

Case Study

Customized Account Management Learning & Development Program Brings Consistency and Sales Efficiencies to Global Pharmaceutical Company



BACKGROUND

In 2006, a global pharmaceutical company completed a merger with a complementary organization. Following the merger, the U.S.-based sector of the organization recognized the need for Account Managers coming from both sides of the newly merged company to have:

- A common set of foundational account management skills
- Maintain client satisfaction and ensure consistent service
- A common language
- Business processes to improve operational efficiencies

CLIENT PROFILE

- Large, global pharmaceutical company with 3,000 employees in the Americas
- Over \$3B in revenue for the Americas region (FY14)
- Focused on bringing innovative and effective new medicines to physicians and patients

The company selected The Brooks Group to train the Account Managers, and subsequently other teams.

SOLUTION

Initially, The Brooks Group met with senior leadership at the pharmaceutical company to identify which areas of training would need to take priority and which teams would initially participate. Senior leaders worked with The Brooks Group to identify challenges facing the Account Managers when interacting with prospects and clients, including: identifying who the key decision maker is; understanding organizational dynamics and how internal politics may play a factor in the conversation; and how to change the current mindset in the industry – rather than focusing on price as the critical determining factor, clients should consider the value the Account Manager brings.

Armed with an understanding of the company's pain points and target audiences, The Brooks Group designed a customized learning and development program, focusing on several of The Brooks Group's signature training programs: Account Management, Executive Level Presence, and Value Proposition. Main topics in each program include:

- | | |
|--------------------------|---|
| Account Management | <ul style="list-style-type: none">• Strategic Account Planning• Critical Thinking and Innovation• Business to Business Conversation Model |
| Executive Level Presence | <ul style="list-style-type: none">• Develop and Concisely Deliver an Executive Summary• Key Aspects of a Power Introduction• Learning to Read the Crowd and Identify Supporters |
| Value Proposition | <ul style="list-style-type: none">• Creating a Value Proposition that Integrates with the Client's Organization |

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The program was then further tailored for each target audience's role and group. After training the U.S. Account Executives, The Brooks Group expanded the scope of the program by training the Medical Science Liaison team, Sales, Managed Markets, and others, at the client's headquarters or at off-site locations.

RESULTS

Over the past ten years, The Brooks Group has provided ongoing, annual training for nearly 400 employees with the company. Each year's training curriculum builds upon the prior year, considering external account changes, internal organizational changes, and the company's current products and services.

As a result of the learning and development program, Account Managers and employees across other teams are:

- More consistent in their client service and sales approach
- Better articulating the value they bring to clients and prospects
- Improved efficiencies in the sales cycle by more quickly identifying Key Decision Makers
- More successfully calling on larger accounts by thinking more broadly as to how their products are utilized
- Changing the mindset from price-driven decisions to value-driven decisions
- More confident in client and sales presentations and better able to convey their message

CONCLUSION

Senior leaders at the pharmaceutical company agree that The Brooks Group's customized and comprehensive training programs are a significant benefit to its employees. By investing in their employees' skillsets, the company continues to retain top talent and its customers.

"We continue to turn to The Brooks Group year after year for our employee training. Whether they are working with larger or smaller groups of employees, their team is engaging and effective. We look forward to continuing our relationship with The Brooks Group."

- Senior Leader at the Client

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