



SALES **ENABLEMENT** & BEYOND

Using games and smart
implementation to
drive success

The **Right** Learning Solution

Bottom-Line
Performance

Who we are



Sharon Boller

President



Stephanie Sullivan

Account Manager



Steven Boller

Marketing Director

Who we are

Bottom-Line Performance



A custom learning solutions company founded in 1995. We focus on eLearning, blended learning, curriculum design, mobile solutions, and serious games. We also specialize in needs analysis and project management.

What we'll do



Begin at the end – showcase results



Identify life science challenges



Verify when games are optimal



Map game types to needs



Share best practices for implementing

48% sales forecast increase

66% training cost savings



50% increase in confidence selling



Medical Device Case Study: Global Product Launch

About the project

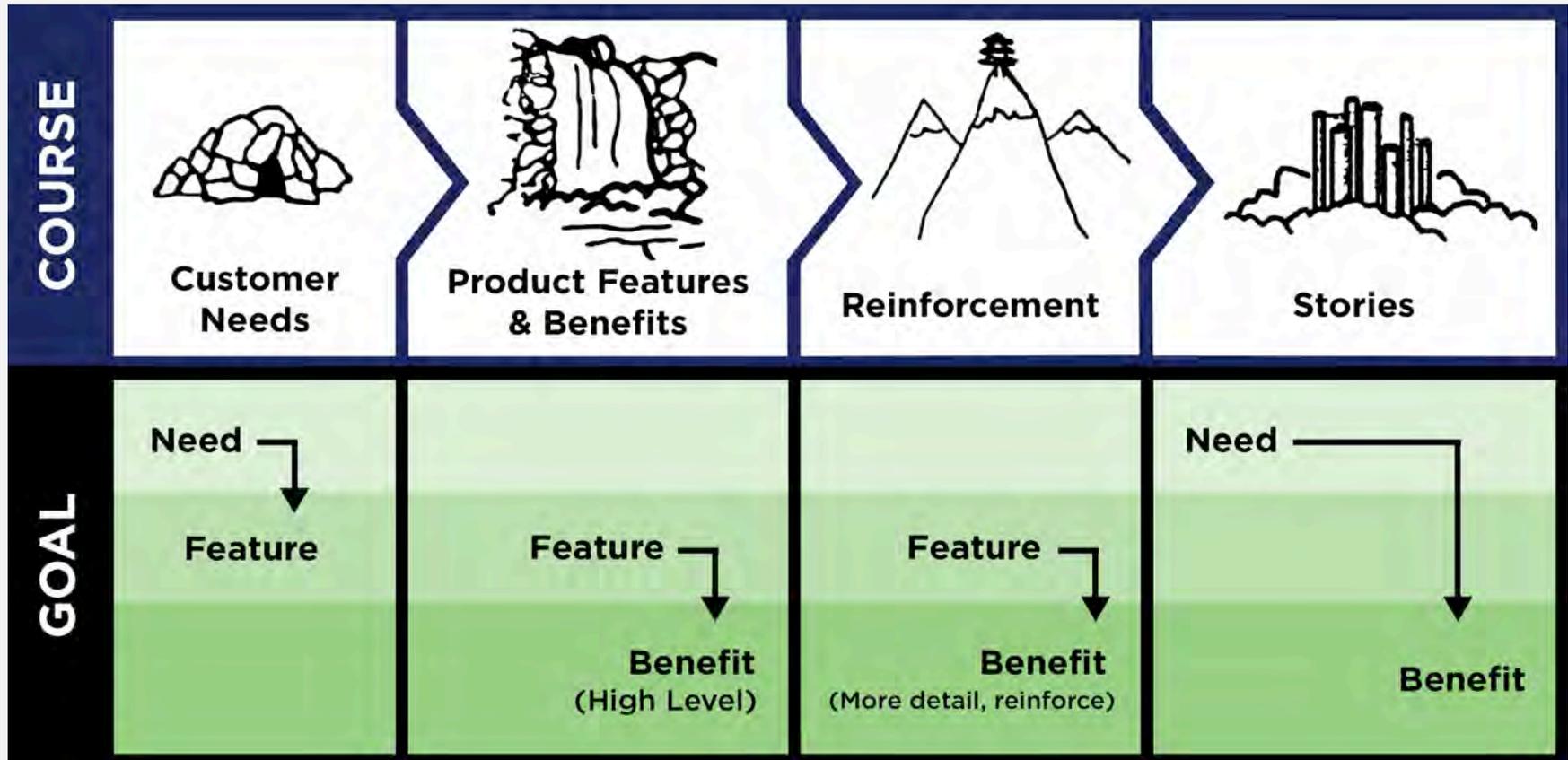
To commercialize an innovative new product, a large medical device company partnered with us to create an interactive, gamified blended learning curriculum.

Learning Goal: For learners to be able to effectively uncover unmet needs, then to convey the value proposition of the product to meet those unmet needs through the use of powerful and compelling stories.

Our Approach

Pre-Launch	Launch	Post-Launch
<ul style="list-style-type: none">• Gamified eLearning• Knowledge Guru• Video-driven eLearning	<ul style="list-style-type: none">• Themed Launch Meeting• Interactive & Game-based Instructor-led Training	<ul style="list-style-type: none">• AM's learn about the training• Facilitator guide and materials provided

Pre-launch training



Cave of Needs

Cave of Needs

Home

Resources

Exit

Logo

CUSTOMER NEED

*Our specific scientists waste too much time
They should be focusing on higher value activities to help manage our lab's ever-increasing workload.*



How does the
PRODUCT
NAME
system
address this
need? Click
the **path** that
meets this
need and then
click **Submit**.



SUBMIT

Bottom-Line Performance

Waterfall

Final Activity

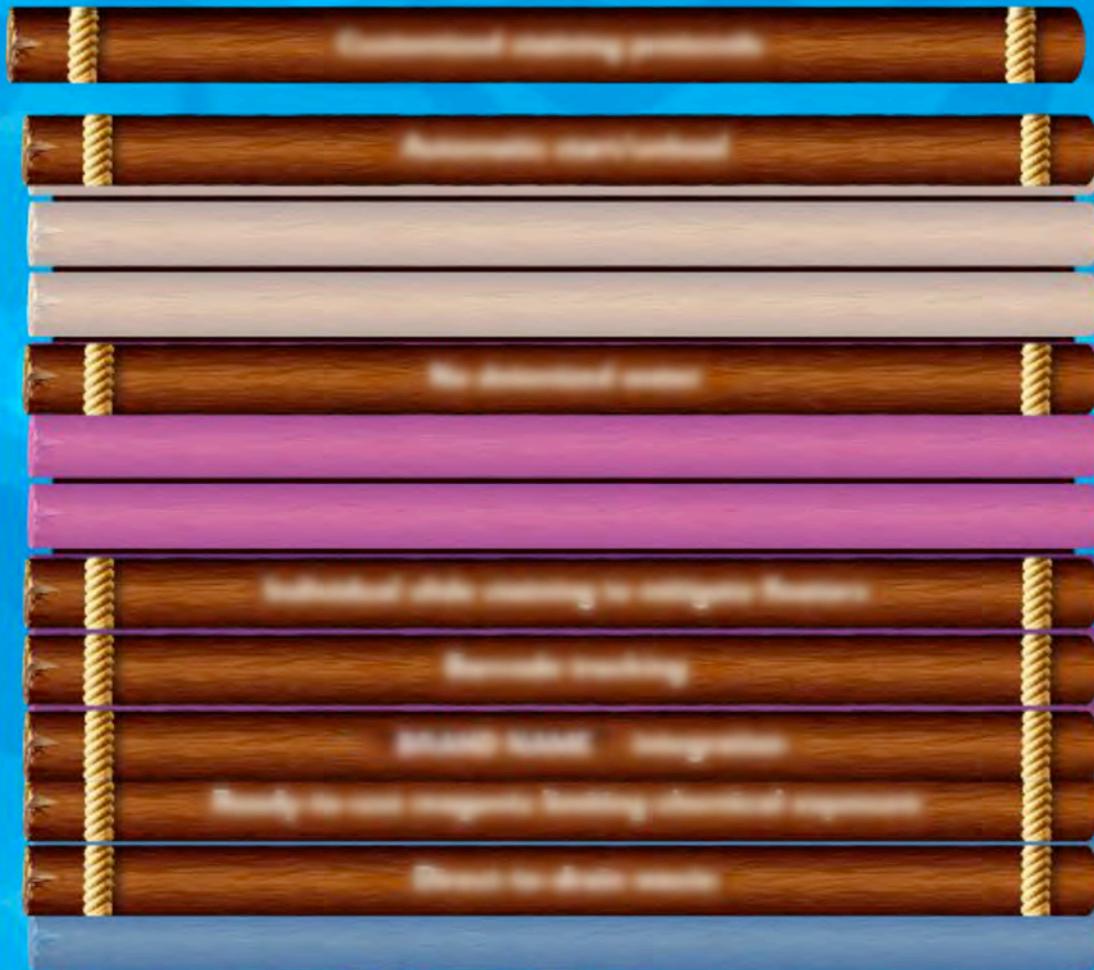
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Logo

To build your raft, drag a plank from the top to its matching benefit section. Only correct answers will stick.



Improved workflow

Stain consistency and reproducibility

Improved patient safety

Improved technologist safety

Mountain

Logo

Logged in as: Test Account

Standings

My Account

Save & Quit

Safety:

Complete each path to master this topic.

Back to Dashboard



Seeds of Knowledge
0 of 9 earned



Pearls of Wisdom
0 of 2 earned



Play Path



Play Path



Play Path

Story Pillars

Story Pillars

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Click a **customer** and hear the story the customer heard. Based on the story, choose the need that the story would address.



Launch Map

The Quest

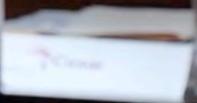


Launch Meeting

Sharpening your skills
choose your

Each choose the... on the
customer ne... with the
right support

- First player pulls... and shares the
- Other players pu... the story they would
- Each player tells...
- Customer... a good
- Play...
- Play...
- Play...



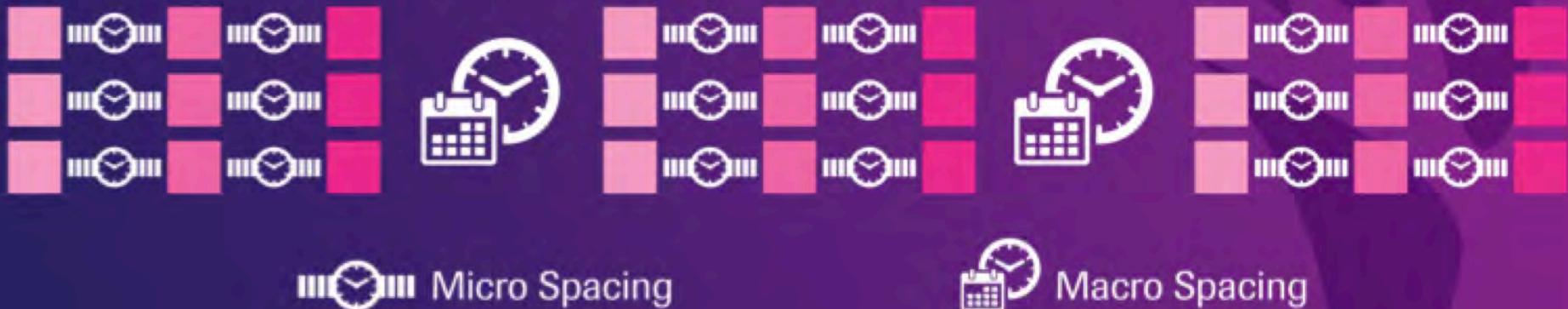
Launch Meeting



Post-launch

We prepared trainers to go back to their home countries and give the launch meeting. We helped them understand the gamification of the program.

Spaced Repetition in Action



Post-launch

How do people learn?

Acquire

Employee attends training.

Step 1

Store

The information is stored in the employee's short-term memory.

Step 2

The employee's brain integrates new information with what he/she already knows.

Step 3

Retrieve

Employee thinks about how to use information with customers in sales calls and presentations.

Step 4

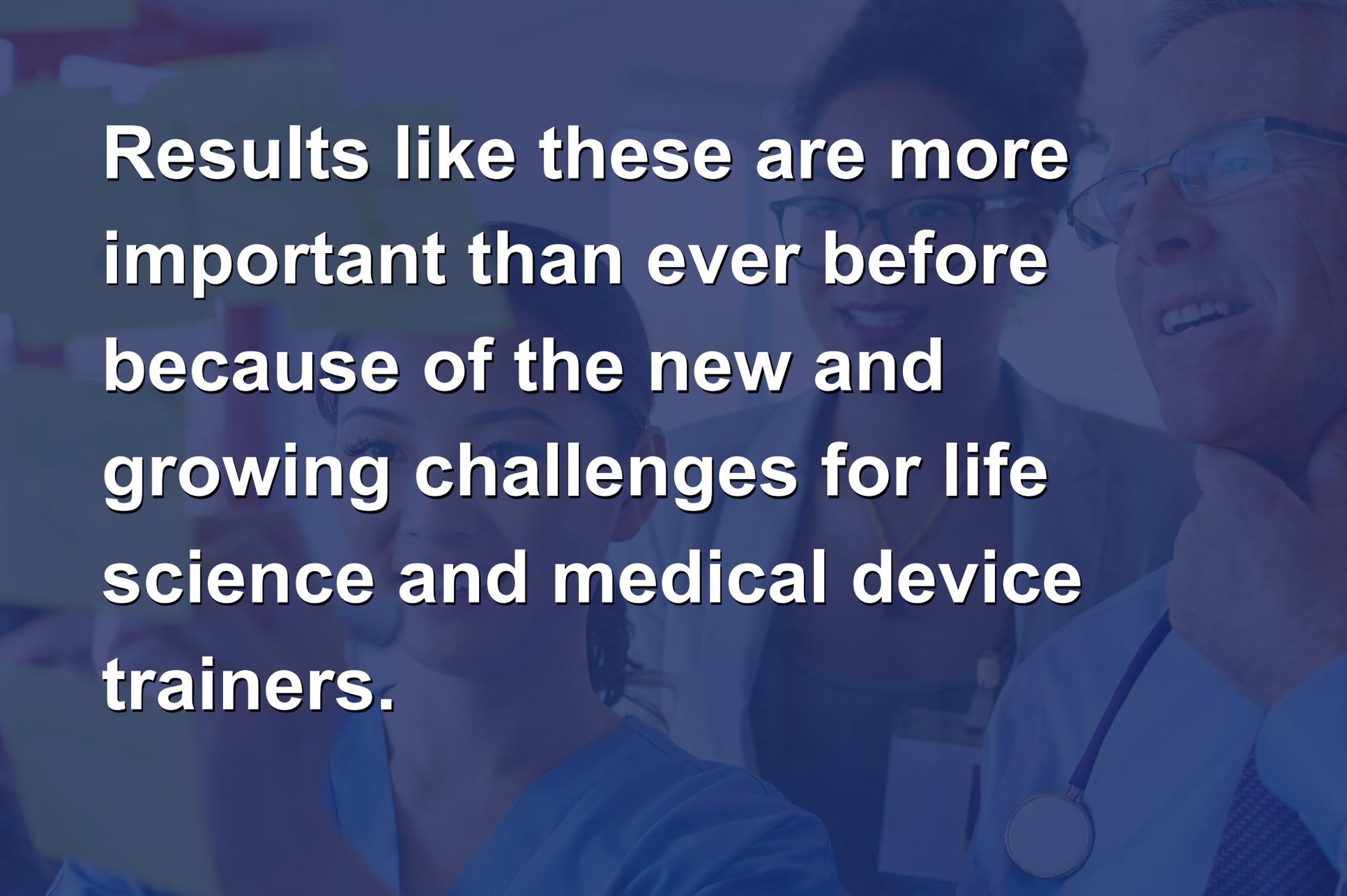
Results

- As a result of the launch training, affiliates have upped their sales forecasts by **48%** for 2016.
- The curriculum's design led to a **66%** training cost savings.
- Account managers reported a **50%** increase in confidence selling the product.

Results

“Instead of falling asleep, there was nowhere for anyone to disengage and hide. The learner was always on the spot by being an active participant in a card game, a role play, or story creation and delivery.”

— Sr. International Business Leader



Results like these are more important than ever before because of the new and growing challenges for life science and medical device trainers.

Life Science + Medical Device Challenges

- Communicate unique value through compelling story
- Not get stuck competing on price. Explain then new innovations
- Get affiliates' attention
- Change the old model of tossing new products “over the fence”
- Address large knowledge gaps with new product type

WHAT ABOUT YOU?

What new challenges does your organization face that impacts the training you deliver?

Common themes we see

- Volume to Value
- More complex sales process
- More complex sales messages/stories
- 1 to 1 selling to strategic account management

It all comes down to this:

**Preparing sales reps and
account managers for
success in an increasingly
challenging environment.**

When are games the right solution?

Let's illustrate via a game!

- Deal out the cards on your table. **Keep them face down.**
- I'm going to share the definition of "GAME." After I do, your job is to evaluate your cards and lay down the cards that match something within this definition—and in the correct sequence.

A game is an **activity** with...

- An explicit **goal** or **challenge**
- **Rules** for players and the system (computer games)
- **Interactivity** with other players, the game environment (or both)
- **Feedback mechanisms** that provides players with **clear cues** on how they are performing.
- It results in a **quantifiable outcome** (you win, you lose, you hit the target, etc.) and often triggers an **emotional reaction** in players.

You have **2.5 minutes** to
arrange your cards. You
need **14 cards**.

Max score = 140 points.

Correct Sequence:

1. Activity
2. Explicit
3. Goal
4. Challenge
5. Rules
6. Players
7. Interactivity
8. Players
9. Game Environment
10. Feedback Mechanisms
11. Cues
12. Performing
13. Quantifiable outcome
14. Emotional reaction

Scoring:

- Each correct card in correct sequence earns you 10 points.
- Finishing early earns you 10 points.
- Each missing card and each card in the wrong order cost you 5 points.
- Each extra card cost you 5 points.
- The team with the highest score wins!

A game is an **activity** with...

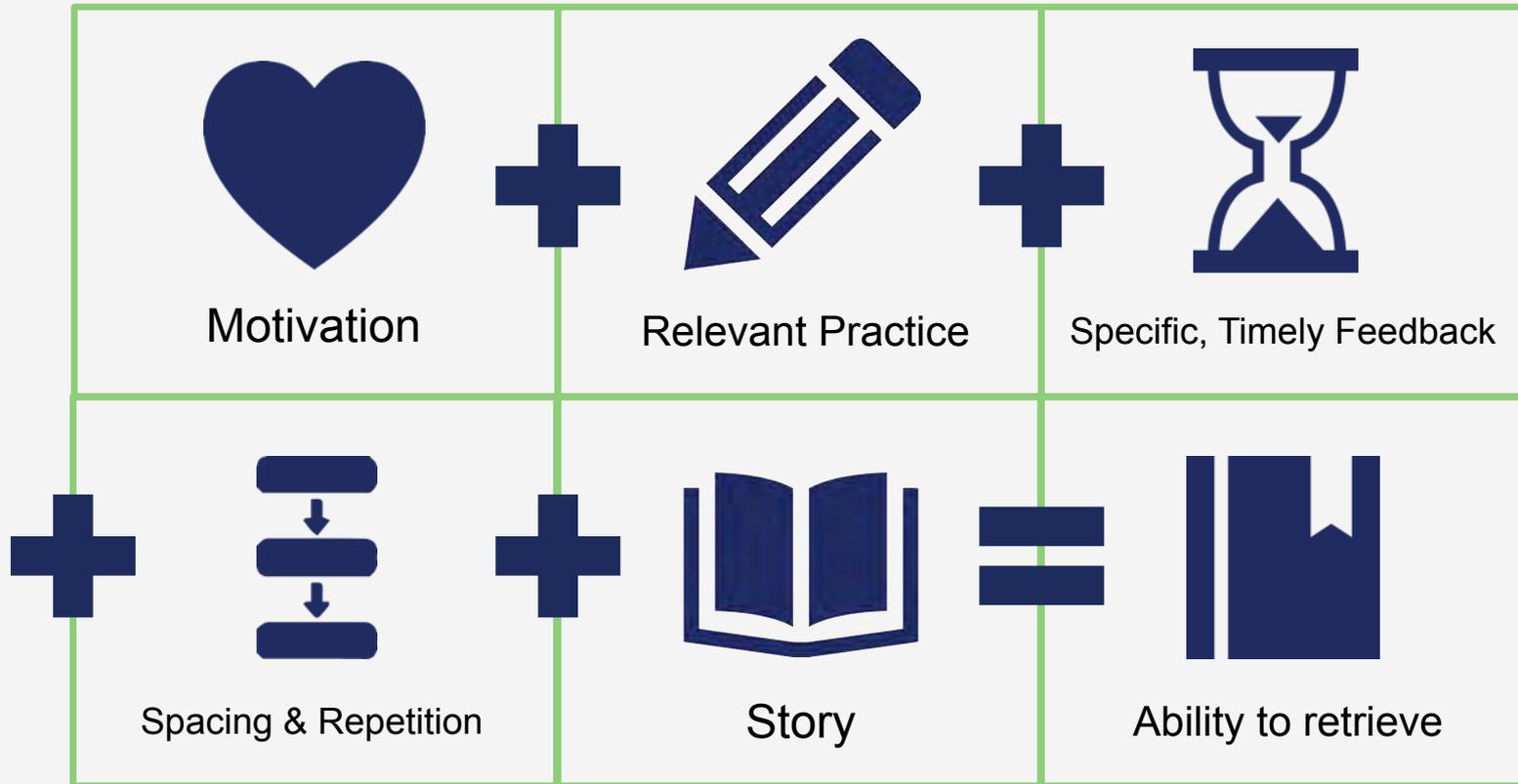
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What “fun” was in this game?

- Winning
- Achieving goals
- Triumphant
- Collaborating
- Exploring and building
- Collecting
- Problem-solving or strategizing
- Role playing or imagining
- Surprise



How do people learn & remember?



Linking Games to Learning

We need....	Game Elements That Match
Motivation / Emotion	Game goals or challenges, competition (against time, the game itself, other teams), reward structures (leveling, points, achievements, acquisition of resources), story
Relevant practice	Connection between in-game challenge on on-the-job need, linkage between game rules and real-world constraints and environmental factors, reward structures that mirror real-world, levels w/in game, game loops
Feedback	Impact of choices on game progress and status, comparison against other players or against game. “Game loop” itself also supplies feedback as players experiment with different strategies and observe results.
Spaced repetition	Levels, replayability
Story	Narrative and characters (Note: not every game has story)

Instead of “when to use games,” ask, “How do I *best* use the *right* game?”

Common Sales Enablement Learning Objectives

- As part of sales call planning, **identify** customer types and their barriers and motivators.
- Given specific questions or call objectives, **share** the appropriate safety and efficacy data on a product.
- **Respond** to objections. / Overcome objections.
- In a variety of customer situations, **ask** the right questions to uncover customer needs.
- Based on customer needs, **tailor** the value proposition or story you share.
- Based on the specific selling situation, **choose and use** the optimal tool for the situation.
- Appropriately **compare** safety and efficacy data against alternatives

Game Dynamics

Cognitive / Behavioral Objective:	Consider these game dynamics:
Identify types	Matching, Alignment, Exploration, Collecting
Choose	Exploration, Matching, Territory Acquisition, Collecting
Share	Solve, Matching, Territory Acquisition
Respond	Collection, Matching, Exploration,
Compare	Exploration, Matching
Ask the right questions	Matching, Alignment
Tailor messaging	Territory acquisition, collection
Put together a story	Matching, collection, Solve

Best practices to follow

1. Design game to meet SPECIFIC learning objectives.	6. Create ways for learners to work in groups or teams.
2. Focus the game on more than winning/losing.	7. Match cognitive activities in the game to the cognitive activities required on the job.
3. Embed learning within curriculum; include reflection activities.	8. Make sure winning is the result of knowledge or skill acquisition – and not chance.
4. Get learners comfortable with rules and game play before starting – or build in tutorial guidance.	9. Plan for replay-ability; you WANT repetition and you want people to be able to try again.
5. Keep rules, scoring, and leveling simple.	10. Keep rules, scoring, and leveling simple (Yes, this is a repeat!)

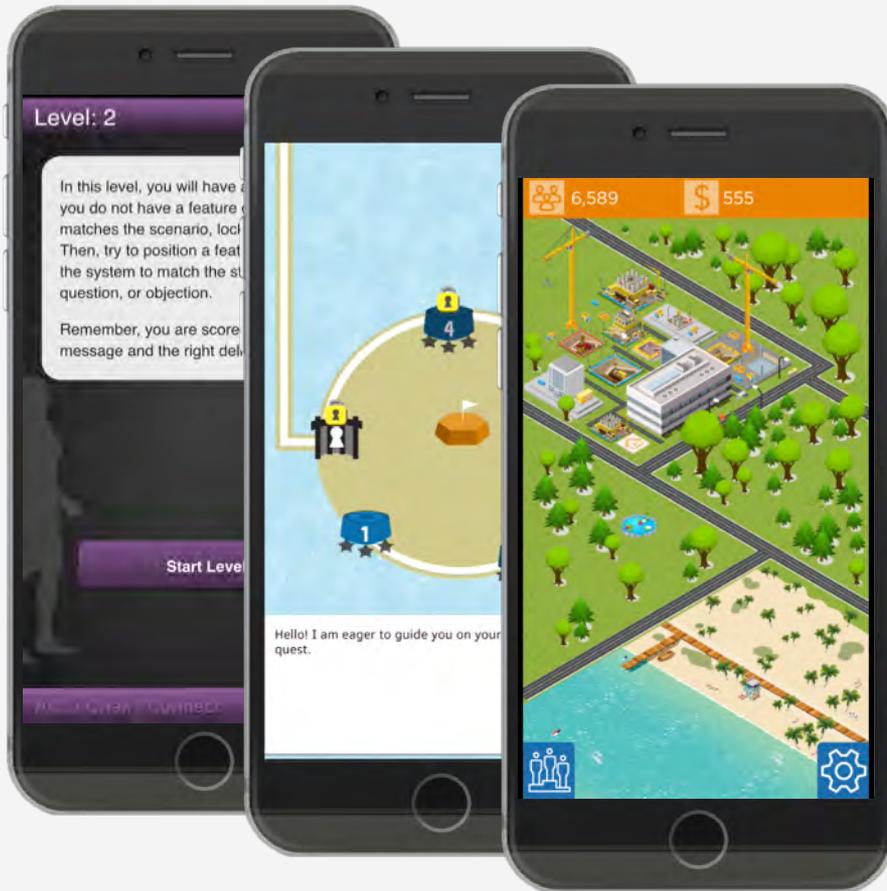
Game Formats / Uses



Board Games

We use to encourage team discussion, foster collaboration to achieve goals, provide application practice and/or provide recall practice.

Game Formats / Uses



Mobile Games

We have used as part of live events for application practice as well as for micro-learning / reinforcement

Game Formats / Uses

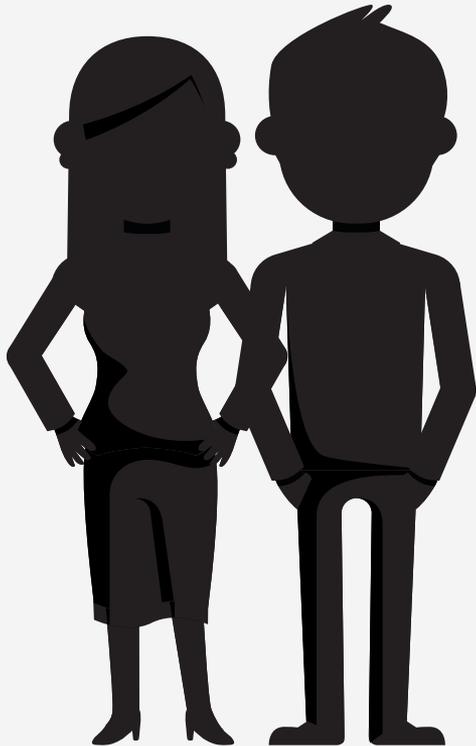


Online computer games

Application practice, pre-work for live events, post-training reinforcement.

Map games to the needs & constraints of your learners

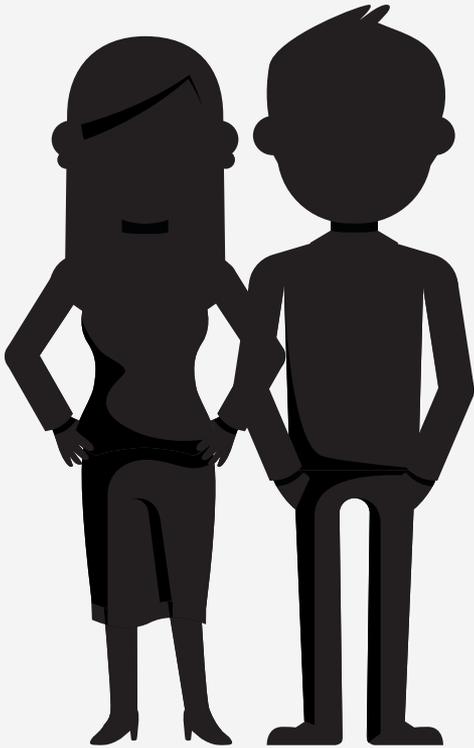
Marketing: “Buyer Persona”



“Semi-fictional representation of your ideal customer based on **market** research and real data about your existing customers. When creating your buyer **persona(s)**, consider including customer demographics, behavior patterns, motivations, and goals”

Definition source: <http://blog.hubspot.com/marketing/buyer-persona-definition-under-100-sr>

Training: “Learner Persona”



Semi-fictionalized representations of your target learners. You base them on research you do plus demographic data that exist. **They help you create a training experience that aligns with the realities and preferences of your learners.**

Let's build a picture...

- Age?
- Gender?
- Ethnic group?
- Years' experience as a sales rep?
- Years experience with *your* company?
- College background?
- LinkedIn presence?



We need to dig deeper:

- What's a typical day like?
- What makes the role challenging?
- What values drive and motivate the rep?
- What gaming experiences are typical?
- What device experiences/uses are typical?
- What does a sale call REALLY look like?
- Is every call the same – how do they vary?
- How should training be designed to optimize this transfer into the rep's world?

Directions / Explain Activity

Complete two columns in the handout:

- Are you *asking* the question now? Answer **Yes** or **No** in the appropriate column.
- How confident are you that you can *answer* that question right now? Rate yourself **1-10** in the appropriate column.



Personal Profile

Stephanie is 41; she has 2 kids and is constantly on-the-go between her job and her kids' activities.

She's been with Axis Pharma for 10 years, all of them as a sales rep. She's repped products in CV area as well as GI. She's a seasoned pro and proud of her skills as a rep.

Sales Call Flow

There is a "ladder approach" to selling her product. The first 2-3 calls focus on the product category; the second 2-3 calls focus on the product itself. There is a specific call objective and message for EACH type of call. Getting up the ladder in a new account takes weeks to months. Call durations vary from 5 minutes to 20 minutes, depending on the objective and the HCP's time available.

A Day in Her Life

Days are long. She's up at 6:00. The work day starts at 7:30; it may end around 10 p.m. when she wraps up a dinner meeting, emails, or inputting notes into Salesforce.

Her territory is urban; she can make up to 8 calls in the day. Call durations range from 5 to 20 minutes, depending on the sales call objective and the HCP.

Devices & Gaming

She starts/ends the day with her laptop. Her phone is her go-to during the day for email/VM, Googling. Tablet is used mostly during sales calls.

She enjoys quick mobile games that can be used as "time fillers." She and her family also enjoy an occasional board game or card game that are simple to learn/play. They can enjoy spending an hour or two playing a game together when they play, which is probably about 1x/month.

"Show me how to use info within a sales call. Keep it simple. Make it easy to access and use."

Challenges

- Getting it all done in a day.
- Keeping up with the new stuff.

Values

- Knowing her product helps patients feel better.
- Being a credible voice to HCP
- Hitting her goals

My “game” thoughts are:

- “Self-paced” game play needs to be kept ***short.***
- Game play should be ***simple.***
- Game content should focus on selling environments and scenarios, rather than simple recall.
- Game content should reflect the call ladder reps must climb.

My “game” thoughts are:

- Phone might work better than laptop, unless I assume players will do game in the evening or early morning.
- I have a slightly older audience; if I go mobile, text size cannot be a barrier or they will ditch the game.
- Board games would be received well in a live environment; game play again should be simple.

Example Plan for a Launch

Pre-launch training

- 15-minute gamified eLearning course to introduce the product, positioning, key messaging, and competition.
- Knowledge Guru game to reinforce/practice recall

Launch meeting

- Overarching territory acquisition game that can be played throughout the day as new content and skills are introduced.

Post-launch meeting reinforcement

- Series of three to five mini-games that can be pushed out via mobile for play over a period of 1 to 3 months time.
- Each game focused on **one** concept or practice opportunity.

Don't forget about Implementation

Smart Implementation

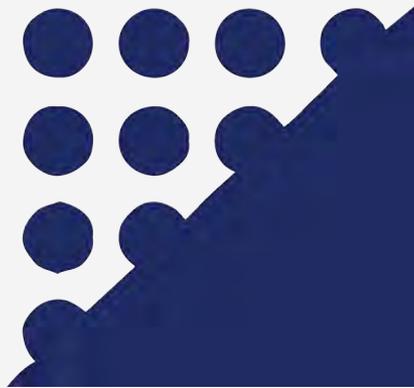


Success

Seven Smart Implementation Tips



1. “Required” works best.



2. Blend into a curriculum.
Use as *part* of a learning solution.



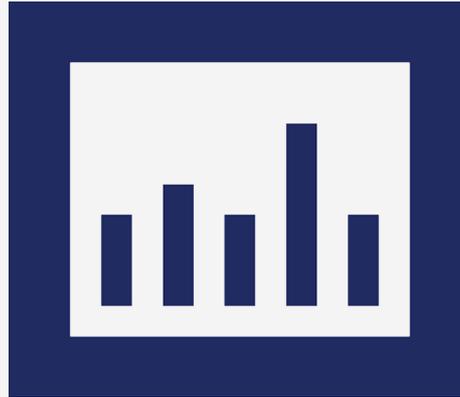
3. Use as a reinforcement tool or as pre-work (most of the time).



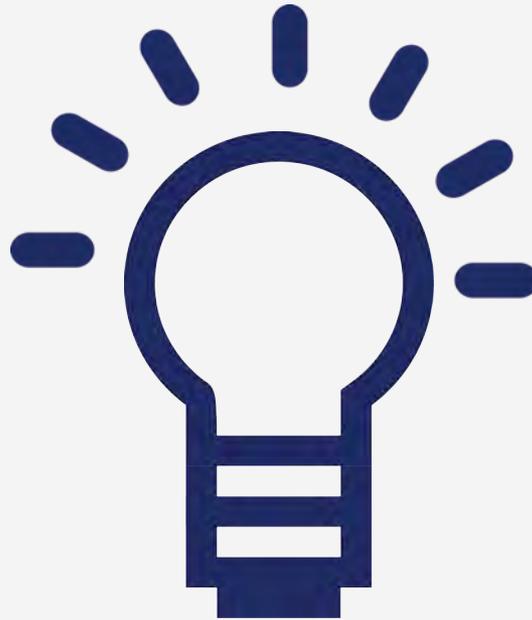
4. Offer incentives and/or
provide sufficient
motivation.



5. Create a communications strategy around the game.



6. Use reporting and adapt the training.



7. Gather insights via surveys.

Download the tips

Get the white paper:

bottomlineperformance.com/learning-center

Or email me:

steve@bottomlineperformance.com

Plan for success

- You must understand game design *and* instructional design.
- Games are not a panacea.
- Your stakeholders are *not* your target.
- More effort required to play = less cognitive space.

Questions?



Thank You!

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