LTEN® 2023

Creating a Patient Outcomes-Focused Sales Culture in Today's Clinical Selling Environment

integrity Solutions

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ABIOMED®
Recovering hearts. Saving lives.

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Challenges selling in today's HC market?

- **Access "Not us!"**

- **50-70% of customer facing teams are clinicals – most/all think "selling" is a dirty word *(strong desire for patient advocacy)***

- **"I don't have time to coach" – "managers leading teams from behind a desk."**

The Impact on Our Customer

Repeatable Behaviors

Human beings repeat behaviors that give them a sense of meaning, purpose, fulfillment and resist those that don't.

How is this manifested?

Why? How did we get here?

- **Preconceived belief – true?**

- **Product/Disease State – Competitors - Feature & Benefits/Marketing Messages - Verbalization**

- **Impact on beliefs?**

- **But wait….there is more! Activity Metrics – a multiplier effect**

- **Ingrains the belief that** *"the value I provide comes from the information and service I deliver."*

- **Is this wrong?**

Message and Management Fatigue
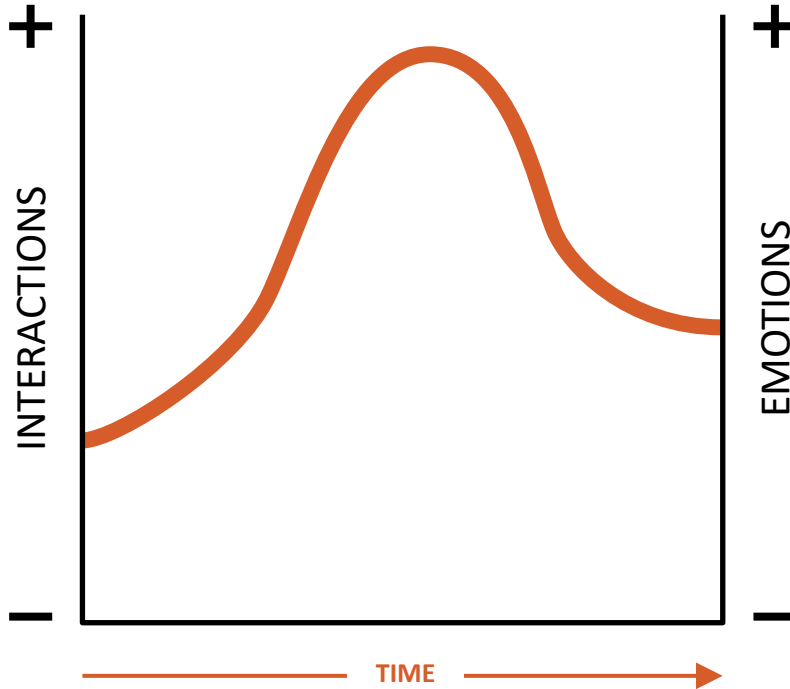
"The value I deliver comes from the information I provide"

Repeatable Behaviors: Messaging vs. Consulting

Product Features and Benefits

(Service, support, messenger)

vs.

Consultative Approach

(Problem solver, change agent, difference maker)

The Access Problem

Activity ≠ Productivity

Access to service

- **Clinical/Tech Support**
- **Rapport**
- **Deliver product information**
- **Pull of the Service Vortex**
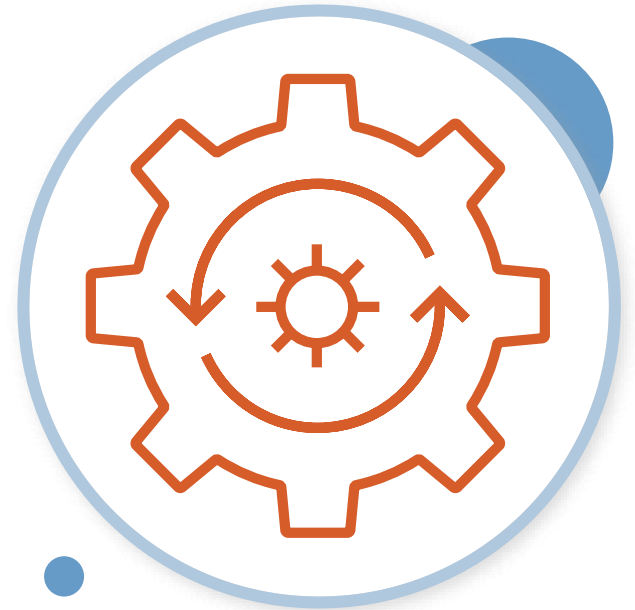- **Like me (feeling?)**
- **Value?**

Access to sell

- **Identify customer needs**
- **Develop solutions**
- **Build a call continuum**
- **Proactive repeat behaviors**
- **Value me (feeling?)**
- **Value?**

Change Management

How do we reshape core selling beliefs and skills, and get your teams to incorporate advanced selling skills into their customer interactions?

Why Change?

- **Field Team dynamics**
- **Enhance existing skillset – address view of selling**
- **History with previous models – gap in training**
- **Clinical team = HUGE opportunity**
- **Teams' consultative nature**
- **Increase collaboration internally**

Business Impact

- **6 consecutive quarters of record patient/revenue growth**

- **Record # of implanting physicians**

- **Territory anecdotes of growth**

- **Managers – what did you do to them?**

- **Managers coaching to model**

- **Over 95% of clinical team trained**

Additional Impact

- **Improved employee engagement**

- **Enhanced work life balance**

- **Increased job satisfaction**

- **Post-course survey results**

- **Requests for additional training**

- **Trainees call and share success stories**

- **Improved cross-team collaboration**

Agenda

Introductions & Expectations

Workshop Objectives

Reasoning/Need for Enhancing Our Training

Rollout Process

Training Highlights

Follow up and Pull Through

Where Are We Now?

Q & A

Challenges and Skills – Small Group Discussion

What challenges are you experiencing training your clinical reps to drive product utilization?

What "sales" skills would you like to help your clinical team develop?

3 Key Takeaways From Workshop

I want to START doing that...

I want to STOP doing that...

I want to GET BACK TO doing that...

Workshop Objectives

- **How we executed a sales model training process to change the culture of your organization**

- **How we worked with our team to overcome mental barriers they had regarding "selling"**

- **How we used a sales model as a communication method to improve team dynamics, as well as customer relations**

Today…

We ARE NOT going to…

❑ Ask you to be or do something that is not natural to you

❑ Give a magic talk track or teach you to "say the right thing"

❑ "Solve" all the issues you face when dealing with trainees

We ARE going to…

❑ Discuss skills to make you more confident in what you are doing

❑ Teach a process to put structure around commercial conversations

❑ Provide skills and tools to help our trainees be more consultative in their approach

Training Rollout Process

- **Start at the top**

- **Two-pronged approach:**

  —Regional training for existing team members

  —Add to new hire training

- **Created field tools/marketing messaging for managers during field rides**

- **Partnered with leadership to reinforce Sales Training concepts**
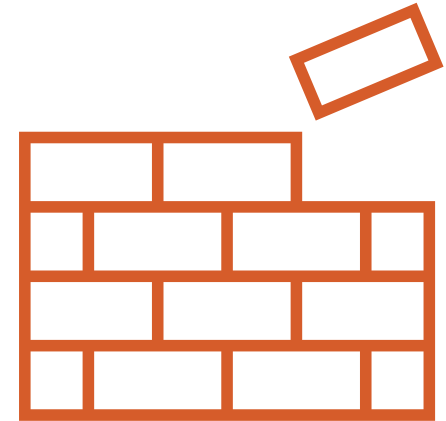
Training Rollout Process

- **Created the Commercial Leadership Council**

  – Curriculum generation and supporting training sessions

- **Reinforced during employee review process ("soft skills" – 30%)**

- **Testimonials and best practice sharing from managers**

- **30/60/90-day follow up calls for clinical team members that are**

  – Part of promotional pathway.

A Complete Approach

Complete Approach of Mindset, Skillset and Process

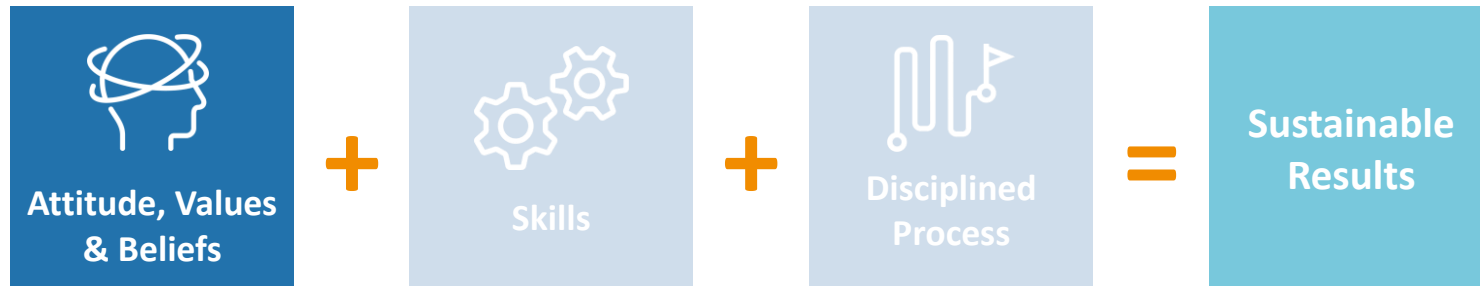**Attitude, Values & Beliefs** + **Skills** + **Disciplined Process** = **Sustainable Results**
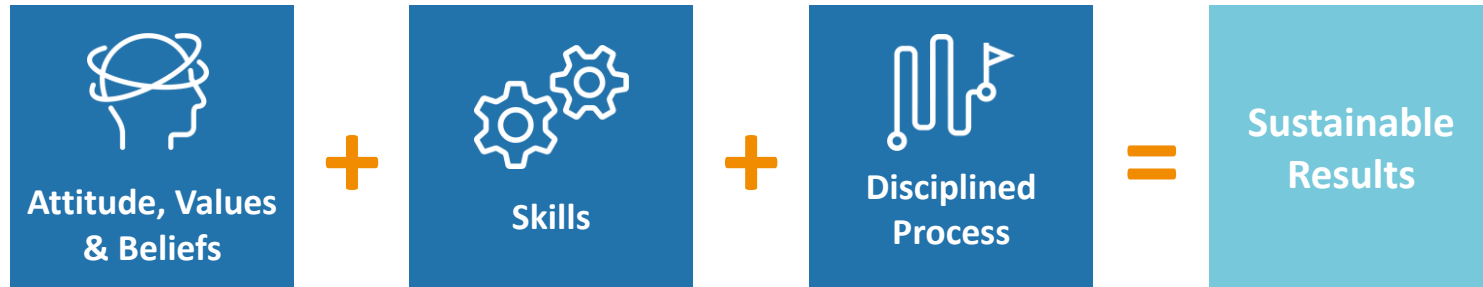
Think about your **consistent top performers**.
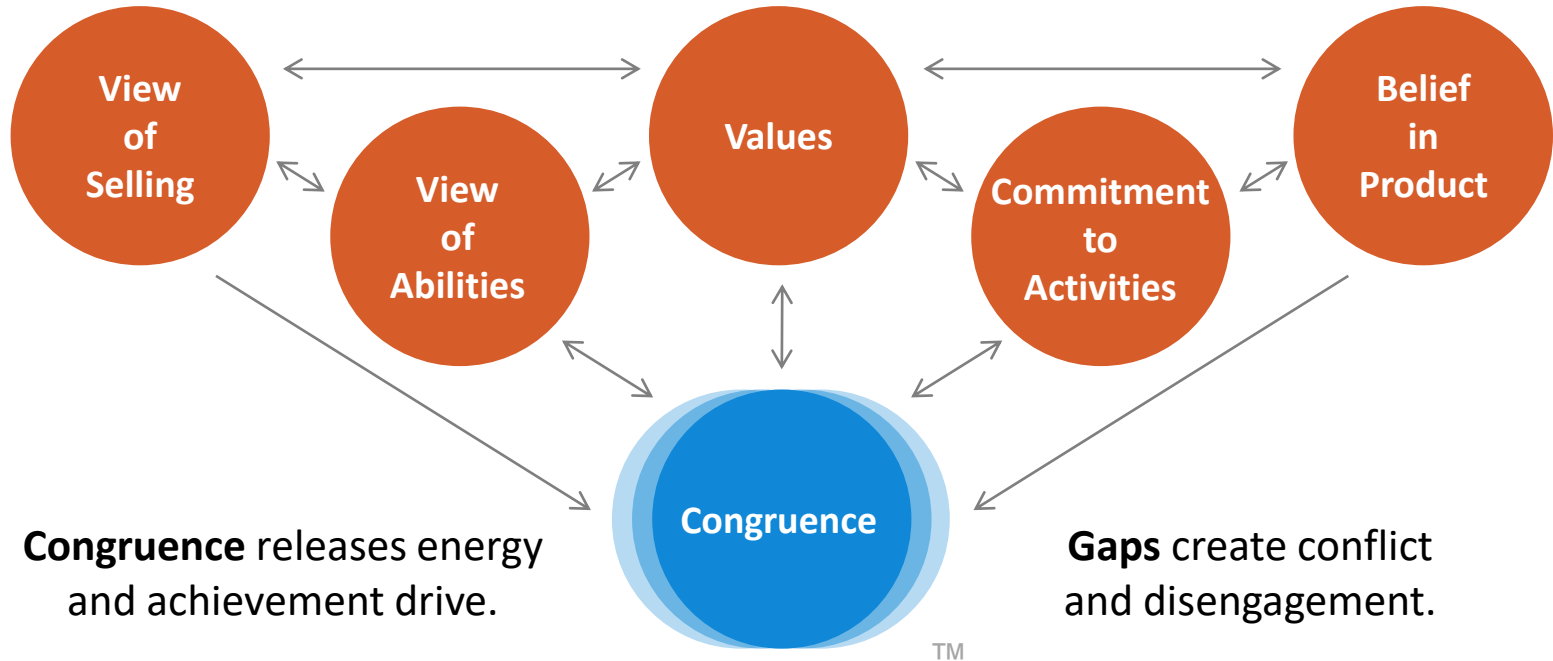
What % of their success is due to their:

a) Product knowledge and selling skills?　　☐ %

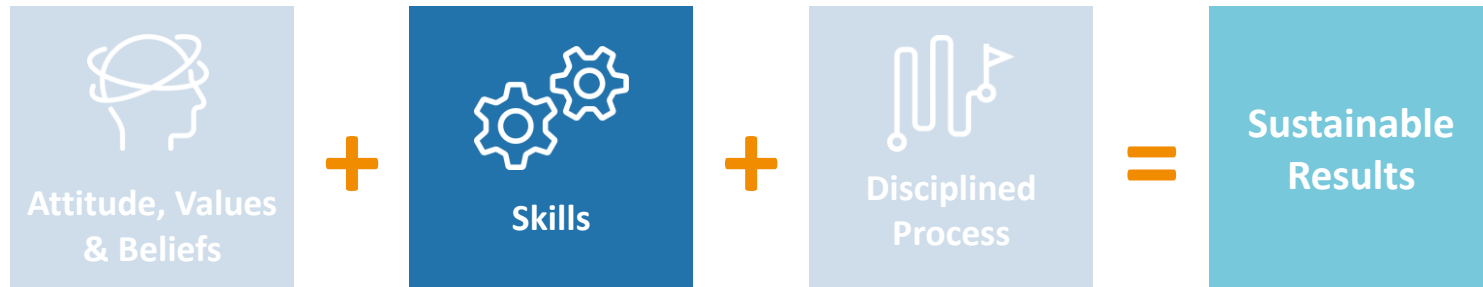b) Attitude, self-belief and achievement drive?　　☐ %
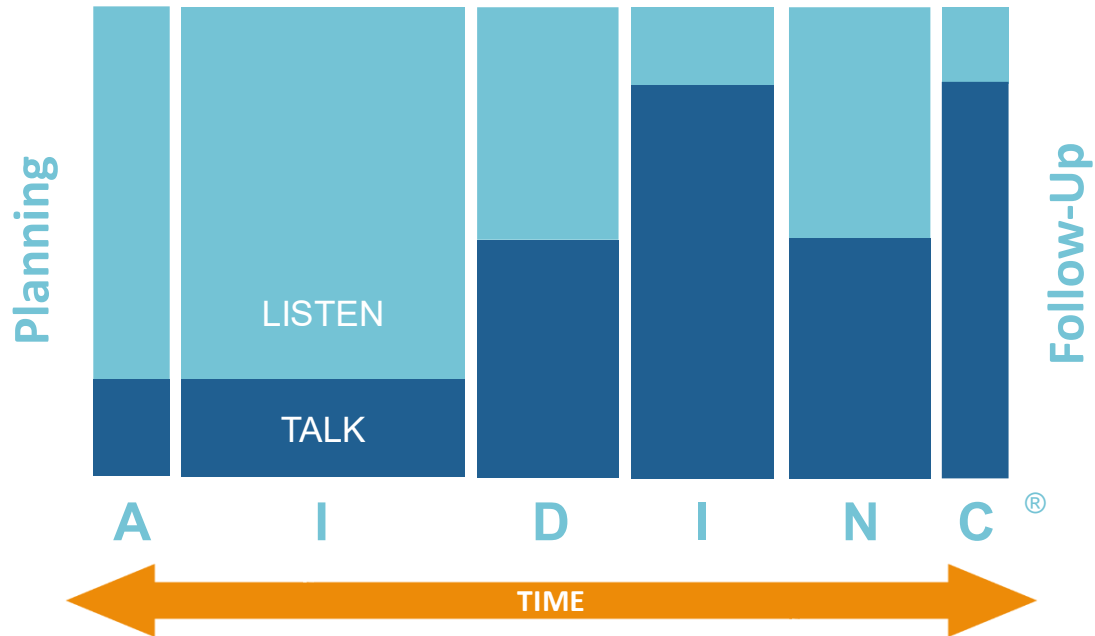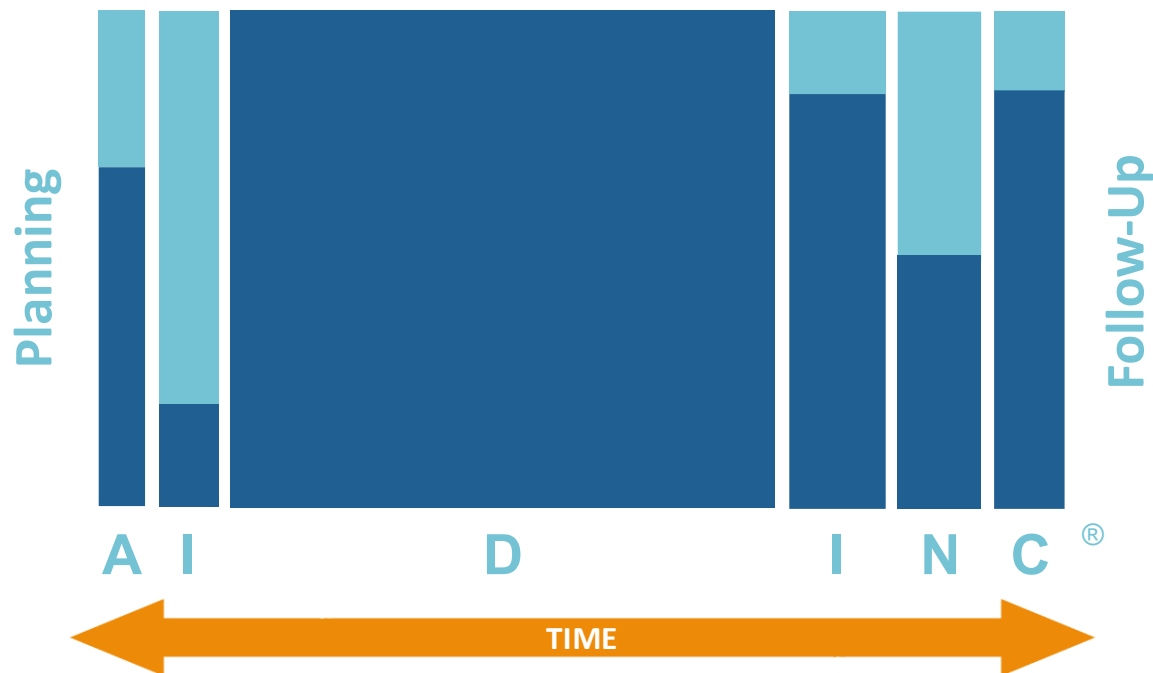
Our Training Philosophy – 3 Keys to Success

Attitude, Values & Beliefs + **Skills** + **Disciplined Process** = **Sustainable Results**

Sales Congruence Model™

View of Selling

View of Abilities

Values

Commitment to Activities

Belief in Product

Congruence

Congruence releases energy and achievement drive.

Gaps create conflict and disengagement.

™

Our Training Philosophy – 3 Keys to Success

Attitude, Values & Beliefs + **Skills** + **Disciplined Process** = **Sustainable Results**

The AID,Inc.® Process

What Tends to Happen

Planning

Follow-Up

A I D I N C ®
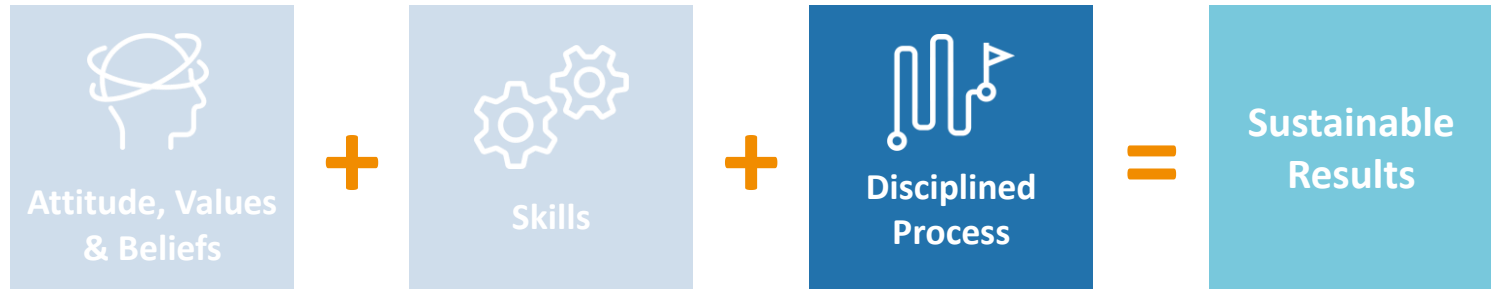
TIME

It's About the Conversation

It's up to salespeople to right-size the conversation!

Clinicians

- **Drive organizational success: resource, ability, View of selling and belief system**

- **Skill set, aligned with values, they can execute (Patient Advocacy = Repeat behaviors?)**
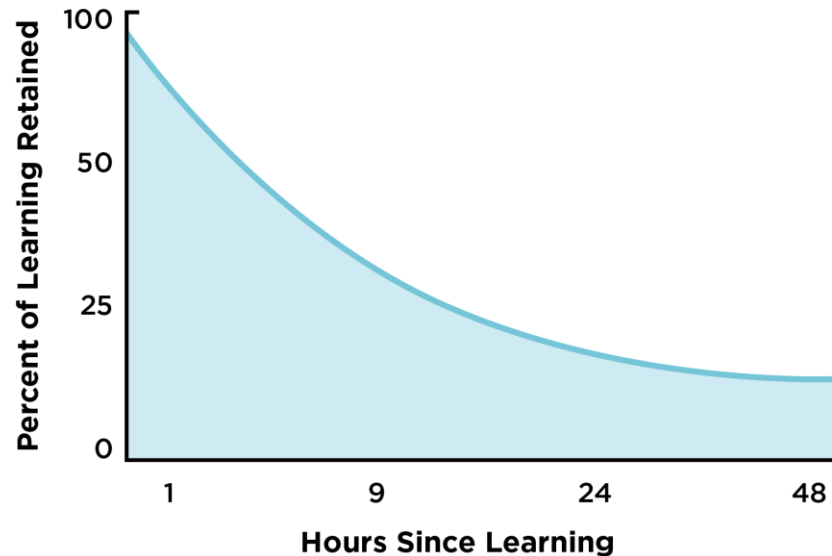
- **Who is coaching whom?**

Our Philosophy – Balanced Approach

Attitude, Values & Beliefs **+** **Skills** **+** **Disciplined Process** **=** **Sustainable Results**

The Forgetting Curve

People **forget 75%** of the information they receive in a training event **within 48 hours** if they do not **immediately apply** what they learned and **receive coaching** or feedback.

— Research Ebbinghaus & Goddard Findings
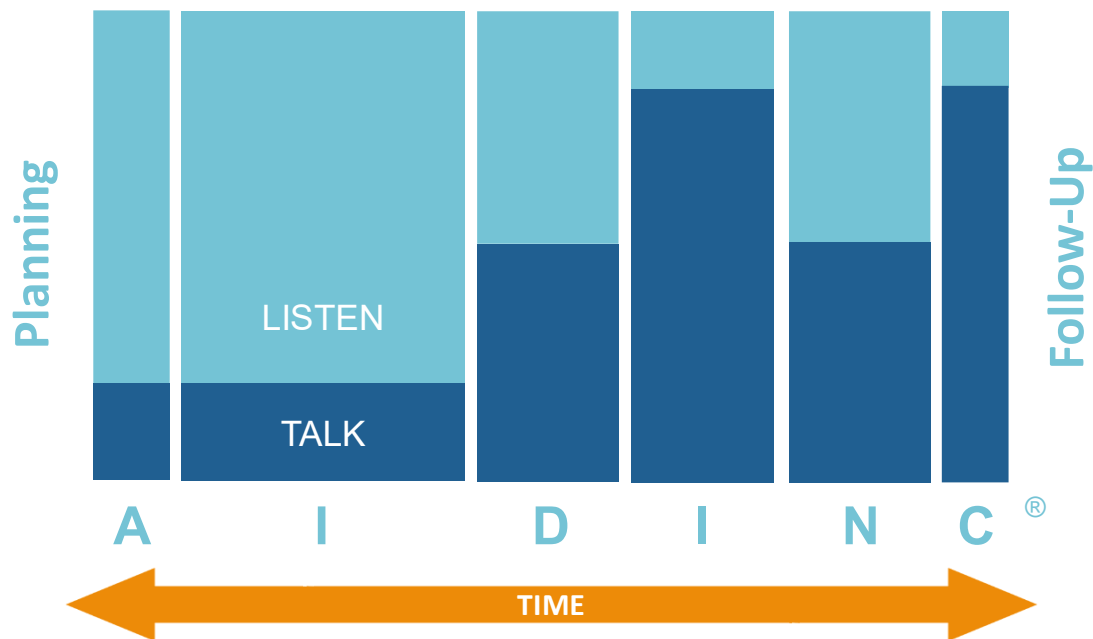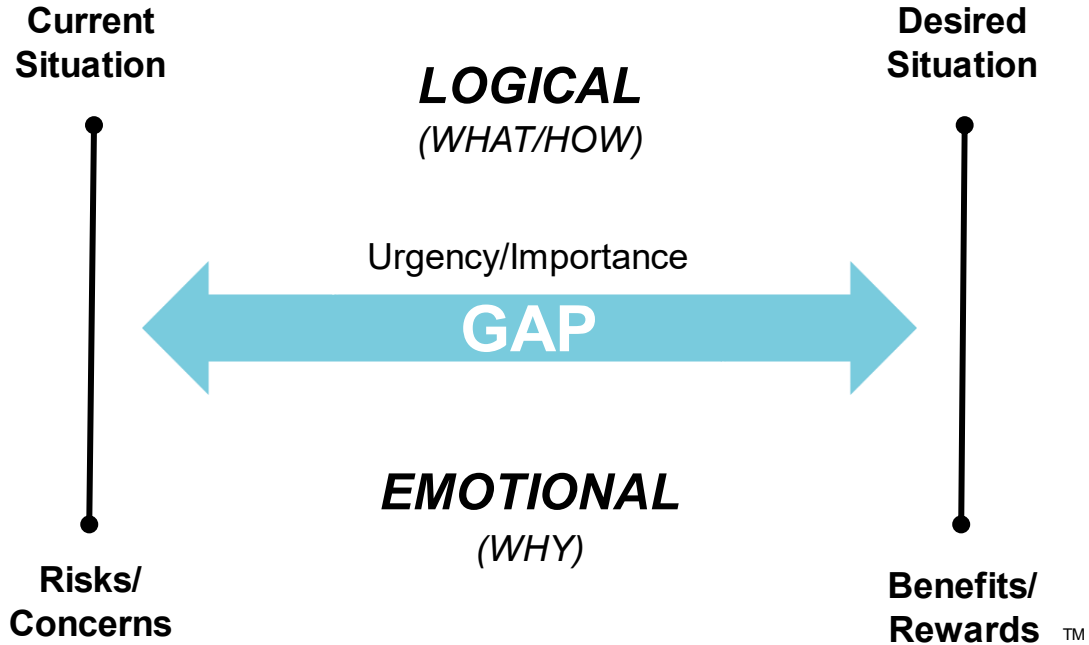
Changing Performance vs. Giving Information

Digital Platform Pre-Work

Initial Workshop (Virtual or F2F)

Pre Assess

Multi-Week Structured Follow-Up (Virtual)

Post Assess

Ongoing Reinforcement

**Typical questions
your teams ask**

The AID,Inc.® Process

The GAP Model™

Current Situation

LOGICAL
(WHAT/HOW)

Desired Situation

Urgency/Importance

GAP

EMOTIONAL
(WHY)

Risks/ Concerns

Benefits/ Rewards ™

Group Discussion

- **If you could incorporate the skills you have learned so far, ultimately, what would that look like?**

- **If you can make this transition, what do you/your organization gain personally/professionally?**
  - Where do you want to be/how do you want to feel/be seen in 6 months?
  - What benefits do you and your company gain?

- **If you cannot make this transition, what does it cost you? What's at stake?**
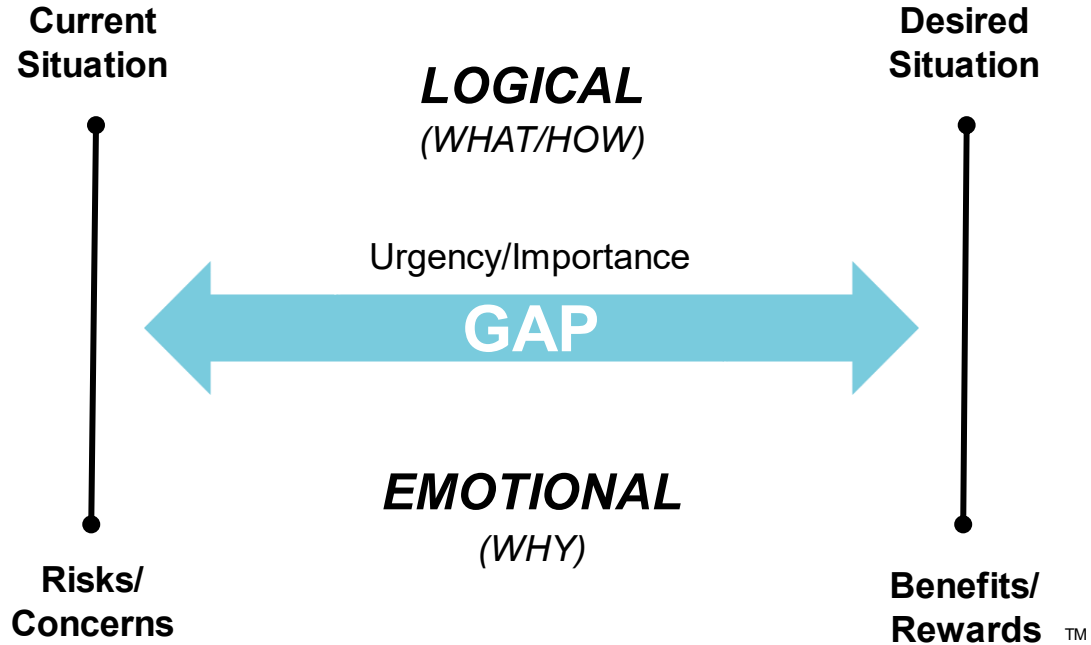
Group Discussion

How important is it to you and your company that you make this transition relatively quickly?

What do you see as next steps?

What would you commit to?

The GAP Model™

Current Situation

LOGICAL
(WHAT/HOW)

Desired Situation

Urgency/Importance

GAP

EMOTIONAL
(WHY)

Risks/ Concerns

Benefits/ Rewards TM

What's Different About Our Approach?

The Importance of Planning

SMART Goals

S	Specific
M	Measurable
A	Attainable
R	Relevant
T	Time-Bound

Pre-Call Plan

Follow-Up and Pull Through

- **30/60/90-day follow up calls conducted almost weekly for certain roles**

- **Managers are implementing the model on team calls and during field travel (coaching reports)**

- **Additional field training conducted by Commercial Leadership Council**

Where Are We Now?

- **Over 95% of field team trained on model**

- **New hire onboarding process (including PTCC)**

- **Promotional Pathway and Individual Development Plans**

- **Weekly 30/60/90-day follow up calls**

- **Expanding program and additional training opportunities**

Recap – Workshop Objectives

- **Sales model training and collaboration can be the catalyst to change the culture of your organization**

- **Your clinical team likely would benefit from tools to overcome mental barriers they may have regarding "selling"**

- **A sales model can double as a communication method to improve team dynamics, as well as customer relations**
  - Commercial Leadership Council, cross-team collaboration

Clinical Team Assessment Survey