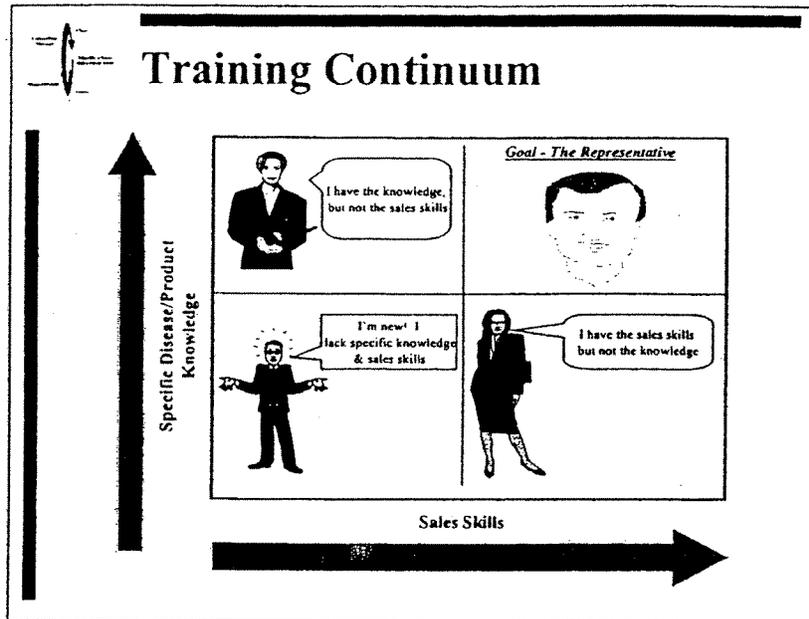


The mechanism by which we introduce new representatives to how to conduct selling discussions is called Needs-Based Selling. If you have previous selling experience, when you see the model you will probably notice a similarity to many of the techniques you have used- and with good reason! This model is a collection of the best practice models we have used in the past. Needs-Based Selling is a combination of the steps that Merck sales professionals have found to work effectively for them because it focuses on the customer. The beauty of the Needs-Based Selling Model is that not only can it be applied and is being applied to all field sales job classifications within Merck, but it is being used to get both the Sales AND Marketing organizations on the same page. Marketing will be working in concert with Sales as it designs marketing materials that support this model and complement field sales discussions.



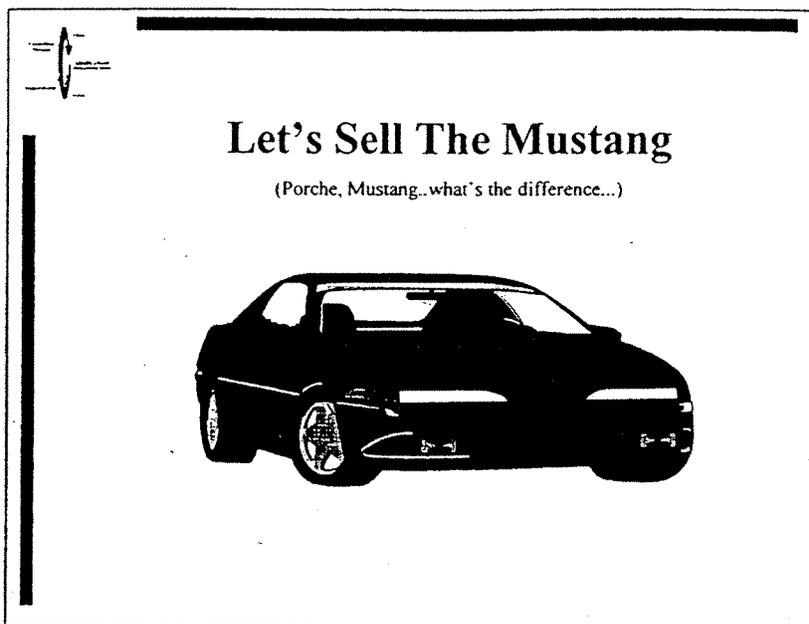
Welcome to NBS. The objective of this workshop is to introduce you to the Merck's Selling Model and provide an Overview of what the Selling Model looks like. A little later to day we will also discuss relationship skills necessary to gain accessing and building rapport with customers.

Whether you have been in sales before or this is your first sales position, this workshop will be applicable to different skill levels.

Each of you in this room may fall somewhere within the four quadrants in the training continuum.

REFER to QUADRANTS

Our objective throughout the next ten weeks is to move everyone towards the top-right quadrant utilizing Merck's Needs-Based-Selling Model.



**We are going to jump right into Selling, by completing a short activity**

**•Instruct class to get into group of 4.**

**In each group, you will have one buyer and three sellers. Each seller will have the opportunity to present a two-minute sales presentation.**

**Each group will need to identify one of the four members as a “buyer”. The other three members will be “sellers”.**

**Each of the cards that will be passed out will have different roles. Prepare for your sales presentation by reading the information on the role card. Each seller will get a turn selling the Mustang to the buyer. Buyer can ask questions but the sellers must stick to the information on the card. After each person has made their “sales pitch” the buyer will be asked to select which seller the buyer chooses to buy from and why.**

**•One seller will sale from NB-perspective, one from a knowledge-based and one from a relationship based.**

**•WB: SELL THE MUSTANG**

**•FLIP: Q Which seller did the buyer chose to buy from and Why?**

**•Flip chart should have top 1,2 3 bottom pros/cons**

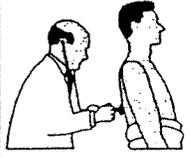
**•Q: What was the key to making the sale?**

**As we see here, relationship and knowledge skills are ineffective when used by themselves but very effective when utilized together..**



## Current Operating Environments

- Physicians today are operating within a very different environment than they were 5 years ago
  - Pressured by Time
  - Pressured by Managed Care
  - Pressured by Massive Growth of Numbers of Sales Representatives



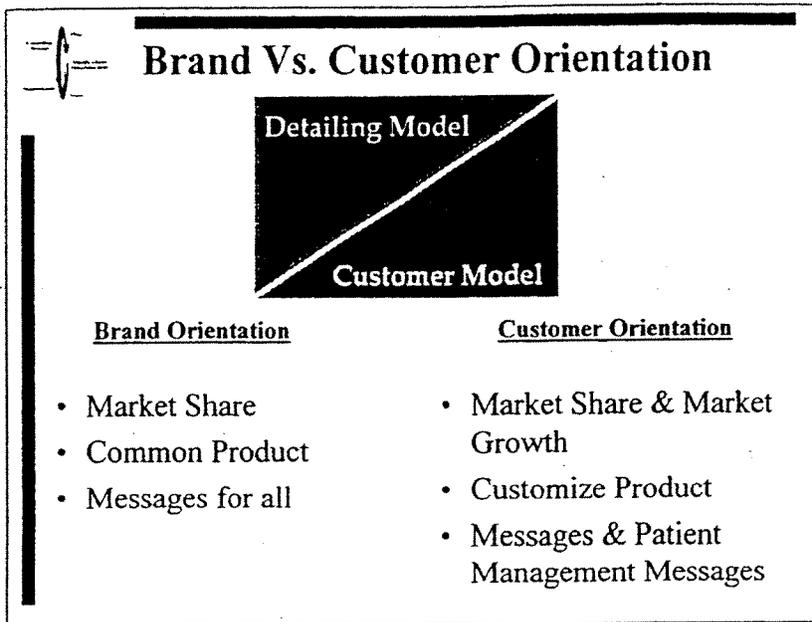
When we consider the pharmaceutical industry today, we need to understand that the pharmaceutical selling environment and our customers have changed. Physicians today are operating within a very different environment than physicians were operating within even 5 years ago! They're pressured by time and managed care issues. They're much more difficult to see- not surprising when you consider the massive growth of sales representatives in the last decade



## What Physicians Want

- Point of contact
- Education/information on disease and treatments
- high quality products
- Competitive prices
- Representative who understands what they want & delivers it - who understands their needs.

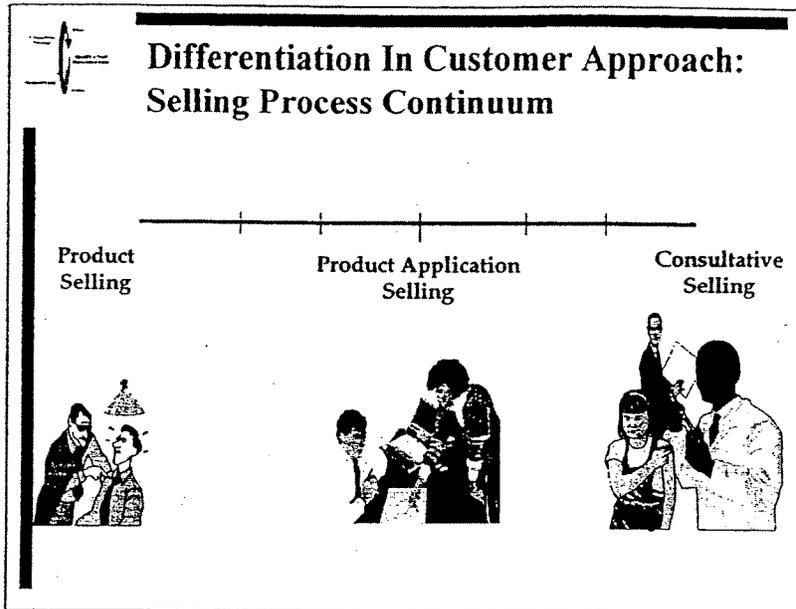
They're also more sophisticated. Operating under these conditions, today's physicians know exactly what they want: one point of contact, education/information on disease and treatments, high quality products, competitive prices and a Sales Representative who understands exactly what they want and delivers it- a Sales Representative who really understands their needs



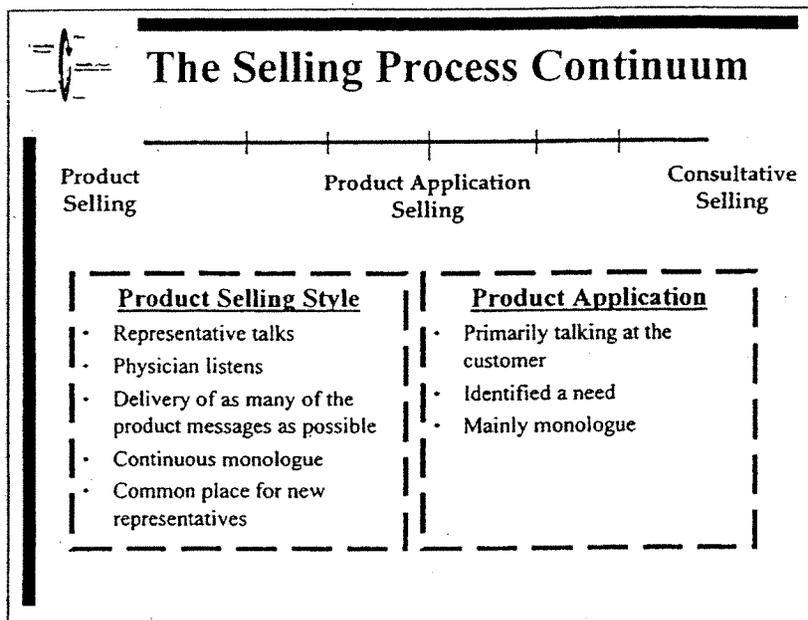
Traditionally, we have sold our products in a brand-oriented versus customer-oriented fashion. Referring to Workbook page and slider: Brand vs. Customer Orientation, explain: On the left side is how we used to sell- the Detailing model. Market share and talking about the product are what counted. We delivered the same old messages to every customer on every call.

On the right side is how we need to sell today- the Customer model. We are still concerned about market share, but also market growth. We're also using customized product messages for our physicians depending on what their needs are to optimally treat patients .

So we've moved from a product to a customer focus. Acting as consultants within this customer-focus context, it's up to us to find out, through a wide range of skills and attributes, what our customers really need then deliver it to them!

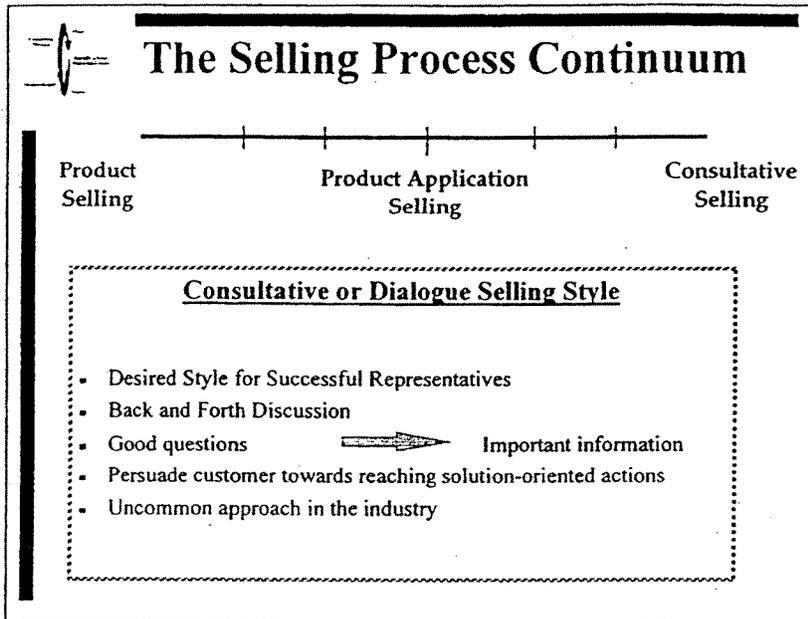


*Referring to Workbook page and slider: Selling Process Continuum.*  
Explain: **The Selling Continuum demonstrates how we're shifting to this consultative selling approach to respond strategically to changes in the marketplace.**



On the left side of the Selling Continuum is the Product Selling style. A representative selling within this context acts as a product expert whose role is to educate the physician while s/he sits and listens. The representative talks, talks, talks at the customer. S/he is concerned with delivering as many of the product's messages as possible within the given timeframe of the appointment and is inundating the physician with an overabundance of information. It's one continuous monologue. FYI, this is a very common place for new representatives to be.

Moving along the Continuum, we find the Product Application style of selling. This Sales Representative is also primarily talking at the customer, but has at least identified a need from which s/he immediately moves into a monologue selling detail replete with the product information and messages. Again, the physician is primarily listening. This is a very common style.



**Consultive/dialogue Style:**

**This style focuses on behavior change. This style is happening when there is a back and forth discussion with the physician. The rep asks good questions to find out important information. From there, the rep can persuade the customer towards reaching solution-oriented actions. This is an uncommon approach because it requires skill and a change in mindset.**

**The Payoff....**  
*What are the long-term benefits of your being able to bring value to the relationship with our customers?*

PPO



Bonus

Ask participant, "What are the long-term benefits of your being able to bring value to the relationship with your customers?" Record on a flipchart. Possible Responses: Improved sales results, looked upon as a consultant, provide knowledge and information to staff

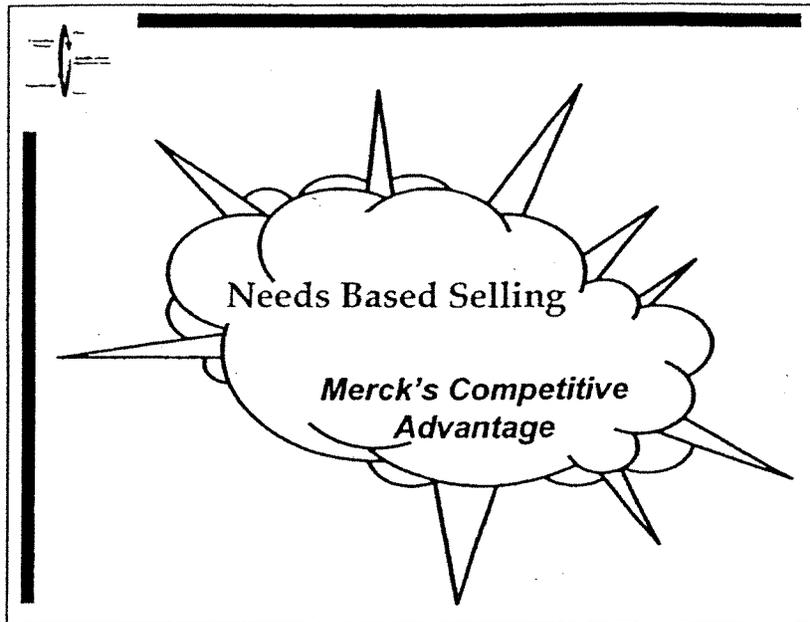
**Learning Point**

**As a Representative, you need to provide value to your customers to earn the right to work with them to meet their needs.**

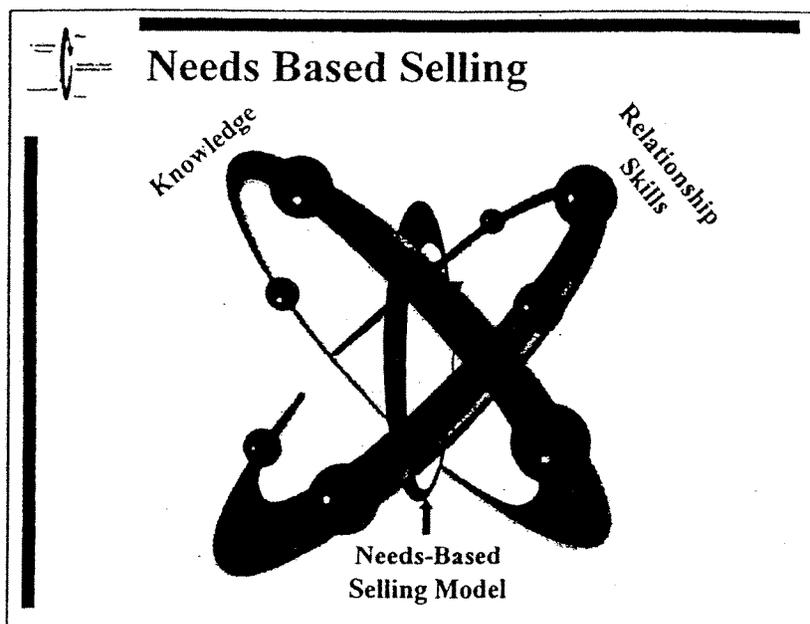
**When all is said and done, your relationship is built on the value you bring to your customers.**

Providing value is a primary role of the consultative needs-based seller. As we pull together all of your ideas, the bottom line of being consultative means true dedication to your job as a Sales Representative, which translates into believing in Merck and the promoting of Merck products. Being consultative means showing energy and confidence and having the answers to questions, or at least knowing how to get them if necessary. It means talking the physician's language at the physician's level of expertise and matching styles - formal or informal.

Today's representatives must be consultative in order to effectively partner with the customer.



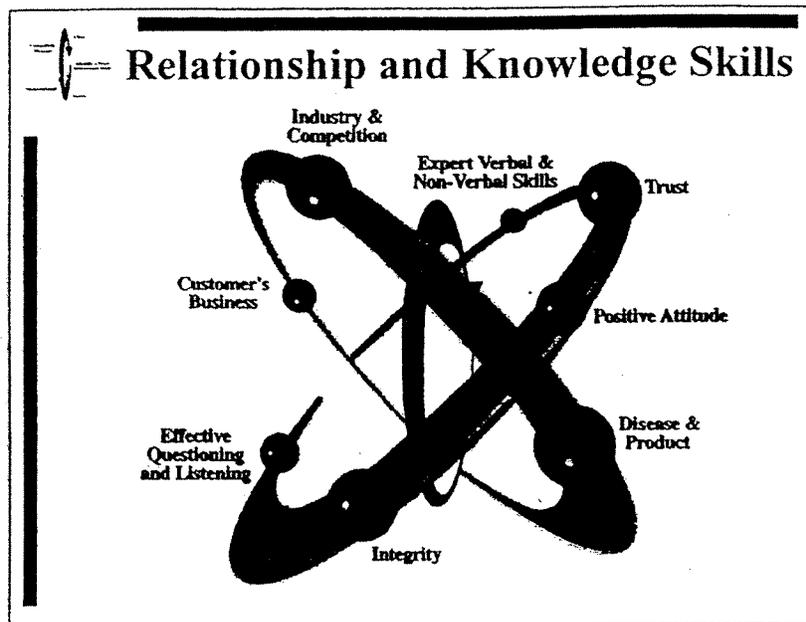
In this highly competitive market place, the only way for us to remain leaders in the industry is to differentiate ourselves from the pack through the quality of our selling efforts. This will give us the competitive advantage we need and put us out in front!



Show Overhead: Relationship and Knowledge Skill Orbits, and *refer participants to the Workbook page* and slide:

- the Needs-Based Selling Model is the core which is grounded on the needs of our customers. Explain that the strength of the core is dependent on the synergy and dynamics of the skills on the outside surrounding the core.
- knowledge and relationship skills are important components of good selling
- Ask, "What skills would you think are found on the Relationship orbit?" Possible Responses: Communication, listening, rapport-building, networking with staff.

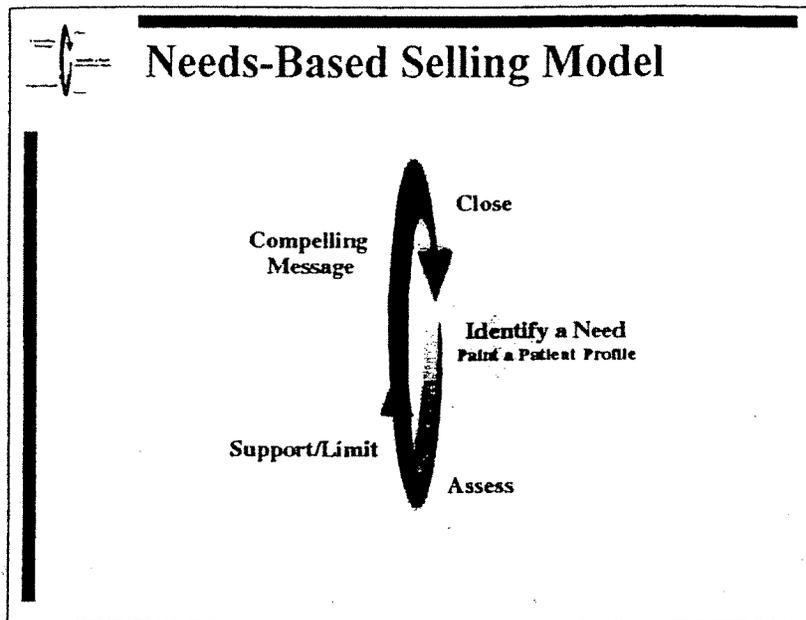
Ask, "What skills would you think are found on the Knowledge orbit?"



**Relationship skills may include interpersonal ability, professionalism, active listening, questioning, persuading, and asserting.**

Show Knowledge Orbit Poster and provide any additional skills not offered by the class. Explain that knowledge skills may include knowing the competition, your customer's practice, features and benefits of our products, the science of diseases, and physician incentives

Its is very important to draw on the skills and competencies in the relationship and knowledge orbits as appropriate throughout the sales discussion. The core provides the process for utilizing those skills that guide you through the sales discussion.

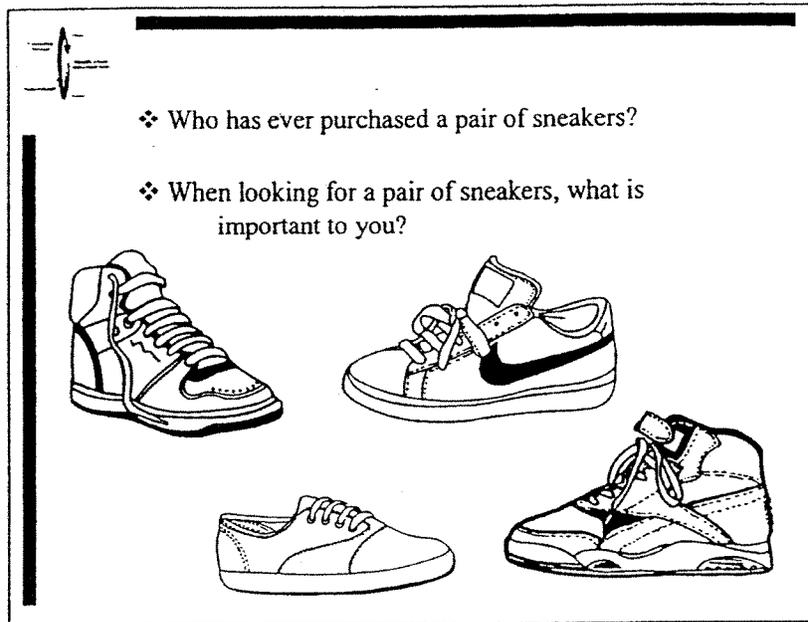


Lets take a look at the core of the model:

Merck's Needs-Based Selling Model was created through the help of several outside consultants, as well as numerous Merck managers and representatives. It is the result of a national focus on the best practices that the most successful representatives use.

Think of it as a road map for a selling process. It's not just the Model that's important but the consistent implementation of it to ensure we remain a leader in all markets. Through this consistent sales approach we can differentiate ourselves from our competitors by our consultative approach to our customers.

To facilitate this consultative approach we have the NBS Model, which is a five-step selling process. (Review the steps)



Ask participants, "The years ago, if I were to ask you to pay \$1.50 for bottled water, what would you have said?"

Ask participants, by a show of hands, "Now, who has ever purchased and consumed bottled water?"

Confirm that a good number of people in the room have purchased bottled water.

Share with them the story that as recently as 10 years ago, the concept of paying for water was amusing and the attitude of the general population was that it would be ridiculous to pay for water.



## **Selling Non-Merck Products**

- ◆ **Form into groups of 4 and choose object in the room.**
- ◆ **Using the Needs-Based-Selling Model in your workbook develop a script for selling your object.**
- ◆ **15 minutes for preparation**
- ◆ **Sell the object....Any volunteers???**

Let's now see how this model works with a non-Merck product:

Place assorted objects on a table in the front of the training room.

Instruct participants to get into pairs and come up to the table and choose one of the objects to sell.

Using WB: Non-Merck Product Selling

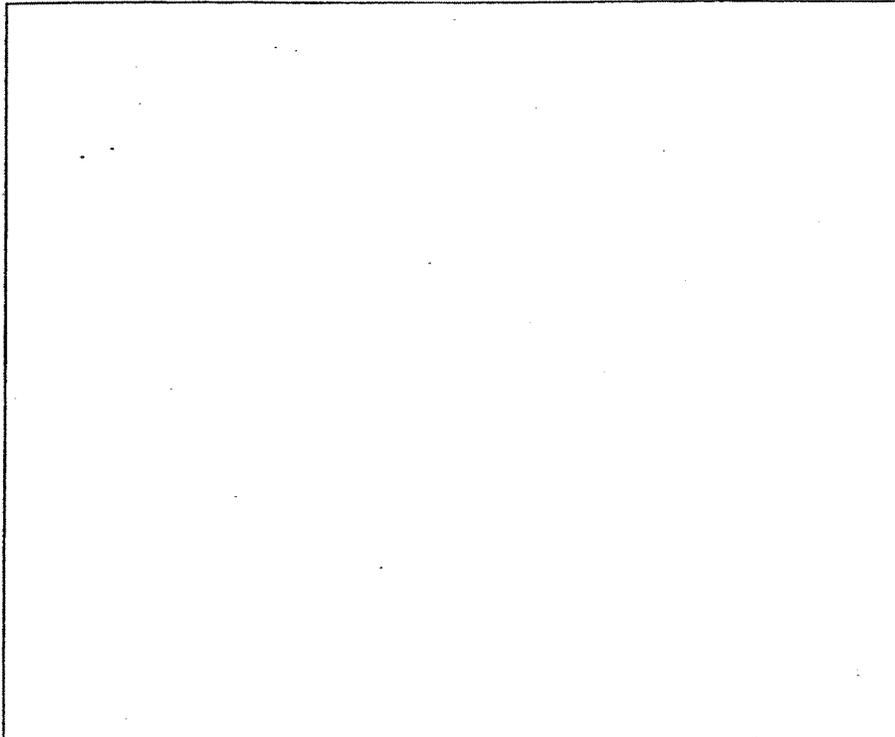
Develop a script for a seller of their object based on the five steps of the NBS Model. You will have 15 minutes to prepare your script. Use your WB to write out the script.

Have volunteers read their script. Ask class to pick out the steps of the model.



## What Stands Between You and the Customer?

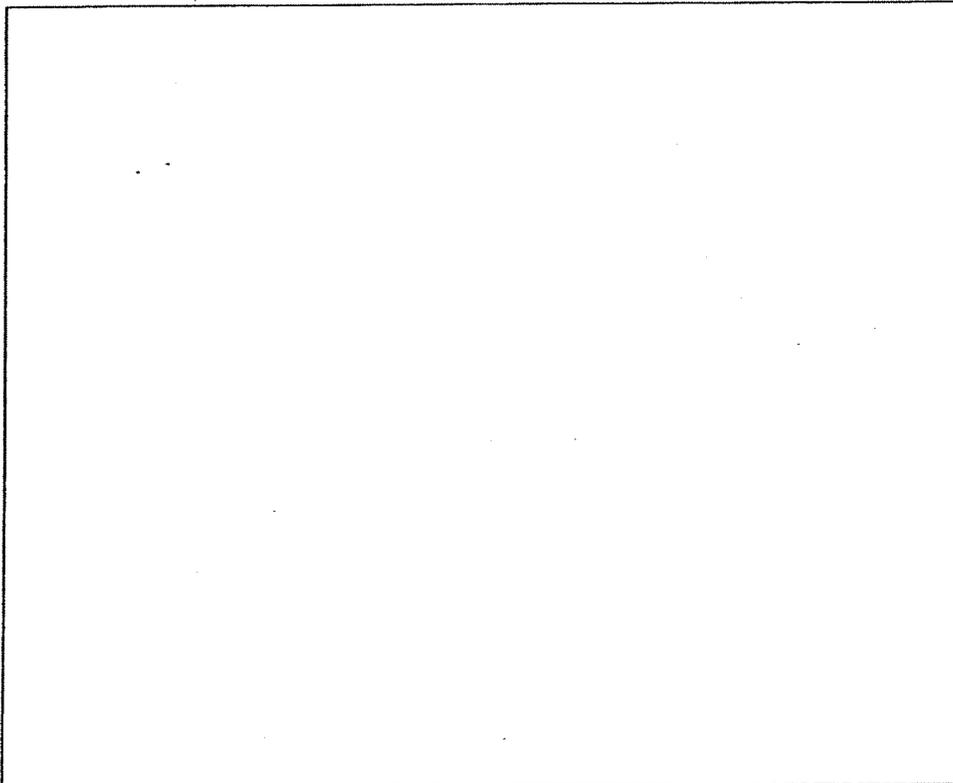
- Who is it and Why?
- How can we gain access?
- What can prevent access?





## Best Practices...

- What are the best practices for gaining access....
- What are the best practices for maintaining access...





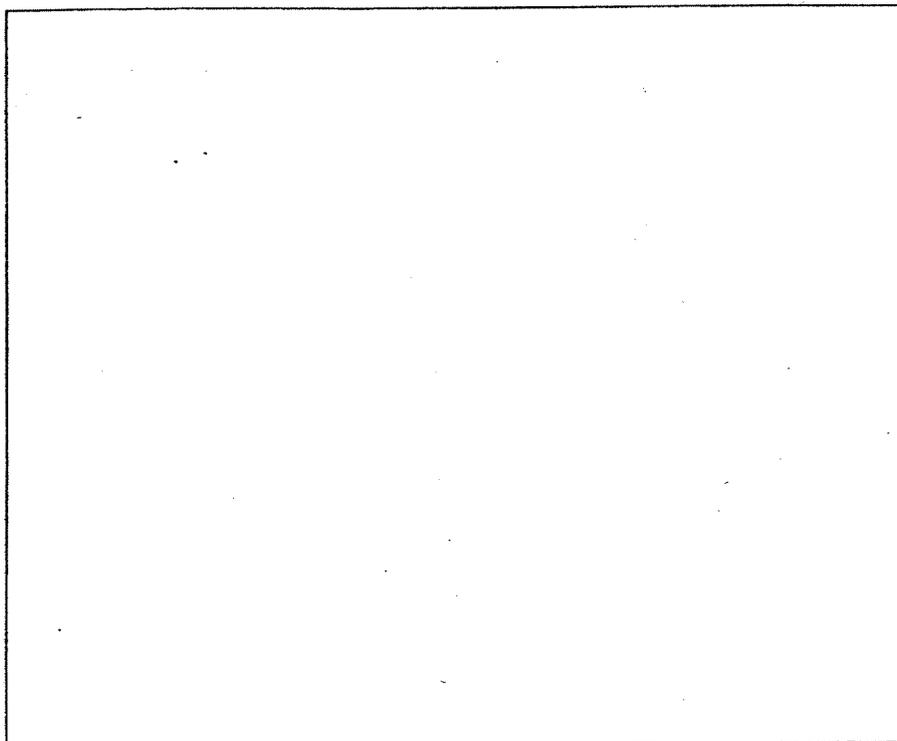
## Review of Interaction Styles

- Steamrollers
- Influencer
- Pushover

Do you know any?

How would you describe them?

What do they gain? Lose?

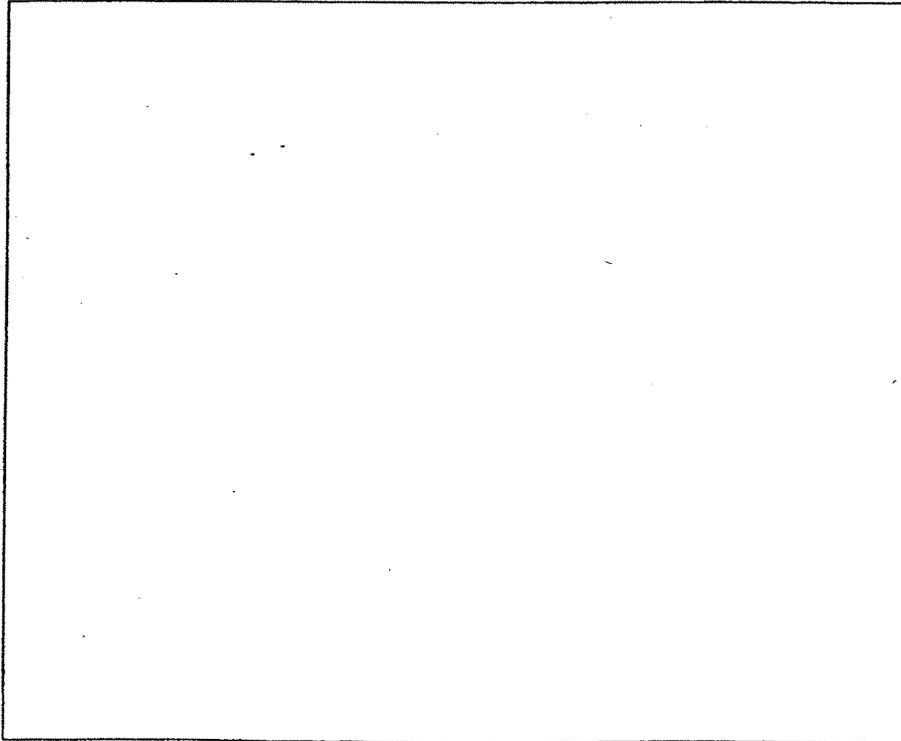




## Interaction Styles

### *STEAMROLLER*

- Self-centered
- Pushy and bold
- Intimidates others
- Talker
- Thinks of others as adversary
- Asks self-interest questions or no questions at all
- Uses threats, bluffs and surprises to solve problems

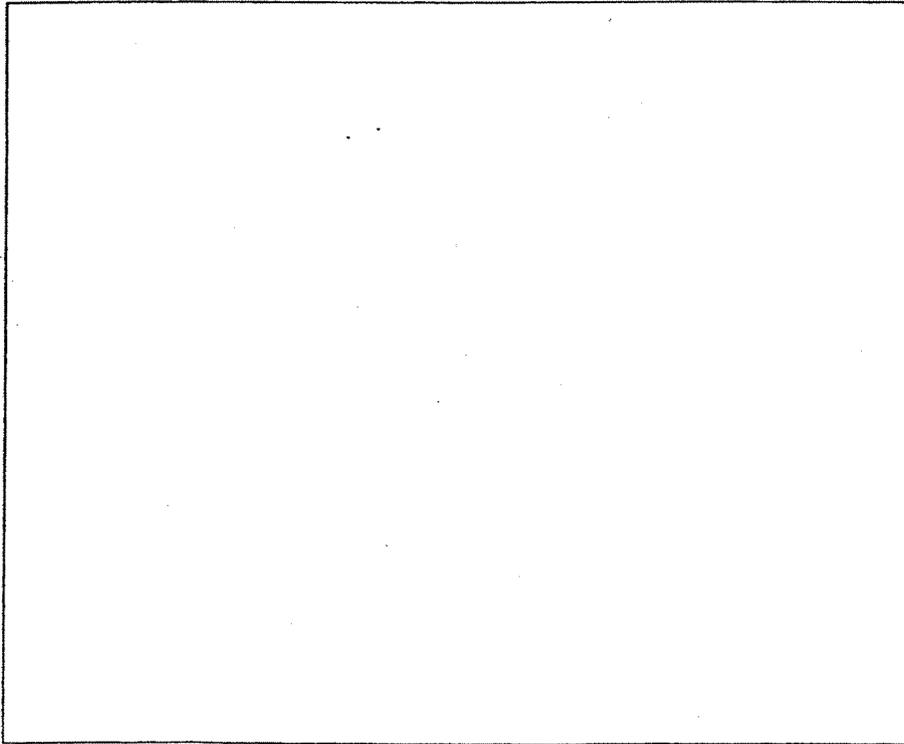
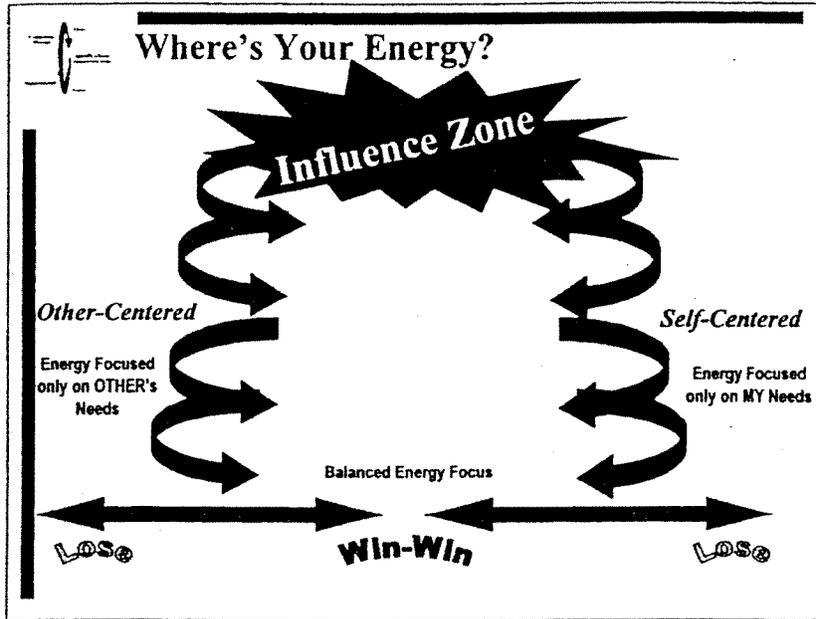


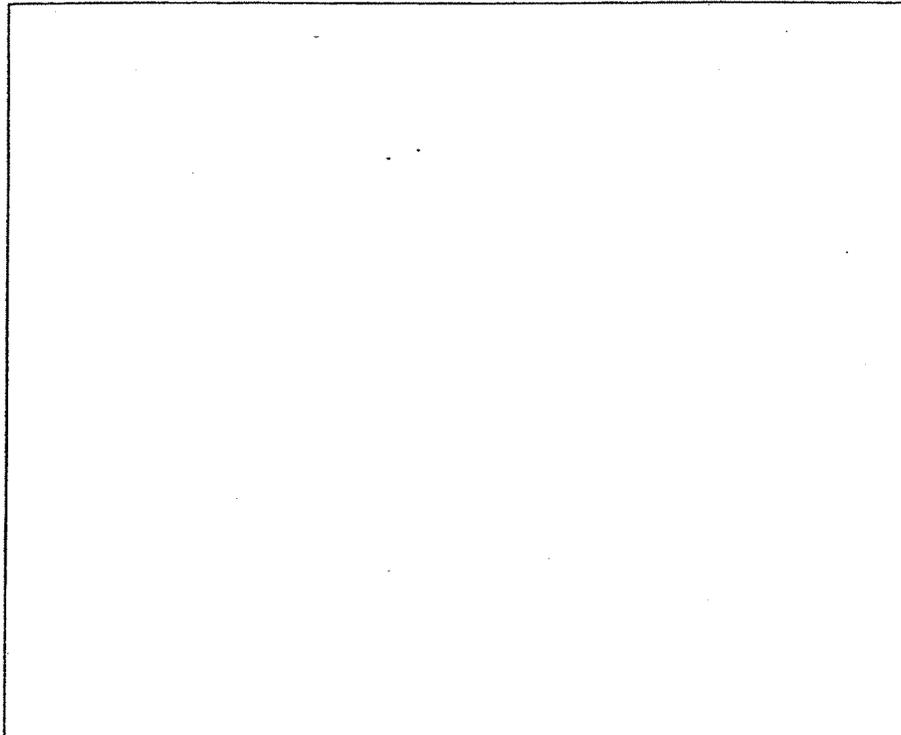
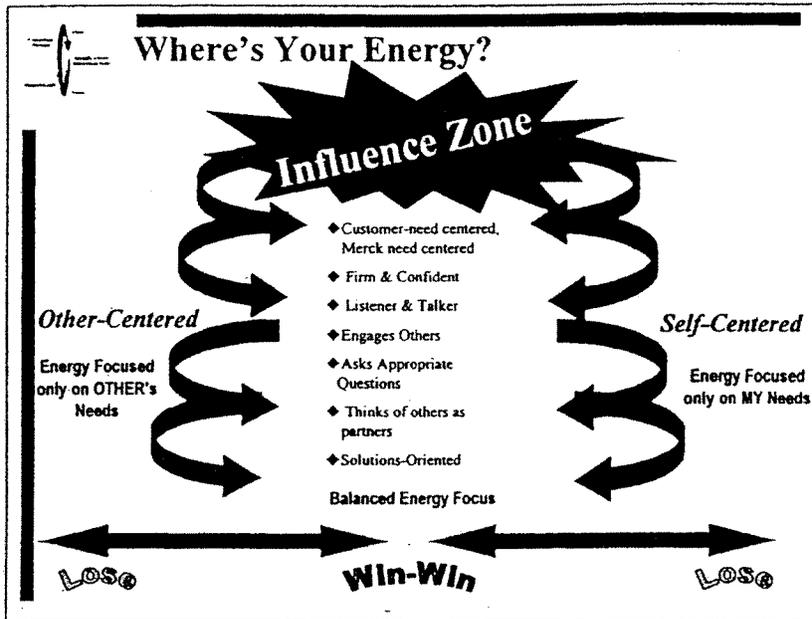


## Interaction Styles

### *PUSHOVER*

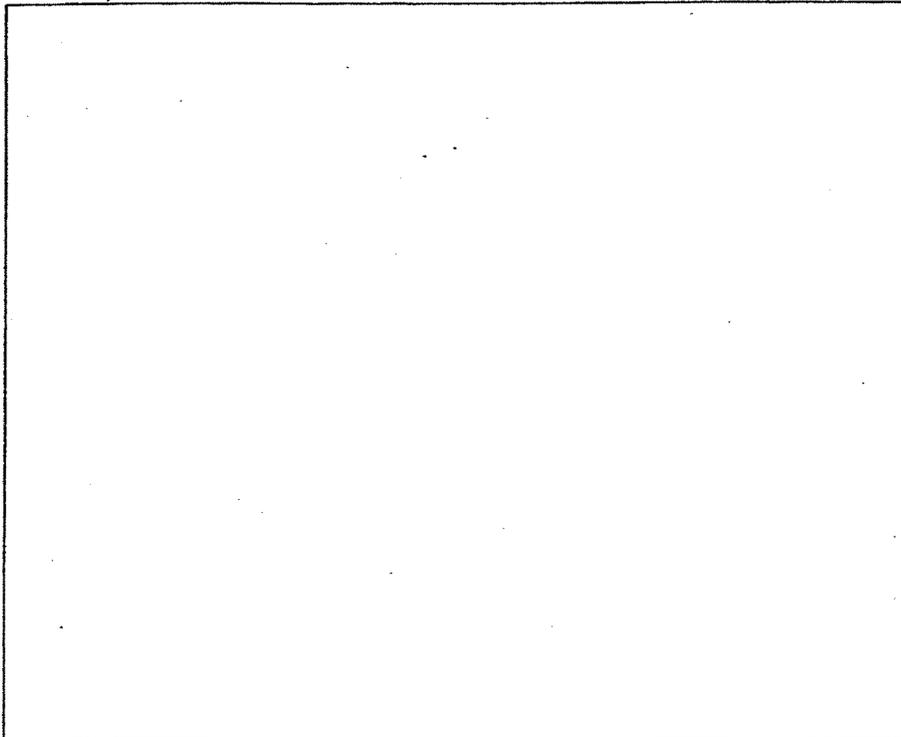
- Other-centered
- Submissive & Agreeable
- Listener
- Is Intimidated by Others
- Asks ineffective questions or no questions at all
- Thinks of others as controllers





## The Influence Zone

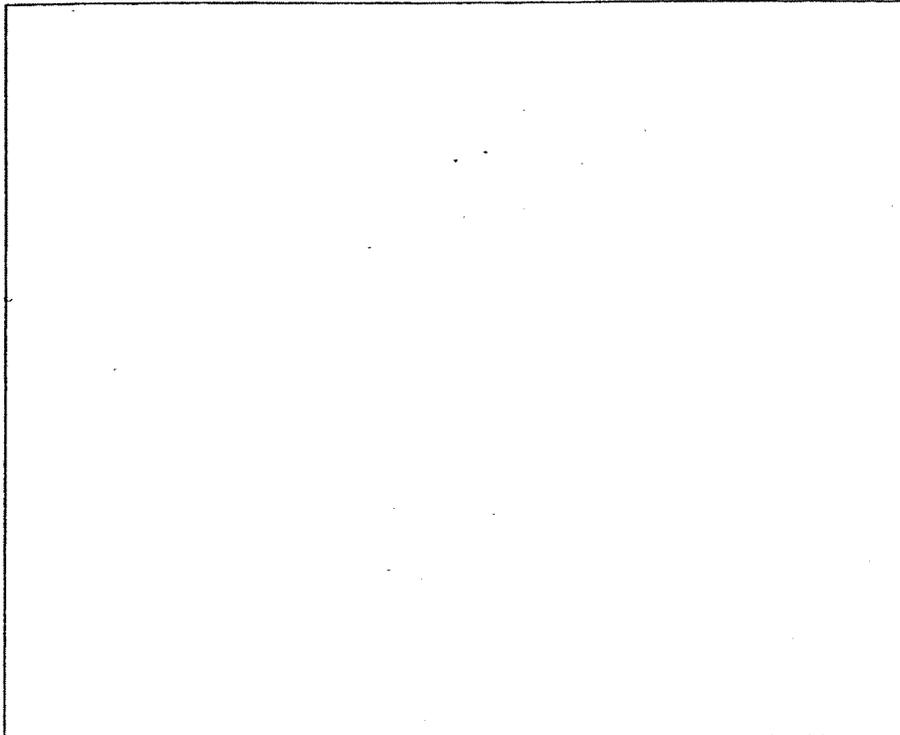
- When is it easiest to be in the Influence Zone?
- When is it most difficult to be in the Influence Zone?





## Weakeners

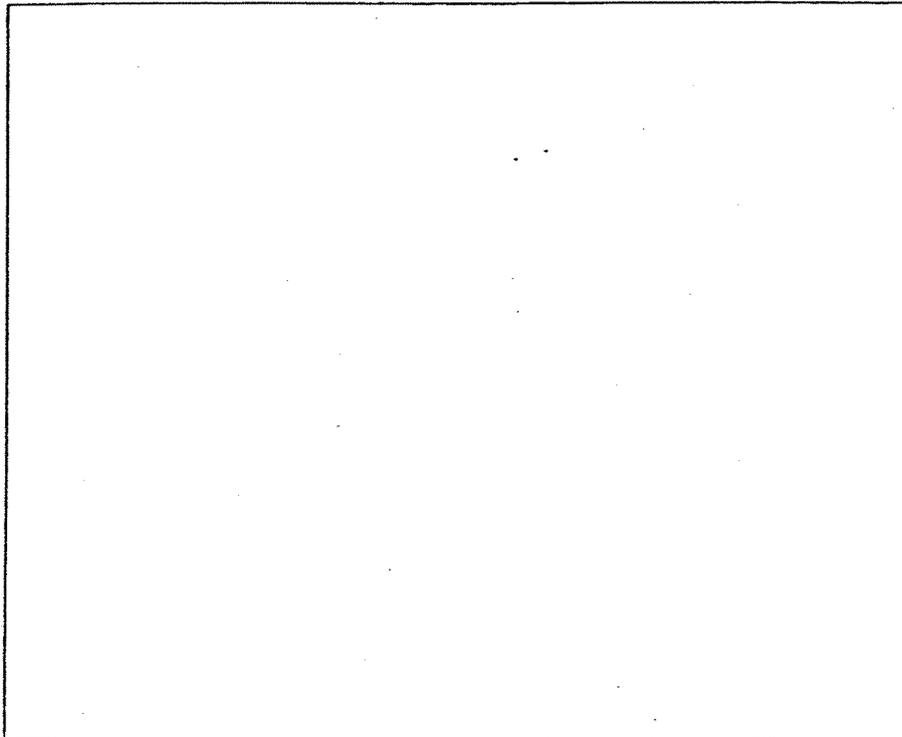
- *You may be tired of hearing this, but. . .*
- *This is just a little something I would like to show you. . .*
- *This may not be significant to you, but. . .*
- *This study only has a few results that you would be interested in. . .*
- *Fillers: Uh, Well, Like, Um, You Know*





## Driving Discussions Words

- Quality of life plummets..
- Drastically reduces the quality of life...
- Devastating effects that can be prevented by..
- The staggering statistic is...
- Early diagnosis and treatment is *crucial* to quality of life...
- Overwhelming majority of patients responded...
- Conclusive evidence...
- Undisputed leader
- The standard by which other agents are judged...
- Solid and compelling evidence...
- Unnecessary pain and costs...

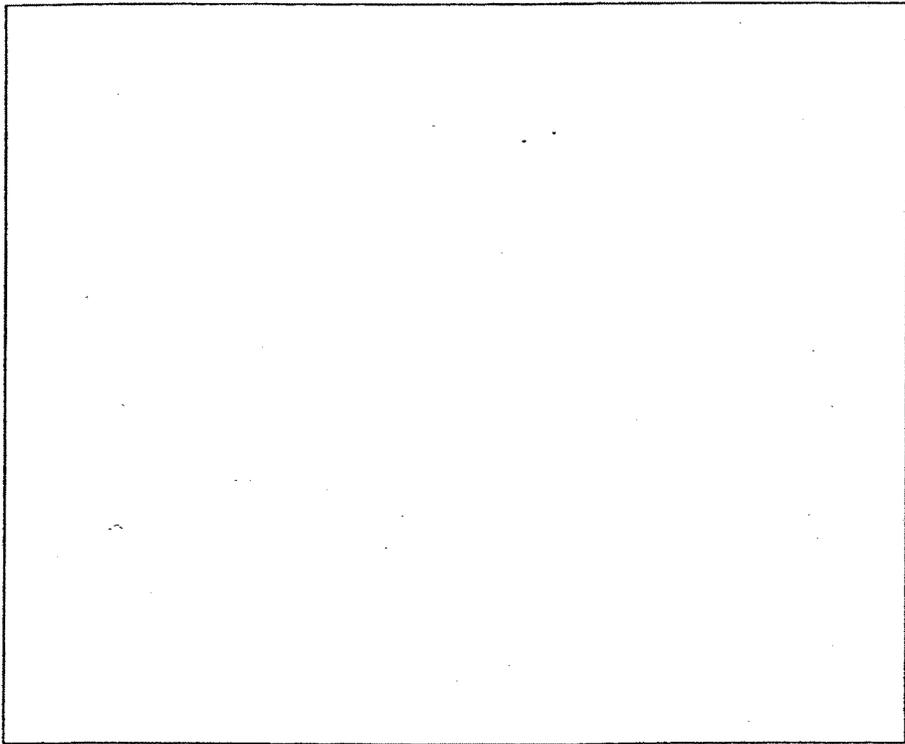




## Key Discussion Skills

*These skills have to do with not only what we say to our customers but also **how** we say it and what we look like when we are saying it.*

- Persuading
- Asserting
- Strategic Questioning
- Listening
- Engaging
- Closing

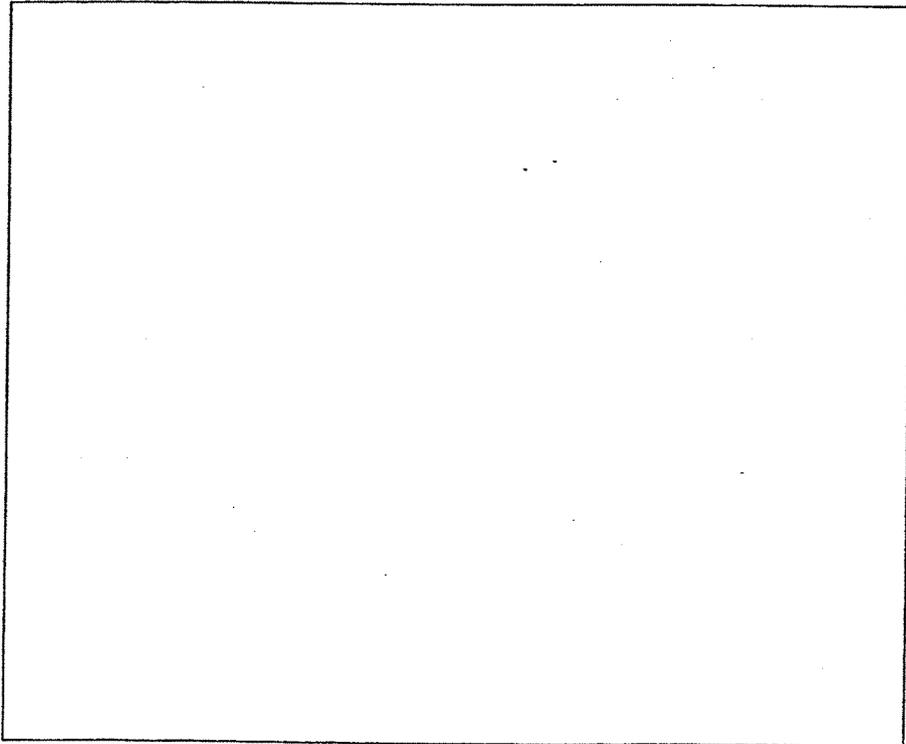




# **persuading**

*Assumes the existence of a correct method or solution*

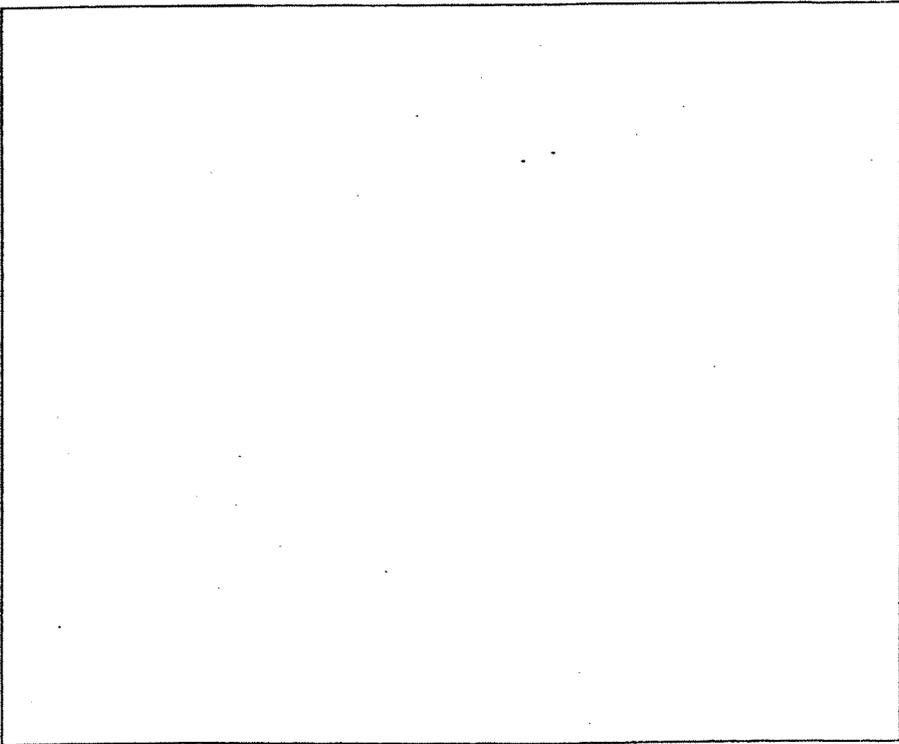
- Providing factual resources & logical explanations.
- Healthy debate that is leading to a specific conclusion.





*While Persuasiveness is objective,  
Asserting is more subjective.*

- Uses a direct and straightforward interactive style
- View our wants, needs and rights as *equal* to others
- Confidently stating what you think is best

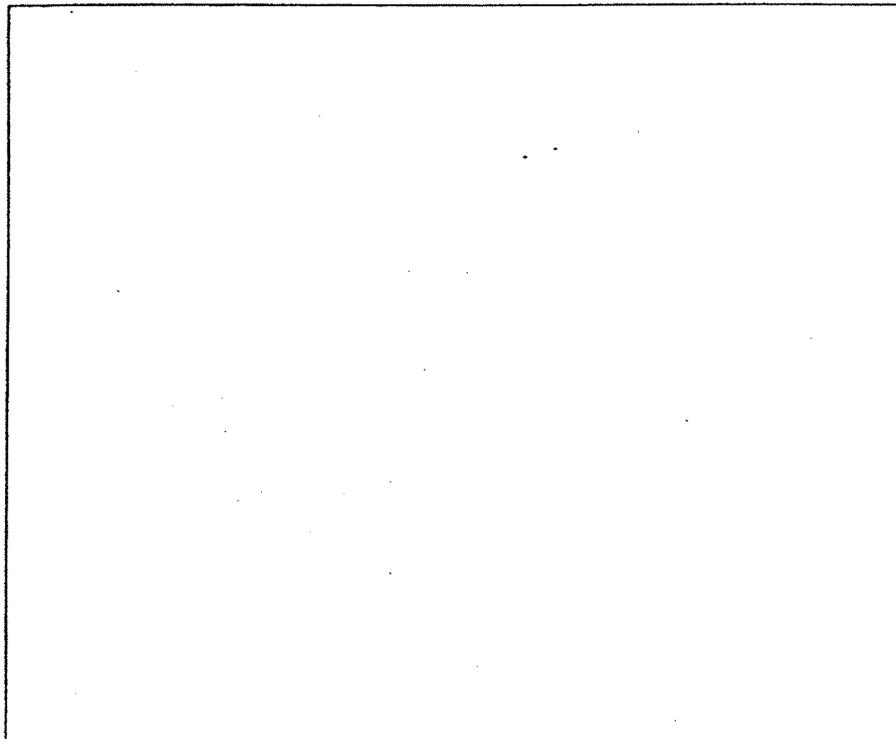




***Without appropriate  
self-assertiveness, we are  
spectators,  
not participants.  
We must leap into the arena.***

”  
..

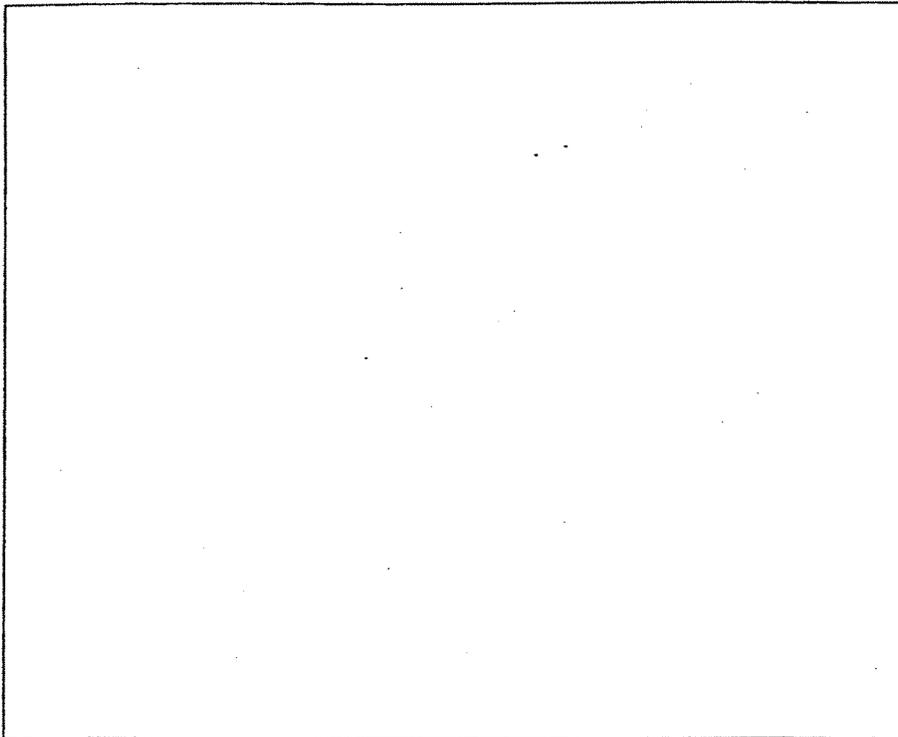
*Nathaniel Brandon  
Six Pillars of Self-Esteem*





## Strategic Questioning

- Asking the right questions => meaningful sales dialogue
- Keeps you in control of the sales process





**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...*

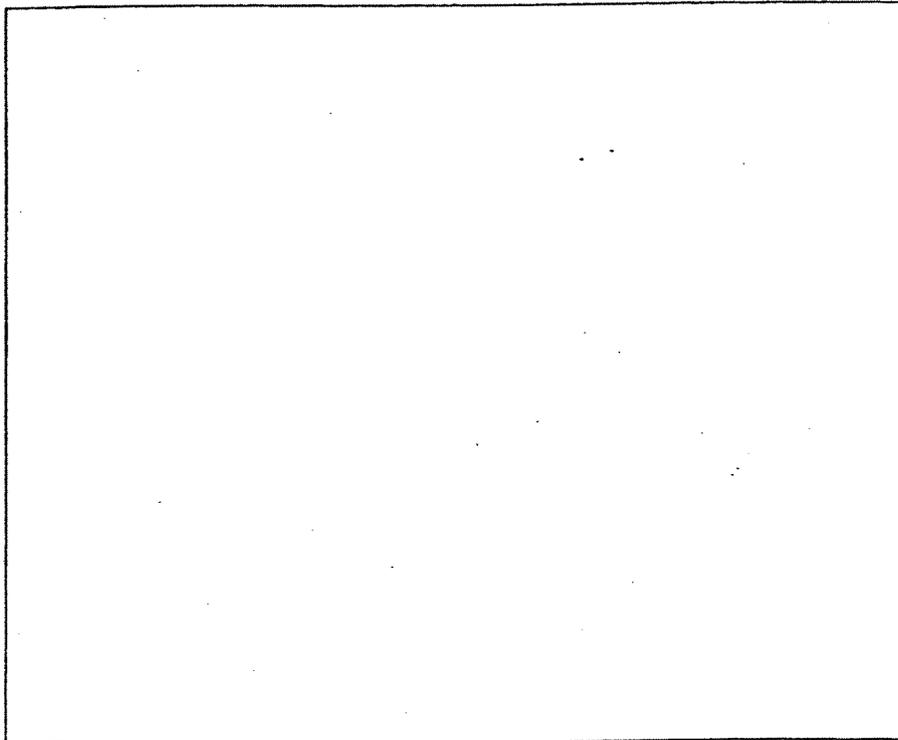
What color is Milk (White) spell white (white) spell milk (milk) what does a cow drink?

How many here said milk....Cows drink water....What happened?



## Listening

- Don't become so confident we have all the answers.
- Don't assume what the physician is going to say next
- Stay focused on what the physician is saying.
- What the physicians is saying will give you clues on what information to review

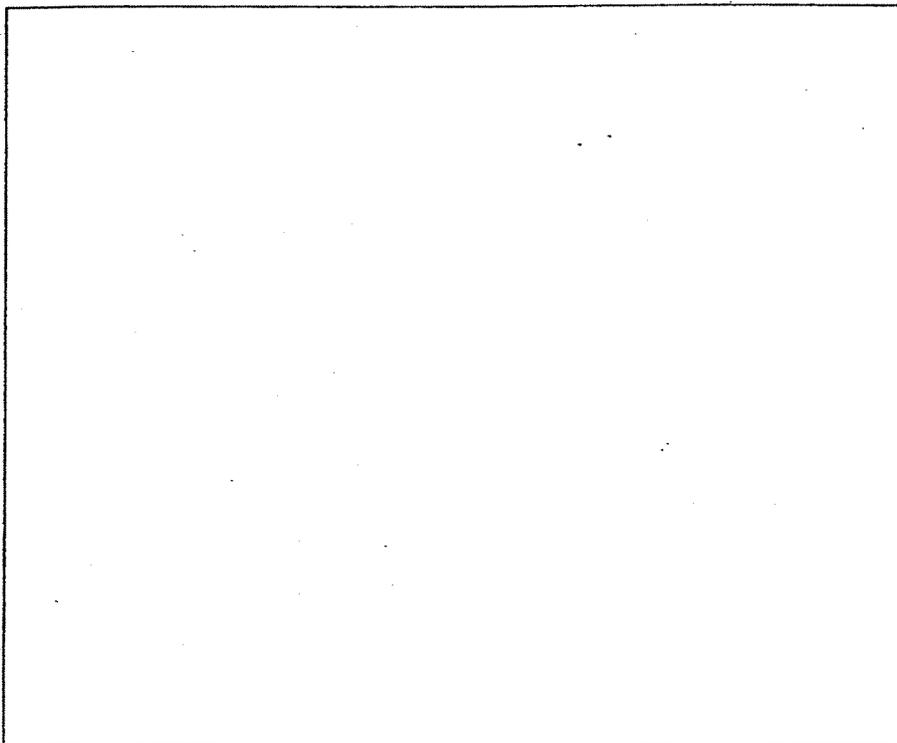




## Engaging



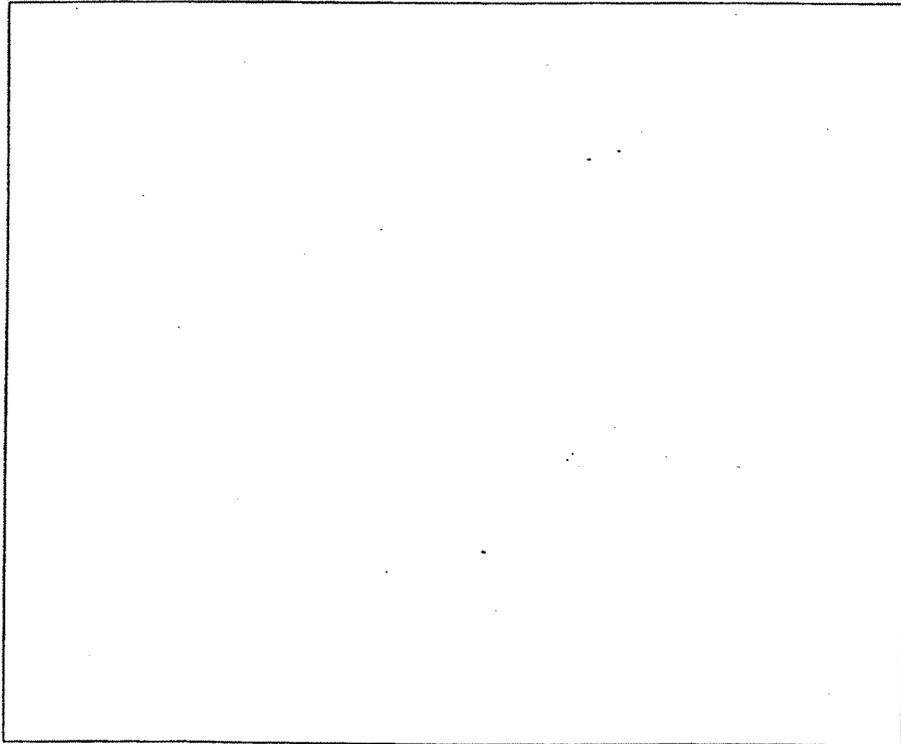
- Using your energy and unique attributes, verbal and non-verbal, to inspire and motivate.
- What can you do during your sales discussions that demonstrate an interest in the physician or in your product.





## Closing

- Knowing when & how to end a discussion.
- Recognize the verbal/non-verbal cues.
- Requires you to move to closure.





## Causes for "Tune-Out"

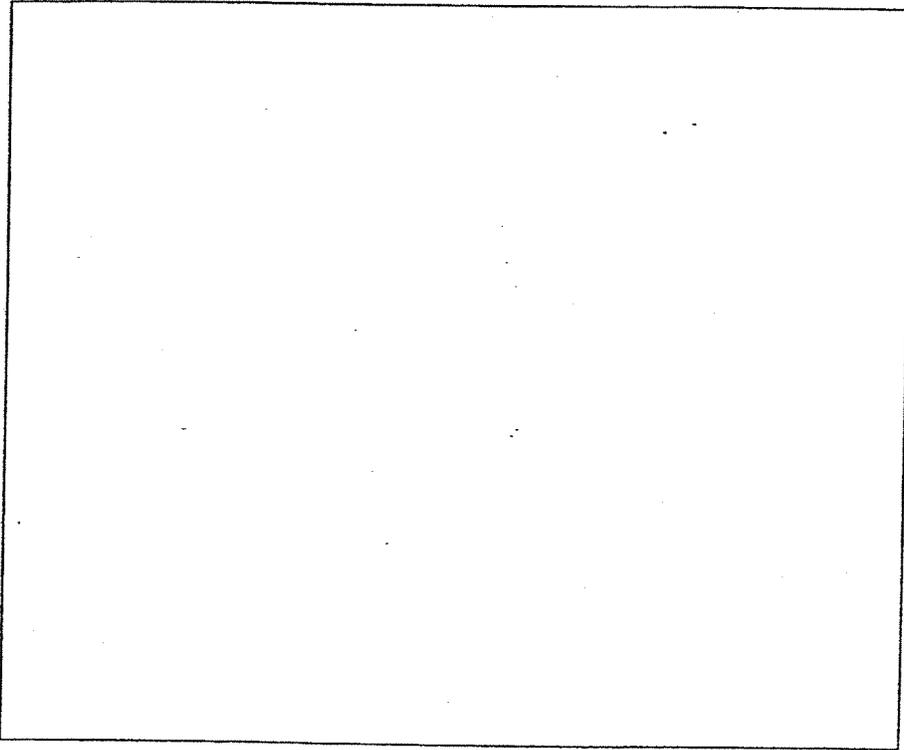
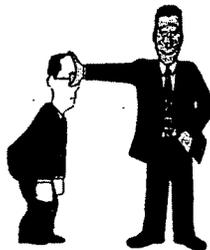
*When talker's purpose is different than listener's purpose*

*Disengaged!*

*Information Overload*

*Pace and Delivery*

*Lack of Skill Development*





## **Influencing Scenarios Exercise**

- **Form into groups**
- **Each group reads one scenario and discusses which Key Skills they would apply**
- **What would you say and do to handle the situation**
- **You have 10 minutes**

Each group is assigned a scenario. Group discusses scenario and decides which influencing skills they would use here and why to handle the situation.

Recap...later we will get into more specific influencing skills during the NBS steps.

What questions???