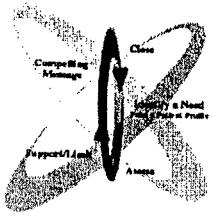


# Welcome To

# *Needs Based Selling*

## *Module 2*

## Need & Assess

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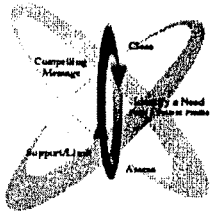
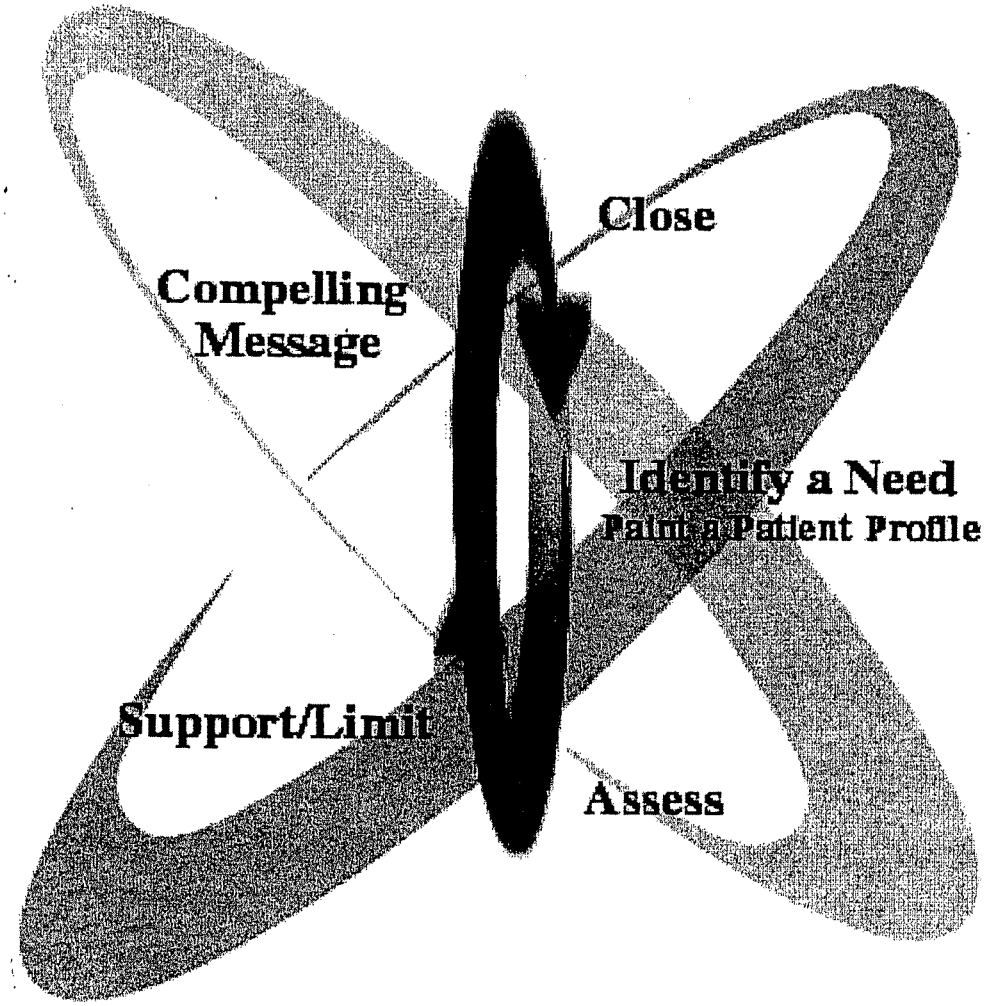


# Needs-Based Selling Model

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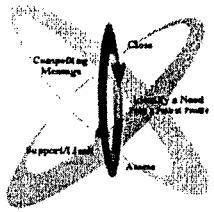
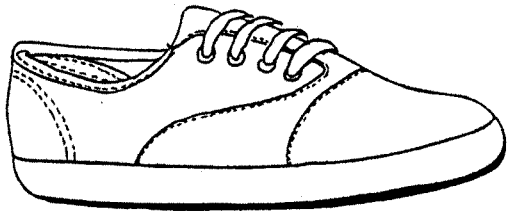


- Who has ever purchased a pair of sneakers?
- When looking for a pair of sneakers, what is important to you?



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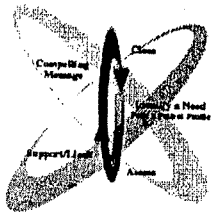
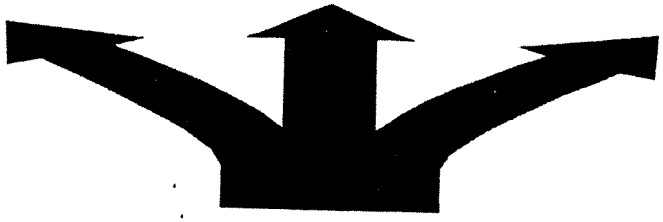
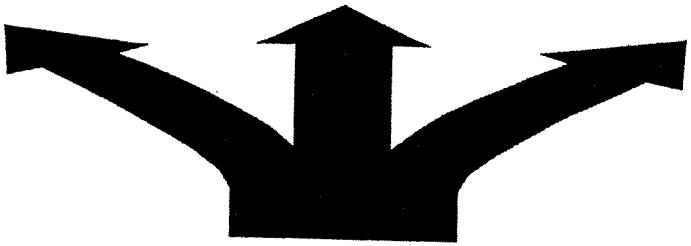


BEHAVIOR



ATTITUDE



NEED

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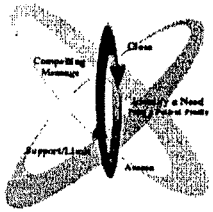

# BEHAVIORS

*"I'm going to buy this sneaker because it's well made and supportive."*

# ATTITUDES

*"To be comfortable and safe while I run, I need a well constructed, supportive sneaker."*

# NEED

*"My current sneakers don't provide comfort, durability and support."*

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# Learning Point

People will buy a product when they believe they need it and not before...

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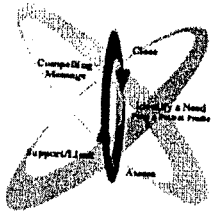

# Identify a Need

- What is the customer's current attitude toward the disease?
- What is the incidence, severity or seriousness of the disease or the short and long-term implications to the patient if left un- or under-treated?
- Is there a unique patient, product, or disease characteristic? A product that might address it?
- Who does the customer treat?
- What percentage of the patient population is considered managed care?
- Is the customer aware of the personal implications (good and bad) of treatment or non-treatment?

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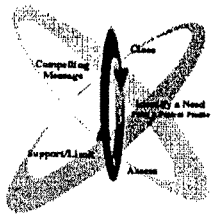

# Advertisement Exercise

- Form into 5 groups
- As a group review and discuss a product advertisement
- Answer the following questions

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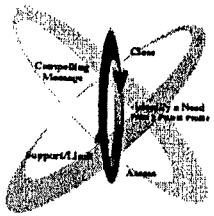

# Consider the following. . .

- What two things can impact behavior?
- What need has been identified in this ad?
- What techniques were used to identify a need for this product or service?
- What consumer type was the target for this ad?
- What attitude or belief was this ad designed to change?
- What change in behavior was this ad designed to produce?

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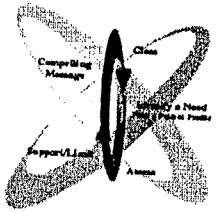

# Learning Point

People first have needs which affect their attitudes which affect behaviors

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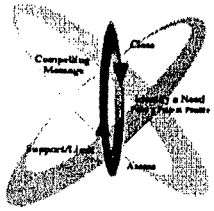
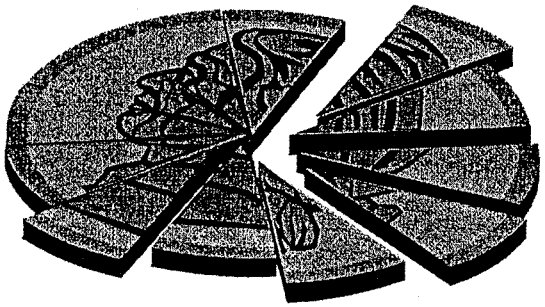
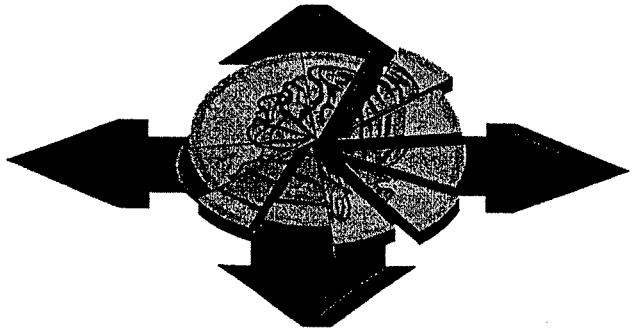


*In simple terms, there are two market environments that you may find yourself selling within:*

# Share Shift and Market Development

- What's the difference between the two?
- In which market do you feel Merck is primarily selling & why?





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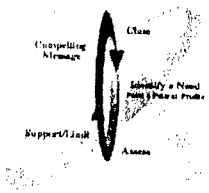

# Physician Continuum

| Low | Medium | High |
|---|---|---|
| ◆ Is not diagnosing patients | ◆ Primarily diagnoses patients with signs or symptoms of the disease | ◆ Diagnoses and treating patients with signs or symptoms |
| ◆ May have minimal disease knowledge | ◆ Not diagnosing most patients without obvious signs or symptoms | ◆ Diagnosing patients without obvious signs or symptoms of the disease |
| ◆ May not be using available testing | ◆ Testing used is limited | ◆ Uses available testing |
| ◆ Not using drug therapy | ◆ Appropriate drug therapy is limited | ◆ Drug therapy is appropriate and treating to guidelines |

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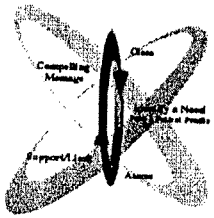

# Physician Profile Activity

- Physician Profiles, read scenario
- Within your groups, discuss where your physician is on the continuum and why.
- Select one of the physician profiles to use for the rest of the day for developing your messages!

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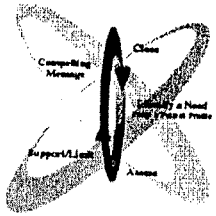

# Identify a Need Exercise

- ★ Review all the core messages for VIOXX.
- ★ Create, identify, or define the need that corresponds to each core message.
- ★ Utilize sales aids as appropriate. Select a core message...
- ★ Write both your core message and opening statement on the blank NBS Sales Discussion Overhead (You will present to the class)
- ★ You have15 minutes to prepare.

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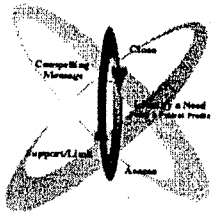


# Using the Needs-Based Selling Model: VIOXX Example

Physician Profile: _____

Product: VIOXX

Patient Population: Elderly

## Identify a Need:

Opening Statement:

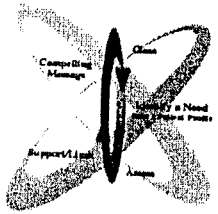
Approximately 42 million Americans suffer from arthritis. This accounts for 1 out of 6 people in the US.

Patient Profile:

## Assess:

Questioning Strategy:

- Initial Question:



# Patient Profiles…

- Paint the picture…
- Anchors the discussion...

1. In your groups, create a patient profile based on your need and core message.
2. Condense your patient profile into conversation form and write on your group's overhead.

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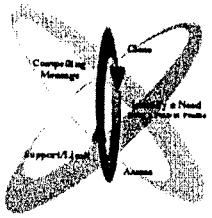

# Using the Needs-Based Selling Model: VIOXX Example

Physician Profile: _____

Product: VIOXX

Patient Population: Elderly

**Identify a Need:**

Opening Statement:

Approximately 42 million Americans suffer from arthritis. This accounts for 1 out of 6 people in the US.

Patient Profile:

Male, 67 years of age, chronic osteoarthritis of the knee, often forgets to take his medicine and experiences breakthrough pain

**Assess:**

Questioning Strategy:

- Initial Question:

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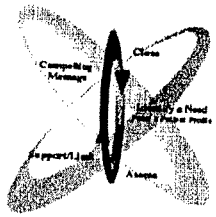

# Learning Point

**Describing the problem and using a specific patient profile helps to focus our selling discussions on an identified need.**

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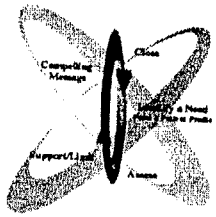

# Step 2: Assess

***Purpose***: To help position the solution.

➔ These questions help to explain *who has the problem and how it will be handled.*

- What are the current behaviors of the customer (practice/belief)?
- Is the customer confident in his/her ability to adequately treat/manage a patient with this disease?
- What is the customer currently prescribing?
- Why is the customer currently prescribing a product(s)?
- Do managed care organizations attempt to dictate prescribing behaviors?
- Can the customer prescribe your product?

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# Strategic Questioning

- To collect all the information you need about the physicians practice, how they diagnose, concerns about your product or the competition ---- you need to ask effective questions.
- The key is to influence and control the situation through powerful and appropriate questioning.

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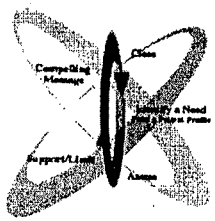

# Strategic Questioning...

- Under what circumstances do we hesitate to ask questions when calling on a doctor?
- What are some reasons we don't ask enough questions?
- What is the impact of not asking questions?

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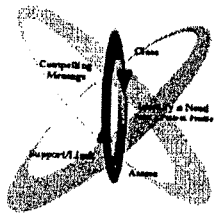

# Question Types

- Open-ended
- Close-ended
- Leading

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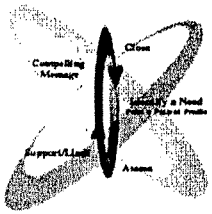

Questioning

# It's Science & Art

## Science

You must prepare quality questions in advance.

(Use the Bank of Strategic Questions in your workbook)

## Art

Asking the ***relevant*** probing questions based on what you've ***heard***.

# Strategic Question Bank

- "How" Questions…
- "What" Questions…
- "Why" Questions...

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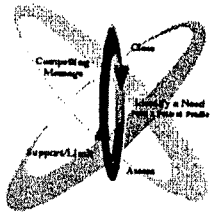
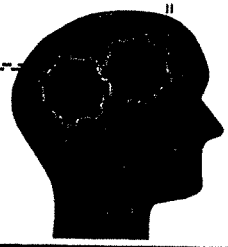


# Learning Point

Developing a questioning strategy based on your product and patient profile will facilitate your ability to assess your physician and engage him/her in discussion.



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# How good are your questioning skills?..

- ➔4 "Teams" using their own colored marker!
- ➔4 "Stations" with Scenarios
- ➔Read Scenario and generate strategic questions to appropriately assess situation…
- ➔"Teams" will rotate with their marker to each "Station" to generate questions…
- ➔Judging Teams will select the 3 "*BEST*" questions at each station.
- ➔The "Team" with the most questions selected WINS!

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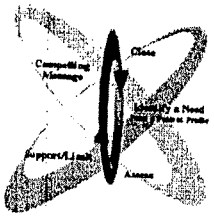

# Using the Needs-Based Selling Model: VIOXX Example

Physician Profile: _____

Product: VIOXX

Patient Population: Elderly

**Identify a Need:**

Opening Statement:

Approximately 42 million Americans suffer from arthritis. This accounts for 1 out of 6 people in the US.

Patient Profile:

Male, 67 years of age, chronic osteoarthritis of the knee, often forgets to take his medicine and experiences breakthrough pain

**Assess:**

Questioning Strategy:

- Initial Question: Dr., when choosing a therapy for a patient like this who has chronic OA, often forgets to take his medication and therefore experiences breakthrough pain, what is your normal course of treatment?

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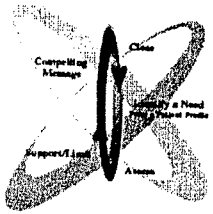

*Once you ask a question,* ***it is critical to really listen to the response.***

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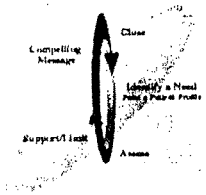
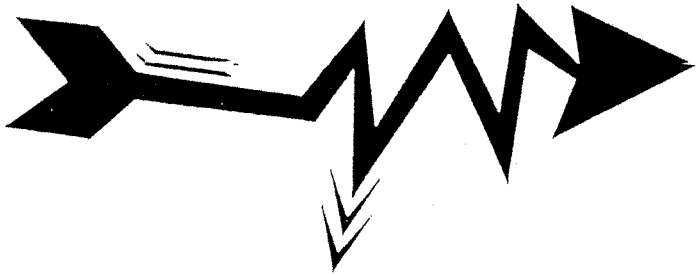
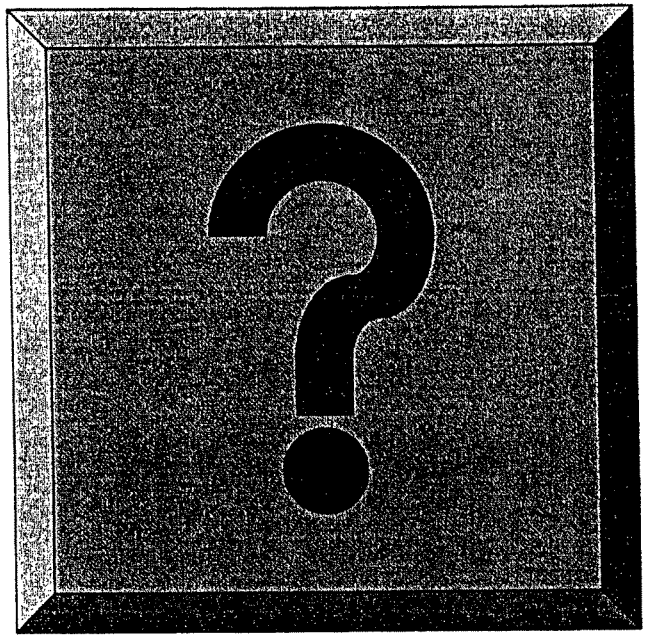



# Let's Play Mind Games...





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# Research has shown…

*People spend as much as 50% of their time listening…*

*But the average person only retains about 25% of what he/she hears…*

# Tips for Improving Your Listening

- Let the physician finish speaking before you start.
- Encourage the physician to keep talking.
- Use good body language to demonstrate your listening.
- Don't annoy the physician by asking excessive questions.
- Focus on what the physician is saying, not on what your going to say next.

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# Listening Key Points

- Let the physician finish speaking
- Encourage the physician to keep talking
- Use good body to demonstrate that you are listening
- Don't annoy the physician by asking excessive questions, giving advice or diverting the topic to what you want
- Focus on what the physician is saying

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# *Needs Based Selling*

## *Module 3*

## Support Limit &

## Compelling Message

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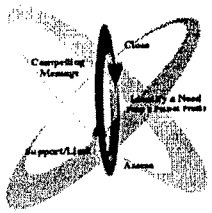
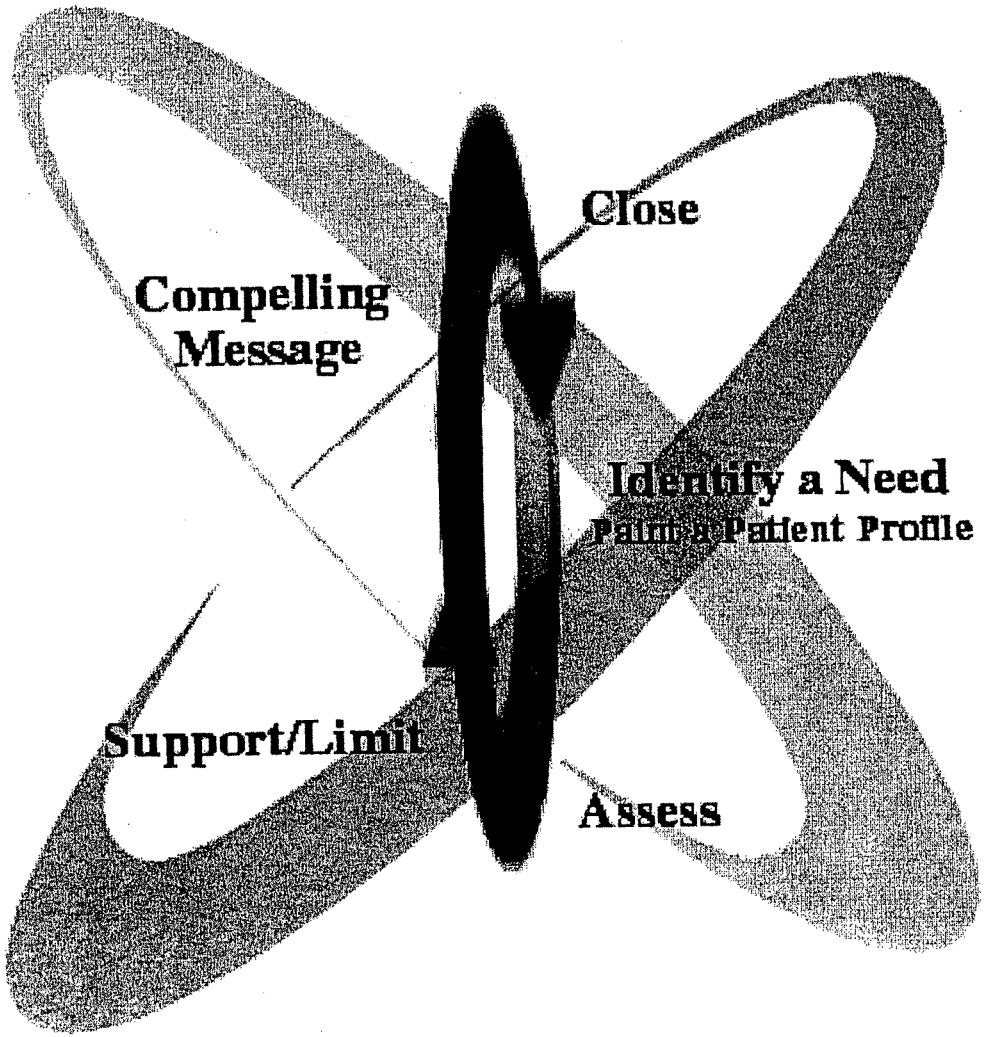


# Needs-Based Selling Model

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# Step 3: Support/Limit

***Purpose***: To Introduce the Merck product as an optimal solution for the patient.

- How is the customer's choice of therapy similar to your product?
- How is the customer's choice in therapy suboptimal?
- How does your product provide a better alternative for the patient?

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# What is Support/Limit?

- **SUPPORT**

  *Affirm characteristics or attributes of physician's treatment choice based on similarities of that choice to our product.*

- **LIMIT**

  *Differentiate our product from competitor's by planting a seed of doubt that the competitive product meets the physician's identified need.*

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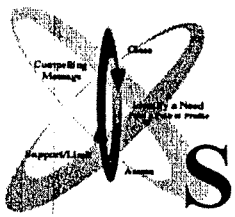

# Support Limit vs. Obstacle Handling

- Two separate processes
- Support/Limit addresses *competitive product* usage
- Obstacle Handling addresses misunderstanding, concern, or indifference directly related to the *Merck product*
- In Support/Limit you are proactively positioning your product in relation to a competitor's product.

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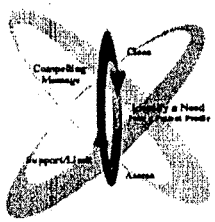


# Using the Needs-Based Selling Model: VIOXX Example

Physician Profile: _____

Product: VIOXX

Patient Population: Elderly

**Identify a Need:**

Opening Statement:

Approximately 42 million Americans suffer from arthritis. This accounts for 1 out of 6 people in the US.

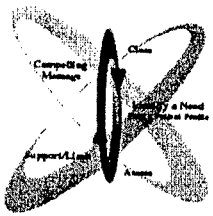
Patient Profile:

Male, 67 years of age, chronic osteoarthritis of the knee, often forgets to take his medicine and experiences breakthrough pain

**Assess:**

Questioning Strategy:

- Initial Question: Dr., when choosing a therapy for a patient like this who has chronic OA, often forgets to take his medication and therefore experiences breakthrough pain, what is your normal course of treatment?
- Follow-up Question: What is the outcome you expect with this therapy?



# Using the Needs-Based Selling Model: VIOXX Example

## Support/Limit:

Support:

Doctor, the efficacy of a medication is important to both patients and physicians.

Limit:

VIOXX is always a once-daily choice for all indications, unlike Celebrex, which is often prescribed BID for OA.

Transition:

Once-daily VIOXX was studied for six weeks compared to ibuprofen 2400mg (800mg TID) in OA patients and VIOXX provided comparable pain relief.

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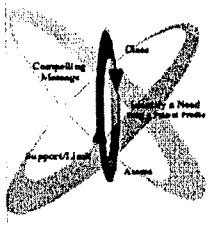
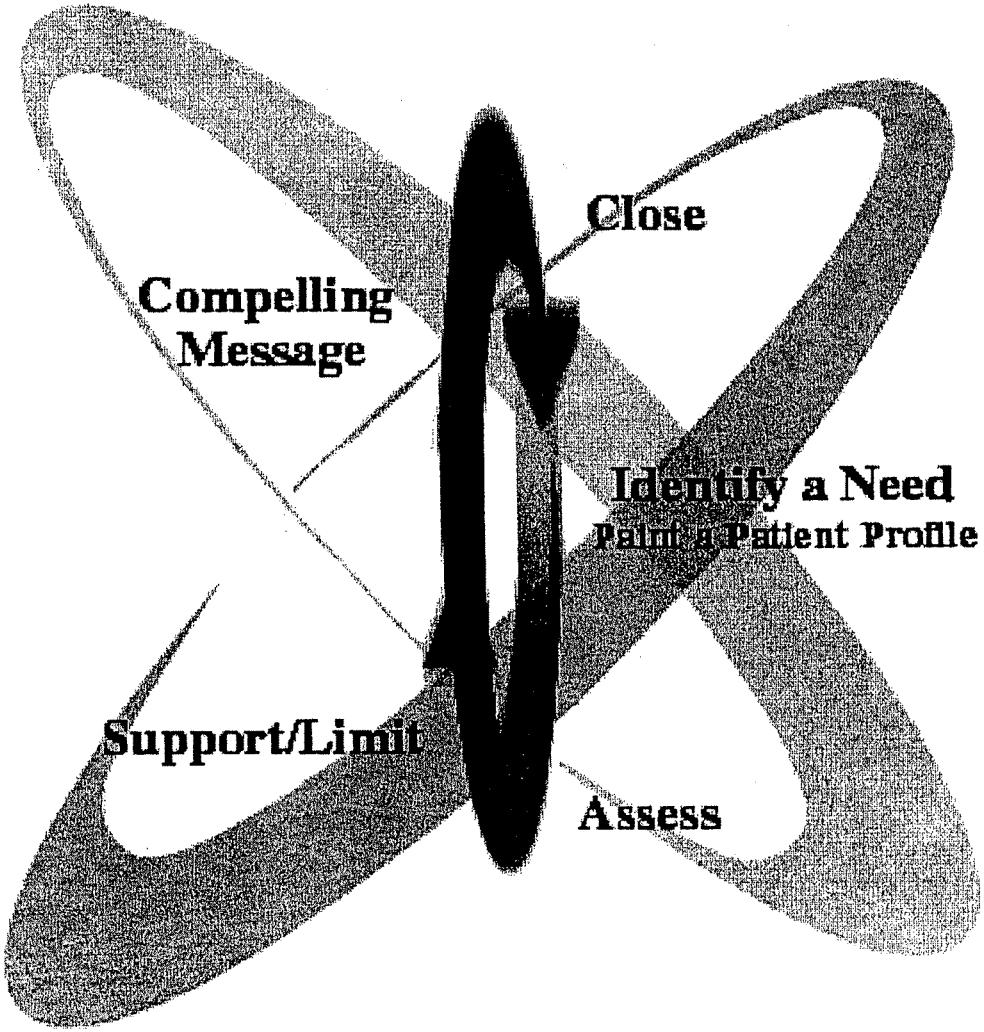


# Needs-Based Selling Model

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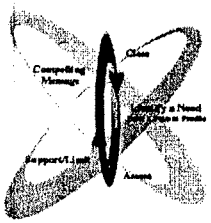

# Provide Compelling Product Message

- How does your product satisfy the customer's need?
- Why your product versus the competition?
- To what level of scientific data does the customer *respond?*
- What are the benefits of your product to the patient and/or healthcare system?
- How should the customer use your product?
- How does your product comply with Formulary?
- Are there any benefits to the physician by utilizing Merck products on the managed care organization formulary?

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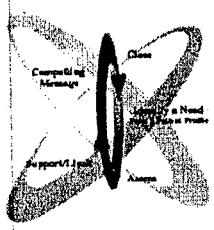
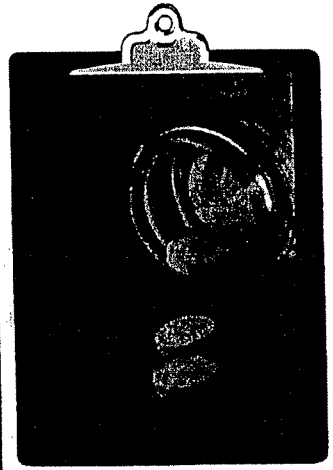
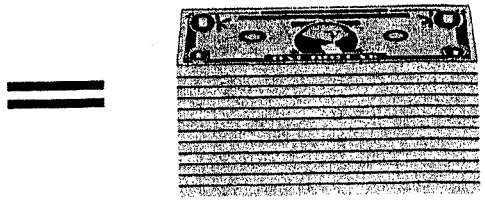


# Features Tell





**Win - Win**

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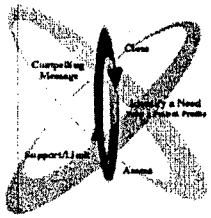

# Learning Point

It is important to know both the features of your product, as well as the benefit that the feature brings to the customer. Benefits show value and should be tied to the customer's need.

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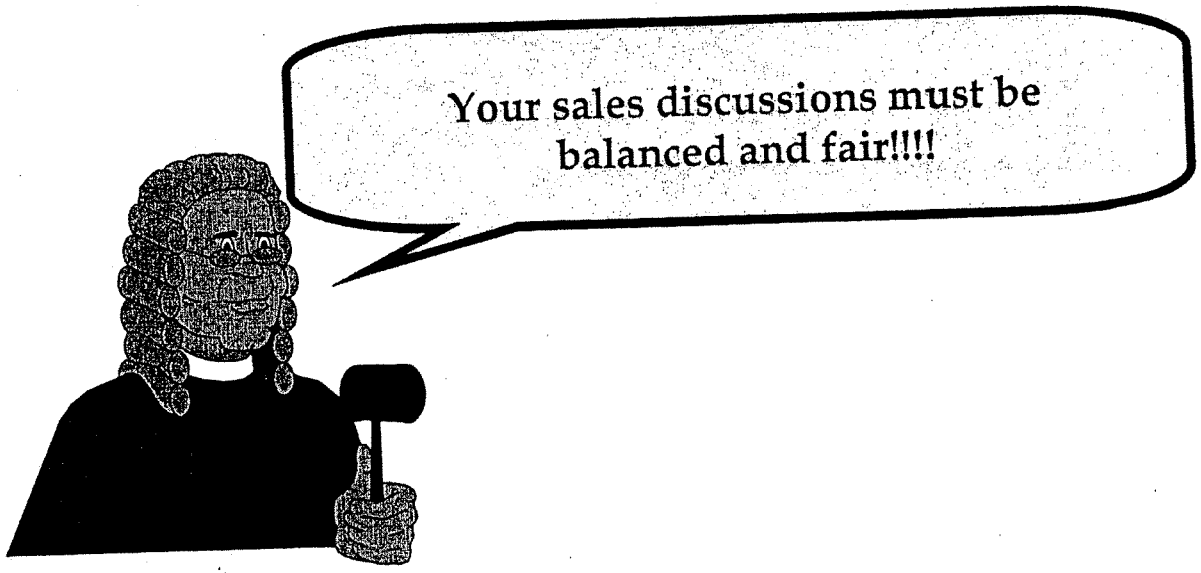
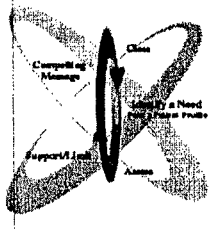
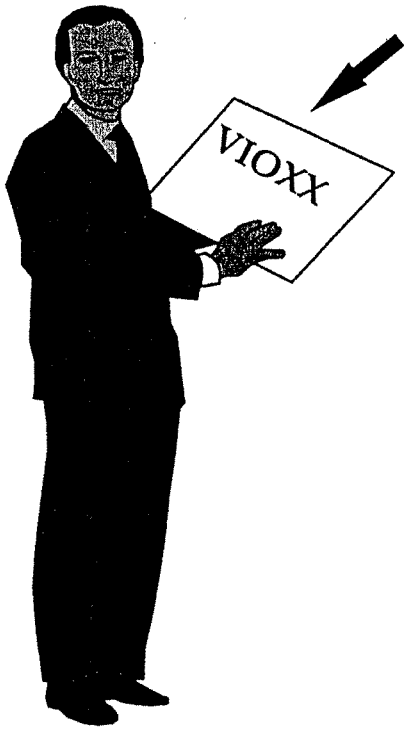
# What are some examples of fair balance?





Let's list some of the benefits and challenges when using sales aids.




**Sales Aids**

**Clinical Studies**

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# Reviewing New Sales Aids

- What is the visual saying?
- What benefits can be illustrated with the piece?
- Where are the fair balance statements?
- What page can I use to summarize information?
- Should I use the whole piece, or only certain parts?

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# Sales Aid vs. Clinical Study

- Sales Aid
  - To highlight points
  - Summarize
  - Keep on Track
  - For short discussion
- Clinical Study
  - To prove a point
  - Attract physician attention
  - Provide data
  - Must know details

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# Provider Message Example

KeyCare has significant enrollments of patients in for NSAID-related GI adverse events. According to the endoscopy studies for VIOXX, the use of VIOXX 25 or 50 mg can significantly reduce the incidence of endoscopic ulcers versus ibuprofen. In addition, VIOXX is available on KeyCare formulary without restrictions.

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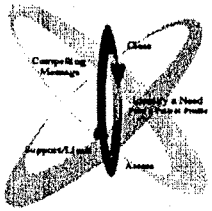

# Compelling Message

Core Messages

Features and Benefits

Supporting Messages

Provider Messages

Fair Balance

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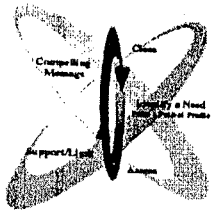

# Creating a Compelling Message

- Get back into your working groups...
- Turn to Workbook page: A Compelling Message
- Construct your compelling message on your worksheet
- Record the final edition of your message on the blank overhead
- 20 minutes

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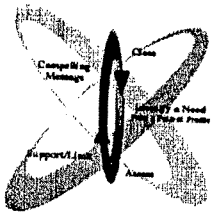

# Using the Needs-Based Selling Model: VIOXX Example

## Support/Limit:

Support:

Limit:

Transition:

## Compelling Message:

Components: *Core Message, Supporting Messages (features and benefits) and Provider Message*

Doctor, VIOXX provides once daily power in chronic OA and powerful relief in the moderate to severe pain of post-orthopedic surgery. Also, all clinical trials for VIOXX used q.d. dosing for all patients.

Fair Balance:

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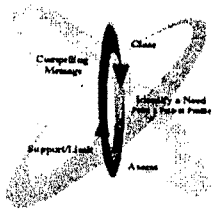

# *Needs Based Selling*

# *Module 4*

## Obstacle Handling

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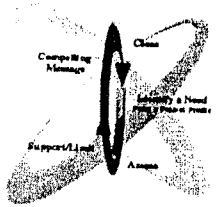
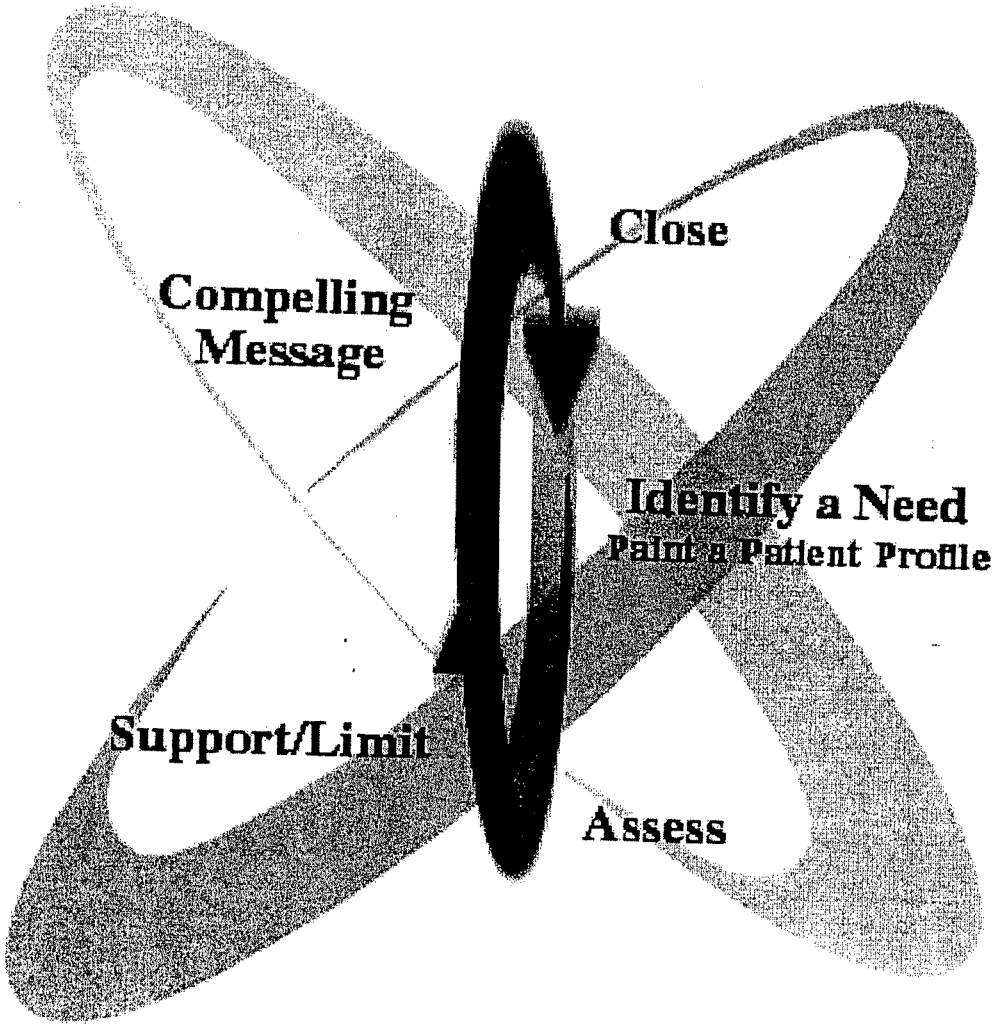


# Needs-Based Selling Model

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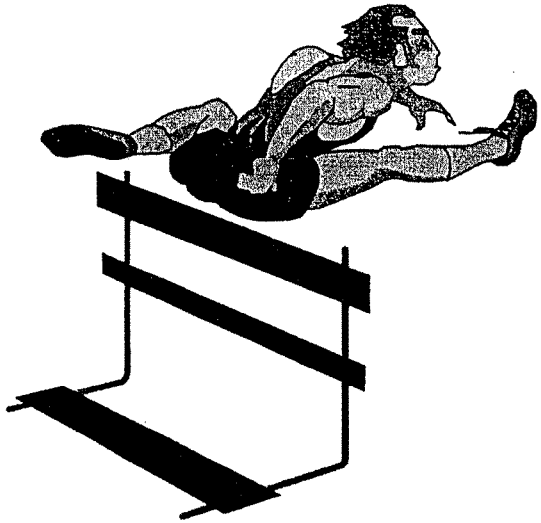
# Handling Obstacles

- What is an obstacle?
- What happens when an obstacle is not handled immediately?



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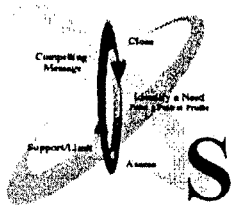

# Support Limit vs. Obstacle Handling

- Two separate processes
- Obstacle Handling addresses misunderstanding, concern, or indifference directly related to the *Merck product*
- Support/Limit addresses *competitive product* usage
- When handling an obstacle, your focus is addressing a lingering issue such as cost and quickly transitioning back to your message

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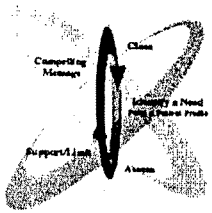
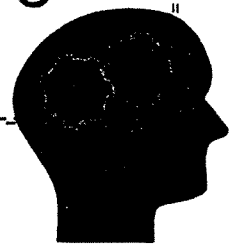


# Learning Point

An obstacle is really an opportunity to work with the physician and provide more information to help the physician reach a positive solution.



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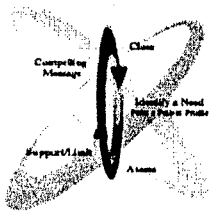


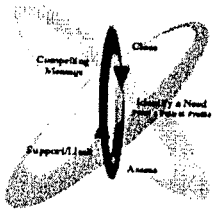
# Types of Obstacles

- **Concern:**
  *"I'm concerned with the dose-related increases in hypertension with VIOXX."*

- **Misunderstanding:**
  *"I just read a news story stating that VIOXX has a higher incidence of heart attacks than Celebrex."*

- **Inability to Act:**
  *"VIOXX is not on the largest managed care formulary in my area."*

- **Indifference:**
  *"There is no difference between VIOXX and Celebrex."*



# Four Areas of Concern...

- Efficacy
- Dosing
- Safety
- Cost

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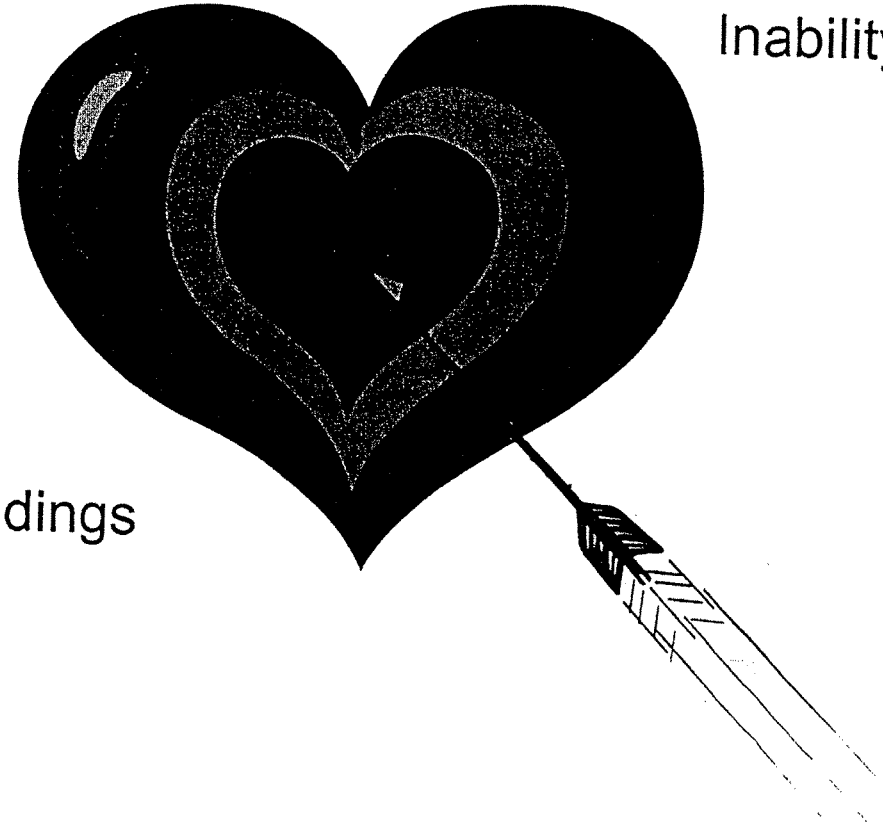
# Getting to the Heart of It

Indifference

Inability to Act



Concerns/
Misunderstandings

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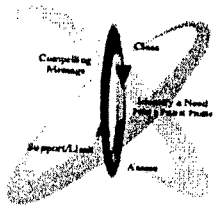


# Handling Obstacles……

1. Clarify
2. Resolve
3. Confirm
4. Transition

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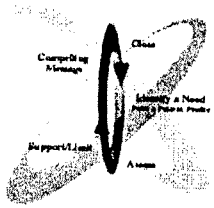

# I just read that VIOXX has a higher incidence of heart attacks than Celebrex.

- **Clarify:** Doctor, are you referring to the recent press reports about the incidence rates of heart attacks in separate VIOXX and Celebrex studies?

- **Dr:** Yes.

- **Resolve:** Dr., there are no head-to-head studies comparing the cardiovascular profile of the two drugs. As a result, you cannot compare the drugs and conclude that one drug had fewer events than the other. In the VIOXX GI Outcomes Trial (VIGOR), the incidence of MI was 0.4% with VIOXX and 0.1% with naproxen. Upon further analysis, four percent of patients in the VIOXX GI Outcomes Study had experienced a cardiac event such as a heart attack or stroke before entering the study and thus met the established criteria for the use of aspirin for secondary CV prophylaxis. In the remaining 96% of patients for whom aspirin was not indicated for secondary CV prophylaxis, the incidence of MI was lower -- 0.2% for VIOXX and 0.1% for naproxen. This difference was not statistically significant. (continued on next page)

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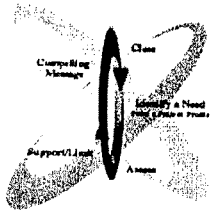

# I just read that VIOXX has a higher incidence of heart attacks than Celebrex.

- **Resolve (continued):** In a separate GI outcomes trial of Celebrex, the CLASS study, Searle has reported that the incidence of MI was 0.5% with Celebrex, 0.3% with diclofenac, and 0.5% with ibuprofen. They also presented data for patients who were not prescribed aspirin. In this group, the incidence of MI was 0.2% for Celebrex and 0.1% for the comparator NSAIDs.

- **Confirm:** Dr. have I provided you with enough information regarding your concern about the incidence of heart attacks with VIOXX?

- **Dr:** Yes, you have.

- **Transition:** Dr., I'm sure you are also interested in the powerful pain relief that VIOXX can offer your patients who suffer from OA. Lets review the data about the once-daily power of VIOXX.

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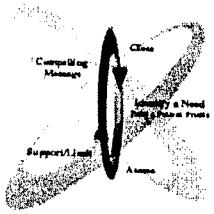
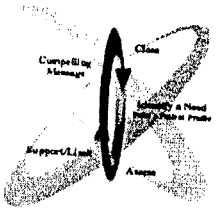


# VIOXX OBSTACLES

- I'm concerned with the dose-related increases in hypertension with VIOXX.
- I just read a news story stating that VIOXX has a higher incidence of heart attacks than Celebrex.
- VIOXX is not on the largest managed care formulary in my area.
- There is no difference between VIOXX and Celebrex.



# Obstacle Handling Exercise

- Form up into pairs, choose one obstacle to handle
- 5 Minutes Prep

  *Representative:* Message
  *Physician:* Obstacle

- 3 Minutes Practice - using all steps of the NBS model
- 5 Minutes Feedback -use Obstacle Handling Feedback Sheet
- Switch Roles

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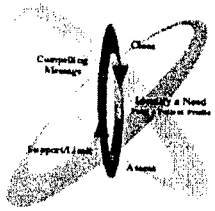
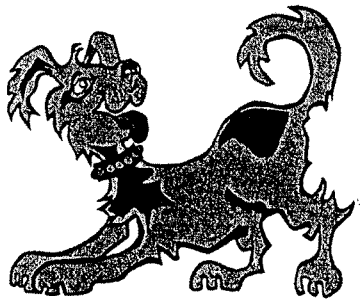


- How did some of you convince your parents to get a pet, car, late curfew or anything like that?
- What are some of the steps that you took before gaining the action to get what you wanted?
- What did you do or say to make sure you convinced your parents to get a pet, car, etc.?
- How do these analogies relate to a sales call?



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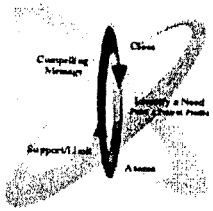
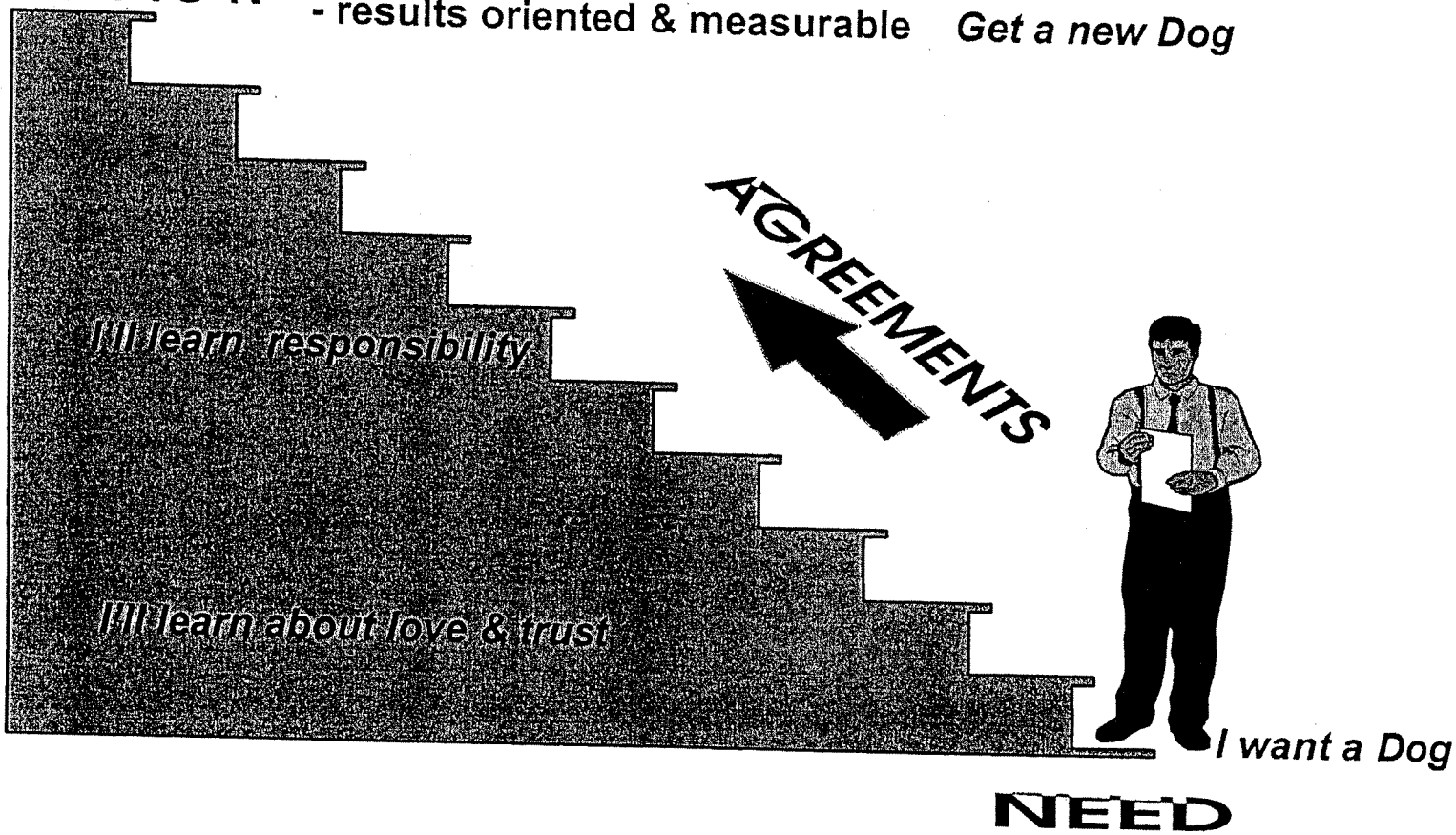


# From Need to Action

**ACTION** - results oriented & measurable *Get a new Dog*

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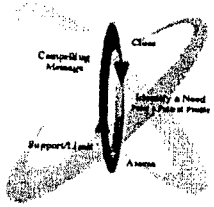

# Close

- "Why is it important to have a strong close?"
- "What are the prerequisites for a strong close?"

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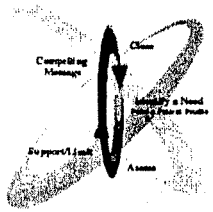

# When to Check-In….

- After answering a question or obstacle
- After presenting compelling data
- After talking for a few minutes
- Physician looks bored, puzzled
- To achieve closure on a point
- Check-in before "Call to Action"

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# Four Steps to Action

- **Summarize the point you want the physician to remember.**

  *Doctor, VIOXX is the only coxib that can offer your patients powerful pain relief in a once-daily pill..*

- **Check for agreement.**

  *"Doctor, do you agree that powerful pain relief and once-daily dosing are important attributes of a medication?"*

- **Ask for a specific, realistic action.**

  *"Doctor, based on the information we discussed today, will you prescribe VIOXX for your patients who need once-daily power to prevent pain due to OA?"*

- **Follow up to ensure action.**

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# Learning Point

Following specific steps can help to ensure you are building to a close.

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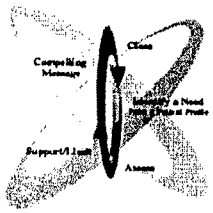
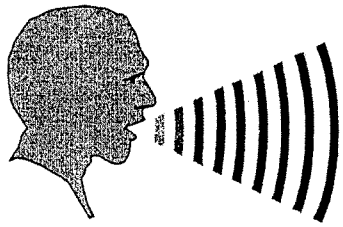


# Close Skill Practice



- Form into physician profile groups
- You will be practicing the skills through step 5 of the NBS model. Use your Sales Discussion Worksheet.
- 5 Minutes Prep

  ***Representative:*** Practice Core Messages

  ***Physician:*** Prepare Realistic Obstacle
- 5 Minutes Practice
- 5 Minutes Feedback

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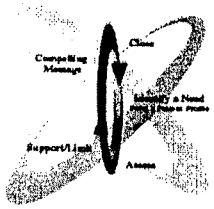


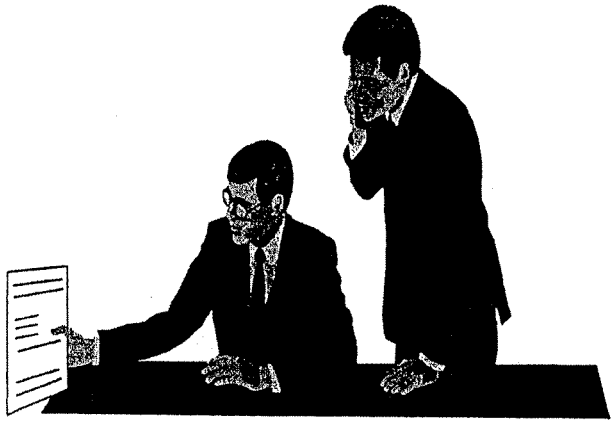
# Skill Practice Exercise

- Form into groups of three
- You will be practicing the skills through all steps of the NBS model.
- 5 Minutes Prep

  ***Representative:*** Message

  ***Physician:*** Profile Obstacle

  ***Observer:*** Feedback
- 5 Minutes Practice
- 5 Minutes Feedback
- Rotate Roles



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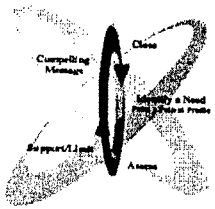
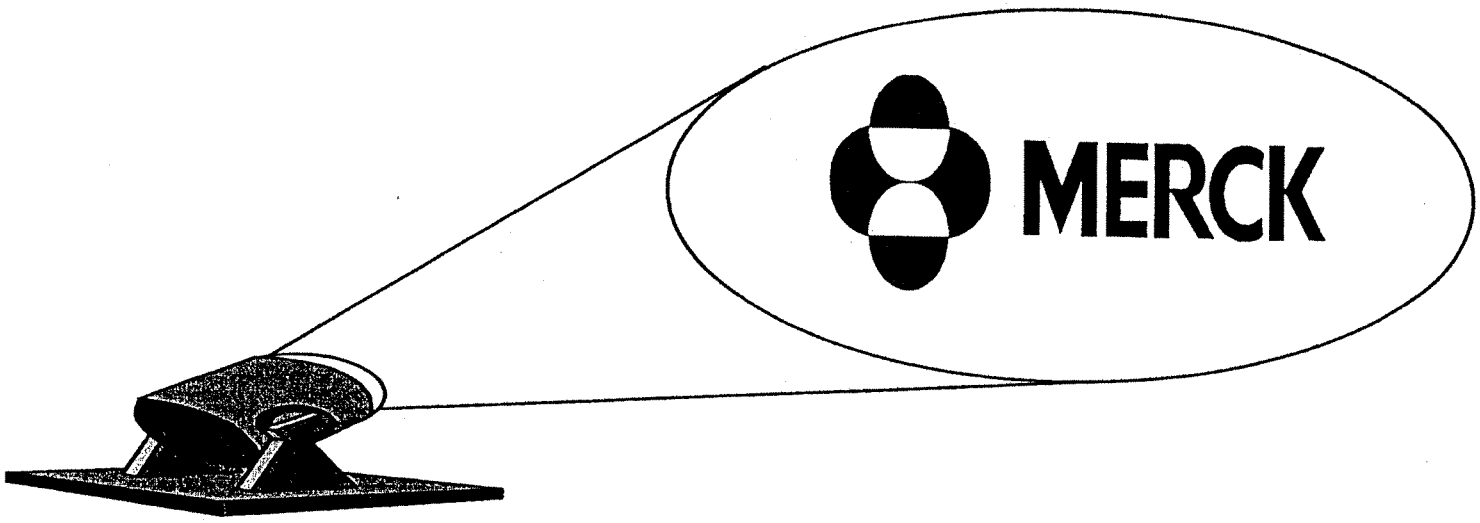


# Let's ask ourselves. . .

- Did the customer follow through on his/her commitments?

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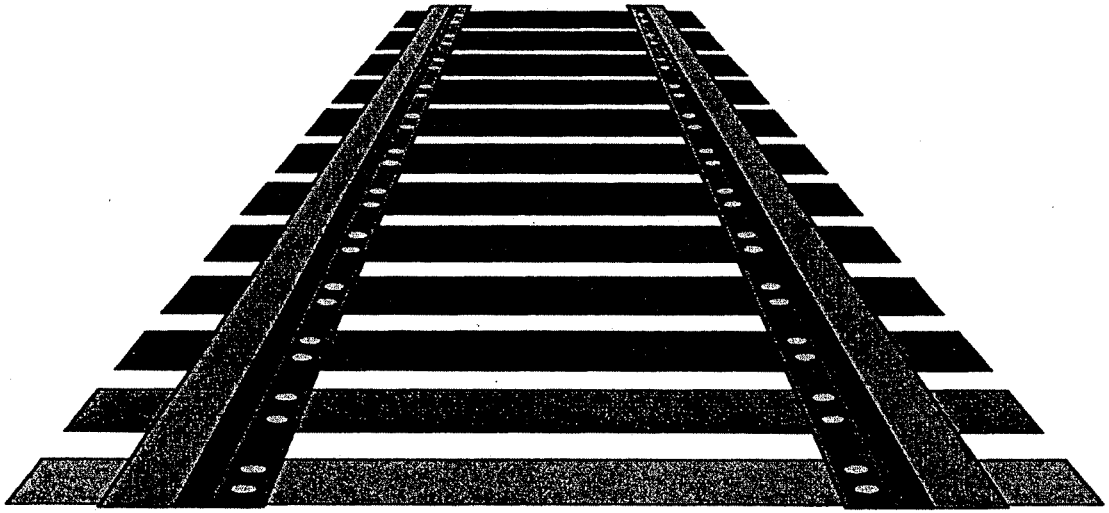
# Reasons for Derailment



*"What are some of the reasons our customers might revert to old habits?"*

*"What are the ways we can follow up to guarantee actions are taken?"*

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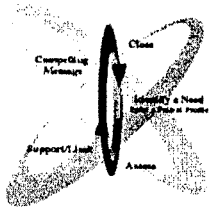
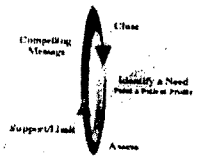


# Possible Follow-Up

- With Clinical Studies
- Commitment to more time on next call
- Confirming product usage

  *"Doctor, during my last visit we discussed how to identify potential patients who can benefit from VIOXX. Did you have the opportunity to start many patients on VIOXX?"*




# *Needs Based Selling*

## *Module 3*

## Support Limit & Compelling Message

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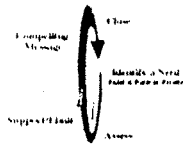
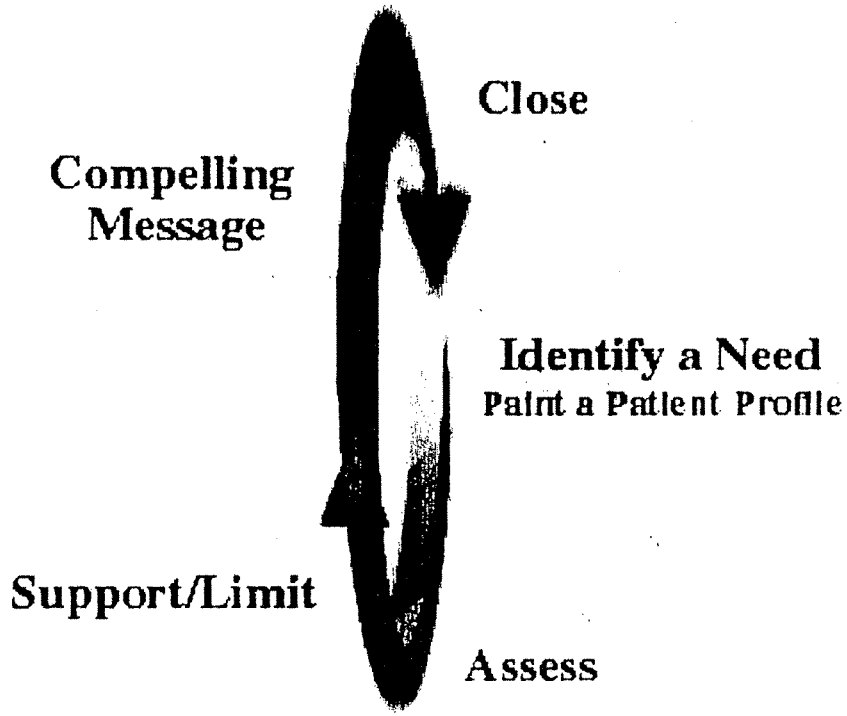


# Needs-Based Selling Model

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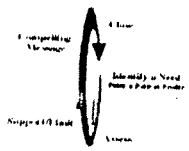
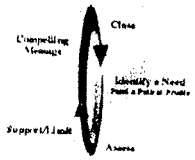


# Step 3: Support/Limit

***Purpose***: To Introduce the Merck product as an optimal solution for the patient.

- How is the customer's choice of therapy similar to your product?
- How is the customer's choice in therapy suboptimal?
- How does your product provide a better alternative for the patient?



# What is Support/Limit?

- **SUPPORT**

  *Affirm characteristics or attributes of physician's treatment choice based on similarities of that choice to our product.*

- **LIMIT**

  *Differentiate our product from competitor's by planting a seed of doubt that the competitive product meets the physician's identified need.*

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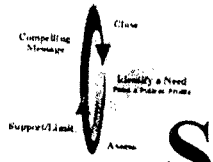


# Support Limit vs. Obstacle Handling

- Two separate processes
- Support/Limit addresses *competitive product* usage
- Obstacle Handling addresses misunderstanding, concern, or indifference directly related to the *Merck product*
- In Support/Limit you are proactively positioning your product in relation to a competitor's product.

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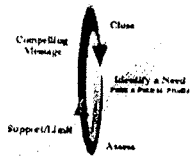

# Using the Needs-Based Selling Model: VIOXX Example

Physician Profile: _____

Product: VIOXX

Patient Population: Elderly

**Identify a Need:**

Opening Statement:

Approximately 42 million Americans suffer from arthritis. This accounts for 1 out of 6 people in the US.

Patient Profile:

Male, 67 years of age, chronic osteoarthritis of the knee, often forgets to take his medicine and experiences breakthrough pain

**Assess:**

Questioning Strategy:

- Initial Question: Dr., when choosing a therapy for a patient like this who has chronic OA, often forgets to take his medication and therefore experiences breakthrough pain, what is your normal course of treatment?
- Follow-up Question: What is the outcome you expect with this therapy?

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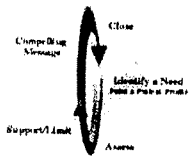

# Using the Needs-Based Selling Model: VIOXX Example

## Support/Limit:

Support:

Doctor, the efficacy of a medication is important to both patients and physicians.

Limit:

VIOXX is always a once-daily choice for all indications, unlike Celebrex, which is often prescribed BID for OA.

Transition:

Once-daily VIOXX was studied for six weeks compared to ibuprofen 2400mg (800mg TID) in OA patients and VIOXX provided comparable pain relie

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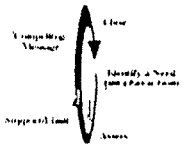

# Support/Limit Skill Practice

- Form into groups of three
- You will be practicing the skills through step3 of the NBS model.
- 5 Minutes Prep

  ***Representative:*** Practice Steps 1-3

  ***Physician:*** Play realistic doctor
- 5 Minutes Practice
- 5 Minutes Feedback

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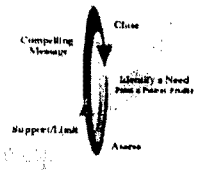
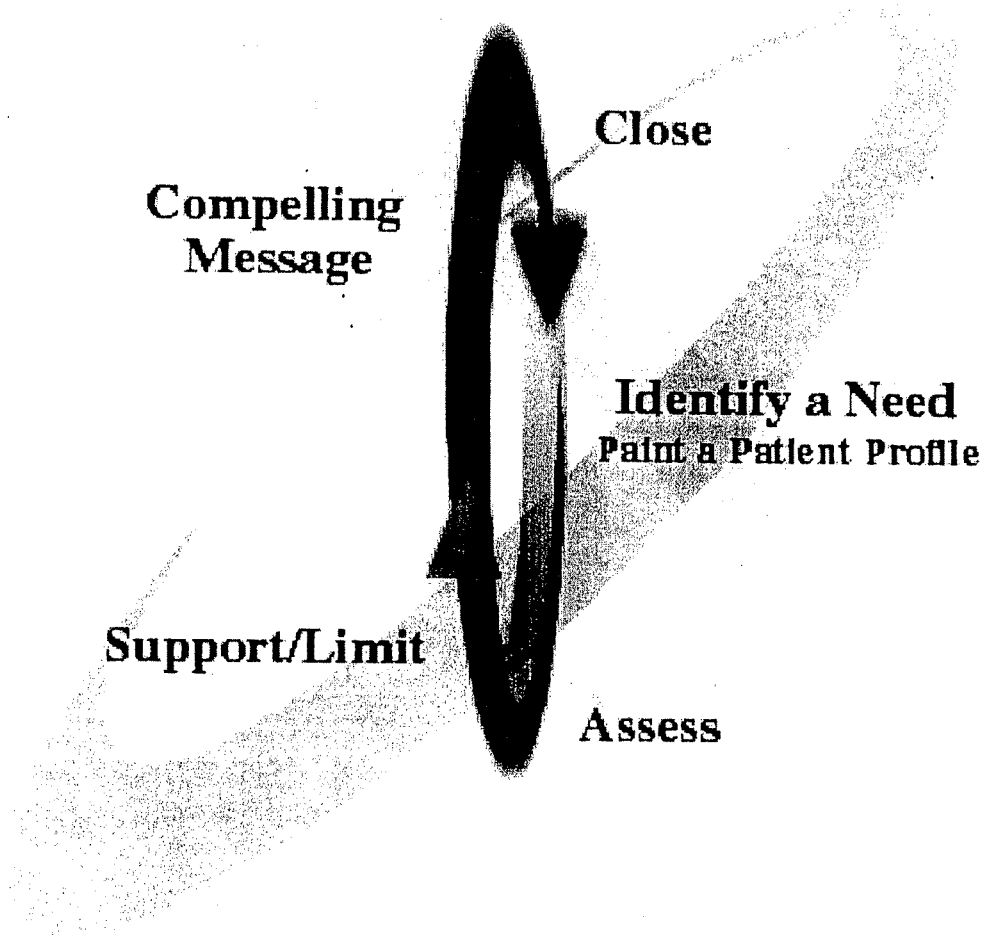


# Needs-Based Selling Model

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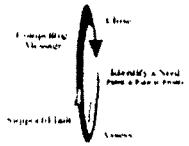
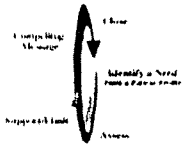


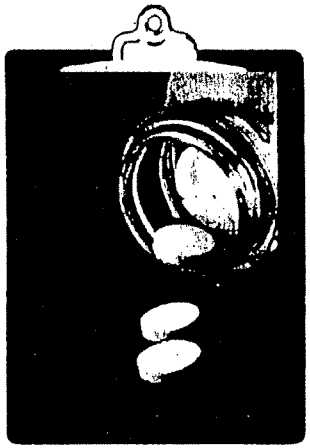
# Provide Compelling Product Message

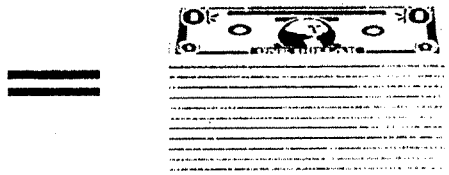
- How does your product satisfy the customer's need?
- Why your product versus the competition?
- To what level of scientific data does the customer *respond?*
- What are the benefits of your product to the patient and/or healthcare system?
- How should the customer use your product?
- How does your product comply with Formulary?
- Are there any benefits to the physician by utilizing Merck products on the managed care organization formulary?



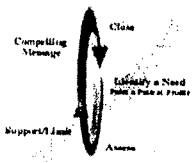
# Features Tell

# Benefits Sell!





## Win - Win




# Features and Benefits Exercise

- Form into groups
- Turn to the Workbook page: Features & Benefits
- Complete the worksheet describing the features & benefits of your the product.
- 10 minutes

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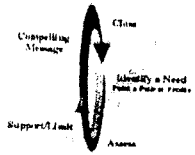
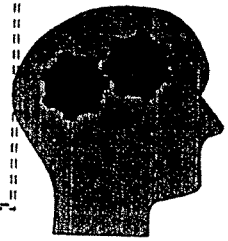


# Learning Point

It is important to know both the features of your product, as well as the benefit that the feature brings to the customer. Benefits show value and should be tied to the customer's need.



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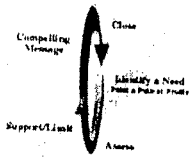
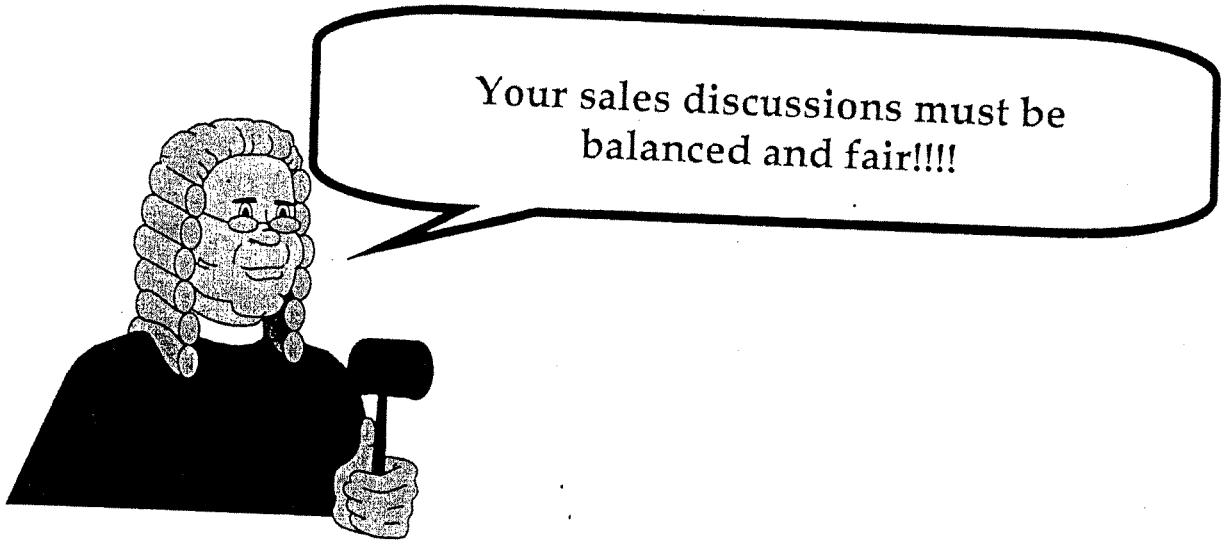



# What are some examples of fair balance?

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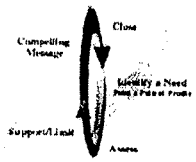
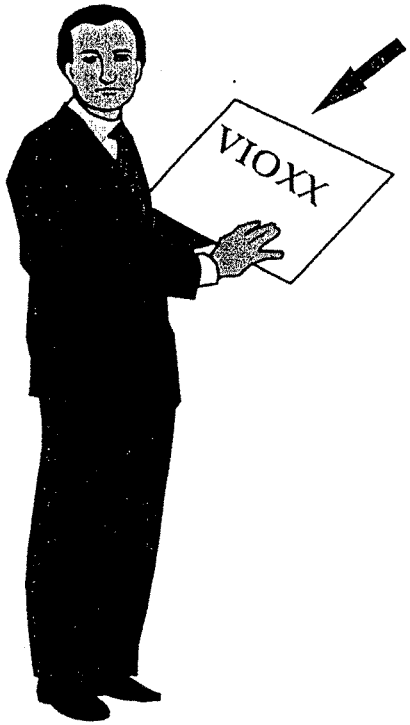



Let's list some of the benefits and challenges when using sales aids.




Sales Aids

Clinical Studies

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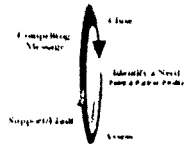

# Reviewing New Sales Aids

- What is the visual saying?
- What benefits can be illustrated with the piece?
- Where are the fair balance statements?
- What page can I use to summarize information?
- Should I use the whole piece, or only certain parts?

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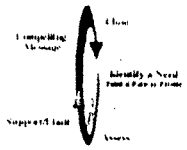

# Sales Aid vs. Clinical Study

- Sales Aid
  - To highlight points
  - Summarize
  - Keep on Track
  - For short discussion
- Clinical Study
  - To prove a point
  - Attract physician attention
  - Provide data
  - Must know details

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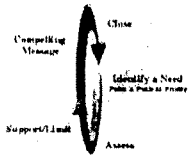


# Provider Message Example

MRK-ABR 0021698

KeyCare has significant enrollments of patients in for NSAID-related GI adverse events. According to the endoscopy studies for VIOXX, the use of VIOXX 25 or 50 mg can significantly reduce the incidence of endoscopic ulcers versus ibuprofen. In addition, VIOXX is available on KeyCare formulary without restrictions.

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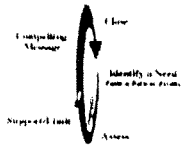

# Compelling Message

Core Messages

Features and Benefits

Supporting Messages

Provider Messages

Fair Balance

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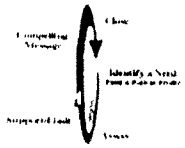

# Creating a Compelling Message

- Get back into your working groups...
- Turn to Workbook page: A Compelling Message
- Construct your compelling message on your worksheet
- Record the final edition of your message on the blank overhead
- 20 minutes

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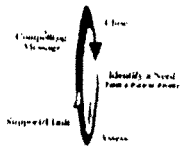

# Using the Needs-Based Selling Model: VIOXX Example

## Support/Limit:

Support:

Limit:

Transition:

## Compelling Message:

Components: *Core Message, Supporting Messages (features and benefits) and Provider Message*

Doctor, VIOXX provides once daily power in chronic OA and powerful relief in the moderate to severe pain of post-orthopedic surgery. Also, all clinical trials for VIOXX used q.d. dosing for all patients.

Fair Balance:

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