

3-phase process
250+ sales professionals
100+ regional sales managers

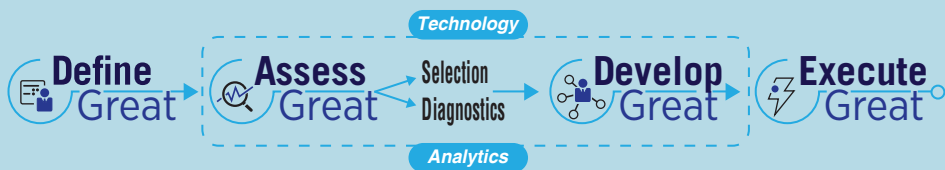
# HOW TO Change a 100-YEAR-OLD SALES MODEL

Defining, Assessing, and Developing Great Pharmaceutical Sales Professionals for a New Era

## Out With the Old Model

In my experience, no industry has changed more over the past decade than the American healthcare industry. The traditional family doctor is now part of a large, consolidated organization, often integrated with a network of hospitals led by complicated bureaucracies. In this top-down environment, some hospitals do not allow pharmaceutical reps to call directly on physicians anymore, a trend that is increasing. Access has dwindled, and the role of and skills needed by our reps has changed dramatically.

As a leading pharmaceutical company, we realized that it was futile to continue using a 100-year-old sales model in this environment. In response, our sales organization developed new sales strategies and customer-facing models. Then, we reached out to Advantage Performance Group to help us implement them successfully.



## Start With a Definition of Success

Before designing the training, Advantage brought in their strategic partner BTS's Global Assessment Practice to help us "Define Great." They interviewed key stakeholders to leverage their perspective on what great sales execution looks like. Then they compared those findings to industry best practices, trends, and continuous BTS sales research, both inside and outside the world of pharma. After careful analysis of the data, the team created a "Role-Specific Impact Profile" of required success factors that were fully aligned with our sales strategy and needs.

In the next step, the team "Assessed Great" through a robust, cloud-based 360 survey to uncover gaps and rate sales professionals against their respective profiles. Individual and aggregate reports were then used to create individual development plans as well as broader curriculum for the sales organization.

Armed with this information, the Advantage team designed a strategic training journey intended to "Develop Great" sales leaders and professionals. For one audience, they developed a customer understanding simulation that helps reps gain the new skills and understand the need to bring value to customers as they call higher and wider at hospitals and medical groups. For another, a strategic business acumen simulation focuses on helping sales leaders run their territory as if it were their own business, making strategic tradeoffs to maximize patient outcomes, customer satisfaction, and business results.

## Keep an Eye on the Target

By bringing in Advantage early, we were able to define a strategic outcome prior to developing the training curriculum. By understanding what success looks like in advance, Advantage built a targeted curriculum that fully supported our sales strategy. Since then, our reps that have attended the training are interacting more deeply with customers and are better able to communicate value from the customers' perspective, while our sales leaders are better able to run their business in alignment with the sales strategy.

“It’s incredible that we were using a 100-year-old model – literally 100 years old! – for getting people in front of doctors. Our customers’ world has changed so much. This process was incredibly valuable.”

– Sales Vice President,  
Leading Pharma Company