

Accessing & Convincing Physicians

————— BEST-IN-CLASS SERIES —————

How to set up
a High-performance Sales Force

*“Give people what they need
and not what you want”*

If pharma companies' Sales Forces are considered as the most effective communication channel to influence physicians, the latter are more and more reluctant to interact with Med Reps

Context

- While it is widely accepted that pharma Sales Forces are the most effective and efficient communication channel to influence physicians, ...
- ... Med Reps have more and more difficulties to interact directly or indirectly with them
- Three main reasons explain this trend:



Pharma Companies should reconsider their Med Reps' activities to secure a regular access to targeted physicians and to strengthen the preference for the brands they promote

Objective

- Pharma companies interact with physicians – through their Sales Forces – to convince them to prefer their brands, provided it is in the best interest of patients
- Ensuring a regular and/or a preferential access to physicians is necessary, but not sufficient
- Thus, while interacting with physicians, Med Reps should pursue two objectives:
 - To achieve these objectives, Med Reps must address the following challenges:



To ensure regular access of Med Reps to physicians and to influence them, Smart Pharma Consulting proposes a straightforward and practical approach based on common sense

Method & Tools

- Physicians have different:
 - Centers of interests
 - Needs, wants and expectations from pharma companies
 - Experiences with pharma companies, their brands and their collaborators (particularly Med Reps)
- To access physicians and strengthen their brand preference, we propose the following method and tools:

SITUATION ANALYSIS

1. Annual Assessment Call



STRATEGY CRAFTING

2. Brand Preference Mix



ACTIONS EXECUTION

3. Service-led Medical Calls



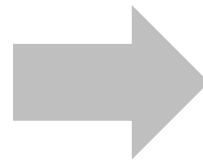
The Annual Assessment Call (AAC) is an essential means to help Med Reps evaluate the opinion of each physician regarding the determinant of the brands they promote

1. Annual Assessment Call – Introduction



WHAT IS THE PROBLEM?

- Med Reps have an insufficient knowledge and understanding of individual physicians they target
- They do not systematically adjust the content of their interactions to each individual physician
- Therefore, most of physicians do not want to interact with Med Reps at all, or as much as in the past



WHAT IS THE SOLUTION?

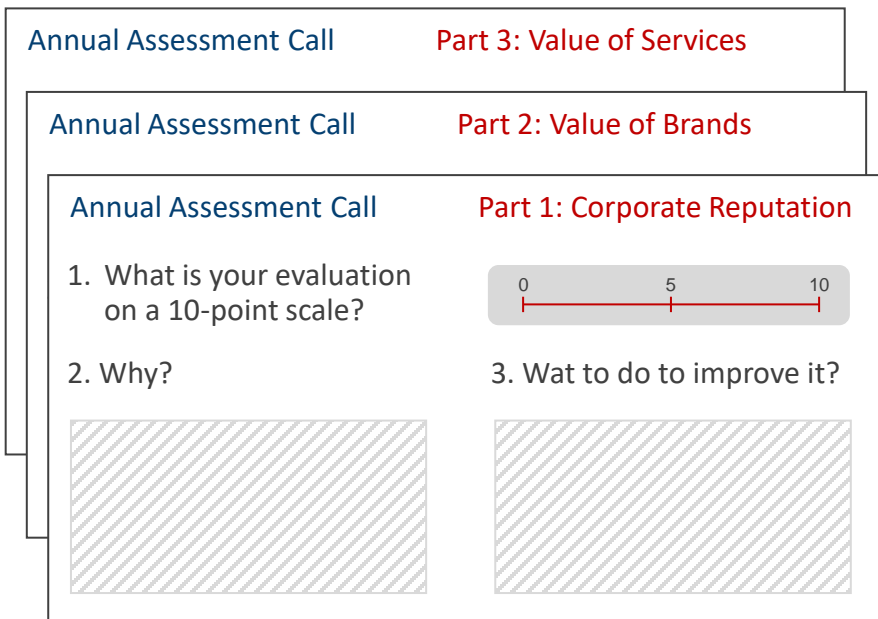
- Organize once – or maximum twice – a year, a call to evaluate the opinion of each physician regarding:
 - The pharma company reputation
 - The value of the promoted brands
 - The value of the associated services proposed by the pharma company...
- ... knowing that these three elements are the drivers of their prescribing preference¹

The interview guide used during the Annual Assessment Call enables to gather insights re. each physician’s opinion about the pharma company, its promoted brands and associated services

1. Annual Assessment Call – The Tool



Interview guide (illustrative)



- The Annual Assessment Call should be carried out by each Med Rep – preferably during an in-person interaction – with an individual targeted physician
- The interview guide is structured around the three dimensions of the Brand Preference Mix:
 1. The reputation of the marketing company
 2. The perception of the promoted brands¹
 3. The quality of the associated services proposed²
- In addition, the physician is asked by the Med Rep to indicate the relative importance granted to these three dimensions to chose a brand to prescribe

Sources: Smart Pharma Consulting

¹ Their efficacy, safety and convenience – ² Including the medical calls that should be designed as a service to physicians (see Service-led Medical Calls)

With the insights gathered during the Annual Assessment Call, Med Reps can develop tailor-made interactions so that to maintain regular and/or a preferential¹ frequency of contacts

1. Annual Assessment Call – The Benefits



■ This assessment provides Med Reps with:

- A better knowledge and...
 - ... understanding of each physician
 - A better identification of actions and...
 - ... messages most likely to strengthen the brand preference of each physician
- } Insights

■ The gathered information will help Med Reps:

- Define the content to share and...
- ... the services to propose to fulfil each physician's needs, wants, and expectations
- Combine the communication channels based on each physician habits and preferences

■ The Annual Assessment Call – by itself – conveys a positive image to physicians who appreciate the aspiration of pharma companies to propose them – through their Med Reps – higher value interactions

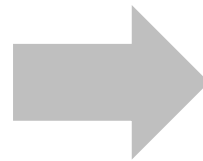
Pharma companies struggling – more and more often – to differentiate their products on their sole clinical attributes, the Brand Preference Mix brings additional differentiating dimensions

2. Brand Preference Mix – Introduction



WHAT IS THE PROBLEM?

- The great majority of physicians use several brands that are often little differentiated for a given pathology
- 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:
 - Their corporate reputation
 - The attributes of their products
 - The associated services they offer
- 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 each individual physician

2. Brand Preference Mix – The Tool

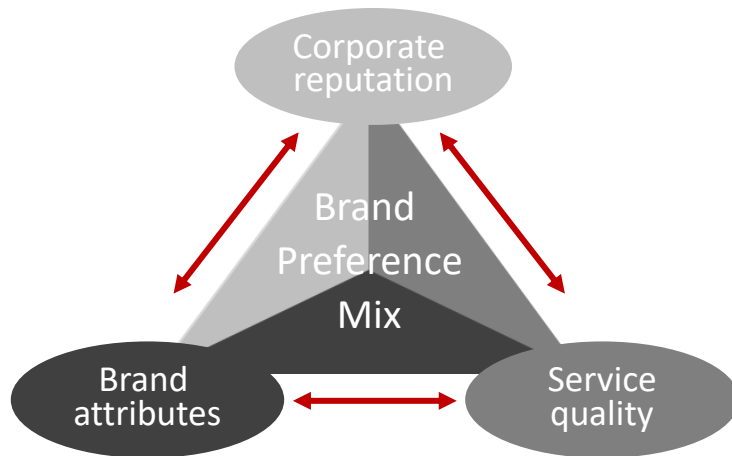
Brand Preference Mix (BPM)



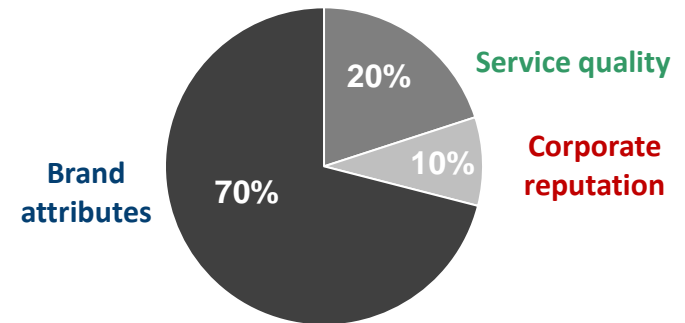
Brand Preference Mix Index (BPMI)

Illustrative

- 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?



Visual Analog Scale



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

- The BPMI can be measured per physician and per brand
- It scores each individual physician perception over time, considering external¹ and internal² events

Sources: Smart Pharma Consulting

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

The Brand Preference Mix, as gathered through Annual Assessment Calls, enables Med Reps to enhance the preference for their brand by customizing their actions at each physician level

2. Brand Preference Mix – The Benefits



- Physicians’ preference is more powerful than customer satisfaction to optimize market share
- The Brand Preference Mix should be applied individually to each physician, by Med Reps
- The Brand Preference Mix Index helps to evaluate the impact of activities per physician
- The outcomes of the Brand Preference Mix 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 gathered and the decisions made



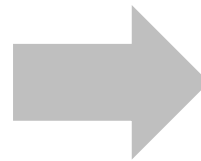
Medical call experiences are generally considered by physicians of limited value, which explains their dissatisfaction and their increasing reluctance to meet Med Reps

3. Service-led Medical Calls – Introduction



WHAT IS THE PROBLEM?

- Access of Med Reps is declining and calling time reducing because of physicians' lack of:
 - Interest in the content of interactions which are not enough customized
 - Time due to staff shortages and increasing number of patients
 - Trust in pharma companies in general¹ which suffer from a bad reputation

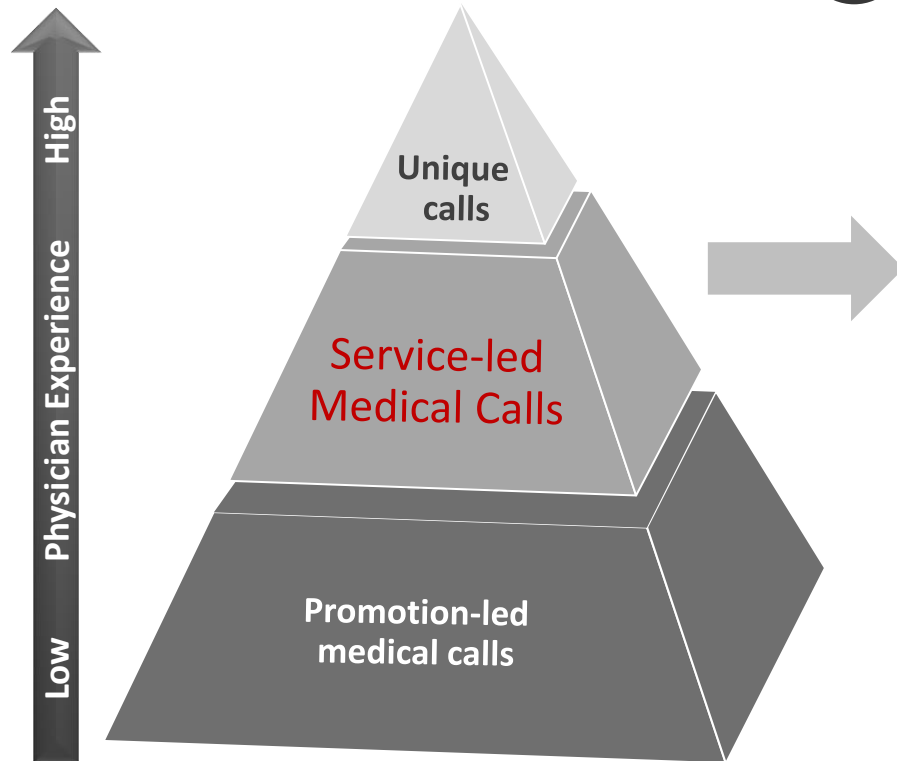


WHAT IS THE SOLUTION?

- Physicians are more inclined to meet Med Reps if they bring them a real benefit
- To achieve this, Service-led Medical Calls are designed to offer each physician:
 - 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

3. Service-led Medical Calls – The Tool



- Service-led Medical Calls require to identify each physician’s:
 - Fields of interest so that to develop a minimum knowledge to be able to discuss and share thoughts
 - Professional needs, wants and expectations to select those for which an answer will be proposed
- To ensure a perfect call execution, one should consider the:
 - Context of the call (e.g., planned, collective, office-based)
 - Opinion and behavior of the physician (e.g., convinced, regular prescriber, thoughtful, talkative)
 - Objective of the call (e.g., inform, call for action, offer a service)
- Medical Reps must also strive to impress physicians by their knowledge, thoughts and behavior¹
- Medical Reps should – during the Annual Assessment Call – ask the opinion of each physician about the quality of the medical calls they have carried out and suggestions for improvement

Sources: Smart Pharma Consulting

¹ Empathy, good mood, enthusiasm, kindness, passion for their job, etc.

Service-led Medical Calls will lead to more regular contacts, better memorization, higher probability to convince physicians, and will increase their preference for marketed brands

3. Service-led Medical Calls – The Benefits



For Medical Reps

- Higher call efficacy (memorable – convincing – enhancing physicians' preference)
- Better personal image (positive differentiation vs. other Med Reps)
- More pleasure at work

For Physicians

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

SERVICE-LED MEDICAL CALLS...

... objective is to turn each call into a memorable positive experience for each physician

For Pharma Companies

- Improved corporate reputation
- Enhanced business performance

These three solutions have been developed for and used by pharma companies to ensure an effective level of Med Reps' interactions likely to boost physicians' preference

Key Takeaways

LONG-TERM OBJECTIVE →

Strengthen physicians' preference for the brands



Maintain an effective level of interactions

← **SHORT-TERM OBJECTIVE**



2. Brand Preference Mix

1. Annual Assessment Call



Provides insights per physician which enable Med Reps to maintain regular and/or preferential¹ frequency of contacts vs. competition



Helps Med Reps decide which actions to carry out – and how – to best leverage the three determinants of each physician preference to the marketed brands

3. Service-led Medical Calls



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

Sources: Smart Pharma Consulting

¹ In other words, a higher frequency than that of its competitors

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

Accessing & Convincing Physicians

How to set up a High-performance Sales Force

- The purpose of this position paper is to provide pharma companies with a practical approach and tools to:
 - Maintain an effective access of Med Reps to physicians and...
 - ... increase their brand preference
- Smart Pharma Consulting proposes the following method and tools:
 1. Situation Analysis with the “Annual Assessment Call”
 2. Strategy Crafting with the “Brand Preference Mix”
 3. Action Execution with the “Service-led Medical Calls”

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
 - 76 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