

## » CASE STUDY

# TOP 10 PHARMACEUTICAL COMPANY

## Objective

Competition in the pharmaceutical sales field is fierce, and gaining access to physicians creates headaches for sales representatives that no aspirin can cure. For example, during an eight-year span, the number of pharma reps increased by 94%, while the number of physicians increased only 15%, and 40% of all physicians are characterized as “no-see/low-see.”

Working for one of the top 10 companies in the pharmaceutical industry is no guarantee the doctor will take your call, as the sales force of a globally respected pharmaceutical company discovered. The young representatives were new to sales, lacked confidence, and experienced difficulty breaking through barriers. After they made a connection, many did not have the ability to navigate from the gatekeeper to the prescriber or to engage in consultative dialogue.

Experienced managers faced challenges as well. Most were entrenched in an established corporate culture and uncertain how to motivate free-spirited members of Generation Y.

## The Solution

The company engaged ASLAN Training & Development to design a program for a division dedicated to growing market share in a specialty area in which loyalty was low.

The process involved three deliverables:

- » Customized content
- » Account development skills training program
- » High-Performance Coaching, manager certification program

## Customized Content

### Specific Tools to Address Each Client's Challenges

How do you transform an interaction from being perceived as a nuisance to “You had me at hello?” With customized tools and content that trains reps to overcome hurdles and engage in meaningful dialogue.

The client, one of ASLAN's founding partners, and a with one of the firm's seasoned consultants possessing deep medical industry experience, examined industry macro and micro issues and collaborated client to pinpoint specific problems. They then designed a training program — infused with ideas, tools, information, and verbatim suggestions — for reps to eliminate barriers and engage in meaningful conversations with physicians.

## Training Program

### Powerful Sessions for Lasting Behavior Change

To ensure the program was more than an entertaining event, ASLAN provided the foundation for lasting behavior change with creative learning techniques, reference tools, and conversation guides with sales-ready messaging. Participants learned how to address the following major challenges:

- » Quickly build relationships and alliances within the office to gain sponsorship
- » Navigate barriers to gain access to the prescriber
- » Engage emotionally unreceptive physicians who deliver canned responses to avoid a meeting
- » Respond to the prescriber's misconceptions and beliefs about products, ensuring they are receptive to changing prescribing habits
- » Develop a creative account management process to build loyalty and gain a competitive advantage with stalled accounts

# High-Performance Coaching

## The Key to Making it Stick

Most programs fail because they don't provide the management team or the reps with the tools and support to continue the skill development process. ASLAN ensured the success of the program by:

- » Certifying the managers for coaching and training reinforcement
- » Providing tools for manager assessment, skill builders, and personal development plans
- » Developing self-assessment tools for reps
- » Ongoing one-on-one coaching sessions with managers
- » Offering free monthly subscriptions to ASLAN Applications

Pharmaceutical managers attended training sessions with the sales reps. After completion, the ASLAN consultant returned to conduct a separate two-day class with managers to reinforce the reps' training. Through this, the managers learned skill-building exercises and coaching techniques. In addition, ASLAN developed assessment tools to help managers evaluate reps' progress.

## The Results

"I've been with this company for 25 years and this is the best sales training I've ever attended," remarked a sales manager. Participants agreed. Everyone one said the program exceeded or met their expectations. And the training resulted significant inroads by the reps.

Shortly after the ASLAN program, the number of calls getting through to prescribers doubled. The company now reports that reps easily engage in conversations with gatekeepers, and they build relationships with office staff thanks to enhanced communication skills.

"I've already recommended ASLAN's training program to others because of the success we've seen," said the sales director. "It's better than other courses because it gives participants specific language to use rather than focusing on theories."

"I'VE ALREADY  
RECOMMENDED  
ASLAN'S TRAINING  
PROGRAM TO  
OTHERS BECAUSE  
OF THE SUCCESS  
WE'VE SEEN. IT'S  
BETTER THAN OTHER  
COURSES BECAUSE IT  
GIVES PARTICIPANTS  
SPECIFIC LANGUAGE  
TO USE RATHER  
THAN FOCUSING ON  
THEORIES."  
SALES DIRECTOR

Since 1996, in over 25 countries, ASLAN Training & Development have been helping bridge the gap in sales force execution in many of the world's largest sales organizations. Beyond the typical training event, our solutions and expertise are focused on the four critical areas needed to ensure sustainable change:

- » Tactics – Establishing the methods, message and metrics that are consistent with high performing sales organizations
- » Rep Development – Customized skill development programs for each of the 11 unique sales roles
- » Leadership Development – Providing the tools and programs to ensure sales leaders transition from just measuring performance to truly driving change
- » Road Map to Transformation – Includes leadership certification, rep and manager development resources, & sales dashboard to track and measure the three areas that drive results

Let ASLAN help build your bridge between today's status quo and your sales execution of tomorrow.

