

Corporate reorganization leaves company with only 1 product—and it's the worst one

Background

Reorganization of small biotech

- Formerly sold 3 pulmonary products, now have only 1—and it's the one with the lowest sales revenue of the 3

Identified strengths of current organization

- Tenured sales people with history of success and product knowledge experts
- Sales force shared deep-rooted passion for the patients

Issues Affecting Success

- Product has been on the market for years and was no longer considered innovative
- Fewer sales specialists than the competition (Big Pharma)
- No product samples while the competition sampled liberally
- Customers believed client's product was more expensive, due to higher copay than competition
- Morale plummeted among sales force after reorganization announcement
- Aggressive sales goals set—to increase relevant market share 50% in current year (2011)
 - No new data
 - No additional promotional funds
- Sales force was increasing (almost doubling); new hires not share expertise nor passion

Delta Point's Solution

- Partnered with sales and brand leadership to identify 5 milestones critical for success
- Developed communication strategy to create buy-in and inspire employees to ensure each employee became committed to meeting these milestones
 - Developed whitepaper *Quest to Elite Status* to provide motivation and evoke emotions of employees
 - Created walking deck to communicate the strategic plans and to identify the specific changes required to be successful
 - Company leaders participated in Town Hall meetings to assure employees that Senior Leadership knew what was needed to be successful and how to do it
- Developed selling framework to serve as roadmap of how to conduct impactful sales calls
- Partnered with sales to identify which selling skills needed further development
 - Delta Point developed customized training of those skills, such as overcoming habit objection of prescribing the market leader
- To overcome lack of samples and higher copay, focused on those attributes that differentiated this brand from the competition
- Developed impactful sales messaging that resonated with customers and made an impact
- Trained sales force...

- To become proficient in sharing the company story to communicate the company's commitment to this specialized disease state
- Emphasized how to differentiate the brand based on once daily dosing

Results

- Exceeded target goal of 50% increase in relevant market share; achieved 65%

To respect our client's confidentiality, we do not refer to client names but describe the type of organization. Individual clients are available to provide references and/or testimonials once we have vetted the request from potential customers.