

TURNING ORDER TAKER INTO STRATEGIC PARTNER

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Global pharmaceutical, US Commercial Information Services (IS) organization...

Client expected “innovative” ideas and services connected to sales targets

Client perception that IS could not “get the basics right”

Facing typical IS challenges...

Client chose other providers for “value add” work

IS organization perceived as “roadblock” to performance (always saying “no”)

Limited opportunity to create value in partnership with clients

Goals to influence pharmaceutical selling through IS capabilities and improve client perception of “value” of IS...

Increase IS influence on clients’ strategic decisions

Improve client experience of IS interactions

Increase opportunities to connect IS capabilities to client goals

Improve Business Relationship Managers’ influence skills

ACTIONS

Create organization purpose

Define client we serve and what they value, from client's viewpoint

Establish criteria for critical organization decisions (services, capabilities, recruitment, partnerships)

Set performance expectations

Define "good" performance for each role based on contribution to IS purpose

Negotiate expectations with each person

Baseline current performance

Develop and apply collaborative leadership skills

Coach Business Relationship Managers

Increase ability to gain commitment to value claims

Broaden perspective to open new opportunities to connect IS capability to client goals

Reassess performance at project end

Develop plan to replicate successful activities across account teams



RESULTS

Gained client commitment and funding for 5-year sales tools strategy.

Improved pharmaceutical sales tools and developed new selling capabilities.

US Commercial Sales Tool strategy adopted globally and piloted in critical markets.

Business Relationship Managers received global CEO recognition for innovation and value creation.

Improved influence through collaborative leadership skills, as reported by clients and independent observers.

Shifted perception of IS value resulting in new opportunities to influence across US Commercial and Global Markets.