



ReMap
Limited

Recruiting & Developing Sales People Since 2000

Case Study

2 Year Study

Pharmaceutical Sales

Specialist Care (Hospital Sales)



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**Evaluating The Effectiveness Of
Sales Call Reluctance Training
Carried Out By Remap Ltd**

Industry: UK Pharmaceuticals

Business: Specialist Care Sales

Study: September 2004 to April 2006

Caution:

This report should be viewed as a 'snapshot' of a particular sample of salespeople at a particular company within a specific time period. Findings contained within this report are solely applicable to this company. Readers are cautioned about generalizability and applicability to other situations and organizations. Remap Ltd is not responsible for misapplication or misinterpretation of the information contained in this report.

Evaluating The Effectiveness Of Sales Call Reluctance Training Carried Out By Remap Ltd

Background

This case study examines the sales performance of a sales team marketing treatment medications in niche areas for a Pharmaceutical company's specialist business unit in the United Kingdom.

The Business Unit comprised 2 separate sales teams, which covered the United Kingdom and Ireland. Both teams were managed by a National Sales Manager, and during the course of this programme, one product manager who had responsibility for all products, supported them.

By March 2005, the performance and productivity of the business unit was very poor (see table below). In Global terms the UK / Ireland business unit had the lowest growth of all major European countries and within the United Kingdom and Ireland business, it had the lowest performance versus target of all the company's business units. With sales productivity and growth at **-6% in May 2005**, and with the staff turn over at an all time high of 55% it was difficult to recruit internally and externally.

In March 2005 a new business unit director was appointed. His vision was to double sales within a 2-year period, and he commenced a programme of in-depth gap analysis across the business unit to identify development potential. This included skills and knowledge assessment, benchmarking with other internal and external business units in the UK and Global, and the identification of any management issues. The main conclusions of this analysis were that there was a fundamental lack of sales focus and culture. Evidence included:

- Product knowledge was excellent, but the representatives didn't use their skills to sell. Many excuses were made to justify poor performance
- Field visits revealed that there was little selling, but much talking and some information / data transfer.
- Representatives were going about their day-to-day activities but generally found it uncomfortable to SELL.

To help achieve a new 'sales culture' within the business unit, the new business unit director commissioned **Remap** to run a 'Sales Call Reluctance Workshop'. He had previous knowledge of Remap's influence and success in improving sales results within another UK company, and was keen to see similar results for his new unit.

Important Note: There were no other training interventions during this period

Remap Interventions

Remap were contracted to be involved in a number of interventions. Timetable of events:

- **June 2005:** Initial **Remap** 'Sales Call Reluctance Workshop' involving the entire Business Unit of 30 individuals (Managers, Representatives, Marketeers).
- **June / July 2005:** Four week coaching period commenced after workshop.
- **July 2005:** Sales Call Reluctance Review Workshop
- **Oct 2005 to April 2006:** Initiation of field coaching by Remap Facilitators
- **January 2006:** Sales briefing meeting. Remap assisted in role play coaching
- **April 2006:** Sales briefing meeting. Remap assisted in role play coaching
- **Ongoing:** 'Sales Call Reluctance profiling Tool' used to help recruit new Sales Managers and representatives for the team.

Sales Results and Behavioural Changes

- **26% Sales Growth** to December 2005, representing a net **32% increase** from March.
- **Sustained Sales Growth: 43% increase** to April 2006.
- **Sustained increases in S v T:** 106% Sales versus Target by December 2005 and **121%** of sales versus target at April 2006.
- Observation of immediate changes in approach to business by individuals and team following workshop were as follows:
 - Majority of sales representatives started reported that they were now happy to try new positive 'sales' approaches with their customers.
 - Previously unfruitful relationships indicated an increase in business
- The effect on activity remained fairly level in number of contacts per week; however there was a change in 1:1 calls versus meetings – a key change in behaviour.
- Positive changes to productivity, activity, access, and quality of in call assertiveness was reported.
- Increase in 'positive prescribing intent' reported by customers.
- Feedback from customers indicated more assertive closing by sales representatives.
- The growth in the business unit was 2nd in the affiliate in 2005 and second only to one, which launched a major new brand during this period.
- The Unit was No.1 sales versus plan of all business units' within the Global Business for this particular therapy area.
- Top representatives and managers have now been recruited from major competitors and the unit has seen an increase in representatives from other business units wanting to join.

Personal Comment From The Business Unit Director

"The partnership with REMAP has blended perfectly with the vision, values and objectives I had for the team on arrival. As well as the course having a fantastic impact on the sales team members, I believe that it has also had an impact on me. The REMAP experience has made me more confident as a sales person and happier than ever to actually sell. In addition, I believe this has made me a more effective and valuable Board member."

April 2006

Statistical Analysis

Sales

Individual sales results for the 10-month period September 2004 to June 2005 (Period 1) were compared against the 10-month period July 2005 to April 2006 (Period 2)

Total Sales for Period 1: £11,969,255

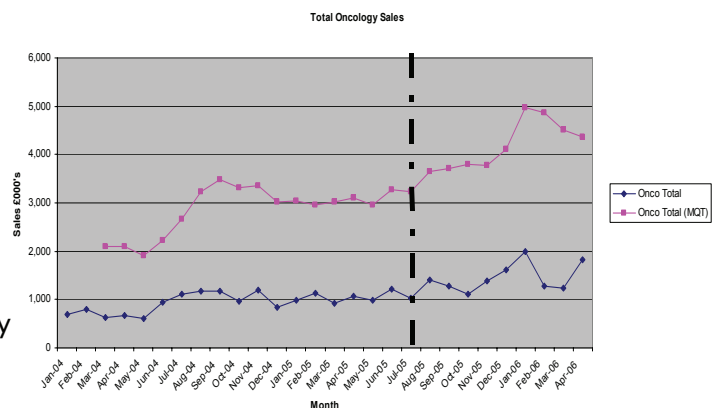
Total Sales for Period 2: £14,825,290

Percentage Increase in 10 months: **23%**

Sales Increase in 10 months: **£2,856,035**

Average sales increase per person: **£178,502**

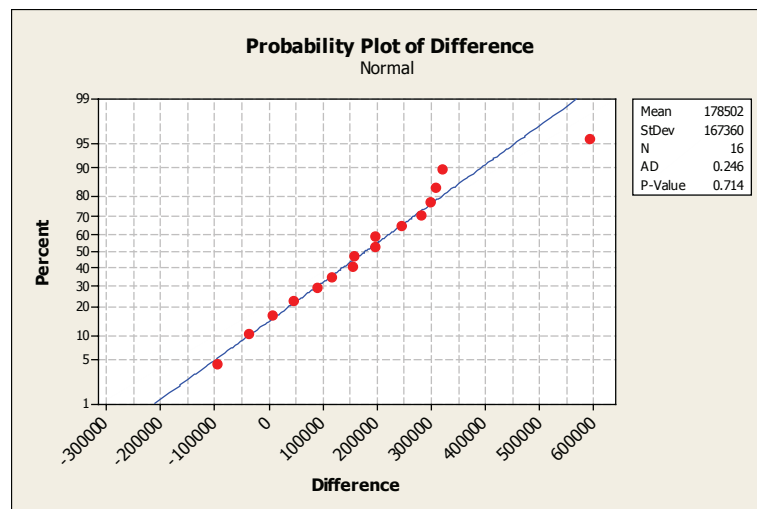
16 data sets were used for the analysis, even though one of these (lowest point shown on the Normality Test below) was negatively affected by a decision outside the control of the business, to ban the sale of the drug within the selling territory of Ireland during this period.



Statistical Models used for Analysis

To identify the effect that the Remap training had on sales, the 16 sets of sales before and after training were to be analyzed using the Paired T-Test, and compared with the Wilcoxon Signed Rank Test. These are statistical models which enable us to say whether the differences in the two sets of data are either zero (indicating the training has little or no effect) or greater than zero (indicating the training has had a positive effect). In order for the Paired T Test to be shown as valid for use it must, first of all, be asserted that the data follows a particular pattern – a Normal Distribution. A test for Normality was therefore conducted:

1. Test for Normality (of Differences)



As the data points were all very close to the straight line, this indicated that a Null Hypothesis of normality in the differences could indeed be supported. In other words, the values were distributed in such a way that there were few extremes and they were mainly distributed around the central in average value terms. The (probability) p-value of this happening of 0.714 is very large. This confirmed a normal distribution of data, and that a Paired T Test was indeed valid.

2. Paired T-Test: Period 2 v Period 1

This test looks at the two sets of data for the two periods in question, and takes an average of differences of the 2 sets. These averages are then compared to zero (where zero indicates that the training has no effect), and the probability of the results being that far away from zero (i.e. the training had no effect), is subsequently calculated.

	N	Mean	St. Dev	SE Mean
Period 2	16	926581	506264	126566
Period 1	16	748078	387133	96783
Difference	16	178502	167360	41840

T-Value = 4.27 Probability (p) Value = 0.000

Results and Conclusion:

- **Student T Value = 4.27** The Remap training **had a very positive effect on sales**
- **Probability (p) = 0.000** The probability of the increase in sales performance occurring without the Remap training intervention is **zero**
- **Conclusion: The increase of £2.8m over the 10 month period was not down to chance, and would not have been achieved without the Remap Training**

3. Wilcoxon Signed Rank Test: Difference

This is a non-parametric equivalent test to the Paired T-test, and the results are given below:

Test of median = 0.000000 versus median > 0.000000

	N	Wilcoxon Statistic	P	Estimated Median
Difference	16	129.00	0.001	174066

Results and Conclusion:

- **Wilcoxon Statistic** Remap training **had a very positive effect on sales**
- **Probability (p) = 0.000** The probability of the increase in sales performance occurring without the Remap intervention is **0.001**
- **Conclusion:** This test confirms the same results as the Paired T-Test i.e. **the increase of £2.8m over the 10 month period was not down to chance, and would not have been achieved without the Remap Training**

Return On Investment

Sales Increase in 10 months is reported as **£2,856,035**

Cost of Remap Interventions during the period: **£50,000**

With no other training initiative impacting on the sales increase demonstrated, a very dramatic ROI should be claimed for the Remap Sales Call Reluctance training.

Although notoriously difficult to calculate, the statistical models show that the increase was not due to chance and that the probability of this increase being achieved without the Remap intervention was zero.

With this in mind, then even a very cautious claim by Remap of being responsible for 35% of this figure, equates to an amount of **over £1 million** Return On Investment for the Business Unit.