

# Create High Impact Interactions with Physicians



**Smart Pharma**  
**Consulting**

## **H2I Program**

A New Approach that Pharma Companies  
can no Longer ignore

*Position Paper*

**March 2016**

**Smart Pharma Consulting presents a new approach, called the H2I Program, to help Med Reps create High Impact Interactions with the physicians they are in charge of**

### **—— Create High Impact Interactions with Physicians: Context & Objective ——**

- Against all odds, a survey carried out in 2014 in the USA has shown that 62% of GPs and 91% of specialists want more Med Reps calling on them provided they are highly trained, experienced, and able to engage discussions based on clinical studies and evidence-based medicine (EBM)
- Thus, physicians view Med Reps as a key source of information adding value to their practice
- There is a lot of debate regarding the role of Med Reps with an increasing number of stakeholders considering that the information delivered to physicians should be limited to the SmPc<sup>1</sup> of the brand
- Pharmaceutical companies have a different opinion and consider that Med Reps are also an important means to raise their brand awareness and reinforce the physicians preference
- Smart Pharma Consulting which has developed the Brand Preference Mix approach<sup>2</sup> in which Med Reps are instrumental, proposes the H2I (High Impact Interactions) Program to help them...
- ... create high impact interactions, that physicians will remember as exceptional experiences

*Smart Pharma Consulting assumes that promoting a brand is legal and does not pose any ethical problem, provided the information conveyed by the Med Reps to the physicians is unbiased, in line with local regulations and not likely to influence their decisions at the expense of their patients*

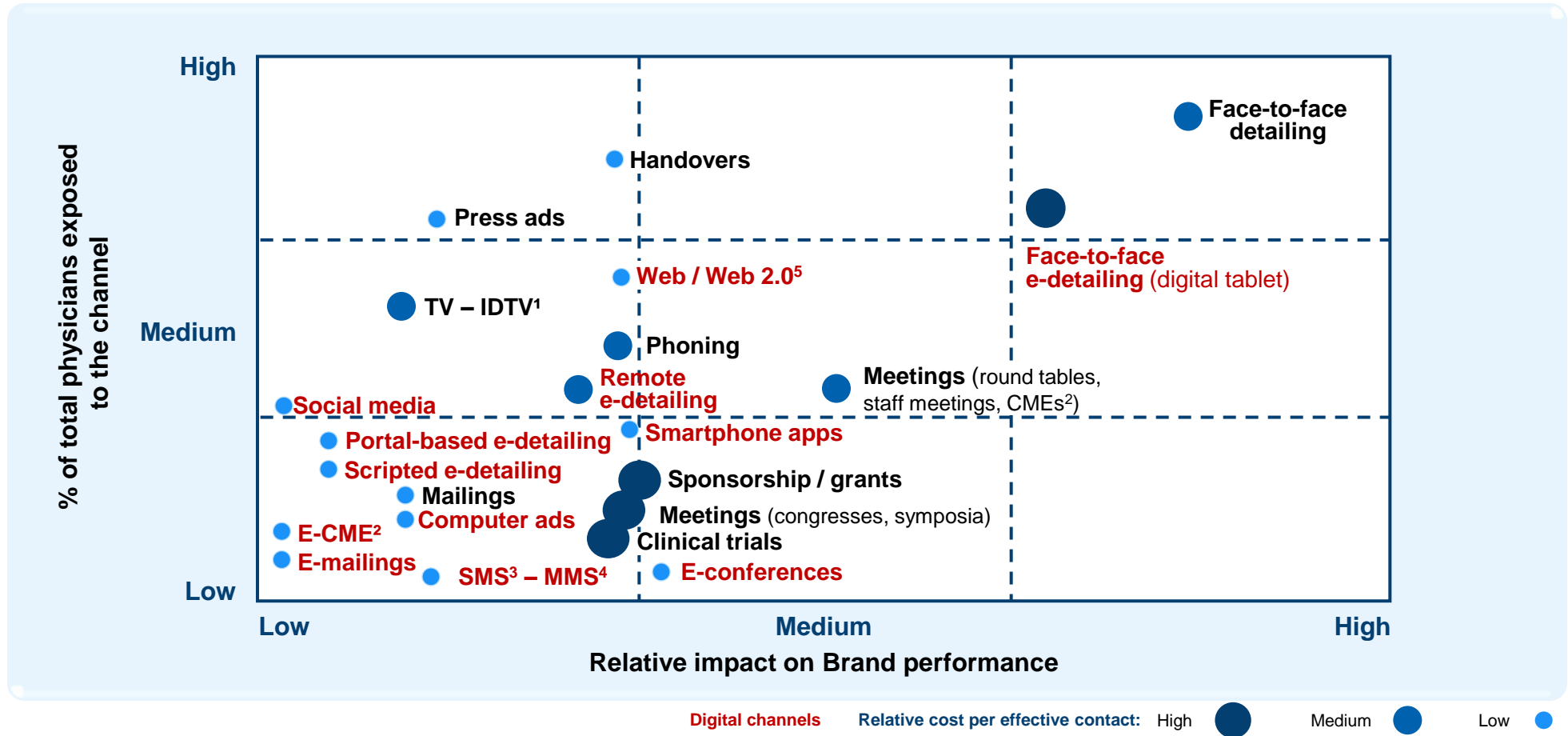
**The decreasing value of Med Reps calls, as perceived by physicians, represents an opportunity and a challenge for pharma companies to differentiate themselves**

### **Med Reps & Physicians Interactions**

- Pharmaceutical companies were estimated to employ ~750,000 medical representatives in the world in 2015, showing an average of -2% decrease per annum since 2012
- In 2015, sales forces expenditure accounted for ~60% of total marketing & sales investment, compared to less than 3% for digital expenditure
- The reduction in the number of Med Reps is mainly due to:
  1. The increased share of secondary care products - which require smaller reps lines - at the expense of primary care products
  2. The M&As between big pharma companies, leading to sales force streamlining
  3. The increasing number of physicians (>70-75%) imposing access limitations to Med Reps
- Access restrictions imposed by physicians are mainly driven by:
  1. The development of Internet which offers convenient, free, reliable and up-to-date information
  2. The regulatory and compliance constraints making in-person contacts by Med Reps of lower usefulness
- Despite this challenging environment, Med Reps calls remain an effective promotional means

Face-to-face detailing is still the most effective promotional means because it enables to cover a much larger number of physicians than any alternative options

**Relative efficacy of promotional activities by channel**



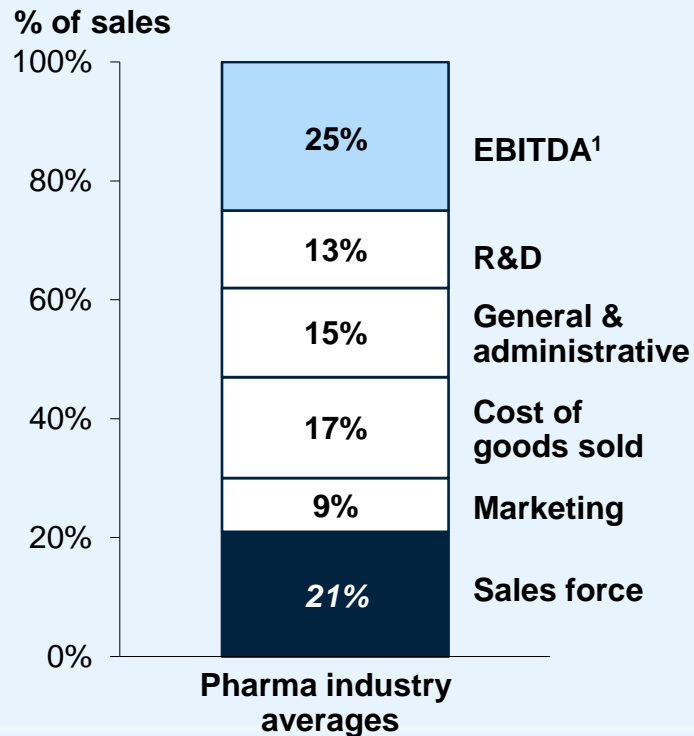
Sources: Smart Pharma Consulting analysis

<sup>1</sup> Interactive digital television – <sup>2</sup> Continuous medical education – <sup>3</sup> Short message service – <sup>4</sup> Multimedia message service – <sup>5</sup> Including websites and blogs

# Improving sales force effectiveness has a significant impact on pharmaceutical companies' sales and profit growth

## Impact of improving sales force effectiveness

### Cost structure



### Effectiveness improvement of sales investment

*Illustrative*

#### Qualitative approach

Sales productivity improvement

A 10% increase of sales at constant investment



Impact on the EBITDA:  
+8 points<sup>2</sup>

**25%** → **33%**

#### Quantitative approach

Sales costs reduction

A 10% cut of promotional investments



Impact on the EBITDA:  
+3 point<sup>3</sup>

**25%** → **27%**

**Med Reps should rethink the way they interact with physicians to boost their image and thus increase the impact of their interactions on the brands they promote**

**Why should Med Reps rethink their interactions with physicians? (1/2)**

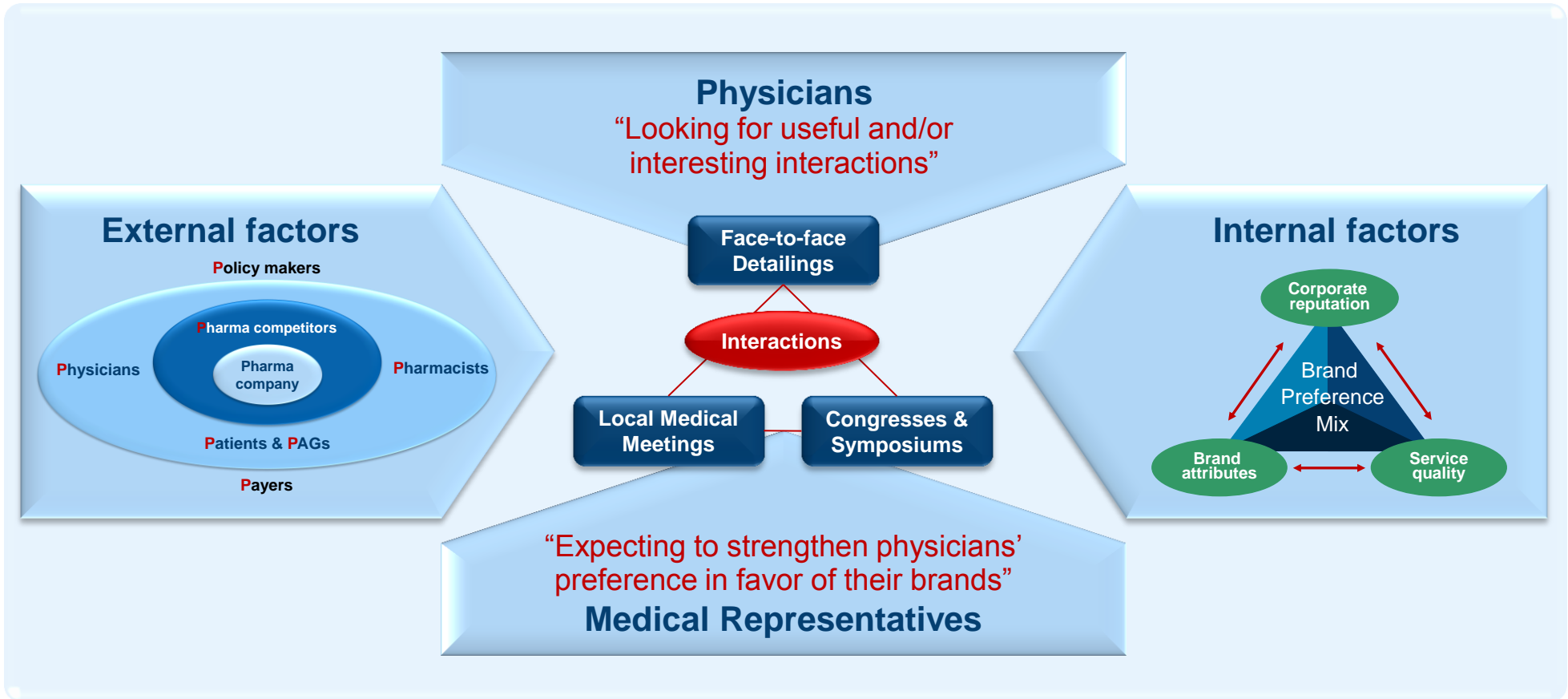
- Med Reps interactions with physicians are of three kinds:



- These Med Reps activities are instrumental to influence the opinion and the behavior of physicians
- However, physicians' opinion and behavior are also strongly influenced by other external and internal factors that are not under the direct and/or the indirect control of Med Reps:
  - External factors:** market stakeholders (7 Ps: policy makers, payers, pharmacists, other physicians, patients, patient advocacy groups, pharma competitors)
  - Internal factors:** corporate reputation<sup>1</sup>, quality of services offered, perceived value of products
- This position paper objective is to help Med Reps **“create High Impact Interactions with physicians”**

When brand attributes are not significantly differentiated from competitors' ones, physicians' preference may be influenced by their interactions with Med Reps

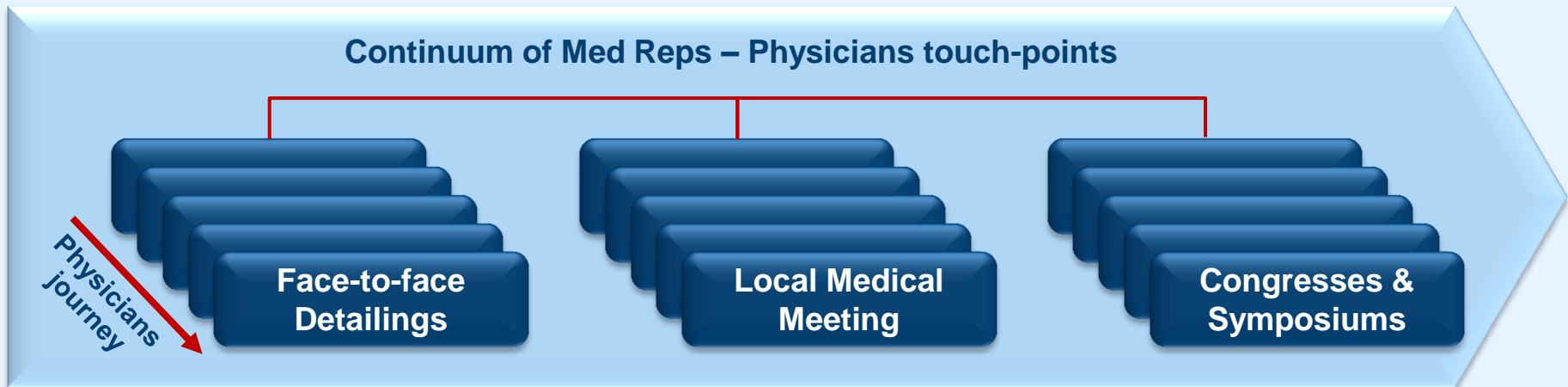
**Why should Med Reps rethink their interactions with physicians? (2/2)**



By offering physicians exceptional experiences while interacting with them, Med Reps access will be eased and the preference to the brands they promote increased

### H2I Program Objective

- Smart Pharma Consulting has developed the “H2I Program” (High Impact Interactions Program) to help Med Reps<sup>1</sup> create a continuous series of exceptional interactions with physicians so that they:
  - Accept (or even ask for) more regular contacts with the Med Reps
  - Increase their preference for the brands promoted by the Med Reps



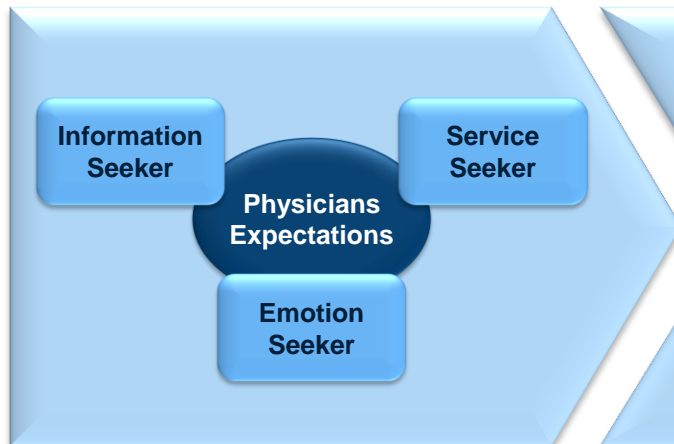
*“Each physician should feel that he is unique to you”*



The H2I Program follows a straightforward approach but each of the three steps should be well understood by the Med Reps and perfectly carried out

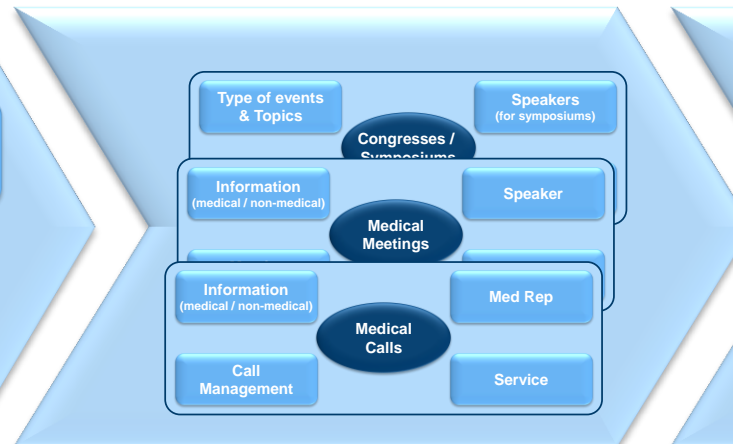
## H2I Program Framework

### Step 1 Physicians Profiling



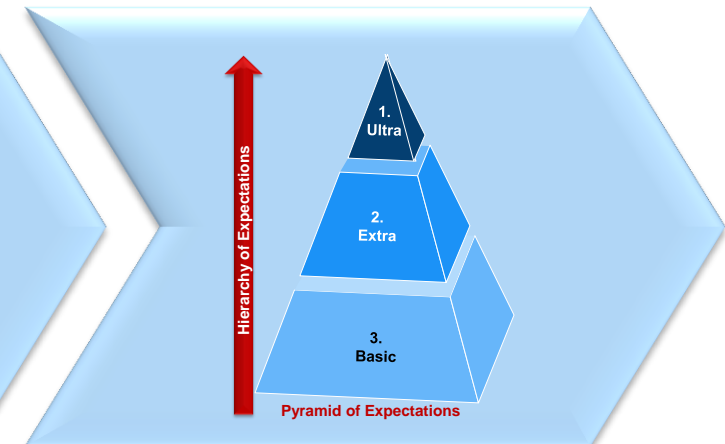
- While interacting with Med Reps, physicians expectations will depend primarily on their personality...
- ... but also on their past interactions with each Med Rep

### Step 2 High Impact Factors Identification



- Creating High Impact Interactions requires from Med Reps to identify each physician expectations regarding the four determinants of each type of interactions (i.e. medical calls, medical meetings, congresses / symposiums)

### Step 3 H2I Program Design

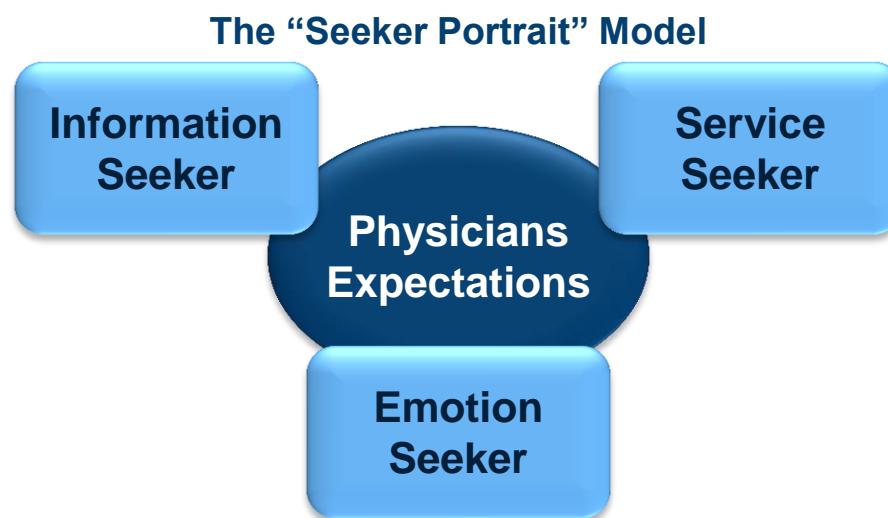


- Med Reps should not just try to fulfill physicians expectations while interacting with them
- They should go the extra mile to surpass their competitors and induce physicians preference for their brand

**While interacting with Med Reps, physicians will be looking for: information, service, an/or emotion, knowing that one of them is in general predominant, at a point of time**

### **Step 1 – Physicians Profiling: Introduction of the Model**

- Physicians expectations vis-à-vis Med Reps are strongly influenced by their personality
- We propose the “Seeker Portrait” model to help Med Reps characterize what physicians will predominantly expect while interacting with them
- We can consider that, while interacting with Med Reps, physicians will be seeking for:
  - Information
  - Services
  - Emotion
- If physicians expectations are in fact a mix of the three types, one will be dominant, reflecting his personality and his specific needs at a point of time
- Physician dominant expectations may vary:
  - Over time
  - With the promoted brand (innovative or me-too)
  - With Med Reps (based on their past interactions)



**To increase the probability of generating High Impact Interactions, Med Reps must define, physician by physician, their dominant type of expectations vis-à-vis them**

## **Step 1 – Physicians Profiling: Description of the Model**

The “Seeker Portrait” Model



- **“Information-Seekers”** expect from Med Reps information based on clinical studies and evidence-based medicines (EBM)
- Physicians want to be kept informed about the latest disease-related news (*i.e. new clinical studies about the promoted product and its competitors, new medical guidelines, scientific events, new regulations from health authorities, or new conditions of co-payment by payers, etc.*)

- **“Emotion-Seekers”** expect from interactions with Med Reps to have a good time, a pleasant exchange (e.g. about its medical practice, its hobbies, the Med Reps experience, the company he works for, etc. )
- They expect Med Reps to be trusted advisors, delivering unbiased information, demonstrating empathy, respect, etc.

- **“Service-Seekers”** expect from Med Reps service delivery such as:
  - Invitation to enroll their patients in adherence programs to help them stay on their medications
  - Completion of patient registries
  - Compilation of scientific information
  - Invitations to CME (continuous medical education) programs
  - Invitations to congresses / symposiums
  - Etc.

The different types of dominant expectations require from Med Reps different sets of skills and an adjustment of their behavior while interacting with physicians

## Step 1 – Physicians Profiling: Implications for Med Reps

### The “Seeker Portrait” Model



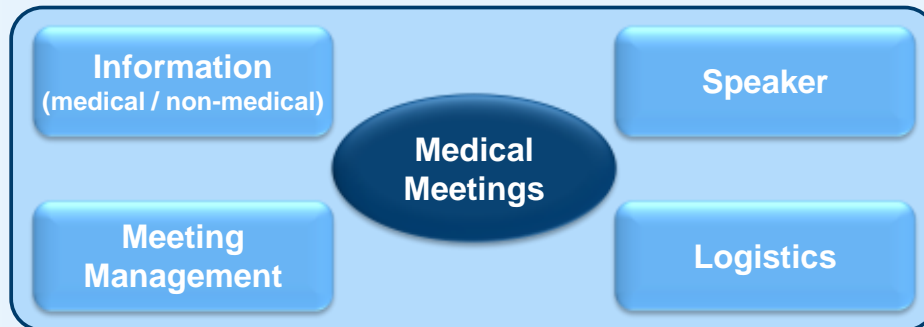
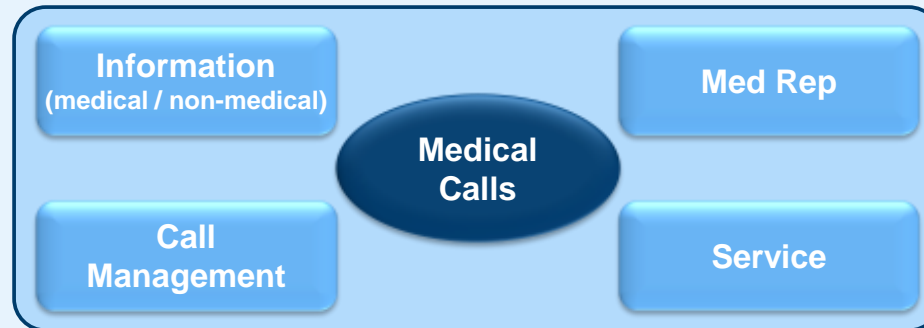
- Med Reps must have a solid expertise in analyzing and presenting clinical studies
- They should have a strong understanding of the science, including disease state, therapeutic options, etc.
- They should deliver up-to-date information that will help physicians make better decisions for their patients
- They should also be well-trained regarding the healthcare environment (system, regulations, etc.)

- Med Reps should benefit from a high emotional intelligence to be able to perceive and analyze physicians emotions and adapt their interactions accordingly
- Thus, they will have to add emotions to the brand attributes (efficacy, safety, convenience)
- The brand should not be considered as just another me-too but as a specific brand with its own personality that will match physicians expectations and will stimulate their preference

- To fulfil ‘Service-Seekers’ expectations, Med Reps should be clear about what they can deliver or not to avoid physicians disappointments
- They should make sure that the service they propose is valued by the physicians and then...
- ... ensure its perfect execution
- It is easier to differentiate from competitors through a higher quality of execution than through the service itself, because companies provide similar services

Physicians experience while interacting with Med Reps will depend on their assessment of the four determinants of the three following types of interactions

**Step 2 – High Impact Factors Identification per Interaction**

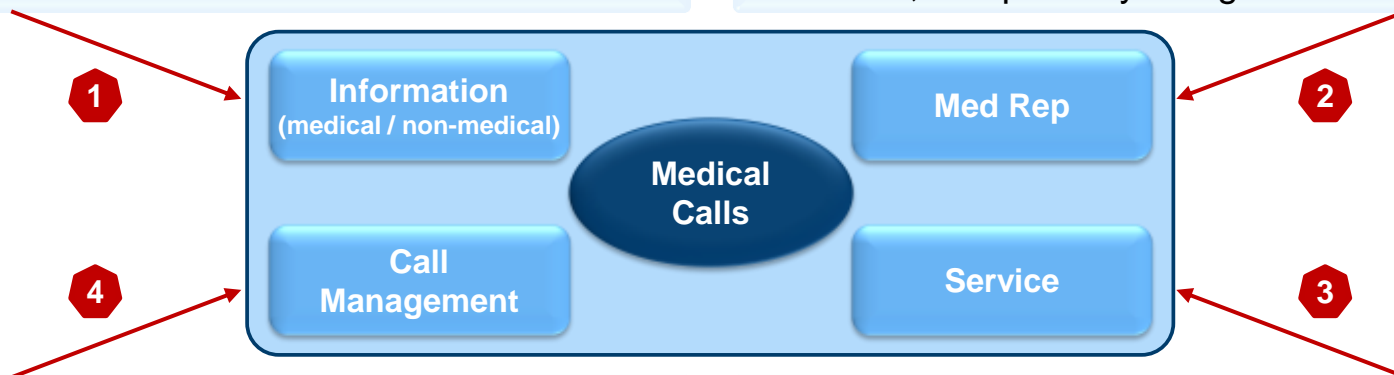


**To carry out an impactful visit that physicians will remember as a positive experience, Med Reps should carefully and specifically activate the following determinants**

**Step 2 – High Impact Factors Identification: Medical Calls**

- Delivery of up-to-date and reliable Information<sup>1</sup>
- These information should be meaningful for the physicians practice (if medical)...
- ... or at least interesting (if not medical)

- Med Reps should have a perfect knowledge of the brands they promote and of their environment<sup>2</sup>
- Style and behavior should be adjusted to physicians
- They should always demonstrate empathy, be polite, on time, and possibly in a good mood and cheerful



- Calls duration should be short (10-12 minutes) and the place calm enough
- Clear, precise and concise communication style
- Use of visual aids (printed, tablets, iPads) only if it adds value to convey the information

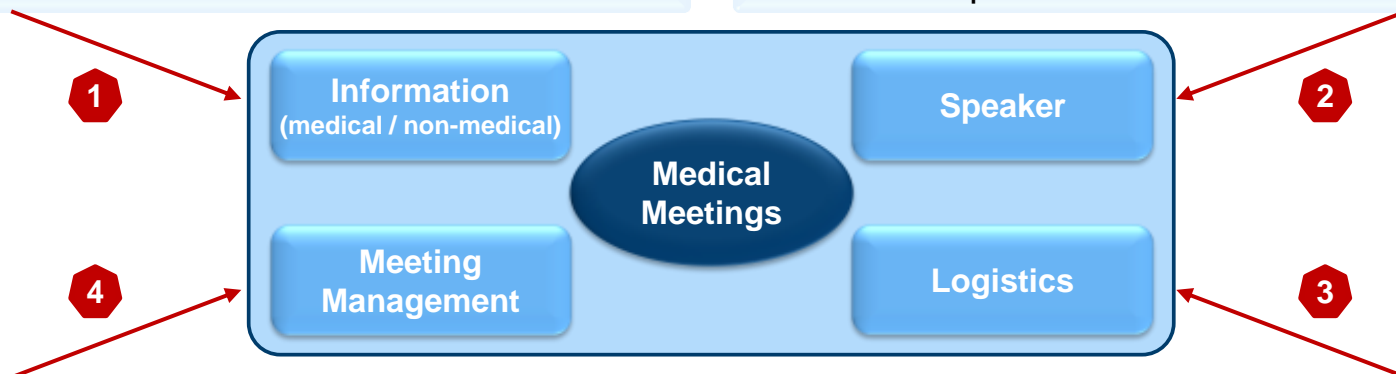
- Med Reps should propose only services that are highly valued by the physicians and for which the quality of execution is likely to be high or very high
- All services should be systematically associated directly or indirectly to the promoted brand

**Most physicians expect from medical meetings practical exchanges with peers, no (or limited) promotional speech, in a pleasant and convenient place**

**Step 2 – High Impact Factors Identification: Medical Meetings**

- Proposed topics should be useful and innovative, with concrete implications for physicians daily practices
- Certain physicians may be interested by specific therapeutic areas<sup>1</sup> or by topics such as: stress management, physician-patient relationship, etc.

- Speakers should be renowned, expert in their field, and able to substantiate their opinion with tangible data based on publications or their own experience
- They should have good communication skills...
- ... and not promote the brands of the Med Reps



- Typically, medical meetings should not last more than one hour (including presentation and Q&A session)<sup>2</sup>
- Med Reps should welcome each physician like a “guest” and make sure he enjoys his participation
- Facilitate exchanges between physicians<sup>3</sup>

- The invitation should be sent at least one month before the “D” day and reminders should be sent
- The location should be attractive and its access easy
- The food does not need to be sophisticated but the quality should be good and it should well presented

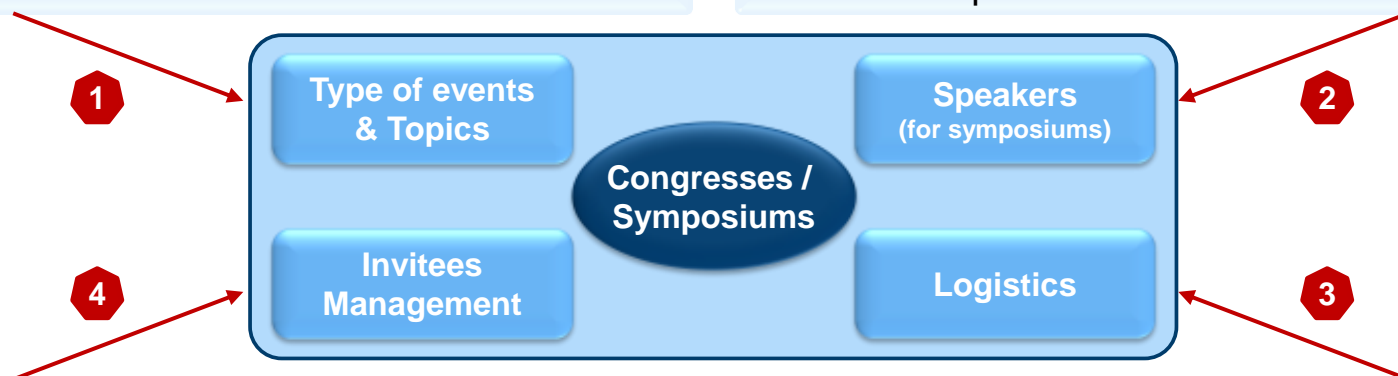


**Invitations of physicians to congresses or symposiums should be carefully planned and implemented to make them live a unique experience they will remember**

**Step 2 – High Impact Factors Identification: Congresses / Symposiums**

- The type of proposed invitations (i.e. international, national or regional congress, symposium) should take into consideration physicians preference
- The topics covered should be highly scientific, with preferably practical clinical implications for attendees

- Speakers should be renowned, expert in their field, and able to substantiate their opinion with tangible data based on publications or their own experience
- They should have good communication skills...
- ... and not promote the brands of the Med Reps



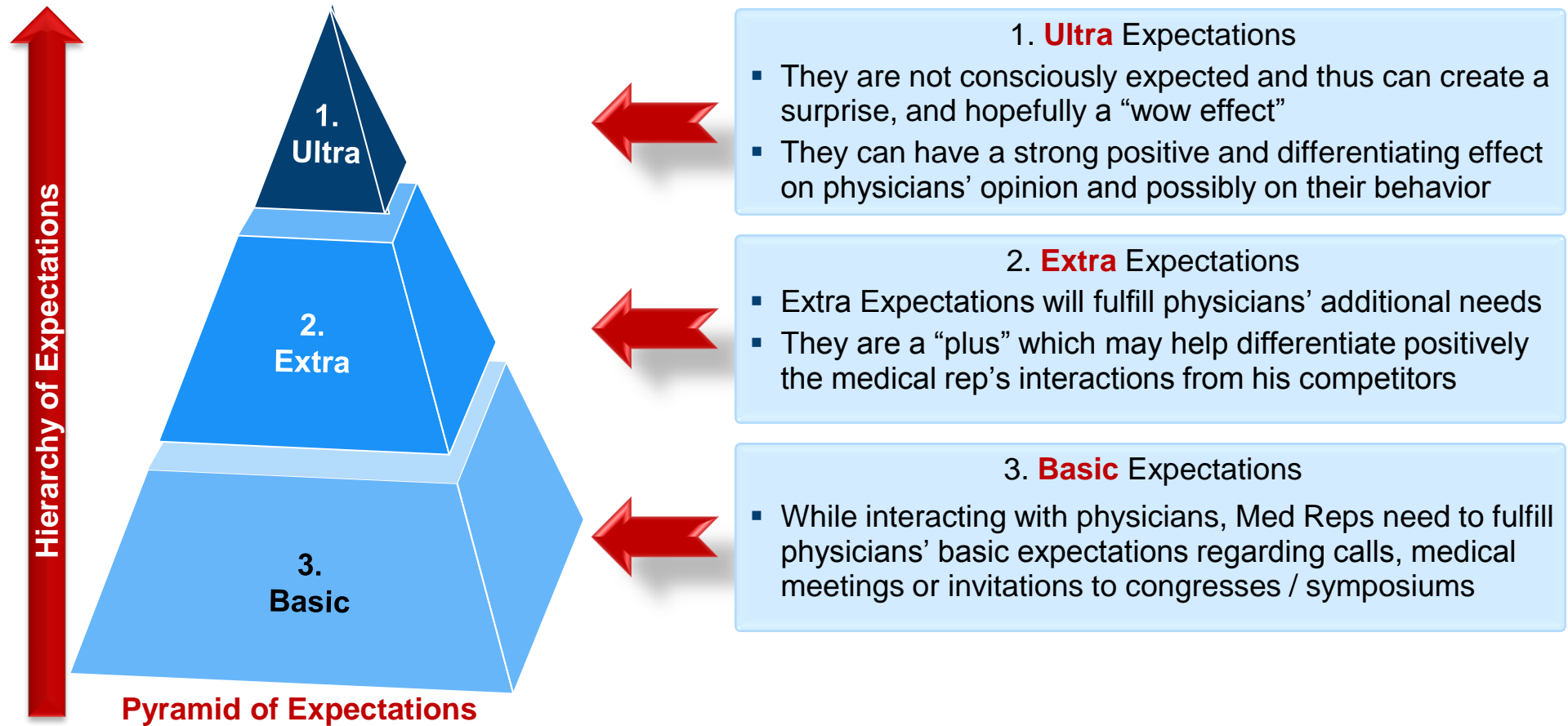
- Send invitations rather than waiting for requests
- Choose a hotel which is close to the place of the event
- Make sure to assist the physicians (by Med Reps or other colleagues) to build a stronger relationship with them and offer them a unique experience

- The invitation should be sent from six months to one year before the event, with regular reminders between
- The country or city where the event will take place is important for most physicians
- Ensure a prompt reimbursement of expenses



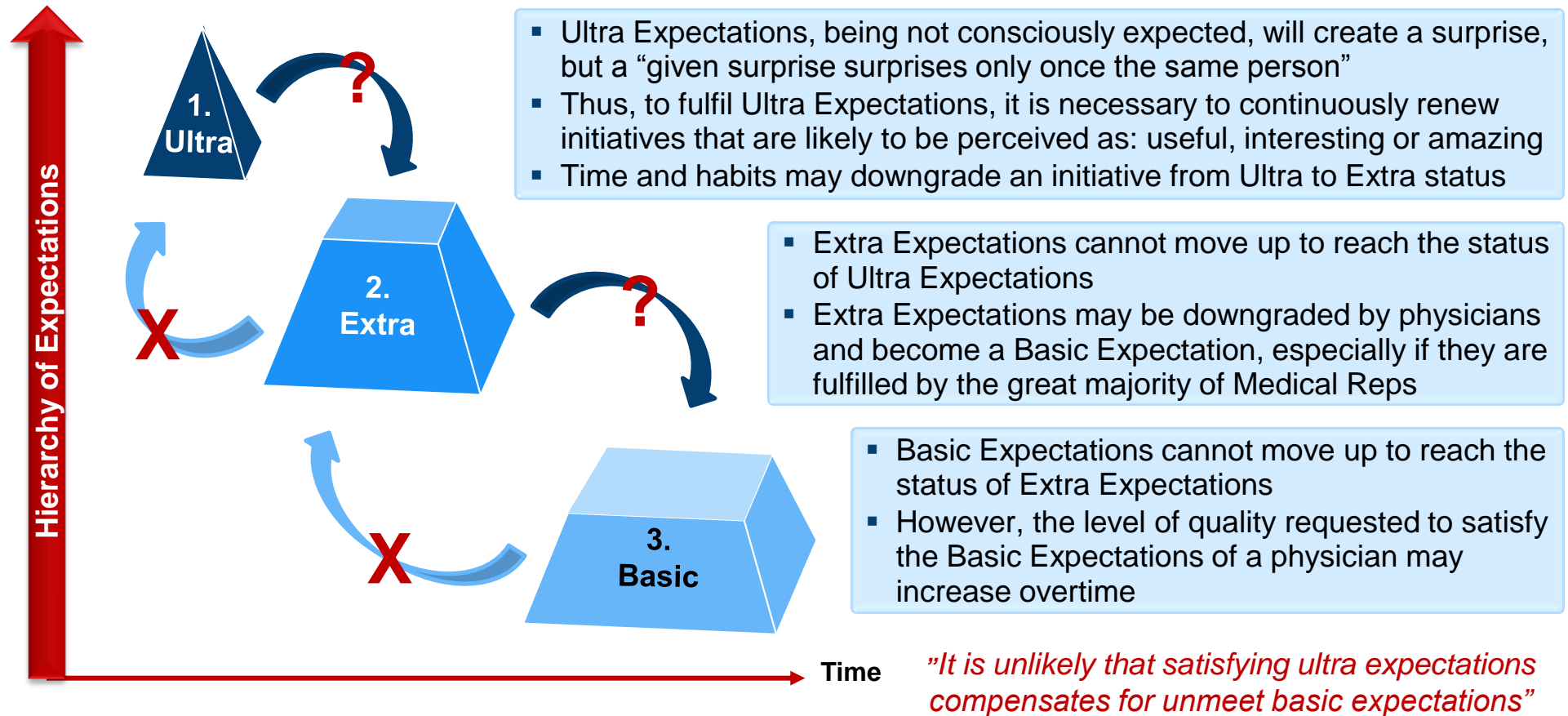
To create High Impact Interactions, Med Reps need to move up the pyramid of expectations in an attempt to offer physicians “a unique experience”

### Step 3 – H2I Program Design: Principles (1/3)



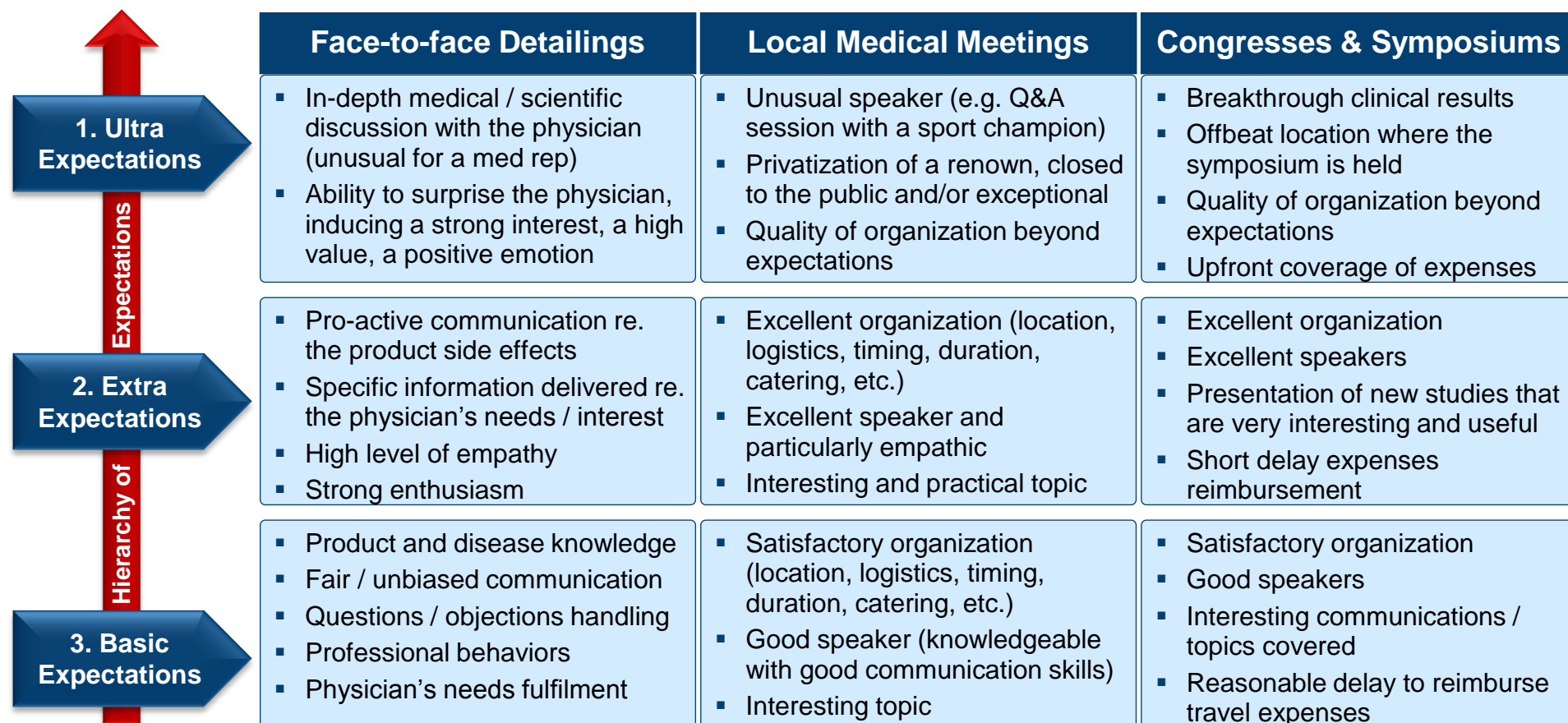
The status of an expectation may be downgraded over time, physicians becoming used to an interaction, initially fulfilling an Ultra or an Extra Expectation

### Step 3 – H2I Program Design: Principles (2/3)



Meeting a physician Ultra Expectation is rare but it may induce a long-lasting higher impact contributing to reinforce his preference for the brand

## Step 3 – H2I Program Design: Principles (3/3)



**These examples of exceptional physician experience were created intentionally, and not by accident, by Med Reps who managed to reach the level of “Ultra Expectations”**

### **Step 3 – H2I Program Design: Examples of Interactions**

#### **Case Study #1: The Teacher**

##### **The Situation**

- A Med Rep promoting a new anti-asthmatic drug with no significant benefits compared to the existing brands which are well-established could not manage to raise a pulmonologist interest who used to limit the number of medical calls to two per year

##### **The Solution**

- After several months, the Med Rep had the idea to propose the pulmonologist to give a lecture on the health risks associated with tobacco to his son's class
- He accepted the proposition and they prepared together the conference
- Surprisingly the physician enjoyed this experience. Since that date, the Med Rep is allowed to visit him more frequently, and he has also started to treat few patients with his brand

#### **Case Study #2: The Pianist**

##### **The Situation**

- A Med Rep realized that most of the physicians he used to invite to medical meetings did not really remember, after few weeks, what had been the content and who had organized it
- Thus, these meetings were unlikely to change the opinion and the prescribing behavior of the attendees

##### **The Solution**

- In an attempt to address this problem, the Med Rep organized a new medical meeting after having informed the 18 invitees that a “special event” had been prepared, after the scientific presentation of the speaker and the Q&A session
- He also happened to be a good pianist, and he offered the physicians attending the meeting a “mini concert” of 15-20 minutes which created a big surprise and amazed them
- They ignored that the Med Rep had this hidden talent

These case studies show that unique experiences may result from very different triggering factors, which the number is unlimited

### Step 3 – H2I Program Design: Examples of Interactions

#### Case Study #3: The Expert

##### The Situation

- The Med Rep of a big company who promotes the biosimilar of a well-established long-acting insulin, knows that it is going to be difficult to convince diabetologists to adopt his brand
- This Med Rep has a solid academic background (Pharma D) and is passionate by this therapeutic area

##### The Solution

- In agreement with his manager, he decided to reinforce his scientific knowledge, and after a couple of months of article reviews, and of specific trainings organized by his company, he reached a scientific level similar to that of MSLs<sup>1</sup> which is not common for a Med Rep
- This enables him to provide physicians with updated and high quality information likely to be useful for their medical practice and of interest to them, while calling on them

#### Case Study #4: The Tour Operator

##### The Situation

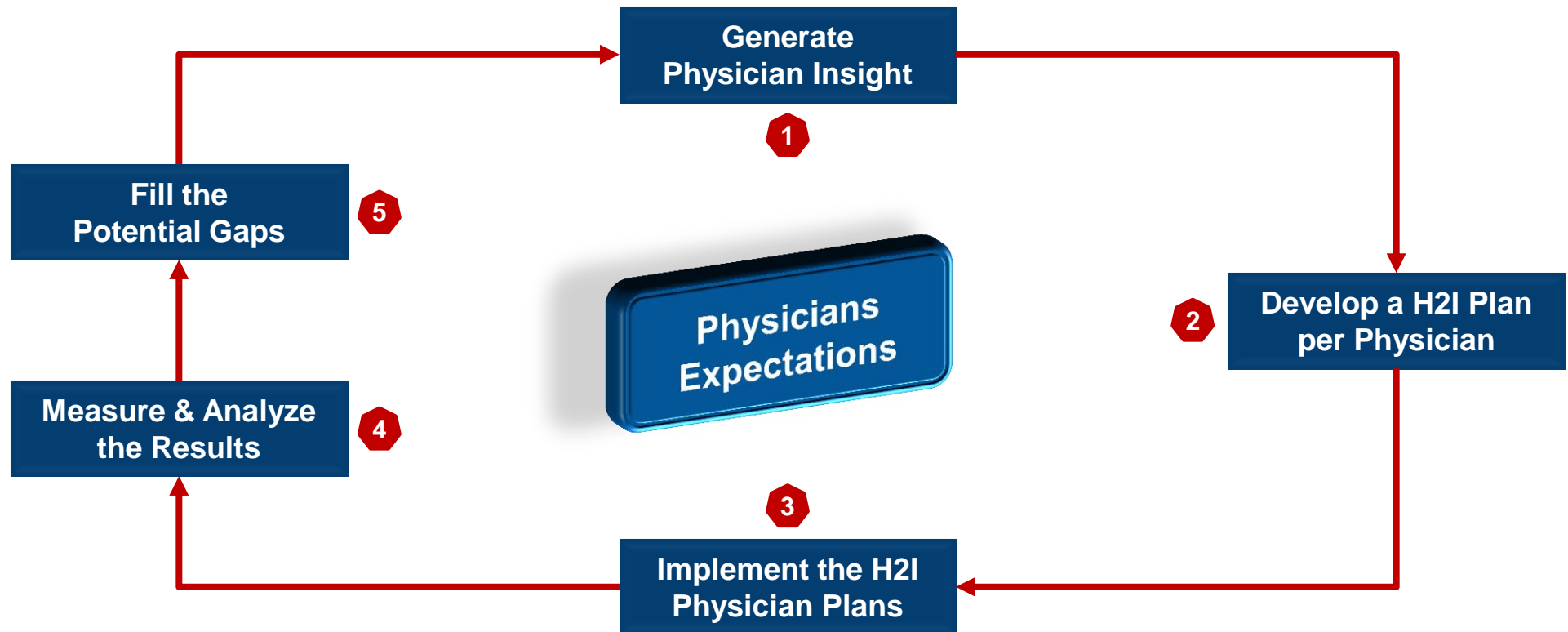
- It is not rare to hear physicians, and especially KOLs<sup>2</sup>, saying *"I have been invited by a pharma company to a congress but I can't remember by which one and for which product"*
- If the physician does not link the invitation to the brand, he will not modify his opinion nor his prescribing behavior as a result

##### The Solution

- To "decommoditize" these invitations and transform them into a powerful preference trigger, a mid-size pharma company decided to stimulate physicians' emotion as follows:
  - Each invitee is informed that he has been specifically chosen by the Med Rep and that he will be part of a small group
  - The Med Rep will address all the administrative matters<sup>3</sup>
  - The Med Rep<sup>4</sup> will make sure that "his" physician enjoys his participation to the congress and he will be available 24/24 to address any issue and make this invitation a unique experience

The implementation of the H2I Program follows a 5-step process that will help Med Reps ensure a high quality of execution which is a prerequisite to get good results

### H2I Program Implementation: Framework



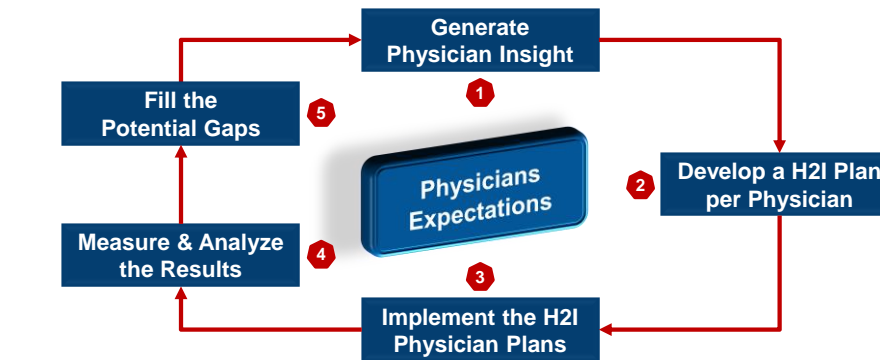
Med Reps being a “masterpiece” of the H2I Program, they should be well-trained and supported to secure its effective and efficient implementation

## H2I Program Implementation: Framework – Key Steps

- 5 Med Reps, with the support of their company market research experts and their first line sales manager should define priority actions to fill up the most important gaps identified during the previous step, to raise physicians experience
- Selected solutions should then be tested and implemented

- 1 Identifying and understanding the in-depth wants and needs of each physician, is the first step to find out what a “great experience” means for them, while interacting with Med Reps  
*By better assessing and addressing customer needs, Amazon and Uber have disrupted the market they compete in*

- 4 Med Reps should identify per physician, once or twice a year for medical calls and after each event for medical meetings and invitations to congresses / symposiums:
  - Their level of satisfaction<sup>4</sup> and the reasons
  - What will make them have a better opinion next time
  - The link between what they say and what they do
  - The economic outcomes of their interactions with metrics (e.g. BPM, NPS)<sup>5</sup>

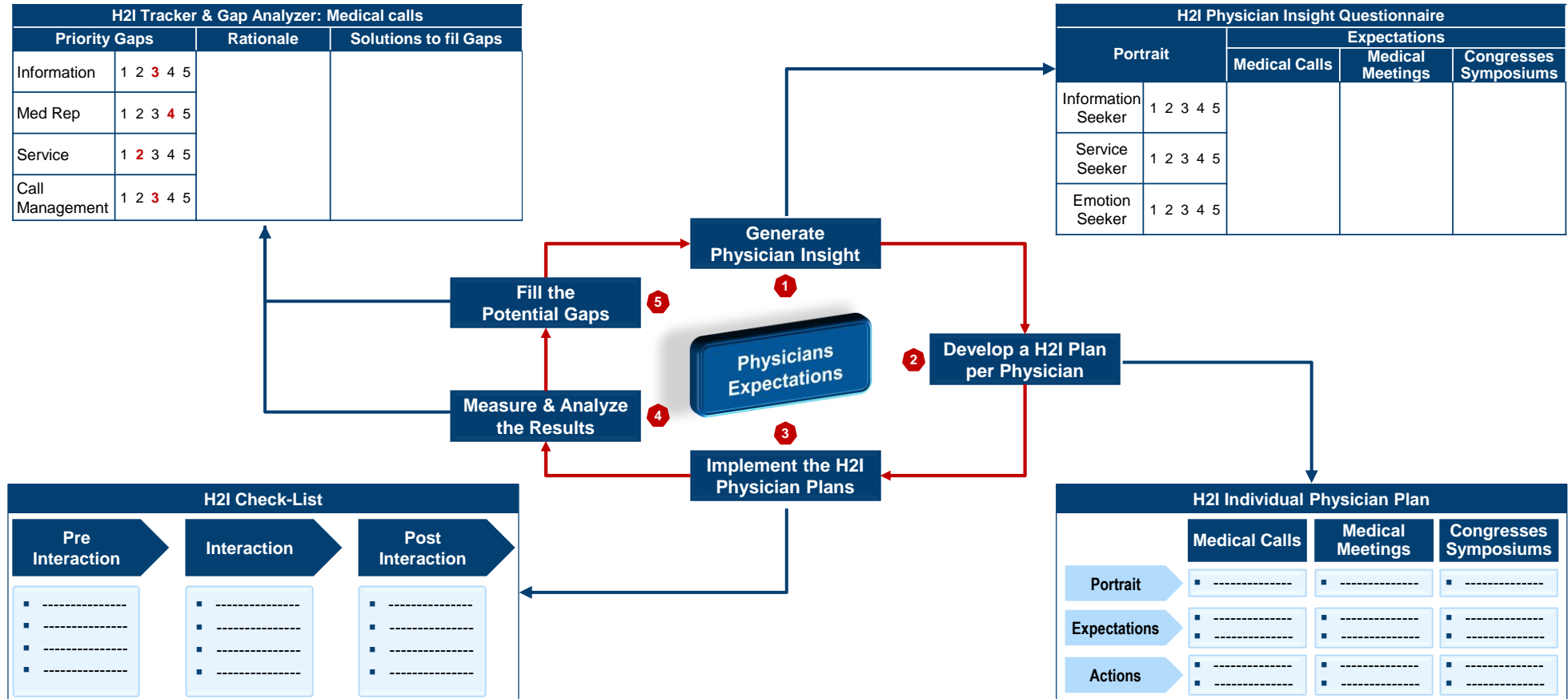


- 3 Med Reps should prepare carefully their interactions with physicians to “offer” them an “exceptional moment”
- They should highlight their brands attributes, propose valuable services<sup>3</sup>, communicate on their company and themselves if relevant, and adopt a behavior likely to trigger positive emotions and thus their desire to prescribe more their brands

- 2 Based on each physician profile (“Seeker Portrait” Model) and insights, Med Reps will determine by type of interaction:
  - The most important determinant of satisfaction
  - The best way to fulfill the physicians expectations on these determinants
- These actions should then be structured and organized in a “H2I Work Plan” and for each of these actions KEIs<sup>1</sup> and KPIs<sup>2</sup> will be set

For each of the 5 steps of the H2I Program, enabling tools will be designed to facilitate their execution by the Med Reps and the other collaborators involved

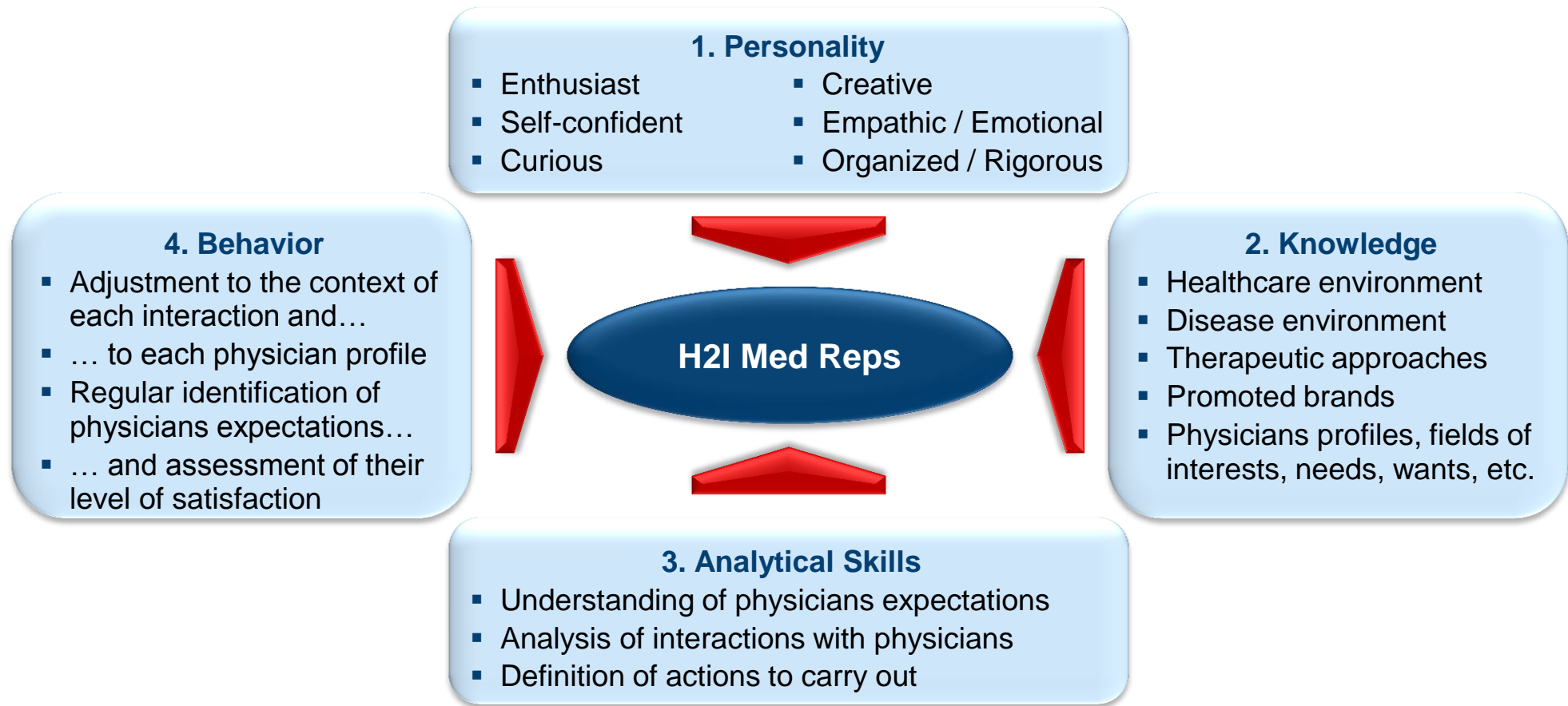
## H2I Program Implementation: Framework – Tools (Illustrative)





To obtain quick and tangible results, “H2I Med Reps” would need to adjust their behavior, certain traits of their personality and improve their technical skills

### H2I Program Implementation: Key Success Factors (1/2)

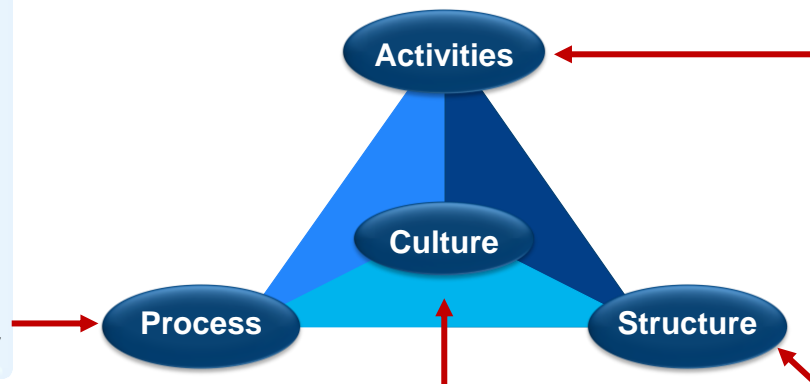


The H2I Organization should be designed to offer unique experiences that physicians will remember as being particularly useful, interesting and/or even amazing

## H2I Program Implementation: Key Success Factors (2/2)

- Interactions by all collaborators should be coordinated to ensure:
  - High and consistent quality level
  - Leverage of internal synergies
  - Insight- and experience-sharing
- H2Is should be part of Med Reps required competencies
- A planning and monitoring process should be put in place
- Compliance rules should be clear

### H2I Organization



- The opportunities to interact with physicians being very limited<sup>1</sup>, Med Reps should be perfectly trained and organized to offer them “exceptional moments”
- Each interaction will be carefully planned and prepared with the help of a “H2I Planner” and then ...
- ... followed up with a specific “H2I Tracker & Gap Analyzer”

- Pharma companies must push their ambition beyond satisfying physicians basic expectations; they must try to fulfil extra- and ultra expectations to increase their preference
- Pharma companies should also take into account physicians emotional needs, knowing that behavior is more easily driven by emotion
- The H2I Program should be designed by pharma companies so that Med Reps<sup>3</sup> are not only the providers of “unique experiences” but also the beneficiaries
- To build internal momentum to develop unique physician experience, the top management should share its conviction and aspiration across the company
- Med Reps should understand the support they will receive from the company, and the personal and professional benefits they will draw from the H2I Program

- Med Reps should be assigned a reasonable number of physicians:
  - ~250 for open care sales forces (incl. GPs + office-based specialists)
  - ~150 for specialists<sup>2</sup> sales forces so that they can implement the H2I Program which requires a significant amount of time to ensure the preparation and follow up of each interaction

**The best performing companies are able to develop deeper physicians insights and to create sustainable physicians experiences that stimulate their desire and preference**

### **4 Tips to create High Impact Interactions with physicians**

#### **Develop Insights**

- Use interactions as an opportunity to better know and understand physicians needs...
- ... and to identify to what they are sensitive: *What is likely to please, impress, delight, or positively surprise them?*

#### **Instill a Culture**

- The ambition to create H2I through exceptional experience should come from the top management and disseminate throughout the company to reach in-field collaborators
- Each employee should directly or indirectly understand and adhere to the H2I Program

#### **Define a Strategy**

- The H2I Program should be part of a broader strategy aiming at strengthening physicians preference to the brands promoted by the company
- The H2I Program should be aligned with the brand strategy promise

#### **Design a Process**

- Train Med Reps and design a clear process to ensure a consistently high quality of execution to best support the strategy
- Monitor interactions with specific metrics and fill the gaps; if any, with proper solutions

***“Excellence is doing ordinary things extraordinarily well”*** - John W Gardner

The H2I Program significantly contributes to address the key issues related to the 3 components of the Brand Preference Mix and thus to boost physicians preference

### Link between the H2I Program and the Brand Preference Mix (BPM)

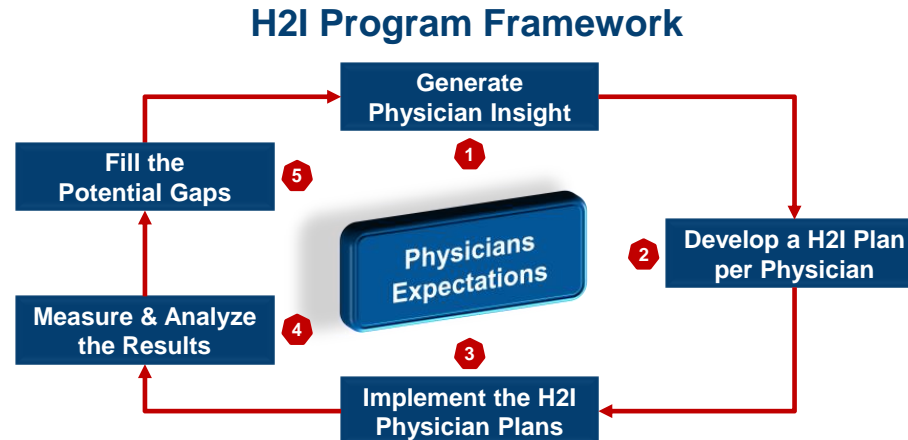


Based on its strong expertise and practical consulting approach, Smart Pharma can help companies deploy, smoothly and efficiently, initiatives such as the H2I Program

## How can Smart Pharma Consulting help you?

- Smart Pharma Consulting has an in-depth expertise in improving marketing and sales efficacy, shared with 72 pharma companies since 2001, both in France and abroad
- The H2I Program is a new building block in our Brand Preference Mix approach that will help Med Reps and other in-field collaborators such as MSLs<sup>1</sup> offer physicians unique experiences
- Smart Pharma consultants can help you implement the H2I Program Framework as follows:

- 1. Craft** an internal **communication strategy** to explain the benefits expected from such a program
- 2. Design** a **H2I Program framework** that fits the company ambition and that takes into consideration its current situation
- 3. Create** specific and user-friendly **tools** to facilitate the execution of each step of the program by Med Reps



- 4. Develop** specific **training programs<sup>2</sup>** for **Med Reps** and their managers to help them create “exceptional moments” while interacting with physicians during medical calls, medical meetings or participations in congresses / symposiums
- 5. Adjust** the current **organization** to best support the implementation of the H2I Program

## Core capabilities

### 1 Strategy

- Assessing the attractiveness of markets (Hospital / retail innovative products - Vaccines - OTC - Generics)
- Growth strategy
  - Optimization of marketing / sales investments
  - Development of a company in the hospital market Business
  - Valuation for acquisition
  - Portfolio / franchise assessment
- Extension of product life cycle performance
  - Improvement mature products performance
  - Adaptation of price strategy
- Defense strategies vs. new entrants
- Competitive strategies in the hospital market
- Strategic partnerships companies / pharmacies

### 2 Management

- Facilitation and structuring of strategic thinking for multidisciplinary product teams
  - Key challenges identification
  - Strategic options formalization
  - Resource allocation optimization program
- Training of marketing and market research teams to sales forecast techniques (modeling and scenarios development)
- Development and implementation of a "coaching program" for area managers
  - Sales reps coaching
  - Regional action plans roll-out
- Development and implementation of a "sales techniques program" for sales forces (STAR<sup>1</sup>)

<sup>1</sup> Sales Techniques Application for Results (training courser)



### 3 Organization

- Rethink of operational units organization
- Improvement of sales force effectiveness
- Improvement of the distribution channels covering the hospital and retail markets
- Development of a strategic planning process