



Pmsa

PHARMACEUTICAL MANAGEMENT
SCIENCE ASSOCIATION

**"How did it land?":
Uncovering the Psychological Dynamics of Effective Sales Reps**

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How would you describe a *successful* sales rep?

How would you describe a *less successful* sales rep?

The “intangibles” of the sales experience

Think of some of the sales experiences you’ve had in the past

- *How responsive were they to your needs?*
- *Were they informed about the product they were selling?*
- *Did they seem honest or were they trying to “get one over” on you?*

There are many **INTERPERSONAL AND BEHAVIORAL FACTORS** influencing the outcome of a sales interaction

HOW CAN WE CAPTURE this element when assessing sales force effectiveness?



An incomplete picture of sales force execution

Quantitative Measures

Metrics to measure Sales Effectiveness

- Number of sales calls
- Materials left behind
- Samples provided
- \$ sales

Preceding Steps

Steps Sales Rep must take in addition **BEFORE** driving product adoption and uptake

- Rapport building
- Confidence/trust established
- Expertise recognized

How do we identify these preceding behaviors to design effective interventions to drive **RESULTS ALIGNED TO THE BUSINESS OBJECTIVE?**

Sales Call



SALE
CONVERSION

How do we measure?
How do we intervene?
How do we increase sales?

Preceding
Steps

The inadequacy of current, siloed approaches



Analytics

Sales Data / Execution Data



Real world sales
and execution data

Limited insight into
rep-HCP quality
of interaction

IMPACT



Primary Market Research

Sales call observations/ Call follow up
surveys / Call follow up interviews



Assess message
recall and perceived
quality of execution

Relies on memory,
not verified by real
world selling / goal
attainment

DRIVERS

How can you optimize the “intangibles” to increase sales?



To what extent do you believe the X sales rep is **knowledgeable**?

Not at all Slightly Somewhat Moderately Extremely

Our Approach

Soft Skills, Concrete Results

Preliminary research by our Sales-Force Effectiveness (SFE) team points to the potential value of soft-skill interventions

Predictors of Reps
Driving High
Prescribing Behavior

Professionalism and courteousness

Trust and congeniality

Exceptional clinical knowledge

Effective communicator of treatment options

Focus on patient outcomes



Our Approach

Data Type

Objective

- Secondary **Identify High, Medium, and Low-Performing Reps**
- Primary **Qualitative Deep-Dive into Sales Experience**
- Primary **Quantitative Sales Effectiveness Survey**
- Secondary **Implementation of Findings**

Step 1: Identifying High, Medium, and Low Performers

We use secondary prescribing data and internal sales force tracking to identify high, middle, and low-performing sales reps



Based on sales performance *over time*



Adjusted according to the product performance



Validated after accounting for other factors including *Rep tenure, vacancies, alignment changes, national performance and others*



Segmented based on machine learning modelling



OUTCOME

Classification of low, medium, and high-performing reps and an initial assessment of execution metrics distinguishing these segments

Step 2: Qualitative Deep-Dive into Sales Experience

We examine what did and **did not** work in sales-rep encounters to identify crucial individual-level factors to be examined further in quant phase

Approach

Sales rep “ride-alongs” to gain a real-time perspective of sales experience

Qualitative interviews of recently detailed physicians

Sample

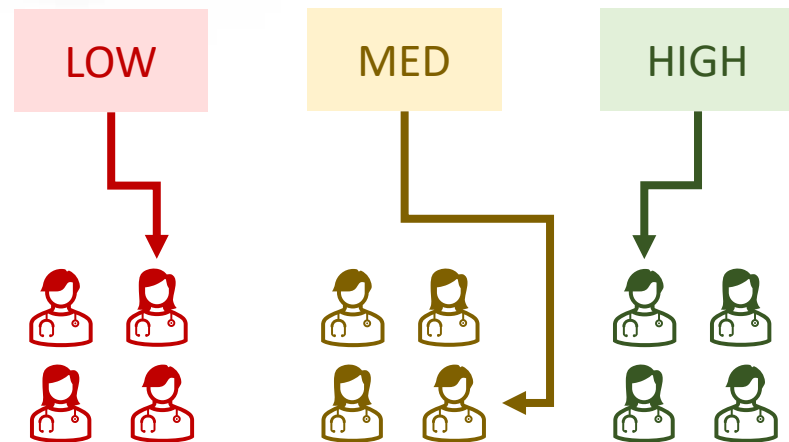
Sales reps

LOW

MED

HIGH

HCPs



OUTCOME

Identification of *what* metrics need to be measured (e.g., clinical knowledge) and how we can operationalize them (e.g., knowledge of protocols, mechanism of action, suitable patient types)



To what extent do you believe the X sales rep is ...

	<i>Not at all</i>	<i>Slightly</i>	<i>Somewhat</i>	<i>Moderately</i>	<i>Extremely</i>
...friendly					

Step 4: Implementation of Findings

We will then analyze primary and secondary data to identify the **unique contributions of behavioral and structural factors** in sales performance

Findings can then be used to:

- **Provide recommendations** on how sales managers can best allocate resources to achieve “quick wins” and increase sales performance
- **Create training materials** on “soft skills” and other factors corresponding to improved sales performance
- **Design** coaching and training interventions

