

International Sales Development in the pharmaceutical/medical sector

During 2010, the European headquarters of a colossus in the pharmaceutical/medical sector decide to invest in developing the strategic skills of its sales network. The intention was to take a step up from the classic training on advanced sales techniques, with a view to strengthening and sharpening the skills of National Sales Managers (NSM).

This was where Praxi Sales and Marketing came in, along with the London company Consalia (of which PRAXI is a shareholder).

Context

The project began with a detailed analysis of the strengths and the areas for improvement of the business network in the various European countries, from which a number of interesting aspects emerged:

- the need to uniform the skills development model at European level
- the complexity of handling a development project in countries with different cultures, languages and levels of sales performance
- the need to help NSM develop both strategic and commercial skills and coaching skills, so that they can in turn coach product specialists.

Methodology

The project was spread over a year, to allow for the gradual implementation of the practical tools acquired by the NSM.

The three encounters organised by the company each year for the whole sales network (two at European and one at national level), saw the transmission, in different classrooms for each country, of the advanced sales tools and skills suggested by the gap analysis conducted at the preceding stage of the sales performance survey.

During the first two sales meetings, Praxi consultants conducted the training, while in the third they took care of shadow coaching, leaving the primary training role to the NSM.

In the periods between the encounters, the NSM were put on a personal coaching

programme, in order to:

- make the most of the strengths of each individual NSM and come up with a customised development project
- set the strategic resources straight to work on practical tasks, so as to remove filters and resistance and boost personal motivation
- provide structured, immediate feedback on the coaching encounters between the NSM and the Product Specialists, for a swifter, smoother development of the managerial skills.

Results

The whole project (training, coaching and shadow coaching) has been delivered in 11 countries, in the local languages: Italy, France, Spain, UK, the Netherlands, Belgium, Luxembourg, Switzerland, Germany, Austria and Sweden. In those countries where more than the expected average number of people were involved, several native speaker consultants were brought in to guarantee proper timing, methods and attention to the client throughout the project.

Being able to count on the strengths of the individual NSM, and their being able in turn to count on the strengths of the individual PS, made it possible to multiply the effect throughout the organisation to a greater extent than traditional training methods would have allowed for.



improving performance

PRAXI SpA

PRAXI is a leading Italian company in the sector of management consulting.

Established in 1966, it is structured as follows: 250 Employees (40 Managers), 10 Locations, € 6 million in Share Capital. The company's main activities are divided among four Divisions: Management Consulting, Information Technology, Valuations and Appraisals, Human Resources.

PRAXI's ability to offer integrated services is a key factor that makes the company stand out as a multi-disciplinary liaison in corporate consulting. Its cross-cutting approach combines perfectly with its innate ability to foster partnerships, seen as an opportunity to take on the clients' goals and build long-lasting professional alliances.

Bologna | Brescia | Florence | Genoa | Milan
Naples | Padua | Rome | Turin | Verona
London

www.praxi.com