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

Anthony Bogle: Sanofi-Aventis
Melissa Green: UCB Pharma
Jay Janco: Solvay Pharmaceuticals
Kunal Gupta: Burke, Inc.
A Familiar Situation?

Picture this ...
Driving Prescribing Behaviors

Thesis:
- Linkage analysis to drive prescribing behaviors

How:
- Blueprinting
- Use of primary and secondary data sources

Will lead to:
- ROI based decision making
- Greater guidance toward resource allocation
The Panelists

• Anthony Bogle
  ▪ Senior Manager, Brand Marketing, Sanofi-Aventis
  ▪ Call to action: Submit a challenge to researchers

• Melissa Green
  ▪ Product Manager, UCB Pharma
  ▪ Echo Anthony’s call and share the challenges facing the research community

• Jay Janco
  ▪ Director, Strategic and Business Analysis, Solvay Pharmaceuticals
  ▪ Share a solution to the challenge
• Marketing Teams look to MR for decision support and “right direction.”

• Seeing the complete picture -- painted with both primary and secondary data.
  - Both have their strength; one is not more important than the other
  - Brand Teams expect that MR has considered all relevant (primary and secondary) data when they come to the proverbial table
  - Myopic perspective / wrong direction marginalizes MR

• Integrating data sources to paint the complete picture starts at the top – to fully leverage all date requires collaboration.
• More resources are needed, not more data.
  ▪ The importance of aligning existing data and resources

• Too much data can create focus on issues of less importance.
  ▪ Frequency of data reporting/collection
  ▪ Value of data along side research vs. linking data together to tell the story?

• Finding the “right” resources is challenging.
  ▪ Researcher/Analyst/Communicator

• Continuity of key team members is a must for leveraging data sources effectively.
  ▪ The value of a long-term partnership with internal stakeholders and vendors
• Business culture must support:
  ▪ Innovation
  ▪ Accountability
  ▪ Cross-functional cooperation

• Research must be linked to hypotheses and actions.
  ▪ Requires team to think through how results will impact actions.
  ▪ MR must take all steps necessary to ensuring the “right answer.”

• First linkage study is important as “success breeds momentum.”
  ▪ Business culture will drive first linkage approach.
    ▪ E.g., big/small brand, single/multiple product approach, multiple/single function
Some Key Learnings

• Business culture is “key”

• MR should provide decision support in the “right direction.”

  Look at the complete picture

  Right “resources” are needed – maybe not more data

  Combined use of primary and secondary data should be table-stakes
Don’t Need More Data!

Data Growth
Digital data generated worldwide, in exabytes:

![Chart showing data growth from 2006 to 2010 with forecast to 988 exabytes in 2010.]

Putting 161 exabytes in perspective
161 exabytes of digital data were generated in 2006, says researcher IDC. That’s roughly the equivalent of:

- 36 billion digital movies
- 43 trillion digital songs
- 1 million digital copies of every book in the Library of Congress

Who generates the most data?
Digital data production, by regions, in 2006:

![Pie chart showing distribution of digital data production by region.]

Per Person:
About 213 gigabytes of information were generated for each person in North America in 2006 = 100K digital books

Source: USA Today, March 6, 2007

Sources: IDC, UC Berkley, CIA World Factbook, USA TODAY research
Using Available Data Efficiently

- Arranging data, e.g. Balanced Scorecard inadequate

- Successful companies deploy
  - Causal models / value driver maps
  - Lay plausible cause-and-effect relationships

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Blueprinting

Scope

- Blueprinting
- VOC Architecture Assessment
- Linkage Assessment

Measure

Customer Loyalty Measurement System

- Relationship
- Product
- Transaction
- Secure Customer Index®
- Performance Assessment
- Simpact™
- Customer Loyalty Strategy

Integrate

- Linkage Analysis
- FISCAL®

Act

TRACTION™
Blueprinting – Process

• Blueprinting = “value driver” / “causal” maps

• Half-day interactive workshop with key business leaders

• Focus on customer-centricity:
  - Key financial objectives
  - Customer actions impacting these objectives
  - Key experiences impacting customer actions
  - Internal process and employee activities impacting experiences
Blueprinting – Starting Point

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
- Physician Loyalty to Competing Brands
- Overall Physician Loyalty/Satisfaction
- Would be inflated

**Customer Actions**
- Would be incorrect

**Financial Measures**
- Share of Scripts
- Would be incorrect
- 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

Physician Loyalty to Competing Brands

Overall Physician Loyalty/Satisfaction
**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
  - Managed Care Access

- **Financial Measures**
  - Share of Scripts
  - Gross Revenue
  - Market Share
• Strategic relevance of customer feedback
• Uses all relevant information
• Cross-silo participation
• Fosters use of primary and secondary data
• Assign early ownership among key stakeholders
• Lays the pipeline for linkage analysis across silos and data streams
• A systematic process to “Breathe Life into the Blueprint”

• Typically, half day session explores:
  ▪ Data availability to populate the blueprint
  ▪ Low cost options – current data or potential data?
  ▪ Merging the data
  ▪ Ownership of the data
  ▪ Quality of data
  ▪ Others?
Solvay Case Study
Sales Force Effectiveness: Measuring What Matters

• 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
Solvay Case Study

Process

Scope
- Blueprinting
- Data Sourcing Assessment

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

Analyze
- Linkage Analysis
- 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

Impact of Rep Behaviors on Share

- Knowledgeable
- Fair Balance
- Provides Lunch
- Good Time Management
- Follows Office Rules
- Provides Treatment Updates
- Professional

Poor - Excellent
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 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.*
Concluding Discussion

• Solidify your “seat at the table” through ROI based decision making

• Let Marketing look to you for the “right direction”

• You may not need different data – just different resources

• Let linkage analysis and blueprinting help you:
  
  Paint the complete picture with numbers

  Effectively use primary and secondary data

  Provide greater accuracy and confidence to your decision support