

**Client:** **Leading Global Pharmaceutical Company**

**Challenge:** **Creating an Integrated Sales & Marketing Organization**

A leading global pharmaceutical organization was interested in fostering a culture which involved tighter linkages between various functional groups in the organization, particularly Sales and Marketing personnel. Symptoms that led to this major transformational effort included:

- A “silo” mentality in the organization which contributed to underperformance in business results.
- Poor results in the execution of key initiatives (new product launches, key promotional programs).
- Employees were feeling overworked and motivation was low. There was a belief by senior management that efforts needed to be better “focused” on issues that were more closely linked to driving revenue.
- Evolution of major customers to operate cross-functionally resulting in the need for internal customer teams.
- Consolidation of the customer base resulting in a power shift towards a few significant customers. This led to the need for a higher degree of account customization which involved all functional areas to execute effectively. (i.e. unique products to customers, special marketing efforts, etc.)
- Retail customers were developing capabilities to understand their end user (consumer) better. A sales only solution to address this customer became inadequate.

## **The Results**

Two cross-functional teams were developed as pilots in the organization, one to support a new brand launch and the other to develop the largest retail customer.

Both teams included an Optimé senior executive – one in the Team Leader role, the other as a team participant. The teams were supported with formal training to develop skills that would enhance team effectiveness. Preliminary training focused on “team leaders” which was followed closely thereafter with training for “team participants”.

The internal structure and management processes in the organization were aligned to complement the internal changes. Reward and recognition systems acknowledged a team orientation. Additionally the performance evaluation system was adjusted to incorporate a 360 review process among team members and the dual reporting relationships that existed as a result.

Business planning processes were adjusted to incorporate a more collaborative, customer-focused approach.

The initial integration of the sales and marketing functions in the organization set the landscape for an overall change in culture. The results from the two teams were outstanding:

- The new product was launched earlier than planned as a result of clear understanding of requirements and overall alignment of strategy among all team members. This resulted in 'incremental revenue' for the company.
- In-market distribution and share targets were achieved as a result of executional excellence.
- The strategies and programs became far more sophisticated involving internal marketing, production, finance and sales resources. The organization was awarded the category captaincy at which was attributed to superior business results.
- Employees involved in the teams experienced increased individual satisfaction levels. They were able to understand how their role fit into the overall process and felt their contribution was significant to the results.
- Positions were created in marketing and sales to encourage rotation across functions and enhance overall employee development.
- The pilot program was rolled out to include all existing brands and all major customers over the course of 18 months.