

# READ HOW A LEADING DANISH PHARMACEUTICAL COMPANY IS RESHAPING CONVERSATIONS TO MEET THE NEEDS OF FUTURE CLIENTS

# Pharma

- STARTING POINT**
- The sales role and market are rapidly evolving
  - Doubling the FTE, launching a new product, appointing a new Country Manager, among other changes
  - The goal is to gain access to HCPs/hospitals through data, omnichannel approaches, etc.
- CHALLENGE**
- A new generation of doctors update themselves without sales rep visits
  - Consolidation of practices demands that clients see value in every interaction
  - The ambition to be a preferred partner alters the customer journey, requiring changes in training, guidance, and availability of medical professionals, as well as more integrated interactions across channels
- PROCESS**
- Deep Dive into over 1,000 pages of analysis, measurements, processes, documents
  - Creation of a thesis catalog, interview guide, kickoff, coordination, etc.
  - In-depth interviews with key stakeholders in Frontline and Back Office
  - Real-time observation over 26 days across three business units, followed by customer interviews, attendance at training sessions, listening in on external call centers, etc.
  - Processing all collected data and reporting to EMT, Sales, Back Office, HR, and others
- RESULT**
- Validated insights into what creates the most and least value for clients
  - Identification of the three main factors determining whether clients engage with the company and the drivers of new sales behavior/culture
  - Insight into the root causes of collaboration/cultural barriers
  - New territories, team compositions, GTM strategies, sales processes, pitch, meeting booking, and more
- TIPPING POINTS**
- Leadership's courage to choose a partner from outside the pharmaceutical industry
  - Commitment and resilience in implementing and embedding insights internally
- FINAL DELIVERABLES**
- Comprehensive plan including enablers, pitfalls, expected outcomes, and secondary effects
  - A detailed playbook on how pharmaceutical reps should work in the future, according to clients
  - A format for an evidence-based description of value-creating client dialogues (artifact)

“ I refer to your findings in many respects. It has been truly valuable to get your perspective on our business. ”

ComEx Director