



# Agile Sales and Marketing Organisation for Pharmaceuticals

## Key ideas

Pharmaceuticals, sales and marketing, organisation design, organisation development, staff engagement, facilitated co-design, change management, short timescale.

## Introduction

Our client is one of the top 20 leading pharmaceutical companies in the world. In the UK they run an innovative and successful, research-driven sales and marketing operation. They employ several hundred staff in the UK managing sales of around £500 million.

Like all UK pharmaceutical companies, they were facing significant changes in their UK market. Reforms within the NHS are leading to significant divergences between the markets across England, Scotland, Wales and Ireland. Within England the abolishment of the Primary Care Trusts (PCTs) and the creation of Clinical Commissioning Groups (CCGs) are leading to further change and diversification. This opens up opportunities for the most agile pharmaceutical companies.

For more than 12 months prior to this engagement they had been actively reviewing their strategy. Eight parallel strategic workstreams had engaged staff from across the organisation in radically reviewing how they could put customers first and become a more agile organisation aligned locally to the diversifying market environment. They recognised it would need the 'right skills to be developed within the right people in the right place.' Cross cutting strategies would be needed to ensure alignment to the key NHS national accounts, whilst also ensuring excellent patient advocacy and focus on long-term conditions across all account teams.

They had also carried out 'simulations' in five geographical sub-regions, empowering the local account teams to adopt innovative, agile, blue-sky thinking. This produced lots of data and innovative ideas about ways of working and reorganising the sales and marketing operations locally.

## The task

The client wished now to integrate all the innovative ideas from the eight strategic work streams and the five regional simulations into an integrated organisation redesign and transformation plan.

The challenge was to reorganise the UK operations as a 'whole system' to embody the new strategies and ways of working. They had tight timescales for this: three months in the autumn of 2012.

Most importantly, the previous work streams teams had been empowered to innovate and take responsibility for leading change themselves. They wished to adopt an approach and develop an internal capability in organisation design. It was to be their choice and not imposed from above by senior management.

Tricordant were very happy with such an approach to engagement that was highly facilitative and which would enable staff to transform their own organisation themselves. Tricordant would bring their approach, tools and expertise but would not be heavily involved in the actual content of the redesign.

## Our Approach

Tricordant started by delivering a two-day workshop for around 50 staff drawn from across all 8 of the strategic work streams. Tricordant's whole system organisation design toolset was presented with examples and case studies. People were engaged with the tools by applying them to their own context. But this was a 'trial only' to see whether the staff wished to choose to adopt this approach going forward or not.

After the workshop a plan was enthusiastically drawn up to use Tricordant's approach to integrate the ideas and outputs of all the work streams. A new group was nominated drawing people from across the work streams to apply the Tricordant approach and feedback the emerging results within a limited number of weeks to all staff engaged in the strategy process for approval and then for steering committee sign-off.



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The primary 'significant events' of the sales and marketing process were agreed and then comprehensive 'whole work process maps' were drawn for each significant event.

The responsibilities of the 'primary' national and local account teams were carefully established creating newly-empowered whole work teams. Responsibilities from some central functions were now included within the scope of these teams. An organisation structure for the typical account team gradually evolved and was agreed.

The boundary between these primary teams and the many and various 'secondary' and support teams were then confirmed, moving some tasks between the two. Lastly the wider 'secondary' and support organisation was designed and built-up, aligning with the European parent company and agreeing changes in the organisational structure. More importantly a significant number of policy and process changes were identified requiring the support structure to refine how it was now going to align with the new primary structure of national and local account teams in a more agile and productive way.

### Outcome

The organisational redesign led to significant operational and financial benefits [a 25% increase in pilot account teams] in the UK. The organisation felt their staff had been able to redesign themselves.

The main insight from this project however was the remarkable speed, skill and enthusiasm with which staff adopted the Tricordant approach themselves, having been given freedom to choose whether to or not.

Building on the previous 12 months of strategic planning and thinking, the organisation design phase was particularly swift and successful. A new design delivering the required strategic intent and affecting the whole organisation was agreed and signed-off effectively within three months with the change management process already well underway.

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