



Genzyme Canada

Improves Sales Through Conversation



Case Study

The biotechnology company improved internal coaching and external customer engagement

The Opportunity: Effective Conversations

A division of Genzyme Corporation, one of the world's leading biotechnology companies, Genzyme Canada is based in Mississauga, Ontario and supports the Therapeutics and BioSurgery businesses in Canada. Genzyme is dedicated to making a major positive impact on the lives of people with serious diseases, with its products and services focused on rare inherited disorders, kidney disease, orthopedics, cancer, transplant, and immune disease.

Established in 1996, Genzyme Canada continues to grow year over year. With this growth has come the need to increase the size and complexity of its operations. Genzyme is dedicated to the patients and patients' families as well as to the professional success of its employees. Teams are the core of the two business divisions, Therapeutics and Biosurgery, supported by its Operations Group. It is a priority of the company to create an environment in which teams function effectively internally within and across teams and externally with customers and prospects.

Customer
Genzyme Canada

Industry
Biotechnology

Business Solutions

- Pull Conversation training
- Emotional Intelligence training
- Sticking Point sales training
- Coaching for the sales managers
- Specific Practice Simulators

Business Challenges

- More effective coaching
- Improved customer relationships
- Effective marketing messages
- More efficient sales process

Business Benefits

- Structured, dynamic coaching relationships
- Respectful, dialog-based relationships with customers
- Marketing messages geared toward customer sticking points



Communication plays a key role for these teams. As Brian Lewis, Genzyme's general manager, puts it, "It's natural for people in a conversation to want to get their own point out instead of really listening so they can understand what the person is saying. That's a less effective conversation," particularly in a sales conversation. In the intense environment of medical sales, with very tight time constraints, team members need a specific skill set to get to a win-win situation quickly and easily. Poor communication can impact client and prospect engagement negatively—and impact not just the client but the patient as well. It's essential to get each conversation right.

Lewis wanted a way to make sales relationships less transactional and more relational. He wanted to impress upon the sales team the need to show up not just with product information but with the ability to really listen to and draw the needs out of their customers. He knew about Juice Inc., a training and development company that specializes in increasing employee engagement and productivity, because Juice had trained managers in conversation skills at his former pharmaceutical job. When Lewis learned that Juice had expanded its training offerings to include the sales force, he brought them to Genzyme.

The Solution: Learning to Listen

Juice began its training with Pull Conversation, the foundation of all effective sales relationships. Pull Conversation refers to pulling out valuable information from a person rather than making assumptions or pushing information at them. Because its focus is on long-term relationship rather than a quick sale, Pull Conversation yields a higher return on investment than typical sales training. Emphasis is placed on respecting and serving people, which customers and prospects respond to much better than being "sold to."

Pull Conversation training includes the important concepts behind Emotional Intelligence, or EQ. Research has revealed that business success or failure sometimes depends on EQ—the ability to identify, assess, and control the emotions of one's self, of others, and of groups. This ability—or lack thereof—naturally impacts relationship-based vocations such as sales. Some people have more natural EQ than others, but it is a skill that can be learned and practiced.





These lessons led to training in the Sticking Point Process, which is the foundation of the book *Finding the Sticking Point* by Juice co-founder Brady Wilson. The premise is simple: everyone has a “sticking point,” a place where they get stuck and actively resist another’s ideas, opinions or agenda. The Sticking Point Process gives salespeople the tools to transform the sales conversation from an awkward, resistance-causing “push” style to one of mutual respect and connection. The salesperson’s job switches from “selling” to using Pull Conversation to discover what that sticking point is, and the core need that underlies it, to better understand the client or prospect. It leads to respect and trust as customers realize that they are really being listened to. This process opens a relationship that closes many sales, not just the immediate sale at hand.

“Juice training provides the ability to communicate effectively—for anyone,” says Lewis “As a manager, I am always thinking, ‘How do I get people to a better place? What will be effective for the greatest number of people?’ After working with Juice, everybody on our team improved, from our lowest to our highest performer. Juice helps people communicate much more effectively in any arena of life—not just sales.”

Juice works with Genzyme at several levels. At national sales meetings, Juice provides Sticking Point principles, theory and practice in the morning session, led by Wilson. The afternoon is spent in supervised practice and highly customized role playing. Additionally, Juice gives Genzyme’s sales managers specific training on effective coaching and the ability to create the conditions in which sales reps can be successful. This training enables coaches to get to the employee’s sticking point—what’s making them less effective. For the sales reps, the Sticking Point program is broken down into components and specific practice simulations based on their unique sales divisions. This practice enables sales reps to use Sticking Point principles in a natural conversational flow instead of a forced or stilted series of pat questions.

Juice has worked with Genzyme since 2005 and continues to provide ongoing training and reinforcement of key messaging. Additionally, Lewis retains Juice on a quick-response basis to give recommendations on specific situations as they arise.





The Results: Higher-Quality Interactions, Both Inside and Out

As Genzyme's Sales Process trainer, Juice continues to work with the company to create practice opportunities, deepen the learning and add layers of complexity to the fundamental Sticking Point Process principles. Juice weaves Genzyme's internal sales/personality assessment into the training to further leverage assessment results as they relate to client relationships and conversations.

The Juice approach, in which sales reps ask questions and confirm that they really understand their customers, builds stronger relationships because customers feel listened to. In this way, when sales reps have something they want to present, customers respond with the same willingness to listen. Interactions become a dialog instead of one-way. Sales reps are able to promote their people and their ideas better "It's a qualitative improvement," Lewis says.

Juice training extends beyond the sales department "We make sure our marketers understand the Sticking Point Process, too, so that their messages line up with Juice principles—the features and benefits in our marketing materials address sticking points," Lewis says.

The Sticking Point Process has impacted manager coaching as well. "Clear evidence of the benefits of the training is the impact of my coaching when I work with my people," says sales manager Michel Fontaine. "The Pull Conversation/Sticking Point training gave us, combined with our in-house sales/personality assessment, a structure in which to talk about the planning and analysis of calls. I believe this is where we got the greatest impact: by increasing the efficacy of coaching and calls."

"Juice and its approach to teaching optimum human interaction skills has provided a great deal of value for Genzyme Canada. They create openness and a desire to learn that has resulted in a very significant improvement in the coaching skills of our sales managers and the selling skills of our representatives," says Lewis.

"All sales trainings have a certain value, but the best are the ones which are immediately applicable and motivate the salespeople to refocus on the efficacy of their interventions. The Pull Conversation/Sticking Point approach surely reaches these goals," adds Fontaine.





About Genzyme Canada

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About *Finding the Sticking Point*

Authored by Juice co-founder Brady Wilson, *Finding the Sticking Point: Increase Sales by Transforming Customer Resistance into Customer Engagement* seeks to transform the sales conversation from an awkward, resistance-causing "push" style to one of mutual respect and connection. Salespeople learn to identify and value customer emotions, share their own reality and discover a common ground where both parties get more than they thought possible. The concepts outlined in the book are the same concepts applied to Juice's work with Genzyme Canada.

About Juice

Juice Inc. delivers training and development services to increase sales and customer engagement. Juice works with companies that want to build a productive sales culture and understand that interactions between people are major drivers of organizational sales success. Juice's conversation-enhancing methodology delivers a process for improving the human experience in the marketplace, while driving sales performance and business results. If you would like more information about how Juice can help your organization, e-mail Cheryl Rayfield at info@juiceinc.com.

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