

# JUMP STARTING Change



An A-to-Z guide for navigating the rules of customer interaction and successfully engaging elusive physicians.

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## AMMUNITION



### Know thy customers.

Google, Google, and Google some more.

Run a pubmed.org limited search by author to see what they have published. Try a

LinkedIn search to uncover connections.

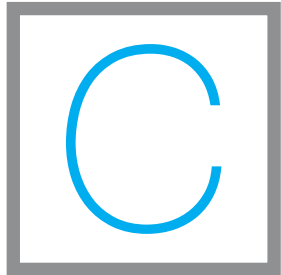
Befriend the staff. Everyone is important and can help steer you to the real unmet needs.



Hansel and Gretel had **the right idea**. Drop key pieces of information consistently to your growing community of customers. Make sure you obtain their private email addresses (the ones they actually read). Use technology to easily spread key meaningful news—not just product sales literature—in a non-intrusive way. Pick a time interval and stick with it.



## BREADCRUMBS



Partner with marketing to mobilize content. Let them build all the rules in digitally so you have **complete protection** with changing laws when you disseminate content. Send mobile content within minutes of the close of a meeting to maintain momentum.

COVER

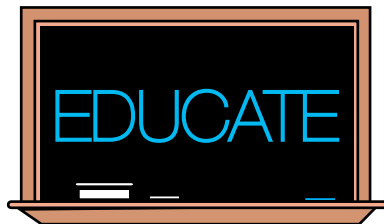
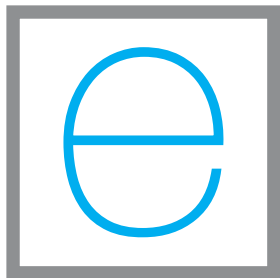


DATA

Sync up with marketing to gain access to dashboards and customer intelligence. Watch your dashboard of customer interaction with the digital content you sent. Time and target your follow up appropriately to

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keep the lines of communication open between face-to-face visits. **Focus your time** by segmenting some of your customers to email-only contact until the data indicates real interest.



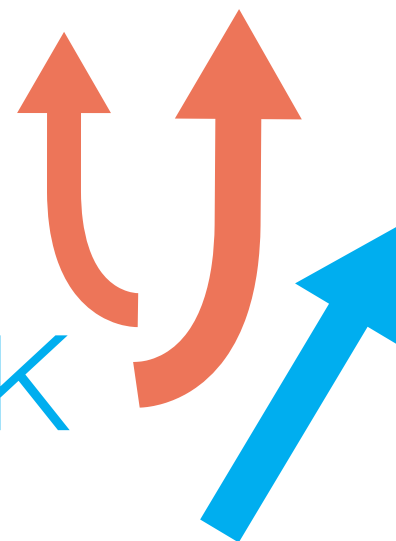
If you prefer the magazine rack, set up weekly Google alerts covering your product, disease focus and patients' viewpoints. If you are an IM fanatic, sign up for Twitter, and follow key people covering your professional bases.

**Email yourself important links or repost tweets** to collect key tidbits along the way for your breadcrumb initiative (see letter "B").

**Sometimes your best approach is the one no one else is taking.** Are there up-and-comers who are not being courted? Which non-medical events are key no-see physicians attending? What could you join to help foster relationships and knowledge—a nonprofit, a volunteer position, a patient advocacy group? Of course, your interest must be sincere for it to be effective.



FLANK

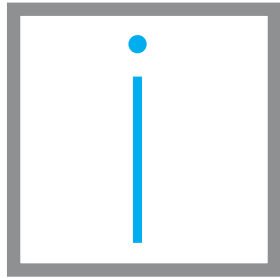




**Gap.** Do a back-of-napkin “gap” analysis—list all the things your competition is doing. Then list all the things they are not doing. What are they missing that you could capitalize on? Write down your ideas to increase your psychological commitment, i.e., self-brain-washing. Pick one and do it today.

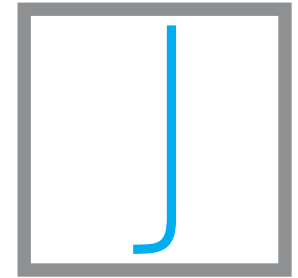
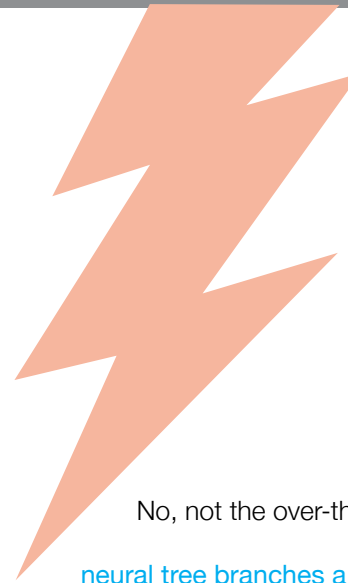


Without substantial motivation, we are neurologically wired to continue our habits even when they fail to produce results. What sales truths do you “hold to be self-evident?” Take your top five and brainstorm one new solution for each. Choose the best one and **do it seven times to rewire your brain for more productive habits.**



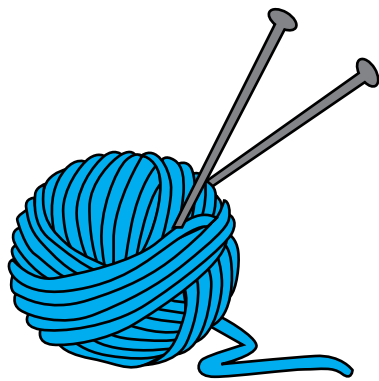
# INFORMATION

Gartner recently published an article about the changing life of a pharma rep. “[Information concierge](#)” was their answer for future success. If your title were changed tomorrow, how would your customer interactions change? Are you an excellent concierge: professional, connected and in-the-know. Can you provide hard-to-find information at their fingertips? If not, what positive steps can you take to move in that direction?



# JOLT

No, not the over-the-top 1980s cola. [Shake your neural tree branches a bit more.](#) Relay a key customer challenge to a teenager until he or she thoroughly understands it. Then, ask them what they would do. Often the process of explanation and questions from a fresh source are sufficient to jolt worn-out thinking patterns. Repeat with a friend or colleague who works in an industry you know nothing about. If you want extra credit, or simply to grow more neurons, read *Nature* or *Science* magazines, or subscribe to news seemingly far-flung from your occupation. Try NASA's twitter feed—guaranteed to jolt your perspective and approach.

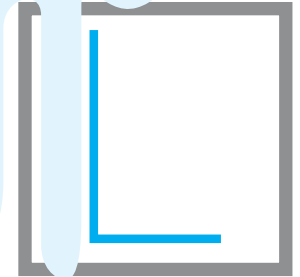


KNIT

We're not talking about what granny does with her needles. Can you knit together your customer connections to strengthen your value and create access? Can you pass on key learning—whether through patient stories, conferences or articles their respected colleagues found valuable? Can you pass back comments or compliments to the originator? Check out [www.sharethis.com](http://www.sharethis.com). Physicians and HCPs like to hear about their peers. **Embody the value of the “share” feature in your daily interactions.**



LIQUID



When water in a stream encounters a rock, a log or a beaver's dam, it flows around it. There are no protestations, lengthy meetings or general complaining and bellyaching. How do you react to obstacles thrown in your path? Do you participate in the creation of a new, legal path around the obstacle, or do you protest the very existence of the rock? Do you even see the log before you run headlong into it (ouch)? The pharma industry is undergoing one of its largest changes in history. Transparency, cost pressures, pipeline issues and lack of consumer confidence are at the forefront. It's not “fight or flight” but “fight or flex.” Are you expending unnecessary energy by fighting? **Embrace change as an opportunity for learning,** and your sales stream may flow.



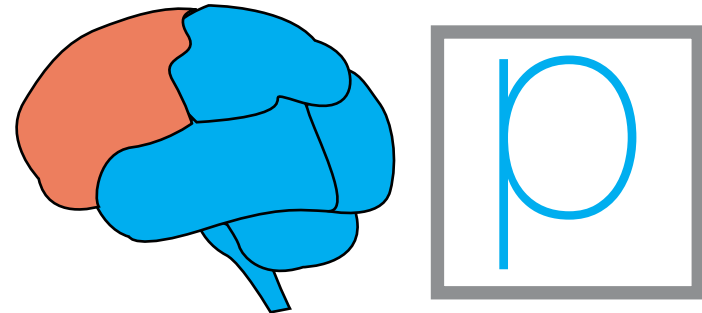
You are mobile and field-based, but is your collateral still stuffed into plastic containers in the trunk of your car? Are you still playing “shipping and receiving” in your spare time by unpacking boxes of information from marketing? Or worse, are you still calling a fulfillment center to “snail mail” collateral to your customers, so you never know if the material arrived or what happened to it? Your customers are consuming content online at three times the quantity of print. Call marketing communications and **join the mobile revolution.** Participate in a task force and test mobile-centric solutions to see if they work for your company.

“Now” is the new speed. 72% of physicians are equipped with smartphones—that’s three times the adoption of U.S. consumers! In fact, according to a recent Prolifiq survey, physicians prefer receiving requested content via email. They liked the speed and ease of finding information, and no one preferred paper. What are you doing to deliver what they need at the speed of “now?” Satisfy competing needs simultaneously with web, tablet, BlackBerry, iPhone and iPad applications for multimedia content. Sales sends fast, marketing reduces collateral costs and regulatory embeds powerful rules transparently to reduce risk to you and your company.





When consumers want healthcare information, they go online first. With the majority of physicians owning smartphones, where do you think they are going for information when you're not there? Think like a physician or nurse; Google your product's branded and non-branded name. What do you find? Go to your company's website, as well as the branded product website. Is it easy to find what you need? Could you navigate a customer to something they requested? Since your commission check is tied to making a sale, **you need to live where your customers live—online.**



## PREFRONTAL CORTEX

Yes, it's a big word. It's also the part of your brain responsible for making decisions. Did you know that doing new things takes more effort and time? Your prefrontal cortex (PFC) has to work harder to accommodate change. So how do you find the time to adapt? Start by visualizing a movie of yourself performing the new actions—you knew red lights were good for something. Ideally, do this over and over and over. Research by the famous Dr. Charles Garfield shows that almost all peak performers are visualizers.

**Seeing literally is believing.**



## QUESTIONS

Employ the Socratic approach. Your physicians and HCPs are probably tired of hearing long, soliloquized product pitches (remember Shakespeare's Hamlet from high school?). Instead, try asking 20 questions that will get her talking and you learning. On your first try, refrain from making a single affirmative statement for five minutes. On the second time, try the same thing for ten minutes. If you have a pitch to deliver, simply rephrase each statement as a question. **You can still provide information within your questions**, but your approach will be refreshing and actually engage your user.

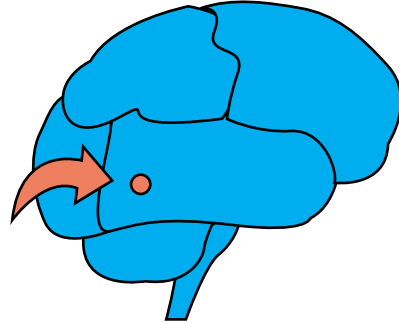


## REGULATORY

Really, **regulatory is your friend**. You need them now more than ever to protect both yourself and your company. Besides, any innovation in sales and marketing is likely to cross their doorstep for approval. Why not add them to your internal customer list? Link arms with them to get the mobile initiative off the ground (see letter "M"). Who knows? You may find that they're not the evil sales prevention unit after all.

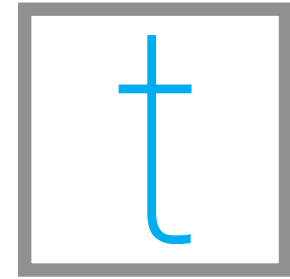


# SUBTHALAMIC

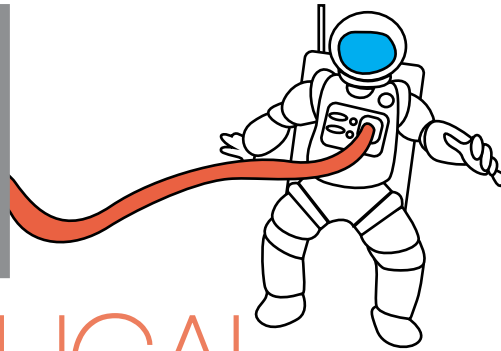


The subthalamic nucleus (STN): Another part of your brain, the STN is responsible for motivation. It receives signals from your prefrontal cortex (see letter “P”) at a very elevated rate when you are trying to do something new. Basically, your PFC is asking your STN if you are **motivated to change**. The question is, are you? Have you identified the reasons why you want to change in this evolving landscape? Do some soul-searching and find a few good concrete reasons. Then you’ll be on your way to your STN giving your PFC two thumbs up.

# TALK



Your customers don't want to talk. In fact, 67% of folks prefer online self-service to speaking with a live human—a reversal from a few years ago. Whether this is because it's less hassle or simply easier after hours, how are you adapting to this? Have you ever asked your customers if your visit was worth their time? What about how and when they would like to be contacted, be it email, monthly visits, only for educational events? You know **face-to-face time is valuable, so ask your customers how and when they need it.**



## UMBILICAL

Why do you talk to your best friends, spouse/partner or kids every day? Besides pure enjoyment, there are many interdependencies created in moving towards a common goal, such as the much-maligned “honey-do” list. Beyond transferring necessary data, **we always learn more about people in short, frequent and ongoing exchanges.** How can you find a mutually beneficial purpose that helps you better understand your customers while staying in front-of-mind? A few places to start might be providing articles for monthly newsletters, lending a hand at patient events or joining them on a charity walk.

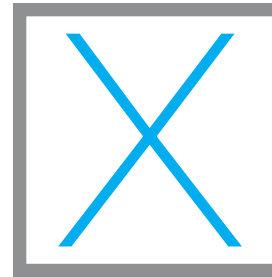


Customers are multiplying, rules are escalating and layoffs are climbing. What are you doing to manage the stress? Your mind and body **need time and space to synthesize change,** recoup energy and chart the best path forward. Whether it's walking through the vineyards in Napa, flying to the Caribbean or staying home with family, you need time out to relax, exercise and breathe. Your focus and productivity will benefit.

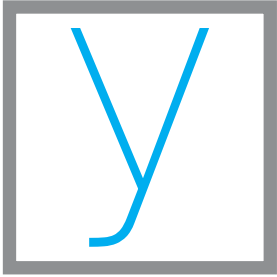
## VACATION



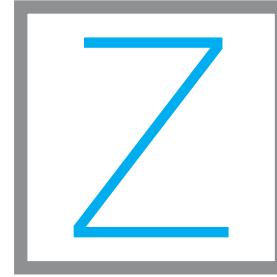
Ask your customers: What are your goals for your practice? For this year? What are some of your challenges? What can I do to help you with these goals and challenges? In what ways can I provide better service to you and your practice/hospital/hospital system? Are you asking “what” to uncover unmet needs and solutions for your customers? Step outside the product push and see what happens. You might just become a more valuable asset.



Vision: A peek into the future of healthcare reform might be cool, but we’re talking about a look inside yourself. What are you made of? What makes you unique? What are your key differentiating features and value propositions? Write down ten and ask around. Hone them until it’s crystal clear what your top three strengths are—as others perceive them. Then brainstorm how your singular traits can help you to surmount the increasing hurdles.



“Yes, I can get that.” “Yes, I will take care of that.” “Yes, let’s call them right now.” Passing your customer off to other resources increases the effort for them. A recent Harvard Business Review study asserts that decreased customer effort equals increased sales and loyalty. **What can you do to make it easier for your customer** to learn about and prescribe your product(s)?



My dad, a great salesman, used to sing this song in the car with us to make us smile and laugh. We loved it, and it made us look forward to car rides with him. Can you use humor to **make your customers look forward to seeing you**? Humor is scientifically proven to facilitate learning, help change behavior, and make us feel less threatened by change. (Isn’t that exactly what you are trying to accomplish?) Next time, lighten up with a little humor and laugh with your customers.



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