

ECI Reference Guide

The Arthrex ECI playbooks are organized using the AID,INC® process model (ie, approach, interview, demonstrate, validate, negotiate, close), which will help you prepare and properly plan for each customer interaction. The playbooks briefly review the Arthrex ECI Program concepts in the beginning of each section. This guide is the condensed version of the Arthrex ECI Program and serves as a reference for the ECI materials in the Arthrex ECI product playbook.

Combining the sales engagement model with the educational resources will help you apply what you have learned, engage and interact with your customers, and give you the confidence to approach your customers.

Using the AID,INC process model, we **EDUCATE** ourselves about customers' goals and priorities during the **approach** and **interview** by adapting to their behavior style and asking thoughtful questions.

Based on what we learn, we **EDUCATE** our customers by **demonstrating** viable solutions and differentiating our products.

From there, we **validate** our claims with scientific evidence, **negotiate** through our customers' concerns or potential objections, and **CHALLENGE** them to deliver value through improved treatment and patient outcomes.

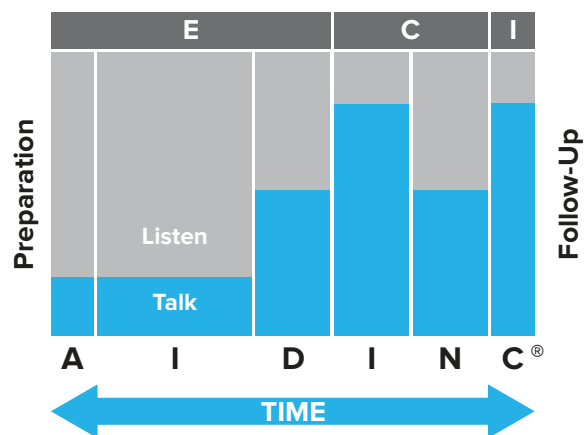
Through this collaborative process, we are able to identify customers' wants, needs, challenges, and goals and provide them with solutions. It also simplifies the closing process and **INSPIRES** our customers to choose Arthrex as a valued partner.

AID,INC Process

AID,INC provides a framework for having an organized sales conversation. It is a communication process that can be applied with anyone who influences the decision to recommend or use Arthrex products/procedures.

- **Approach:** Break barriers of preoccupation and gain rapport
- **Interview:** Identify wants, needs, challenges, and goals
- **Demonstrate:** Show how Arthrex products and procedures are differentiated
- **Validate:** Cause people to trust you and believe information shared
- **Negotiate:** Work through objections and concerns
- **Close:** Ask for an appropriate commitment to action

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AID,INC model

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Approach Action Guides™

1. **TUNE** the world out and people in.
2. **PUT** people at ease and make them feel important.
3. **GET** them talking about themselves.
4. **HOLD** eye contact and listen to how they feel.

Understanding Your Customer

TALKER:

- Fast-paced, outgoing, and enthusiastic
- Not interested in details
- *Connect with them on a personal basis*
- *Actively listen when they talk*

SUPPORTER:

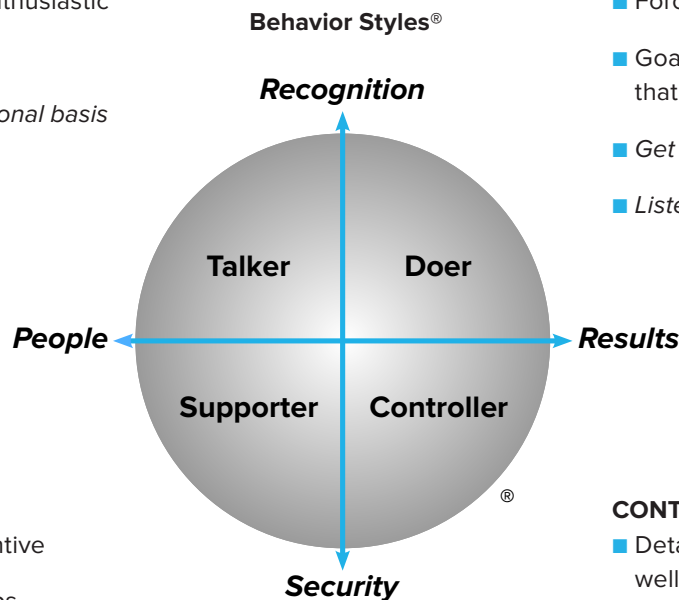
- Warm, cooperative, and attentive
- Establish trusting relationships
- *Be patient and reassuring*
- *Be aware of feelings and emotions*

DOER:

- Forceful and results-oriented
- Goal-oriented; needs information that supports results
- *Get to the point quickly*
- *Listen without interrupting*

CONTROLLER:

- Detail-oriented, deliberate, and well-organized
- Rely on facts, evidence, and data
- *Provide data and factual information*
- *Match their low, reserved emotional tone*



Listen **80%** Talk **20%**

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GOAL Clarity

Interview Action Guides™

1. **PLAN** and ask questions to uncover wants, needs, challenges, and goals.
2. **LISTEN** to and paraphrase all points. If appropriate, take notes.
3. **IDENTIFY** dominant wants or needs and get agreement.
4. **COMMUNICATE** your intent to create value by asking compelling questions.

Current Situation:

Product or procedure being used and how satisfied the customer is with it
“Where are you now?”

Risks/Concerns:

Concerns the customer might experience if they stay in the current situation
“What risks would you like to eliminate?”

Current Situation

Risks/Concerns

Desired Situation

Benefits/Rewards™

GAP™

GAP Model™

Desired Situation:

Goals and outcomes they want to accomplish but are not experiencing
“Where would you like to be?”

Benefits/Rewards:

Outcomes the customer or his/her patients might enjoy if change is made
“How would making the changes discussed help you?”

Demonstrate Action Guides™

1. **REPEAT** the dominant wants, needs, or concerns.
2. **SHOW** how Arthrex products/procedures fill wants or needs, solve problems and create value.
3. **TRANSLATE** Arthrex product/procedure features into customer or patient benefits.
4. **ASK** for reactions, feelings, or opinions.

Draw a verbal link between features and benefits with this framework:

- 1 First, mention the **WANT/NEED/CHALLENGE/GOAL** discussed in your interview.
“You mentioned that...has been a challenge.”
- 2 Next, share product **FEATURES** that address the want, need, or concern.
“Since our product/procedure has...”
- 3 Then, make the **FEATURE-BENEFIT TRANSLATION**.
“What this means to you/your patient is...”
- 4 Finally, tell the **BENEFITS** the HCP or patient will receive because of the product feature.
“Shorter recovery time and an improved patient experience...”

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Validate Action Guides™

1. **DEVELOP** trust and confidence in yourself, your products/procedures, and Arthrex.
2. **DEFINE** customer value.
3. **DIFFERENTIATE** the value you provide.
4. **PROVIDE** proof and evidence to support your claims.



In order to build trust and credibility, you must validate three things.

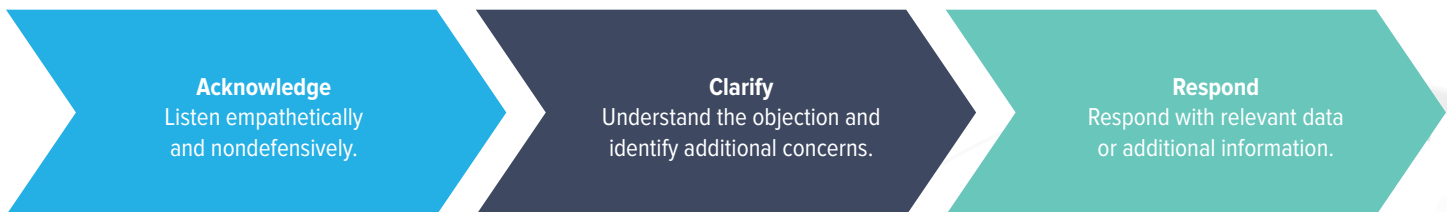
1	2	3
YOURSELF as a person of integrity.	YOUR PRODUCTS as creating value.	ARTHREX as a company that creates value.

Validate your claims with supporting evidence from the Surgical Outcomes System™ global registry and RightFind® solutions.

Negotiate Action Guides™

1. **FIND** out what concerns or objections remain.
2. **WELCOME** and understand objections.
3. **IDENTIFY** and isolate specific concerns.
4. **DISCUSS** possible solutions and ask for your customer's opinion.

The ACR System



- Seek to bring objections into the open so you can address them.
- Get customers involved by asking for their suggestions to resolve.
- Understand the first objection may not be the only concern.

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Close Action Guides™

1. **IDENTIFY** incremental commitments that lead to a decision.
2. **LISTEN** to and reinforce each response.
3. **BE** aware of buying signals.
4. **ASK** for an appropriate closing commitment.



Identify next steps and follow up

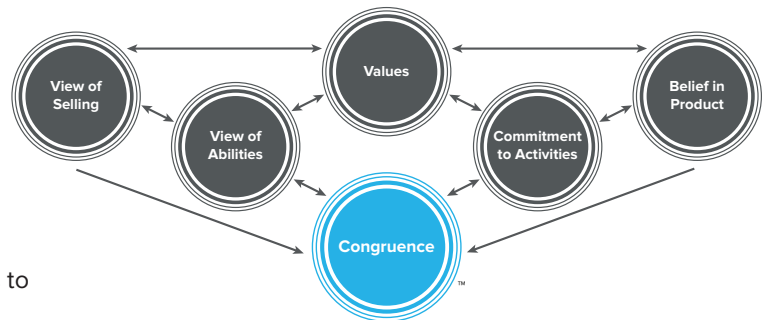
Commitment Considerations

Before you ask for a close, use the following test:

1	2	3	4
Did my customer acknowledge a want, need, challenge, or goal for which I can provide a solution?	Do they recognize how Arthrex products and procedures are differentiated from competitors?	Have concerns been answered?	Have you observed buying signals and received positive responses to trial-closing questions?

Selling With Sales Congruence

The Sales Congruence Model™ provides valuable insights about how to diagnose and close the gap between knowing and doing.



Sales Congruence Model™

- **View of Selling:** I believe medical device sales is a noble and honorable profession.
- **View of Abilities:** I have the necessary talents and abilities to be highly successful in today's healthcare environment.
- **Values:** A high degree of sincerity, integrity, and honesty is evident in my behaviors.
- **Commitment to Activities:** I understand all the activities necessary for success and perform them diligently.
- **Belief in Product:** I passionately believe that Arthrex products and procedures create value for HCPs and patients.

Think of a product or procedure, rate each sales effectiveness dimension:

Product/Procedure:

	Low			Medium				High		
View of Selling	1	2	3	4	5	6	7	8	9	10
View of Abilities	1	2	3	4	5	6	7	8	9	10
Values	1	2	3	4	5	6	7	8	9	10
Commitment to Activities	1	2	3	4	5	6	7	8	9	10
Belief in Product	1	2	3	4	5	6	7	8	9	10

Ask your ECI Program Manager at your agency for more details.