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Date: 10/03/2000 03:25:48 PM

From: CN=Marc L Stephens/OU=AM/O=LLY

Subject: Rep Aggressiveness

Four extensive waves of market research (spanning 1999 and 2000) consistently demonstrate that sales representative aggressiveness* is the worst negative influence on service quality. Further, Eli Lilly representatives (including the Neuroscience salesforce) have been rated as one of the most aggressive sales forces in the industry. Significant qualitative research has been conducted by Tech Core, redac and Zyprexa to clearly define what "aggressive" behavior looks like why it is perceived so negatively by our customers.

Examples of aggressive behavior:

- 1) **Demand that a physician, "Commit to using my Brand in the next # patients"**
 - "It shows that they do not care about my patients."
 - " It is a violation of patient/MD relationship"
- 2) **Question a physician, "Why aren't you using more of my Brand?" "Why is the other brand your first choice?"**
 - "Its not their right to expect me to do what it is they're asking me to do."
- 3) **Challenge a physician, argue and tell him/her they are wrong when they share their perceptions of drugs**
 - "We are in charge of the health of (our) patients."
 - "When they start pressuring me to make decisions that benefit them and not the patient, it goes beyond what I think is appropriate for a professional."
- 4) **Share a doctor's prescribing information with him/her**
- 5) **Beg a physician to help meet sales quota, win competition, etc. OR Incentivize his/her staff to affect physician's prescribing**
- 6) **Insist on delivering a full (2+ minutes) message when the physician clearly doesn't have time OR Tell a physician you only need one**

minute and then take five.

7) Follow a physician down the hall when they've already turned their back

- "(Lilly reps) are the ones that chase you down the hall. That push, push, push"

8) Invade a physician's private space in an inappropriate manner

9) Badmouth a competitor without sufficient data or move a competitor's samples, patient brochures, etc.

10) Call on the physician too frequently

11) Refuse to admit any shortcomings of our drugs while attacking other choices

In addition, our customers view Eli Lilly and Company as "greedy" due to our prices and the amount of business we expect. In contrast, the impression of Pfizer is highly favorable. While the Pfizer reps do close, they have earned it by providing good service and using a more agreeable approach. They place positive spin on their products and talk about specific patients (vs the next # patients). They also know what the physicians like and respect their time.

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* Aggressiveness is a composite VOC score of: "Does not know when to take 'no' for an answer." and "Is much more persistent than the average rep, to the point where it can be annoying"