



Pfizer: Navigating a Sea-Change

CASE STUDY

CMR PARTNER PROFILES— ONE IN A SERIES

What does it mean to partner with CMR, and how can you get the most out of that partnership?

We asked Directors of Training and Development who rely on CMR to help them succeed. They represent large, well-established multi-nationals, and smaller and newer specialty firms. They face a range of challenges: getting new hires up to speed... expanding into new therapeutic fields... keeping their seasoned people motivated and helping them grow... developing new leaders.

What they share is their ability to find creative ways to leverage their CMR partnerships.



CMR Institute sets the global standard for unbiased, expert training to help sales teams adapt and excel. With relevant and always up-to-date industry information, our content increases knowledge and understanding of the issues affecting healthcare today.

CMR Institute's training resources provide real-world wisdom and relevant knowledge because they are created with healthcare executives, clinicians, and thought leaders from the nation's most-respected institutions.

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“What’s our real goal here?”

Answering that critical question led Pfizer (www.pfizer.com) to re-think their in-role advancement program. And that, in turn, gave CMR an opportunity to prove itself not just a course provider but a strategic partner.

Pfizer’s Career Progression program defines career paths for territory reps who are happy in that position but want to progress within it—a way to move up without moving out of a role they find rewarding.

Until a year ago, moving up depended on completing specified course-work as part of a promotion-requirement checklist.

But the program’s real goal is improving performance. So Pfizer has taken a more performance-based approach. They’ve created advancement thresholds within their established capabilities for each promotion level. Reps consult with their District Manager to determine which courses can help build the skills and knowledge they need to improve their capabilities. Advancing to the next threshold depends on demonstrating that improvement. “So, reps are motivated to really learn from each course they take, not just complete it.”

It’s been a challenging but rewarding shift for Pfizer. And CMR has helped make it work. First, CMR mapped their library of learning resources to Pfizer’s designated capabilities (“CMR’s reputation has made it our go-to provider for areas such as disease states, managed care, and the ACA.”). It’s an ongoing process: “In late 2016, Pfizer launched a drug in a new clinical market. CMR developed a course plan based on our new need to address that disease state.”

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their offerings to DMs and field reps. A Pfizer Training professional explains: “When we made the program shift, course-use initially dropped. So CMR sent out a monthly newsletter to DMs and the sales force to keep courses top-of-mind. They let DMs know about the Coaching Guides for follow-up and sustainability, and made field reps aware of convenient module formats, shorter time-frames and online access.”

Beyond those efforts, “Our tenured sales organization knows CMR—their reputation helps sell it. And CMR is very service oriented—not just to me but to colleagues in the field.”

That’s led to another big shift at Pfizer—to a subscription model for purchasing CMR courses. The key result for Pfizer has been a change in who can take courses. “When we purchased them on an individual-use basis, CMR courses were only available to those field colleagues eligible for promotion. Now courses can be available for anyone in the field who want to develop their skills and capabilities.”

That makes CMR resources even more cost-effective. And it means Pfizer can now help even more of their people reach the real goal—improving their performance.

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