



Using Salesforce Metrics to Improve Salesforce Performance

Pharmaceutical Products Division of Abbott Laboratories Ltd with eVantage Consulting Ltd

Background and drivers for change

In 2001 Abbott Laboratories acquired and integrated Knoll Ltd and as a consequence, the UK salesforce increased dramatically both in terms of portfolio and personnel. As the new Abbott became established, several challenges were faced:

- Each territory now had a team of four representatives, all with a slightly different product mix,
- Personal accountability at the representative level was impossible to track.
- Activity levels were below industry average

Implementation

eVantage Consulting were asked to introduce a salesforce effectiveness process that would deliver the following benefits:

- Individual representative performance monitoring with a change to a culture of individual accountability,
- A simple performance dashboard, relevant to all hierarchies in the sales force
- Individualised target coverage and frequency goals
- Sales measurements that reflect the detail portfolio of each individual team member (as opposed to the whole territory).
- Increased activity
- Increased sales and productivity

The process was introduced in a phased manner to ensure accuracy, robustness and above all user buy in. The key stages were as follows:

KPI development

With the involvement of key stakeholders, a series of relevant and pragmatic metrics were identified that would truly reflect performance. These were then tested and validated using a sequence of analyses and briefings.

A central requirement of this process was to develop measurements that would enable evaluation of individual representatives. Metrics were classified into two dimensions – sales and activity. There were four representatives on each territory, so a scoring algorithm was developed that accurately reflected sales performance for each representatives' detail platform. Also the scoring algorithm also accounted for vacancies and any other scenario whereby the number of representatives per territory dropped below four full time equivalents. This was vital to ensure fairness of measurement and also was a critical part of the buy-in process for the field teams.

The end result of this method was that each person had a precise assessment of both their activity and financial results that was transparent and seen to be fair.



Dashboard development

A reporting method was built that allowed for the display of the information in a concise and easily interpreted way. Different layers of data were made available to different levels of management in the salesforce hierarchy:

- **Head of Sales** had access to all data in management summary displays that allowed for rapid assessment of performance and tactical implementation. Detailed information could be drilled into right down to representative level if necessary.
- **Senior Field Managers** had more operational data – a reduced amount compared to the Head of Sales, but directly relevant to their geographical area, again down to representative level if required,
- **Regional managers** had data relevant to their region, summarised at regional level (providing regional performance rankings). Below this was detailed territory and representative data.
- **Representatives** had a summary report with enough information displayed to show their performance rankings and importantly to tell them what they needed to address to improve their performance.

Results

A benchmark period of 2003 was used, with 2004 being the active period where the process had been rolled to the salesforce and implemented.

Increases across all the key measures where seen, a summary of which are listed below:

- GP face to face call rate increased by 16%
- Sales growth per call doubled,
- Sales volume per call increased by 27%
- Market share increased by 7%
- Sales volume increased by 22%
- Target GP coverage increased to 90% with a large increase in the percentage of doctors moved into productive frequency.