



Summary We were engaged by one of the world's top biopharmaceutical companies to help improve the efficiency and professional development of its sales force. The goal was to develop curricula for the professional development of the oncology sales force which would facilitate growth in sales. We began by conducting a needs assessment to identify gaps in the sales training curricula and completed by providing an overall recommendation for improvement that would build upon the foundation for the department's strategic plan to improve and foster professional growth with superior field training, exceed several industry standards, and positively impact corporate sales.

Analysis Here are the steps we used in this case:

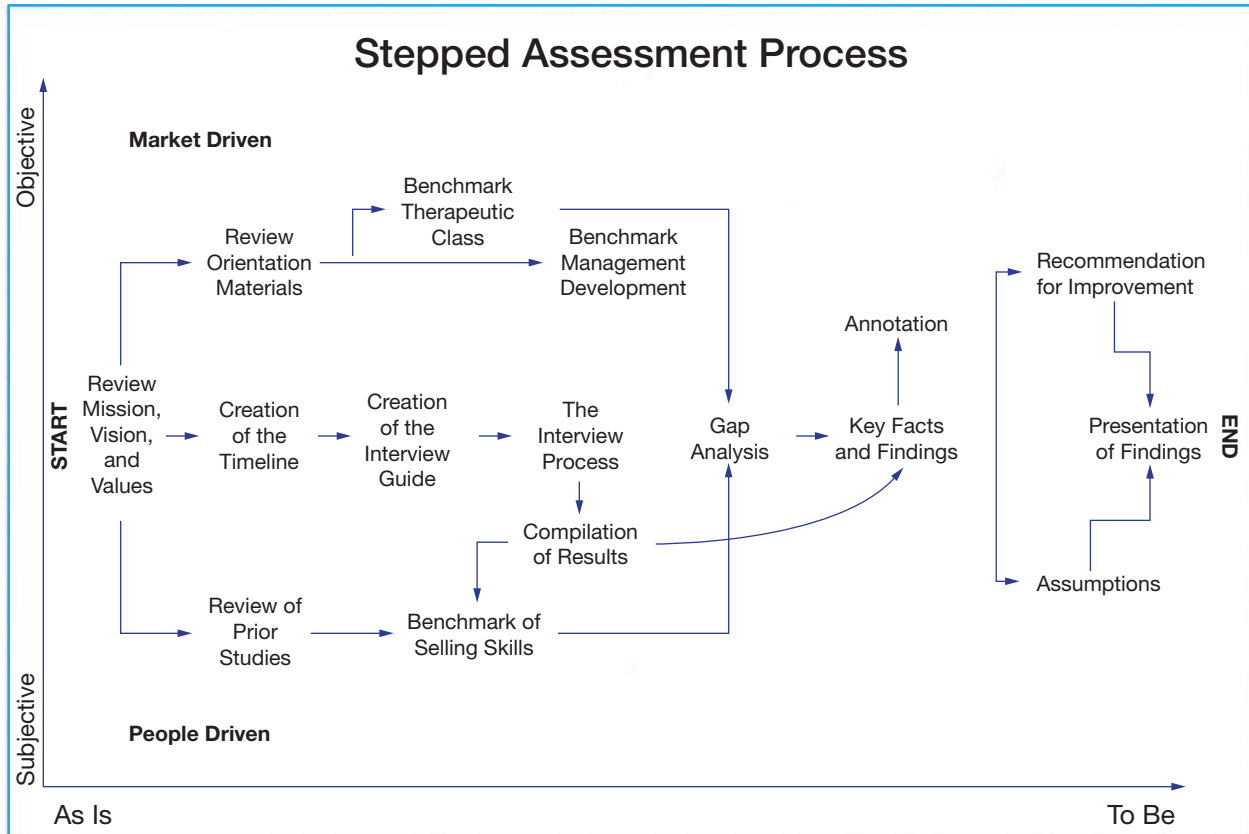
- Develop a benchmark baseline assessment of current practices;
- Gather industry research and company research;
- Recommend improvement

Analyzing results as compared to industry best practices showed a gap in these areas:

- Product Training Curriculum;
- Selling Skills Training;
- Field Sales and Sales Management Career Development;
- Effect and Responsible Communications;

The Project Team included a Subject Matter Expert (SME) whose role it was to validate the process and procedures. The process used to ensure integrity in our analysis involved a series of progressive analytic steps. The diagram below visually represents the steps and their relationship to each other. With each progressive step key facts and findings became evident.

Sales Force Assessment





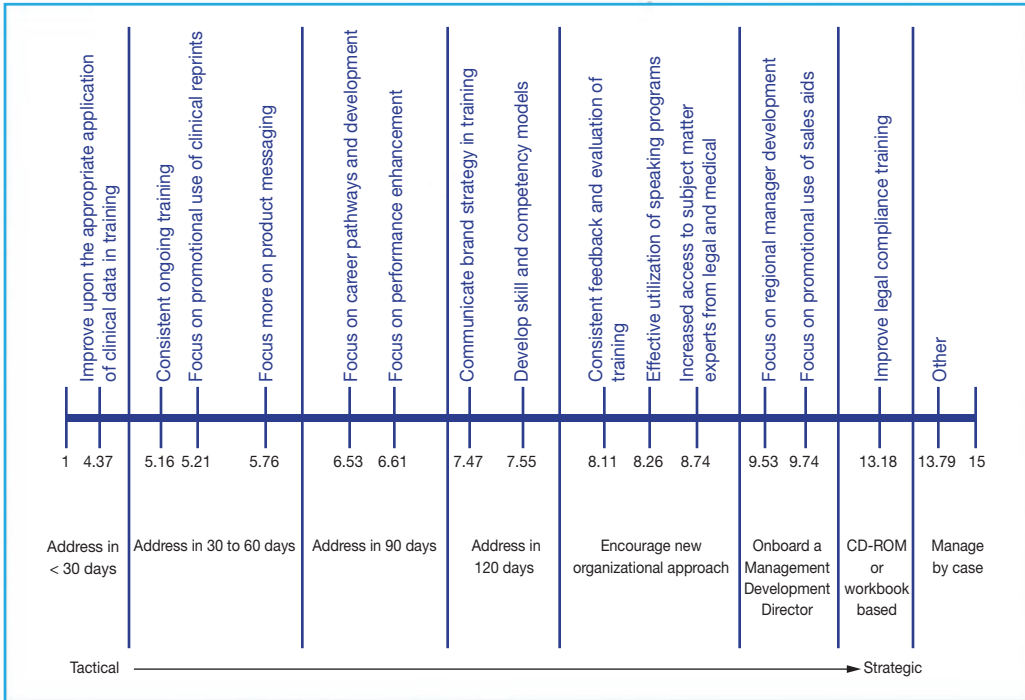
Challenge

- Review the company’s vision, mission and values;
- Review Training and Orientation materials for new hires;
- Review ongoing training programs;
- Review career advancement opportunities both management and non-management;
- Interview a sampling of sales personnel to discover shortcomings and problem areas;
- Compile results of interview;
- Combine all with industry best practices
- Develop a gap analysis;
- Recommend improvements;
- Present a plan for implementing improvements

In order to provide an aggregate view of the data gathered from the interviews, we characterized each response as one of the following:

- “Enabler” defined as something that (if executed properly)represents an opportunity for positive change and improvement;
- “Barrier” defined as something that must be resolved before organizational change can occur;
- “Challenges” defined as common concerns expressed among a majority of respondents;
- “Observation” defined as a summary of general attitude of the group’s response.

Solution



Conclusion

It became apparent there was a clear need for formalized processes and consistent training in two critical areas – Management Development and Selling Skills. Additionally, career pathways were needed to support ongoing career development.

Follow-up

Follow-Up

As a result of this effort the company purchased a Selling Skills Program, developed a new career development track and implemented clinical studies training in oncology and provided it to their sales force.