

# Five Pharma Marketing Solutions...

Best-in-class Series

... to outperform the competition

1. Advanced SWOT Analysis
2. Brand Preference Mix
3. Individual & Dynamic Segmentation
4. Service-led Medical Calls
5. Excellence in Execution

Smart Pharma Consulting has developed five marketing solutions to address specific challenges faced by pharma companies

Introduction

- The following five marketing solutions – developed by Smart Pharma Consulting – have shown to be particularly relevant and effective when applied by pharma companies
- They cover three key steps of the marketing process:

**SITUATION ANALYSIS**

**STRATEGY CRAFTING**

**TACTICAL EXECUTION**

**1. Advanced**

**2. Brand Preference Mix**

**4. Service-led Medical Calls**



**3. Individual & Dynamic Segmentation**

**5. Excellence in Execution**



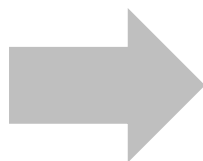
The SWOT framework is rarely properly used, preventing marketers from deducing the most relevant key strategic drivers to optimize their brand performance and achieve their objective

## 1. Advanced SWOT Analysis – Introduction



### ***WHAT IS THE PROBLEM?***

- The SWOT framework is a structured summary of the competitive environment from which the strategic drivers will be drawn to meet the brand objective
- However, it is poorly designed, leading to a long list of items, not always relevant
- Its detractors have renamed the SWOT framework *“Silly Way Of Thinking”*



### ***WHAT IS THE SOLUTION?***

- To benefit from the SWOT framework, it is important to improve its structure and...
- ... to create a clear bridge between its analytical outcomes and the strategic imperatives to meet the brand objective
- To do so, Smart Pharma Consulting has:
  - Adjusted the structure of the SWOT
  - Clarified the links to draw a strategy

# The Advanced SWOT framework categorizes and prioritizes the key components to focus on, while assessing market opportunities and threats, brand strengths and weaknesses

## 1. Advanced SWOT Analysis – The Solution

Market Opportunities	RI <sup>1</sup>	Market Threats	RI
<ul style="list-style-type: none"> <li>▪ Authorities</li> <li>▪ Customers</li> <li>▪ Competitors</li> </ul>		<ul style="list-style-type: none"> <li>▪ Authorities</li> <li>▪ Customers</li> <li>▪ Competitors</li> </ul>	
Brand Strengths	RI	Brand Weaknesses	RI
<ul style="list-style-type: none"> <li>▪ Product attributes</li> <li>▪ Associated services</li> <li>▪ Corporate reputation</li> </ul>		<ul style="list-style-type: none"> <li>▪ Product attributes</li> <li>▪ Associated services</li> <li>▪ Corporate reputation</li> </ul>	



Strategic imperatives should be derived from the SWOT analysis and depend on the brand objective set

- The “Advanced SWOT” framework structures:
  - Market opportunities and threats into stakeholders’ (authorities<sup>2</sup> – customers<sup>3</sup> – competitors) behaviors
  - Brand strengths and weaknesses based on:
    - The product attributes (features – price – distribution – promotion)
    - The associated services to physicians, their patients and institutions
    - The reputation of the marketing company
- It is also essential to prioritize the listed items by evaluating their Relative Importance with, for instance, a five-point scale
- Strategic imperatives drawn from the Advanced SWOT can be:
  - A market opportunity to seize
  - A market threat to fight against
  - A brand strength to capitalize on, and/or
  - A brand weakness to address

Sources: Smart Pharma Consulting

<sup>1</sup> Relative Importance of each item, rated from 1, low importance to 5, high importance – <sup>2</sup> Government and policy makers – <sup>3</sup> Payers, physicians, patients, patient advocacy groups, etc.

The Advanced SWOT helps carry out a more specific, relevant and robust assessment of the market situation and of the brand competitive position from which to draw strategic imperatives

### 1. Advanced SWOT Analysis – The Benefits

Knowing that market opportunities and threats depend on stakeholders' behavior, the Advanced SWOT analysis focuses on:

- Authorities who define the rules of the game
- Customers who drive the brand performance
- Competitors against whom defend the brand

Brand strengths and weaknesses depending not only on product efficacy, safety and convenience, the Advanced SWOT includes the analysis of:

- Its price, distribution and promotion
- Its associated services
- The reputation of its marketing company

**Advanced** **S** **W** **O** **T**

The ranking of the items – vertically within each quadrant and horizontally across different quadrants – facilitates the selection of the strategic drivers to meet the brand objective

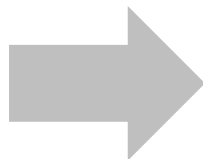
Pharma companies struggling – more and more often – to differentiate their products on their sole clinical attributes, the Brand Preference Mix brings additional differentiating dimensions

## 2. Brand Preference Mix – Introduction



### ***WHAT IS THE PROBLEM?***

- The great majority of prescribers use several brands for a given pathology that are often little differentiated
- The challenge for pharma companies is to create a difference that is perceived as important enough...
- ... to generate the prescribing preference of physicians



### ***WHAT IS THE SOLUTION?***

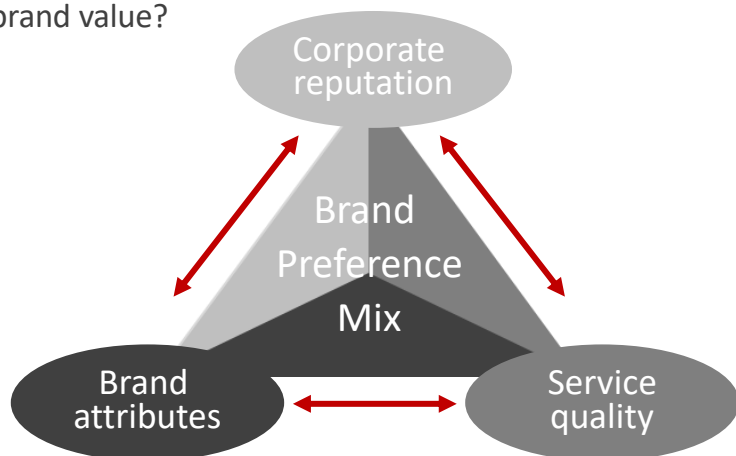
- To increase physicians' preference for their brands, pharma companies should value:
  - The attributes of their products
  - The associated services they offer
  - Their corporate reputation
- Thus, the links between the brands, the associated services and the corporate reputation should be well established

# The Brand Preference Mix Index permits to track the performance of each brand on the three dimensions of the Brand Preference Mix, down to the individual prescriber

## 2. Brand Preference Mix – The Solution

Brand Preference Mix (BPM)

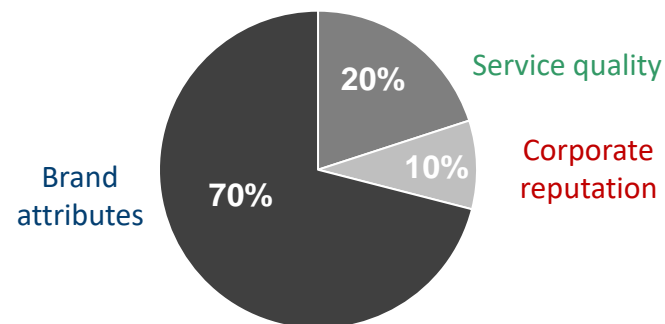
- How to create a superior and appealing identity that enhances the brand value?



- How to highlight products differences so that to generate preference from physicians?
- How to leverage corporate reputation and service offering?
- How to deliver services valued by physicians, institutions they work for, and/or patients?
- How to select services inducing corporate / brand preference?

Brand Preference Mix Index (BPMI)

Illustrative



Visual Analog Scale



$$\text{BPMI} = (70\% \times 7) + (20\% \times 8) + (10\% \times 6) = 7.1$$

- The BPMI can be measured per physician and per brand
- It scores the physician perception over time, considering:
  - External events<sup>1</sup>
  - Internal events<sup>2</sup>

Sources: Smart Pharma Consulting

<sup>1</sup> Related to health authorities, competitors and customers' behaviors – <sup>2</sup> Related to medico-marketing and sales activities, quality of services offered, communication strategy, etc.

The Brand Preference Mix has been developed to help marketers enhance the preference of physicians for their brands by a customized resource allocation at individual level

2. Brand Preference Mix – The Benefits

- Physicians’ preference is more powerful than customer satisfaction to optimize market share
- The Brand Preference Mix can be applied individually to each physician, by in-field teams
- The Brand Preference Mix Index helps to evaluate the impact of marketing activities by physician
- The outcomes of this index enable to adjust the content of interactions and...
- ... the services to be offered to individual physicians based on the collected insights
- Physicians perceive the Brand Preference Mix approach as very positive and relevant



By applying the 4 Ws approach, the Brand Preference Mix solution ensures a robust consistency between the information collected and the decisions made





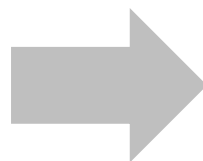
In an important changing environment – more than ever – pharma companies must carry out an individual and dynamic profiling of their targeted physicians to optimize their promotional impact

### 3. Individual & Dynamic Segmentation – Introduction



#### **WHAT IS THE PROBLEM?**

- The physicians’ segmentation adopted by pharma companies is in general based on static and extrapolated data such as:
  - The number of patients they treat
  - The prescription share of the brand
- In a changing environment, this method is not sufficient to provide relevant and accurate information to segment and then target physicians



#### **WHAT IS THE SOLUTION?**

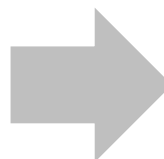
- It is essential to collect data from each individual physician, on a regular basis, by in-field teams of pharma companies
- In addition to monitoring the evolution of:
  - The number of treated patients
  - The prescription share of the brand per physician...
- ... one must identify the factors that drive their prescribing behavior

The portrait of each physician keeps a track record of its behavior regarding the marketed brand, his permeability<sup>1</sup> to pharma companies' interactions, and his personality traits

### 3. Individual & Dynamic Segmentation – The Solution

Physicians' Portrait

Illustrative	# of patients / Brand PS <sup>2</sup>	Permeability to Calls / Non-calls	Personality dominance
A	Growing / Stable	High / Mailings	Relational
B	Stable / Growing	High / Meetings	Scientific
C	Stable / Stable	Medium / Meetings	Economic



Resource Allocation per Physician

Illustrative	Calls #	Meetings #	Studies #	Mailing #	Messages / Style
A	10	2	0	3	Dialogue / Services
B	6	3	1	0	Scientific
C	4	3	0	2	Economic

- It is necessary to collect, store, analyze and retrieve for each physician:
  - The impact of his behavior re. the number of patients he treats, and the prescription share of the pharma company brand
  - His permeability to medical calls and other non-call activities
  - His personality traits
- In-field collaborators should be involved in the collection of those data, which should be updated on an ongoing basis
- The Physicians' Portrait is used to set, for each of them:
  - The optimal level and mix of medico-marketing and sales activities
  - The appropriate content and style of communication
  - This proposed approach helps to acquire a better understanding of factors driving physicians' behavior, and especially their brand preference
- Generative AI is instrumental to support a high-quality profiling of physicians and an optimal allocation of corresponding resources

Sources: Smart Pharma Consulting

<sup>1</sup> Accessibility and sensitivity – <sup>2</sup> PS stands for Prescription Share

The Individual & Dynamic Segmentation (IDS) helps marketers to determine the optimal level and nature (channel, message, tone) of operational<sup>1</sup> resources to be allocated per physician

### 3. Individual & Dynamic Segmentation – The Benefits

- This proposed approach helps to acquire a better understanding of factors (e.g., environment, personality, medical practice) driving physicians' prescribing behavior
- The individual and dynamic segmentation of physicians enables to optimize their targeting...  
... and to define the most efficient level and nature of interactions to modify favorably their behavior



*is a must-have to ensure an optimal resource allocation per physician*

- The Individual & Dynamic Segmentation is essential to structure and formalize a Prescriber-Centric Strategy to secure physicians' brand preference and long-term engagement

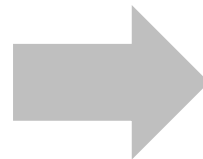
Medical call experiences are generally considered by physicians of limited value, which explains their dissatisfaction and their increasing reluctance to meet medical reps

#### 4. Service-led Medical Calls – Introduction



##### ***WHAT IS THE PROBLEM?***

- Access of medical reps to physicians is declining and calling time reducing
- Two main reasons explain this trend:
  - Physicians work overload due to staff shortages and increasing number of patients
  - Physicians perceive medical calls as a waste of time due to lack of usefulness and/or interest in their content

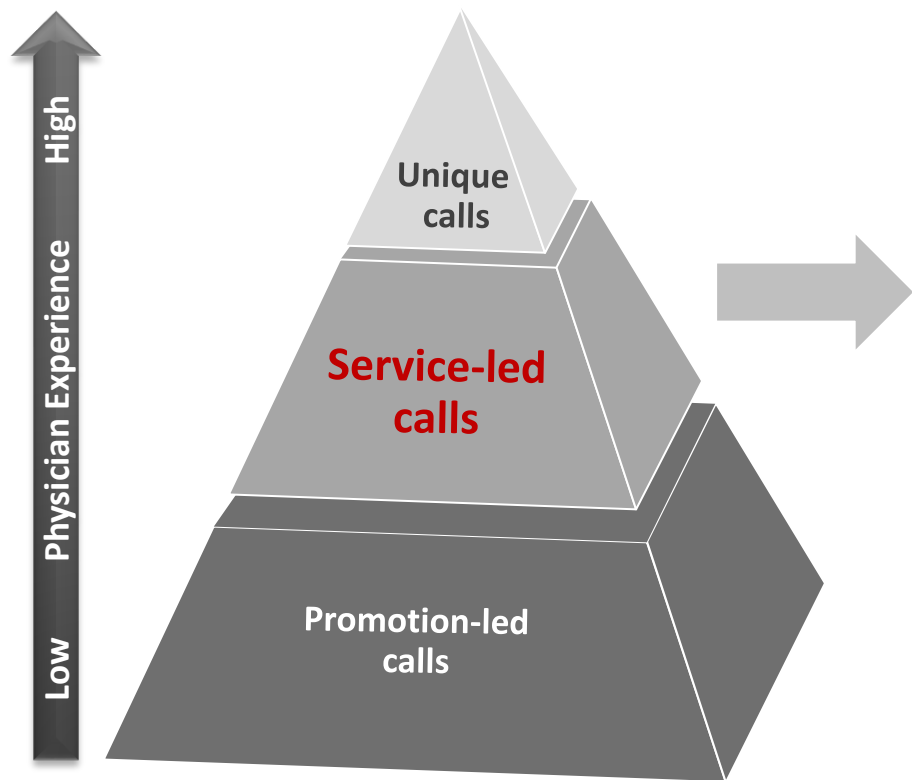


##### ***WHAT IS THE SOLUTION?***

- Physicians are more inclined to meet medical reps if they bring them a real benefit
- To achieve this, service-led medical calls should be designed to offer physicians:
  - Relevant, trustworthy and up-to-date information
  - Useful services
  - Enjoyable interactions

If well designed and executed, medical calls may offer physicians an outstanding experience that will help med reps secure regular and impactful interactions

#### 4. Service-led Medical Calls – The Solution



- Service-led calls require to identify for each physician:
  - His fields of interest so that to develop a minimum knowledge to be able to discuss and share thoughts
  - His professional needs to select those for which an answer will be proposed
- Perfect call execution must consider the:
  - Context of the call (e.g., collective calls)
  - Physician behavior (e.g., thoughtful, talkative)
  - Objective of the call (e.g., inform, offer a service)
- Medical reps must also strive to impress physicians by their knowledge, thoughts and behavior<sup>1</sup>
- Once a year, medical reps should ask each physician its opinion about the quality of the medical calls and suggestions for improvement

Service-led medical calls will lead to more regular contacts, better memorization of the calls and a higher probability to convince physicians, and increase their preference for the marketed brand

#### 4. Service-led Medical Calls – The Benefits

##### ***For Medical Reps***

- Better efficacy (memorable – convincing – enhancing physicians’ preference)
- Better personal image (positive differentiation vs. other medical reps)
- More pleasure at work

##### ***For Physicians***

- More interesting
- More useful
- Better executed interactions
- Opportunity to have a good time

*“The purpose of the  
**SERVICE-LED MEDICAL CALLS**  
is to turn each call into a memorable positive experience for each physician”*

##### ***For Pharma Companies***

- Improvement of the corporate reputation
- Enhanced business performance

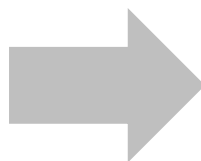
**Excellence in execution is the ability to carry out a plan in an outstanding and better manner than competitors so that to generate customer preference**

5. **Excellence in Execution** – Introduction



**WHAT IS THE PROBLEM?**

- Business failures depend more on strategy execution than on the strategy itself
- Poor marketing execution is mainly due to:
  - Non relevant or efficient activities<sup>1</sup>
  - Insufficient insights re. physicians<sup>2</sup>
  - Poor quality of interactions
  - Suboptimal cross-functional activities<sup>3</sup>
  - Non-systematic evaluation of impacts



**WHAT IS THE SOLUTION?**

- The search for excellence must be a fundamental pillar of the pharma company that will be materialized in the design of its organization through its four dimensions:
  - The activities to be carried out
  - The structure to enable the execution
  - The processes to monitor the quality
  - The culture to engage collaborators

Sources: Smart Pharma Consulting

<sup>1</sup> In other words, activities which do not properly support the chosen strategy – <sup>2</sup> Or other customers such as: pharmacists, patients, patient advocacy groups, etc. – <sup>3</sup> Especially between medical, marketing and sales functions, but not only

**Excellence in Execution requires to set a shared objective, the relevant strategy to reach it, high standards of quality; and to ignite the passion of collaborators**

## 5. Excellence in Execution – The Solution



*“Excellence is a set of beliefs, ways of thinking, a matter of discipline, and ways of focusing”*



### 6 Tips to boost Excellence in Execution

- 1 Set the ambition of delivering product and service excellence which are second to none
- 2 Explain the strategy so that to align, inspire and motivate people in charge of its execution to excel
- 3 Set a structure and processes to encourage / facilitate the search for excellence by all the collaborators of the company
- 4 Build a team in charge of execution that is capable, accountable and passionate about exceeding customer expectations
- 5 Focus the executed activities on the actions the company excels at and that are the most important to support the strategy
- 6 Carefully plan and monitor with specific execution<sup>1</sup> and performance<sup>2</sup> indicators the activities supporting the strategy



## Striving for excellence in execution will deliver a superior value-added experience leading to customers' preference over competitors offer

### 5. Excellence in Execution – The Benefits

#### **For Collaborators<sup>1</sup>**

- Better efficacy and efficiency of the activities carried out to support the strategy
- Shared objective giving meaning to their actions and fostering cooperation and collaboration across multifunctional teams

#### **For Customers<sup>2</sup>**

- Higher probability to meet their needs and...
- ... their expectations from pharma companies
- More positive experience (satisfaction, delight and happiness) while interacting with collaborators of the pharma company

*“The thing that keeps a business ahead of the competition is **EXCELLENCE IN EXECUTION**” – Tom Peters*

#### **For Pharma Companies**

- Improvement of the corporate reputation
- Enhanced business performance

These five marketing solutions – specifically designed for pharma companies – are instrumental to outperform the competition and boost the brands performance

### Key Takeaways

**1. Advanced SWOT**



Helps to carry out a more specific, relevant and robust assessment of the brands' competitive position

**2. Brand Preference Mix**



Enables to monitor and thus set the promotional activities at individual physician level to enhance their preference

**3. Individual & Dynamic Segmentation**



Helps to determine the optimal level and nature of operational resources to be allocated per physician

**4. Service-led Medical Calls**



Lead to more regular contacts, better memorization and increased preference of physicians for the marketed brands

**5. Excellence in Execution**



Requires to set a shared objective, strategy, high-quality standards, and to ignite the passion of collaborators

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

### Best-in-class Series

- The Best-in-class Series provides:
  - Conventional concepts, methods and tools...
  - ... as well as innovative ones specifically developed by Smart Pharma Consulting for pharma companies
  - Case studies and exercises based on Smart Pharma Consulting experience
- Each issue is designed to be read in 15 to 20 minutes and not to exceed 24 pages

### Five Pharma Marketing Solutions...

#### ... to outperform the competition

- Smart Pharma Consulting has developed five marketing solutions to address specific challenges faced by pharma companies:
  1. Advanced SWOT Analysis
  2. Brand Preference Mix
  3. Individual & Dynamic Segmentation
  4. Service-led Medical Calls
  5. Excellence in Execution
- These five marketing solutions have shown to be particularly relevant and effective when applied by pharma companies

### 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 activities in advanced masters (ESSEC B-school, Paris Faculty of Pharmacy)
  - Training activities for pharma executives
  - The publication of articles, booklets, books and expert reports
- Our publications can be downloaded from our website:
  - 41 articles
  - 73 position papers covering the following topics:
    1. Market Insights
    2. Strategy
    3. Market Access
    4. Medical Affairs
    5. Marketing
    6. Sales Force Effectiveness
    7. Management & Trainings
- Our research activities in pharma business management and our consulting activities have shown to be highly synergistic
- We remain at your disposal to carry out consulting projects or training seminars to help you improve your operations

Best regards

Jean-Michel Peny