



**Driving Brand Growth with
More Effective Coaching**



How does effective coaching drive brand growth?

See how Echelon helped this industry leader reinvigorate its field sales and drive growth with a new approach to effective coaching.

Situational Overview

Overview	This revised strategy called for:
<ul style="list-style-type: none"> ● Therapeutic Area Metabolic (specialty) 	<p>The introduction of a four-prong messaging strategy inclusive of efficacy, duration of benefit, unique MOA, and safety</p>
<ul style="list-style-type: none"> ● Brand Lifecycle 1 year, post-launch 	<p>Launch of voucher/coupon card for high-copay patients</p>
<ul style="list-style-type: none"> ● Brand Performance Market share and volume growing, but below expectations 	<p>Renewed emphasis on a “total office call” strategy, focusing on reimbursement/prior authorization nurses</p>
<ul style="list-style-type: none"> ● Brand Strategy In response to subpar results – and two looming competitive launches – brand leadership amended its mid-year POA 	<p>A drive to gain physician commitment on 12-week patient trial and the ongoing identification of appropriate brand patients</p>

Scope & Purpose

Echelon partnered with brand team and leadership development to conduct an analysis of field coaching reports (FCRs) covering a 16-week period post-POA. Specifically, Echelon examined FCRs for overall quality as well as the presence of coaching and feedback to the updated brand strategy (i.e., managerial focus).

In-depth reviews of 288 field contact reports covering 20+ first-line managers (FLMs) in four geographic regions uncovered actionable insights that would help reinvigorate brand execution.

Messaging

Of the FCRs reviewed, **only 41% reflected coaching or feedback on any of the four components included in the revised brand messaging.** Though the duration of benefit was considered a key competitive differentiator, coaching to the effective communication of this feature was seen on fewer than 15% of FCRs.

Sixteen percent (16%) of FCRs reflected coaching on the brand's unique mechanism of action, another critical point of differentiation.

Tactics

Only 10% of FCRs included coaching or feedback focused on the effective use of the new co-pay card/voucher, a critical tactic in the brand's revamped total office call strategy.

Skills

Though 36% of FCRs contained some feedback with regard to a representative's ability to paint an actionable picture of the appropriate patient, **only 21% of FCRs provided coaching or feedback on closing.** Given that this product had been on the market for less than one year—and two new products were due to market within 6 months—it was seen as imperative that managers reinforce the need to gain commitment.

The Solution

In partnership with commercial leadership, Echelon developed a customized version of its **Elements of Effective Coaching** program for first-line managers.

FLMs gained a deeper understanding of the coaching behaviors that drive brand growth (i.e., **effective coaching**) and worked in groups on real-world coaching and brand/sales challenges.

Following the workshop, managers were enrolled in a 12-week small group learning program designed to reinforce the effective application of coaching behaviors to specific components of brand strategy.

Follow Up Analysis

Eight months following the training and sustainment program, Echelon selected a second cohort of FCRs for review. This second analysis included 306 FCRs from 20 of the 22 FLMs included in the original. In this analysis, significant improvements were seen across all regions. Specifically, this second round of FCRs reflected:

- 112% increase in focus on components of POA strategy – namely messaging, use of copay cards
- 97% increase in coaching to the “total office call” strategy encompassing reimbursement and nursing staff, and
- 83% increase in focus on closing/gaining commitment

NOTE: Effective coaching is one of several vital factors that result in sustained brand growth. In ongoing interviews, members of this client’s brand team have stated that enhanced FLM focus on elements of POA have led to a mitigation of the impact of competitive launch and a measurable retention of share.

Let’s bring these insights to your commercial team. Contact Echelon at 732-305-0205 to start a no obligation preliminary analysis.

To learn more about Echelon’s CoachAlytics platform visit us at thinkechelon.com/insights