

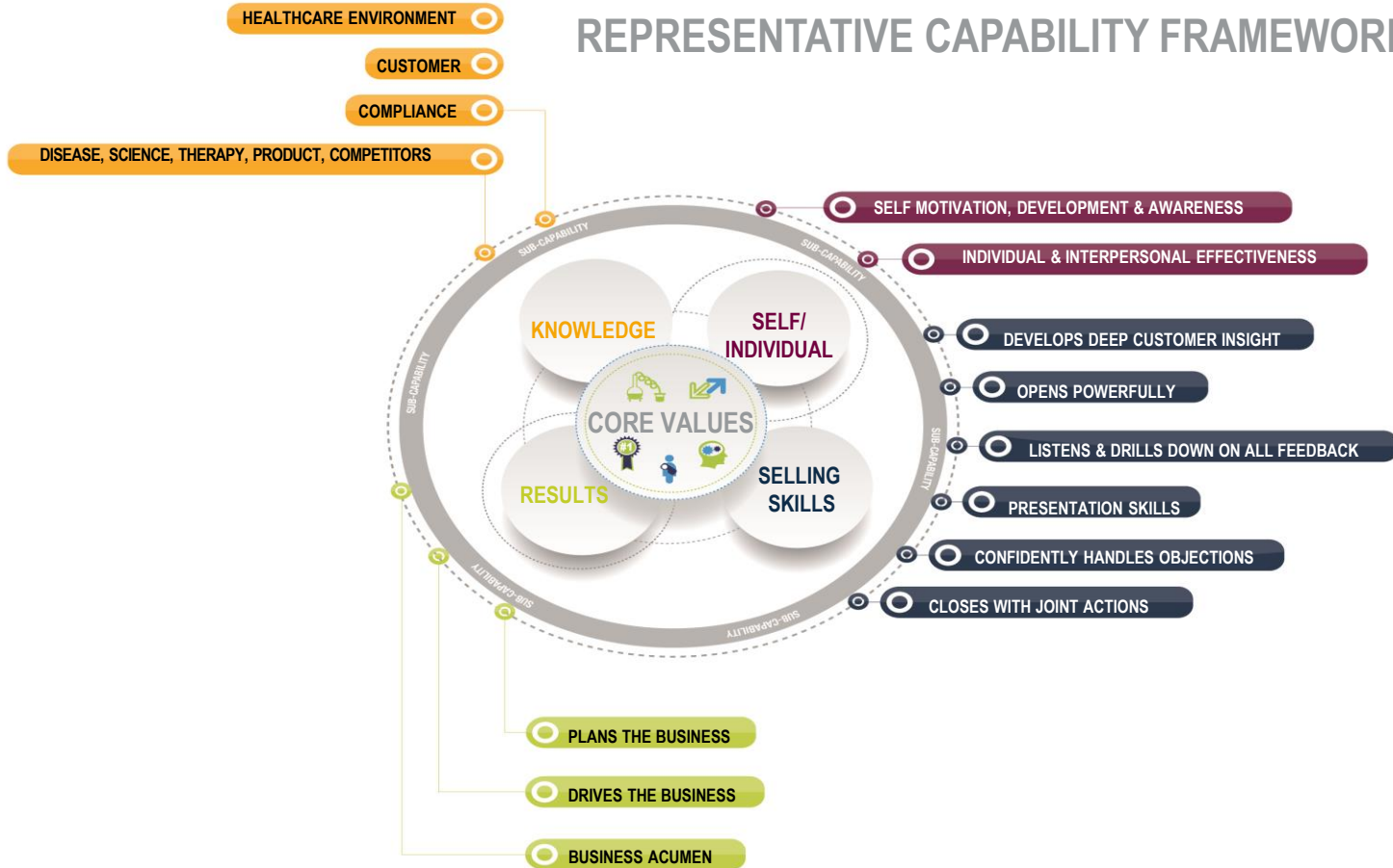


Global Sales, FF Capabilities Framework overview

COMEX & Innovation MEA Priorities 2016



REPRESENTATIVE CAPABILITY FRAMEWORK



REPRESENTATIVE CAPABILITY FRAMEWORK

A- Knowledge

Health care environment

- Health care system
- Tender business acumen
- Budget/ Potential
- Distribution and pharmacies system
- Governments / accounts protocols
- Account prioritization
- Account planning & objective setting
- Key decision makers mapping

Compliance

- Handling Off Label issues Appropriately
- Following AZ Policies
- Handling Samples Effectively
- Reporting Adverse Events Appropriately
- Validity of Promotional Materials
- Meetings management

Customer

- General information
- Potentiality & Adoption
- Sphere of Influence (KOL type)
- Thinking preference
- Segmentation & Targeting
- Engagement plan (AZ & Competitors)
- Delivery of scientific/professional calls

Disease, Science, Therapy, Product & Competitors

- Medical knowledge of the therapy area
- Product & competitor knowledge
- Clinical studies
- Key selling points
- Marketing activities
- Counteracting strategies
- Handling objections
- Product & competitor team Structure



REPRESENTATIVE CAPABILITY FRAMEWORK

B- Selling Skills

Develops deep customer insight

- Health care environment
- Patients & Treatment approach
- Customer style, role & situation

Presentation Skills

- Managing the different meetings types
- Set objective, title and invitation for all meetings
- Slide construction and navigation (logical order)
- Presentation Opening (Hook)
- Probing for interaction
- FAB Technique
- Effective usage of different visual aids
- Use verbal and non verbal communication
- Body language management
- Managing the different audiences types
- Stress & Anxiety management
- Taking Assertive Commitment

Opens powerfully

MR should create positive tension with the customer according to his need & thinking preference:

- Greeting
- Building Rapport (personal or business)
- Set clear agenda (Patient profile & time frame for the call)

Confidently Handles Objections

- Clarify: Probe the customer's statements to understand their objection
- Address: Address objection with product benefits for the patient and doctor, Demonstrate core knowledge & use data to build credibility & trust, Bring conversation back to identifying specific patients
- Agree: Gain partial agreement: confirm that challenge has been resolved

Listens & drills down on all feedback

- Using productive questions:
 - ✓ Funnel Technique
 - ✓ SPIN Technique
- Active Listening:
 - ✓ Focus (your most important tool)
 - ✓ Confirm (Summarize & Check)
 - ✓ Be aware of non verbal communication
- Responds effectively to customer feedback:
 - ✓ If Positive (take commitment)
 - ✓ If Neutral (further drill down questioning)
 - ✓ If Negative (Identify & resolve challenge)

Closes with joint actions

- Evaluate customer's readiness to commit
- Recap partial agreements & link to the patient profile
- Ask for commitment to use his/her brand (Number, Percentage, All patient profile)
- Time framed according to the next visit



REPRESENTATIVE CAPABILITY FRAMEWORK

C- Results

Business Acumen

- Incorporates their understanding of the importance of organization and area strategies into own territory activities
- Applies knowledge of business principles to support sales efforts
- Analyzes customer's business performance data to help develop own sales strategy
- Understands the product and testing costs and can position relevant market access solutions in the context of AZ's value proposition
- Possesses thorough understanding of the commissioning and funding mechanisms associated with specialist services
- Demonstrates detailed knowledge of the issues stakeholders and accounts face with reimbursement and budgeting, in the interconnected specialist ecosystem

Drives the Business

- Activities/calls implemented as per identified timelines and successful, as per. Measures identified(KPIs) Tasks Planned and scheduled to ensure success
- Has exact knowledge of the customer schedule so that planned numbers of target customers to be visited / involved in activities
- Effectively manages multiple projects/ accounts.
- Problem solving and Decision Making ability
- Project management skills
- Provide continuous feedback for manager and team

Plans the Business

- Information Gathering
- Territory Potentiality & IMS analysis
- Competitors analysis
- Demand Sales & Source of business
- Pharmacy and distribution analysis
- Brand strategy and key message
- Territory Action planning
- Sales Forecasting
- Resources Management & ROI
- Uses data to create tailored plan per Territory/ Account
- Effectively manages multiple projects/ accounts
- Prioritize the right opportunities
- Set contingency plans
- Effective Call Planning



REPRESENTATIVE CAPABILITY FRAMEWORK

D- SELF/ INDIVIDUAL

Self Motivation, Development & Awareness

- Shows clear understanding of his/her own strengths and areas of development (Self Awareness) by setting and monitoring goals for personal development
- Proactively seeks and implements feedback and advice from others
- Makes observable efforts to bring a positive energy to the team and colleagues
- Demonstrates willingness to take appropriate risks to pursue unique solutions
- Demonstrates an open mind and embraces change
- Shares information, insight and expertise with sales team members
- Is resourceful and tenacious in approaching problems

Individual & Interpersonal Effectiveness

- Recognizes peoples' differing communication styles and preferences
- Modifies own communication approach to best meet the communication preferences of colleagues and customers
- Demonstrates versatility when working with a variety of contacts within the customer organization
- Works cross-functionally, sharing information that will help address the needs of individual accounts and decision makers
- Is innovative in the generation of new ideas and solutions to problems
- Is able to grasp and influence complex decision making processes
- Is accountable for his/her actions and proactively seeks the right action before problem arises.
- Constructively participates in meetings and interactions with colleagues

