



Project Summary



INDUSTRY
Pharmaceuticals



EMPLOYEES
60,000



OUTCOME
Sales Transformation

Organizational Challenge:

The pharmaceutical industry has faced unprecedented change in recent years, including, but not limited to:

- Changes to the payer environment that restrict a physician's ability to prescribe prescriptions they deem most beneficial
- Increased competition from lower-cost, generic alternatives to branded medicines
- Increased administrative burden and patient load, making it difficult for physicians to spend time with representatives or attend drug information and education sessions
- Increased regulations shaping the nature of prescriber-representative relationships and how information can be promoted and shared
- The number of products in the market for a given therapeutic area, making it challenging for representatives to differentiate themselves and their products

These challenges made it increasingly difficult for Sales Representatives to engage in meaningful dialogue with their customers on a regular basis.

Performance-Based Solution Components:

- ✓ Role Excellence Profile (REP) for the Primary Care Sales Representative
- ✓ Learning & Performance Framework
- ✓ Shift in training delivery model (from 70% onsite/30% virtual to 30% onsite/70% virtual)
- ✓ Electronic Field Coaching Form (for Managers)
- ✓ Core, Advanced, and Specialist Sales Training Curricula

True and lasting sales transformation requires organization-wide socialization, support, and on-going stakeholder management.

When the blueprint of performance is incorporated into every facet of the role, from onboarding to career advancement, the result is an organization that can accelerate the role's individual and collective performance and business impact.

CLIENT IMPACT



4 to 6 months

Reduction in time to proficiency for new sales representatives



68%

Increase in time spent on job-relevant skills and topics during onboarding



\$750K

Reduction of annual logistical costs associated with monthly live training

- Tenured representatives upskilled through advanced and specialist training curriculum
- Managers equipped to coach to new standard of excellence
- New hires reported enhanced work-life rhythm as they repurposed travel time for learning