



## Mead Johnson Nutrition, Medical Sales

Engaging the market

Mead Johnson Nutrition (Philippines) has been in the country for 51 years, and is now a leader in the field of Nutrition for children and adults. The General Manager wanted to increase sales force effectiveness in both Trade and Medical channels, thus engaging Renoir Consulting. The Project was named “ENGAGE”; to emphasise the objective of engaging customers and health care professionals.

### ANALYSIS

Management wanted to install metrics that would measure the medical representative or Territory Manager’s (TM) performance that would enforce a selling mind-set, rather than just having HCP related metrics. In addition, the analysis findings, area interviews, TM work audits, HCP surveys, data analysis and Management Control System (MCS) brown papers revealed that:

- There were no defined and structured measurements of HCP support or loyalty, which is critical for the allocation of resources.
- There were no standard guidelines in allocating accounts or stores to the medical representatives. Moreover, there were accounts shared by a number of TMs, which resulted in less accountability with respect to sales targets.
- Performance reports were routinely late, which resulted in less control.
- The TMs did not fully utilise the postcall reports resulting in failure to raise issues of the customers and lack of planning for the next call.
- Most calls were not closed with a commitment from the HCP to recommend the products.
- There was an opportunity to grow the dispensing program, where the HCP sells MJN products to their patients.
- There were HCPs being covered by multiple TMs, a confusing and inefficient use of staff.

### PROJECT APPROACH

ENGAGE was a 50-week Project, with 4 full time Renoir consultants, complemented by MJN staff to focus on two work streams, Trade and Medical Sales. The Medical Sales Management Action Team (MAT) also ensured that the Project had buy-in from the sales team, a key to achieving success. The MAT was headed by the Business Innovation Manager of Medical Sales, supported by the Training Manager and Sales Effectiveness Manager.

The Project objectives included: installing KPIs that would drive the selling behaviour of the sales team, increase engagement of the HCPs and increase the number of HCPs covered.

“As a result of Project Engage, Mead Johnson sales personnel in the 3 designated areas have increased their understanding of key business drivers and opportunities, have established new working practices and management control systems, and, as a result, have delivered beyond expected sales and profits.”

**Paul Richards**  
**President and General Manager, MJN Philippines**

### Key Results

282 New Dispensing Health Care Professionals (HCPs)

44% increase in Dispensing Sales

262 new HCP accounts

Freed up headcount, to be used to expand to new areas

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## KEY INITIATIVES

The Project progress (objectives, deliverables, issues, concerns) was regularly reviewed by the Steering Committee, comprised of the President and his key staff, including the Medical Sales director. To identify the opportunities and gain full understanding of the issues, Renoir's Focus Process™ was carried out. The team conducted area interviews, performed time and motion studies (Day in the Life of), HCP survey and MCS mapping. The MCS was critiqued by the Medical Sales team to identify gaps, opportunities and solutions.

- **Multiple TM coverage**

Reduce and eliminate, as possible, multiple coverage of the TMs. The team was able to free up the equivalent of almost 4 TMs, which allowed additional expansion. It also reduced marketing material costs.

- **Measurement of HCP support**

Philippine law prohibits HCPs to give written prescriptions of milk formulas to the patients, so tracking engagement effectiveness was not fact based, but relied solely on 'intelligent guesswork' of the TM. To more effectively gauge the level of support, the team conducted a nationwide HCP survey, asking for the number of MJN recommendations per patient by the HCP, most frequently prescribed MJN product, and the HCP's specific views on MJN's product line. The results of the survey shocked the sales team, with a number of mismatches between the perceived support and the actual. The results enabled the sales team to become more effective in selling the products.

- **Allocation of accounts/ stores**

The reduction of multiple TMs serving the same accounts placed more responsibility and created better clarity on the TMs for achieving the sales target of the store.

- **Dispensing Program**

The dispensing program was relatively new when the Project started and the focus was shifted to improving the planning, monitoring and reporting of the proposed dispensing metrics. The agreed metrics were: new dispensing HCPs, dispensing sales, and frequency of orders. The objectives of the program were acquisition of new users, increase of sales and measurement of HCP support.

*This initiative resulted in:*

- 282 new dispensing HCPs versus an aggressive target of 252
- 44% increase in dispensing sales versus a 10% target
- 23% increase on the frequent orders versus a target of 10%
- Enabling a selling mind-set within the sales team
- Tangible measurement of HCP support

- **Weekly dashboard report**

Prior to the Project, the performance report was only available after a full month and was reviewed by each area, once a quarter. The Team installed a weekly dashboard for key metrics, which was reviewed by the managers and TMs every week, greatly improving the plan and control of work.

## THE RENOIR GROUP

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