



How do other pharmaceutical companies do "it"?®

Organizational Career Guide

January 2009 Edition

Sales Operations: Organizational Career Guide (OCG) Benchmark



Summary

TGaS® Advisors Organizational Career Guide provides a comprehensive benchmark addressing organizational structure, career planning, and cash compensation focused exclusively on Heads of Sales Operations and their Direct Reports (showing the results across Large and Mid-tier companies). Our proprietary methodology yields a sophisticated analysis which provides our clients relevant fact-based insights.

Area of Focus

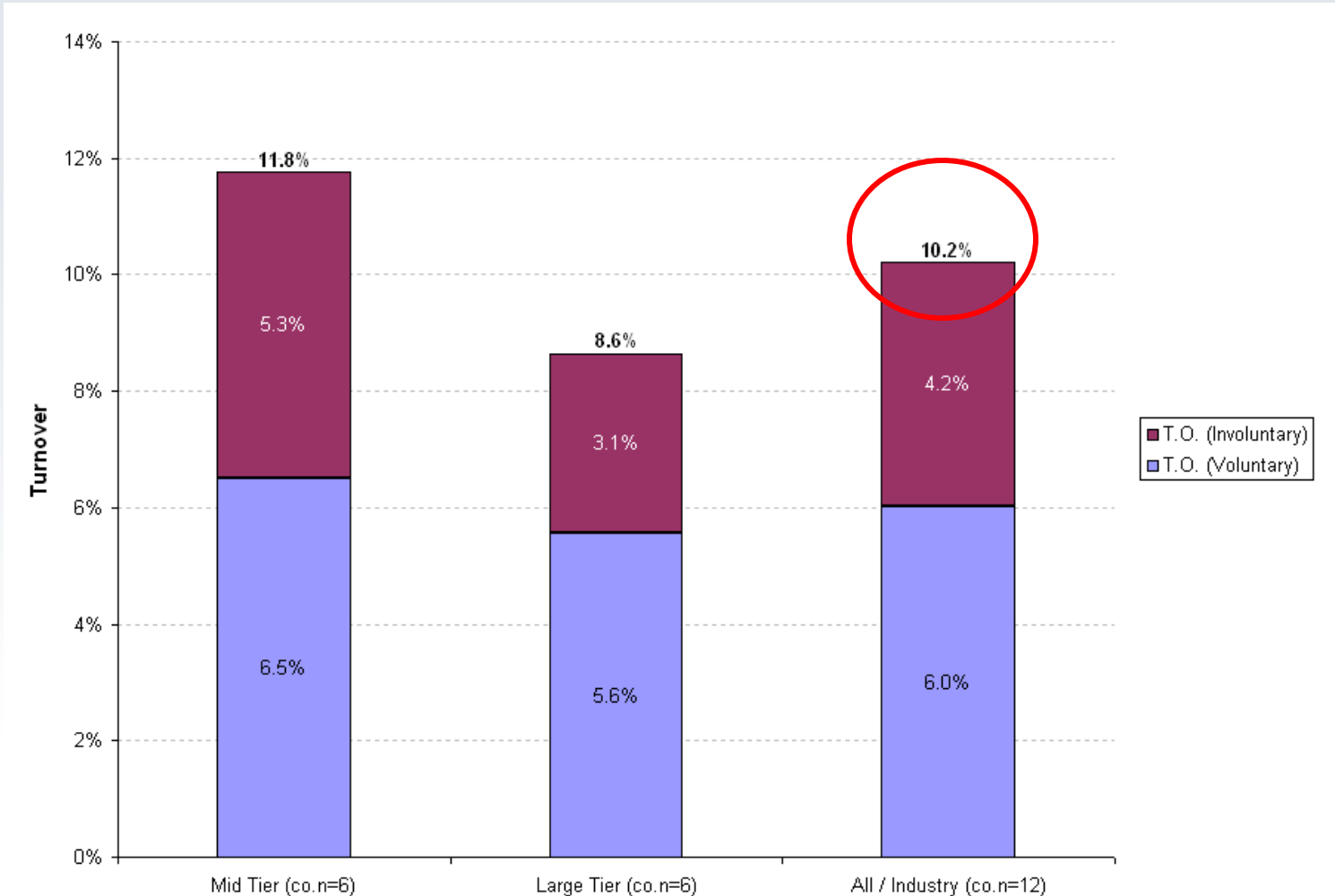
The Organizational Career Guide captures information and provides insights in the following areas:

- Title and reporting relationships
- Financial Responsibility
- Job Responsibility
- Job Tenure, Education, and Training
- Career History
- Career Progression (Next Role / Advancement)
- Job Skills

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Turnover last 12 months: (Large-tier, Mid-tier)



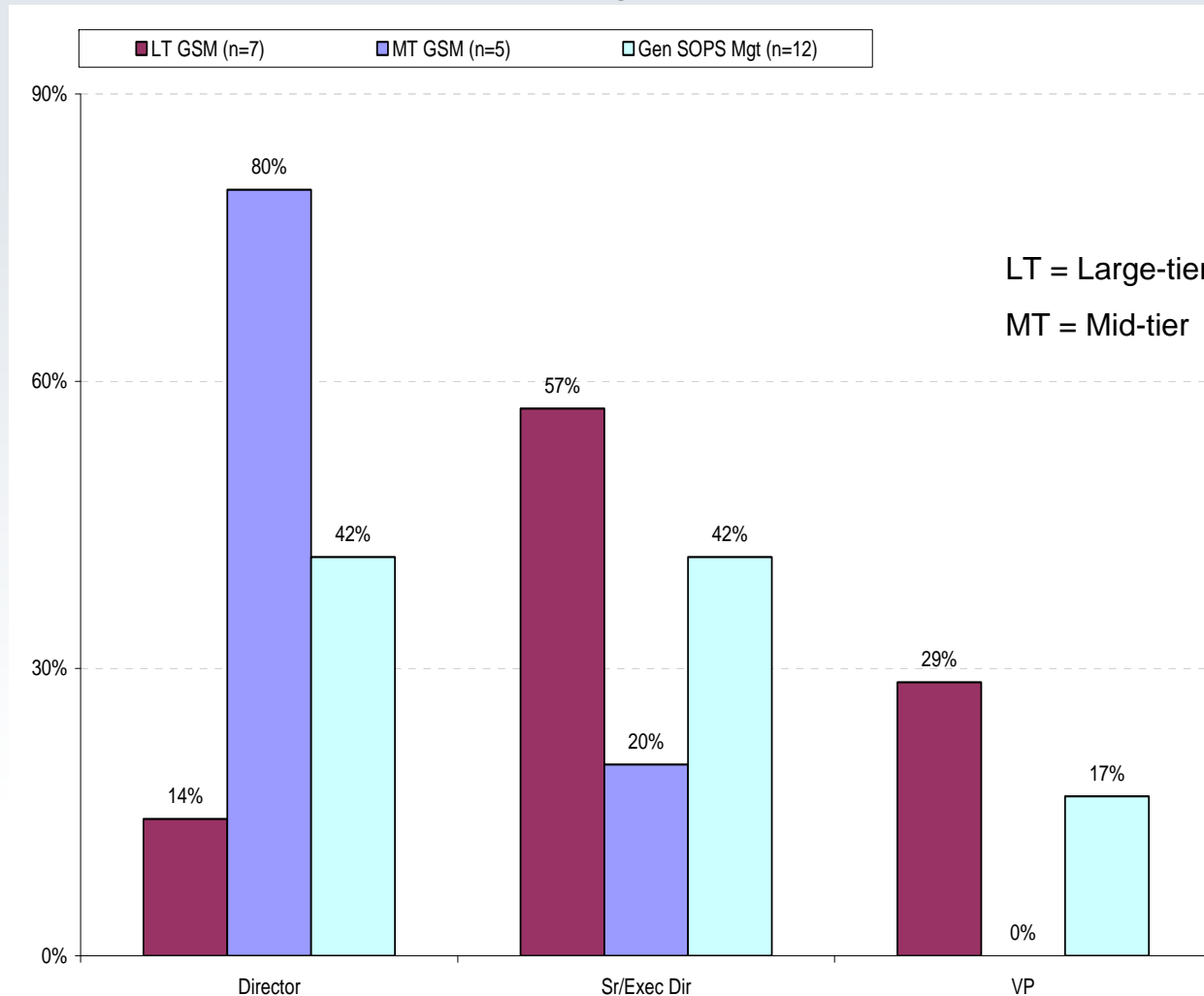
Voluntary: person left the company own accord

In-voluntary: person or position was let go

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SOPS Heads: Current Titles, Large- vs. Mid-tier Companies)

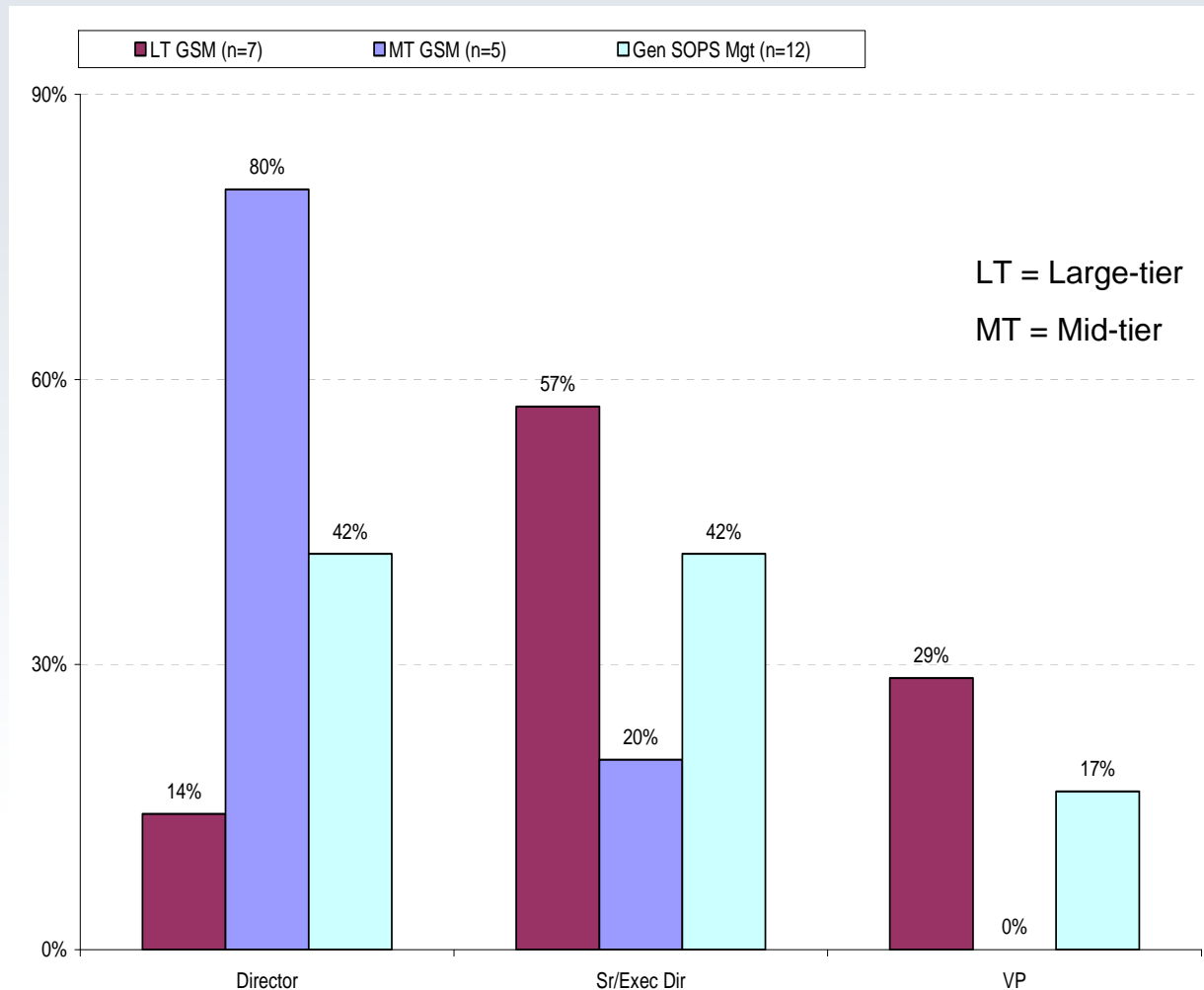


On average, LT Companies SOPS Heads have higher titles than MT, even though compensation and industry tenure/experience is similar.

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SOPS Heads: Current title relative to title in prior role

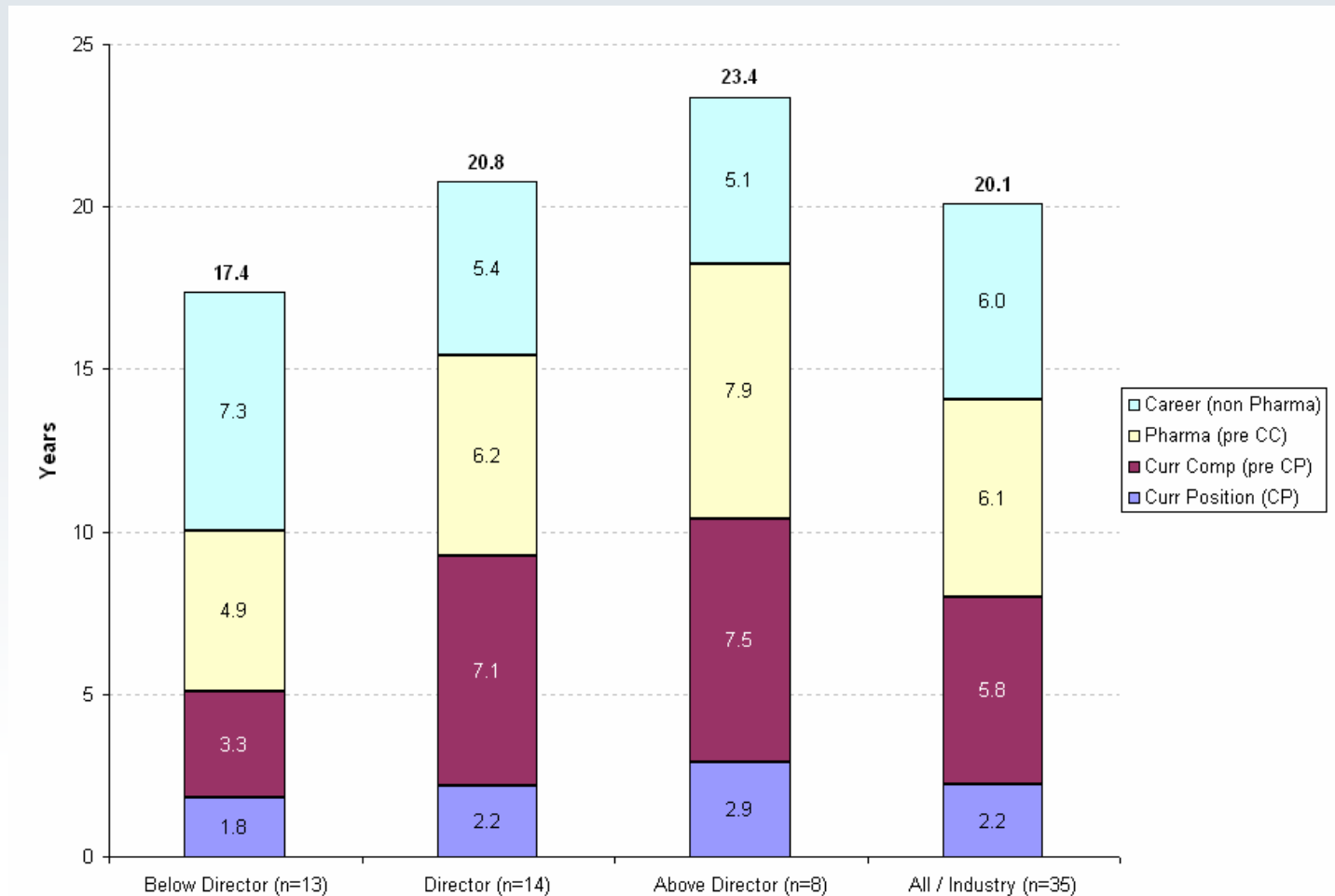


On average, 55% of SOPS Heads perceive the move into their current role as a promotion, but only 33% of LT feel this way vs. 80% MT. For LT 50% see it as a lateral move.

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Job Tenure: (Time in: Position, Company, Pharma, Career)

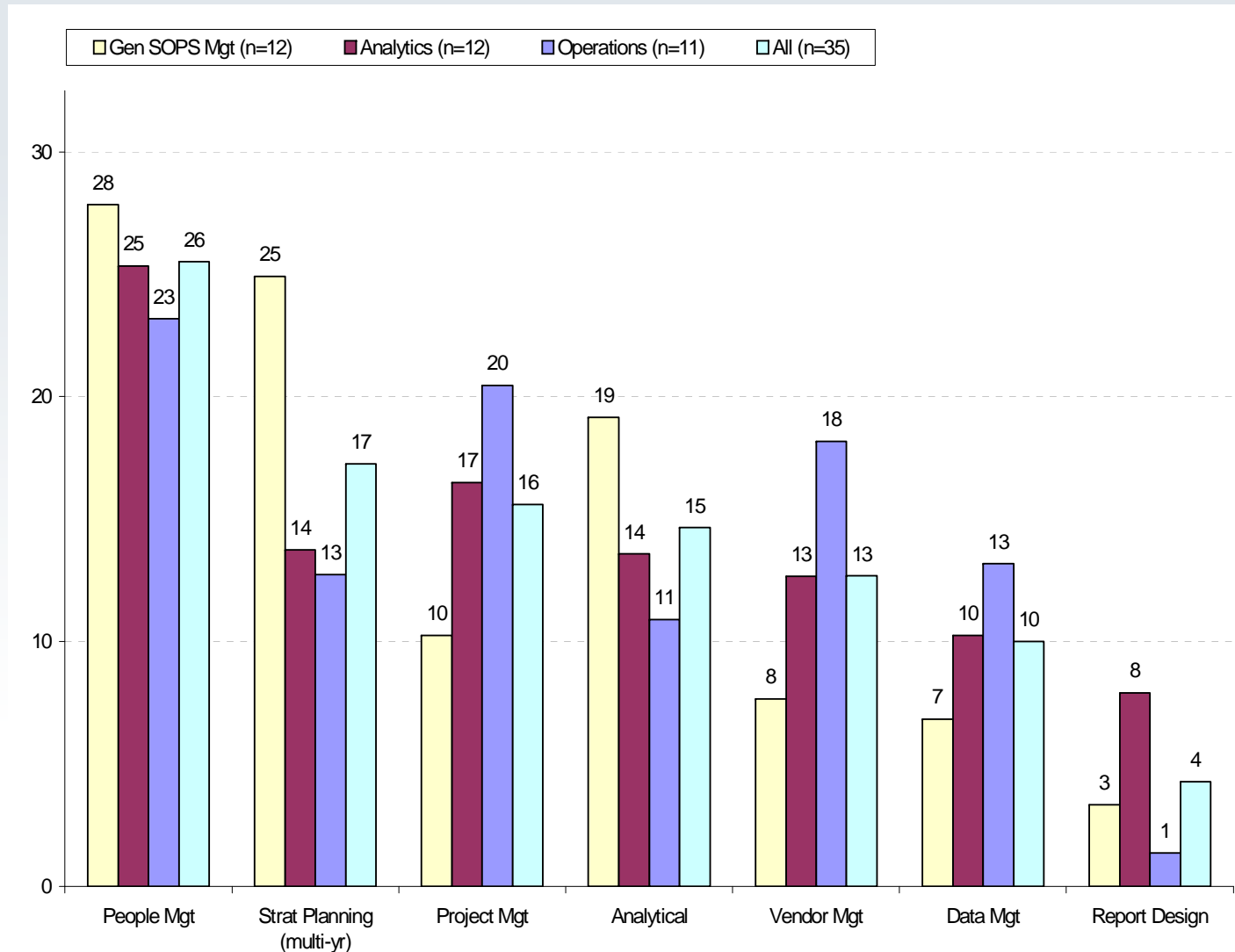


Job tenure in current Sales Ops roles averaged 2.2 yrs. It ranged from 1.8 - 2.9 based on the title/level of position. On average, respondents have extensive experience within the Pharma industry (~ 14 yrs).

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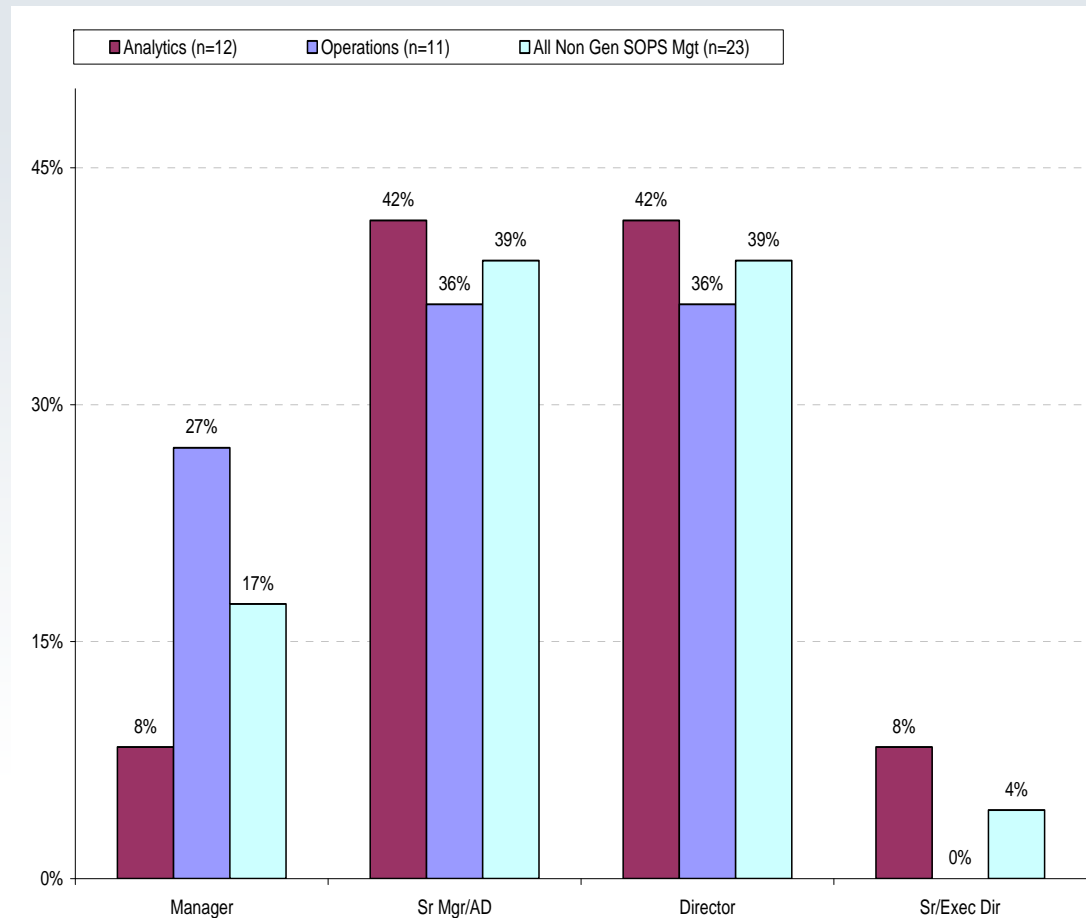
Importance of Skills: Current Role (SOPS Heads, Direct Reports [Analytics and Operations])



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SOPs Direct Reports: Current Title, Analytics vs. Operations

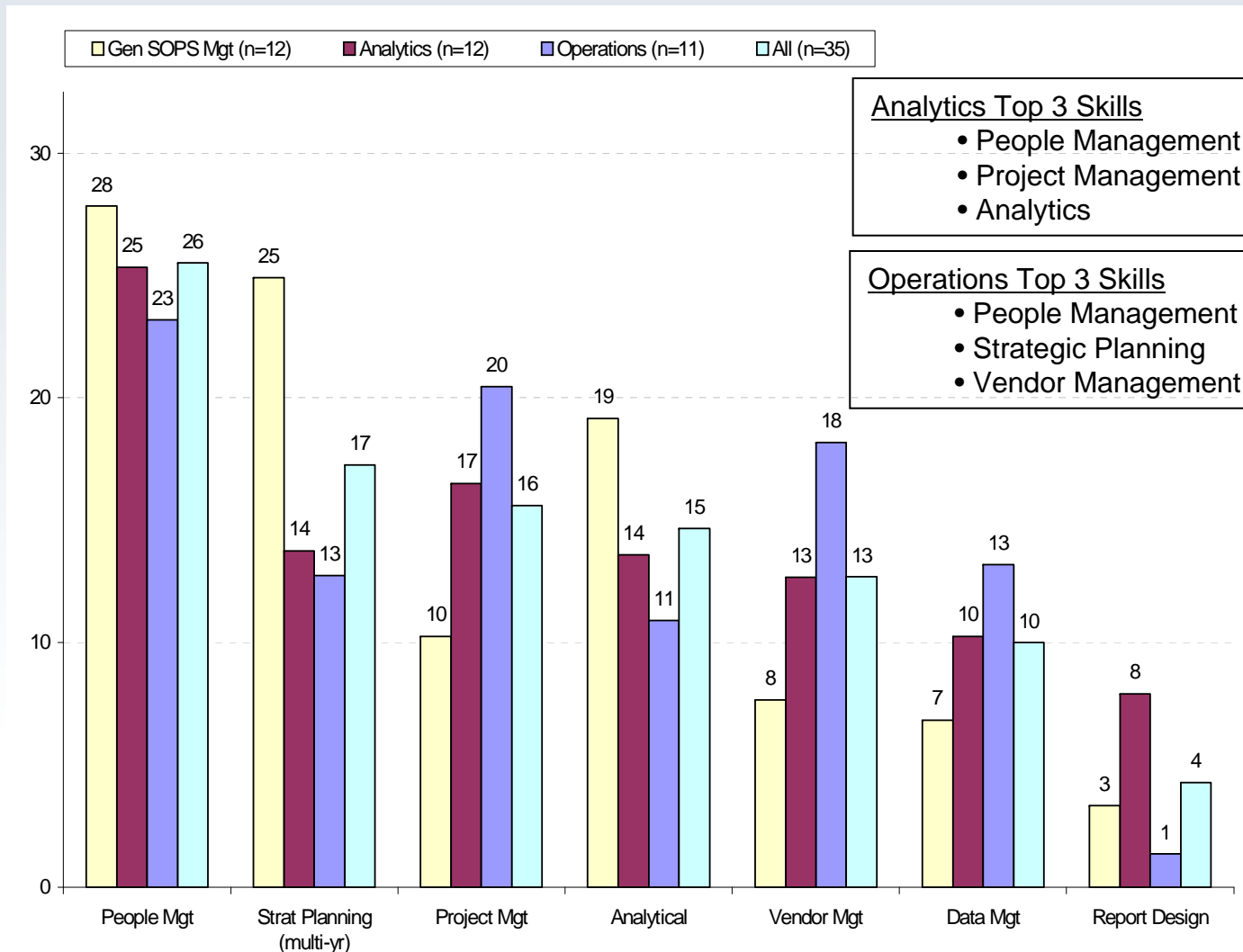


The Direct Reports in Analytical functions tended to have higher titles than their counterparts in Operational roles. 50% of those in Analytical roles had a title of Director or higher (vs. 36% for Operations).

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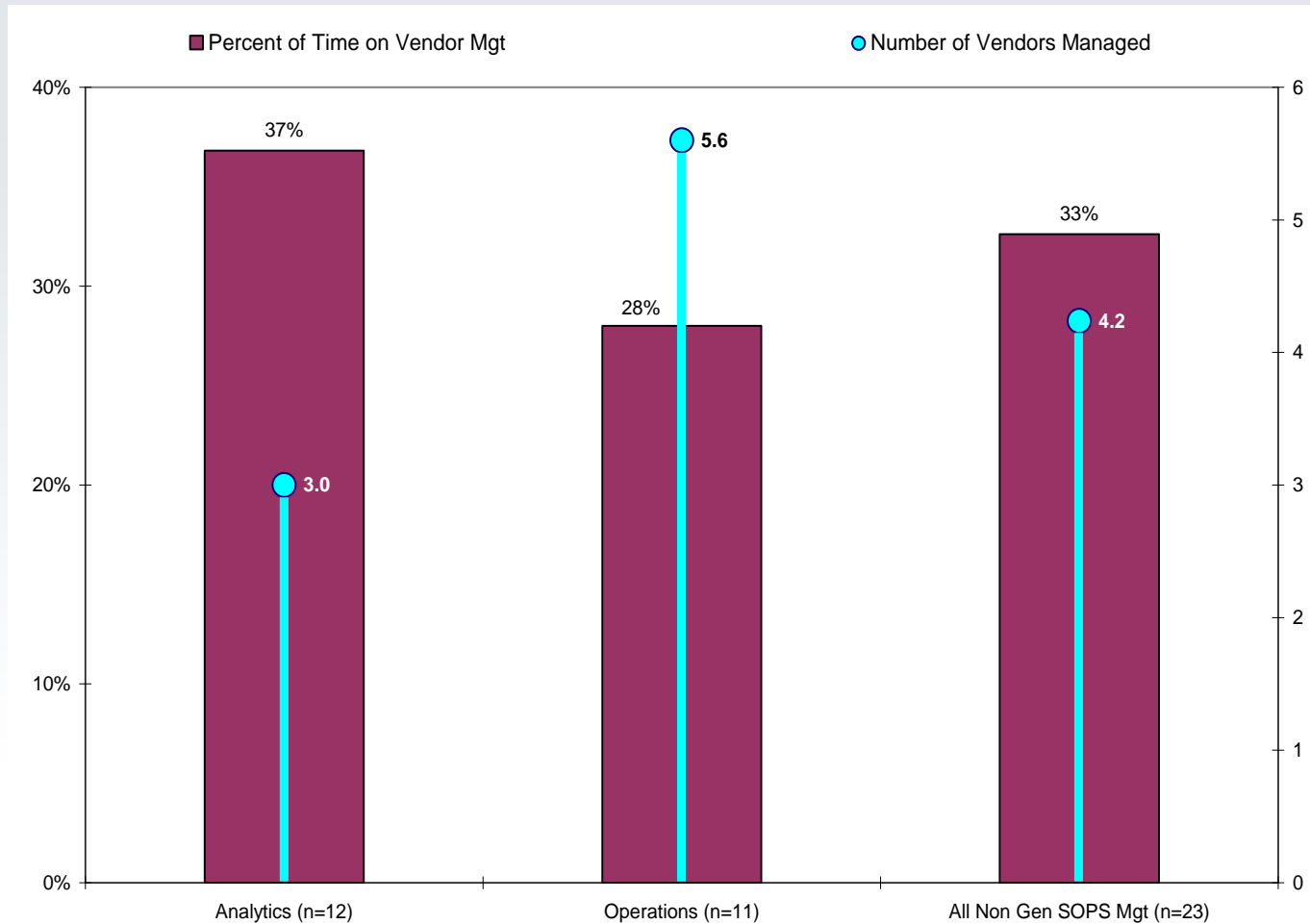
SOPs Direct Reports: Importance of Skills in Current Role, Analytics vs. Operations



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Avg # of vendors and percent of time on vendor mgt (Analytics vs. Operations)

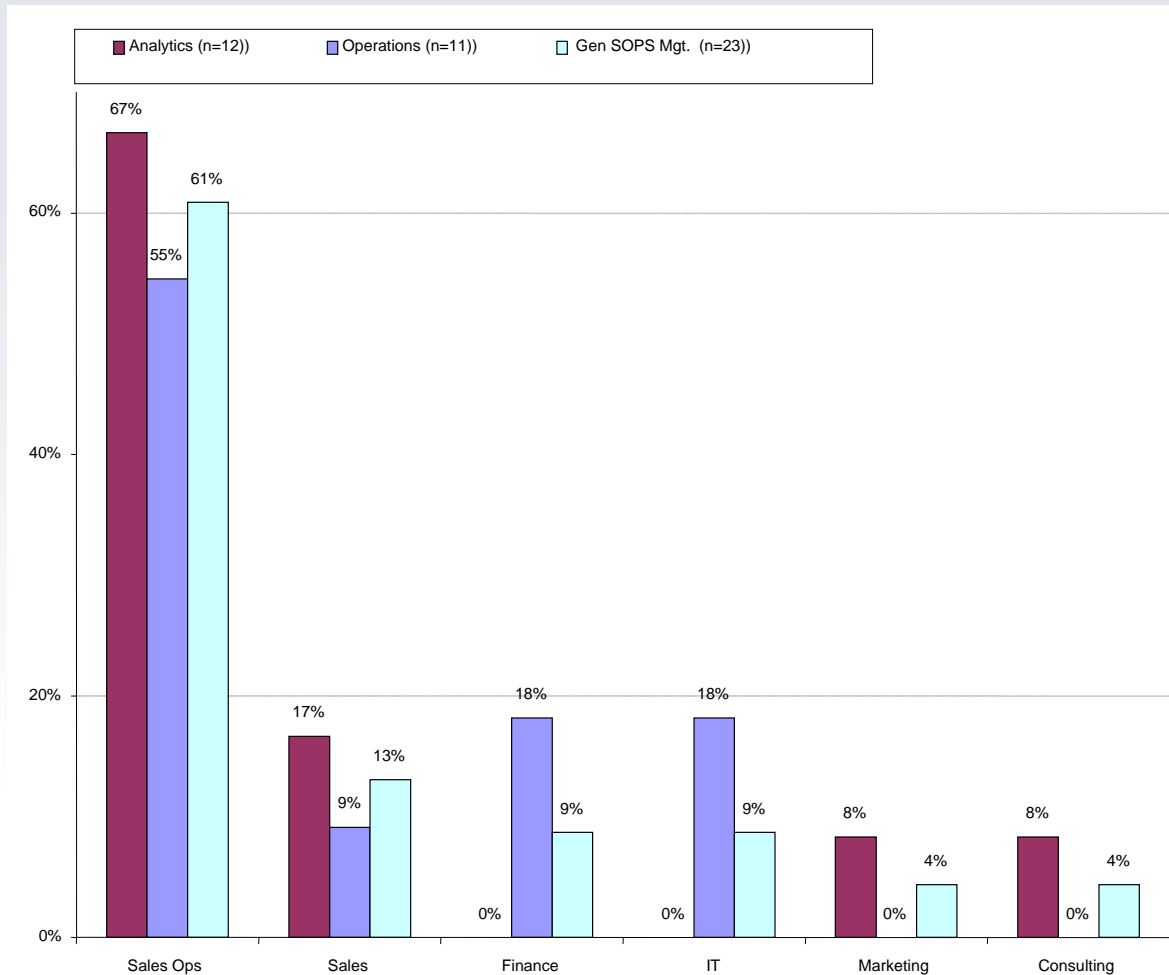


Operations Direct Reports on avg manage almost 2x as many vendors as their Analytics counterparts; however, they spend less time on vendor mgt.

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Type of prior role (Analytics vs. Operations)



Analytics & Operations Direct Reports came primarily from other roles within Sales Ops.