

A LAB SALES MANAGER'S PRIMER

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Presented by
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Clinical Laboratory Sales Training, LLC



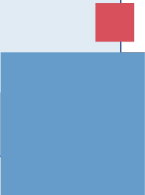
PETER'S BACKGROUND

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The year of 2023 marks 50 years working in the reference testing business

Sales, district sales manager, and VP of sales for various commercial laboratories that include Upjohn Lab Procedures, SmithKline Laboratories, and Quest Diagnostics

Founded Clinical Lab Sales Training 2007



LEARNING OBJECTIVES

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Understand the three Ps

Things to consider when hiring sales reps

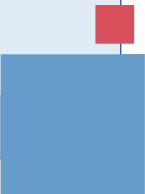
Building unity and community

Resources for educating your reps

Understand the difference between managing and coaching

Factors a manager should appraise during a sales call

Provide recognition



INTRODUCTION

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- We compete in a zero-sum game
- Job functions:
 - Maintain current clients
 - Grow base business
- Management guidelines support business growth within a positive work environment

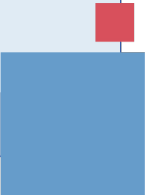


THE REP THREE Ps

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Prepared Professional Productive

- Provide education
- Offer training/coaching
- Keep current with lab operations



HIRING TALENT

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- Human bias: *I'll hire someone who has worked for the competition because he/she already knows the business*
- Be careful: What's the reason a top-producing salesperson is looking for a new job?
- Need a systematic method of uncovering someone's intrinsic ingredients



TWO INTERVIEW INGREDIENTS

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1. Behavioral assessment – selling style
 - Interview questions: *how* the person will sell
 - Detective/inquisitive?
 - Exhibit dominance? (i.e., ego)
 - Creative?
 - Strategist?



INTERVIEW INGREDIENTS

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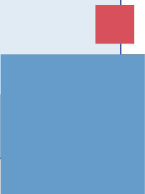
2. Uncover personal interest areas
 - Look for attitudes and motivations
 - Self-starter?
 - History of setting and achieving goals?
 - Dedicated to improvement?
 - Last self-help book or instructional format



HIRING TALENT

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- Select someone from the lab?
 - Knows lab terminology, supplies, operations
 - Lacks sales experience
- May not be necessary to find a “born salesperson”
- Hire someone with pharma, diagnostic instrument experience?
 - Familiar with healthcare settings
 - Trained



JOB DIFFERENCES

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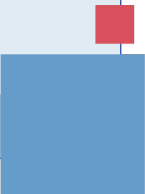
- Used to selling a product
- Testing service relies on many employees
- Insurance contracts
- Clients satisfied with current lab – lots of rejection
- Hospital/corporate ownership - expects recommended lab



PROVIDE TRAINING

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- Company indoctrination
- Should also offer strategy/tactics
- Classroom training = sets a professional standard
- Lab-specific strategies/tactics
- Consistently reinforced
 - Many people lose up to 80% within the first month



GREATEST ASSET

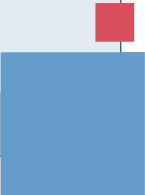
- “Employees are the company’s greatest asset”
- Correct version:
 - Good clients
 - Right employees
 - In the right position
- Release those who are under-performing despite consistent coaching



SETTING WORK CLIMATE

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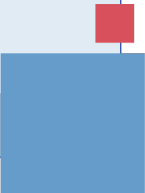
- Two principles to indoctrinate in your sales culture:
 - Unity/community
 - Continuous learning



UNITY/COMMUNITY

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- Sales reps = form good relationships with co-workers *and* lab staff
- Good practice = lab director/department supervisor co-ride with representative(s)
 - Creates mutual understanding of jobs
 - Learn each other's outside interests
 - Good strategy to collaborate with key accounts



UNITY AND COMMUNITY

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- Relationship-building: intra-company value in addition to collaboration with clients
- Manager: have meaningful dialogues with the field staff
 - Discuss what is real and factual
 - Get the details
- If discord between the manager and the rep, little is accomplished



CONTINUOUS LEARNING

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- Classroom learning, self-study and learning from lab supervisors/director
- On-going instruction/review fosters Three Ps
- Reduces turnover
- Raises self-esteem
- Motivates
- Increases revenues



RESOURCES FOR EDUCATION

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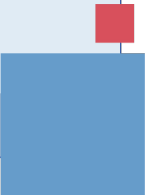
- *CAP Today*
- *Medical Laboratory Advisor (MLO)*
- *Clinical Laboratory News (CLN)*
- *Advance for Administrators of the Laboratory*
- *Advance for Laboratory Professionals*
- Vendors' information
- The Internet: CDC, FDA, USPSTF
- Reference labs' websites



MANAGER'S 2 PRIMARY CATEGORIES

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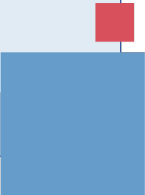
1. Managing
2. Coaching



MANAGER'S GENERAL DUTIES

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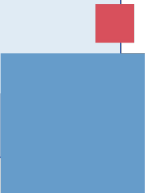
- Attend internal and client meetings
- Supervise sales meetings
- Respond to messages
- Rep field time
- Interview new candidates
- On-board/classroom train new reps
- Evaluate sales numbers
- Review CRM entries
- Conduct yearly evaluations



COACHING

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- Co-rides with reps
- Give “atta boys”
- Discuss corrective actions
- Send summation document



COACHING ENGAGEMENT

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- Review prospects and up-sell list
- Discuss long-term prospects
- CRM entries
 - Give “atta-boys” when appropriate
 - Explain remedial action if needed



A POTENT METHOD

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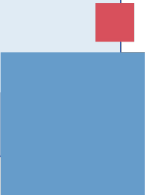
Doctor: “I don’t want you to waste my time telling me about your daily pick-up, quality testing, 24-hour turnaround, free supplies, and convenient service centers. I already have that from my lab. I agreed to see you today because I’m interested in hearing what your lab does that’s so *different* from what I already get.”

Team-building exercise: develop a professional response

Ask reps to repeat....and repeat

Suggest reps to reverse the situation with prospects – take the offense

Tell a story relating to your differences



INITIAL OBSERVATION

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- Company literature
- Presentation binder
 - Fictitious report
 - Fictitious patient bill
 - Connectivity info
 - PSC list
 - Insurance info
 - Professional staff
 - Third-party literature
 - Client list
 - Supply form



INITIAL OBSERVATION

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- A printout of encounter data with the planned stops for the day
 - Date of interaction
 - Name and role of person spoken to
 - Material discussed/left behind
 - Competitor
 - Sole source insurance contracts
 - Client's comments
 - Did client request something from the rep?
 - Did rep ask client to do something?



CRM IMPORTANCE

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- Previous encounter summary
- Helpful if it's new rep
- Demonstrates a core duty
- Best policy: record notes following each encounter



QUESTIONS TO ASK REPS

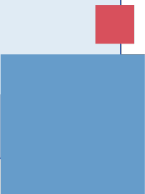
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- What is your pre-call plan and strategy?
- Strategy definition: **The Art of Creating Power**
- Know your lab's operations backwards and forwards
- Investigate the same with your competitors
 - Be observant
 - Ask questions
 - Review websites
 - Call
- Differentiate or die



PRELIMINARIES: REP'S STRATEGY

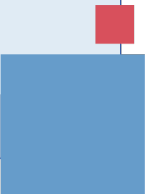
- Does rep have legitimate reason for visit?
 - Educational info
 - Food
- Enhance rep's value and credibility by providing information that contributes to client's business
- With a current client: don't bother asking if there are lab problems



PRELIMINARIES: REP'S STRATEGY

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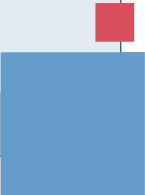
- Is there a coach within the account?
 - Wants to see you win the account
 - Respected/has high influence
 - Regards rep as credible
- Does the rep know the decision-making hierarchy?
 - Provider?
 - Administration?
 - Patient?



PRELIMINARIES: REP'S STRATEGY

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- What are the Response Modes of the influencer and the decision maker?
 - Content mode
 - Trouble mode
 - Ah-Hah mode
 - Directive mode
 - Owner recommendation
 - Sole-source contract



PRELIMINARIES: REP'S STRATEGY

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- Be cautious if *one* person says things are fine with the lab
- Where does this prospect sit in the pipeline? What's being done to progress?
- What about the competition?
 - The distance between client and testing lab
 - Specimen logistics (car? overnight?)
 - Specimen pick-up time
 - Interfaced (vendor name)
 - TAT
 - PSC locations/hours of operation/AM wait-times
 - Interval of client's lab rep visits. – is it a typical “howdie” call?
 - Methodology differences



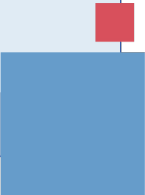
MANAGER'S SALES CALL APPRAISAL

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Professional introduction

Initial questions

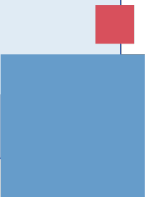
- Confirm primary lab
- Happy with service?
- How long been using their primary lab?
- Bi-directional or uni-directional interface?
- What do they like about their lab?
- Dislikes/issues



MANAGER'S SALES CALL APPRAISAL

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- If client mentions problems, did rep use use implication questions to expand the problem?
 - What effect does that have on patient care?
 - How does that affect the staff's productivity?
 - How does that influence healthcare costs?
 - Does that affect the office reputation?



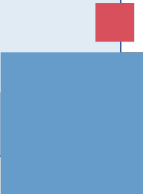
GROWING A PROBLEM

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**SERIOUSNESS OF
PROBLEM**

NO INTEREST

Frustrating
Embarrassing
Patient concerns
Affects productivity
Poor reputation



MANAGER'S SALES CALL APPRAISAL

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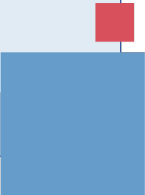
- Did rep use Insight Selling approach if the client claims no problems?
- Successful reps focus not only on the negative, but also the positive
- Sales winners use education to build relationships/credibility
- When you sell, you break rapport
- When you *educate*, you build it



MANAGER'S SALES CALL APPRAISAL

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- Lab capabilities = “purposeful choreography”
 - Reconfirm client’s current beliefs/assumptions
 - What considerations the client *should* think about
 - How other clients appreciate your lab’s differences
 - Reposition the competition
- Closing
- If client says “We’re not making any changes now” did rep ask if OK to see again with relevant informative topic?
- Alternative: rep says he/she won’t bother them again unless they have something of value to discuss



SERVICING CURRENT ACCOUNTS

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- Use educational-based strategy as your valid reason
 - Avoid “I’m checking in to see how things are going with our lab”
 - If you know a person’s outside interest, give info on that subject
- Don’t rely on one person’s comment re: current lab situation
 - “Go deep” within the account

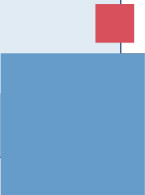


TWO REP FUNCTIONS

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1. Being efficient

- Contacting many clients and prospects



SECOND FUNCTION

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Being *effective*

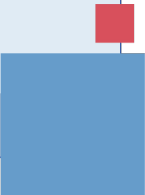
- Save a client from switching to a competitor
- Provide education material
- Help solve a problem
- Prospect does something to move the sale forward
 - Agree to a lab tour
 - Agree to a luncheon
 - Help get appointment with next higher level
 - Promises to contact you with info you requested
 - Provides competitive information
- Document in CRM notes *how* you were effective



TIME WASTERS

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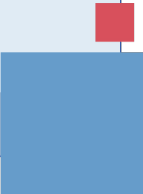
- Unconfirmed appointments
- Poor territory planning
- Procrastinating getting into the field
- Poor preparation



REP RECOGNITION

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- Congratulate high performers in a meeting
- Give “atta-boy” comments when appropriate
- Send a handwritten note for a job well done when appropriate
- Hang a wooden award plaque with the rep names engraved on a brass plate that have exhibited top productivity within a calendar quarter



SUMMARY

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- Hire those with intrinsic abilities
- Promote continuous learning culture
- Support intra-company group unity
- Don't carry "dead wood"
- Provide valuable coaching lessons
- Efficiency/effectiveness/time wasters
- Acknowledge those deserving (verbal and in writing)

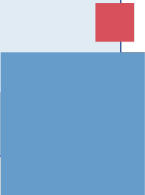


SUMMARY

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You want your field reps to be:

Prepared
Professional
Productive



Thank You

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