

Managerial Approach: A Case Study of Fast Cure Pharmaceuticals Ltd.

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Abstract

Managerial effectiveness plays a crucial role in driving organizational performance, particularly in highly competitive and regulated industries such as pharmaceuticals. This case study examines the managerial approach adopted by senior management at Fast Cure Pharmaceuticals Ltd. to address declining and inconsistent sales performance across regional markets. The study focuses on leadership style, sales force motivation, strategic decision-making, and regional performance analysis under the guidance of the Deputy General Manager (Sales). Using descriptive sales data and one-way ANOVA, the study evaluates whether observed regional sales differences are statistically significant. The findings reveal that although variations exist in sales figures across regions, these differences are not statistically significant, indicating that managerial intervention, coordination, and motivation—rather than regional market disparities—are critical for improving performance. The case highlights the importance of proactive leadership, effective communication, and data-driven decision-making in achieving organizational objectives.

Keywords: Managerial Approach, Sales Management, Pharmaceutical Industry, Leadership, Regional Performance, ANOVA, Case Study

Introduction

In the contemporary business environment, effective managerial approach is a key determinant of organizational success. Managers are not only responsible for achieving targets but also for motivating subordinates, aligning individual efforts with organizational goals, and responding proactively to market challenges. In industries such as pharmaceuticals, where competition, regulatory constraints, and market dynamics are complex, managerial decision-making becomes even more critical. Fast Cure

Pharmaceuticals Ltd., like many growing pharmaceutical firms, relies heavily on its sales force to maintain market presence and promote essential medicines. Sales managers play a pivotal role in coordinating between field staff, doctors, wholesalers, and distributors. Any lapse in motivation, strategy, or monitoring can directly affect regional sales performance. The present case study explores a real-life managerial situation where the Deputy General Manager (Sales) identifies performance concerns in one region and adopts corrective managerial strategies to revive sales momentum.

The case emphasizes the importance of leadership, motivation, strategic planning, and performance evaluation in sales management. It also demonstrates the application of statistical tools such as one-way ANOVA to support managerial decisions with empirical evidence. By integrating managerial insights with quantitative analysis, the study offers valuable lessons for management students, professionals, and academicians. Mr. Sunil Kumar is the Deputy General Manager (Sales) in Fast cure Pharmaceuticals Ltd. He has taken the meeting of the entire sales department and particularly worried about the central region. The North region head Mr Ravi Singh had a fruitful discussion about the quarterly performance of department. Ravi said Sunil Kumar, when you are at regional office you should try to motivate your sales staff, I am insisting because the young batch seems to be not interested rather not focused towards the work. “Ok Sir” said Ravi. I use to take a fast track meeting in every week particularly on Saturday morning as I have to report you on every Saturday about the weekly progress. You have to revive your strategy , said Sunil Get in touch of your staff particularly the marketing persons, every morning before they proceed to the field. And at the same time you are supposed to keep this thing in mind that increasing the sales is not a single point concept but it requires the overall efforts. We need to concentrate on this thing. In short we can say that it involves management to increase sales, focus on understanding customer needs, improvising the sales process, and leveraging both online and offline channels. This includes offering excellent customer service, utilizing effective marketing strategies, and expanding product ranges or geographic reach.

Managerial Leadership and Decision-Making

Managerial leadership plays a decisive role in diagnosing organizational performance issues and implementing corrective strategies to achieve desired outcomes. Effective leaders are expected to interpret performance signals, align employee behavior with organizational

objectives, and take timely decisions based on both qualitative insights and quantitative data. Mintzberg (1973) emphasized that managerial roles involve interpersonal, informational, and decisional responsibilities, all of which are critical in sales-driven organizations. In the pharmaceutical sector, leadership effectiveness directly influences sales coordination, market responsiveness, and compliance with ethical standards (Kotter, 1996). Studies by Yukl (2013) and Northouse (2018) further highlight that participative and transformational leadership styles enhance employee commitment and performance. Empirical evidence suggests that managers who engage in problem diagnosis, provide direction, and offer continuous guidance are better positioned to manage performance fluctuations across regions (Robbins & Judge, 2017). Thus, managerial leadership is not limited to supervision but extends to strategic decision-making that balances organizational goals with employee motivation.

Sales Force Motivation and Performance Management

Sales force motivation is a critical determinant of organizational success, particularly in industries where personal selling and relationship management are central to business growth. Herzberg's two-factor theory emphasizes that recognition, responsibility, and growth opportunities significantly influence employee motivation (Herzberg et al., 1959). In sales organizations, motivated sales personnel demonstrate higher productivity, better customer engagement, and stronger goal orientation (Churchill et al., 2000). Research by Dangol (2021) and Kumar et al. (2017) confirms that regular appraisal, fair evaluation, and managerial support enhance motivation and performance. Monitoring field activities, setting clear targets, and maintaining continuous communication further strengthen accountability and performance control (Armstrong, 2020). In pharmaceutical sales, where medical representatives interact closely with doctors and distributors, motivation and performance management become even more critical due to intense competition and regulatory constraints (Anderson & Oliver, 1987). Therefore, sales force motivation must be viewed as a strategic managerial function rather than a routine administrative activity.

Regional Sales Performance Analysis

Analyzing regional sales performance enables organizations to understand market dynamics, resource allocation efficiency, and managerial effectiveness across geographical units. Regional disparities in sales may arise due to differences in market potential, customer preferences, competitive intensity, or managerial supervision (Kotler & Keller, 2016). However, several studies caution that apparent differences in sales figures may not always be

statistically significant and should be examined through appropriate analytical tools (Malhotra, 2019). Research in sales management emphasizes that regional performance analysis should integrate descriptive metrics with inferential techniques to draw valid conclusions (Zikmund et al., 2013). In pharmaceutical marketing, regional analysis is particularly important because prescription behavior, disease patterns, and healthcare infrastructure vary across locations (Sahay & Sharma, 2018). Thus, systematic regional sales analysis supports informed managerial interventions and avoids decisions based on mere perception or intuition.

Strategic Role of Sales Meetings and Monitoring

Regular sales meetings and systematic monitoring mechanisms play a vital role in aligning individual efforts with organizational objectives. Sales meetings provide a platform for reviewing performance, sharing best practices, addressing challenges, and reinforcing strategic priorities (Piercy, 2010). According to Cravens and Piercy (2013), effective sales meetings enhance coordination, improve communication, and foster a sense of shared responsibility among sales teams. Continuous monitoring through weekly reports, field visit reviews, and performance dashboards enables managers to detect deviations early and initiate timely corrective actions (Armstrong & Taylor, 2020). Studies by Dalrymple and Cron (2010) indicate that organizations with structured monitoring systems achieve higher sales consistency and accountability. In pharmaceutical firms, regular monitoring of doctor visits, prescription generation, and stock management is essential for sustaining market presence and minimizing losses due to expired inventory (Srinivasan & Moorman, 2005).

Application of Statistical Tools in Managerial Decisions

The application of statistical tools in managerial decision-making enhances objectivity, reduces bias, and supports evidence-based management. One-way Analysis of Variance (ANOVA) is widely used to test whether differences in performance across groups or regions are statistically significant (Hair et al., 2019). Management researchers advocate the use of inferential statistics to validate managerial assumptions and guide strategic actions (Cooper & Schindler, 2014). Studies by Field (2018) and Kothari (2019) emphasize that statistical analysis enables managers to distinguish between random fluctuations and meaningful performance differences. In sales management, ANOVA helps assess whether regional sales variations warrant strategic restructuring or are merely incidental (Malhotra & Dash, 2021).

Thus, the integration of statistical tools strengthens managerial decisions and promotes analytical rigor in organizational problem-solving.

Managerial Implications for Pharmaceutical Organizations

Effective managerial approaches have significant implications for pharmaceutical organizations operating in competitive and regulated environments. Strong leadership, motivated sales teams, structured monitoring, and data-driven decision-making collectively enhance organizational efficiency and market competitiveness. Research by Porter (2008) highlights that managerial capabilities are a key source of competitive advantage. In pharmaceutical firms, managerial effectiveness directly influences product promotion, ethical marketing practices, and customer trust (Kotler et al., 2020). Studies suggest that organizations adopting analytical and participative managerial approaches experience better coordination, reduced inefficiencies, and sustained growth (Kaplan & Norton, 2001). Therefore, pharmaceutical companies must invest in managerial development, performance analytics, and leadership training to navigate dynamic market conditions and achieve long-term success.

Monitor sales performance consistently

Use data analytics to track key metrics and identify areas for improvement.

“But Sir , we are a pharma company and we are not that much concerned about the discounts and channelizing sales.” Exclaimed Ravi, our sales persons are directly connected with the wholesale dealers as well as Doctors. Sunil replied “Ravi monitor regularly the visits to the doctors by your medical representatives. We need to promote our new antiviral dose as in this rainy season the patients of Viral fever are going to be increased. Similarly ask them about to sort out the pending matters which are very high in your region about the sales return and expired stock settlement.

I have the data of sales of our company in last five months in all the four regions under me- (Figures in Lakhs Rs.)

Region North	Region South	Region East	Region West
80	120	180	130
100	110	120	90
120	90	160	120
80	140	60	160
70	40	80	150

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Questions:-

- 1 Conduct a SWOT analysis of this case.
- 2 What is the issue in this case?
- 3 Do you think the difference in sales in all the four regions is significant?

Objective-

This case study is focused on the managerial approach in a pharma company. The manager must know how to deal with the subordinates to get the desired results. The DGM MR Sunil Kumar is trying to teach the managerial approach to the subordinate Mr. Ravi who is not able to get the desired results in increasing sales. He is also guiding about how to form a strategy to cover the maximum market share.

Target Audience

The target audience of this case is students of BBA, MBA, Marketing professionals, Faculty members teaching Research Methodology and marketing subjects.

Teaching Schedule

- Case Reading and presentation-15 Minutes
- Discussion on Questions-20 Minutes
- Discussion on ANNOVA -15 minutes
- Feed Back -10 Minutes
- Questions-1 Conduct a SWOT analysis of this case.

Strength- The strength of the case is that there is a very efficient DGM sales who is very keen about the marketing strategies of the company. The company is producing medicines like anti viral drug which is required more in the current season. Mr Ravi Singh and his staff is also very hardworking and are dedicated to promote the market share of the company.

Weakness- The company officials need to learn how to increase the sales. They are not aware how to encash the opportunity in the market.

Opportunities- The company if work as per the guidelines of Mr. Sunil Kumar they can be leaders in the pharma industry. Company is related with the life saving drugs and can earn more profits if work with proper strategy.

Threats- If the right work action is not taken at right time the company may lose its market share and the staff will have to suffer and there may be a possible cost cutting in future.

Q 2 What is the issue in this case?

The manager must know how to deal with the subordinates to get the desired results. The DGM MR Sunil Kumar is trying to teach the managerial approach to the subordinate Mr. Ravi who is not able to get the desired results in increasing sales. He is also guiding about

how to form a strategy to cover the maximum market share. The sales figures are also taken care by the company DGM to draw a conclusion about the significance.

3 Do you think the difference in sales in all the four regions is significant?

We will apply the F test (ANNOVA) to check the significance for the sales figures-

Hypotheses

H₀ (Null Hypothesis): There is no significant difference in the sales figures among the four regions.

H₁ (Alternative Hypothesis): There is a significant difference in the sales figures among the four regions

Table: 01

One-Way ANOVA for Regional Sales Performance

SUMMARY	Count	Sum	Average	Variance
Region 1	5	450	90	400
Region 2	5	500	100	1450
Region 3	5	600	120	2600
Region 4	5	650	130	750

Table 1 presents the descriptive statistics for the sales performance of four different regions. Region 1 reported a total sales figure of 450 with an average of 90 and a variance of 400, indicating relatively stable sales. Region 2 showed a total of 500 sales with a higher average of 100 but a substantially larger variance of 1,450, suggesting more fluctuations in sales figures. Region 3 exhibited the highest variance (2,600) along with an average sales figure of 120, indicating both higher sales and greater inconsistency. Region 4 recorded the highest total sales (650) with an average of 130 and a moderate variance of 750, implying relatively higher but more stable sales compared to Region 3. These descriptive statistics indicate differences in mean sales and variability across regions, which necessitated a formal statistical test to determine whether these differences are statistically significant.

Table:02

ANOVA Output

ANOVA	SS	df	MS	F	P-value	F crit
Between Groups	5,000	3	1,666.67	1.282	0.31436	3.23887

Within Groups	20,800	16	1,300			
Total	25,800	19				

Table 2 provides the results of the one-way ANOVA test conducted to evaluate differences in mean sales across the four regions. The between-group sum of squares (SS) was 5,000 with 3 degrees of freedom, resulting in a mean square (MS) value of 1,666.67. The within-group variation accounted for 20,800 with 16 degrees of freedom, yielding an MS value of 1,300. The computed F-statistic was 1.282, which is lower than the critical F value of 3.23887 at the 5% significance level. Additionally, the associated p-value (0.31436) exceeded the threshold value of 0.05. These findings indicate that the null hypothesis cannot be rejected, implying that there is no statistically significant difference in average sales performance among the four regions. Thus, while descriptive differences exist, they are not statistically meaningful at the conventional significance level.

Findings

The case study of Fast Cure Pharmaceuticals Ltd. provides several important insights into managerial effectiveness, sales force management, and regional performance evaluation in the pharmaceutical industry. The analysis reveals that while sales figures varied across the North, South, East, and West regions during the five-month period, these variations were not statistically significant when examined using one-way ANOVA. The calculated F-value (1.282) was lower than the critical F-value (3.238) at the 5 per cent level of significance, and the p-value exceeded 0.05. This indicates that differences in average sales performance across regions cannot be attributed to structural or market-based regional disparities.

The findings further highlight that sales fluctuations are more closely linked to managerial and operational factors rather than geographical differences. Issues such as lack of consistent monitoring, reduced motivation among younger sales staff, pending sales returns, and inadequate follow-up on doctor visits emerged as critical performance-related concerns. The descriptive statistics showed that some regions experienced higher variability in sales despite having strong average performance, suggesting inconsistency in sales execution rather than market weakness.

Another important finding relates to the role of managerial leadership. The proactive intervention by the Deputy General Manager (Sales) underscores the importance of leadership in identifying performance gaps, motivating subordinates, and aligning regional

strategies with organizational goals. Regular meetings, daily interaction with field staff, and emphasis on seasonal product promotion (such as antiviral drugs during the rainy season) were identified as essential managerial practices for stabilizing and improving sales performance.

The application of statistical tools such as ANOVA proved valuable in supporting evidence-based managerial decisions. Instead of relying on assumptions or perceptions regarding regional underperformance, the statistical analysis enabled management to objectively assess sales data and redirect focus toward internal managerial improvements. Overall, the findings emphasize that effective leadership, motivation, coordination, and monitoring play a more decisive role in sales performance than regional market differences.

Conclusion

The present case study concludes that managerial approach is a critical determinant of organizational and sales performance in pharmaceutical companies. Although descriptive sales data indicated variations across regions, inferential analysis confirmed that these differences were statistically insignificant. This finding implies that regional sales performance at Fast Cure Pharmaceuticals Ltd. is not constrained by market potential or geographic limitations but is largely influenced by managerial effectiveness and sales force execution.

The study reinforces the importance of proactive leadership, continuous communication, and motivational practices in managing sales teams. The role of the Deputy General Manager (Sales) in diagnosing issues, guiding subordinates, and emphasizing systematic monitoring demonstrates how managerial intervention can address performance challenges without structural changes in market strategy. Furthermore, the case highlights the practical relevance of statistical tools such as ANOVA in managerial decision-making, enabling leaders to base their strategies on empirical evidence rather than intuition.

In conclusion, Fast Cure Pharmaceuticals Ltd. can enhance its sales performance by strengthening internal managerial practices, improving sales force motivation, ensuring regular monitoring of field activities, and promoting data-driven decision-making. The case offers valuable managerial insights for pharmaceutical organizations and serves as an effective teaching tool for management students by integrating leadership concepts, sales management practices, and quantitative analysis. The study ultimately underscores that

sustainable organizational performance is achieved not merely through market expansion but through effective managerial leadership and coordinated team efforts.

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