



# MAKING IMPACT IN A VIRTUAL WORLD

EISAI CANCER CENTER LTEN WORKSHOP

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# INTRODUCTION

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Note: The views that I express today are my own and do not necessarily reflect the position or views of my employer, Eisai Inc.

# WHY WE'RE HERE

## ■ Today's Objectives

- ✓ Learn about a successful program implemented for sales representatives to overcome challenges posed by selling in a virtual environment
- ✓ Recognize how the components of this program can be applied in your own organizations
- ✓ Outline a roadmap of how you can get started and make impact on your sales representatives' performance in the field



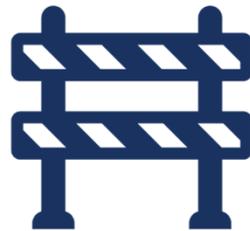
# THE CHALLENGES WE FACED

- Gaining access to HCPs
- Conducting effective virtual sales interactions:
  - ✓ Maintaining engagement
  - ✓ Flexing to the needs/situation of the customer
  - ✓ Demonstrating clinical fluency
  - ✓ Demonstrating selling acumen

Note that we conducted separate training on the “mechanics” of conducting effective virtual interactions; including using technology, engaging with a customer virtually, professionalism in presentation and in lighting, environment.

## SHARE YOUR EXPERIENCE

How many of you faced similar challenges?



## THE SOLUTION



# THE SOLUTION: EISAI CANCER CENTER

- **What Eisai Cancer Center is/Who it's for:**

- Simulated virtual selling environment for oncology salesforce
- Those playing role of doctors: sales leadership and Commercial Training and Development (CT+D) colleagues

- **Why/The objective(s)—provides an opportunity to:**

- Gain access to customers
- Practice selling to “real-world” scenarios
- Demonstrate clinical fluency
- Enhance virtual engagement proficiency

- **How it functions/The set-up:**

- Set up appointment/get through gatekeeper
- Conduct a certain number of calls in an established timeframe, as with actual HCPs
- Follow-up, as done with actual HCPs



# HOW WE DID IT (AND HOW YOU CAN TOO) – 7 STEPS

## Eisai Cancer Center's 7 Steps to Success:

1. Create an outline
2. Get buy-in from leadership
3. Develop real-world scenarios
4. Pay attention to logistics
5. Rollout program with “HCP” participants
6. Launch/Kick-off program for sales representatives
7. Evaluate success of program and report to sales leadership

Write down each step in the spaces provided in your handout.

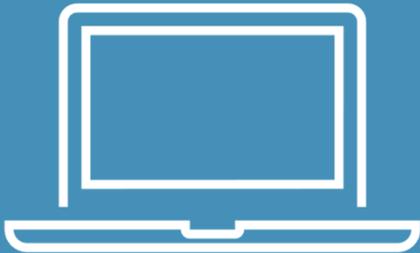


# STEP I: CREATE AN OUTLINE

*"If you don't know where you are going,  
you might wind up someplace else."*

*–Yogi Berra*

Build a PowerPoint presentation that you can socialize to gain input and buy-in from colleagues.



## ■ Define the Need

- Be specific and include evidence (anecdotal, formal) that helps establish the need

## ■ Define Objectives

- What do you hope to achieve with the program?
- How will the program help to correct the issue/fill the gap that has been identified?

## ■ Define Metrics

- What does success look like for this program?
- How can you measure that success?
- Quantitative (e.g., number of calls) and qualitative (e.g., were clinical fluency and selling acumen demonstrated?)

## ■ Define the Participants

- Know whom the program will benefit, and who will be involved in its execution

Start mapping this step  
in your handout



## STEP 2: GET BUY-IN FROM LEADERSHIP

*“You miss 100% of the shots you don’t take.”*  
–Wayne Gretzky

Be prepared to “sell” your idea to T+D leadership and sales leadership.



### ■ Present the outline

- Present the outline to T+D leadership, demonstrating that planning and objectives have been established and clearly defined
- The presentation should illustrate the necessity of the project, why it’s needed, and whom it will benefit

### ■ Identify a project champion

- Might be your direct manager or another person within T+D or sales who has taken an interest in the program
  - They will likely have input into the proposed program plan
- The project champion will help you garner approval for the initiative with leadership and may be the main presenter to leadership based on their level within the organization

Start mapping this step  
in your handout



## STEP 3: DEVELOP REAL-WORLD SCENARIOS

*“Practice is just as valuable as a sale. The sale will make you a living; the skill will make you a fortune.”*  
– Jim Rohn

Your program will be most effective if you provide sales representatives with real-world situations, from making the appointment to conducting the sales call.



- Establish a small “field advisory team” to provide input
  - Meet with “field advisory team” (sales representatives, managers) to share what they are experiencing in the field
    - Real situations will confer a level of credibility to the program and provide real value
- Develop scenarios
  - Scenarios will be used by 2 parties:
    - Colleagues playing role of the customer
    - Sales representatives to determine who they will set up appointments with and for pre-call planning
- Get M/L/R approval
  - As required by your organization

Start mapping this step  
in your handout



# CUSTOMER SCENARIO CONTENT

## Available to both sales representative and “customer”

- Customer specialty
- Previous interactions description
- Prescribing patterns description
- Contact information for setting up an appointment

## Available only to “customer”

- Tips for playing the role of customer and obstacles to setting up appointment that sales representative must overcome
- Amount of time customer has available for appointment (they will convey to sales representative)
- Objection to deliver during the meeting
- “Curveball” to force sales representative to be flexible (e.g., telling them to set up a 10-min appointment, but then telling them that you now have 20 min for appointment)
- Evaluation form
- Key points to listen for

## STEP 4: LOGISTICS

*“The difference between something good and something great is attention to detail.”*  
–Charles Swindoll

Details can make or break a program like this!  
Think through all of the information that participants in the program will need. Then have a back-up plan!



### ■ Have a solid plan:

- When will the initiative take place?
- How long will it last?
- Is everyone participating or just a subset?
- Do we have the resources we need to play the role of the customer in the simulated selling environment?
- What does communication about this initiative look like?
- When will we train the colleagues playing the role of the customer?
- What role do first-line managers play?
- When will we roll out the initiative to sales representatives?
- How will we roll out the initiative to sales representatives?
- How are we collecting the evaluations from “customers”? Electronically? Manually?

Start mapping this step  
in your handout



## STEP 5: ROLLOUT FOR “CUSTOMER” PARTICIPANTS

*“Before anything else, preparation is the key to success.”*

*–Alexander Graham Bell*

Conduct a live meeting with colleagues who will be playing the role of “customer” to ensure they understand their roles and responsibilities.



- Prepare the “customer” participants
  - Present the initiative objectives and logistics
  - Review the roles and responsibilities of all meeting participants
    - Some may be playing role of customer; some may be observers
  - Review the customer profiles that each colleague will be “playing”
  - Review evaluation form
- Provide guidance to make most of the initiative for sales representatives
  - Stay in character as customer
  - Be as realistic as possible
  - Be honest and specific in evaluation of sales representative performance

Start mapping this step  
in your handout



## STEP 6: KICK-OFF FOR SALES REPRESENTATIVES

*“High achievement always takes place in the framework of high expectation.”*

*–Charles Kettering*

Conduct a live meeting with entire field force to kick off the initiative.



- Introduce the initiative
  - Present the initiative objectives and logistics
- Set expectations
  - Establish that the simulated sales calls should be treated exactly the same way as a call with an actual customer
    - From call setup to follow-up, sales representatives should consider themselves interacting with an actual customer
  - Review evaluation criteria with sales representatives for full transparency
- Provide sales call requirements:
  - How many calls to make during the course of the initiative
  - How many different customers to call on
- Reminder of what makes a good virtual interaction
  - Key points from previous training on the “mechanics” of conducting sales calls virtually

Start mapping this step  
in your handout



## STEP 7: EVALUATE SUCCESS

*“That some achieve great success is proof to all that others can achieve it as well.”*

*—Abraham Lincoln*

Establish metrics to evaluate the success of the initiative; these can be set up in the program outline (as discussed earlier) but should be refined for relevance as program evolves.



- Using the metrics you established, analyze the data you’ve collected:
  - Evaluations completed by “HCPs” and observers, using grading scale
  - Feedback surveys completed by first-line managers on performance improvement
  - Anecdotal feedback from participants
- Present results to leadership
  - Clearly outline how program objectives were met/exceeded
  - Emphasize the value that the program provided
  - Present relevant data and “testimonials”
- Continuous Improvement
  - Revise the program based on feedback and experience

Start mapping this step  
in your handout



## WHAT SUCCESS LOOKED LIKE

- Evaluation forms informed participants of strengths and weakness, where to improve; provided coaching opportunities for managers
- Behavior-based surveys completed by managers confirmed that positive behavior changes were observed in the weeks/months following Eisai Cancer Center calls
- Positive feedback from participants expressing how the program has made them better and helped them succeed
- Eisai Cancer Center has been adopted as an integral component in ongoing training initiatives, e.g.:
  - Ensuring best practices retained from New Hire Training
  - Sustainability after product launches
  - Skills development
  - Pulling through the introduction of:
    - New data
    - New competitor
    - New marketing initiatives, such as customer segmentation

### Sample testimonials:

*“Since rolling out Eisai Cancer Center, the representatives of my region have gone into their virtual calls more confident and more prepared than ever before.”*  
–Regional Business Leader

*“Eisai Cancer Center really set the standard. That’s why we continue to use it as a model for future programs.”*  
–Senior Director, Training

Q & A

QUESTIONS?