

provadis **CSL Behring**

Provadis
Basic Training for CSL Behring
Medical & Marketing Trainees

Thursday, 23 and Friday, 24 August 2018

CSL-Provadis-Trainees-Basic
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Many illustrations are from Dr. Günter Umbach's books: (1) "Successfully Marketing Clinical Results: Winning in the Healthcare Business", Gower Publishing, London. (2) "Erfolgreich im Pharma-Marketing: Wie Sie Ärzte, Apotheker, Patienten, Experten und Manager als Kunden gewinnen", Springer Science+Business Media. (3) "Erfolgreich als Medical Advisor und Medical Science Liaison Manager", Springer Science+Business Media.

For more checklists, tips and ideas, please visit www.umbachpartner.com

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Introduction

Name

Function

Experience

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Common Goal

It is less about single aspects of individual departments, but about meeting **customer** needs better or faster than the competitors - and staying within the legal / regulatory / compliance framework

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AstraZeneca to Pay \$110M for Alleged Fraudulent Marketing

The state of Texas claimed AstraZeneca marketed the antipsychotic drug Seroquel to Texas Medicaid providers who treated children and adolescents — even though the drugs weren't approved for use among that population — and made hundreds of thousands of dollars in illegal payments to a couple of former state hospital doctors to influence the drug's use.

The state claimed AstraZeneca similarly pushed beyond the boundaries of what was scientifically supported with its marketing of the cholesterol-lowering drug Crestor.

Target Marketing from <https://healthcare.dmagazine.com/> August 14, 2018

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Research-based pharmaceutical industry

- Knowledge of the various players
- Understanding the underlying mechanisms
- Mindset of professionals needed for the pharmaceutical industry

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Personal Experience

It is easy to reach a high degree of complexity

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Personal Recommendation

Do **not** make things complicated.

Keep things as simple as possible.

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Success

Matrix Organizations

Teamwork

Collaborative efforts

Shared experiences

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People

People issues account for about 80% of the issues

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Helpful Attitude

Positive
Cooperative
Optimistic



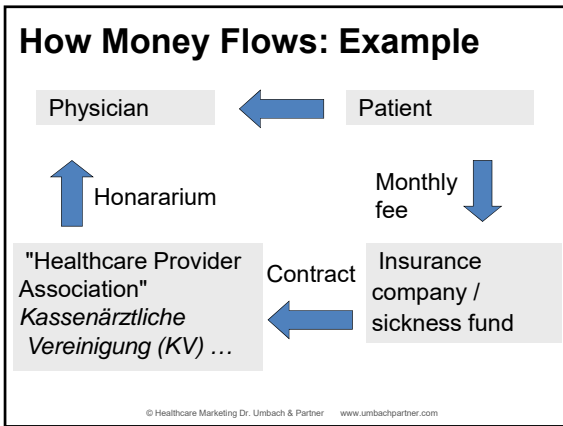
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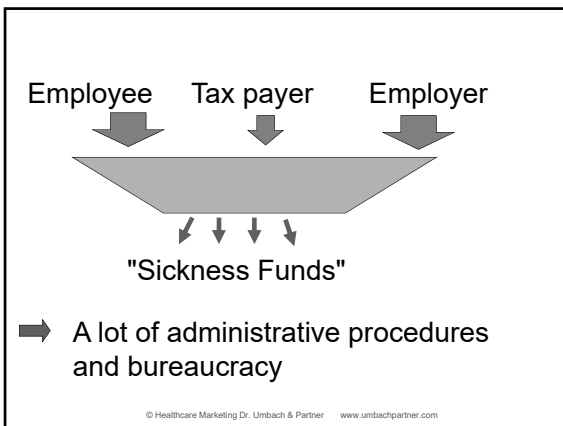
Focus

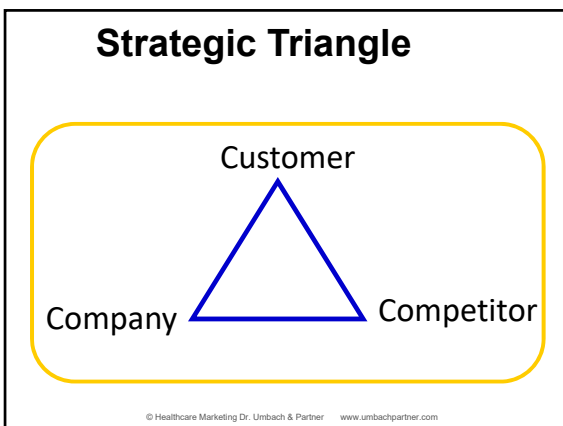
- Impact
- Outcome
- Results

"Getting traction"
"Driving the business"

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Targeting



Focusing on the right target groups

Lead → Prospect → Customer → Loyal customer

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Players in the healthcare market

Physicians, Pharmacists ...
Other healthcare professionals: Nurses ...
Patients, families ...
Professional societies
Patients, families ...
Research-based pharmaceutical industry
Generic drug industry
Wholesaler
Regulatory authorities
National reimbursement authorities
Hospitals
Payors (usually some kind of statutory sickness fund)
....

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Target Group

Merck & Co: Proscar® (Finasteride)
Benign Prostatic Hyperplasia



General Practitioners
Family doctors

Initial prescribers: Urologists ☹️

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Screening for Gluten Intolerance
(Celiac Disease)

Abdominal pain, weight loss, diarrhea ...

Diagnosis: Gastroenterologist

Target group _____

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Target Group

Erectile Dysfunction

Viagra®	Pfizer
Cialis®	Lilly
Levitra®	Bayer
Spedra®	Berlin-Chemie

Prescribers: Urologists ...

Patients: Elderly men

_____ Spouse 

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Self-diagnosis of vaginal yeast infection

Flyers sent to gynecologists

<http://www.vagiquick.de>

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Physician / Prescriber



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Pharmacist



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Internet: Email from Nicholas Smith

To dr-umbach@web.de
Re Cialis for erectile dysfunction

Easy to buy! Click here >>
We ship to over 150 countries
100 pills: \$540 incl Kamasutra e-book
Shipping information
Credit card information


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Patient / Consumer



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Relative Relevance



Physician Pharmacist **Contract** Manager Patient

___% ___% ___% ___%

Contribution as decision maker or influencer

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Typical Patient: Visits to the Doctor


per year

Germany: 18

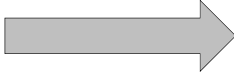
Sweden: 3

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Reimbursement Authorities



Special-HEOR



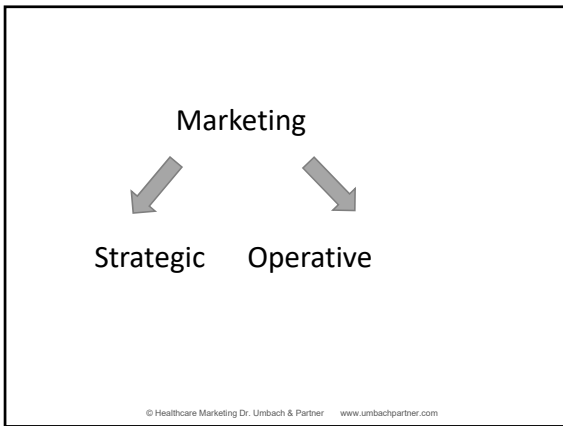
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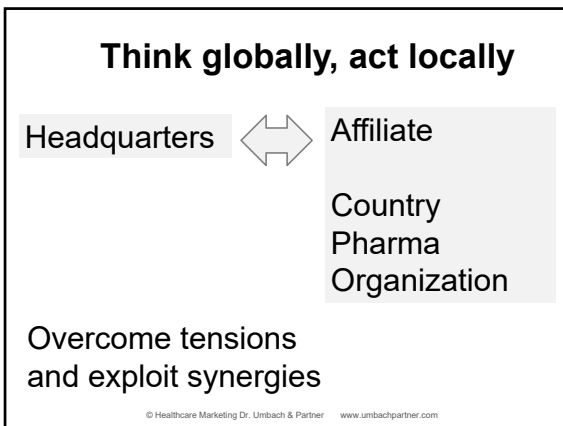
**Marketing & Sales
Strategy and Tactics**

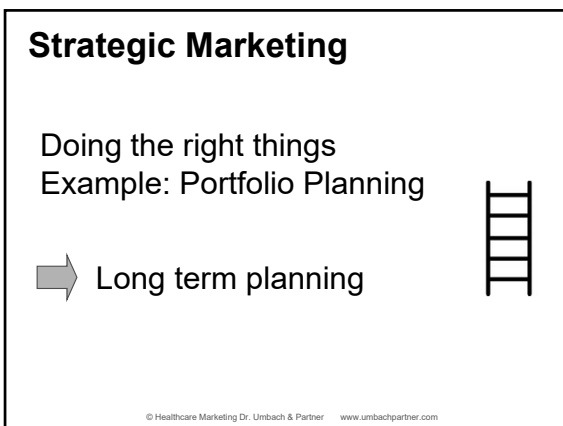
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Sales	Marketing
<p>Sell what you have</p>	<p>Make what you can sell</p>

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Example: Criteria to Measure the Benefit

Demonstrate potential savings:

The new product can reduce or shorten


- hospital admissions
- duration of hospital stay
- duration of ICU (Intensive Care Unit) stay
- number of diagnostic procedures
- concomitant medication
- time nurses spent on preparing the product
- number of follow-up visits ...

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Operative Marketing

- Adapt the strategy
- Implement the strategy

Doing things right

 Revenue ...

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Develop the Strategy

Transparent, coherent process
with a series of standardized steps

- What
- How
- To whom
- Why

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Brilliant Strategy


Plan 

Marketingmanager

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Blueprint for Success

Theory
Idea
Plan

Implement 

Reality

Action

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The Secret

Marketing is mainly
effective implementation =
successful execution

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Most of us know what to do, we just don't do it

David Maister

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From knowing to going

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We have a strategy. It's called doing things

Herb Kelleher
CEO Southwest Airlines

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Advice that Can Serve As

- Checklist
- Recipe
- Technique
- Formula
- Game plan
- Blueprint



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Strategic Approach

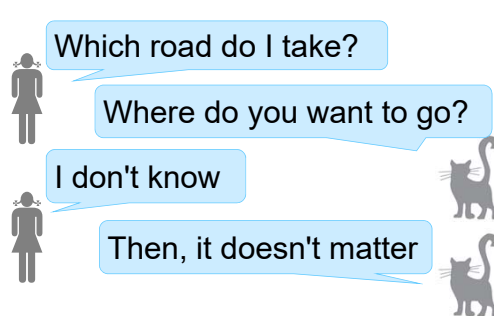
- Analysis:** Investigate target group
- Unmet need:** Understand the prospect's problem
- Powerful message:** Positioning and claims
- Modes of expression:** Verbal, visual ...
- Check:** Test draft, adapt to feedback, test again
- Communication Channels:** Multiple routes
- Success Criteria:** Define performance indicators
- Customer Relationship Management:** Store data

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Alice's Adventures in Wonderland



Which road do I take?

Where do you want to go?

I don't know

Then, it doesn't matter

Lewis Carroll (English Logician, Mathematician and Novelist)

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Clarity of Success Criteria

Objectives to be achieved are

0 _____ 100 %

Obscure _____ Crystal

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Success Criteria



Objectives you want to achieve

= Performance indicators?

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Success Criteria

Input
Activities and Tasks
Hours worked
Days spent
Physicians visited
Powerpoint charts shown
Meetings organized

Achieve

**Output
Outcome
Results**

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Impact

"Driving the business"

"Designing the future"

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KPIs

- Online visibility: Ranking on Google for Keywords
- Unique visitors on websites
- Number of downloads
- Response rates to print mailings
- Number of new subscribers to newsletter
- Information material asked for (via mail, fax, email, phone)
- Feedback from internal departments (sales force ...)
- Feedback from prescribers and external experts
- Participants at events organized
- Inclusion in guidelines and listings

Vanity Metrics: Likes, Followers, Friends

Market share
Revenue

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germanwings  **Advertisement**

You can reach 3 million passengers
(1.4 million business people)


Special price: 1500 Euro

Good or poor investment?
Preis pro Tausend potenzielle Sichtkontakte: 1500 Euro / 3 Mio / 1000 = 0.50 Euro

➔ Leads received: **0**

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Personal Aspirations



- Stay curious
- Learn (read, ask questions, web ...)
- Gain experience
- Enlarge network

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Success in the Market



Win customers Financials

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Approach

- **Analysis:** Investigate target group
- Unmet need:** Understand the prospect's problem
- Positioning:** Develop a powerful message
- Modes of expression:** Address all senses
- Check:** Test draft, adapt to feedback, test again
- Channels:** Find effective communication routes
- Success Criteria:** Define performance indicators
- Names:** Collect and store customer contact data

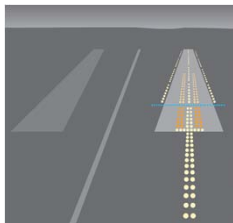
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Most people are not willing to do the hard work to make sales easy

Jeffrey Gitomer
www.gitomer.com

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Analysis



Target group

Learn exactly where your landing lights are located

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Mistake #1

Focusing on the wrong target group and chasing poor prospects

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Focus

Whom do you want to convince?



Are you on target or off-track?

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Key Customer



Physician Pharmacist Manager Patient

___% ___% ___% ___%

"Decision makers and influencers in the buying process"

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Customer Lifetime Value

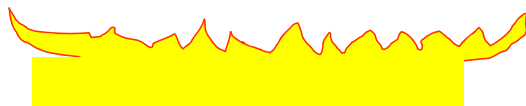
Age	30 years
"Buys" products until	65 years
Every	year
Revenue per year	1 000 Euro
⇒ "Active" period	35 years
⇒ x Revenue per year	1 000 Euro / year
⇒ "Life Time Value"	35 000 Euro +
Recommendations	

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Unmet Need



My customers' burning problems are ...

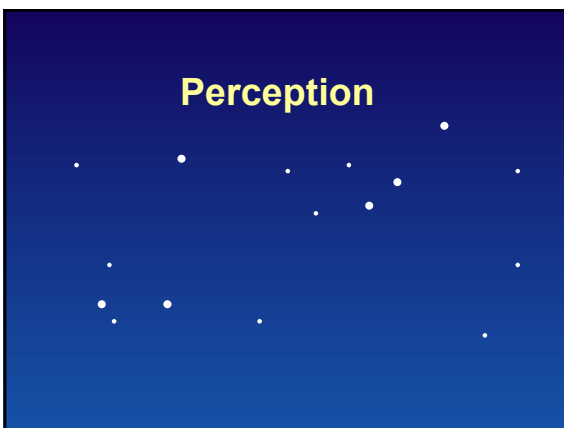
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Everything starts with
"Why"

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Analysis: Investigate target group
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A Constellation of 7 Stars ...

How do we interpret this configuration of objects?



You Interpret

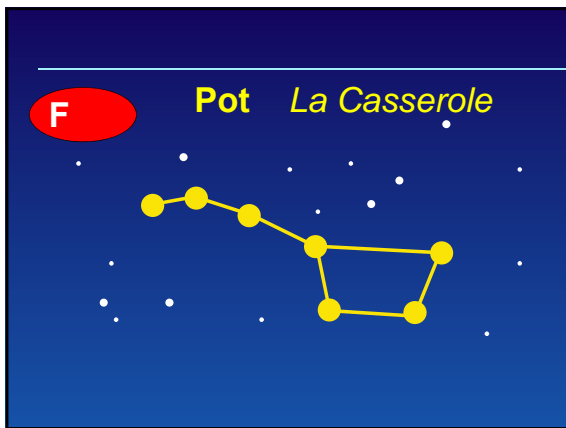
the constellation of data and give them meaning



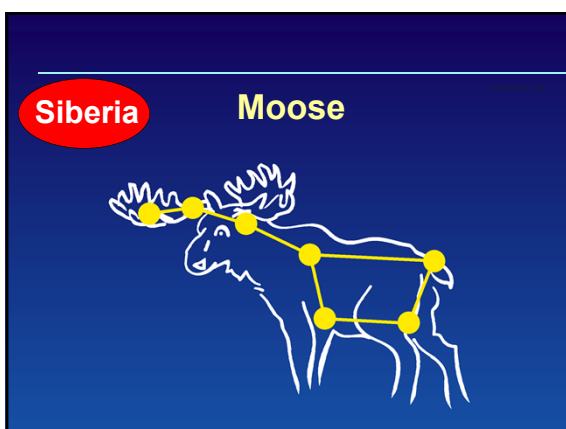
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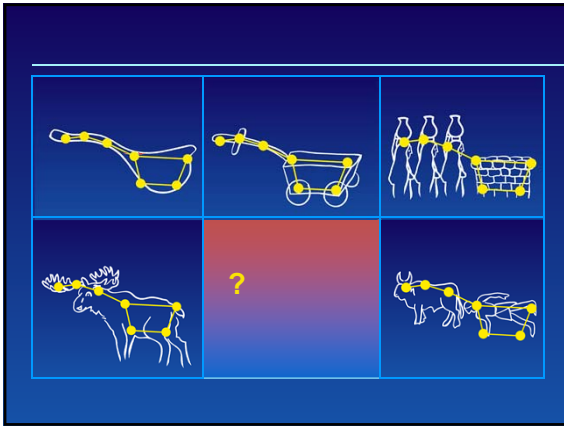
Big Wagon

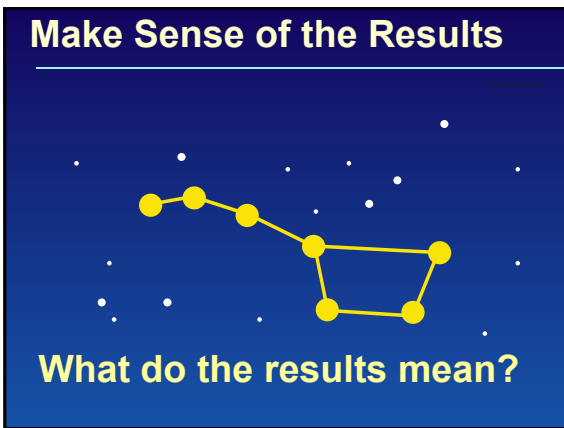


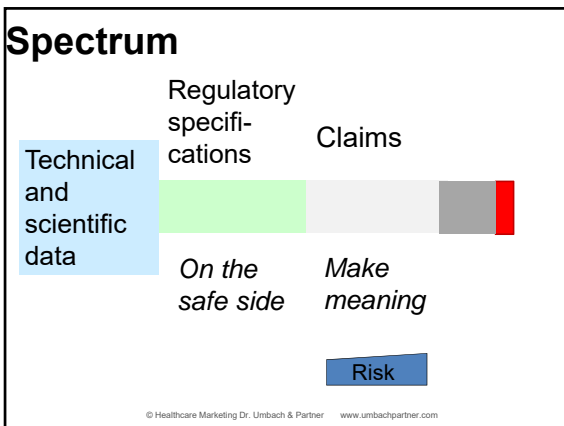












Dealing with Uncertainty

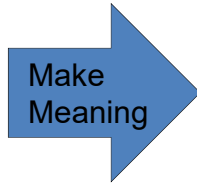
How risk-friendly*
or how risk-averse
are your leaders?

Companies are commercial operations
Leaders should be entrepreneurs

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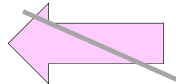
Scientific Data

Claim



Numbers, Tables ...

"Substantiation"



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Act Responsibly

Publish **all** results whether
positive or negative!

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What you want to convey to your customers?

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Message?

Our antihypertensive product lowers blood pressure effectively


↓

Ticket of Entry Only

Pointless message

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Positive Thinking



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A Convincing Message

- Concise** Short and to the point
- Clear** Easily understandable
- Credible** Endorsed by reliable sources
- Consistent** Repeated in a uniform way
- ...
- Something your Customers **Care** about

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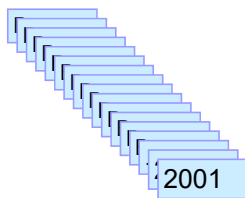
Be brief

Keep it short and simple

Kiss

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Information Overload



Messages per day

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Unremarkable = Invisible

...

Visibility is the name of the game

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Message

- **Attention:** Arouse interest for content
- Benefit:** Offer a fact-based solution
- Superiority:** Show unique value
- Validation:** Support with reference
- Behavior:** Ask for action

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First Step



Make the viewer
curious and
interested

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The Sale Before the Sale



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Capture the Prospect's Attention

Your awareness program
Your attraction factor

Eye-catchers
attracting attention?

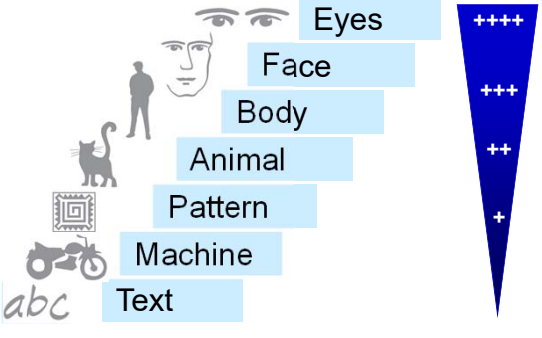
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What Gets the Most Attention

		1	?
Text	Machine	2	?
		3	?
			
Face	Body		
			
	Animal		

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Ranking Attention-Grabbers



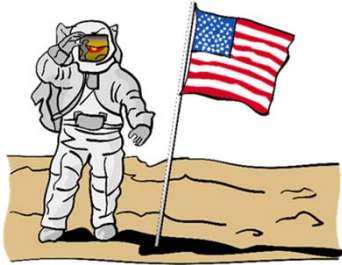
Eyes	++++
Face	+++
Body	++
Animal	+
Pattern	+
Machine	+
Text	+

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The more text-heavy your communication is, the faster you will lose your audience

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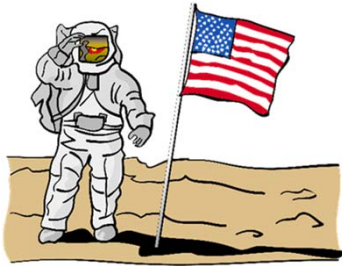
First Man on the Moon?



Neil Armstrong

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The Second Man on the Moon



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Words That Spark Attention

Words you should connect to your study

First

...

New

This is special.
I should know.

Can you justify them?

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Use Attractive Headlines

- Analysis of the ABC trial
- Abstract "
- Results "
- Summary "
- Conclusions "
- Lessons learned "

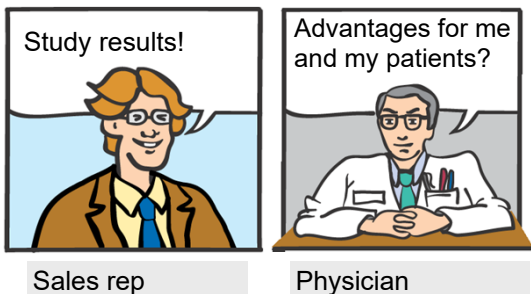
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What the Doctor Looks For



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Customers' Eternal Question

Why is this important to me?



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What's-In-It-For-Me Syndrome

So what is your compelling offer?

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An Explicit Benefit I

The new intra-venous formulation of Examplex requires a shorter duration of infusion



Examplex saves time

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An Explicit Benefit II

One dose of Examplex lasts for 24 hours

Improved convenience

Increased compliance (better adherence to treatment)

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Benefit

The value you add

I improve the client's condition ...

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Unique Selling Proposition

Crystallized Brand Promise

Brand Benefit Edge

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Price as Advantage

Generic product strategy:
Competing only on price
is a special, challenging
business

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Unique and Remarkable



My offer is special, because
...

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Message

Attention: Arouse interest for content
Benefit: Offer a fact-based solution
Superiority: Show unique value
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Positioning

Develop a powerful message

Attention: Arouse interest for content
Benefit: Offer a fact-based solution
Superiority: Show unique value
● **Validation:** Support with reference
Behavior: Ask for action

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Validation

- Publication
- Expert quote
- Market numbers
- Guidelines
- Clinical case study
- ...

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Number 1



Athlete's foot (Fußpilz):
Trust the #1 worldwide*

Lamisil®

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Create Emotional Impact

Factual Information & Emotional Aspects

 Head ↓ ↓  Heart

Decision

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Maximize Your Impact

To the cognition of the brain
must be added the experience
of the soul

Arnold Bennett

YouTube AF →

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Message

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Ask for Action

- Send fax
- Email
- Call
- Attend workshop
- Buy in pharmacy
- Prescribe
- Recommend

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Analysis: Investigate target group
Unmet need: Understand the prospect's problem
Powerful message: Positioning and claims
● **Modes of expression:** Verbal, visual ...
Check: Test draft, adapt to feedback, test again
Communication Channels: Multiple routes
Success Criteria: Define performance indicators
Customer Relationship Management: Store data

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Modes of Expression

- Product
- Vocabulary
- Core claim
- Bullet points
- Important number
- Easy legibility
- Proven layout
- Appropriate colour
- Comprehensible tables and graphs
- Compelling visuals
- Customer Experience



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Articulate / Express Your Content

Offer the complete package

Be comprehensive!

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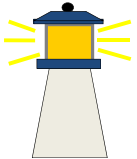
Modes of Expression

- Product / Brand / Trademark
- Vocabulary
- Core claim
- Bullet points
- Important number
- Easy legibility
- Proven layout
- Appropriate colour
- Comprehensible tables and graphs
- Compelling visuals
- Customer Experience



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Visibility




Brand name in study name?

Create a Lighthouse Identity

Rename or modify the study name

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Scandinavian
Simvastatin
Survival
Study




Zocor
Survival
Study

Merck & Co

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International
Nifedipine once-daily
Study:
Intervention as a
Goal in
Hypertension
Treatment



Adalat[®]
INSIGHT
Study

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Modes of Expression

Product

Vocabulary

Core claim

Bullet points

Important number

Easy legibility

Proven layout

Appropriate colour

Comprehensible tables and graphs

Compelling visuals

Customer Experience

**Verbal
= Language**

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With language you are playing
an incredibly dangerous game

Frank Luntz: Words that work

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Some Words Transform



Your Text ...

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"Barbed Wire Words"

Complicated, Problem,
...

➔ Check

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The Power of Words

 Loose lips sink ships 

Words can determine how
people feel and how they act

➔ Be careful what you say


Was innovative Niedersachsen erotisch finden <http://www.youtube.com/watch?v=9V1FdKbiuos>
Drehzahlmesser = Revolution counter = Rev meter
<http://www.youtube.com/watch?v=WxjP4tOul6E&NR=1&feature=fvwp>

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- Product
- Vocabulary
- Core claim
- Bullet points
- Important number
- Easy legibility
- Proven layout
- Appropriate colour
- Comprehensible tables and graphs
- Compelling visuals
- Customer Experience

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Wave length




Resonate with your target group

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Dictionary

The most important words




Forge your own identity
with the right vocabulary

Put in on the wall or computer

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Dictionary



- Exampless
- Substantin
- convenient
- solution
- very good
- improves
- clinical outcome
- saves time
- faster
- advantage
- physiological

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Language



Words with

- Positive interpretations
- Optimistic connotations
- Agreeable implications

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- → +

old

established
well-known
modern classic

Example: Aspirin®
Bayer Aspirin®

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- → +

disappointing

informative
instructive
insightful

© Healthcare Marketing Dr. Umbach & Partner www.umbachpartner.com

- → +

unquestionable	accepted
----------------	----------

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Impact of Words

Watergate scandal:

US President Richard Nixon
declared on national television:

“I am not a crook”

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Use Affirmative Statements

You deny	You affirm
not contaminated	pure
at no charge	free
undisputed	accepted

Be direct and straightforward

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Terms Easy to Imagine

Anti-androgenic effect

Beneficial influence on hair and skin

Ad for hormonal contraceptive

Proton Pump Inhibitor

Acid Pump Inhibitor

Losec® of AstraZeneca

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Alternatives to "Prove"

Avoid

Prefer

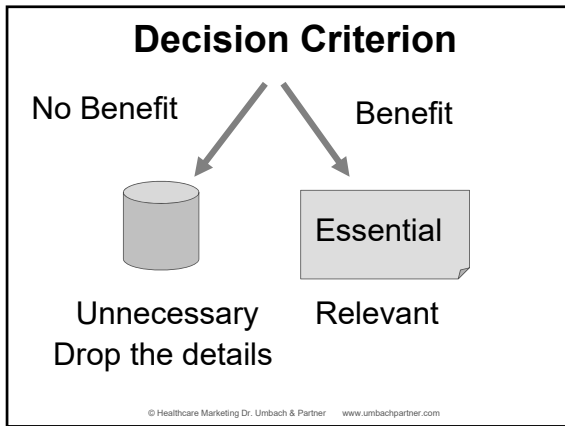
- Prove

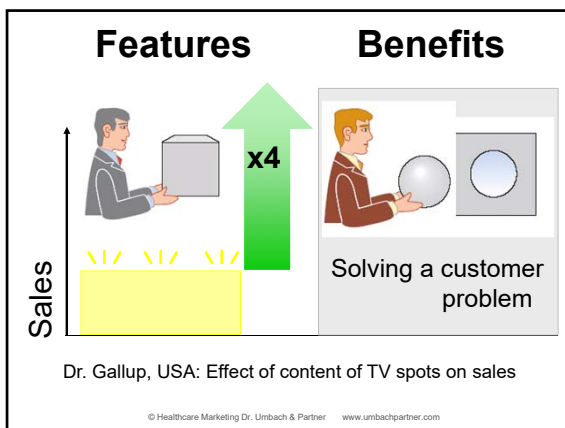
- Validate
- Document
- Confirm
- Highlight
- Emphasize
- Underline

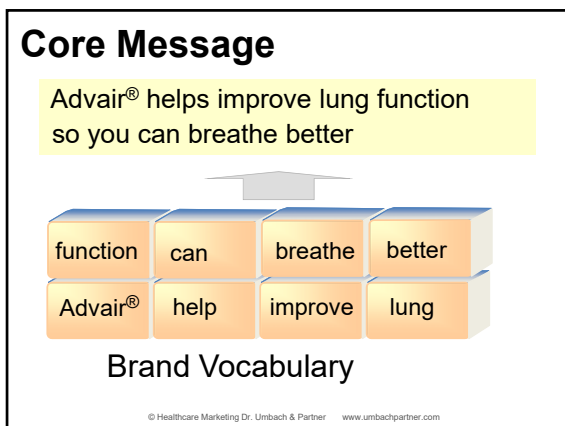
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- Product Vocabulary
- Core claim
- Bullet points
- Important number
- Easy legibility
- Proven layout
- Appropriate colour
- Comprehensible tables and graphs
- Compelling visuals
- Customer Experience

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The "C"s of Convincing Claims

- Clear** Easy to understand
- Concise** Short and to the point
- Credible** Supported by data
- Consistent** In line with other sources
- Continuous** Constant over time
- Competent** Showing know-how
- Caring** Of relevance to the reader

Video: <https://www.umbachpartner.com/de/convincing-and-compelling-claims>
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COMET: Message to Experts

Carvedilol in Heart Failure

Results of a European study in this week's issue of *The Lancet* suggest that the beta-blocker carvedilol offers substantial survival benefit compared with another widely-used beta blocker for the treatment of chronic heart failure.


Based on presentations and The Lancet, 5 July 2003

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- Product
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Continuous Text Bullet Points




Format your text for clarity and easy reading. Bullet points highlight the information you want to emphasize. Which is clearer, continuous text or text laid out using bullet points?

- Attention
- Interest
- Clarity

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Bullet Points: Number

Uneven Even



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Best Number of Bullet Points

-
-
-

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Best Symbols

●	◐	✓	⬡
●	◐	✓	⬡
●	◐	✓	⬡

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Design

Avoid

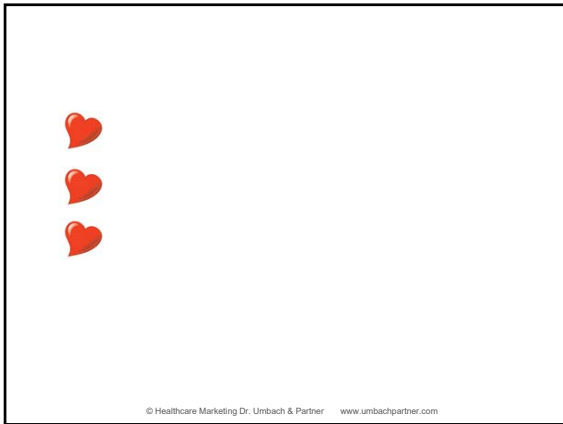
 **Circus Look**

"Don't look like an ad"

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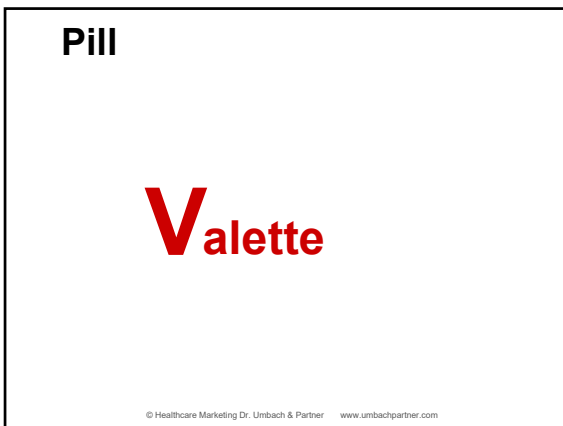


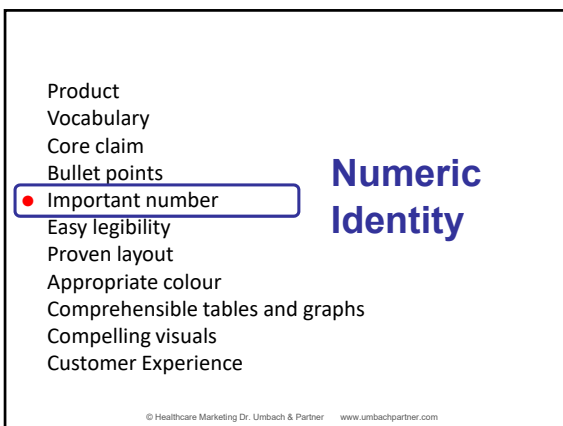
Modes of Expression

Memorable marks

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Numeric Identity

Car 911
Perfume N°5
Hotel 7-star

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Numeric Identity

Zovirax:
Reduction of herpes recurrences 75%

Captopril in SAVE Study
Reduction of cardiovascular morbidity 20%

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Gilenya
Simply one capsule per day

52% reduction in recurrences
versus interferon beta-1a i.m.

Treatment for Multiple Sclerosis from Novartis

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COMET: Scientific Data

Carvedilol in Heart Failure

Yearly mortality rates were 8.3% with carvedilol and 10.0% with metoprolol. Average life-expectancy was eight years for patients given carvedilol compared with 6.6 years for patients assigned metoprolol.

Based on presentations and The Lancet, 5 July 2003

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Core Message to Physicians

COMET: Carvedilol in Heart Failure

Dilatrend® patients live longer, on the average 1.4 years*

* COMET: Carvedilol versus Metoprolollartrat. The Lancet 2003;362:7-13

Dilatrend® is a trademark from Roche

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- Product
- Vocabulary
- Core claim
- Bullet points
- Important number

- Easy legibility
- Proven layout
- Appropriate colour
- Comprehensible tables and graphs
- Compelling visuals
- Customer Experience

Visual

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Visual Communication

That's the ad agency's job

?

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- Product
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Legibility

If people have difficulties reading your text, it might as well be invisible



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Appropriate Size

Presentations > 30 point font

Print > 12 point font

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?

Negative Typography

Light letters on a dark background

Positive Typography

Dark letters on a light background

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- Product
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- Customer Experience

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Learning from Apple

Safari as Standard Browser?

A	<input type="button" value="Yes"/>	<input type="button" value="No"/>
B	<input type="button" value="No"/>	<input type="button" value="Yes"/>
C	<input type="button" value="No"/>	<input type="button" value="Yes"/>
➔ D	<input type="button" value="No"/>	<input checked="" type="button" value="Yes"/>
E	<input checked="" type="button" value="Yes"/>	<input type="button" value="No"/>
F	<input type="button" value="No"/>	<input type="button" value="Yes"/>

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Use Captions

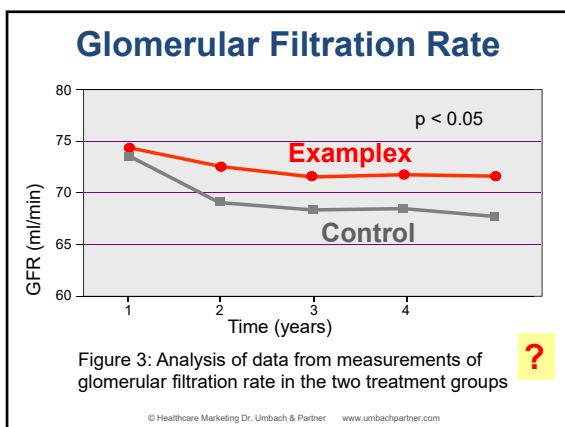


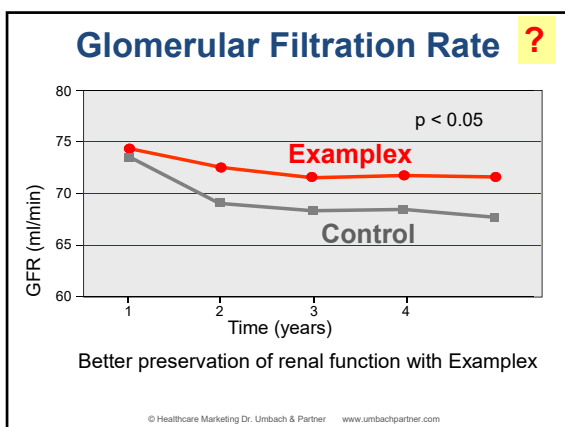
Exampless saves time

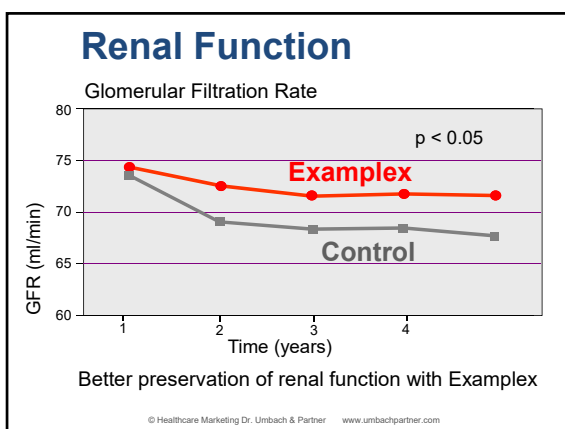
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Case Study

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Product
Vocabulary
Core claim
Bullet points
Important number
Easy legibility
Proven layout
● Appropriate colour
Comprehensible tables and graphs
Compelling visuals
Customer Experience

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The Product Column

Use Your Brand Color

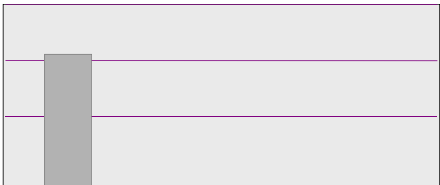


Purple Green Blue Red

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The Placebo Column Colour

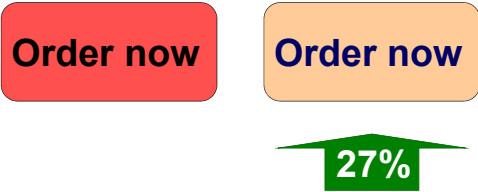
should be ... inconspicuous



e.g. Grey

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Higher Response?



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- Product
- Vocabulary
- Core claim
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- Comprehensible tables and graphs
- Compelling visuals
- Customer Experience

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Case Studies

- 1
- 2
- 3

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Recall with Substantin 1

Increase	Constant	Decrease
50%	48%	2%

Sequence of columns?

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Recall with Substantin 2

Decrease	Constant	Increase
2%	48%	50%

Appropriate way of depicting data?

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Recall with Substantin 3

Deterioration 2%	Constant 48%	Improvement 50%
---------------------	-----------------	--------------------

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Case Studies

- 1
- 2
- 3

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Clinical Trial Results

Herpes virus infections
Substantin* reduces
recurrences** by 75%

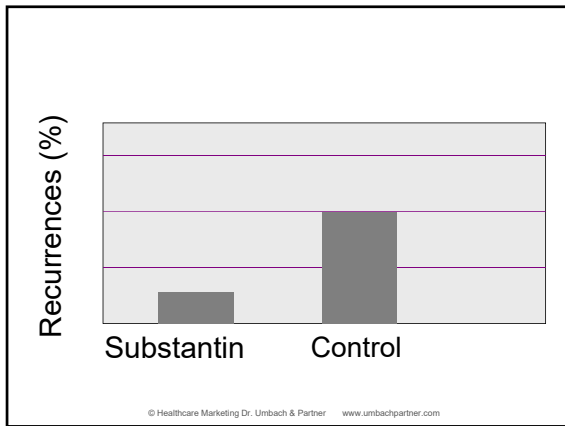
* Brand name: Examplex
** Percentage of cases in
which it happens again

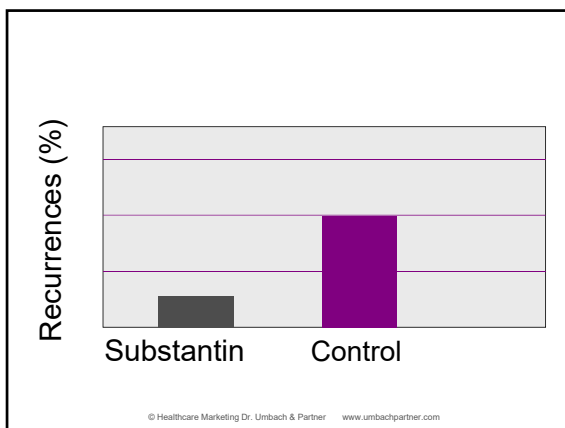
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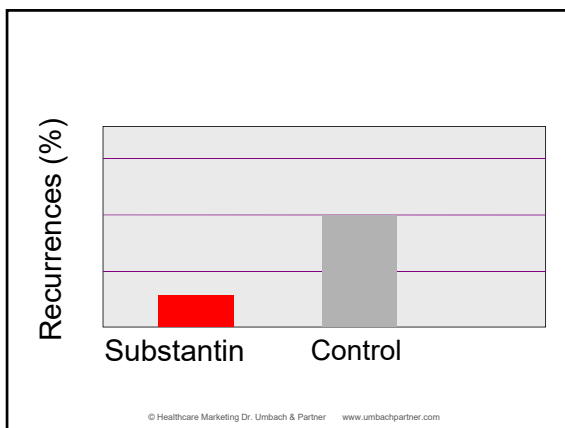
Poorly Visible Results

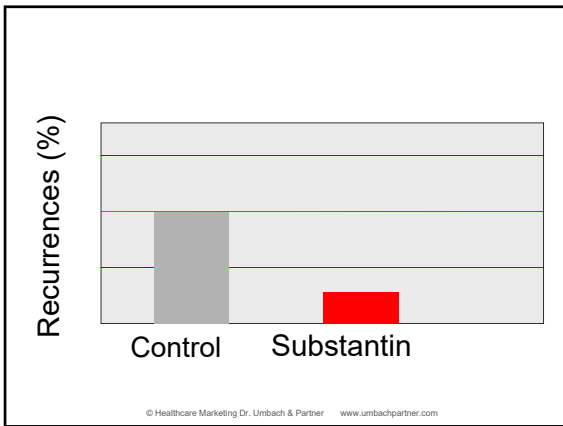
Group	Recurrences (%)
Substantin	~10
Control	~75

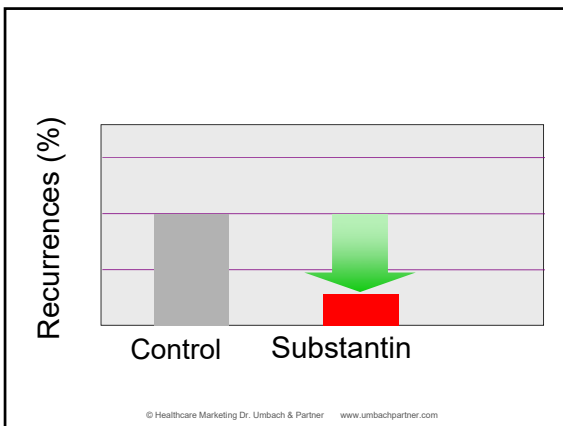
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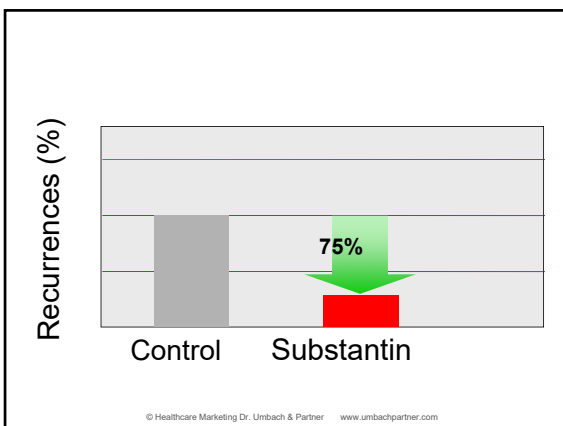












Case Studies

- 1
- 2
- 3

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Design: 3 Mistakes

Your Brand Colors

Category	Color	Relative Height
Brand	Green	High
A	Orange	Low
B	Brown	Medium-Low
C	Blue	High
Placebo	Grey	Low

- Placebo has best placement
- Competitor C placed very advantageously
- Competitor A shown with brand color

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Design: Improved

Category	Color	Relative Height
C	Light Grey	High
B	Medium Grey	Medium
A	Dark Grey	Low
Placebo	Very Dark Grey	Low
Brand	Green	High

- Brand now placed to highlight differences
- Competitors now shown in neutral colors

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Product
Vocabulary
Core claim
Bullet points
Important number
Easy legibility
Proven layout
Appropriate colour
Comprehensible tables and graphs
● Compelling visuals
Customer Experience

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Compelling visuals

The Impact of Images

work at a subconscious level

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The Right Triangle

Which product seems more effective in **increasing** response rates

Examplex ▲ **Examplex ▼**

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"Active" Design

- 1 Cut _____
 - 2 ✂ _____
 -  3 ✂ -----
- Highest response?

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The Incentive



Send me the Examplex stamp

Yes, send me the Examplex stamp

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Appropriate Images

- Picture
- Illustration
- Symbol
- Icon

Choose a visual relevant to your message

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Blood Pressure Control



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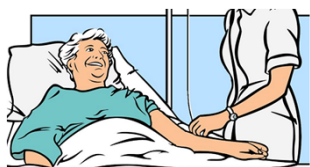
Once-a-Day



One tablet ...
once-a-day

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Easy Intravenous Application



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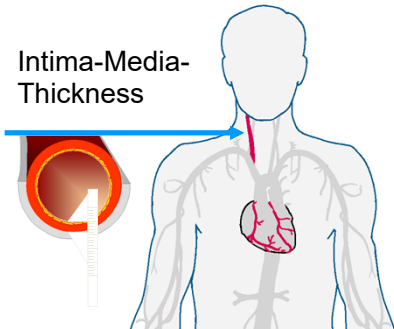
Intima-Media-Thickness

Intima-Media-Thickness

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Intima-Media-Thickness

Intima-Media-Thickness



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Contraception



Red Roses

Love
Live
Lara

www.laralove.de www.laralove.ch

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Glorious Technicolour



Tunnel tones

Black
and
grey



Technicolour

Add colour and
increase recall
by **100%**

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Art Work or Photographs



Drawing



Photograph

Authentic
True

?

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Professional Photography




Increase credibility
of your communication

Spend money on an
excellent potographer

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Create a Brand



Identity

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The Power of a Brand



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- Product
- Vocabulary
- Core claim
- Bullet points
- Important number
- Easy legibility
- Proven layout
- Appropriate colour
- Comprehensible tables and graphs
- Compelling visuals
- Customer Experience Emotional component


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No amount of money, advertising, or product features will make up for poor customer experiences*.

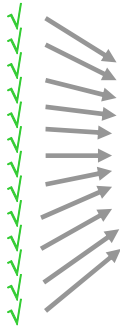
* CX
United Airlines
Wells Fargo

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Comprehensive



Consistent



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Briefing an Advertising Agency

- 1 Customer: Relevant target groups
- 2 Unmet need: The customer's problem
- 3 Benefit: The solution you are offering
- 4 Superiority: The unique value you are providing (USP)
- 5 Validation: The references to support your claim
- 6 Behavior: The action you want your customer to take
- 7 Branding: Logo, colours, design, memorable marks
- 8 Vocabulary: The ten words to include
- 9 Claims: The three core messages
- 10 Numerical: The most important number
- 11 Visuals: Key graph, image, photo

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Analysis: Investigate target group
Unmet need: Understand the prospect's problem
Powerful message: Positioning and claims
Modes of expression: Verbal, visual ...
• **Check:** Test draft, adapt to feedback, test again
Communication Channels: Multiple routes
Success Criteria: Define performance indicators
Customer Relationship Management: Store data

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If you think adventure
is dangerous, try routine,
it's lethal.

Paulo Coelho

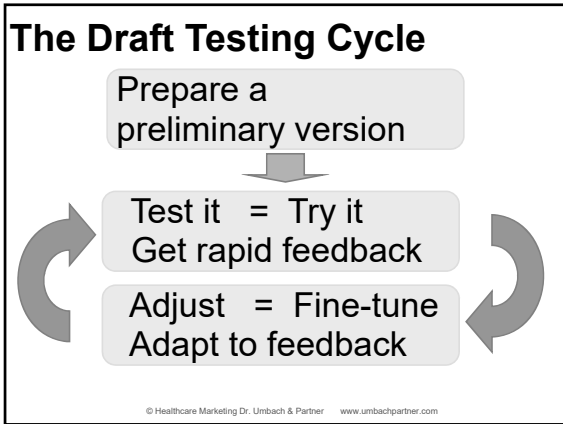
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Is Your Draft Easy to ...




Read?
Understand?
Remember?

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Listen



Rapid prototyping

Fail faster and succeed sooner

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- Analysis:** Investigate target group
 - Unmet need:** Understand the prospect's problem
 - Powerful message:** Positioning and claims
 - Modes of expression:** Verbal, visual ...
 - Check:** Test draft, adapt to feedback, test again
 - **Communication Channels:** Multiple routes
 - Success Criteria:** Define performance indicators
 - Customer Relationship Management:** Store data
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Communication Channels

Choose the routes that your target audience prefers

Start a dialogue with your clients

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Engaging
Involving
Listening to
Interacting with

the customer

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Communication Channels

- External experts
- Events
- Scientific publications
- Personal contacts
- Digital media
- Public relations
- Advertising
- Further aspects
- Align with customer journey

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- External experts
 - Individuals
 - advisory boards
 - societies
- Events
- Scientific publications
- Personal contacts
- Digital media
- Public relations
- Advertising
- Further aspects
- Align with customer journey

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Relevance

KOLs and MSLs help realize the full medical value of prescription drugs

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Bridging the Gap

Maintaining regular contacts Between your company and thought leaders

Medical Affairs:

- Medical Science Liaison Manager (MSL)
- Medical Advisor

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Terminology: Companies

"Thought Leader Management Professionals"

- Medical Science Liaison Manager (MSL)
- Medical Science Manager (MSM)
- Medical Science Relations (MSR)
- Medical Scientist
- Scientific Relations Manager (SR)
- Health Science Associate (HSA)

Medical Advisor

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The MSL/KOL relationship has become crucial to the success of companies.


"We help healthcare professional make better decisions"

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Terminology: Experts

- External Experts
- External Stakeholders
- Scientific Leader (SL)
- Thought Leader

- Opinion Leader (OL)
- Key Opinion Leader (KOL)
- Product Advocate



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Key Account Manager

Product Manager


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MSL: Usual Responsibilities


- Establish liaison with key opinion leaders
- Assemble and manage advisory boards
- Answer questions asked by physicians
- Represent the company to societies and institutes
- Identify new developments in the field
- Report feedback from conferences, experts, etc
- Support Marketing

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3 Levels

Human relationship
Connect, rapport 

Scientific data
Ask good questions 

Business transaction
Value for the company 

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Thought Leader Sequence



Contact them in the right order!

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Consensus Meeting

Educate the Educators:
Example: The HPV Vaccines

Cervarix, Gardasil

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Expert Workshops



Confidential

"Advisory Board"
"Expert Round Table"

Invite hand-picked,
selected experts

You facilitate and
organize, creating an
aura of exclusivity

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Essential

Input

Output
Outcome
Results

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Input

Workshops
organized

4

3

Results

Participants
that attended

20

40

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Input-Oriented Criteria

- Number of visits
- Number of plans for experts
- Punctuality in delivering documents
- Number of internal meetings organized
- Number of external meetings organized
- Number of presentations given

But: Impact remains unclear

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Output-Oriented Success Criteria

- Participants at events
- Feedback from Marketing & Sales
- Positive remarks from experts
- Potential leaders identified
- Favourable publications
- Potential leaders identified
- Recommendations from experts
- Incorporation of into guidelines
- ...

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Approach for guideline updates

- Start early
- Clarify internal responsibility
- Continuity (It's personal)
- Scientific approach (No "marketing")
- Advisory Board: Plan
- Engage experts in various ways

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External experts

- Events

Scientific publications
Personal contacts
Digital media
Public relations
Advertising
Further aspects
Align with customer journey

- Conferences
- Workshops
- Presentations

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More Than Information

Educational event → Educational event and worthwhile experience

People pay more for entertainment than for education

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Symposium Title

A Daichi Sankyo and Menarini International symposium held during the European Society of Cardiology Congress

→ New standards in protecting high-risk patients: Learning from the ONTARGET programme

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Conference Checklist



Wealth of options

- Main session
- Satellite symposium
- Expert workshop
- Press activities
- Booth at exhibition
- Hand-out materials
- Hotel reservations

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Satellite Symposia

- Which conference?
- What attractive topic?
- Who as speakers, chairpersons?
- Which support for travel, slides?

Meet speakers and chairpersons before the event

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Events



Super speaker
Nice setting
Good food

Events

Congress Workshop

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External experts
Events
• Scientific publications
Personal contacts
Digital media
Public relations
Advertising
Further aspects
Align with customer journey

- Conferences
- Workshops
- Presentations

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Publication Strategy

- Abstract
- Report by journalist attending the conference
- Original article
- Editorial
- Subset analyses
- Review articles
- Publications in languages other than English

➡ Quotable references

- Pocket Guide: Practical Guidance

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External experts
Events
Scientific publications
• Personal contacts
Digital media
Public relations
Advertising
Further aspects
Align with customer journey

- Meet and
- Network with people
....
Yes, you have to put
yourself out there

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Human Relationships




You **never** have a relationship with an organization

You **always** have a relationship with an individual

... It's always personal

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Network



Connect to people
Make lots and lots of friends

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Your net worth increases with your network

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Online Business Platforms



www.xing.com
www.linkedin.com

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Give Great Presentations

Practice and polish ...

"If you sound rehearsed,
you did not rehearse enough"


Video: Don McMillan_ Life After Death by PowerPoint

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- External experts
- Events
- Scientific publications
- Personal contacts
- Digital media
 - Visible websites
 - Online videos, podcasts
 - Newsletter, blog
 - Collect email address
- Public relations
- Advertising
- Further aspects
- Align with customer journey

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Digital Media



Separate presentation

Pharma-Online-Marketing-CSL


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External experts
Events
Scientific publications
Personal contacts
Digital media
● Public relations
Advertising
Further aspects
Align with customer journey

- Visible websites
- Online videos, podcasts
- Newsletter, blog
- Collect email address

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Evaluating Public Relations



Before starting, ask

Is it newsworthy?

Do I have a story?

Do I have the budget?

Do I have professional public relations people?

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Public Relations



After the presentation of the "4S" study results

Cholesterol drug helps save lives

"The drug, Zocor, made by Merck & Co. was shown to ... "

Zocor® from Merck & Co.

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A National Magazine Article

Which Love Pill is the Best One?



In a head-to-head comparison, the percentage of men preferring

- Cialis® was 46%
- Levitra® was 30%
- Viagra® was 14%

Trademarks:
Cialis® from Lilly,
Levitra® from Bayer
Viagra® from Pfizer

Based on a translation from a German article in TV Hören und Sehen, 20 - 26 December 2003

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External experts

Events

Scientific publications

Personal contacts

Digital media

Public relations

• Advertising

Further aspects

Align with customer journey

- Adverts
- Brochures
- Print mailings
- ...

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Working with the Agency

Divide into subprojects

Ensure appropriate briefing

Ask for drafts

Locate the creative people
and get them into your team
right from the start

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External experts

Events

Scientific publications

Personal contacts

Digital media

Public relations

Advertising

• Further aspects

Align with customer journey

- Medical
- Marketing
- Sales force
- Call center
- Additional options

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"Medical"

Medical Affairs

- Medical Advisor
- Scientific Advisor
- Scientific Communication Manager
- Medical Science Liaison Manager

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Sales Force

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One Rep Visit to the Doctor



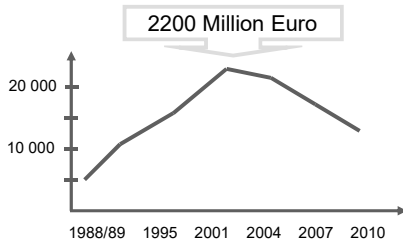
Germany USA

Duration 6 min 1½ min

Cost: 100 to 150 Euros

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Number of Sales Reps




Germany

Quelle: Focke-Hecht 2009 aus Pharma Relations 2010

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Interact with Reps



- Inform them
- Train them
- Educate them
- Motivate them



Workshops with the sales force

Can you inspire them?

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The Proper Order of Events

Ensure the right sequence



Medical News
Recent study confirms the value of Examplex
.....

First inform and train the reps

Then place the article in the newspapers

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Additional Options

- Non-interventional studies (NIS)
- Sponsorships
- Self-help groups
- Imaginative actions
(have been severely restricted)

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External experts
Events
Scientific publications
Personal contacts
Digital media
Public relations
Advertising
Further aspects

- Align with customer journey

- Touchpoints
- Frequency
- Integration
- ...

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Customer Journey: Touch Points

Print Ad Telephone Website Newsletter Event

CRM

Consistency and Alignment

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Integration

Provide a consistent message

Play it again Stick to the same piece

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Consistency Across Time



Repeat key messages

... People cannot prescribe /
order / buy / recommend
what they cannot remember

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Discipline to keep
things consistent

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We have discussed

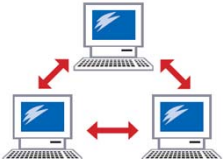
- External experts
- Events
- Scientific publications
- Personal contacts
- Digital media
- Public relations
- Advertising
- Further aspects
- Align with customer journey

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Analysis: Investigate target group
Unmet need: Understand the prospect's problem
Powerful message: Positioning and claims
Modes of expression: Verbal, visual ...
Check: Test draft, adapt to feedback, test again
Communication Channels: Multiple routes
Success Criteria: Define performance indicators
● **Customer Relationship Management:** Store data

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Names



Customer Relationship Management

Collect, store and update data

Navigate → Valuable clients

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CRM


Number of clients _____

Their postal address _____ %

Their email address _____ %

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CRM

 Good clients

receive the following privileges ...

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Rewards for People

Persons that help me or support my projects, receive ...

-
-
-

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Who coordinates?



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Headquarters and Countries



Your office

Pulling everything together


Examp
Communication
Coordination
Centre

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Live up to your true potential

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Positive Attitude


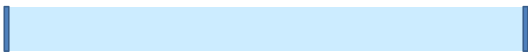


Up-beat wins

- Be confident
- Show drive
- Exude optimism
- Emanate enthusiasm

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Leeway



Stretch

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Types of People



- Make things happen
- Watch things happen
- Wonder what's happening

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"Be so good they can't ignore you"



Comedian Steve Martin

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The Big Secret

Get out and do it

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Try Things

Get comfortable being uncomfortable

Tom Peters
Re-imagine! Business Excellence in a Disruptive Age

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Wake Up



Morning

Alert

Act

Make every day count

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Rise to New Heights



No one can predict to what heights you can soar

Even you will not know until you spread your wings

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Free Tips and Ideas

www.umbachpartner.com

Password → Login for Clients

German Online Courses

German Management Newsletter

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Appendix
Advisory Boards
15 Tips

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Advisory Board 1 - 3

1) Choose candidates carefully. Discuss your suggested candidates with Medical and Marketing

2) Organize an expert workshop to see candidates in action ("pilot")

3) Select experts who have a genuine interest in your studies and products

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Advisory Board 4 - 6

4) Limit the number of people to approximately 4 to 6 persons

5) Encourage people to participate in frank and candid discussions

6) Prepare meetings thoroughly:
Topics, Questions, Goals

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Advisory Board 7 - 9

- 7) Consider a facilitator to moderate the meeting
- 8) Encourage the experts to suggest new ideas and innovative ways
- 9) Identify the gate keeper who liaises with the experts (e.g. Medical Liaison Officer, Scientific Relations Manager)


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Advisory Board 10 - 12

- 10) Consider all legal aspects
- 11) Pay only for services delivered and keep honoraria consistent
- 12) Follow up on meetings: Thank the experts and send them a summary of the meeting

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Advisory Board 13 - 15

- 13) Have an exit strategy: Limit the life span of the advisory board so you do not have to dismiss people
- 14) Network: Every contact makes you more valuable. Do **not** delegate this to an agency
- 15) Keep looking for future experts 

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