Salesforce management poses a unique set of challenges in emerging markets

1 Several thousand retail outlets spread across hundreds of micro-market; low level of standardization and automation across regions

2 Mindset of 'salesforce is a cost', rather than treating it as an investment

3 Cookie cutter approach of directly transporting tools from developed markets. Such tools are over-configured, expensive and require long deployment time in emerging markets

4 Inadequate investment in developing and using analytics engine to drive decision making

5 Performance management discussions focused on symptoms i.e. output metrics, limited attention to diagnosing root-causes

6 Outdated classroom based capability building for sales people run by HR

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Our experience suggests that debottlenecking salesforce productivity can drive 20-30% growth over baseline in 6-9 months in emerging markets

Description of impact

Cement	■ 20% increase in salesforce productivity within 3 months of implementation launch driven by — 35% increase in #visits to retailers — 40% increase in #planned visits — 71% increase in #unique retailers covered
Consumer durables	■ 3X increase in the average productivity of the salesman in 12 months — 1.4X increase in efforts (Number of consumer interactions and demos) — 1.8X increase in average order size per consumer — 1.3 X increase in conversion ratio (Conversion/meetings)
Pharmaceuticals	■ 5-7% difference in sales target achievement between top quartile and bottom quartile scorers on the Ninja microlearning platform by — 91%+ adoption of the learning application — 60 mins+ per week spent on Ninja learning, more than their social media time and more than twice their pre Ninja learning time
Automotive	■ 40%+ improvement in overall sales conversion — 5x increase in proportion of high priority leads — 50% increase in timely follow-up of high priority leads — 70% increase in test-drives with high priority leads

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Salesforce of the future: from 'Road Warrior' to 'Customer Expert'

From road warrior | To customer expert

1 Covers an assigned geographical territory

Owns micro-markets with estimated potential; irrespective of geographical size

2 Unstructured sales planning and manual recording of market inputs

End to end sales planning and structured gathering of market intelligence, manages self-performance supported through digital platforms

Regular interaction through calls/ meetings with marketing/ sales managers on output metrics; annual review with HR

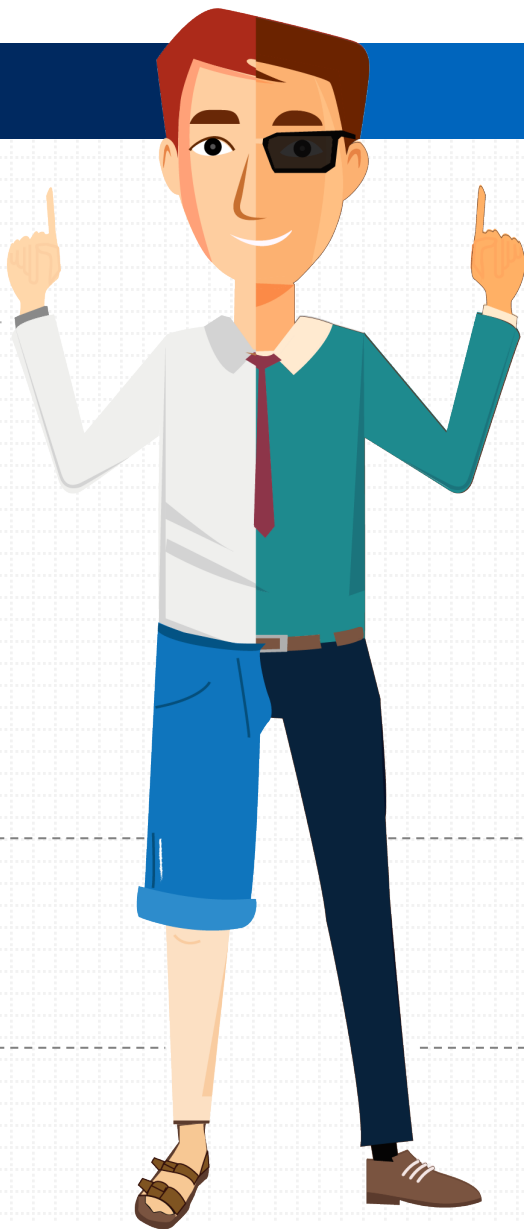Realtime self-performance management with full transparency on input metrics

3 Judgement-based customer prioritization and associated pitch, decision making

Powered by virtual assistants, analytics-based inputs for customer prioritisation and decision making

4 One time, 3+ weeks/year of classroom training with very limited reinforcement

Digital micro-learning with "on the go" gamified learning modules, with adoption enabled by mobile-first approach

4 Overall context at a leading pharmaceutical company

Situation

- 30-40% of on field time considered idle (while waiting for doctor/ travelling) and utilized in non-sales related activities e.g. using social media, gaming etc.

- At the same time, the effectiveness of traditional classroom and online learning was hindered by four limitations
  - one-size-fits-all doesn't work
  - skills & knowledge have a short shelf life due to rapid market changes
  - it's not engaging
  - end-users quickly forget the skills and knowledge they acquire.

❯ Priorities for the client

- Personalized, relevant, engaging and micro-learning, which helps employees retain knowledge

- Set up tech platform for 'on-the-go' learning

- Customize learning platform features to their field related needs

- Creation of learning content in-house across 5+ skillsets and specialized soft skills for managers
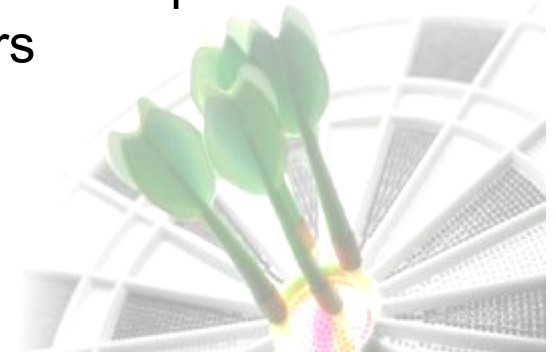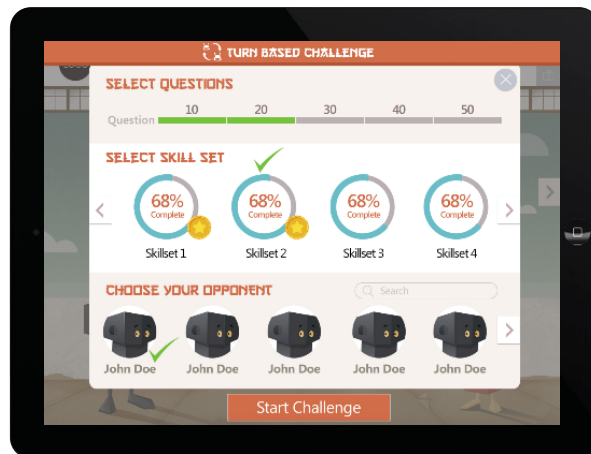
4 We incorporated multiple gamification elements and deployed a engaging, personalized digital microlearning platform
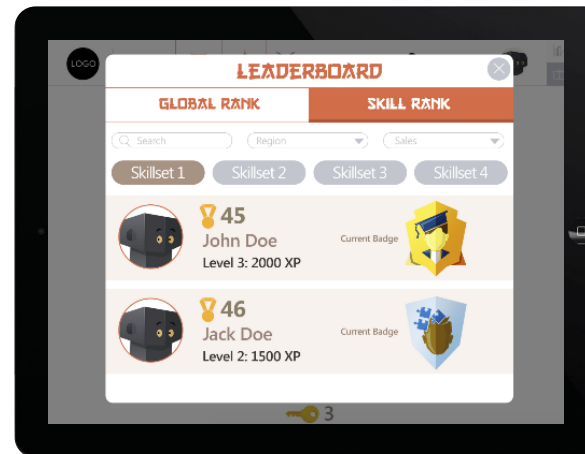
Adaptive learning

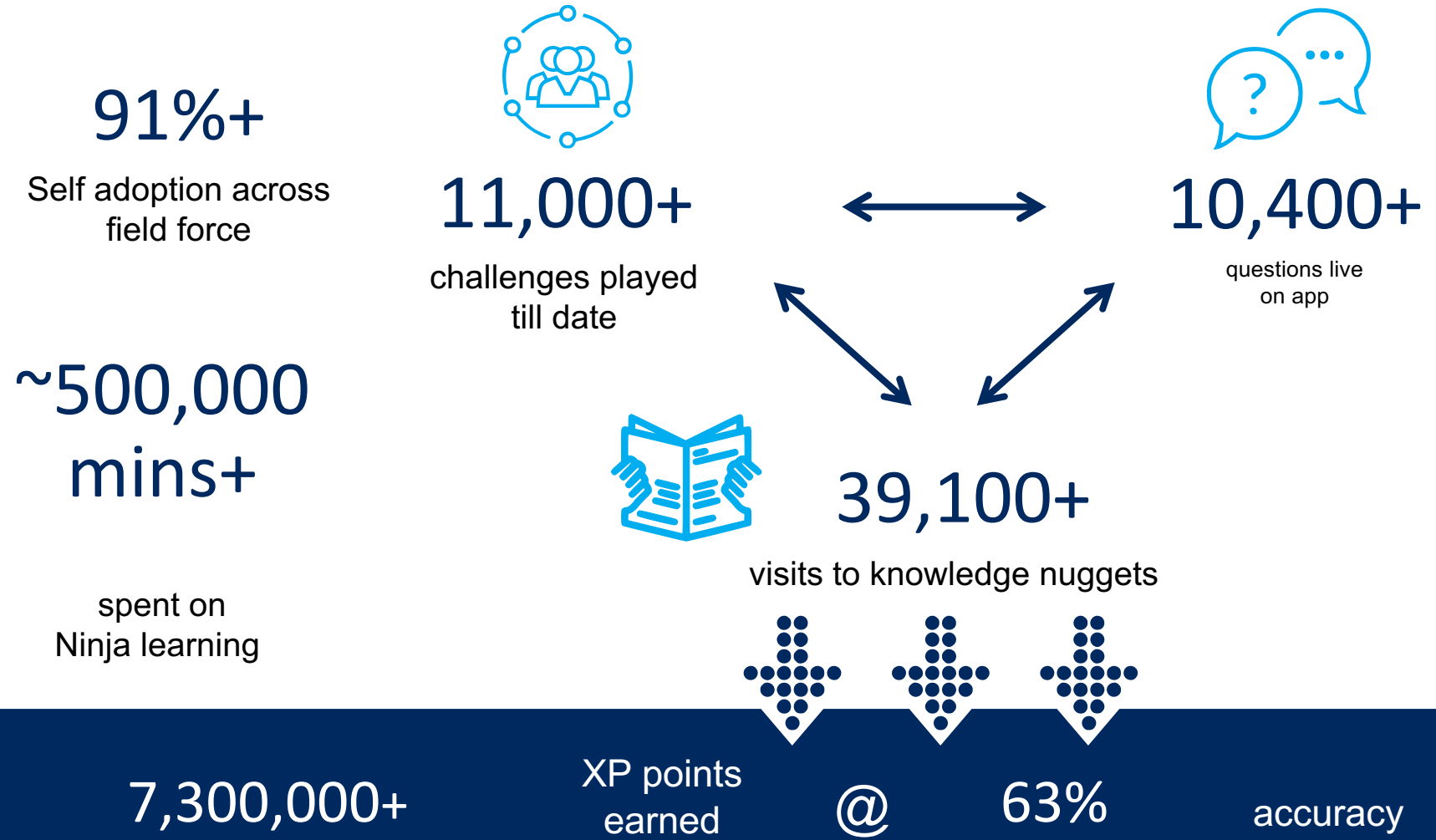**Boosters, social blocks and virtual recognition**

Leaderboards

Other features –

- Analytics and reports
- Push notifications
- Intro to game play
- User incentives: in-the-game play, real rewards

4 Impact we had: Sales Ninja received unaided large-scale adoption and engagement

Sales Ninja built capability across 7+ business units covering 3500+ field force members (pilot phase)

91%+

Self adoption across field force

~500,000 mins+

spent on Ninja learning

11,000+

challenges played till date

10,400+

questions live on app

39,100+

visits to knowledge nuggets

7,300,000+   XP points earned   **@**   **63%**   accuracy

NOTE: Analysis based on Sales Ninja backend data for pharma client

SOURCE: McKinsey Pharma Sales & Marketing Practice

4 The top scorers on the Ninja test had up to 7% higher sales performance compared to the lowest scorers

Avg. target achievement % vs overall scores

XX Average accuracy score in Ninja baselining test for bucket
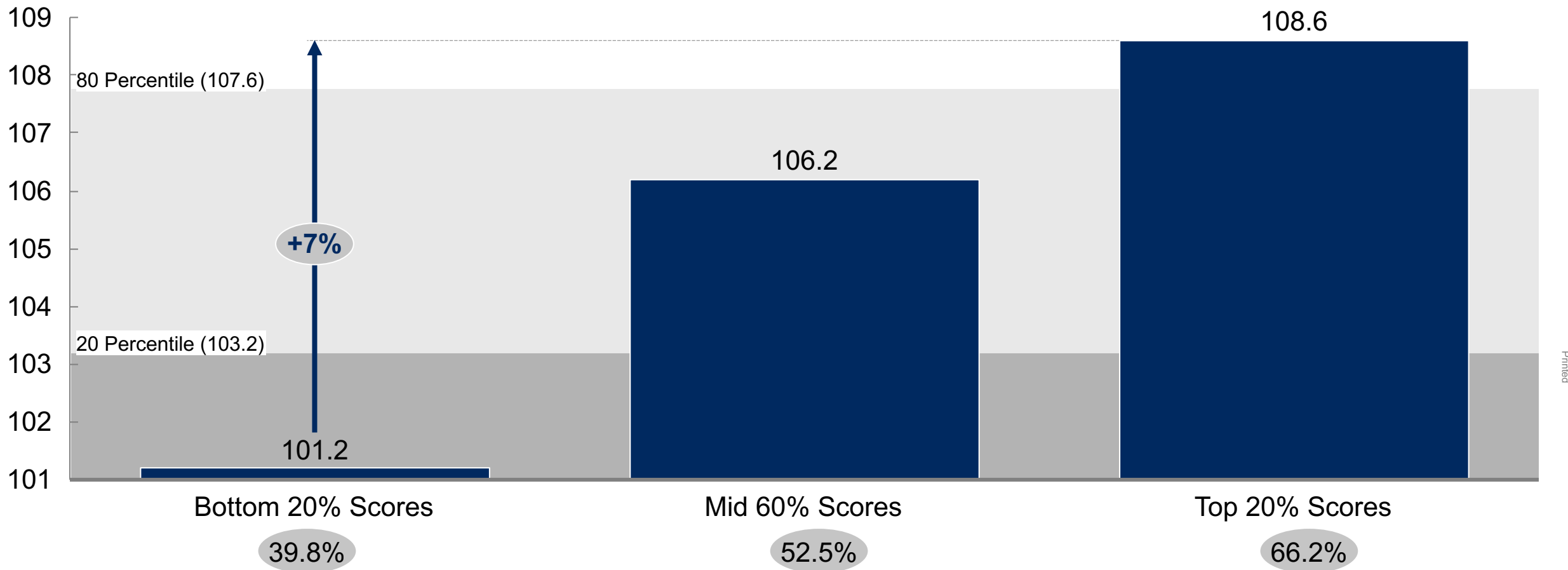
Ninja analytics additionally used to profile skills of importance – with skills driving high sales performance used to shape learning journey design and performance management