



Workshop Effectiveness Report



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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 verses 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 business units (both internal and external, 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, Marketers).
- **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

- A. **26% Sales Growth** to December 2005, representing a **32% increase** from March.
- B. **Sustained Sales Growth: 43% increase** to April 2006.
- C. **Sustained increases in S v T:** 106% Sales versus Target by December 2005 and **121%** of sales versus target at April 2006.
- D. 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
- E. 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.
- F. Positive changes to productivity, activity, access, and quality of in call assertiveness was reported.
- G. Increase in 'positive prescribing intent' reported by customers.
- H. Feedback from customers indicated more assertive closing by sales representatives.
- I. 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.
- J. The Unit was No.1 sales versus plan of all business units' within the Global Business for this particular therapy area.
- K. 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

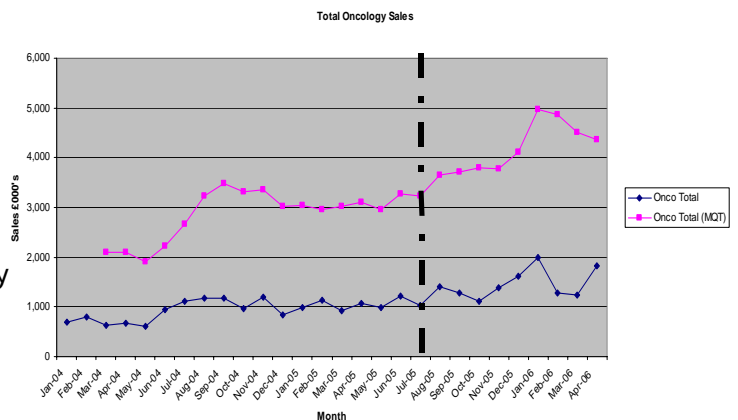
Individual sales results for the 10-month period September 2004 to June 2005 (Period 1) were compared against the 10-month period July 2005 to April 2006 (Period 2)

Total Sales for Period 1: £11,969,255

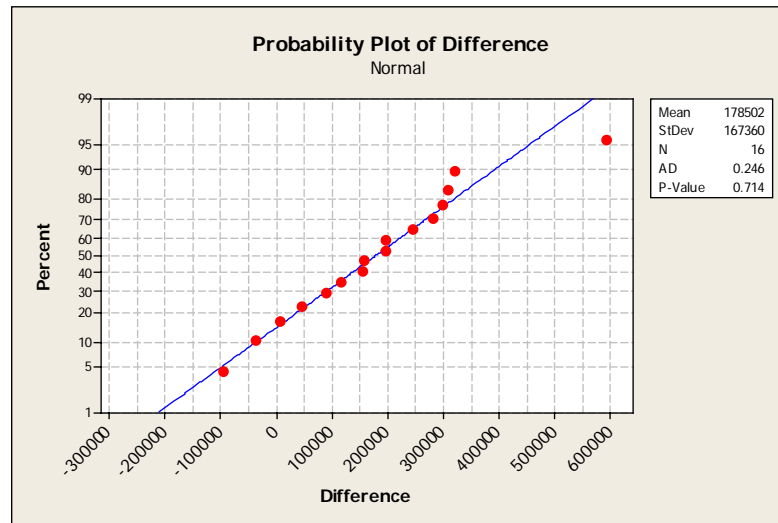
Total Sales for Period 2: £14,825,290

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

All 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.



Test for Normality (of Differences)



The points are all very close to the straight line, indicating that a Null Hypothesis of normality in the differences can be supported. The p-value of 0.714 indicates that this Null hypothesis may be accepted (we would need a value less than 0.05 to reject this Null Hypothesis, when we would then have to accept an Alternative Hypothesis of non-normality in the differences).

Paired t-test

As a consequence, a Paired t-test is appropriate to test the differences to see if a Null Hypothesis of zero average difference can be accepted or, if not, an Alternative Hypothesis that the average difference is greater than zero (which is what would be anticipated if the training was effective) can be accepted.

The output from the analysis is given below:

| Paired T-Test and CI: Period 2 v Period 1 | | | | |
|--|----|--------|---------|---------|
| | N | Mean | St. Dev | SE Mean |
| Period 2 | 16 | 926581 | 506264 | 126566 |
| Period 1 | 16 | 748078 | 387133 | 96783 |
| Difference | 16 | 178502 | 167360 | 41840 |
| 95% lower bound for mean difference: 105155 | | | | |
| T-Test of mean difference = 0 (vs > 0): T-Value = 4.27 P-Value = 0.000 | | | | |

We accept the Null Hypothesis if the calculated p-value is greater than 0.05, otherwise we reject it in favour of the Alternative Hypothesis. The p-value here indicates that we reject the Null Hypothesis and accept the Alternative Hypothesis, i.e. the mean difference is greater than zero, **therefore confirming that the training has had a very positive effect on sales ie it's not down to chance**

The non-parametric equivalent test to the Paired-sample t test is the Wilcoxon test, the results for which are given below:

Wilcoxon Signed Rank Test: Difference

Test of median = 0.000000 versus median > 0.000000

| | N | Wilcoxon Statistic | P | Estimated Median |
|------------|----|-----------------------|-------|---------------------|
| Difference | 16 | 129.00 | 0.001 | 174066 |

The very low value of p indicates, again, that we reject the Null Hypothesis (that the median of the differences is zero) and accept the Alternative Hypothesis (that the median difference is greater than zero), **once again indicating that the training has had a very positive effect on sales.**

ROI

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

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