

mindtickle

CUSTOMER STORY

# Janssen India

cuts rep ramp  
time in half with  
Mindtickle



#### HEADQUARTERS

Mumbai,  
India

#### FOUNDED

1986

#### COMPANY SIZE

600+

#### INDUSTRY

Pharmaceuticals  
(Johnson & Johnson)

Our vision was to have all learning happen in one portal. With Mindtickle, sales reps can easily go in, find what they need to learn, and go out and do their work. And we have visibility into how they're engaging with the platform. It's a one-stop shop for everyone.



**Dr. Somnath Datta**  
Head of Commercial Excellence,  
Janssen

## The Challenge

Janssen is one of the top pharmaceutical companies in the world, known for its portfolio of groundbreaking medicines, ranging from oncology to neurology, and the development of the COVID-19 vaccine – among other innovations. Its India operations contribute \$900M USD in annual revenue. Sales reps at Janssen must have in-depth knowledge of technical, complex product offerings and, until recently, it was challenging to ensure sellers always had the training and information they needed to be ready to sell. Two years ago, the organization's learning and development team, which was under new leadership, realized the need to revamp and modernize their approach to sales enablement and coaching, with a greater emphasis on digital learning.

## The Solution

In 2018, Mindtickle was implemented across the entire 600-strong sales force of Janssen India, modernizing the company's approach to learning. Today, Janssen delivers and coordinates all aspects of rep learning – including onboarding, ongoing training, assessments, and coaching – from a single platform. In addition, Janssen relies heavily on Mindtickle's analytics and insights to understand the learning needs of sellers and ensure the content provided by the learning and development team continues to align with those needs and drive business outcomes.

### KEY RESULTS

• **35%**

INCREASE IN SALES  
AFTER A NEW SALES  
REP HAS JOINED  
ON AGGREGATE

• **50%**

REDUCTION IN  
REP RAMP TIME

• **10%**

INCREASE IN  
SALES REP  
18-MONTH SALES  
PERFORMANCE

• **96%**

MANAGER NET  
PROMOTER SCORE FOR  
NIRMAAN ACADEMY,  
THE COMPANY'S ON-  
BOARDING INITIATIVE

• **25%**

IMPROVEMENT IN  
ONLINE TRAINING  
SCORES

## Centralizing all seller learning

Keeping pharmaceutical sales organizations trained and up-to-date with the most current information has always been difficult. The size and geographical spread of the workforce and the highly specialized and regulated nature of the subject matter make it challenging to stay on top of changes. Salespeople also must understand the needs of a diverse set of customers who require a quick pitch and they must have the ability to confidently articulate product differentiation.

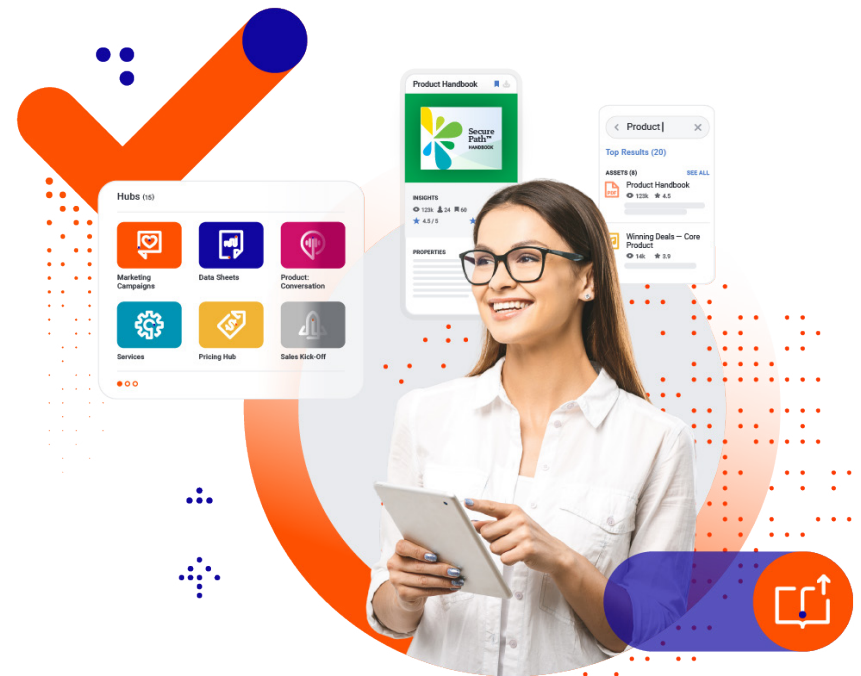
A sales readiness strategy is essential. However, Janssen India knew that using different tools for each aspect of readiness wasn't an effective approach.

Before Mindtickle, all rep training at Janssen India happened face-to-face or via video calls, with no on-demand training available. Prior to scheduled training, managers would distribute materials via email. In addition, the material required to train reps was owned by multiple teams: learning and development, marketing, and medical affairs. Any attrition on these teams would lead to a disruption in the training material as well as the training schedule. Sales reps — especially newer ones — struggled to navigate the system to find what they needed.

“Three years back, our vision was to have all rep learning happen in one portal,” explained Dr. Somnath Datta, Head of Commercial Excellence at Janssen.

In 2018, Janssen made this vision a reality by partnering with Mindtickle. Today, sellers' learning needs are all addressed within a single portal, which brings congruence and simplicity to the sales team's learning journey.

“With Mindtickle, reps can easily go in, find what they need to learn, and go out and do their work,” said Datta. “It's a one-stop shop for everyone.”



### JANSSEN INDIA SNAPSHOT

- A PHARMACEUTICAL COMPANY OF JOHNSON & JOHNSON
- WORKING TOWARDS A FUTURE WHERE DISEASE IS A THING OF THE PAST
- FOCUSES ON AREAS OF MEDICINE WHERE THEY CAN MAKE THE BIGGEST DIFFERENCE: IMMUNOLOGY, NEUROSCIENCE, ONCOLOGY, AND PULMONARY ARTERIAL HYPERTENSION

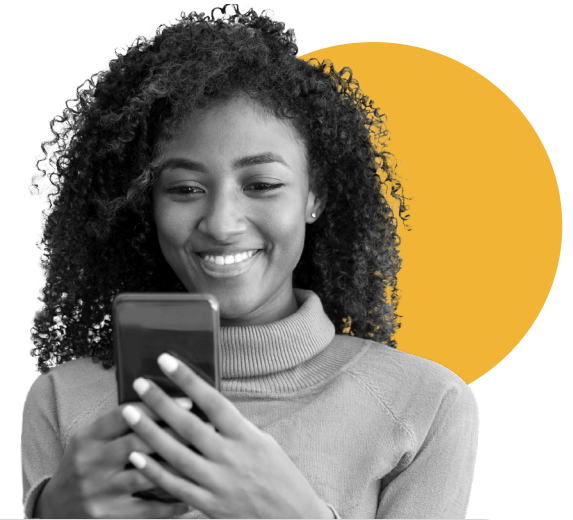
## Accelerating onboarding

Janssen built their award-winning onboarding program, Nirmaan Academy, on the Mindtickle platform. With Mindtickle, Janssen can deliver all onboarding content and bite-sized learning to over 600 sellers on the go, both via desktop and mobile. This ensures reps are ready to sell faster.

Since launching Nirmaan Academy on Mindtickle, Janssen has experienced a 50% reduction in rep ramp time.

The onboarding initiative has also resulted in improved sales outcomes. In 2021, Janssen experienced a 35% increase in sales after a new sales rep's first six months and a 10% increase in sales after 18 months.

"After implementing Mindtickle, we were above our business targets, grew by 13.5%, and were the second-fastest-growing multinational company in India," said Datta.



11%

Reduction in course completion time

10%

Decrease in skipped training modules

Overall, Janssen India achieved its annual target in 2021 and business grew by 13.5%, despite an extremely tough COVID lockdown environment.

## Delivering more effective learning content at the right time

There are many common assumptions about how sellers learn. For example, it's easy to assume that bite-sized content is more effective when learning online — and that the length of content is inversely proportional to the chance of a module being skipped.

However, Janssen wanted to test the validity of these theories and adapt their strategy appropriately. To do this, they analyzed the behavior of more than 500 of their sellers using Mindtickle over a three-year period.

Their analysis uncovered some surprising findings. For example, the length of training content was a deciding factor in whether content was reviewed — but not in the way the company originally assumed. Contrary to the initial hypothesis, learners were more likely to skip shorter modules, between one and three minutes, presumably because short modules are perceived as having lower importance.

Another key finding of the analysis found that the optimal time to release training modules was in the first 12 days or the last five days of the month.

Janssen has used these discoveries, among others, to adjust their learning content and improve its effectiveness.

“The duration of each learning module has been optimized and the timing of deployment has been adjusted to avoid peak sales weeks,” said Datta. With Mindtickle’s detailed analytics and all seller data and performance in a single platform, Janssen can continue to refine and evolve learning content with their sellers.

The company has seen measurable results from these optimizations. Online training scores have improved by 25% and course completion time has decreased by 11%. In addition, the number of skipped modules has decreased by 24%.

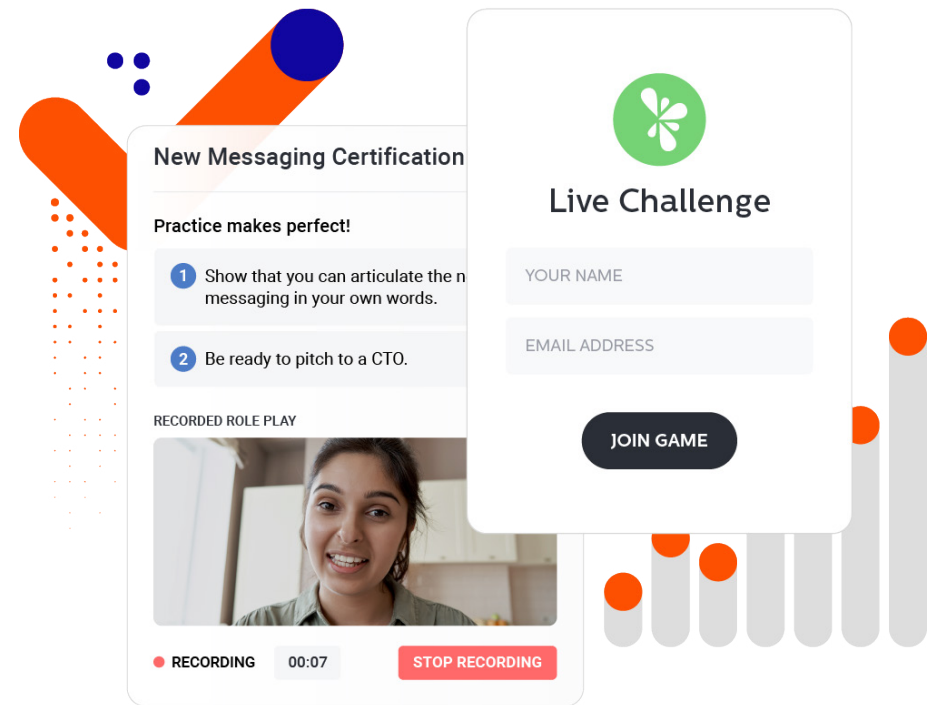


## Reinforcing learning through practice

The team at Janssen understands that learning isn't a one-time event. Instead, sellers need opportunities to practice their skills and reinforce learning.

In order to deliver effective, engaging practice opportunities, Janssen first needed to understand how sellers engage with reinforcement activities. Specifically, they examined the effectiveness of role-plays and quizzes by looking at how likely learners were to reattempt or review each.

The team discovered that video role-plays were the most effective practice method, with 71% of learners reattempting at least once. In comparison, only 12% of learners reattempted learning content without a quiz or role-play, while 39% reattempted if there was a quiz. Janssen was able to incorporate more role-plays and quizzes in their learning content to boost seller engagement.



## Closing the loop with coaching

The team at Janssen understands that learning isn't a one-time event. Instead, seller coaching is proven to drive sales results. However, Janssen's approach to sales coaching wasn't garnering the results they wanted.

In the past, Janssen used a coaching form that was part of its legacy CRM system – and focused solely on a rep's communication with a healthcare practitioner. Managers needed access to a computer to complete the forms for their reps but were not able to bring their computers onsite, so often they waited until the end of the month to complete all coaching forms. By the end of the month and with countless ride-alongs, managers could not remember the details of the coaching session and were just filling out each form to check a box. This was a tedious, inefficient process that wasn't improving sales outcomes.

"The coaching form had become a chore," said Datta. "And everyone was getting the same scores." The company set out to improve the coaching process by implementing Mindtickle's sales coaching module and revamping their forms.

Janssen's current coaching form focuses on four pillars of sales success: knowledge, communication, planning, and behavior. With coaching forms now powered by Mindtickle, managers can complete them while they are shadowing sellers and record accurate feedback for improvement.

"Because the coaching form is in Mindtickle, the number of managers that need to be reminded to complete it has drastically reduced," said Datta. "More importantly, discussions that happen between managers and reps have become far more objective and productive."

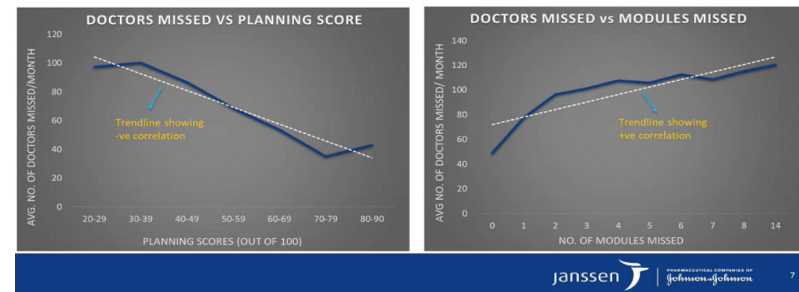
Janssen's learning and development team uses the coaching scores to determine where additional, tailored training is needed. This also reduces the time sellers

spend in training sessions that they don't need, improving their training efficiency through personalized learning.

"We might see that 15 reps scored poorly in a specific aspect of planning," explained Datta. "So those reps will take part in a small group training focused on that aspect."

In addition, Janssen has developed a framework called Bridge, which empowers sales managers to be more effective coaches. Ensuring that managers are coaching effectively was the final missing piece in their coaching culture.

### Poor Planners plan it poor everywhere!



As a result of using Mindtickle sales coaching, 95% of coaching forms are completed on-site and on time, resulting in higher-quality coaching data to inform personalized training for sellers

**Dr. Somnath Datta**

Head of Commercial Excellence,  
Janssen



## Testing knowledge with Krosswind (quarterly knowledge assessment)

At Janssen, sellers interact with doctors on a daily basis. While communication skills are important, so too is product knowledge.

“You have to have a basic level of knowledge before going to the field,” said Datta. “But we found some reps were unable to answer basic questions about the product.”

Today, the team at Janssen leverages Krosswind, a knowledge check housed in the Mindtickle platform. Each quarter, every rep is required to take an assessment to test their knowledge. If a rep doesn’t achieve a passing score of 80%, action is taken to improve knowledge. For example, they may be assigned relevant training modules in Mindtickle and then a follow-up exam. If their scores haven’t improved, they attend a face-to-face or digital training session.

“We need to make sure reps have a certain level of product knowledge before speaking with doctors,” said Datta.





## Linking engagement with sales performance

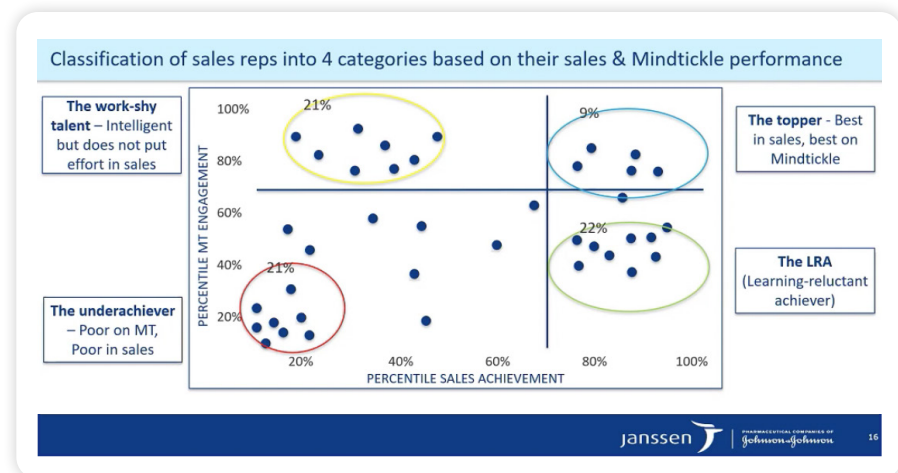
Janssen wanted to understand how seller engagement in Mindtickle was correlated with sales performance. To do this, they used the data and analytics in Mindtickle to create an engagement index, which analyzed each seller's participation in the platform, based on five parameters:

- The score obtained in modules
- The percentage of courses completed
- The average number of days taken to complete a module
- The percentage of modules partially skipped
- The percentage of modules viewed after midnight

Using the Index, the company mapped its sales organization into four quadrants:

1. **Curious outperformers:** High Mindtickle engagement score and high sales achievement
2. **Incurious performers:** Low Mindtickle engagement score and high sales achievement
3. **Curious underperformers:** High Mindtickle engagement score and low sales achievement
4. **Incurious underperformers:** Low Mindtickle engagement score and low sales achievement

This has enabled Janssen to adjust their learning and development interventions to try and change behavior and, in turn, improve sales performance.



For example, they found that learners who demonstrated that they could plan their sales visits and connect with doctors were also less likely to skip learning modules. Janssen hypothesizes that salespeople who are poor planners in some aspects of their role (like learning) are also poor planners in others (like preparing for sales visits). With this knowledge in hand, they can now intervene to find ways to help their salespeople plan more effectively.

“The Index confirmed the assumption that an individual’s learning behaviors on the platform correlated to their fieldwork,” said Datta. “But we’ve only scratched the surface. There’s so much more we can do with the data in Mindtickle.”

In the past few years, Janssen’s partnership with Mindtickle has become key to the organization’s sales success. In fact, in 2021, the company achieved its annual target and grew by 13.5%, all in spite of a challenging COVID lockdown environment. By centralizing all components of sales readiness into a single platform — including onboarding, training, and coaching — Janssen’s sales reps always have easy access to everything they need to close deals and drive revenue growth.