



Value Selling

Action Plan Workbook

Introduction

Refer to this Action Plan Workbook throughout the Value Selling program. You will have multiple opportunities to complete the Workbook. At the end of the program, you can use this Workbook to prepare an Action Plan presentation to the rest of the group.

There are additional pages at the end of this Workbook for you to take notes on.

Please keep this completed workbook after the program. Your Sales Leader will be working with you to help you implement your Action Plan and overcome any obstacles.

Value Selling

The image below depicts an overview of the Value Selling framework we will be following throughout the program. Each component of the framework is based on the traits and behaviours of high-performing Field Sales Associates (FSAs) across Europe. You will be learning more about each of these components within this program.



Why value?

**Imagine you are sitting in a waiting room
with two of your competitors.
Who would the customer choose to meet
with first and why?**

What is it that sets you apart?

Strategic territory planning

Review the target account list for your territory. Select one account and one physician within that account to focus on and Action Plan during this program. For the purposes of this Action Plan, we will only focus on physician customers.



Hospital account	Specific physicians at this account
Describe why you have selected this account / physician to focus on	
Describe how you can leverage new products / current portfolio to developing business	
How will a focus on this physician change your current practices (time and territory decision making)?	

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Customer Drivers Checklist

Hospital landscape	
• How many procedures does this hospital perform each year?	
• How many of those procedures are performed with Gore products? With competitor products?	
• What are the opportunities to further develop the market share?	
• What are the market share trends within this hospital? Has usage of Gore products increased or declined? Why?	
Hospital knowledge	
• What, if any, are the hospital's policies for visiting Field Sales Associates (FSAs)?	
• How are devices brought into this hospital? Do you know logistical requirements for our devices to be used?	
• Who are the key stakeholders at this hospital you should have relationships with?	
• Who drives which device is used?	
Individual physician's approach to treatment	
• Can you describe the physician's experience with EVAR / TEVAR / Aortoiliac?	
• Do you know what other vascular devices the physicians / hospital uses?	
• Do you know this physician's aortic treatment practices? (e.g., aggressively treat? Coil and cover? Early adopter? etc)	
• How many procedures does this physician perform each year? EVAR? TEVAR?	
• How many of those procedures are performed with our products? With competitor products?	
• What is this physician's current perception, use of, and experience with our products?	
• What is this physician's perception of us (overall perception of manufacturer)?	
• How does this physician use competitor products? (e.g., under what scenario / patient anatomy?)	
• Can you describe the reasons they will choose our device? The reasons they would not choose our device?	
Individual physician knowledge	
• What are this physician's communication preferences (both within and out of the OR; email / face-to-face)?	
• What level of clinical support does this he / she prefer to have from you?	
• What is professionally meaningful to this physician (e.g. patient care, peer recognition, financial / practice growth)?	
• Do they refer? What is their referral pattern? Who refers into them?	
• Who does this physician influence? Who influences him / her? (e.g., who do they look up to?)	
• What is their willingness and availability for attending a sponsored event?	
• What are the top 3 things this physician looks for in a Field Sales Associate?	
• Where did the physician go to school? Residency? Fellowship?	
• What major conferences/meetings do they typically attend?	
• What publications has this physician's work appeared, if any, and how often have those articles been cited?	
• What is this physician's involvement in clinical trials (past / present)?	
• Do you know if this physician has relationships with competitors?	
Purchasing	
• What is the process for payment of our products? (must know before any procedure)	
• Do you know the status of tenders?	
• Are there existing contracts with other companies?	
• Do you know which GPO this hospital is associated with?	
• Are there any committees responsible for product usage? Pricing?	
• Do you know the hospital's approach to owning / consignment / shelf-life?	

Strategic territory planning (*continued*)

Customer Drivers Checklist (*continued*)

Review the checklist on the previous page and, for the one physician you have chosen to focus on, complete the checklist. Identify which questions about this physician you are currently able to answer and what information you still need.

How would you rate your current knowledge of this physician? (1 = very low; 5 = very high)

1

2

3

4

5

For those questions to which you do not currently have answers, list out all the ways in which you can find the answers.

Strategic territory planning (*continued*)

The step approach

What is required for a high-value call objective?

Should be based on:

- A deep knowledge of the physician (Customer Drivers Checklist)
- Defined long-term objective for the hospital / physician (where you want to be with this physician 6 months / 12 months from now)
- The objective achieved in the previous call

Should include clear descriptions of:

- Your desired outcome for the call (e.g. specific actions you will take and actions you would like the customer to take)

Short-term call objectives

Based on the long-term objective you defined on page 4, develop call objectives for the first three (3) calls you will have with the physician you have selected.

call 1	call 2	call 3

Questioning and listening

The rules of communication

People tend to believe and remember what they hear themselves say – Far more than what they hear someone else say.

People value information that they request more than information that is unsolicited.



Using questioning to deliver value

For the physician you have selected to focus on, create a line of questioning that will allow him / her to articulate for him / herself a concept or perception you would like to impact.

Create questions that:

- Ask about the effects of the problem
- Ask about the value of a solution
- Incrementally gain the physician's agreement on a series of questions

Concept or perception you would like physician to articulate for themselves:

Line of questioning:

Delivering value

Visual tools

For the first two short-term call objectives you created for your physician on **page 7**, identify which Visual Tools you will use to help achieve that objective.



Short-term call objective 1 Repeat call objective 1 from page 7	Short-term call objective 2 Repeat call objective 2 from page 7
Record which visual tools you will use during call 1 to help you achieve your objective	Record which visual tools you will use during call 2 to help you achieve your objective

Competitor knowledge

Responding to objections – The ACTV approach

Review the ACTV approach below and practice until it becomes natural to you.



<h2>Acknowledge</h2>	<ul style="list-style-type: none">• Begin by acknowledging the objection / concern• This demonstrates that you are listening, that the concern has been heard and that you understand their perspective• Acknowledge does not equal agree!• Empathize with the feeling behind the objection but do not agree with the objection itself
<h2>Clarify</h2>	<ul style="list-style-type: none">• Determine what is behind the objection by clarifying• You can only respond effectively once you understand where it is coming from• Critical error to assume you know the reason behind the objection!
<h2>Transform</h2>	<ul style="list-style-type: none">• Use approved clinical data / published material, and other promotional tools to address the objection
<h2>Verify</h2>	<ul style="list-style-type: none">• Verify that you have had an impact• Verify the physician sees validity in your response and to see if they need additional information

Competitor knowledge (*continued*)

Responding to objections – the ACTV approach (*continued*)

For the physician you have selected to focus on, record two objections you anticipate and develop responses to the objections using the ACTV approach. If you are not sure what objections he / she may have, make your best estimated guess.

objection one

Acknowledge

Clarify

Transform

Verify