

## *International Pharmaceutical Company (Canadian Division)*

### **Business Challenges**

- To be No. 1 in Customer Satisfaction within Canadian Pharmaceutical industry
- Develop and retain the best sales force
- Sustain sales revenues during an impending merger

### **Initiatives**

- Focused & Developed strategically aligned Sales Competencies
- Established a common vocabulary of Sales Competencies
- Identified opportunities for improved Customer Satisfaction
- Developed a process to coach & influence Key Opinion Leaders
- Developed & conducted a series of Coaching Clinics for key sales field personnel and their managers
- Designed a new set of Marketing Competencies
- Developed a set of Management Competencies
- Developed & installed a learning system to support Seibel CRM tool implementation
- Led initiatives to align CRM tool, sales compensation, recruitment, performance management system, including changing sales reps PDP (Performance Development Plans)
- Developed competency development tracking software with clients IT Department
- Coached senior managers during the merger
- Merged two training departments

### **Results**

- Implemented an intensive coaching program based on a new Sales Competency framework
- Increased repeat access to key opinion leaders
- Empowered key sales personnel to view themselves as independent CEOs of their territory
- Developed an Influence Model
- Customer Satisfaction ratings improved from 4<sup>th</sup> to 2<sup>nd</sup> inside 12 month period
- Company made their stretch sales target while going through a merger
- Senior management attributed increase in sales to the above
- Level of coaching of reps increased 300%
- Call averages rose 110%
- Canada was rated as best managed merger by Corporate HQ

### **Update**

Currently implementing a series of Coaching Clinics for Management. The Canadian Division is serving as a referral site for transferring the model to other divisions.