

CSO Europe

Competitive Analysis & Branding Study

CSO EUROPE

for:

Parent Company, Inc.

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by:

Multivariate Solutions

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Study Design

The table below summarizes all the relevant study design elements.

<u>Qualifications:</u>	<ul style="list-style-type: none">• Pharmaceutical industry employees with product marketing responsibilities;• Qualifying job titles: Manager, Director, and VP of Sales, Marketing, Sales and Marketing, Product Marketing, Marketing, etc.;• Who are involved in outsourcing decisions for product sales and other contract marketing services;• No security conflict.
<u>Interviewing dates:</u>	February 27—March 22, 2008
<u>Markets:</u>	UK, Germany, and France
<u>Completed interviews:</u>	142 Total—60 UK, 33 Germany, 49 France

Qualified respondents were contacted randomly from samples provided by CSO Europe. Interviews were conducted in-language using computer-assisted telephone interviewing (CATI). The length of interview averaged 25 minutes. Interviews were conducted during business hours, and the study sponsor was not identified.

A copy of the questionnaire can be found in the Appendix. For the interested reader, the computer cross-tabulation output is available for further reference.

Study Design

A Word about Study Limitations:

Every survey is subject to sampling error. There are “confidence intervals” around reported percentages based on the size of the sample, and the percentages themselves. Throughout this report, differences between sample subgroups (UK, Germany, France) described as “significant” are statistically significant at the 95% level of confidence or higher. This means that a reported difference has no more than a 5% chance of having occurred due to sampling error.

Executive Summary

- CSO Europe is by far the leading contract service provider in Europe. On all the key study measures—performance perceptions, leadership, usage, satisfaction, willingness to recommend—CSO Europe leads by a fairly wide margin, followed at some distance by Competitor A, then Competitor B.
- In terms of leadership perceptions, the company holds a very strong position over its primary competitors. Size and reputation are the main reasons given for CSO Europe being the market leader.
- As with leadership, actual CSO usage in Europe favors CSO Europe by a wide margin. As before, Competitor A leads Competitor B slightly. Note that in the UK there is a very large number of CSO's operating—none with any meaningful market share. In Germany and France there is virtually no other competition to CSO Europe besides Competitor A and Competitor B.
- Of those who use CSO Europe services, sales support is by far the service used most. To a lesser extent, recruitment and marketing services are also used. More than one quarter of those interviewed are current/recent CSO Europe clients for sales and marketing support. Usage, both current and past, is highest in the UK and very low in France.
- Respondents were asked how familiar they are with the contract service providers in their country. Familiarity with CSO Europe is vastly higher than for Competitor A and Competitor B. It is near universal in the UK, and somewhat lower in the other countries. This is consistent with CSO Europe usage measures: highest in the UK, lowest in France. When respondents were asked what services CSO Europe offers, more than half mention contract sales; syndicated sales and training are also mentioned.

- Based on performance ratings on a series of attributes that describe CSO Europe and the two competitors, respondents are able to make some clear distinctions among the three. CSO Europe is rated as high or higher than Competitor A and Competitor B on virtually every attribute dimension.

Executive Summary

- Based on an evaluation of the performance ratings using correspondence analysis, one can clearly see how Europeans view the perceptual space of leading service providers. CSO Europe has a well defined image identity: pharma companies view it primarily in terms of *quality of their contract sales force*. To a lesser extent, CSO Europe is also seen for its *breadth of services*.
- Importance levels were derived using linear regression analysis. From the analysis one can see that *quality of their contract sales force* contributes the most to respondents' overall satisfaction with CSO Europe, followed by *meeting agreed upon sales and market share objectives* and *speed of putting sales force together*. For strategic marketing purposes, it is useful to track changes in users' perceptions of what is important to them in a contract service provider since these perceptions change over time
- In terms of overall satisfaction, CSO Europe has the highest satisfaction ratings of the three companies. Competitor A follows at a slight distance, and Competitor B has a significantly lower overall satisfaction score. Satisfaction is highest in Germany, with slightly lower satisfaction levels in France and the UK. The cost of services is the reason mentioned most for users being satisfied with CSO Europe.
- Respondents were asked how likely they would be to recommend each CSO. Almost two thirds say they are *very* or *somewhat likely* to recommend CSO Europe. Willingness to recommend CSO Europe is highest, by far, in the UK. This is somewhat at odds with the satisfaction ratings among UK users, who rate it the lowest of the three countries. High recommend levels are marginally lower in France and significantly lower in Germany. The reasons given for recommending CSO Europe are that the company is experienced and has a broad range of services to offer

- Finally, the vast majority of companies interviewed do not have any restrictive agreements that restrict their choice of a service provider. UK companies are slightly more likely to have restrictive agreements than those in France and Germany.

SPECIFIC FINDINGS

Selecting a CSO

Most Important Factors When Selecting a CSO—First Mention

- On a first-mention basis, three characteristics are mentioned about equally: Executives say they select CSO's based on reputation, reliability, and experience. These selection factors appear to underlie the substantial risk aversion that decision-makers employ when selecting an outside service organization.
- Note that company reputation is especially important in France.

Selecting a CSO—Most Important Factors

<u>FIRST MENTION</u>	<i>T</i>	<i>U</i>	<i>G</i>	<i>F</i>
<i>Major Mentions</i>	<i>o</i>	<i>K</i>	<i>e</i>	<i>r</i>
	<i>t</i>	<i>a</i>	<i>r</i>	<i>a</i>
	<i>a</i>	(<i>m</i>	<i>n</i>
	<i>l</i>	6	<i>a</i>	<i>c</i>
	(0	<i>n</i>	<i>e</i>
	1)	<i>y</i>	<i>c</i>
	4		<i>b</i>	(
	2		(4
)		3	9
			3)
)	
<i>Reputation (not specified)</i>	1	8	3	1
	0	%	%	6
	%			%
				b

Reliability (not specified)			1	1
	9	7	2	0
Experience (not specified)		1		
	9	2	6	6
Quality of their work				
	6	7	3	6
Previous track record				
	4	5	6	2
Quality of their Reps				
	4	7	3	2
Quick/timely (not specified)				
	4	3	3	6
Professionalism (not specified)				1
	4	0	3	0
Relationship with company/sales force				
	4	5	0	6
Cost (not specified)				
	4	5	6	0
Ability to reach my target/goals				
	4	5	0	4

Q2000. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Most Important Factors When Selecting a CSO—Total Mentions

- On a total unaided basis, cost is by far the most important factor when choosing a CSO. Cost is mentioned marginally more often in France than in the other countries. Reputation and speed are also cited with some frequency.

Selecting a CSO—Most Important Factors

<u>TOTAL MENTIONS</u>	<i>T</i>	<i>U</i>	<i>G</i>	<i>F</i>
<i>Major Mentions</i>	<i>o</i>	<i>K</i>	<i>e</i>	<i>r</i>
	<i>t</i>	<i>a</i>	<i>r</i>	<i>a</i>
	<i>a</i>	(<i>m</i>	<i>n</i>
	<i>l</i>	6	<i>a</i>	<i>c</i>
	(0	<i>n</i>	<i>e</i>
	1)	<i>y</i>	<i>c</i>
	4		<i>b</i>	(
	2		(4
)		3	9
			3)
)	
<i>Cost (not specified)</i>	3	3	2	4
	5	2	7	5
	%	%	%	%
<i>Reputation (not specified)</i>	1	1	1	2
	9	5	2	9
<i>Quick/timely (not specified)</i>	1	2		2

	8	0	9	0
<i>Reliability (not specified)</i>	1	1	1	1
	5	2	8	6
<i>Value for the money</i>	1	2		1
	4	0	9	0
<i>Experience (not specified)</i>	1	1		
	3	8	9	8
<i>Relationship with company/sales force</i>	1			1
	1	8	9	4
<i>Overall quality of service</i>	1			
	0	5	2	6
			4	
			a	
			c	
<i>Quality of their work</i>		1		
	9	2	9	6
<i>Expertise</i>			1	
	8	2	2	1
				2
				a
<i>Quality of their Reps</i>				1
	8	7	6	0
<i>Flexibility (not specified)</i>		1	1	
	7	0	2	2
<i>Professionalism (not specified)</i>				1
	7	3	6	2

Q2000. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

CSO Leadership

- In Europe CSO Europe holds a very strong leadership position over its primary competitors. On a first-mention basis, almost half of those interviewed name CSO Europe as being the leader in the field. In contrast, neither Competitor A nor Competitor B has any meaningful level of first-mentions.
- On a total top-of-mind basis, the same thing holds—CSO Europe leads by a very wide margin.

CSO Leadership in Europe—First Mention

	<i>T</i>	<i>U</i>	<i>G</i>	<i>F</i>
	<i>o</i>	<i>K</i>	<i>e</i>	<i>r</i>
	<i>t</i>	<i>a</i>	<i>r</i>	<i>a</i>
	<i>a</i>	(<i>m</i>	<i>n</i>
	<i>l</i>	6	<i>a</i>	<i>c</i>
	(0	<i>n</i>	<i>e</i>
	1)	<i>y</i>	<i>c</i>
	4		<i>b</i>	(
	2		(4
)		3	9
			3)
)	
<u>FIRST MENTION:</u>				
<i>CSO Europe</i>	4	7	5	1

	7	2	5	2
	%	%	%	%
		c	c	
Competitor A				
	6	7	3	8
Competitor B				
	4	5	0	6
Competitor C				
	1	2	0	0
All others				
	1	3	0	0
None				
	9	3	1	0
			8	
			a	
Don't know				
	3			
	2	8	2	6
			4	4
			a	a
				b

Q2010. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

CSO Leadership

CSO Leadership in Europe—Total Mentions

	<i>T</i> <i>o</i> <i>t</i> <i>a</i> <i>l</i> (1 4 2)	<i>U</i> <i>K</i> <i>a</i> (6 0)	<i>G</i> <i>e</i> <i>r</i> <i>m</i> <i>a</i> <i>n</i> <i>y</i> <i>b</i> (3 3)	<i>F</i> <i>r</i> <i>a</i> <i>n</i> <i>c</i> <i>e</i> <i>c</i> (4 9)
<u>TOTAL MENTIONS:</u>				
CSO Europe	5 6 %	8 2 %	6 4 %	2 0 %
Competitor A	3 1	4 7 _b	2 1	1 8

		c		
Competitor B	2			
	0	3	3	1
		3		6
		b		b
		c		
Competitor C		1		
	5	2	0	0
Competitor D		1		
	4	0	0	0
Competitor E				
	2	5	0	0
Competitor F				
	2	5	0	0
Competitor G				
	1	3	0	0
Competitor H				
	1	3	0	0
All others				
	8	1	0	0
		8		
None	1		1	1
	0	5	8	0
Don't know	3	1	2	
	2	1	4	6
				3

	a
	b

Q2010. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Reasons Why CSO Europe Is Considered the Leading CSO

- Size and reputation are the key reasons given for considering CSO Europe to be the market leader in Europe. Note that these are essentially the same reasons that are given for both Competitor A and Competitor B.

Reasons Why CSO Europe Is Considered the Leader

	T	U	G	F
<i>Major Mentions</i>	o t a l (8 0)	K (4 9)	e r m a n y (2 1)	r a n c e (1 0)
Reputation	1 1 %	1 2 %	5 %	2 0 %
Biggest/the market leader	1 0	1 2	1 0	0 0
Experience (not specified)	9	6	1 4	1 0

<i>Know thru advertising</i>				2
	8	8	0	0
<i>Been in business a long time</i>		1		1
	8	0	0	0
<i>Worked with them before</i>				
	6	8	5	0
<i>They've got scale</i>				2
	6	4	5	0
<i>Well known</i>		1		
	6	0	0	0
<i>Quality</i>				3
	6	4	0	0
<i>Service (not specified)</i>				
	5	6	5	0
<i>Large company (not specified)</i>				
	5	8	0	0
<i>Breadth of services</i>				1
	5	6	0	0
<i>Reliable</i>				1
	5	6	0	0

[Q2020.](#)

Reasons Why Competitor A Is Considered the Leading CSO

- As with CSO Europe, size and reputation are the key reasons given for considering Competitor A to be the market leader.

Reasons Why Competitor A is Considered the Leader

	T	U	G	F
<i>Major Mentions</i>	o	K	e	r
	t	(r	a
	a	2	m	n
	l	8	a	c
	()	n	e
	4		y	(
	4		(9
)		7)
)	
Biggest/the market leader	1	1	1	2
	6	4	4	2
	%	%	%	%
Well known	1	1		1
	8	8	0	1
Been in business a long time	1	1		1
	1	4	0	1
Worked with them before			1	
	7	7	4	0

<i>Quality</i>	7	4	0	2
<i>Large company (not specified)</i>	5	7	0	0
<i>Experience (not specified)</i>	5	0	4	1
<i>Breadth of services</i>	5	7	0	0
<i>They've got scale</i>	5	4	0	1
<i>Competent sales force</i>	5	4	0	1
<i>Reputation</i>	5	7	0	0
<i>Service (not specified)</i>	5	7	0	0
<i>Cost/price</i>	5	7	0	0

[Q2020.](#)

Reasons Why Competitor B Is Considered the Leading CSO

- Though base sizes are quite small, those who consider Competitor B to be the market leader also cite size and reputation mentions as the reasons for considering the company to be the leading CSO.

Reasons Why Competitor B Is Considered the Leader

	T	U	G	F
<i>Major Mentions</i>	o	K	e	r
	t	(r	a
	a	2	m	n
	l	0	a	c
	()	n	e
	2		y	(
	9		(8
)		1)
)	
Well known	1	1	0	1
	0	0	%	3
	%	%		%
Reputation	1			2
	0	4	0	5
Large company (not specified)	1	1		1

	0	0	0	3
<i>Biggest/the market leader</i>	1	1		
	0	5	0	0
<i>Reliable</i>	1	1		1
	0	0	0	3
<i>Good track record</i>				1
	7	5	0	3
<i>Experience (not specified)</i>		1		
	7	0	0	0
<i>Know thru advertising</i>				1
	7	5	0	3
<i>Service (not specified)</i>		1		
	7	0	0	0
<i>Been in business a long time</i>		1		
	7	0	0	0

Q2020.

Using a CSO

CSO Usage

- As with leadership perceptions, actual CSO usage in Europe favors CSO Europe by a wide margin. As before, Competitor A leads Competitor B slightly, though neither provider has a share of usage that rivals that of CSO Europe. Based on usage, CSO Europe is significantly weaker in France than elsewhere.
- In the UK there are a large number of CSO's operating. In Germany and France there is virtually no other competition to CSO Europe besides Competitor A and Competitor B.

CSO Use Most

	<i>T</i>	<i>U</i>	<i>G</i>	<i>F</i>
	<i>o</i>	<i>K</i>	<i>e</i>	<i>r</i>
	<i>t</i>	<i>a</i>	<i>r</i>	<i>a</i>
	<i>a</i>	(<i>m</i>	<i>n</i>
	<i>l</i>	6	<i>a</i>	<i>c</i>
	(0	<i>n</i>	<i>e</i>
	1)	<i>y</i>	<i>c</i>
	4		<i>b</i>	(
	2		(4
)		3	9
			3)
)	
<u>USE MOST:</u>				
CSO Europe				
	3	4	3	1
	3	7	6	4
	%	%	%	%

Competitor A	1	c	c	
	0	1	3	4
		8		
		b		
		c		
Competitor B	5	8	3	2
Competitor C	1	2	0	0
Competitor D	1	2	0	0
Competitor E9	1	2	0	0
Competitor F	1	2	0	0
Competitor G	1	2	0	0
Competitor H	1	2	0	0
Competitor I	1	2	0	0
Competitor J	1	2	0	0
Competitor K	1	2	0	0

Don't know/No answer	4	1	5	
	5	0	8	8
				0
				a
				b

Q2030. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

CSO Usage

Total CSO's Use

	T o t a l (1 4 2)	U K (6 0)	G e r m a n y b (3 3)	F r a n c e c (4 9)
<u>TOTAL USE:</u>				
CSO Europe	4 2 %	6 5 %	3 6 %	1 8 %
		b c		
Competitor A	1 9	3 3 b c	6	1 0

Competitor B	1			1
	1	1	3	0
		7 b		
Competitor 6	2	5	0	0
Competitor 3	1	3	0	0
Competitor 7	1	3	0	0
Competitor 4	1	2	0	0
Competitor 9	1	2	0	0
Competitor A0	1	2	0	0
Competitor A6	1	2	0	0
Competitor A7	1	2	0	0
Competitor A1	1	2	0	0
Competitor A8	1	2	0	0
Competitor A9	1	2	0	0

Competitor B0	1	2	0	0
Competitor B1	1	2	0	0
CONTINUED →				

CSO Usage

Total CSO's Use (continued)

	T o t a l (1 4 2)	U K (6 0)	G e r m a n y b (3 3)	F r a n c e c (4 9)
Competitor B2	1 %	1 %	0 %	0 %
Competitor B3	1	2	0	0
Competitor A3	1	2	0	0
Competitor B4	1	2	0	0
Others	1 4	3 3	0	0
None				

	1	2	0	0
Don't know	1			
	1	3	6	2
				5
				a
				b
No Answer	3			
	2	7	5	4
			2	9

Q2030. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

CSO Europe Services Use

- Of those who use CSO Europe services, sales support is by far the service used most. To a lesser extent, recruitment and marketing services are also used.

CSO Europe Services Used

	T	U	G	F
<i>(Among: Use CSO Europe service)</i>	o	K	e	r
	t	(r	a
	a	3	m	n
	l	9	a	c
	()	n	e
	6		y	(
	0		(9
)		1)
			2	
)	
Sales	4	4	3	5
	5	6	3	6
	%	%	%	%
Recruitment	1	1	1	
	3	5	7	0
Marketing	1	1		1

	0	0	8	1
<i>Promotional programs</i>				1
	8	8	8	1
<i>Syndicated sales</i>				1
	5	5	0	1
<i>Medical education</i>				
	3	3	8	0
<i>Sales data</i>				
	2	0	8	0
<i>Consultancy</i>				
	2	3	0	0
<i>Health care</i>				
	2	0	8	0
<i>Communications</i>				
	2	3	0	0
<i>Research</i>				
	2	3	0	0
<i>Other</i>				
	3	5	0	0
<i>None</i>				
	2	2	3	2
	5	3	3	2

[Q2040.](#)

Competitor A Services Use

- For Competitor A, clients use their sales support service most often.
- Note the extremely small country base sizes. Use caution in interpreting the results.

Competitor A Services Used

	<i>T</i>	<i>U</i>	<i>G</i>	<i>F</i>
<i>(Among: Use Competitor A services)</i>	<i>o</i>	<i>K</i>	<i>e</i>	<i>r</i>
	<i>t</i>	(<i>r</i>	<i>a</i>
	<i>a</i>	2	<i>m</i>	<i>n</i>
	<i>l</i>	0	<i>a</i>	<i>c</i>
	()	<i>n</i>	<i>e</i>
	2		<i>y</i>	(
	7		(5
)		2)
)	
Sales	3	4	0	2
	7	5	%	0
	%	%		%
Medical education			5	
	7	5	0	0
Recruitment				2
	7	5	0	0

Research		1		
	7	0	0	0
Marketing				4
	7	0	0	0
Promotional programs		1		
	7	0	0	0
Targeting physicians				2
	4	0	0	0
Other				
	4	5	0	0
None				
	3	3	5	2
	3	5	0	0

Q2040.

Competitor B Services Use

- By far, sales support is the Competitor B service used most. Recruitment and syndicated sales are also mentioned to a lesser extent.
- There are no appreciable differences by country.

Competitor B Services Used

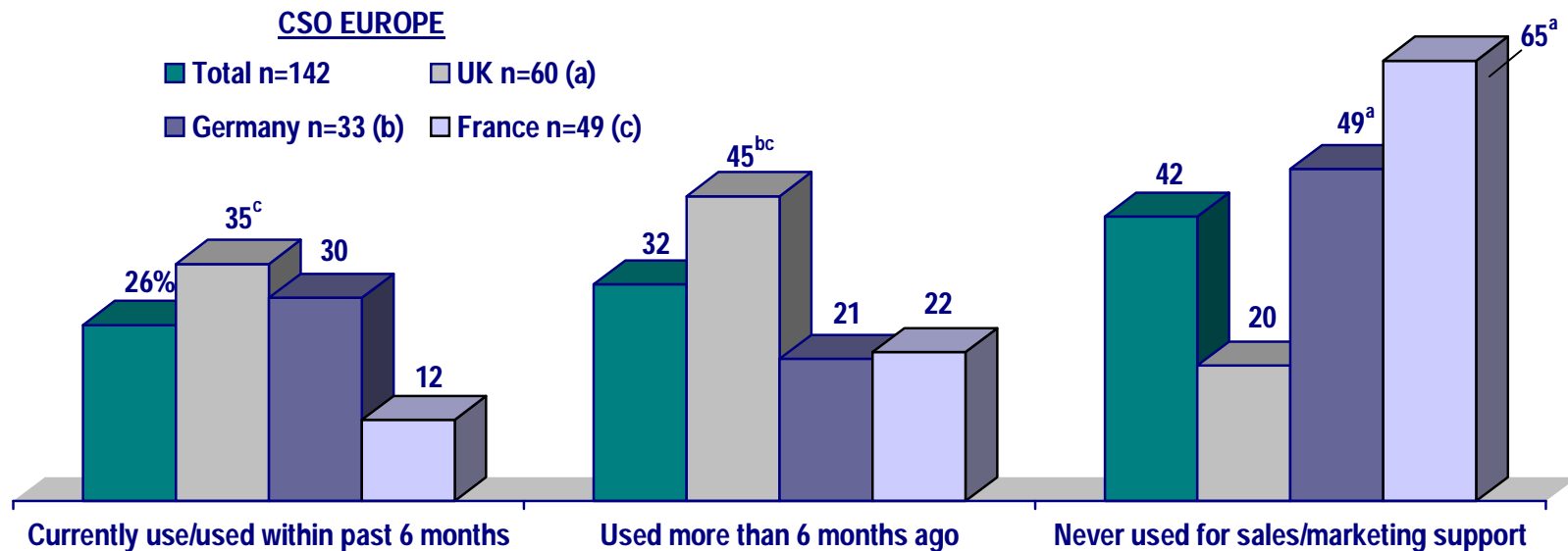
	T	U	G	F
<i>(Among: Use Competitor B services)</i>	o	K	e	r
	t	(r	a
	a	1	m	n
	l	0	a	c
	()	n	e
	1		y	(
	6		(5
)		1)
)	
Sales	3	3	0	4
	1	0	%	0
	%	%		%
Recruitment	1	1		4
	9	9	0	0
Syndicated sales	1	1		2

	3	0	0	0
Health care				2
	6	0	0	0
Marketing		1		
	6	0	0	0
None	3	5	1	
	8	0	0	0
			0	

Q2040.

Usage Status—CSO Europe

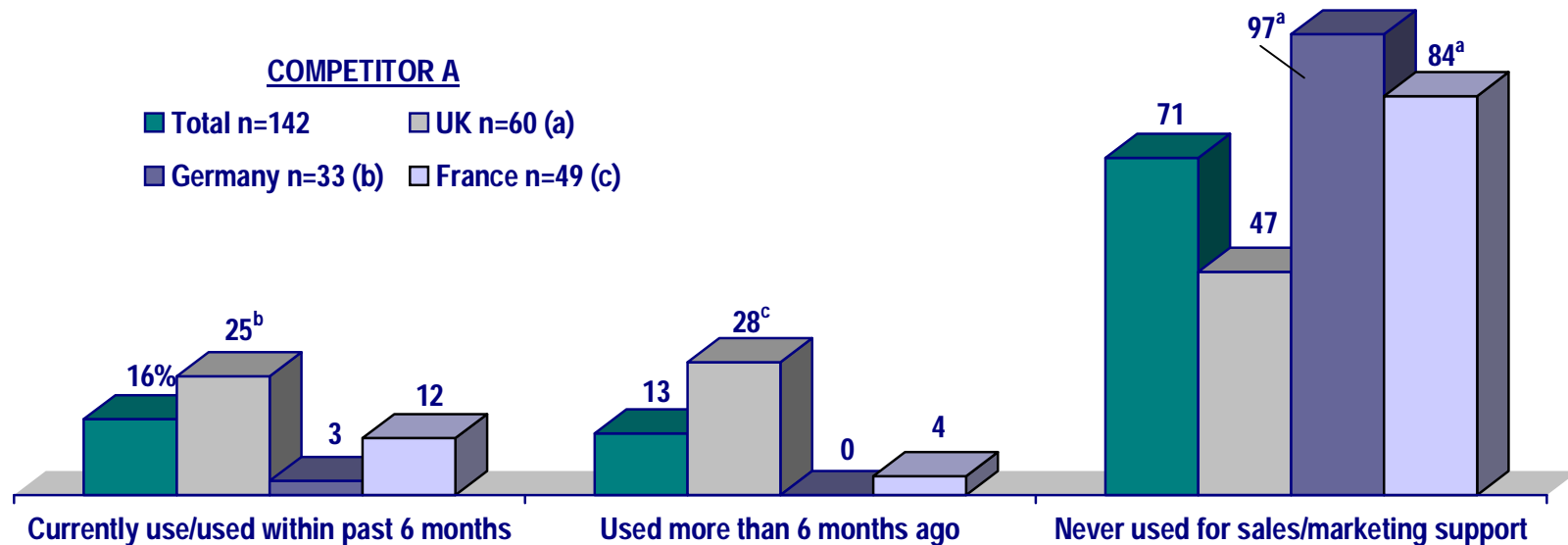
- More than one quarter of those interviewed are current/recent CSO Europe clients for sales and marketing support. Usage, both current and past, is highest in the UK and very low in France.
- Roughly a third are previous CSO Europe customers, and two in five have never used the company before.



Q2200. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Usage Status—Competitor A

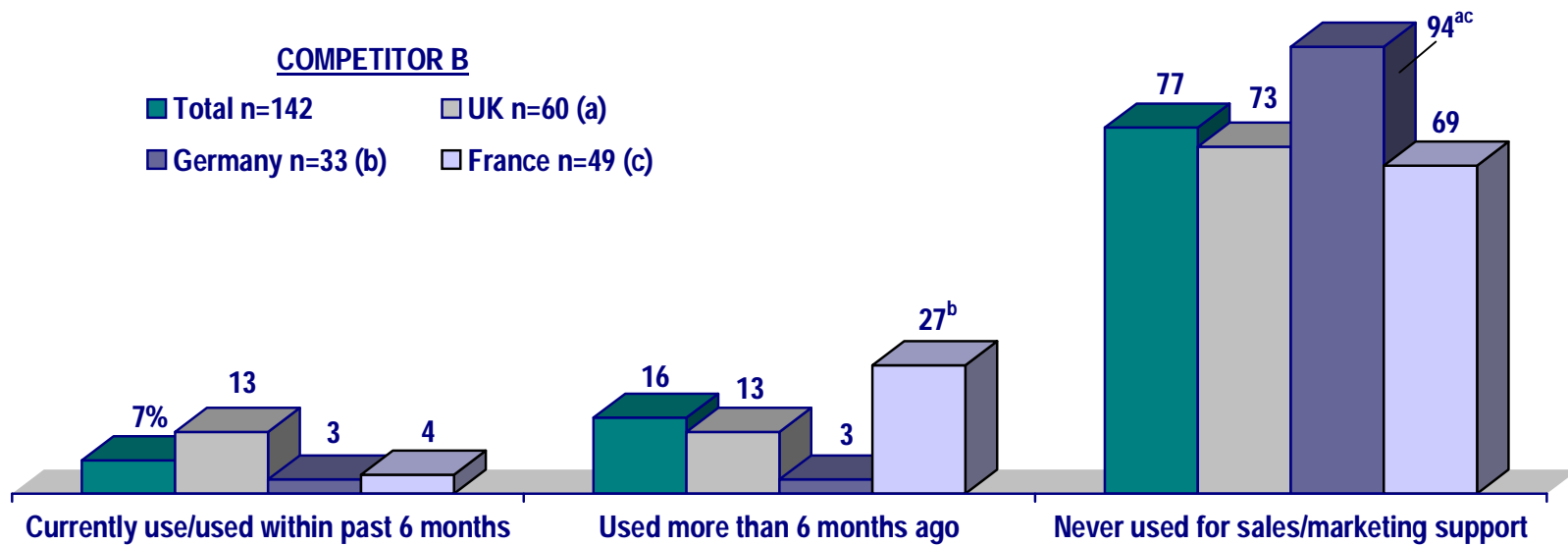
- Compared to CSO Europe, active status for Competitor A (and Competitor B) is quite low. This reflects the general market advantage that CSO Europe holds over the other CSO's in Europe.
- Almost three in four of those interviewed have never used Competitor A. In Germany, Competitor A has almost no market penetration.



Q2200. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Usage Status—Competitor B

- As with Competitor A, the vast majority of respondents have never used Competitor B for its sales and marketing support services. Especially in Germany.

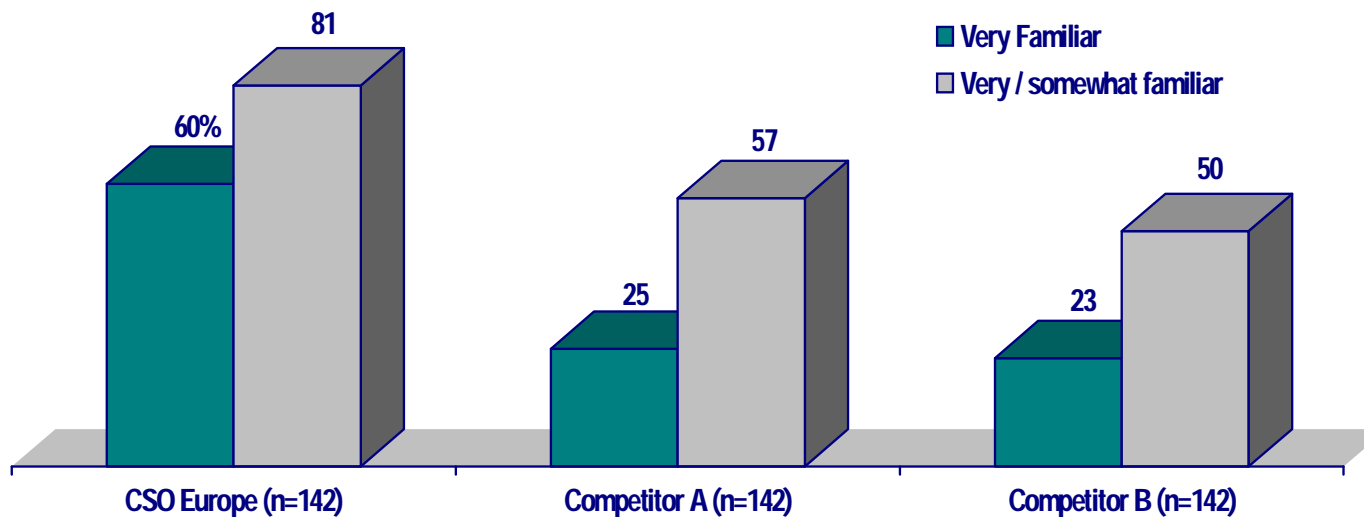


Q2200. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Familiarity With CSO's

Familiarity with CSO's

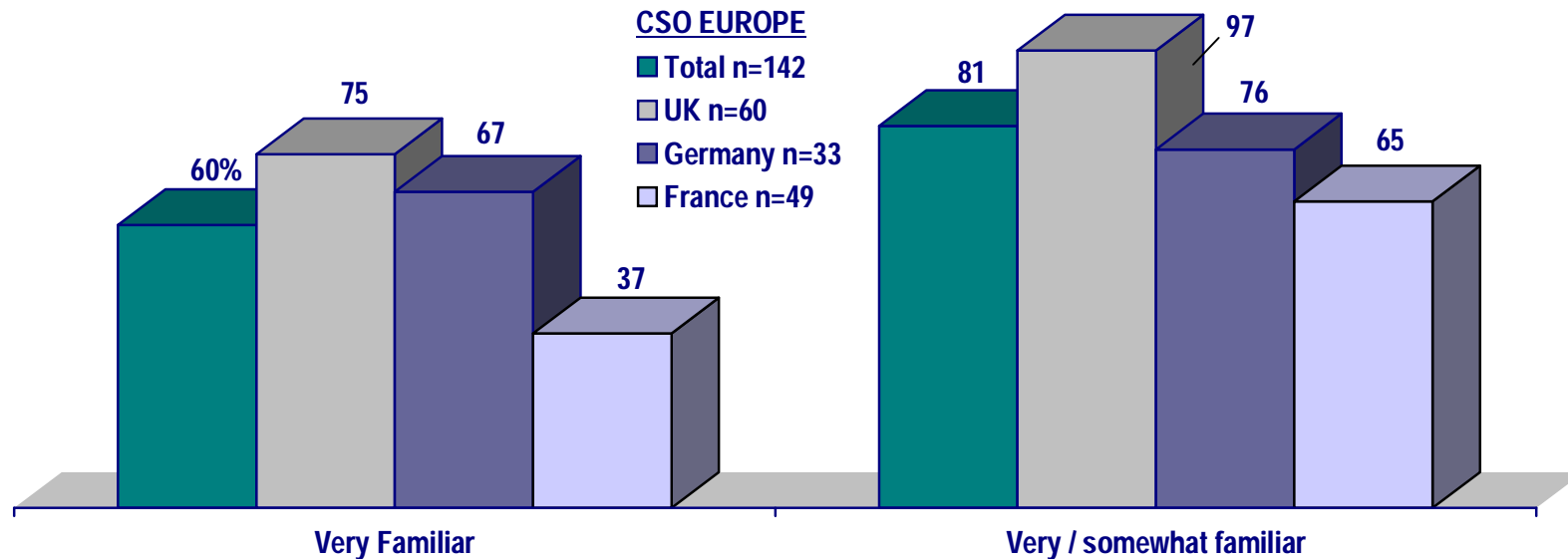
- Respondents were asked how familiar they are with the contract service providers in their country. As with the other usage measures reported, familiarity with CSO Europe in Europe is vastly higher than for Competitor A and Competitor B.



Q2050. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Familiarity with CSO Europe

- One can see that the familiarity measure corresponds closely with the by-country usage information already reported. Familiarity with CSO Europe is near universal in the UK, and somewhat lower in the other countries. This is consistent with CSO Europe usage measures: highest in the UK; lowest in France.



Q2050. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Awareness of Services Offered by CSO Europe

- When respondents were asked what services CSO Europe offers, more than half mention contract sales. Syndicated sales, and training follow at some distance. Both sales services are mentioned most often for Competitor A and Competitor B as well.
- Although some country base sizes are small, Germany has the lowest recall of CSO Europe services. And not surprisingly, the UK has the highest level of service mentions among the countries.

Awareness of Services Offered by CSO Europe

(Among: Very/somewhat familiar with CSO Europe) Major Mentions	T o t a l (1 1 5)	U K ^a (5 8)	G e r m a n y ^b (2 5)	F r a n c e ^c (3 2)
Contract sales teams	5 8 %	9 3 % ^b	1 6 %	2 8 %

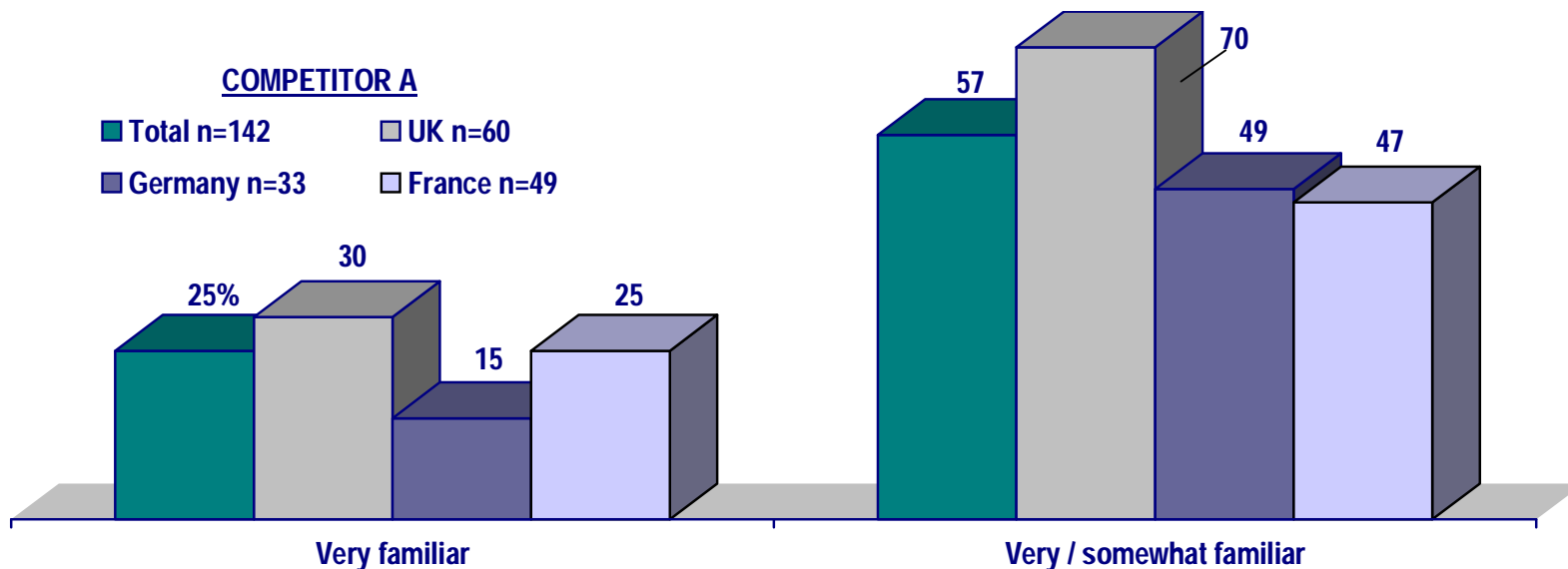
		c		
Syndicated sales	3			1
	8	6	0	9
		6		
		c		
Training	3			
	6	5	8	2
		3		8
		b		b
		c		
Health management services	2			
	9	4	4	2
		1		5
		b		b
Market research	2			1
	4	3	4	6
		6		
		b		
		c		
eDetailing	2			
	1	3	0	6
		8		
		c		
Patient outcome analysis	1			
	6	2	0	3
		9		
		c		

Marketing/clinical experience studies	1 6	2 4 b	4	9
Thought-leader programs	1 5	2 4	0	9
Continuing medical education programs	1 2	1 7 b	4	9
Strategic publications	6	9	0	6
Disease registries	6	0	0	3

Q2060. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Familiarity with Competitor A

- Familiarity with Competitor A is highest in the UK, with almost two-thirds of those interviewed there saying they are familiar with it.
- Familiarity with Competitor A is significantly lower in Germany and France, and is at comparable levels in those countries.



Q2050. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Awareness of Services Offered by Competitor A

- The majority of those familiar with Competitor A mention contract sales most often. Syndicated sales, and training follow at some distance.
- Although country base sizes are very small, France appears to be the anomaly: contract sales teams are mentioned the least and training the most.

Awareness of Services Offered by Competitor A

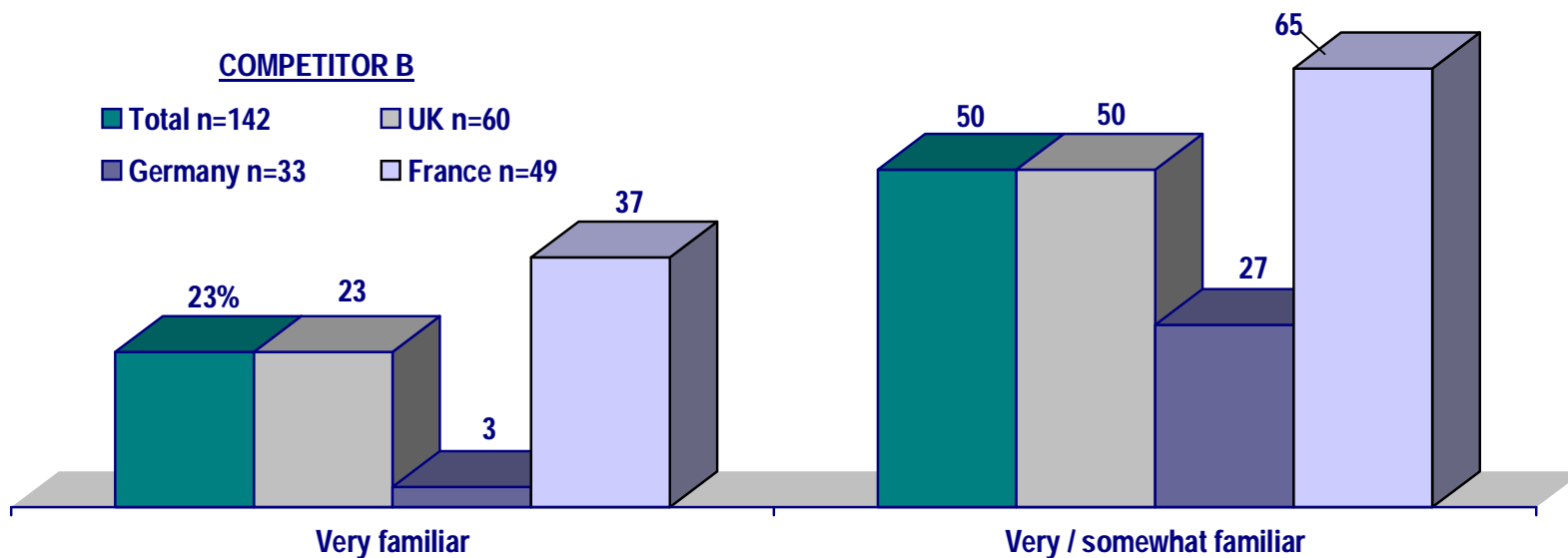
<i>(Among: Very/somewhat familiar with Competitor A)</i> <i>Major Mentions</i>	T o t a l (8 1)	U K a (4 2)	G e r m a n y b (1 6)	F r a n c (2 3)
Contract sales teams	7 9 %	9 3 % b c	6 9 %	6 1 %

Syndicated sales	3	4		3
	3	8	0	0
Training	3	2	1	
	3	9	9	5
				2
				a
				b
Health management services	1	1	1	3
	9	4	3	0
Market research	1	1		2
	7	9	0	6
eDetailing	1	1		
	0	7	0	4
Thought-leader programs		1		
	6	0	0	4
Continuing medical education programs				
	6	7	0	9
Patient outcome analysis				
	5	5	0	9
Disease registries				
	4	2	0	9
Marketing/clinical experience studies				
	5	5	0	9

Q2060. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Familiarity with Competitor B

- Familiarity with Competitor B is highest in France, but is alarmingly low in Germany. That is also reflected in usage statistics for the company.



Q2050. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Awareness of Services Offered by Competitor B

- For Competitor B, contract sales and syndicated sales are thought of most often. For each, the levels of mention are significantly higher in the UK.
- Germans companies have virtually no awareness of Competitor B's services.

Awareness of Services Offered by Competitor B

<i>(Among: Very/somewhat familiar with Competitor B) Major Mentions</i>	T o t a l (7 1)	U K ^a (3 0)	G e r m a n y ^b (9)	F r a n c ^c (3 2)
Contract sales teams	4 7 %	8 7 % ^c	0 %	2 2 %
Syndicated sales	3			1

	2	6	0	6
		0		
		c		
Health management services	1	1		1
	4	7	0	6
Market research	1			
	7	2	0	6
		7		
		c		
Training	1	2		
	3	0	0	9
eDetailing	1	1		
	0	7	0	6
Thought-leader programs	1	1		
	0	3	0	9
Strategic publications				
	7	7	0	9
Marketing/clinical experience studies		1		
	6	0	0	3
Patient outcome analysis		1		
	6	3	0	0
Continuing medical education programs		1		
	6	0	0	3

Q2060. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Performance Perceptions of CSO's

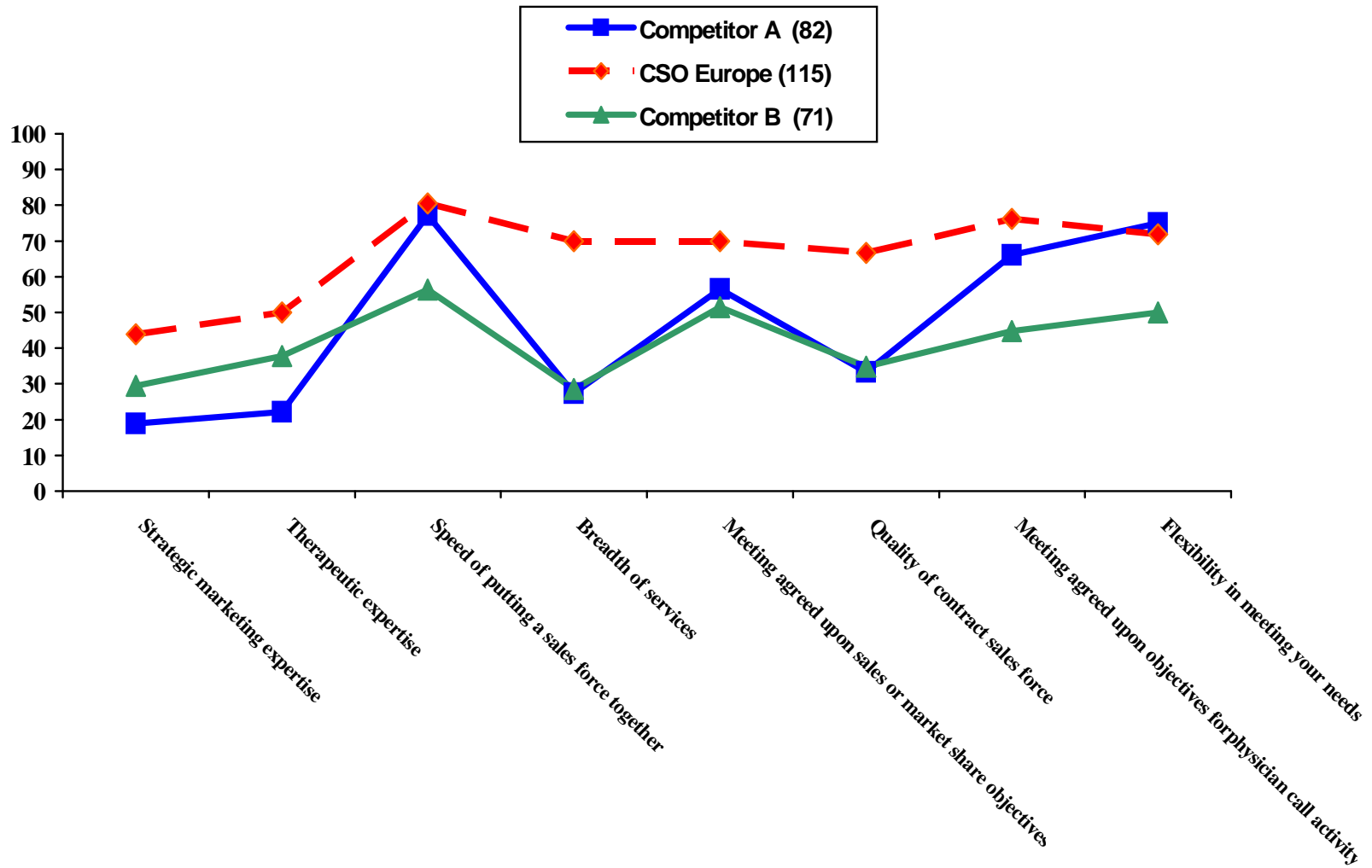
Performance Perceptions of CSO Europe and Key CSO Competitors

- Based on performance ratings on a series of attributes that describe CSO Europe and its two competitors—Competitor A and Competitor B, respondents are able to make some clear distinctions among the three providers. The chart on the following page shows the clear advantage CSO Europe has over its two key competitors in Europe—it is rated as high or higher than the other providers on virtually every attribute dimension.
- These performance ratings mirror the relative positioning of the three CSO's on the other key study dimensions—leadership, usage, satisfaction, willingness to recommend, etc.—CSO Europe leads in Europe by a fairly wide margin, followed at some distance by Competitor A, then Competitor B.
- For comparative purposes a second chart follows, showing the performance scores of both Europe and U.S. markets. One can see that the CSO Europe performance scores are higher across the board in the U.S. For Competitor B, the other multi-market provider, performance scores are generally higher in Europe, though there are some exceptions on a per-attribute basis.

Performance Perceptions of Contract Sales Organizations

Europe

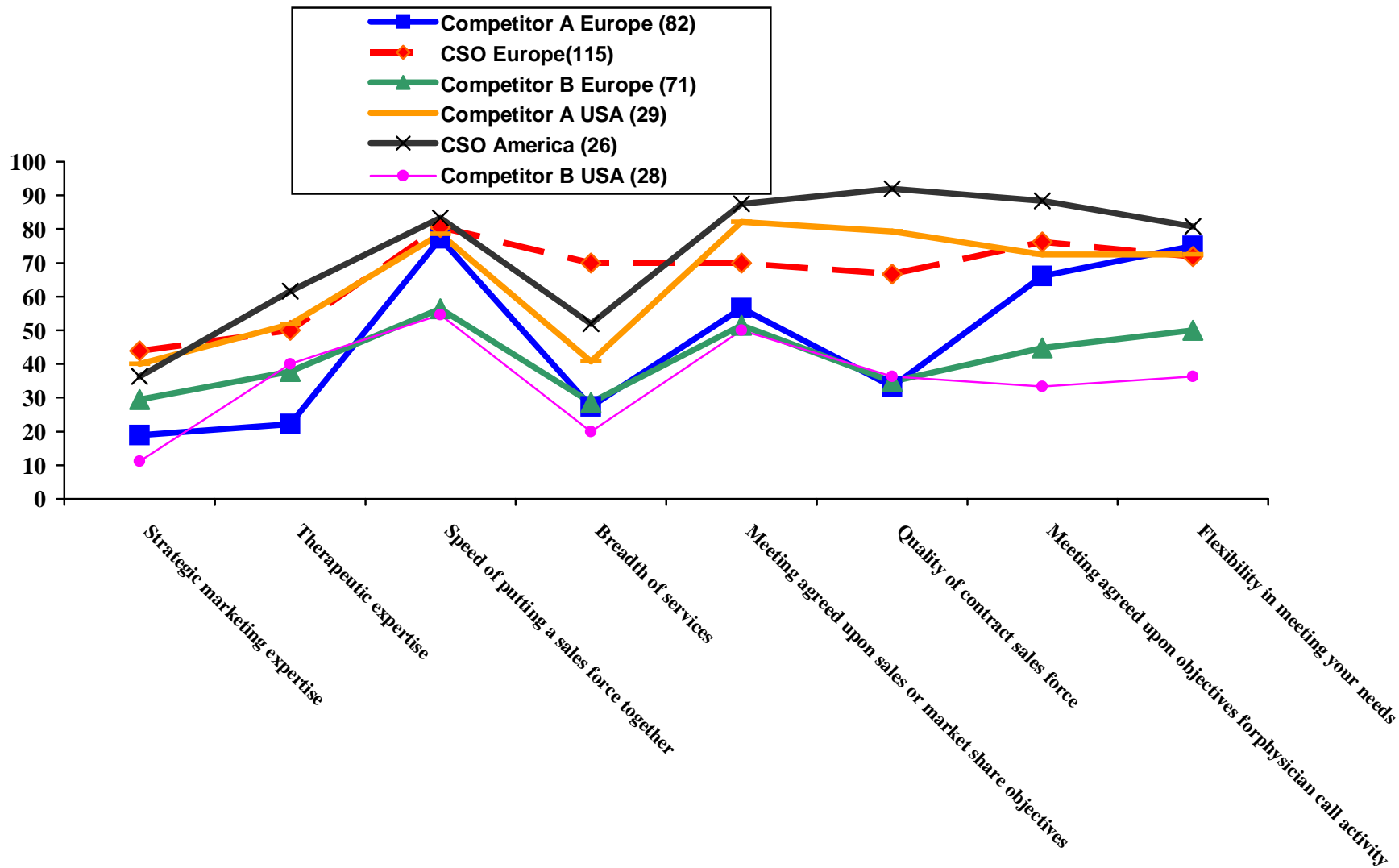
Top-3 Box-Percentages 'Describes CSO'



Performance Perceptions of Contract Sales Organizations

Europe and USA

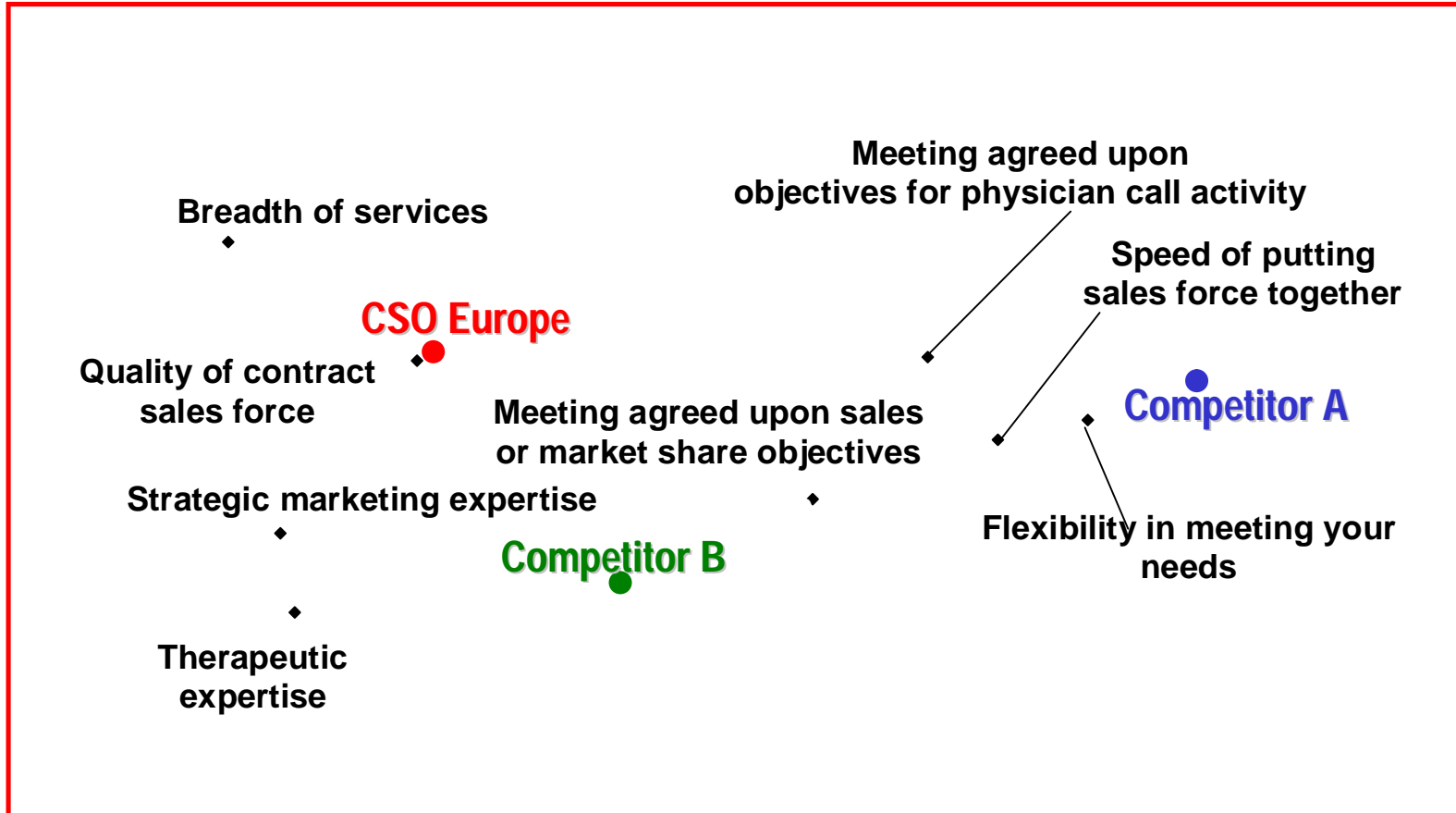
Top-3-Box Percentages 'Describes CSO'



Perceptions of CSO Europe and Key CSO Competitors— Perceptual Map

- The perceptual map that follows depicts the image identity of CSO Europe and its two European competitors. The map is based on correspondence analysis, which is able to detect greater differentiation among the companies than a simple comparison of their performance rating scores.
- One can clearly see on the map how Europeans view the CSO's in their own perceptual space. CSO Europe has a clearly defined identity, based on its proximity to several attribute dimensions on the map. Pharma companies view CSO Europe primarily in terms of one dimension:
 - *Quality of contract sales force*
 - And to a lesser extent, *Breadth of services*
- Competitor A, like CSO Europe, has a fairly well differentiated image identity. Professionals see Competitor A as being flexible (*flexibility in meeting your needs*) and fast at putting a team together (*speed of putting a sales force together*).
- Competitor B has the weakest image of the three providers. (This is seen by its location at the center of the map, showing a lack of differentiation from the 'average,' and by its distance from attribute dimensions.) It is seen largely in terms of delivering sales—*meeting agreed upon sales or market share objectives*.

Performance Perceptions of European CSO's Based on Correspondence Analysis



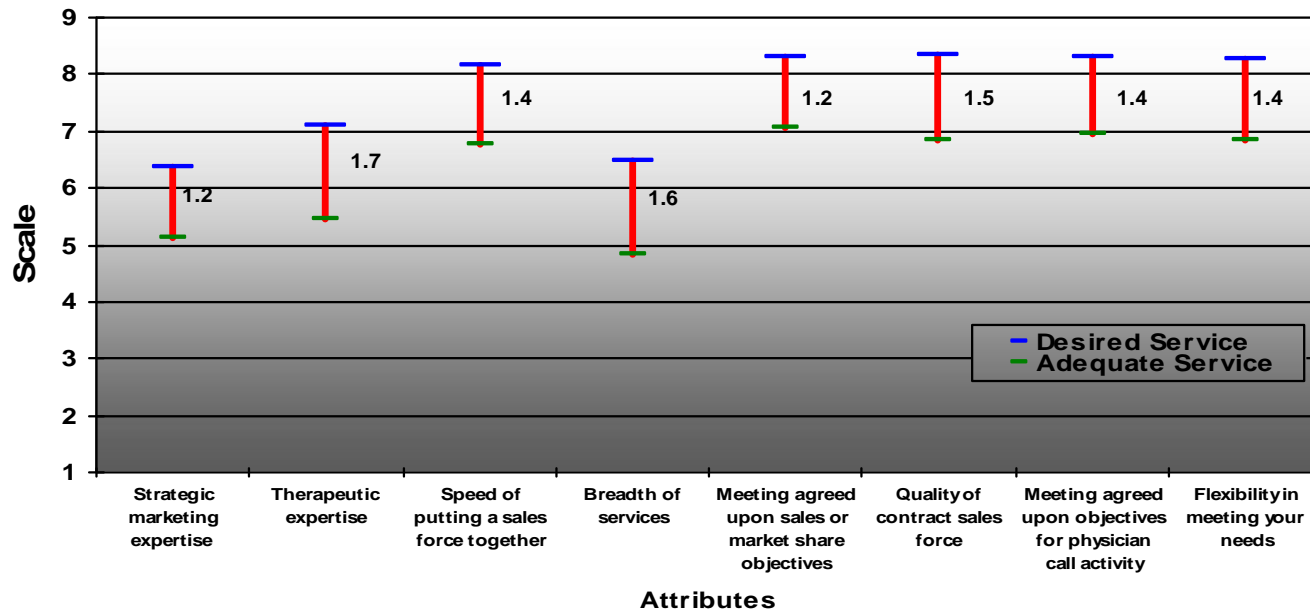
Importance of Attributes—Zone of Tolerance Analysis

- Using company performance ratings is a useful way to show the relative strengths and weaknesses of CSO Europe compared to its competitors. However, respondents do not view all attribute dimensions as being equally important to them. For this reason the relative importance of the attributes for each respondent is determined. Importance values can be obtained in two ways, as they have been done in this study—“stated importance” (asking respondents directly how important each performance dimension is to them) and “derived importance” (determining through statistical analysis the relative importance of each attribute without asking the respondent directly). Both are valuable analytic approaches.
- The Zone of Tolerance analysis (a stated-importance approach) asks respondents their “Desired Service Level” and “Adequate Service Level” for each attribute. A range—between what is ideal and adequate—is calculated for each attribute. Then, the performance rating of that attribute, for each CSO, is compared. The Zone of Tolerance analysis shows, on a by-attribute basis, whether a CSO is performing *above* respondents’ expectations, *within* expectations, or *below* their expectations.
- The charts that follow show the Zone of Tolerance calculations for all eight of the performance dimensions studied.

Zone of Tolerance Summary—Across All Attributes

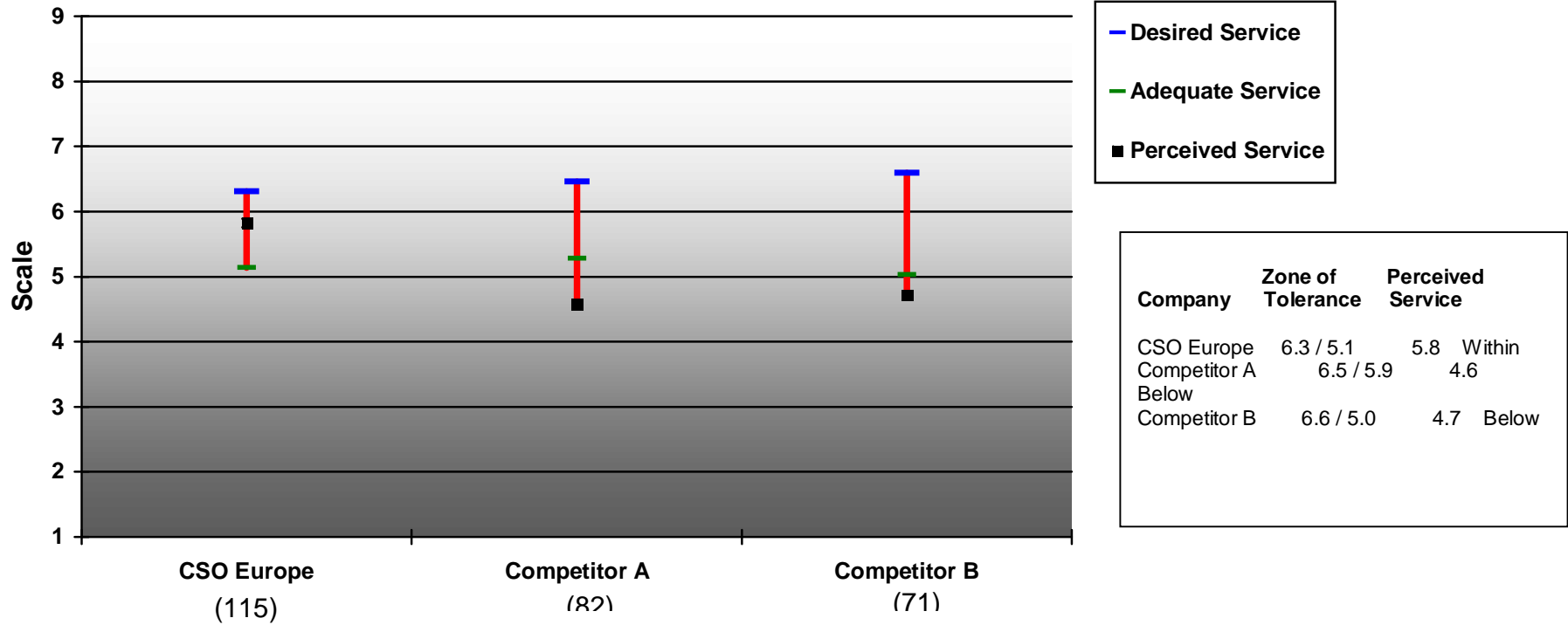
Comparing Zone of Tolerances
(Base: All Respondents)

Q2070. Determining the zone of tolerance for all attributes measured.



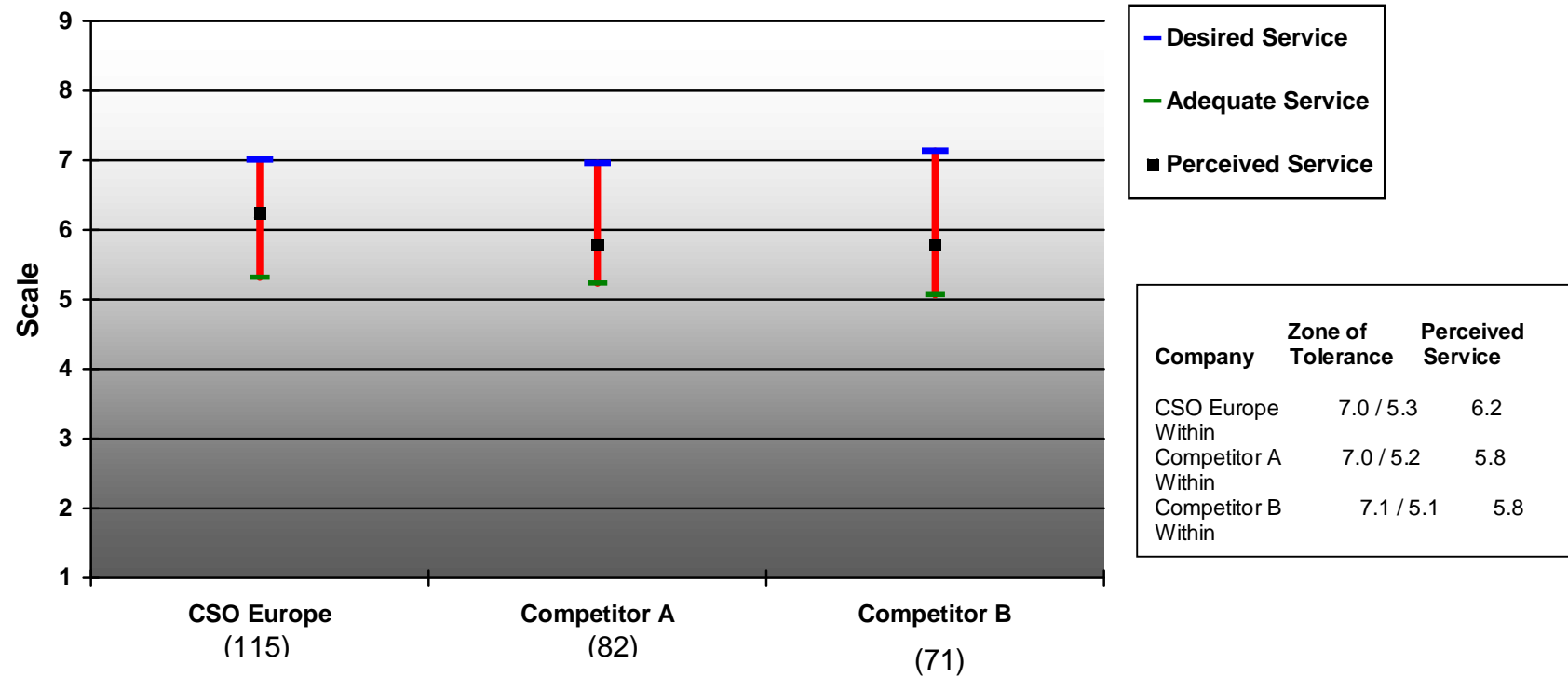
**Strategic Marketing Expertise
(Base: Familiar With/Used Most)**

Q.2070: Determining the zone of tolerance for Strategic marketing expertise.



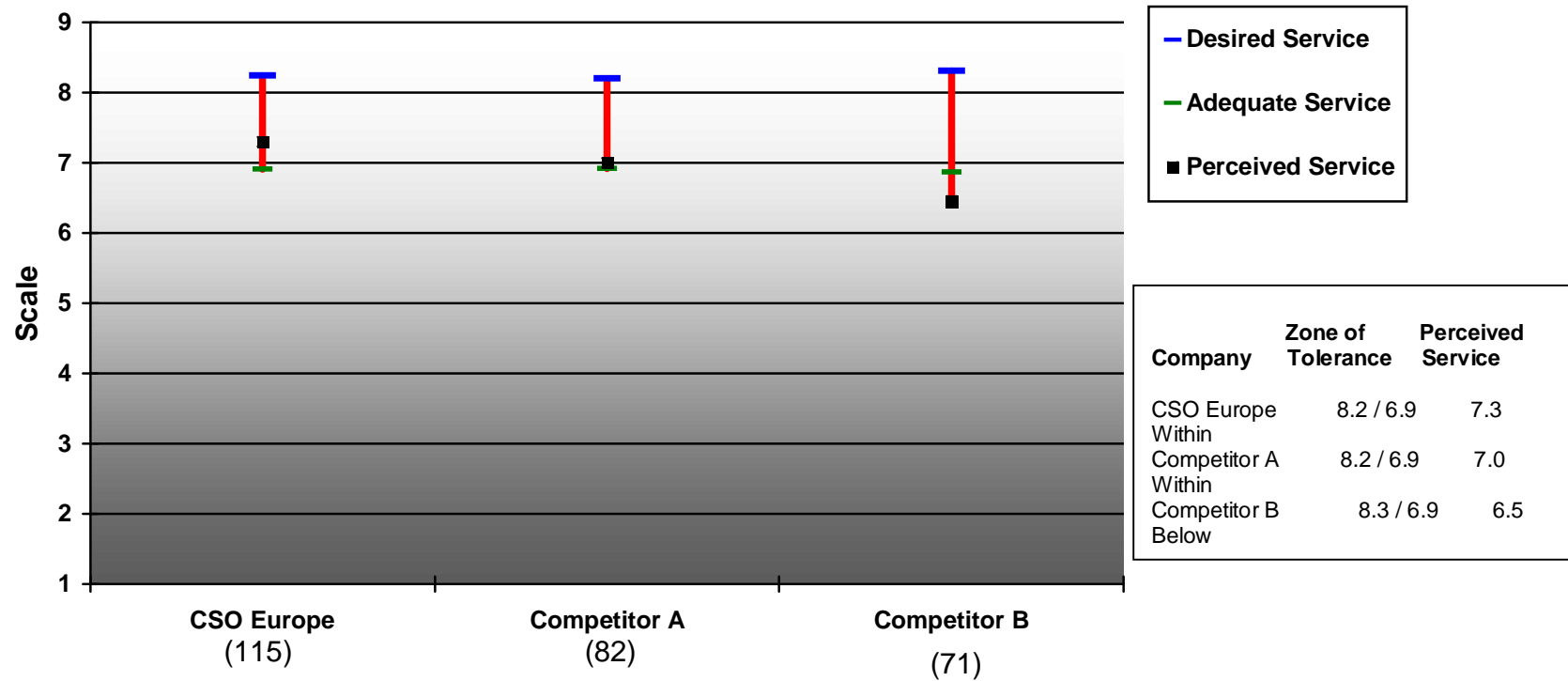
**Therapeutic Expertise
(Base: Familiar With/Used Most)**

Q.2070: Determining the zone of tolerance for
Therapeutic expertise.



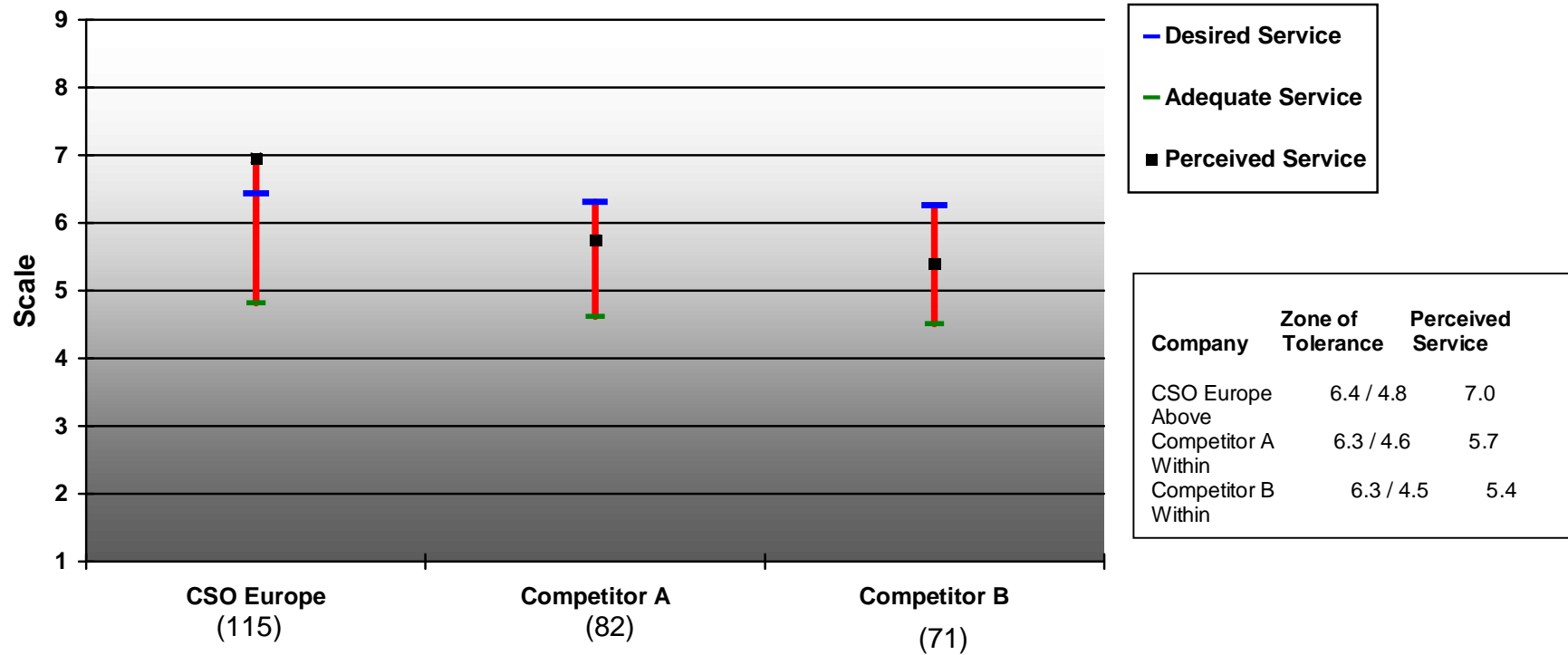
**Speed of Putting a Sales Force Together
(Base: Familiar With/Used Most)**

Q.2070: Determining the zone of tolerance for Speed of putting a sales force together.



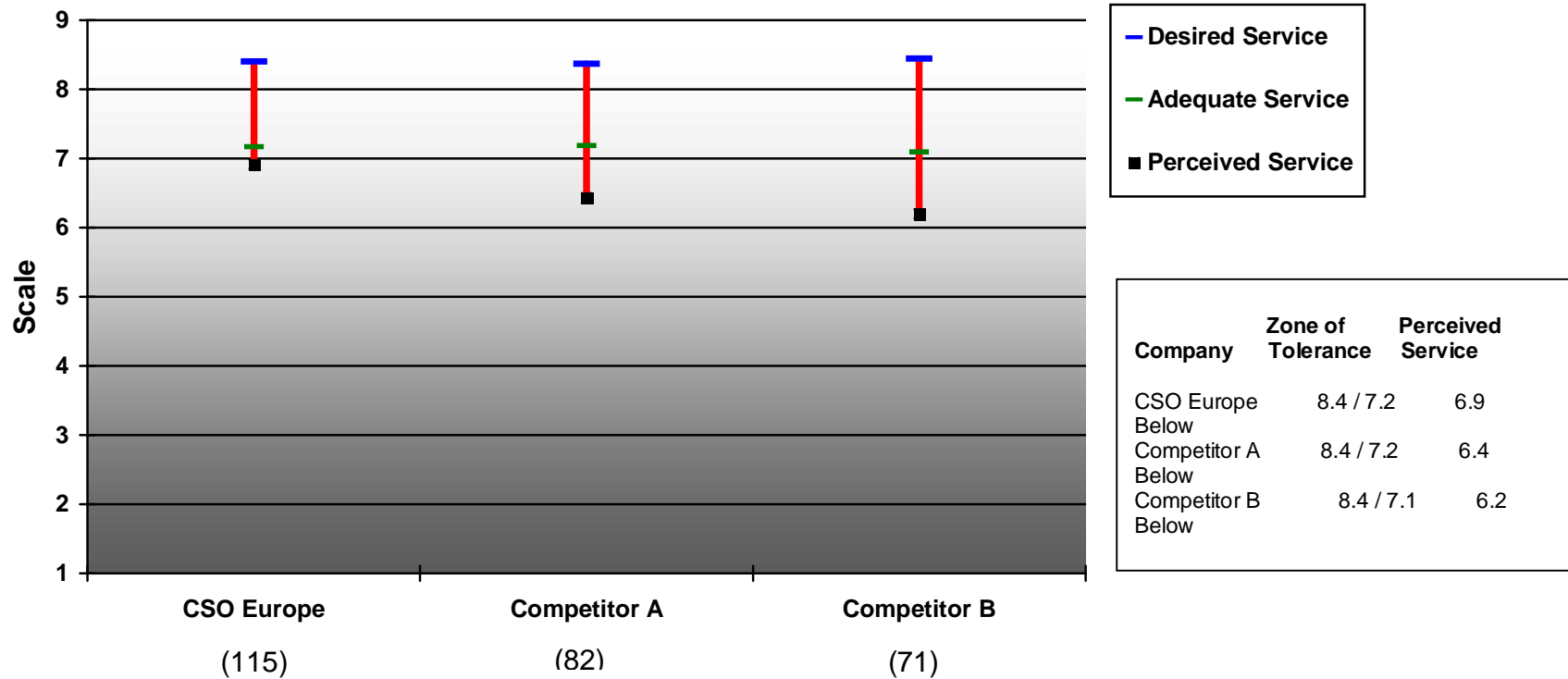
**Breadth of Services
(Base: Familiar With/Used Most)**

Q.2070: Determining the zone of tolerance for Breadth of services.



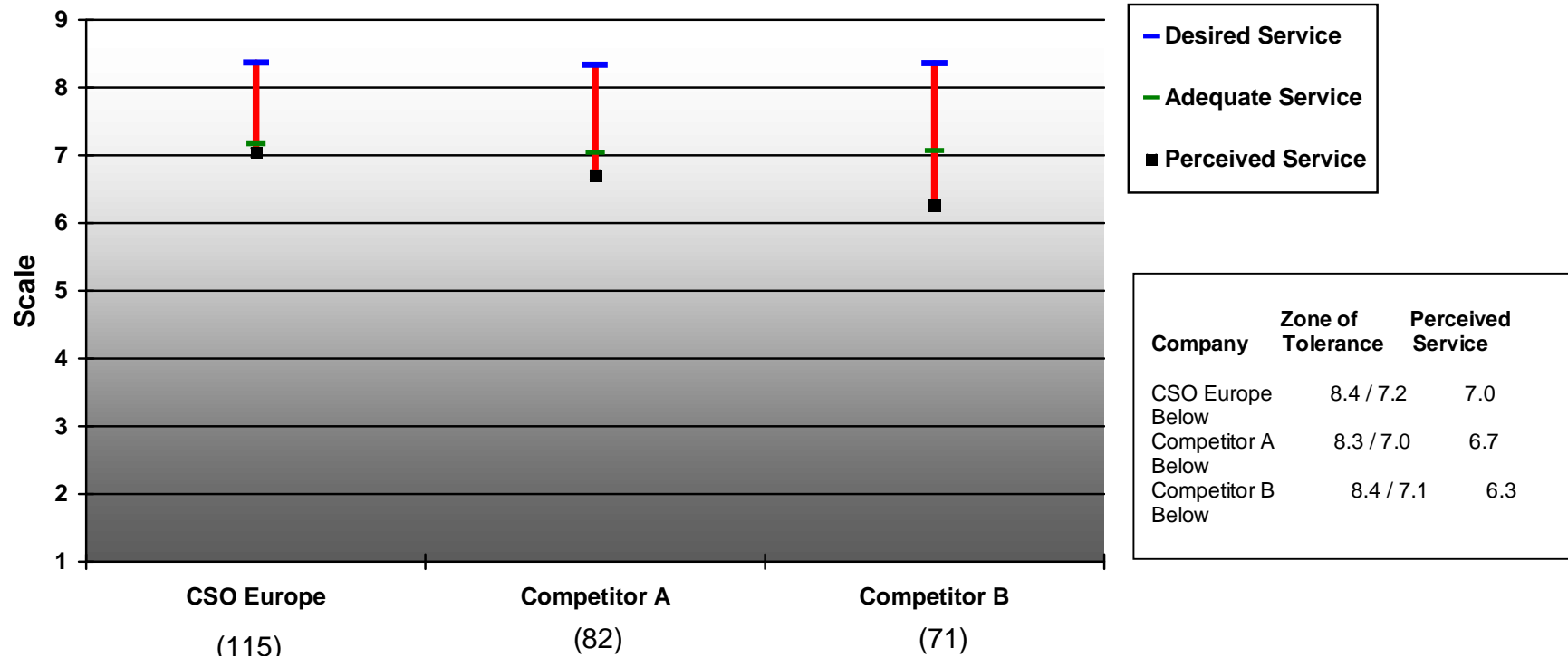
**Meeting Agreed Upon Sales or Market Share Objectives
(Base: Familiar With/Used Most)**

Q.2070: Determining the zone of tolerance for Meeting agreed upon sales or market share objectives.



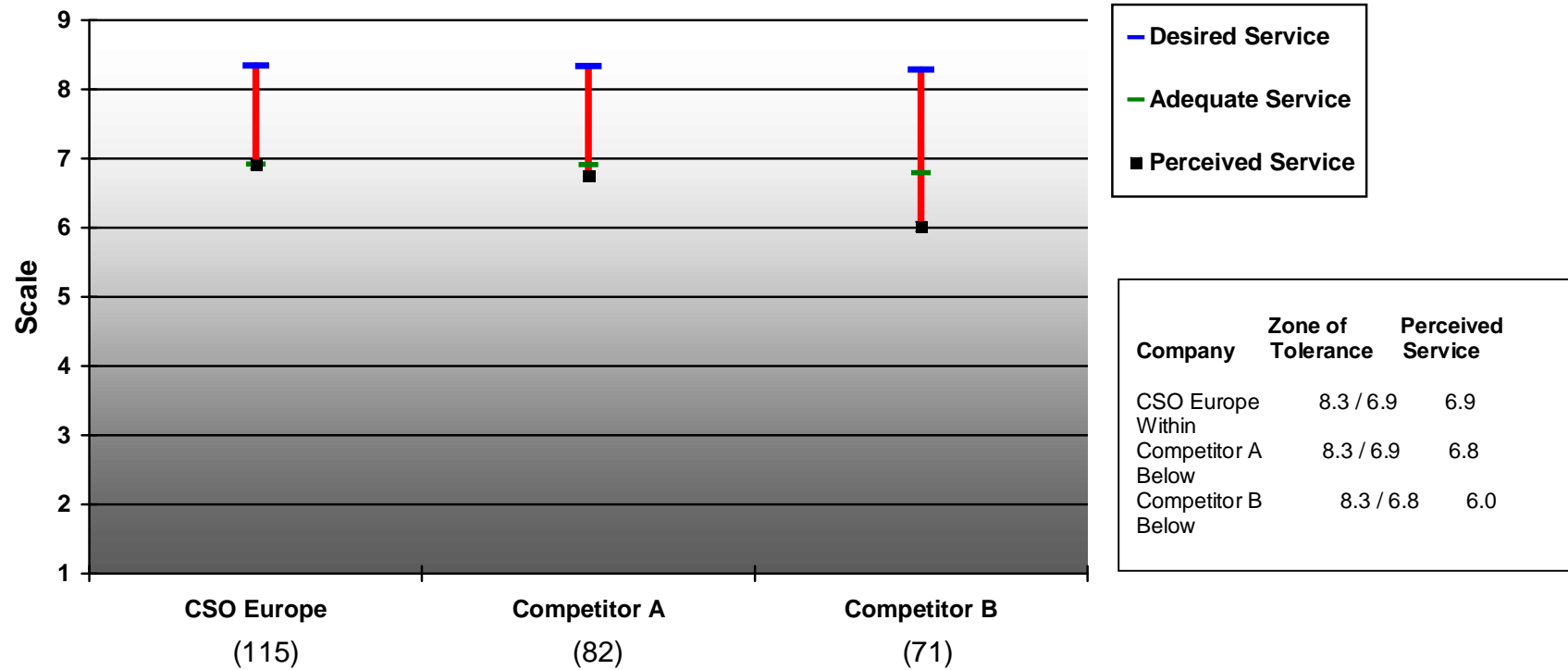
Meeting agreed upon objectives for physician call activity
 (Base: Familiar With/Used Most)

Q.2070: Determining the zone of tolerance for Meeting agreed upon objectives for physician call activity.



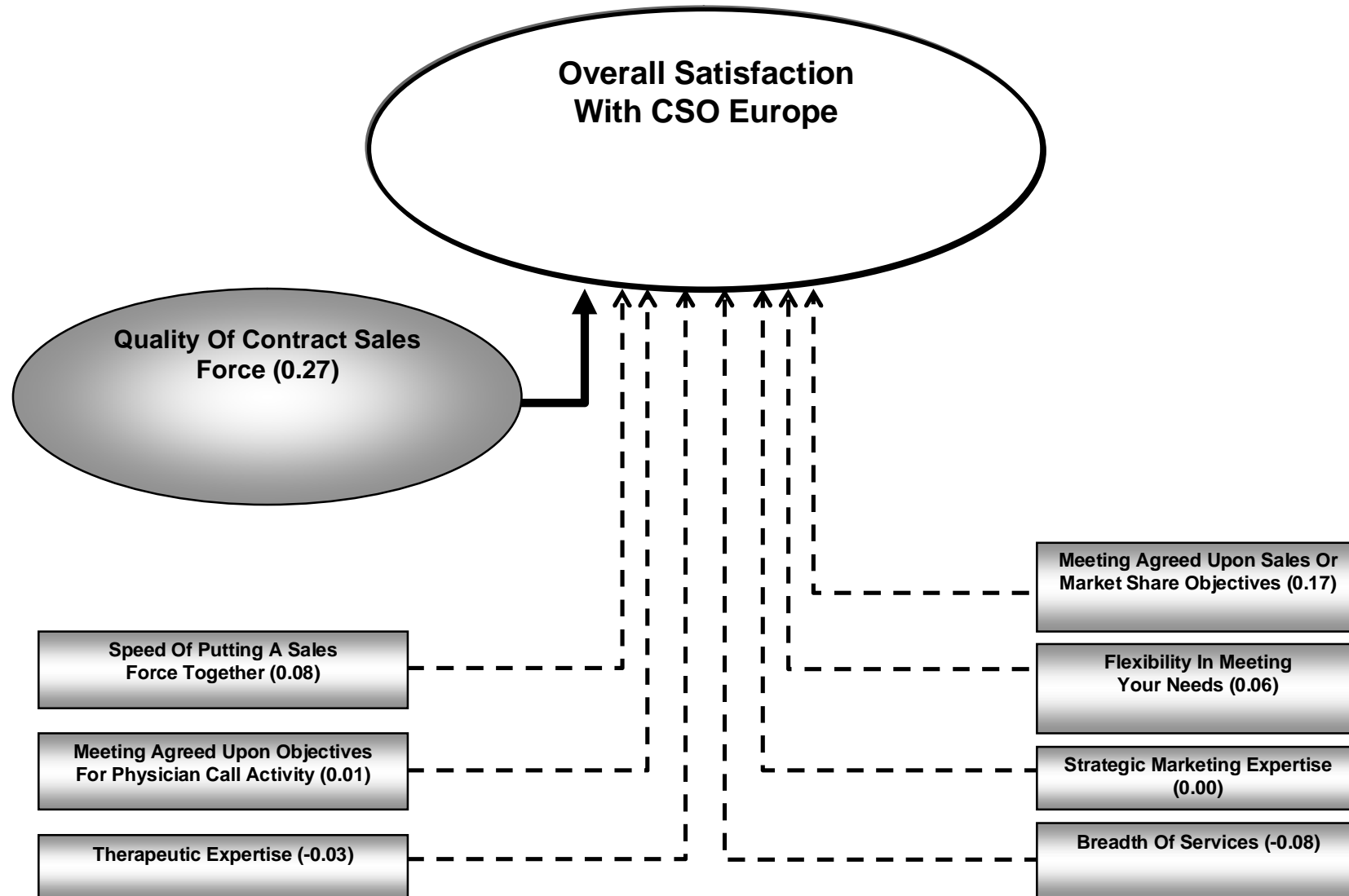
**Flexibility in Meeting Your Needs
(Base: Familiar With/Used Most)**

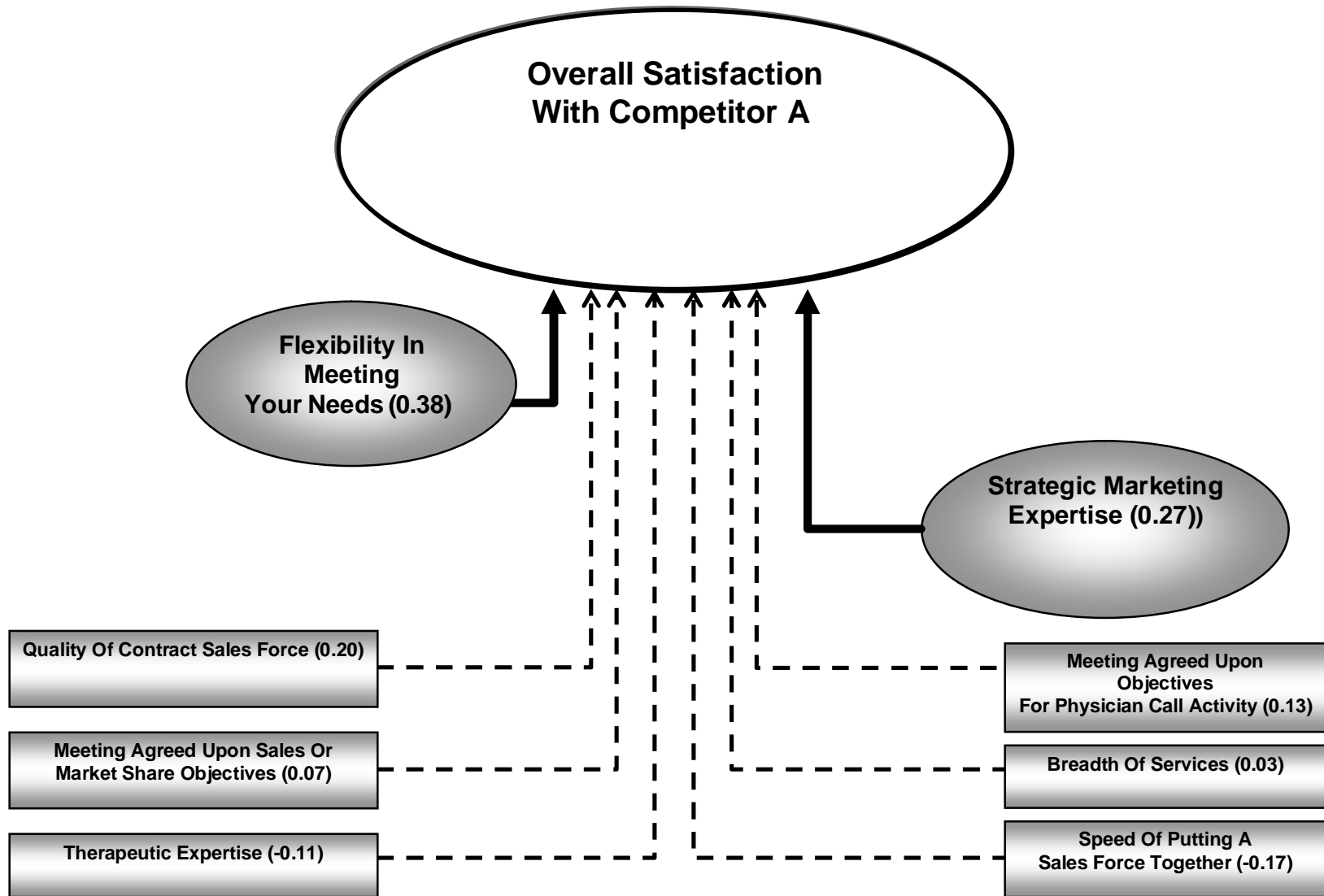
Q.2070: Determining the zone of tolerance for Flexibility in meeting your needs.



Importance of Attributes—Regression Analysis

- Importance levels can be derived using linear regression analysis. This analysis is used to measure the strength of the performance ratings in relation to a strategic characteristic, in this case, overall satisfaction with each service provider. To do this, the overall satisfaction ratings of a provider are regressed against that company's performance ratings. We are asking, how strongly are respondents' attitudes related to their satisfaction with working with each company?
- The diagrams on the following pages show how each performance dimension affects respondents' overall perceptions of their working relationship with CSO Europe and the other CSO's. The elements in the charts are hierarchical in value (the "bubbles" have greater explanatory power than the "bars" do).
- The analysis is very telling. One can see that *quality of their contract sales force* contributes the most (.27 beta coefficient) to respondents' overall satisfaction with CSO Europe, followed by *meeting agreed upon sales & market share objectives* (.17), and *speed of putting sales force together* (.08). For strategic marketing purposes, it is useful to track changes in users' perceptions of what is important to them in a contract service provider since those perceptions do change over time.
- Charts are also provided for Competitor A and CSO Europe for comparative purposes.



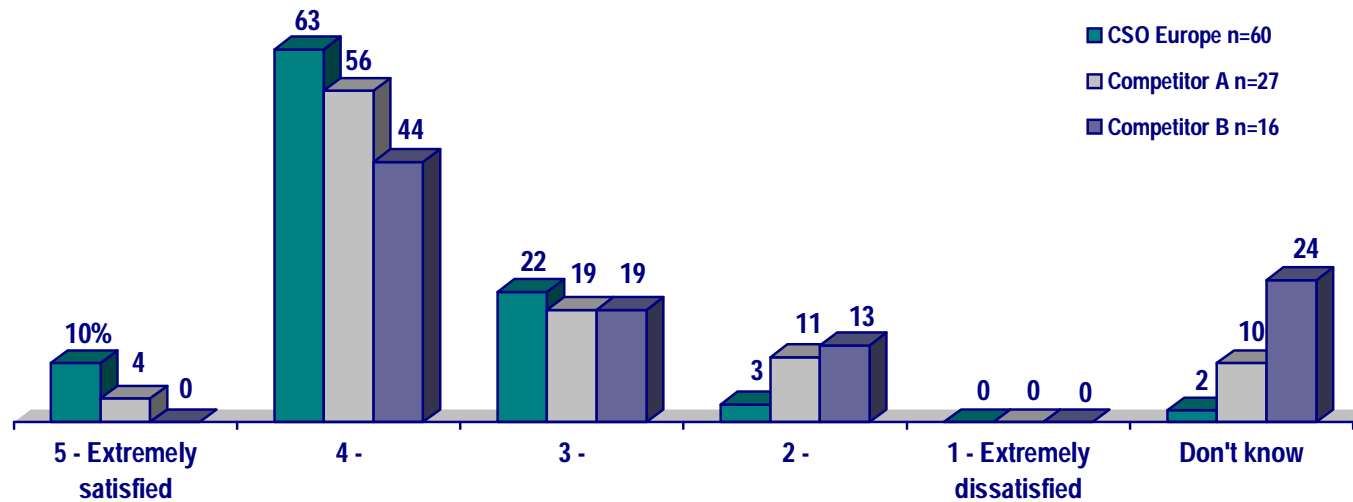




Measuring Satisfaction

Satisfaction with CSO's

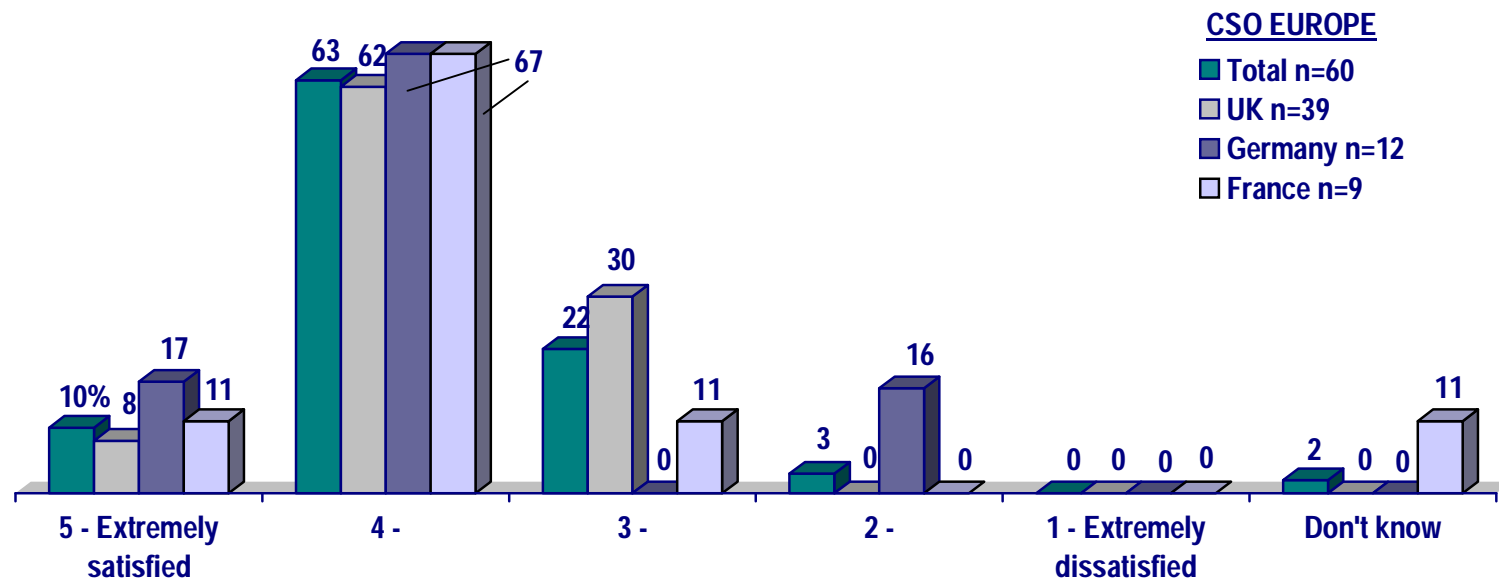
- In terms of overall satisfaction, CSO Europe has the highest satisfaction ratings of the three companies.
- Competitor A follows at a slight distance, and Competitor B has a significantly lower overall satisfaction score.



Q2080. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Satisfaction with CSO Europe

- Companies who have used CSO Europe were asked their overall satisfaction of the company. Satisfaction is highest in Germany, with more than four in five saying they are extremely or very satisfied with the company.
- Satisfaction levels are slightly lower in France and the UK. This means that in the country with the largest market share, the UK, satisfaction is the lowest of the three countries measured.



Q2080. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Reasons Why Satisfied/Dissatisfied with CSO Europe

- The cost of services is the reason mentioned most for users being satisfied with CSO Europe. Being flexible to the customer's needs is also mentioned.
- Reasons for being dissatisfied are quite low and not focused on any one area.

Reasons for Satisfaction/Dissatisfaction

(Among: Use CSO Europe) Major Mentions	T o t a l	U K	G e r m a n y	F r a n c e
<u>Reasons Why Satisfied:</u>	((((
	4	2	1	7
	4	7	0)
)))	
Cost	2	3	0	0
	1	3	%	%
	%	%		
Flexible to needs/adaptable	1	2		
	4	2	0	0
Professional	1		3	
	1	7	0	0

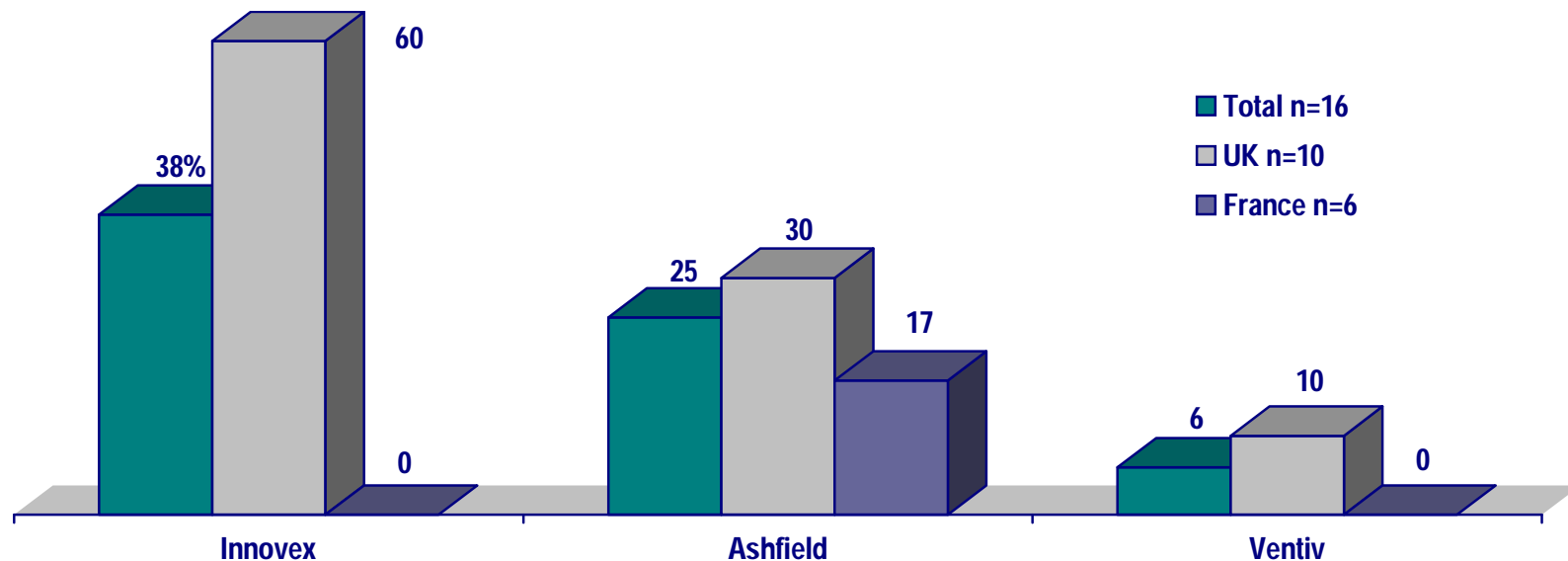
Relationship			2	
	9	7	0	9
Quality sales force		1		
	9	5	0	0
High level of success				
	5	7	0	0
Overall service				
<u>Reasons Why</u>	((((
<u>Dissatisfied:</u>	1	1	2	1
	5	2))
))		
High turnover rate				
	7	8	0	0
	%	%	%	%
Not focused on CSO				
Europe	7	8	0	0
Poor recruitment				
	7	8	0	0
Inflexible				
	7	8	0	0
Poor value for the money				
	7	8	0	0
Neutral				
	7	8	0	0

[Q2090, Q2100.](#)

Arrangements With CSO's

Whether Have Restrictive Arrangements with CSO

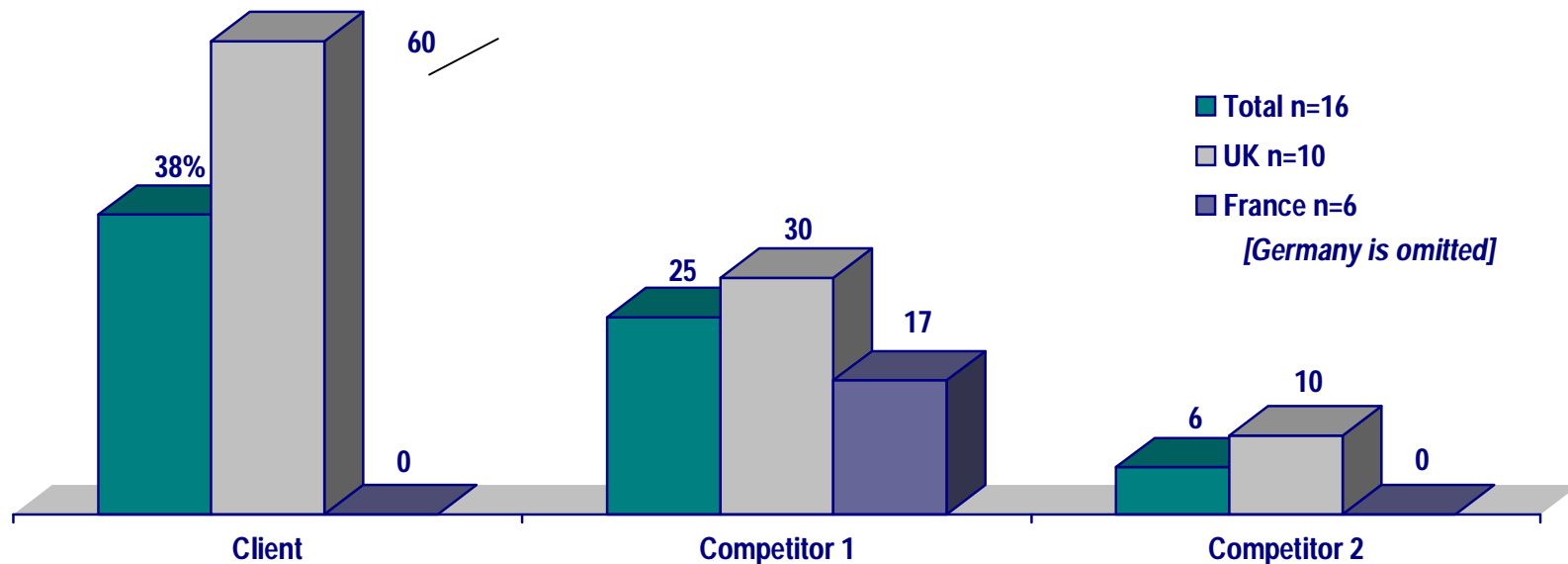
- Respondents were asked whether their company has any arrangement with a CSO that restricts their choice of a service provider. The vast majority of companies (78%) do not have restrictive agreements.
- UK companies are slightly more likely to have restrictive agreements than those in France. There are apparently none in Germany.



Q2120. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Companies with Whom Have Restrictive Arrangements

- In the very few situations where a company has a restrictive arrangement with a CSO, that provider is likely to be CSO Europe. This is especially so in the UK.
- Competitor A has some arrangements too; Competitor B has almost none.

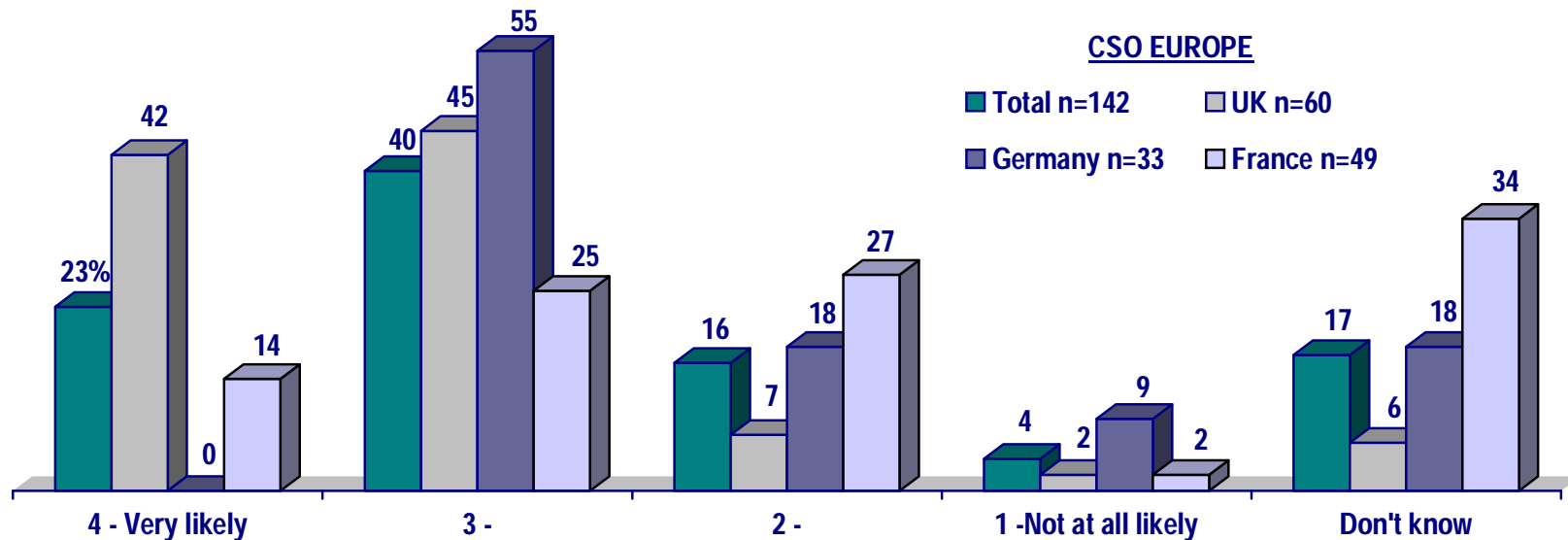


Q2130. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Willingness To Recommend

Likelihood of Recommending CSO Europe

- Respondents were asked how likely they would be to recommend each CSO (irrespective of whether they have ever used that company). Almost two thirds (63%) say they are *very* or *somewhat likely* to recommend CSO Europe.
- Willingness to recommend CSO Europe is highest (87%), by far, in the UK. This is somewhat at odds with the satisfaction ratings among UK users, who rate it the lowest of the three countries. The difference presumably is that only CSO Europe users were asked to rate their satisfaction, while all respondents were asked their likelihood to recommend each CSO, regardless of prior usage.
- High recommend levels are marginally lower in France (69%), and significantly lower in Germany (45%).



Q2140.

Reasons for Recommending CSO Europe

- The reasons given for recommending CSO Europe are scattered. A good past experience helps. CSO Europe also has the perception of being experienced and of having a broad range of services to offer.
- Differences by country are minimal.

One Reason Why Would Recommend CSO Europe

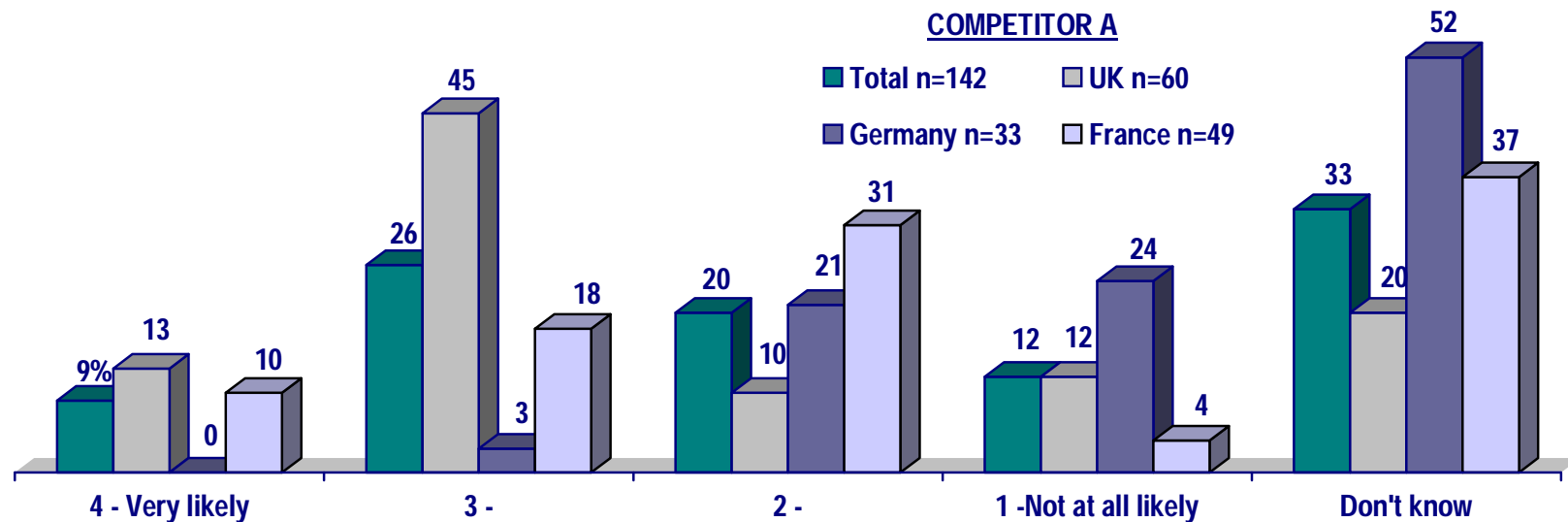
<i>(Among: Would recommend CSO Europe) Major Mentions</i>	T	U	G	F
	o	K	e	r
	t	a	r	a
	a	(m	n
	l	5	a	c
	(2	n	e
	8)	y	c
	9		b	(
)		(1
			1	9
			8)
)	
Past performance/experience	9	8	6	1
	%	%	%	6
				%
They are experienced		1		
	9	2	6	5

Breadth/range of services		1		
	9	4	0	5
Have some knowledge of them				2
	9	6	6	1
Had good results			1	1
	8	6	1	1
Flexible/find solutions to problems		1		
	7	0	6	0
Professionalism (not specified)				
	7	8	6	5
Knowledgeable (not specified)		1		
	7	0	0	5
Reputation (not specified)				1
	7	8	0	1
Speed (not specified)				1
	6	4	6	1
Good/competent sales force				
	6	6	6	5
Quality personnel				
	6	2	0	2
				1
				a

Q2150. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Likelihood of Recommending Competitor A

- Compared to CSO Europe, likelihood to recommend Competitor A (and Competitor B) is somewhat lower. Only about a third of those interviewed say they are *very* or *somewhat likely* to recommend Competitor A.
- Likelihood to recommend is significantly higher in the UK than in the other countries; it is extremely low in Germany (3%).



Q2140.

Reasons for Recommending Competitor A

- Experience and having a competent sales force are the primary reasons given for being willing to recommend Competitor A.
- There are few differences by country.

One Reason Why Would Recommend Competitor A

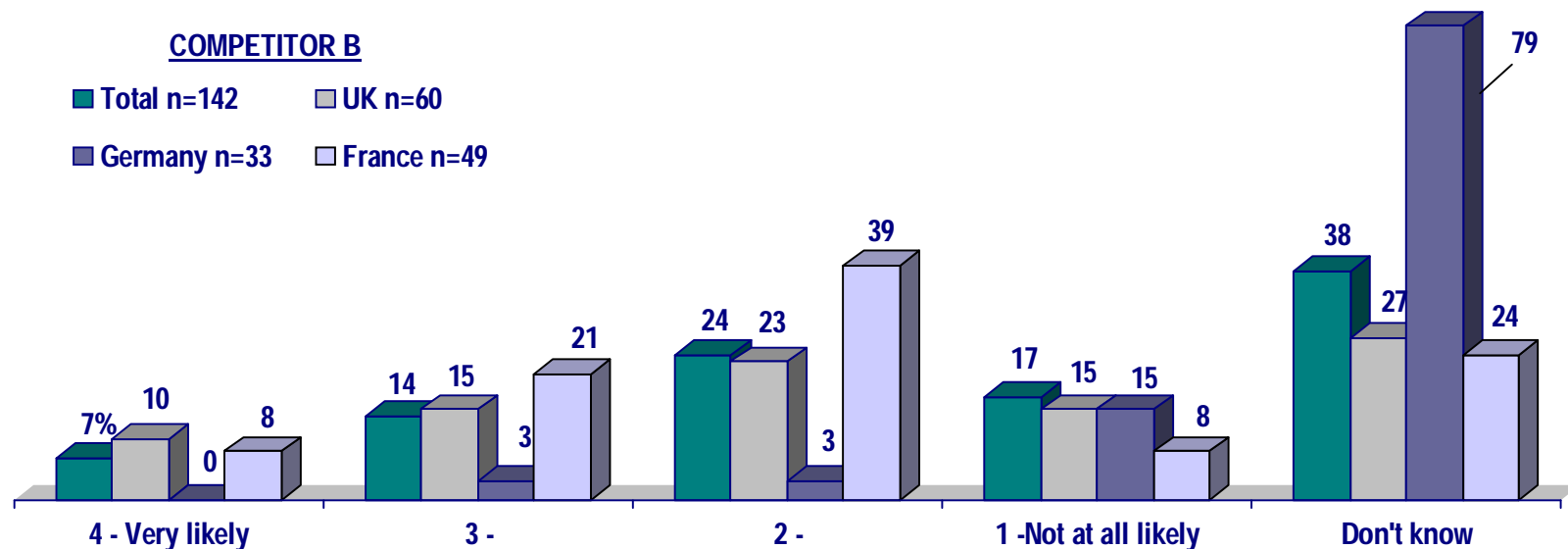
<i>(Among: Would recommend Competitor A)</i> <i>Major Mentions</i>	<i>T</i> <i>o</i> <i>t</i> <i>a</i> <i>l</i> <i>(</i> <i>5</i> <i>0</i> <i>)</i>	<i>U</i> <i>K</i> <i>(</i> <i>3</i> <i>5</i> <i>)</i>	<i>G</i> <i>e</i> <i>r</i> <i>m</i> <i>a</i> <i>n</i> <i>y</i> <i>(</i> <i>1</i> <i>)</i>	<i>F</i> <i>r</i> <i>a</i> <i>n</i> <i>c</i> <i>e</i> <i>(</i> <i>1</i> <i>4</i> <i>)</i>
<i>They are experienced</i>	1 2 %	1 1 %	0 %	1 4 %
<i>Good/competent sales force</i>	1 0	1 1	0 0	7
<i>Reputation (not specified)</i>				1

	8	6	0	4
<i>Flexible/find solutions to problems</i>		1		
	8	2	0	0
<i>Breadth/range of services</i>		1		
	8	2	0	0
<i>Professionalism (not specified)</i>				
	8	9	0	7
<i>Had good results</i>				
	6	6	0	7
<i>Speed (not specified)</i>				1
	6	3	0	4
<i>Have some knowledge of them</i>				
	6	6	0	7

[Q2150.](#)

Likelihood of Recommending Competitor B

- Of the three CSO's studied, Competitor B has the lowest of recommend levels. About one in five respondents say they are likely to recommend Competitor B. As with Competitor A, recommend levels for Competitor B are very low in Germany (3%).
- Note the high levels of "Don't know" for this company-awareness is lower than for the other two.



Q2140.

Reasons for Recommending Competitor B

- As with Competitor A, a good past experience helps. For Competitor B, past experience is the primary reason for being willing to recommend Competitor B.
- There are few differences by country.

One Reason Why Would Recommend Competitor B

(Among: Would recommend Competitor B) Major Mentions	T o t a l (3 0)	U K (1 5)	G e r m a n y (1)	F r a n c e (1 4)
Past performance/experience	1 3 %	1 3 %	0 %	1 4 %
They are experienced	1 3	1 3	0	1 4
Breadth/range of services	1	2		

	3	0	0	7
<i>Knowledgeable (not specified)</i>	1			2
	3	0	0	9
<i>Speed (not specified)</i>	1	1		
	0	3	0	7
<i>Reputation (not specified)</i>	1			1
	0	7	0	4
<i>Had good results</i>				
	7	7	0	7
<i>Professionalism (not specified)</i>				
	7	7	0	7
<i>Have some knowledge of them</i>				
	7	7	0	7
<i>Quality personnel</i>				
	7	7	0	7

[Q2150.](#)

Reasons Would Not Recommend a CSO

- Although base sizes are very small (Germany and France are omitted), the main reason given for not recommending a CSO are invariably based on poor prior experience with the service provider.

Primary Reason Would Not Recommend a CSO

<i>(Among: Would not recommend a CSO)</i>	<i>T</i>	<i>U</i>
<i>Major Mentions</i>	<i>t</i>	<i>(</i>
	<i>a</i>	<i>3</i>
	<i>l</i>	<i>7</i>
	<i>(</i>	<i>)</i>
	<i>3</i>	
	<i>8</i>	
	<i>)</i>	
<i>Prior experience was not good in follow-up</i>	4	4
	5	6
	%	%
<i>Poor experience (not specified)</i>	2	2
	4	2
<i>Never used</i>	1	1
	6	6

<i>Lack of professionalism</i>	1	1
	6	6
<i>Just know the name</i>	1	1
	1	1
<i>Not well trained</i>	1	1
	1	1
<i>Lack of experience</i>	1	1
	1	1
<i>Lack of familiarity</i>		
	8	8
<i>Poor productivity</i>		
	8	8

[Q2150.](#)

Advertising Considerations

Advertising Slogan Personality Associations

- A CSO with the advertising slogan “Do Things Better. Do Better Things” is seen primarily in terms of *quality*, *undifferentiated* and being *customer-focused*. (It is not clear whether respondents know the meaning of the word “undifferentiated.”)
- *Quality* is mentioned significantly more often in France than in the other countries.

“Do Things Better. Do Better Things”

Percent saying word describes a company with this slogan	<i>T</i>	<i>U</i>	<i>G</i>	<i>F</i>
	<i>o</i>	<i>K</i>	<i>e</i>	<i>r</i>
	<i>t</i>	<i>a</i>	<i>r</i>	<i>a</i>
	<i>a</i>	(<i>m</i>	<i>n</i>
	<i>l</i>	6	<i>a</i>	<i>c</i>
	(0	<i>n</i>	<i>e</i>
	1)	<i>y</i>	<i>c</i>
	4		<i>b</i>	(
	4		(4
)		3	9
			3)
)	
Quality	4	4	3	6
	7	2	0	5
	%	%	%	%
				a
				b

Undifferentiated	4	4	5	3
	3	5	2	5
Customer-focused	3	4	2	3
	7	2	7	9
Leadership	3	3	1	
	0	0	8	3
				9
				b
Value	2	2	1	2
	0	0	2	5
Arrogant	1			1
	9	3	9	2
		0		
		b		
		c		
A follower	1	1		1
	1	3	3	2
Inflexible	1	1		
	0	7	0	8
Undesirable		1		
	9	2	6	8

Q2250. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Advertising Slogan Personality Associations

- A CSO with the advertising slogan “In Competitor B Solutions with Outstanding Returns” is seen primarily in terms of *quality*, being *customer-focused*, and *leadership*.
- *Quality* is less apparent in Germany; *customer-focused* is noted significantly more often in the UK.

“InCompetitor Be Solutions with Outstanding Returns”

Percent saying word describes a company with this slogan	T	U	G	F
	o	K	e	r
	t	^a	r	a
	a	(m	n
	l	6	a	c
	(0	n	e
	1)	y	^c
	4		b	(
	4		(4
)		3	9
			3)
)	
Quality	5	5	3	5
	2	7	3	9
	%	%	%	%
		^b		^b
Customer-focused	4		2	3

	6	6	7	7
		3		
		b		
		c		
Leadership	3	4	2	4
	9	5	7	1
Arrogant	3			
	5	4	6	4
		3		5
		b		b
Undifferentiated	3	3	3	2
	0	7	0	0
Value	2	3	1	1
	3	0	8	8
Undesirable	1		1	1
	1	8	2	4
A follower	1		2	1
	1	7	1	0
Inflexible	1	1		1
	0	2	6	0

Q2250. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Advertising Slogan Personality Associations

- A CSO with the advertising slogan “Standing Out by Fitting In” is seen primarily in terms of being *customer-focused* and *quality*.
- *Quality* is less apparent in France; *customer-focused* is noted significantly less often in Germany.

“Standing Out by Fitting In”

Percent saying word describes a company with this slogan	T	U	G	F
	o	K	e	r
	t	a	r	a
	a	(m	n
	l	6	a	c
	(0	n	e
	1)	y	c
	4		b	(
	4		(4
)		3	9
			3)
)	
Customer-focused	4	5	5	3
	9	8	5	3
	%	%	%	%
		^c	^c	
Quality	4		2	

	4	4	1	5
		5		7
		b		b
Undifferentiated	3	3	2	3
	1	2	4	5
Leadership	2	3		3
	5	0	0	7
A follower	1	2	1	1
	9	3	2	8
Value	1	2	1	1
	8	2	2	8
Inflexible	1	1		1
	3	7	9	2
Undesirable	1		1	
	3	1	5	4
		8		
		c		
Arrogant	1			
	1	2	3	4
		2		
		b		
		c		

Q2250. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Advertising Slogan Personality Associations

- A CSO with the advertising slogan “Smarter Solutions” is seen primarily in terms of being *customer-focused quality, undifferentiated, and quality*. Perhaps the meaning of the work “undifferentiated” is not well understood by some respondents.
- Based on the associations, this slogan is generally more relevant in the UK and France than in Germany.

“Smarter Solutions”

Percent saying word describes a company with this slogan	T o t a l (1 4 4)	U K ^a (6 0)	G e r m a n y ^b (3 3)	F r a n c e ^c (4 9)
Customer-focused	4 5 %	4 8 %	3 6 %	4 7 %
Undifferentiated	4			2

	2	5	4	7
		0	9	
		c	c	
Quality	3		2	
	8	3	1	4
		8		9
				b
Arrogant	3			
	0	3	3	3
		8		9
		b		b
Leadership	2			
	7	3	9	3
		0		5
		b		b
Value	1			1
	7	2	6	6
		3		
		b		
A follower	1	1	2	
	4	4	1	8
Inflexible	1			1
	2	1	3	0
		8		
		b		
Undesirable	1	1		1
	0	0	9	0

Q2150. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

Respondent Profile

Respondent Profile

- The following table summarizes select demographic and usage information obtained in the study.

	T o t a l (1 4 2)	U K (0)	G e r m a n y b (3 3)	F r a n c e (4 9)
<u>Years in current position</u> (mean)	3 . 1	2 . 9	4 . 0	2 . 7
<u>Years in pharma/biotech industry</u> (mean)	1 1 . 4	1 1 . 6	1 2 . 8	1 0 . 3
<u>Job titles:</u>				

<i>Product Manager/Senior</i>				
<i>Product Manager</i>	2	2	3	2
	8	5	9	4
	%	%	%	%
<i>Marketing Director/Manager</i>	2	2	2	2
	6	3	7	9
<i>Sales/Sales Manager</i>	2		1	1
	4	3	5	8
		3		
		b		
<i>Dept./Division/Director/Head</i>	1			
	1	3	9	2
				2
				a
<i>Business Manager</i>				
	4	7	0	4
<i>Managing Director</i>				
	3	3	6	0
<i>Vice President</i>				
	1	3	0	0
<i>Other</i>				
	2	2	3	2
<u>Number of projects used</u>	5	5	6	5
<u>CSO (mean)</u>
	6	6	3	1

Q2210, Q2220, Q2230, Q2240. Note: The letter means value is significantly higher or lower (at the 95% confidence level) than the indicated column value.

APPENDIX

Questionnaire

