

The Value of Dual Perspective

Advanced Selling Process Impact Reporting & Enhancement (ASPIRE)

Challenge

One of the world's largest pharmaceutical companies needed insight into how well their extensive new selling program was paying off. When their sales managers rode with reps, the process appeared effective, but they wanted third party observers to get a more real-world look.

Solution

To provide the most knowledgeable observers possible, Quintiles deployed 16 experienced senior Sales Managers to observe 160 reps conducting nearly 1,000 sales calls. Market Intelligence analyzed the rich database of observations using proprietary analytical software, Provenance™.

Results

Analysis revealed the relationships between specific call preparation and in-call selling behaviors, the effectiveness of the calls, and overall sales performance.

“I think every brand team would have a need for this.”

– *Chief of Purchasing,
major multi-national pharma*

Unsurpassed Methodologies.
Unmatched Clinical & Commercial Perspective.

Client Situation

In today's environment of restricted biopharma budgets and manpower, sales forces are under increasing scrutiny and pressure: Senior management calls for selling more product with fewer resources, all while utilizing new technologies, market insights, and targeted marketing efforts. So, when one of the world's largest pharmaceutical companies needed insight into how key components of their tactical sales approach were *actually* implemented in the field, they looked to Quintiles Market Intelligence.

Specifically, our client asked if we could send market researchers into the field to observe utilization of new detailing technology and segment-based sales presentations.

We did even better – we deployed **veteran District and Regional Sales Managers** from our Commercial division, equivalent to the world's sixth largest biopharma sales force, to observe the calls. These executives, averaging 20+ years of experience leading and training biopharma reps, knew what to look for in evaluating selling effectiveness. They provided perspective no other market research firm could match.

Approach

We conducted two waves of research. Our team started with the same training the client's reps receive. Observers worked closely with our Market Intelligence team to design comprehensive forms to document pre-, during-, and post-detail behaviors. Each observer conducted full day ride-alongs with each of 10 client reps, observing 6-8 physician calls per day.

Each rep participated in an end-of-day interview, providing firsthand feedback on the sales approach, their training, and their perception of management's commitment to the program.

The first wave of research also included interviews with called-on clinicians and client District Managers.

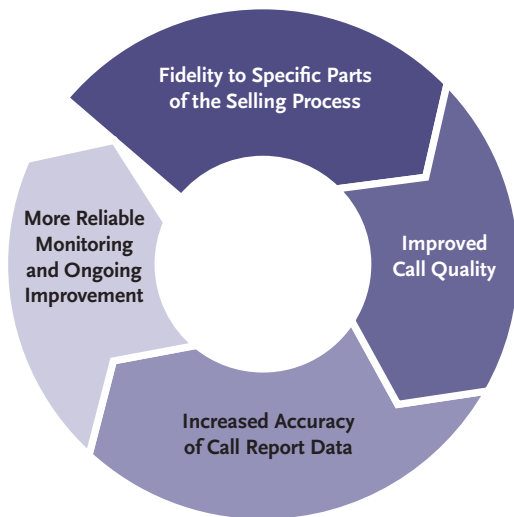
Our Decision Modelers conducted principle component and latent class analyses. Structural equation modeling ultimately revealed key predictors of sales behaviors and outcomes, and unique drivers of call quality and broader rep performance.

Sample observed behaviors included:

- > *Data sources used in preparing for call*
- > *Core sales skills during call execution*
- > *Use of proper segmentation verbiage and integration of technology*
- > *Balance between technology-focused detailing and traditional materials*
- > *Post-call customer strategy development*

Results

- 1 The first wave of ASPIRE uncovered a variety of opportunities to enhance the effectiveness of the selling system through both process changes and improved training. In the 10 months between research waves, the sales training team incorporated our findings and recommendations into their curriculum.



- 2 The second wave of research revealed that compliance with the selling platform did, in fact, yield higher quality calls – and those, in turn, correlated with higher rep performance (sales included).



- 3 After profiling high-performing reps, we identified which key behaviors and specific aspects of the selling approach were strongly correlated with overall sales and higher attainment, providing a foundation for driving improved selling processes and more effective sales training.

Value

Our client now knows how their selling approach is actually being used in the field, and which aspects of the program should be stressed to yield better rep and sales performance. In addition, this project provides a basis for further focusing and streamlining their training and selling priorities.

“I’ve been leading pharmaceutical sales for 30 years. When I saw this, I wished I’d had this for every brand I’d worked on.”

– 30-year sales management veteran

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