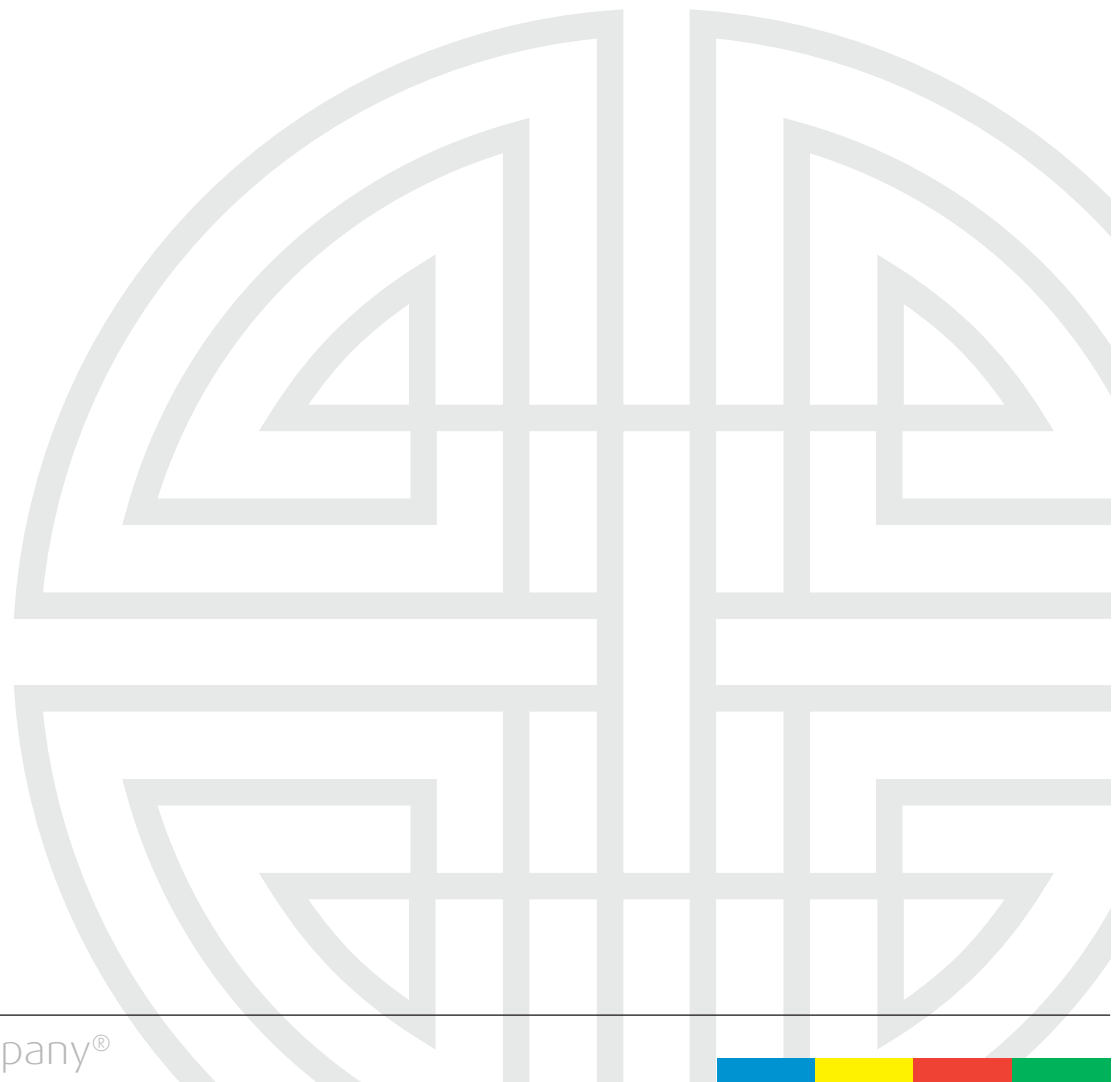


Case Study

'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

By: **Michael Morgan**
CEO, Herrmann International Asia

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:

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

International clients

Herrmann International clients include:

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



www.herrmann.asia

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

Asian Headquarters—Sydney

PO Box 383
Pymble NSW 2073
Australia
Phone: +61 2 9880 2333
Fax: +61 2 9880 2343
www.herrmann.com.au

Auckland

PO Box 33347
Takapuna, North Shore City 0740
New Zealand
Phone: +64 9 485 3270
Fax: +64 9 488 0555
www.herrmann.co.nz

Melbourne

Suite 4, 96 Camberwell Rd
Hawthorn East VIC 3123
Australia
Phone: +61 3 9813 3332
Fax: +61 3 9882 2843
www.herrmann.com.au

Singapore

150 Orchard Rd
#07-02 Orchard Plaza
Singapore 238841
Phone: +65 9 734 9255
Fax: +65 6 738 4763
www.herrmann.com.sg