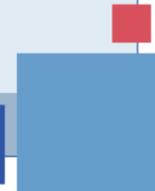


SELLING LAB SERVICES: EXPERIENCES AND NUGGETS OF WISDOM

1

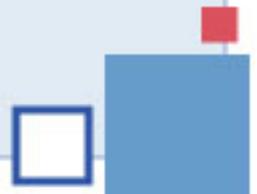
PETER FRANCIS
PRESIDENT/FOUNDER
CLINICAL LABORATORY SALES TRAINING
PETER@CLINLABSALES.COM



Learning Objectives

2

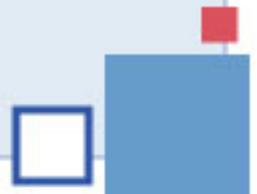
- Recognize hidden sales barriers
- Design a repositioning strategy
- Identify a compelling sales strategy developed 2400 years ago
- Advance the sales process with a more strategic approach
- Create “moments of trust” with clients



BRIEF HISTORY

3

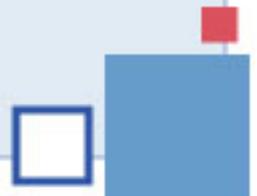
- 50+ years ago large, commercial testing labs emerged
- Offered sales training
- Many lessons learned – selling and servicing
 - Confirmatory
 - New insights



LADDERS IN OUR HEAD

4

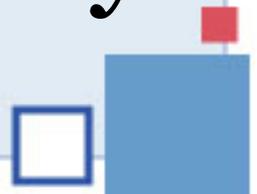
- There exist “ladders” in our head re: products/services
 - Hard to move them out, until
 - ✦ Something negative happens
 - ✦ Outside force mandates a change
 - ✦ Skilled sales rep repositions competition
 - You use the “against” position



MENTAL MODEL

5

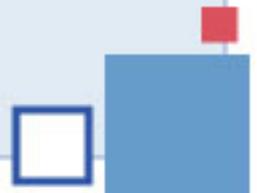
- We are battling customers' *mental model*
 - Perceptions/opinions
 - Assumptions
 - Habits
- Their mental model is reality



KNOW.....

6

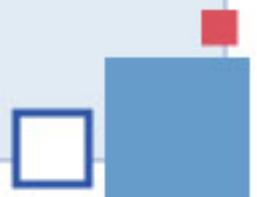
-your lab inside out, sideways
-your competitors equally as well as your own lab
-more than one contact person
-the final, final decision-maker
- the “mobilizer” who says, “*Yes- I’ll make it happen*”
-the start date



LABS – A COMMODITY?

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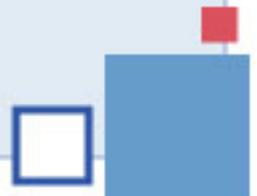
- Many people regard labs as a commodity
- A patient's chart contains about 70% of lab values
- Rep *must* differentiate – avoid perception of a “me-too” lab
 - Clients will frequently bring a “one-size-fits-all” approval process to the sales engagement



ANOTHER SALES BARRIER

8

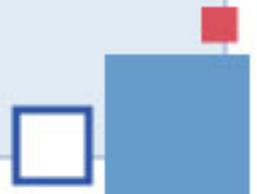
- Another big barrier (initially) is the client's *lack of trust* in the rep
- With some exceptions, the percentage of sales you close is directly proportional to the degree of trust you gain with the client
- Trust is omnipotent



MOMENTS OF TRUST

9

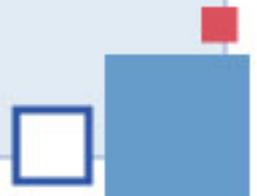
- Trust develops in small increments (i.e., “moments of trust”)
- Examples of facilitating goodwill (ergo, trust):
 - Offer educational material
 - Help resolve a problem
 - Upper management intro to decision-maker
- Random acts of kindness lead to moments of trust
 - Birthday card
 - Give an article on a subject you know the client enjoys
 - Give a recipe
 - Food treats
- Sharing creates the relationship and builds trust



SOCRATIC SELLING

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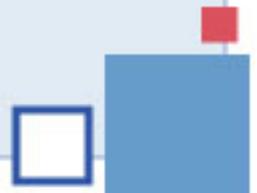
- Each of us values more what we say and we value our own conclusions more than we value what somebody else tells us
 - Use guiding questions
- People love to buy, but they hate to be sold



THE FIRST DAY

11

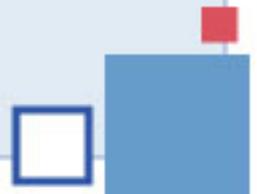
- On the first day the client says they're going to start using your lab, stop back in the AM:
 - Ensure they're using your lab
 - Answer questions



SIMPLE AND COMPLEX

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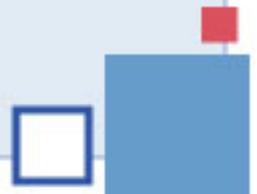
- **Simple Sale**
 - Low-value, one-person decision
- **Complex Sale**
 - High-value
 - Several people involve themselves in the final decision
 - Affects multiple jobs



COURIERS

13

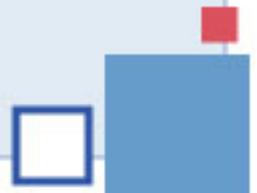
- Build professional relationship with your courier(s)
 - Demonstrate your appreciation (food goodies, articles of interest, B-day card)



DECISION-MAKING PROCESS

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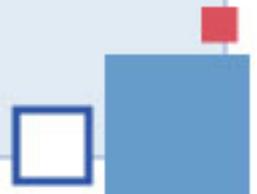
- Important = understanding the client's decision-making process
- Be wary if you're told lab decisions are made by a "committee"
 - There is someone in the group who is more "equal" than others



TRIGGERS FOR SELECTING A LAB

15

- Current lab consistently falters
- New practice
- Specialty test(s)
- Expectation of owner
- IPA, ACO, buyer group contracts
- Patient complaints
- Bidding process
- Insurance contracts



SELECTING A NEW LAB

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- **Relationships**

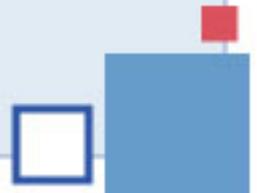
- Ownership (hospital/corporation)
- Lab employee (e.g., pathologist, friend, family relative, sales rep)
- Longevity of doing business

- **Lab's Reputation**

- Market dominance (local, pathology, specialist/test menu)
- Convenience (PSCs, insurance contracts, lab location)
- Special tests/profile/methodology/algorithm/customized report

- **Salesperson's effectiveness**

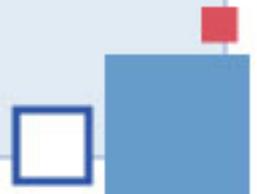
- Adds value (provides educational info, problem resolution)
- Industry knowledge (clinical, connectivity, competition, operations)
- Well-trained, good people skills, collaborative attitude



COACHING

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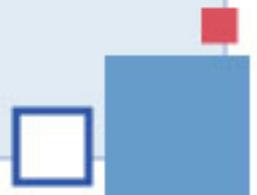
- Manager co-ride with a rep to offer immediate feedback
- We can't see our own swing
- We don't self-analyze
- Takes someone else with critical eye to witness our strengths and recognize our weaknesses



STRATEGY: SIMPLE DEFINITION

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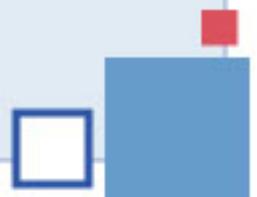
The Art of Creating Power



PRE-CALL PLANNING

19

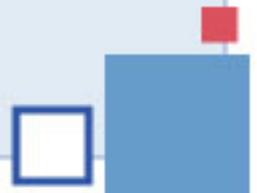
- Sales objective: what am I doing here?
- If making a sales visit, position call as a *client win*
 - Offer valid reason – e.g., giving information that will make a contribution to their business
 - ✦ Specialized testing
 - ✦ A new PSC
 - ✦ Faster turnaround time
 - ✦ New or different methodology
 - ✦ Journal abstract, CDC, USPSTF announcement
 - ✦ Your lab's vendors might have informational pieces



BASIC DIFFERENCES

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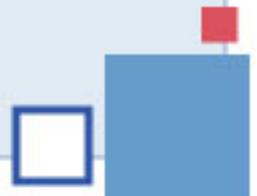
SURVIVAL IN OUR ERA OF KILLER COMPETITION



DIFFERENTIATION IMPORTANCE

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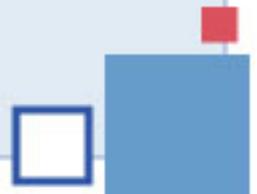
- We all make decisions based on differences
 - Through our own cognition
 - With salesperson's help
- Basic Differences must *mean* something to:
 - Client....or
 - They must see it as meaningful for their patients



BASIC DIFFERENCE EXAMPLES

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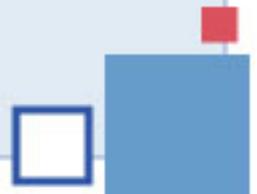
- In-house tests (i.e. better TAT)
- Methods (molecular, MALDI-TOF, A1c by cation exchange, LC-MS/MS for various endocrine tests)
- Lab location (impacts specimen arrival and set-up time)
- Reflex testing protocols [e.g., *C. diff* algorithm: PCR+EIA]
- Professional staff
- PSC (location, days, hours, online appointments, SAMHSA tox collection, pediatric patients, payment methods)
- Phone hold times (billing, client services, professional consult)
- Connectivity applications or customizable monthly reports
- Special transport supplies
- Pediatric normal ranges



BASIC DIFFERENCES/STRATEGY

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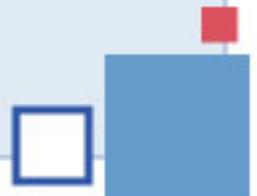
- Develop a *value*-driven strategy by turning Basic Differences into client benefits
 - Practice your presentation
 - How your differences can help the client
- Stay *out* of commoditization
- Part of your strategy: position your lab as a *strategic partner*



SUMMARY

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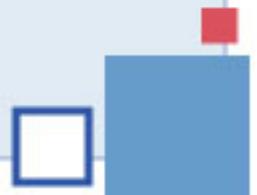
- You will sell more effectively if you know your lab's full operations vs. competitors
- Practice how to reposition the competition
- The lab business is a relationship business – develop rapports with many people
- Become a brilliant strategist: think of ways to create power over your competition
- Pre-call plan: something the client/prospect would appreciate



SUMMARY

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- If possible, get a coach to co-ride with you
- Understand the client's decision-making process
- Visit the client on the first day of submission
- Use Socratic guiding questions to lead to your basic differences
- Look for ways to build “moments of trust”
- Understand that everyone has a “mental model”



THANK YOU!

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