

Case Study

Small Pharmaceutical Manufacturer Competes with Large Competitors by Using New Strategies Gained at The Brooks Group's Training Program



BACKGROUND

A small pharmaceutical manufacturer fielded a product in the highly competitive market for drugs designed to prevent blood clots or heart attacks in people with severe chest pain and in those who are undergoing a procedure called angioplasty (to open blocked arteries).

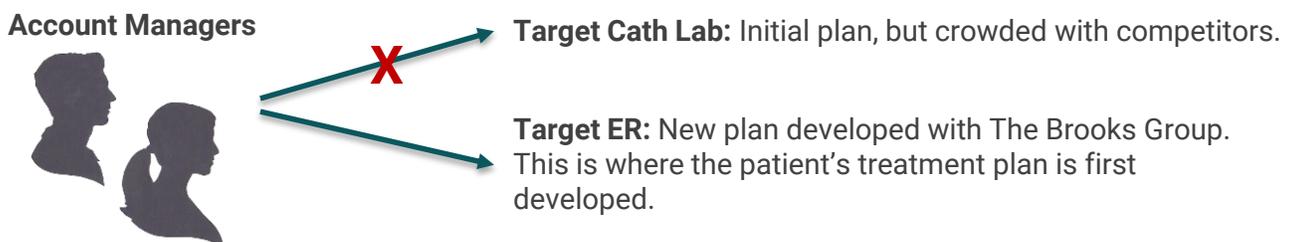
The pharmaceutical company followed the same practices of their two major competitors, and hired Account Managers with catheterization laboratory experience to market this product, since this is where the diagnostic imaging equipment used to visualize the arteries of the heart is located within a hospital.

While these hires were the logical choice, the pharmaceutical company was quick to realize that the Account Managers were not delivering the results they anticipated – rather, by following the same strategies as their largest competitors, all three companies began “slugging it out in the cath lab” for a fixed number of prescriptions.

SOLUTION

Realizing they would not be in a position to hit their company goals and gain ground over their much larger competitors, the pharmaceutical company hired The Brooks Group to conduct an in-depth training program, including a strategy session.

During the Brooks Group facilitated session, as part of the environmental assessment (our business reality), it was realized that most prescriptions for which drug to utilize on a particular patient actually originate in the Emergency Room (ER) when the patients were initially brought in with their symptoms. Once the prescribing decision was made, the patient was only rarely switched to a competing product by the cath lab. Why were none of the Account Managers from any of the competing companies not calling on the Emergency Room physicians and nurses? They simply didn't have a network in the ER and were uncomfortable going into that environment.



CLIENT PROFILE

- **Geography:** U.S.
- **Size:** Small to midsize
- **Industry:** Pharmaceuticals
- **Product:** Medication to prevent blood clots or heart attacks

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SOLUTION, CONT.

With this realization, the company immediately developed a strategy to differentiate themselves in the ER. Account Managers were educated on the unique ER environment, providing them with the competence and confidence to engage healthcare providers.

RESULTS

Within six months, this newly-launched product in a highly competitive space secured:

- 35% market share
- 11% coming at the expense of their largest competitor
- And 24% from the second company

With this market share, the pharmaceutical company had virtually eliminated one of their previous competitors. The company had over \$220M in annual revenue with a net margin of 19%.

CONCLUSION

Leaders at the pharmaceutical company agree that training program and strategy session facilitated by The Brooks Group was directly responsible for the creation of their new sales strategy, which allowed them to eliminate one of their top competitors.

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