



## Building an Adaptive Selling Organization

EMC Consulting leverages industry-leading practices to help clients redefine the value of their customer relationships to include tangible measures of short-term sales potential as well as long-term considerations of customer influence in the market. Using expertise in marketing and sales effectiveness and customer data integration, we enable clients to be more responsive to aspects of the relationship which their customers value.

### Challenge

Each year, life sciences companies spend millions of dollars on product development and millions more trying to promote their products in the marketplace. The return on these investments often relies on the ability of the sales organization to reach and influence practitioners. Since customers have varying requirements for the product and different styles of communication, the onus is on the sales representatives to adapt their selling strategy to the particular situation.

In the pharmaceutical industry, the sales strategy must address a variety of niche markets and must take into consideration differences in organizational policies. In addition, it must consider the demographics of the practitioners and their prescribing behavior. When constant change in the promotional environment for pharmaceuticals was eroding the effectiveness of one company's sales force, the company turned to EMC® Consulting to develop a sales force that was highly adaptable in a variety of settings.

### Solution

Using a "voice-of-the-customer" approach, EMC consultants interviewed hundreds of primary and specialty care physicians across the country to gather insights into customer buying behavior. Working with the client, EMC consultants designed and piloted an adaptive selling and total office management approach, breaking with traditional "reach and frequency" objectives and focusing more on building privileged relationships with high-potential customers.

#### EMC Organizational Planning

- Developed objectives for an adaptive selling approach
- Defined metrics and measurement plans
- Created new business planning templates
- Identified technology requirements
- Developed incentive programs
- Outlined new allocation models for promotional and educational resources

#### EMC Sales Training

- Performed skills inventory
- Developed training curricula

### Results

The client successfully piloted a new adaptive selling approach which incorporated newly defined skills, roles, organizational structures, and technology requirements.

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#### Take the next step

For more information, contact your local EMC representative, call us at 1-866-464-7381, or visit our website at [www.EMC.com/consulting](http://www.EMC.com/consulting).