



# Service-led Medical Calls ...

INSIGHTS

... to secure **Access** to Physicians  
& boost **Brand Preference**

The Smart Manager *Series* (#7)

Position Paper

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## 1. Introduction

**Medical call experiences are generally considered by physicians of limited value, which explains their dissatisfaction and their reluctance to meet medical reps**

### Current Situation

- Access of medical reps with physicians is declining and calling time reducing
- Two main reasons explain this trend:
  - Physicians work overload due to staff shortages in view of the number of patients
  - Perceived waste of time<sup>1</sup> due to the lack of usefulness and/or interest in the content of the medical calls
- Physicians are ready to give medical reps some time, during medical calls, provided they can draw some benefits by:
  - Getting useful information
  - Being proposed valuable services, and/or
  - Having a good time

*“The great majority of medical calls are perceived by physicians as a pure waste of time”*

## 1. Introduction

If well redesigned and executed, medical calls may offer physicians an outstanding experience<sup>1</sup> that will help med reps secure regular and impactful interactions

### Desired Situation

- Despite their poor image, and their high cost<sup>2</sup>, face-to-face contacts remain the most effective promotional means...
- ... knowing that most physicians ignore digital channels<sup>3</sup>
- Medical calls should be reinvented to:
  - Secure regular access with physicians
  - Influence – directly or indirectly – physicians opinion and behavior in favor of the promoted brands
- For so doing, medical reps should turn each of their medical call into a service, highly valued by each of their targeted physicians
- Thus, these new service-led medical calls should offer physicians:
  - Relevant, trustworthy and up-to-date information
  - Useful services (for them and/or their patients)
  - Enjoyable interactions

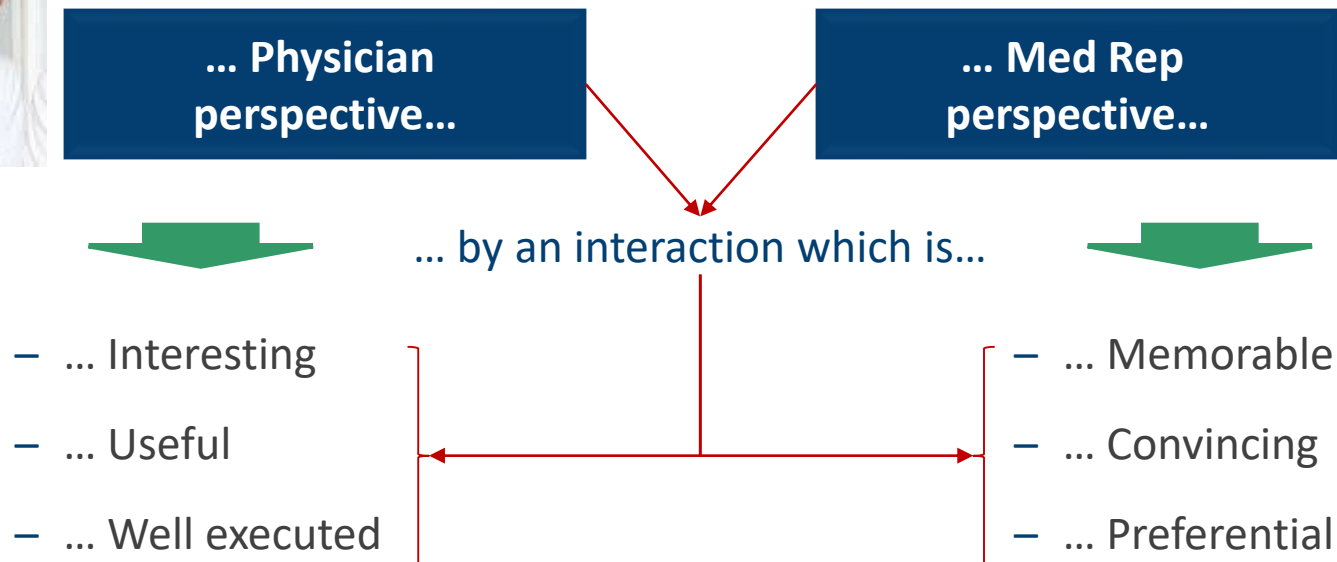
*“To have a positive impact, medical calls must bring a real benefit to physicians”*

## 2. Why Transforming Medical Calls into Services?

- A medical call perceived as a service by physicians will lead to more regular contacts and...
- ... to a better memorization of the call content, a higher probability to convince them and an increased preference to the marketed brands



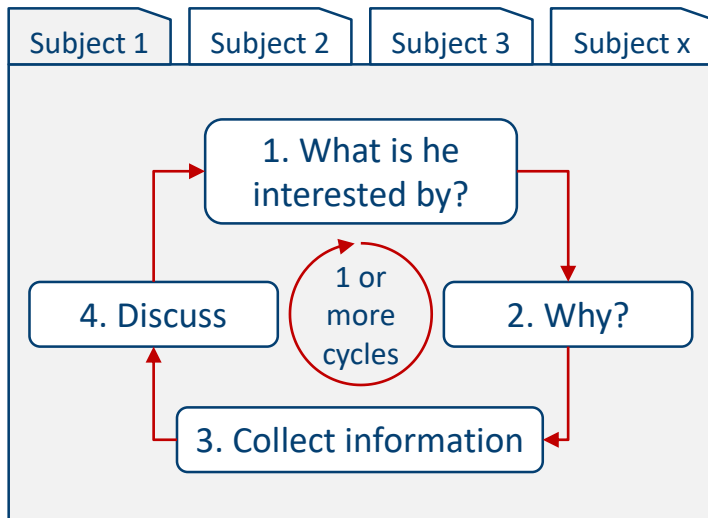
- A service-led medical call is characterized from the...



### 3. How to Transform Medical Calls? – Physician Perspective



#### 1. Fields of Interest



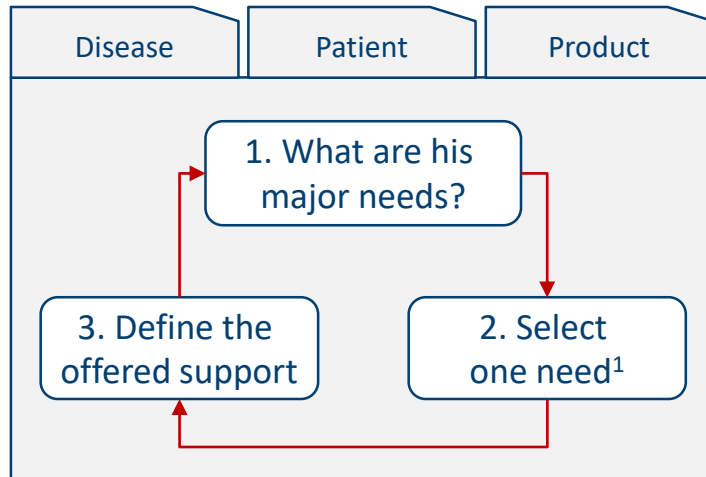
*“What I particularly appreciate about this med rep is his inquiring mind. We always have interesting discussions”*

1. Identify the subjects each physician is particularly interested by and for what reasons  
(even if these subjects have no direct implications in his professional practice)
2. Select one or several of these subjects
3. Develop your knowledge and understanding about these subjects so that to be able to:
  - Bring him relevant information
  - Share your thoughts
 and thus, have a discussion of interest, likely to differentiate yourself from your competitors

### 3. How to Transform Medical Calls? – Physician Perspective



#### 2. Usefulness



*“What I appreciate with this medical rep is that he provides high quality responses to my needs”*

1. Identify the most important professional needs of each targeted physician (e.g. management of the patient flow, demonstration of the superior value or safety profile of a product vs. competitors)
2. Select the need for which the medical rep is going to propose an answer, after having assessed the:
  - Feasibility (technical, legal, financial)
  - Impact on the preference for the promoted brand
3. Agree upon with the physician the nature and importance of the support to be offered to fulfill the selected need to limit the risks of disappointment

### 3. How to Transform Medical Calls? – Physician Perspective



#### 3. Execution



*“With this medical rep I never waste my time. We always have interesting discussions”*

1. Excelling in execution is a prerequisite for medical reps who must consider the:

- Context (e.g. collective calls, calls w/o an appointment)
- Physician behavior (e.g. though, talkative, in a hurry)
- Objective of the call (e.g. inform, invite to a congress, answer a question, engage)

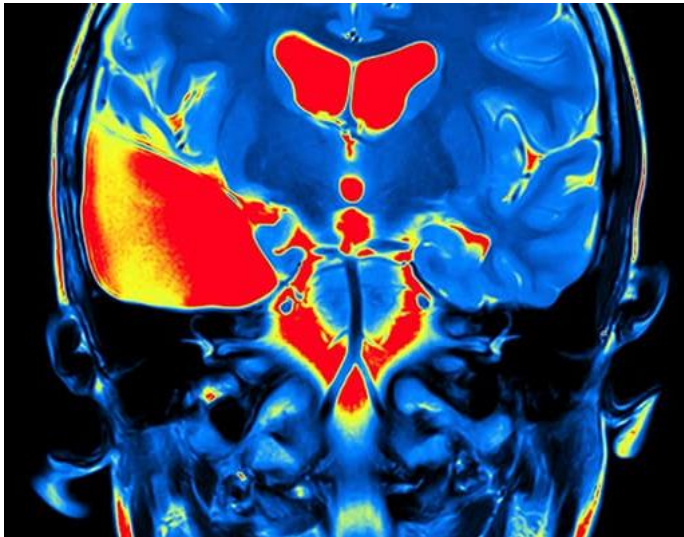
to define the best way to carry out the call  
(e.g. structure, duration, rhythm, tone)

2. Medical reps must also strive to impress physicians by:

- The breadth of their knowledge
- The soundness of their thoughts
- Their appropriate behavior<sup>1</sup>

### 3. How to Transform Medical Calls? – Med Rep Perspective

#### 1. Memorization



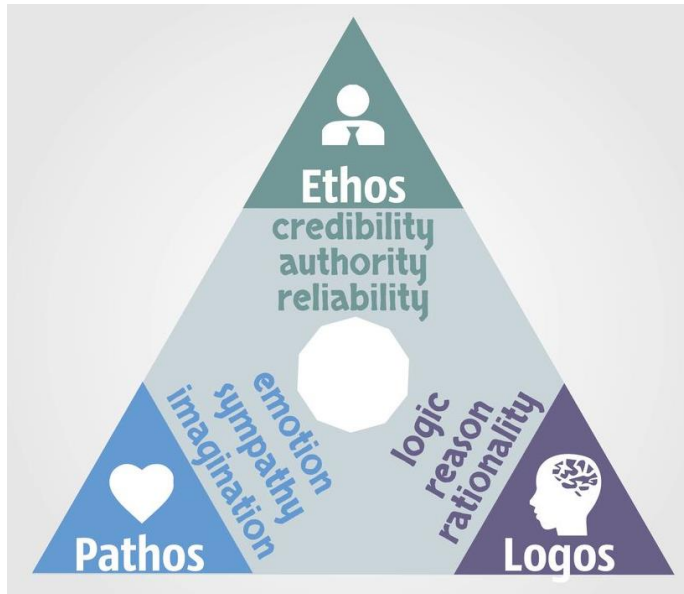
Brain MRI Scan

1. Medical reps arguments should be supported by:
  - “True stories” (e.g. testimonies of colleagues, patient cases, personal experiences) ...
  - ... with a strong emotive content
2. Neurosciences have shown that “stories”:
  - Stimulate attention and memorization
  - Facilitate the persuasion by increasing the oxytocin which favors cooperative behaviors of people



### 3. How to Transform Medical Calls? – Med Rep Perspective

#### 2. Conviction

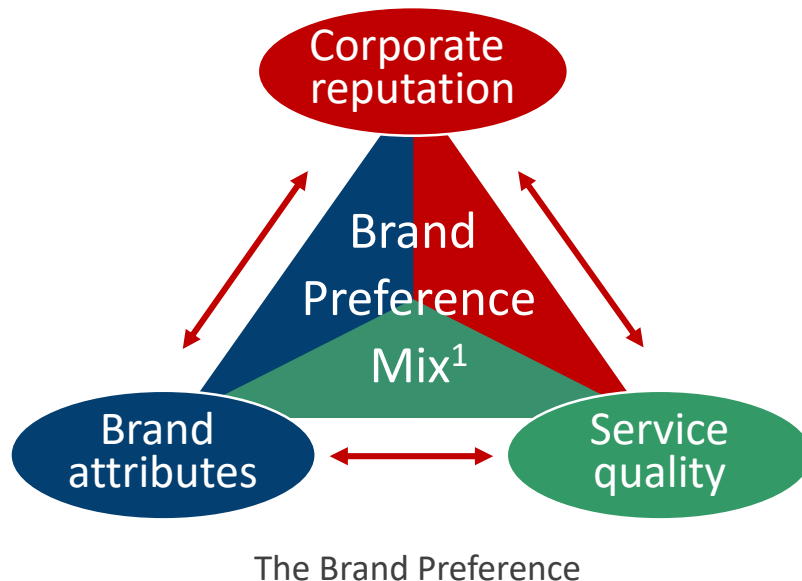


The Art of Rhetoric (Aristotle)

1. To persuade physicians, medical reps should leverage the three levers proposed by Aristotle<sup>1</sup>:
  - The logical argument (Logos)
  - The emotion (Pathos)
  - The credibility (Ethos)
2. In addition, they should adjust to each physician:
  - Their speaking style (clear – precise – concise)
  - Their behavior (posture – voice – look – gesture)

### 3. How to Transform Medical Calls? – Med Rep Perspective

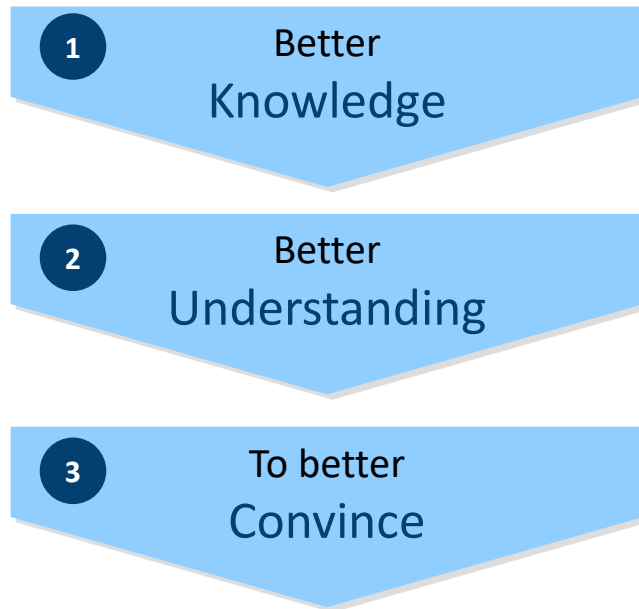
#### 3. Preference



1. To strengthen the brand preference of each physician called upon, medical reps should capitalize on:
  - The product distinctive benefits in terms of efficacy, safety and convenience brought to the physician himself and/or his patients
  - The reputation of the marketing company
  - The quality of the services offered to health care professionals, patients, health institutions, etc.
2. Each medical call should be conceived (i.e. prepared, executed and followed up as a service per se)  
 (what benefit the physician will get from the medical call?)

### 3. How to Transform Medical Calls? – Before the Call (1/3)

#### Who is my Physician?



After the “ELITE” Program<sup>1</sup>

1. Each physician should be precisely qualified in a dynamic manner, with tools such as personas or physician ID Cards<sup>2</sup>
2. Medical reps should be able to answer the following questions relative to each targeted physician:
  - What are his personality traits?
  - What are his main professional and personal fields of interest?
  - What are his major needs and corresponding expectations vis-à-vis pharma companies?
  - What is his opinion regarding the three components of the “Brand Preference Mix”?
  - What are his prescribing habits and the underlying factors?
  - What does he think about the quality of the calls carried by the medical reps?

### 3. How to Transform Medical Calls? – Before the Call (2/3)

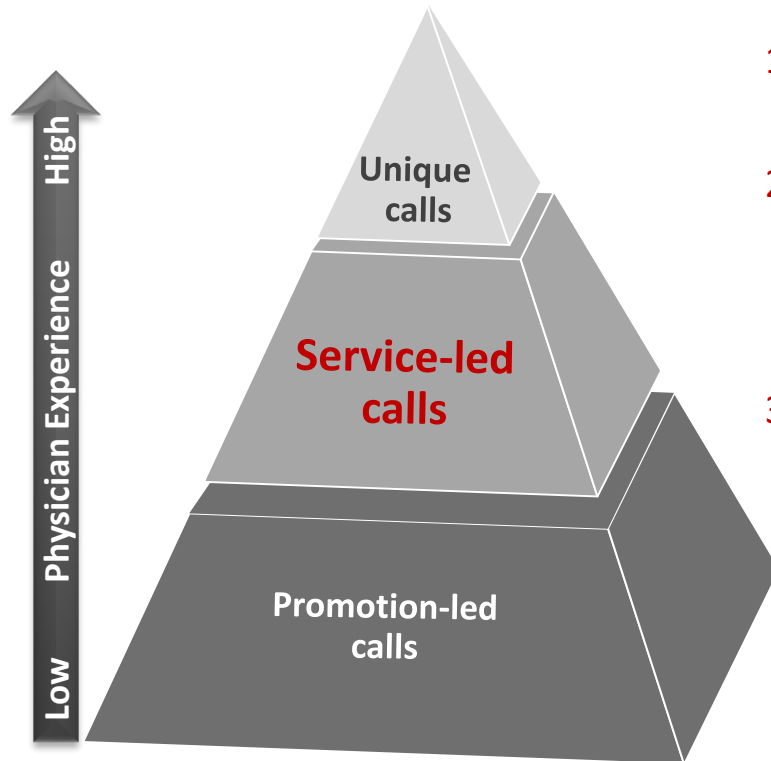


1. Prior to each call, the objective should be precisely defined and could be:
  - Common to all physicians called upon or to a group of physicians (e.g. those practicing in teaching hospitals only)
  - Specific to each individual physician and defined according to his opinion and behavior regarding the promoted brand, the associated services and the marketing company and/or the content of the previous discussions that have occurred with him
2. Then, a call strategy (e.g. communication messages) should be defined to meet the set objective
3. The chosen tactics should be the ones best supporting the strategy (e.g. a specific clinical study)

### 3. How to Transform Medical Calls? – Before the Call (3/3)

Medical Call Objective – Strategy – Tactics

#### Specific Individual Call Approach



1. Moving up from a promotion-led to a service-led call, and ideally to a unique call, requires a specific preparation
2. This preparation carried for each physician before each call should be based on lessons learned from past interactions with him to make him live an outstanding experience, particularly useful and/or interesting and well executed
3. The call can be organized in several customized steps:
  - Introduction (the hook) – requisite step
  - Coverage of a topic of interest previously identified
  - Answer a physician need, beyond his expectations
  - Positioning of the brand as a solution – amongst others – but with specificities creating value for him and/or his patients

### 3. How to Transform Medical Calls? – During the Call

#### Best Practices

#### Hook

Grab attention & Interest

##### Conditioning time

- Show right away (if possible) your good mood and that you are happy to meet the physician<sup>1</sup>
- Vary the way of starting the call:
  - Recall of previous discussions and provision of new information
  - Testimonies of colleagues
  - Discussion re. healthcare news, the pipeline of the marketing company, a new service proposed, etc.
  - Start the call by covering a subject of interest or a specific need

#### Argument

Demonstrate & Convince

##### Brand contextualization

- Propose the physician to cover a medical topic after checking his interest for the subject
- Then, highlight the benefits of the promoted brand with the support of robust enough evidence
- Manage questions and objections in a rigorous manner
- The medical rep should pay attention to what the physician says to enrich his insight<sup>2,3</sup>

#### Engagement

Persuade

##### From a preferential opinion to a preferential behavior

- Recall all the points of agreement
- Summarize the arguments put forwards to convince
- Engage the physician to:
  - Attend a medical meeting
  - Participate to an advisory board
  - Try the brand on a specific patient
  - Share his experience with the brand during the next call
  - Etc.

### 3. How to Transform Medical Calls? – After the Call

#### Best Practices

##### Evaluation of the physician perception

- Estimate what has been the physician opinion about the interaction during the call:
  - Auto-evaluation by the medical rep after each call with the help of a 5-point scale, for instance, completed by the rationale supporting the mark
  - Annual evaluation of the quality of calls on a 10-point scale, by each physician during a medical call carried out by the medical rep, completed by the rationale supporting the mark

##### Analysis and summary of the key points of the calls

- Evaluate if the objective has been met or not; and why
- Write down the key learnings from the call:
  - New specific information collected relative to the physician (e.g. his fields of interest, problems, needs, expectations, opinion, behavior), his patients, the institution where he works
  - Reasons underlying these facts
  - Engagements of the physician and medical rep ones (services)

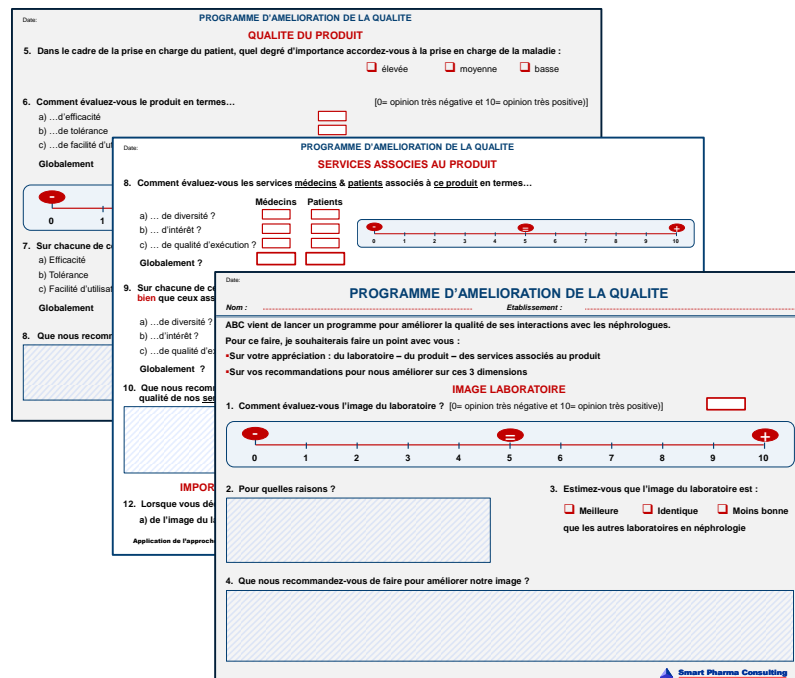
##### Objective and strategy setting for the next call(s)

- Set the objective(s) of the next call(s) based on the new information collected and analyzed; ideally as soon as the call is over
- Anticipate and plan the searches to be carried out or the material to be gathered to implement – during the next call – the strategy which would have been set

### 3. How to Transform Medical Calls? – After the Call

#### Best Practices

- The medical reps should measure once a year, during a face-to-face meeting, the opinion of each physician, and its evolution, regarding the quality of their interactions



**PROGRAMME D'AMELIORATION DE LA QUALITE**  
**QUALITE DU PRODUIT**  
 5. Dans le cadre de la prise en charge du patient, quel degré d'importance accordez-vous à la prise en charge de la maladie :  
☐ élevée ☐ moyenne ☐ basse  
 6. Comment évaluez-vous le produit en termes... [0= opinion très négative et 10= opinion très positive]  
 a) ...d'efficacité ☐  
 b) ...de tolérance ☐  
 c) ...de facilité d'usage ☐  
 Globalement ☐

**PROGRAMME D'AMELIORATION DE LA QUALITE**  
**SERVICES ASSOCIES AU PRODUIT**  
 8. Comment évaluez-vous les services médecins & patients associés à ce produit en termes...  
 Médecins Patients  
 a) ... de diversité ? ☐ ☐  
 b) ... d'intérêt ? ☐ ☐  
 c) ... de qualité d'exécution ? ☐ ☐  
 Globalement ? ☐

**PROGRAMME D'AMELIORATION DE LA QUALITE**  
**IMAGE LABORATOIRE**  
 1. Comment évaluez-vous l'image du laboratoire ? [0= opinion très négative et 10= opinion très positive]  
☐  
 2. Pour quelles raisons ?  
☐ Meilleure ☐ Identique ☐ Moins bonne que les autres laboratoires en néphrologie  
 3. Estimez-vous que l'image du laboratoire est :  
☐ Meilleure ☐ Identique ☐ Moins bonne que les autres laboratoires en néphrologie  
 4. Que nous recommandez-vous de faire pour améliorer notre image ?

- The evaluation of the quality of the medical calls, as perceived by each physician, can be integrated in the measurement of the three dimensions of the Brand Preference Mix:

1. The perception of the promoted brand (efficacy, safety, convenience)
2. The reputation of the marketing company
3. The quality of the services proposed, amongst which the content of the medical calls

- The measurement provides the medical reps with:
  - A better knowledge and understanding of the physician
  - A more robust identification of the specific actions and messages the more likely to strengthen the brand preference

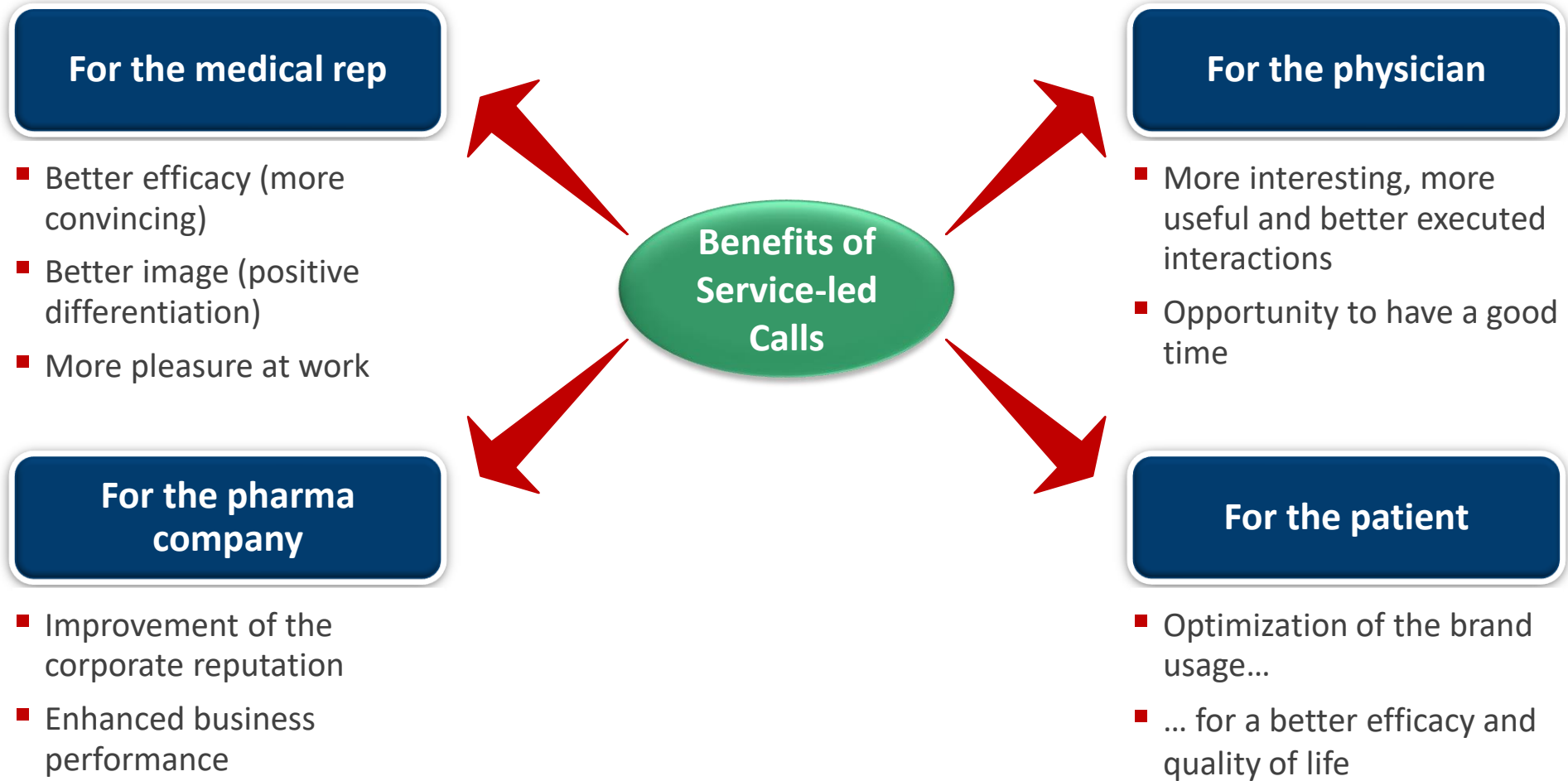


## Key Success Factors



- Get well prepared before each medical call with each individual physician
- Look for innovative<sup>1</sup> approaches to persuade the physician to prescribe more the promoted brand in the best interest of his patients
- Highlight the marketing company and its services to strengthen the preference of each physician for the promoted brand
- Have fun while interacting with physicians

*“The challenge is to turn each call into...  
... a unique and memorable positive experience for each physician”*

**Expected Benefits**

## Smart Pharma Service Offering

### How to turn Promotional-led into Service-led Medical Calls?

#### Consulting Services

- Smart Pharma Consulting is well-known for its ability to translate concepts into practice
- Thus, we can help pharma companies:
  - Evolve the activities of their medical reps and their first-line managers to introduce service-led medical calls
  - Design specific training programs to develop the new competencies required to perform service-led medical calls
  - Modify, if needed, the sales force structure
  - Design and/or redesign the key processes to favor pro-activity and reactivity of the medical reps
  - Adjust their existing values to create the conditions for a successful implementation of service-led medical calls

#### Conferences & Seminars

- We give lectures and organize workshops for Management Committees, Operational Committees, Market Access, Medical, Marketing, Sales,... departments
- We share concepts, methods and tools easy to implement
- We use examples, exercises and case studies to facilitate adoption

#### Training Program

##### Example of a One-Day Program

- |       |  |
|-------|--|
| 9:00  | Introduction to the program  |
| 9:10  | Definitions, concepts, methods, tools related to Service-led Medical Calls   |
| 10:40 | <i>Break</i>   |
| 11:00 | Case study #1: Defining the medical calls likely to create a unique and memorable positive experience for physicians |
| 12:30 | <i>Lunch</i>   |
| 13:30 | Case study #2: Preparing service-led medical calls   |
| 15:00 | <i>Break</i>   |
| 15:20 | Case study #3: Performing and following-up service-led medical calls   |
| 16:50 | Conclusion and key takeaways   |
| 17:30 | End of the program   |

(The program content will be customized to the specific needs of each pharma company)

##### Target Audience

- Medical reps and their managers

Consulting firm dedicated to the pharmaceutical sector operating  
in the complementary fields of strategy, management and organization

### The Smart Manager Series

- This series intends to provide practical recommendations to enhance the efficacy and efficiency of executives in order to help them become or remain *Smart Managers*
- The six previous issues of this series are dedicated to:
  - #1: Time Management (2017)
  - #2: Project Management (2018)
  - #3: Key Performance & Key Execution Indicators (2018)
  - #4: Excellence in Execution (2019)
  - #5: Storytelling in business (2019)
  - #6: Outstanding Physician Experiences (2019)

### Issue #7: Service-led Medical Calls...

... to secure **Access** to Physicians & boost **Brand Preference**

- After having presented a model to offer physicians outstanding experiences in the sixth issue, this new issue focuses on the necessity to transform medical calls into services
- By moving from promotional- to service-led medical calls, pharma companies will increase their likelihood to secure regular interactions with physicians and strengthen the preference for the brands they promote

### Smart Pharma Consulting Editions



- Besides our consulting activities which take 85% of our time, we are strongly engaged in sharing our knowledge and thoughts through:
  - Our teaching and training activities
  - The publication of articles, booklets, books and expert reports
- As of today, more than 80 articles and position papers in free access can be downloaded from our website
- Since the beginning of 2012, we have published:
  - 18 business reports (e.g. The French Pharma Market – The French Generics Market, incl. Biosimilars)
  - 7 position papers in the “Smart Manager Series”
  - 9 position papers in the “Best-in-Class Series”
- Our research activities in pharma business management and our consulting activities have shown to be highly synergistic
- We hope that this new publication will interest you and we remain at your disposal to carry out consulting projects or training seminars to help you improve your operations

Best regards

Jean-Michel Peny