

Managing Your Territory

The Story

A leading pharmaceutical company has an extensive network of sales representatives who are engaged in a highly regulated and competitive environment. The company offers best-in-market products and superior marketing support and training. With this backing, each sales representative is asked to develop strategies to maximize territory results. They are encouraged to think like business owners, or franchisees who own a valuable business asset.

The Company wanted to give the sales representatives the skills necessary to be able to assess territory potential; to build territory business plans and set SMART objectives; and to effectively make trade-off decisions to help drive results. *Managing Your Territory* helps the participants look at their opportunity as franchisees of a valuable business opportunity.

Our Engagement

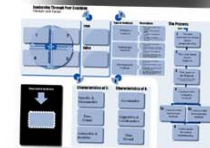
Solutions House partnered with the Company to develop a two-day course which includes an in-class simulation. Our design for the *Managing Your Territory* program builds on the fundamentals contained in a prerequisite course.

Participants learn how to analyze the strengths, weaknesses and potential of their territories and how to set effective goals and business plans. The participants also cover basic business issues such as return on investment, opportunity costs and contingency planning.

The highlight of the course is an interactive simulation. In building the simulation, the design team was constrained by the fact that the program needed to be easily translated, modified and tailored by the company's many foreign affiliates. Due to this constraint along with a few technology constraints, the simulation was built in Microsoft Excel to give local training managers free reign over the simulation's questions. No Excel programming knowledge is required and complex programming is locked down and protected.

How the simulation works?

In a "simulated" two days, teams review budgets and activity logs of a territory and make decisions about targeting and program allocations for 10 different sales targets. Each target is highlighted in a profile card, complete with picture, history and insight on gatekeepers. Each team submits its initial decisions to the facilitator for data entry into the simulation program.



In Day 1 of the simulation, teams make choices regarding their daily routing plan and they call on eight of the 10 target customers. With each visit, a series of facts and trade-off decisions are made. Teams record their decisions on an answer log. In between doctor calls, the team must select a “voice mail card” to see if additional challenges or opportunities exist. At the end of the simulated day, teams participate in a meeting where they answer trade-off questions regarding company policy and team selling. A simulated second day of “in the field” follows.

Following the second simulated day, the facilitator inputs team decisions into the simulation program. The program is designed to have targets respond favorably or negatively based on the multiple choices made in the simulation and the characters’ own preferences to certain programs and behaviors. These predilections are hinted in the profile cards, but there are still many “shades of gray” in the customers’ behavior - just as in the real world.

After the simulation, participants team to work on real territory cases.

Another challenge?

The Company challenged the Solutions’ House design team to shorten classroom time to one day - the simulation only! Solutions House worked with its partner The Media Factory to develop an e-learning compliment to the program which essentially replaces the classroom “Day 1”. The online component (designed for both CD-ROM and their online learning management system) is a highly engaging program to replace the classroom content leading up to the simulation. The online version has engaging FLASH exercises and areas for affiliates to attach their local content via the use of PDF files.

Designs from Solutions House follow no set template. They are defined by the parameters of your needs... resulting in a fresh solution, time after time.

The Rest of the Story

The program was piloted with great success. Participants reported that the course was one of the most engaging and realistic training programs they had ever attended. The program is now being rolled out to the global affiliates with the e-Learning component to follow in the coming months.

To Learn More

We'd love to tell you more about this and other solutions that we have developed for our clients. Please email us at engagementstories@solutionshouse.com.