



CLIENT CASE

From medical experts to service providers



**THOMAS
VON ARX,**
NATIONAL
SALES
MANAGER
ONCOLOGY

"For companies who want to pursue sustained and successful long-term changes, Krauthammer is the ideal partner to work with. Roche employees were taken out of their comfort zones. Krauthammer's consultants have the skill to do this. If we bring one employee two or three steps further today, we are a step closer to achieving a sustained, successful partnership with our customers."

Implementing the Roche Way of Customer Engagement From medical experts to service providers

Challenge

In 2007, the sales force of Roche Pharma (Switzerland) Ltd was rated by its clients as one of the best sales forces in the Swiss pharma industry. In order to carry this success story into the future, Roche was eager to take its next step forward. Summing the situation up, Thomas von Arx, National Sales Manager Oncology, says: "Roche needed to stay 'best in class', also in the future."

In response, various standard sales training sessions were provided, though with modest results due to a 'one-size-fits-all' approach. Based on this experience, Roche decided to develop a new modular training concept with one-day training sessions, dealing with specific topics and challenging situations during sales calls.

Solution

In close collaboration with Krauthammer, Roche co-designed, developed and implemented a coherent training cycle. The Krauthammer consultants' openness and ability to do things differently were key factors for success.

1. The 'Roche way of customer engagement'

The 'Roche way of customer engagement' is a framework defining observable criteria for sales behaviour (how employees should behave towards clients during a sales call).

As a result, all training programmes are now based on this framework. Thomas von Arx comments: "The framework consistently and continuously leverages the personal development of our customer-facing functions. This is what makes it so powerful and effective!"

2. Gap analysis and training sessions

The training sessions designed involved relevant interaction phases with clients. To ensure that each session matched employees' individual skill

“Before the programme started, many employees were sceptical about its value. But people understood its importance once it was explained, and the benefit for them has been ongoing.”

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levels, employee behaviours were assessed against ¹ the ‘Roche way of customer engagement’ framework.

As the sales representatives’ competencies increased over time, the coaching sessions with their respective line managers became even more important. “The line manager’s buy-in and behaviour is a crucial success factor”, says Thomas von Arx. To fulfil this requirement, further programmes such as, for example, ‘Train the Coach’ have been implemented.

Expansion of the programme

Different departments recognized the benefits of the programme and encouraged the development of the ‘Effect Compact Training Programme’ for medical and marketing functions. Over the years, the content of the training programmes evolved to include real business situations (crucial moments/moments of truth during meetings/calls).

Results

Over a period of several years, almost 200 people have taken part in the training sessions. As a result, the customer-facing functions are now able to conduct high-quality conversations with customers, thanks to the framework and the respective training sessions.

According to Thomas von Arx, the key element for success was the line managers’ buy-in, along with their commitment and ability to implement the changes.

Today Roche and Krauthammer are continuously developing the programme further “...in order to improve our agility and personalized approach towards our customers...”, says Thomas von Arx.

About Roche

Roche Pharma (Switzerland) Ltd is a company of the Roche Group. Located in Reinach (BL), it covers the areas of marketing & sales, medical affairs as well as the registration and quality assurance of Roche’s pharmaceutical products in Switzerland.

¹ The employees first completed a self-evaluation questionnaire. Secondly, the managers were asked to evaluate the employees. Lastly, the employees and their managers jointly decided in which modular training session(s) the employees should participate.

About Krauthammer

Bringing out the best in people ... *with an extra smile from within*

Our learning journeys create lasting behavioural change and amplify your people's level of engagement

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