

## **EXECUTIVE SUMMARY**

This qualitative case study was carried out in relation to GlaxoSmithKline (GSK) Pharmaceuticals Sri Lanka on the theme of achieving successful sales performance through rewarding, ethical marketing and technology.

GSK has been an industry leader in adopting novel and innovative ways of working and being ethical in all its business processes and practices. GSK takes the pride in differentiating itself as the most ethical company in the pharmaceutical industry and the initiative to remove sales targets from the sales force and new reward system laid up on qualitative behavioural measures have been the clear evidence of these practices. Accordingly this case study unfolded the story of the achieving successful business performance in terms of sales at GSK through employee reward system, ethical marketing practices and adopting innovative technology which is being influenced by the ethical orientation of the company's leadership of the Managing Director.

Primary data for this study was gathered through in-depth interviews with the top management and key external customers of doctors using a structured interview guide. Focus group discussions were held between brand managers and sales managers to obtain primary data in support of the study. Meanwhile, secondary data was collected from alternative sources such as news paper articles, pharmaceutical market data reports, intranet, company website, internal financial reports and process documents. Data analysis is carried out using transcribing and thematic analysis as discussed in a case study workshop at PIM.

Three key drivers were identified in the case framework; employee reward system, values based marketing practices and innovative technology as the drivers enabling organizational performance specifically sales at GSK. Meanwhile, the ethical orientations of the leadership of the managing director along with the dynamic external environment were recognized as moderator variables thus influencing the key drivers and its relationship with the outcome; organization's sales performance.

Although GSK has already taken key initiatives to achieve and sustain its organizational performance in terms of sales, the author suggested few recommendations through which the company can further institutionalise the new initiatives and sustain the its performance or to achieves sales performance.