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## **CASE STUDY**

### **SALES AND TRAINING NEEDS ASSESSMENT**

#### **OPPORTUNITY OVERVIEW**

Boehringer Ingelheim Vetmedica, Inc. is the world's largest privately owned pharmaceutical company and specializes in cattle, equine, swine and pet pharmaceutical products. In recent years, BIVI has seen substantial growth. Because of growth and expansion, BIVI needed to further understand the current training practices and knowledge the sales team.

#### **CLIENT OBJECTIVE**

In 2009, BIVI completed the acquisition of Fort Dodge Animal Health. This acquisition doubled the size of the animal health sales force, while also increasing the sales volume. After the acquisition, BIVI had a very diverse sales team with a wide range of prior background and training. Because of this, BIVI wanted to complete a needs assessment of the sales team knowledge, current training practices and methods, while also determining potential for future training and development needs.

#### **INTRATRAN'S SOLUTION**

Russell Associates worked with BIVI to develop and complete a comprehensive needs assessment. The first portion of the assessment involved Russell Associates consultants interviewing BIVI senior sales management regarding perceptions of existing training programs, future sales growth plans and their perceived gaps and deficiencies in the current training programs. Additionally Russell Associates interviewed regional and territory sales managers to gain their perspective regarding issues facing the business and the training needs of sales reps.

After completing the initial interviews, all BIVI sales representatives were surveyed regarding their knowledge and opinion of the critical sales and technical competencies and training requirements. Response rate by sales reps was over 84%. The information gathered in the initial steps was then used to complete a final set of focus groups and interviews with management and sales reps to probe further into how sales and technical training development could improve the results of the sales team.

#### **RESULTS**

The results of the interviews, survey, and focus groups were presented to BIVI. Results were both provided on an overall company-wide level and also by species area. A SWOT analysis for each was also developed. Based on the results of the needs assessment, BIVI was able to determine the areas of strength and areas that need immediate attention. Based on the needs assessment findings, BIVI then contracted with Russell Associates to develop multiple training modules designed to address the training and development needs discovered.

#### **CUSTOMER COMMENTS**

Because of the needs assessment, we gained the commitment to start online training for our sales group. We started with each of the species groups and a total of 12 modules. After the initial development, the development expanded dramatically. The training is effective and efficient and gets the message across that we need for our group.

*Dan Tvrdy, Associate Director Training and Development, Boehringer Ingelheim Vetmedica, Inc. - St. Joseph, MO.*