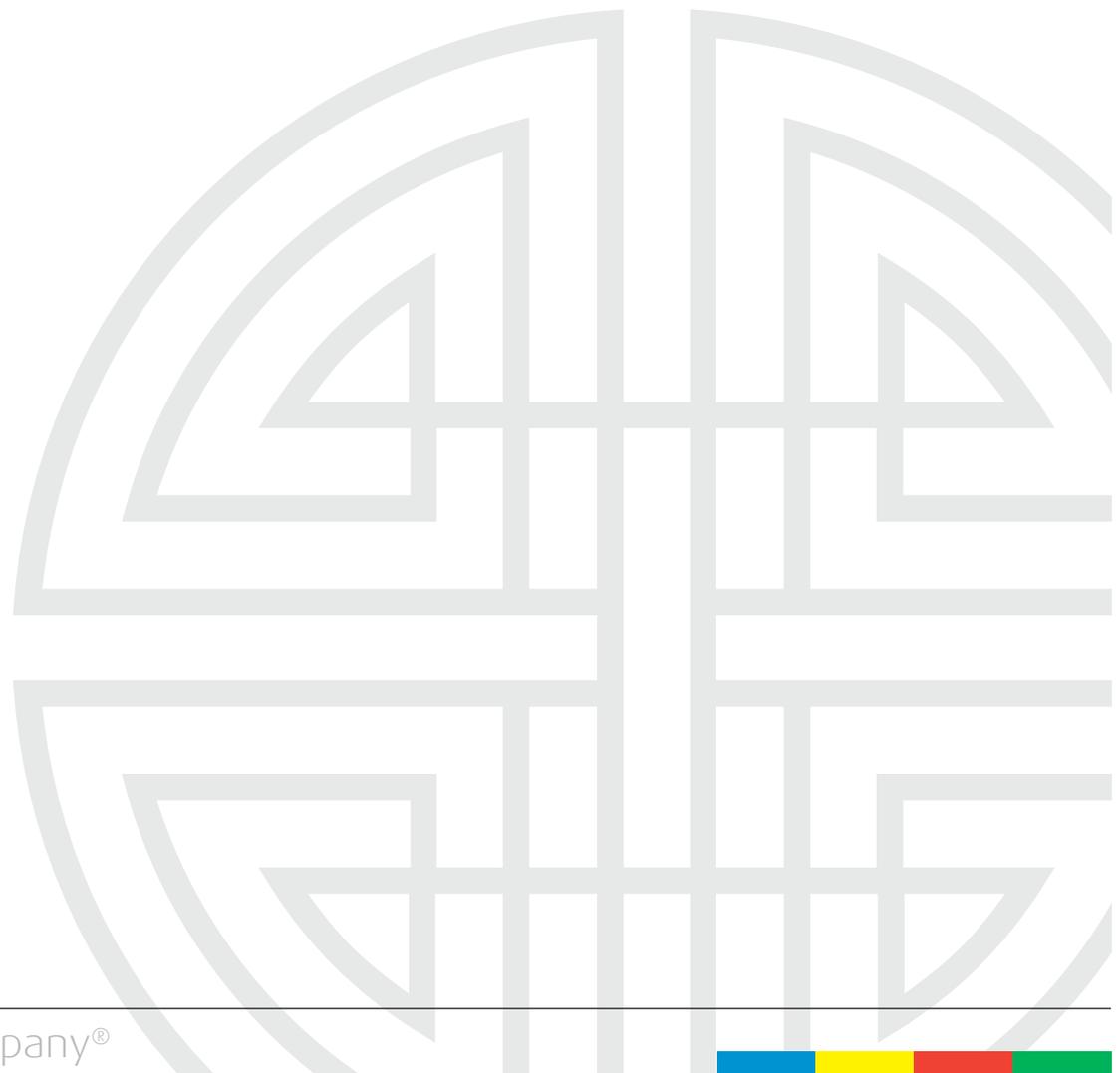


## Case Study

### 'ABC Company' (Pharmaceutical Industry)

Think before you sell: redefining a sales strategy using Whole Brain® Thinking



**Industry:** Pharmaceuticals

**Project:** Reducing learning and development cycle times and improving effectiveness of sales force communication

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## About 'ABC Pharmaceutical Company'

ABC is a multinational distributor of pharmaceutical products and services to hospitals, physician's offices, pharmacies, mail order facilities and alternate care facilities. In Australia, the company also operates a research and development function and employs more than 200 sales representatives.

## The challenge

ABC is constantly faced with a limited window of opportunity to thoroughly train sales representatives to sell new drugs effectively. It is common for competitors to launch similar products or services in a short period after ABC launches a product—often just a matter of months. However, the company estimated that the average time for a new ABC sales representative to achieve job mastery of a new product was 24 months.

As ABC prepared to launch a very promising new drug with enormous sales potential in Australia and New Zealand, the company realised that 24 months was not acceptable for its sales force to achieve job mastery. The company predicted it had approximately seven months before competitors adapted something similar. In addition, ABC knew that its sales force wasn't

nearly large enough to maximise the opportunity with this new drug. Inevitably, for this and other new drugs, new sales representatives would need to be utilised.

ABC enlisted Herrmann International Asia to help create a sales training program that would:

- ◆ cut in half the time it took new sales representatives to achieve job mastery with new products
- ◆ improve the effectiveness of the sales process by teaching sales representatives to better communicate with specific types of customers
- ◆ enhance the impact and effectiveness of training managers/coaches by helping them to tailor their coaching to individual sales representatives
- ◆ drive financial results of new and existing products.

## The solution

Herrmann International Asia worked with ABC to develop an ongoing sales training program. The program, called 'Horizons', was based on the highly validated Herrmann Whole Brain Model™, which shows people how to recognise and apply different thinking styles, rather than merely operate using their preferred approach.

The Horizons program established a general environment in the sales training process that supported and reinforced learning. It also educated sales coaches to understand their own thinking preferences first, and then to understand how to tailor their coaching style to mesh with a particular sales representative's thinking preferences.

# We use the Whole Brain Model™ to teach the sales rep to know that they will encounter a number of different people with different thinking preferences as part of a normal sales call.

The Horizons program also specifically outlined the implications that sales representatives' individual thinking preferences had on mastering the demands of their jobs—in this case, mastering the selling of new drugs.

Finally, the Horizons program allowed for the ongoing development of tools that would encourage a Whole Brain® approach for all sales representatives, regardless of their thinking preferences. Many of these tools were focused on providing sales representatives with strategies for effectively dealing with the different customer thinking styles they would inevitably encounter. The program included potential situations with the decision maker of the customer's organisation, as well as many other individuals within the customer's organisation who could affect the sales decision in some way.

ABC was so impressed with the effectiveness of the Whole Brain Model and the initial outcome of the Horizons program that it expanded the program to be delivered to not only new sales representatives but also experienced sales personnel. Herrmann International Asia was also invited to speak at the company's annual sales conferences over the next three years.

## The results

ABC declared the redesigned sales training program based on Whole Brain Thinking was a success on many levels. The launch of the new product that initiated the new sales training program was successful, and qualitative feedback from sales representatives and training managers was extremely positive.

Results of the overall sales training program at ABC were measured in various ways:

- ◆ The program reduced the cycle of job mastery of new sales representatives from 24 months to seven months—greatly exceeding (by five months) the goal of cutting the cycle in half.
- ◆ The program increased sales revenue over three years, and improved results in efficiency across the sales division each year.
- ◆ The company expanded the training to the entire sales staff, not just new sales representatives.
- ◆ The company expanded the use of the Whole Brain Model to other parts of the organisation outside of the sales division.

better results through better thinking

## Clients

Herrmann International Asia's clients include:

<b>Air NZ</b>	<b>Flotech</b>	<b>Rutherford Group</b>
<b>ANZ</b>	<b>Frucor</b>	<b>St George Bank</b>
<b>Australian Central Credit Union</b>	<b>Janssen-Cilag</b>	<b>Southern Cross Healthcare</b>
<b>AXA</b>	<b>IBM</b>	<b>Telecom NZ</b>
<b>Bank SA</b>	<b>Manukau City Council</b>	<b>Transfield Worley</b>
<b>Bendigo Bank</b>	<b>Manukau Water Limited</b>	<b>The Warehouse</b>
<b>Coca Cola Amatil</b>	<b>Microsoft</b>	<b>Victorian Curriculum and Assessment Authority</b>
<b>CPA Australia</b>	<b>Ministry of Education</b>	<b>Warehouse Stationery</b>
<b>Department of Community Services QLD</b>	<b>Nestles</b>	<b>Westpac</b>
<b>Department of Conservation NZ</b>	<b>PNB Paribas</b>	<b>Worley Parsons</b>
<b>Department of Primary Industries</b>	<b>PricewaterhouseCoopers</b>	<b>Zespri</b>
<b>E-Time</b>		

## International clients

Herrmann International clients include:

<b>Allstate Insurance</b>	<b>GE</b>	<b>Nortel Networks</b>
<b>American Express</b>	<b>Home Box Office</b>	<b>Novartis</b>
<b>AT&amp;T</b>	<b>IBM</b>	<b>Procter and Gamble</b>
<b>Bank of America</b>	<b>Johnson &amp; Johnson</b>	<b>PR Donnelly &amp; Sons</b>
<b>Barclays</b>	<b>Kaiser Permanente</b>	<b>Shell Oil</b>
<b>Boeing</b>	<b>Marriott Hotels</b>	<b>US Navy</b>
<b>Coca Cola</b>	<b>Morgan Stanley</b>	<b>Weyerhaeuser Corporation</b>
<b>Disney University</b>	<b>MTV Networks</b>	<b>Wharton School of Business</b>
<b>DuPont</b>	<b>National Semiconductor</b>	<b>Xerox</b>
<b>Frito Lay</b>		



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The Originators of Whole Brain Technology® and the Creators of the Herrmann Brain Dominance Instrument® (HBDI®)

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