



## CLIENT SUCCESS

Eli Lilly's North America division was interested in driving sales numbers up. Pharma sales are a very specialized sales process and the technical competence of the sales team was already very high. But they had been flat for several years, and although individually the sales team members were financially very successful, the firm wanted to grow.

It should be noted that the sales teams that were targeted to implement the principles of SPORT were not excited about it. It took a lot of effort to get them to agree. But once they did, the results were phenomenal.

**By applying the principles of **SPORT**, the Eli Lilly Sales team increased their sales numbers by 30% per year over multiple years.**

### SPORT's principles, led to the following outcomes:

1. It made transparent to all senior leaders and their entire team membership the importance of this goal and why the goal mattered to the firm's strategic intent.
  - a. Their goal was to improve sales quotas by 20% per year.
2. Each involved team created two aligned goals that, if accomplished, would drive the achievement of each team's quota.
3. Each team created KPAs to accomplish their goal.

At first the teams struggled to think of what would help. They in fact told me that they were already doing everything correctly and that there wasn't anything that they could do differently to improve their numbers.

After a LOT of back and forth, one senior sales leader said, "well, there is that role play thing we've been talking about for a lot of years but have never done. Maybe we should try that?" When we dug on this a little, it turned out that everyone thought it was a good idea, they just didn't know how to implement it and hold people accountable to it. Everyone agreed that "practicing and role playing on each other and real playing on the customer" would be a great improvement.

So we just focused on that. And the results were amazing. Higher producing sales people were able to teach and train younger, lower producing sales people through the role play experience. Senior people saw new ideas from younger people. Everyone got better, not just the lower producers.

SPORT not only uncovered the right KPAs, but helped the teams hold themselves and other teams accountable to implementing the right actions to collaboratively improve their quotas beyond the 20% goal, achieving as high as 30%.

