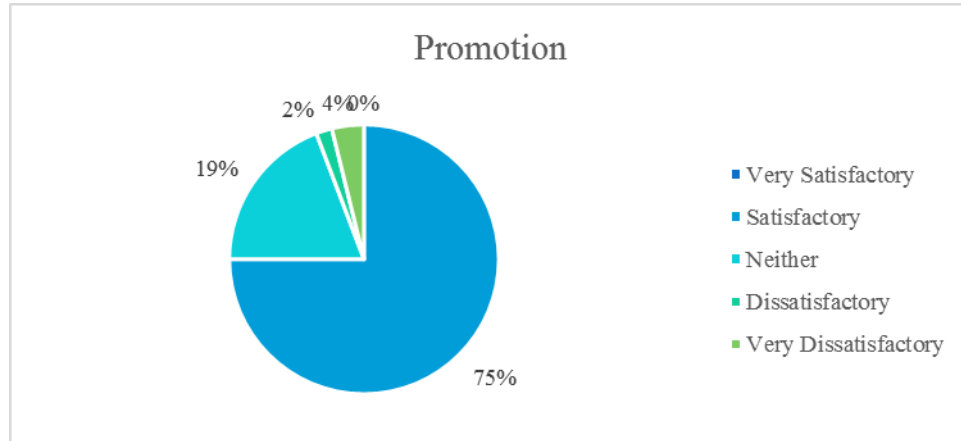


Figure 9

0% said that they were very satisfied with the frequency of promotions to the next rank; 75% found it satisfactory; 19% said it was neither; 2% found it dissatisfactory, and 4% were extremely dissatisfied. [Figure 9]

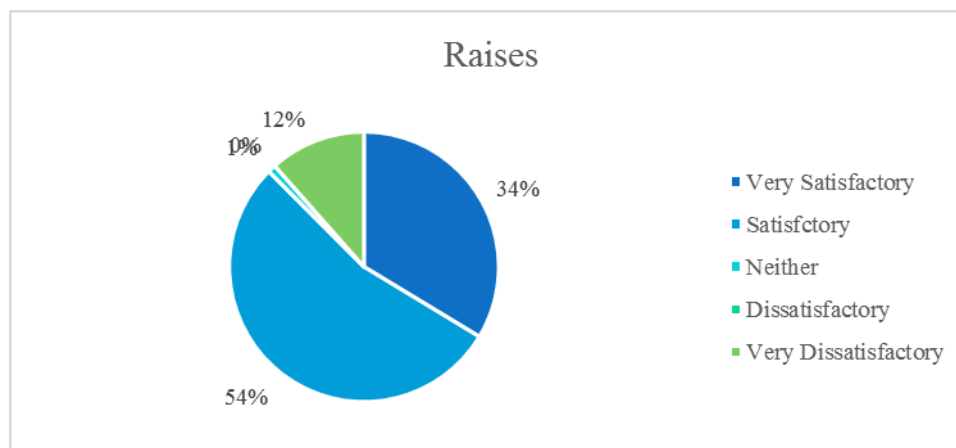


Figure 10

34% said that they were very satisfied with the frequency of salary raises or increments; **54%** found it satisfactory; **1%** said it was neither; **0%** found it dissatisfactory, and **12%** were extremely dissatisfied. **[Figure 10]**

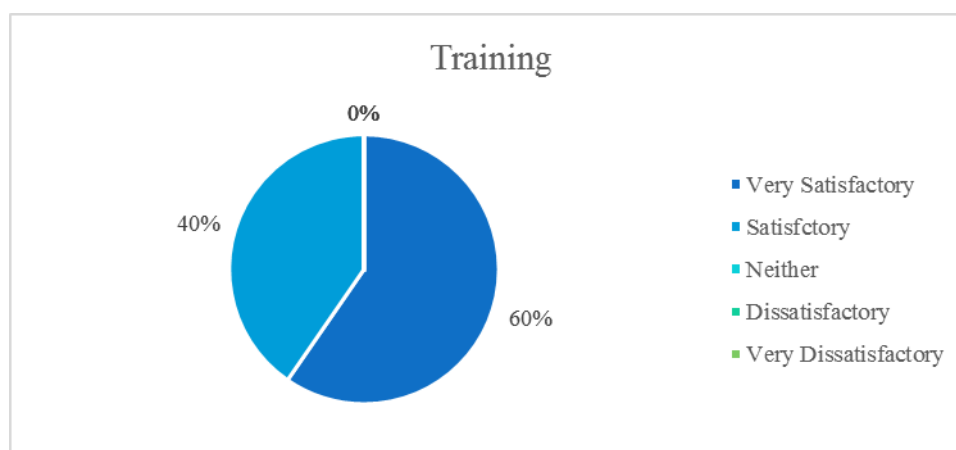


Figure 11

60% said that they were very satisfied with the amount of trainings they received in the relevant field; **40%** found it satisfactory; **0%** said it was neither; **0%** found it dissatisfactory, and **0%** were extremely dissatisfied. **[Figure 11]**

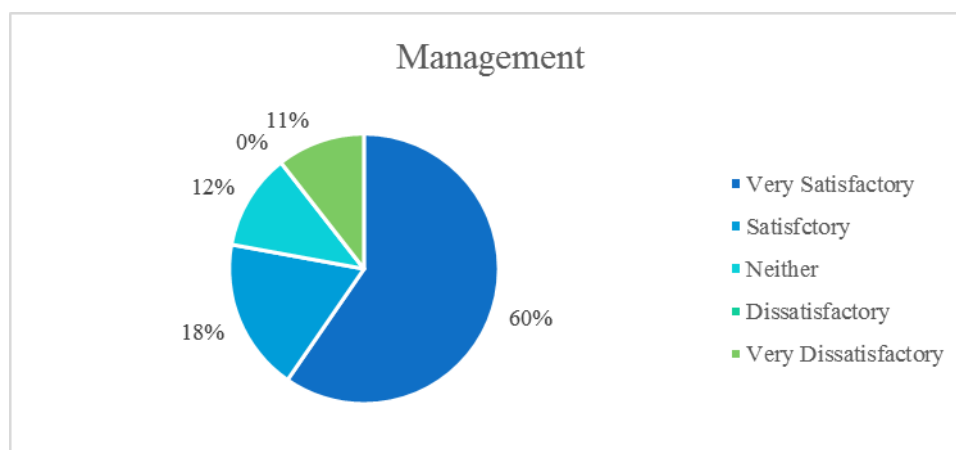


Figure 12

60% said that they were very satisfied with the way their management; **18%** found it satisfactory; **12%** said it was neither; **0%** found it dissatisfactory, and **11%** were extremely dissatisfied. [Figure 12]

Percentage	
Key Reason for Switching	
Salary	0%
Posting	26%
Benefits	11%
Supervisor	38%
Target	15%
Growth Potential	2%
Increments	0%
Management	3%
Other	6%

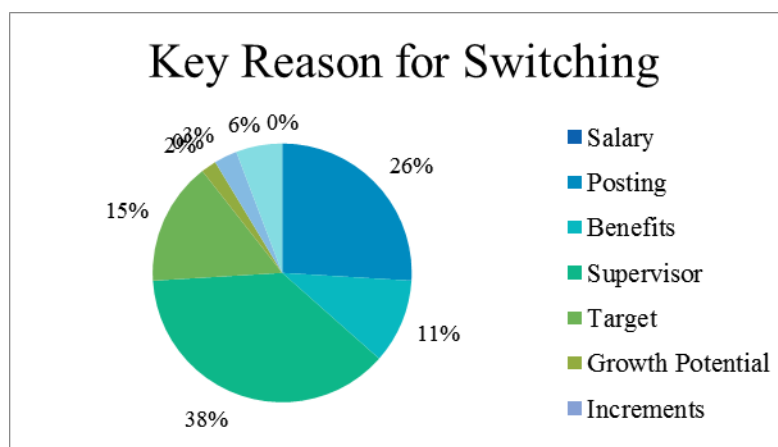


Figure 13

Now, for the main objective, let's take a look at [Table 2]. Surprisingly none of the respondents ever switched because of salary or salary raises; **26%** switched because of being posted in a less favorable area; **11%** because of lack of benefits; **38%**

Table 2: Key Reason for Switching

because of unpleasant attitude and behavior of their supervisors; **15%** because of extremely high sales targets; **2%** because of lack of growth potential; **3%** because of overall management; and another **6%** said they had other reasons for switching. **[Figure 13]**

2.5 Findings

Since the main objective of the survey was to find what is wrong; for findings, I will concentrate more on the points of dissatisfaction; then mention the other findings that are relative less relevant with the study. Here are the major takeaways –

- A concerning number of respondents (**52%**) were particularly dissatisfied with the *Benefits* they received from their previous employers. **[Table 1]**
- The other figures that were concerning in the satisfaction survey were for *Target* (at **60%** of Dissatisfaction), *Posting* (at **61%**), and *Supervisors* (at **63%**). **[Table 1]**
- The respondents mentioned *Posting*, *Benefits*, *Supervisors*, and *Sales Target* as their main reasons for switching (**26%**, **11%**, **36%**, **15%** respectively); with most switching because of excessive pressure from their supervisors, and rash behavior of the same. **[Table 2]**
- A total of 6 respondents mentioned other reasons for switching. The reasons are mentioned below-
 - The new organization was said to have a better work-environment. (**1** respondent)
 - The new organization offered a much more handsome TDA. (**3** respondents)
 - Switching helps move up the hierarchy. (**1** respondent)
 - There are much less labor intensive jobs such as freelancing, private tutoring etc. from which people can earn much more. People refuse to put that much labor when they know there are easier options available. (**1** respondent)



- Also, on showing the above results, Mr. Zahidul (*Manager, Pharma Sales*) from his prior experience, added that the people often mention ‘Impossible Sales Target’ as an excuse to hide their own poor performance history.

2.6 Recommendations

The recommendations I can make to SMC EL and the market as a whole after the study are –

- i. MIOs have excellent communication and befriending skills. So in a lot of cases, while posting decisions are being made, they discuss it with each other and show interest in switching postings. Considering that having people leave the organization because of an unfavorable posting can only cause more recruitment costs, and sales loss; the people in charge of choosing place of posting can show more flexibility.
- ii. The reason why most MIOs said they switched organizations was because of their supervisors. Their major complaint was that, the FEs were not helpful; and they would treat them very rashly whenever the management put pressure on the FEs. So while recruiting FEs, recruiters can put more emphasis on other leadership skills like empathy.
- iii. People prefer long term benefits such as Group Insurance, Provident Fund, Gratuity etc. over short term benefits like Profit Sharing. So employers should always keep track of the market demand, and keep updating their benefits package.
- iv. Since a lot of people had complains regarding impossibly high sales targets, Pharmaceuticals should take into account past performance, account value, supervisors’ performance, brand performance, and foresights. Every territory has different attributes going for it, making it important to consider which factors affect the revenue quarter-by-quarter.



2.7 Conclusion

Medical Promotion is one of the toughest jobs that none of us have heard about, and also the very core of Pharmaceuticals Industry. It really is a shame how the people taking on that duty – the MPOs are also some of the most neglected people, even though they are all shown the dream of being promoted to high managerial positions over their lifetime. When most of the big players in the market have around 15 – 17% MPO Turnover, it is indeed hard to say the phenomenon may come to a stop just by improving on the 4 things that came out of this study, but it will at the very least be a gracious step in the right direction.



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Appendix

The survey questionnaire for the **2nd respondent** from **batch 1** of the survey has been attached.