Driving Prescribing Behaviors:
Using Linkage Analysis for ROI-Based Decisions

Excerpts from Burke’s PMRG ANC presentation
Driving Prescribing Behaviors

• Thesis:
  – Linking primary and secondary data to discover what drives prescribing behaviors

• How: “Blueprinting” and Linkage Analysis

• Will lead to:
  – Using all relevant data to see the complete picture
  – True understanding of what drives revenue
  – ROI based decision making
• Linkage Analysis involves linking survey data to non-survey data.
What questions does it answer?

- Do more satisfied physicians allocate greater ‘share of scripts’ to your brand?
- What is the $ impact of every incremental point of physician satisfaction?
- What internal initiative(s) will lead to greatest physician satisfaction and loyalty?
- Does a more engaged sales force create greater physician loyalty?
- What is the ROI of SFE investment?
- What is the ROI of current sampling methods, etc.?
The Linkage Process

Scope
- Blueprinting
- Data Sourcing Assessment

Measure
- Prescriber Feedback System
  - Evaluations of Sales Rep Interactions and Product Relative to Competing Brands

Analyze
- Linkage Analysis

Act
- Develop Improvement Initiatives and Follow-Up Evaluation
What is a Blueprinting Session?

• Half-day interactive workshop with key business leaders

• Focus on drivers of prescribing and revenue:
  - Key financial objectives
  - Actions impacting prescribing and revenue
  - Key experiences impacting physician actions
  - Internal processes and employee activities impacting experiences

Bottom Line: A Blueprint becomes the architecture for linking all of the disparate sources of information
An Example Blueprint

Internal Activities
- Promotional Activity Metrics
- Sales Force Engagement
- Call Reporting Metrics / Sample Drop Information
- XXX

Touch-Point Experiences
- Brand Evaluation
- Sales Rep. Service & Support
- Detailing/Sampling
- Managed Care Access
- Physician Loyalty to Competing Brands
- Overall Physician Loyalty/Satisfaction

Customer Actions
- Share of Scripts

Financial Measures
- Market Share
- Gross Revenue
Blueprinting – Modeling Relationships

Internal Activities

- Promotional Activity Metrics
- Sales Force Engagement
- Call Reporting Metrics / Sample Drop Information
- XXX

Touch-Point Experiences

- Brand Evaluation
- Sales Rep. Service & Support
- Detailing/Sampling
- Managed Care Access

Overall Physician Loyalty/Satisfaction

- Would be inflated

Customer Actions

- Would be incorrect

Financial Measures

- Share of Scripts
- Market Share
- Gross Revenue

Promotional Activity Metrics → Brand Evaluation
Sales Force Engagement → Sales Rep. Service & Support
Call Reporting Metrics / Sample Drop Information → Detailing/Sampling
XXX → Managed Care Access
Managed Care Access → Overall Physician Loyalty/Satisfaction

Overall Physician Loyalty/Satisfaction → Share of Scripts
Share of Scripts → Market Share
Share of Scripts → Gross Revenue

Would be inflated → Would be incorrect
Blueprinting – Efficient Data Usage

Primary Data

**Internal Activities**
- Promotional Activity Metrics
- Sales Force Engagement
- Call Reporting Metrics / Sample Drop Information
- XXX

**Touch-Point Experiences**
- Brand Evaluation
- Sales Rep. Service & Support
- Detailing/Sampling
- Managed Care Access
- Physician Loyalty to Competing Brands

**Customer Actions**
- Overall Physician Loyalty/Satisfaction

**Financial Measures**
- Share of Scripts
- Market Share
- Gross Revenue

**Financial Measures**
- Gross Revenue
- Market Share

---

Waves of Change
Preparing Wisely for Healthcare’s Uncertain Future

PMRG
2010 Annual National Conference
Blueprinting – Efficient Data Usage

Secondary Data

Internal Activities

- Promotional Activity Metrics
- Sales Force Engagement
- Call Reporting Metrics / Sample Drop Information
- XXX

Touch-Point Experiences

- Brand Evaluation
- Sales Rep. Service & Support
- Detailing/Sampling
- Managed Care Access

Customer Actions

- Overall Physician Loyalty/Satisfaction
- Physician Loyalty to Competing Brands

Financial Measures

- Share of Scripts
- Share of Scripts
- Gross Revenue
- Market Share

Promotional Activity Metrics
Sales Force Engagement
Call Reporting Metrics / Sample Drop Information
XXX

Brand Evaluation
Sales Rep. Service & Support
Detailing/Sampling
Managed Care Access

Overall Physician Loyalty/Satisfaction
Physician Loyalty to Competing Brands

Share of Scripts

Gross Revenue
Market Share
The Benefits of Blueprinting

- Cross-functional participation
- Early ownership among key stakeholders
- Effective use of primary and secondary data from multiple sources
- Visible ROI of measurement initiatives
Data Sourcing Assessment

• A systematic process to “Breathe Life into the Blueprint”

• Half-day session to explore:
  ▪ Are all of the data we need available?
  ▪ Are any additional data needed?
  ▪ How will we merge the data? Common identifiers?
  ▪ Who owns the data? Where is it stored? Can they source it?
  ▪ What is the quality of the data? Is it complete?
  ▪ Others?
Key Deliverables of Linkage

• Linkage models are robust statistical analyses

• Key deliverables include:
  - Blueprint
  - Model defining relationships between key actions and revenue
    - Is the proposed relationship present or absent?
    - Is the relationship positive or negative
    - What is the structure of the relationships?
    - What is the magnitude/strength of the relationship?

Ultimately...key activities to improve marketplace performance
Case Study: Solvay Sales Force Effectiveness

Jay Janco
• Business Objective:
  ▪ Increase Sales Reps effectiveness (SFE)
  ▪ Create a system of Sales Leadership accountability

• Research Directive:
  ▪ *Obtain information that will help the company understand and track SFE*

    ▪ Results must:
      ▪ **Identify** factors for maximizing SFE in a way that *impacts Rxing/Share – not just MD preferences*
      ▪ **Select** which SFE improvement initiatives are worth the effort and which are not?
      ▪ **Track** improvements
• Gaining **cross-functional consensus** on developing a measurement system that would inform action and drive accountability

• Designing the research to ensure arriving at the “**right answer**” and sufficiently sourcing the analysis
  - Identifying which brand(s) to include in the research – all or one
  - Identifying which Marketing Mix areas to include
  - Including all relevant influencers to avoid reaching the wrong conclusion
  - Getting meaningful quality measurements
  - Linking impacts to the “Bottom Line”

• Effectively **disseminating** “linkage” results to **various audiences**
• Develop a market measurement system to identify and track important drivers of prescribing

**Data Sources**

- Physician Interviews (Primary Research)
- TRx / NRx
- Call Reporting
- Managed Care Access

**Linkage Analysis to Determine What Moves Share**

**Scorecard System for Measuring “What Matters”**
Solvay Case Study

Process

1. **Scope**
   - Blueprinting
   - Data Sourcing Assessment

2. **Measure**
   - Prescriber Feedback System
   - Evaluations of Sales Rep Interactions and Product Relative to Competing Brands

3. **Analyze**
   - Linkage Analysis

4. **Act**
   - Develop Improvement Initiatives and Follow-Up Evaluation
In the context of product and market factors, physician’s evaluations of Sales Reps do influence share capture.
• Certain Rep behaviors do make a difference in an MDs Rxing
• Clearly identified the **impact of Sales Reps on market share** and highlighted areas where increase/decrease could impact

• Gained short-term wins and long-term strategies
  - Redesigned first year Sales Rep training curriculum
  - Developed score cards for use in performance appraisals and coaching

Sales team are now seeking input from MR when planning and incorporating MR into training materials
• Linkage must be “sold” and at all levels of the organization.
  - *When creating a system of accountability, not everyone is going to be happy with their results – must create “buy-in” upfront.*

• Analysis yields unique results for brands.
  - *Drivers of share/revenue can be very different, depending on the therapeutic category and life stage of the product under evaluation.*

• Linkage informs (and dispels myths) about what really drives brand performance.
  - *Results help teams determine how best to spend resources for maximal (positive) change.*

• Keep people focused on the message.
  - *Compartmentalizing findings when sharing results with different groups is key.*
Final Thoughts...

- Combining primary and secondary data should be table-stakes
- Right "resources" are needed – maybe not more data
- "Success Breeds Momentum"