

Stevie Awards Submission

Baxa Corporation's Entire Company is our Sales Team

2004 was Baxa's best in its 30-year history. US sales exceeded plan by 14% – netting sales growth of 28%. While fortune played a role in this unanticipated growth; the “luck” resulted from careful planning and dedication to meeting customer needs.

In January's national sales meeting, Baxa implemented its first formal selling process. ValueSelling™ promotes true customer relationship-building -- teaching participants techniques for synchronizing customers needs with valuable solutions. This value model suited sales of Baxa MicroMacro™ Compounders for automated mixing of parenteral nutrition solutions. State-of-the art systems, nevertheless they faced serious competition from a multi-billion dollar manufacturer with a broader product line, greater market penetration and the ability to bundle drugs with equipment to reduce the apparent system cost. A number two player, Baxa learned to focus its sales efforts on meeting true customer needs, creating tangible value for its offering.

In April, this key competitor underwent a product recall that removed its equipment from customer sites. Baxa made a proactive response, offering to assist large hospitals by placing its automated compounders quickly to minimize the recall's impact on patient care and safety. Unfortunately, that same week, Baxa experienced a recall on the valve set disposable used on its MicroMacro System.

Recognizing the serious potential for patient harm, Baxa immediately called together sales, operations, marketing, quality and shipping teams to develop a plan to expedite the recall resolution, allowing customers to continue mixing and delivering parenteral nutrition solutions safely. Baxa team members worked with customers to share the available disposables, allowing the greatest number of hospitals to continue using their equipment during the recall. Customers received daily email updates on progress toward resolution. Bi-weekly customer phone calls assessed short-term needs and addressed concerns. Cross-functional teams worked round-the-clock to resolve identified issues to get new product on the shelf as quickly as possible.

These efforts culminated in a weekend testing marathon where the CEO and executives worked alongside volunteers from throughout the company to validate the valve sets and return them to production. This extraordinary teamwork resulted in the recall's resolution in two weeks' time.

By contrast, the competition kept their customers in the dark about recall details and actions to resolve it. Their sales team made promises that were not kept, and customer communication was largely inaccurate or self-serving. To protect market share, the company even tried to prevent their best customers from switching to competitive products.

Nine months later, the competition's recall has not yet been resolved, and many of their best customers have converted to Baxa. The ValueSelling model, combined with a sophisticated customer relationship management system, positioned Baxa well to service customers' specific requirements. Demand for compounder installations is so great that Baxa increased production forecasts by 30% and hired additional Technical Support representatives to meet the implementation schedule.

All truly great sales organizations focus on their customers. Baxa went a step further by focusing its whole organization. This focus makes each associate a sales team member, and is the reason for this Sales Team award nomination.

Word Count: 500