

SECTION 16

COMMUNICATING EXTERNALLY

Develop an external communication campaign

External Communication	
 Activities in the market	Pre-Marketing
	Publication Strategy
	Events
	Opinion Leaders
	The Web
	Public Relations
	Advertising
	Sales Force
	Coordination

The illustration lists key components of an effective external communication campaign. You will need to develop these elements in your game plan.

Analyze the essentials

Delivering Your Message

To the right audience:
Physicians, patients,
pharmacists, opinion leaders

In the right sequence

In the right way

Before launching your marketing strategy, ask yourself the following questions:


- Am I addressing the right audience?
For example: what influence do physicians, pharmacists, patients and other players have on the decision-making process? How do I know that I am targeting the appropriate groups?
- Am I addressing the audience in the right sequence?
For example: am I working the 'pyramid of opinion leaders' in a logical order?

Do I need to address the specialists before addressing the general practitioners?

- Am I addressing the audience in the right way?
For example: how many of the physicians I want to email have internet access?

Plan pre-marketing

Pre-Marketing




Benefit from the study before the results are available

Sow the seeds

You can benefit from the study before the study results are available. Just as you may undertake pre-marketing before the launch of a product, you can 'pre-market' a clinical trial before the launch of the trial results. Create receptiveness in your target group.

Choose the most appropriate pre-marketing alternative

Three Pre-Marketing Options



Acknowledge a medical need

Address a research question

Create an umbrella concept

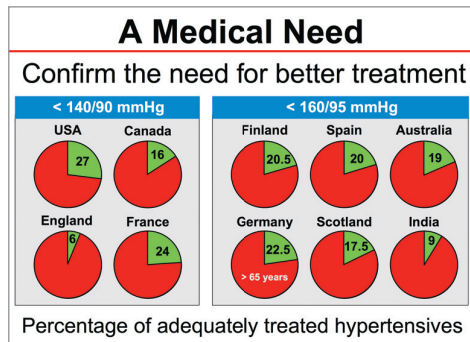
Riding the wave

There are basically three main ways of 'pre-marketing' a trial:

- 1) acknowledge an unmet medical need
- 2) address an important research question
- 3) create a general overall concept.

The following three illustrations explore these options.

Acknowledge a medical need



Start by pointing out the medical problem. For example you may emphasize the number of patients not adequately treated with current forms of blood pressure lowering therapy. Emphasize the need for better treatment options.

You are taking a certain risk since at this stage: you still will not know if your study will demonstrate a superior treatment option. Your aspirations should nevertheless move you in that direction. Create the perception that you have something worthwhile to communicate.

Address a research question

A Research Question

RR? Example

What is the optimal arterial blood pressure?


The HOT (Hypertension Optimal Treatment) trial investigated this question

Examine your study very carefully: how important is the research question that it will answer? If the question underlying the trial is relevant to the scientific community or the prescribing doctor, focus on this aspect in your pre-marketing activities.

For example: The HOT (Hypertension Optimal Treatment) trial explored – among other things – the highly pertinent research question ‘What is the optimal pressure for arterial blood?’

Create an umbrella concept

An Umbrella Concept



Develop a theme versatile enough to accommodate the future message independent of the exact scientific results

Example **Confidence**

You need to develop a theme or general concept that is versatile enough to accommodate your future messages, independently of the exact scientific results.

For example, the theme of 'Confidence' which implies trust and assurance for those selecting your product. Once you have access to the trial results, you can use your confidence theme as a platform: 'Confidence, because Examplex effectively lowers ...'.

Develop a publication strategy

The Publication Team

- Marketing
- Medical Team
- Key Investigator
- Potential support:
Experienced Consultant
Medical Writer

Set up a team to help you devise a publication strategy. The illustration shows which key functions you may want to include in the group preparing the publication of your trial results.

Fine-tune the wording

Preparing Articles

Substantin
Improved
Outcome in
Patients with
Diabetes
Draft

Section *Abstract*
Conclusions

Manu-
script

Use positive words

Suggest
short, straightforward,
easily quotable sentences

If possible, don't wait until the principal investigator submits the final manuscript of the article for publication in a scientific journal. Work closely with the 'Medical Team' and principal investigator before the manuscript is submitted for publication. The manuscript should contain clear, concise statements with positive vocabulary that is easily quotable. An approach like this will endorse your message.

Get hold of a draft of the manuscript and read the 'Abstract' or 'Conclusions' sections. Perhaps

you can suggest ways of rewording some of the most complex scientific statements. For example, you can recommend:

- changing words that have negative connotations with words that carry more positive connotations and adequately represent the results
- making sentences shorter
- making statements more straightforward
- changing the passive voice into the active voice.

Be generous with reprints

Reprint Distribution



Reprints

Via sales reps in the
doctor's office

At the company
booth of an exhibition

At satellite symposia
of conferences

When the Medical Department tells you that the manuscript has been accepted for publication, you have a reason to celebrate. Invite your colleagues from the 'Medical Team' to a spontaneous party in your office. They have worked hard for the last months and now is the time to show your appreciation. Contact the publisher and ask for a bulk discount if you order multiple copies of the article before they start printing. It may appear more cost-effective to make copies on your office copy machine, but by doing so you would be infringing on

copyright, and high-quality reprints from a publishing house seem to carry more value than simple copies from a copying machine.

Distribute the reprints generously. Explain to the sales representatives how the article supports the credibility of their message when handed to the doctor. Ship reprints to the scientific conferences that your company attends. Booths in the exhibition area or the auditorium where your satellite symposium takes place are all good places to hand out reprints to interested parties.

Mail out your reprints

Reprint Mailing



Publication

Send out the main article to the doctors in your database

Who should send it?

Ask the Principal Investigator!

Ask the principal investigator if he or she is willing to sign a cover letter for a mailing to send the reprinted key article to your database of opinion leaders and physicians on the official stationery of the university or teaching hospital. You'll need to pay for the additional printing and the postage.

Draft the cover letter

A Draft Letter

Cover letter accompanying your reprint

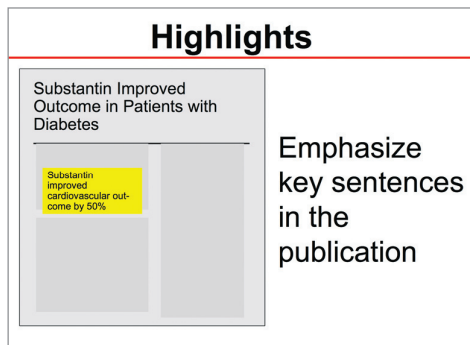
Dear colleague,
University Hospital
The results of a randomized clinical trial in diabetic patients treated with substantin may be of interest to you.
I enclose the recent publication.
Best regards,
Professor Peter Smith
Enclosure: Reprint

Prepare a draft for the cover letter that will accompany the reprint.

Do not expect the principal investigator to do any direct advertising for you, so do not ask him or her to mention the brand name in the letter.

Branding is your job.

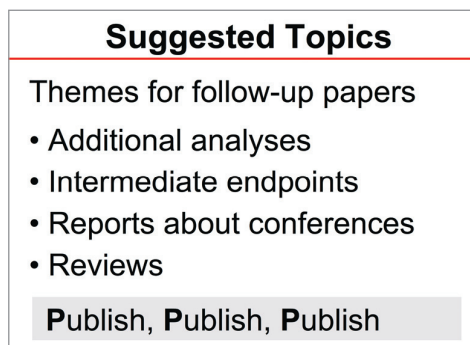
Emphasize key sentences



Is the average doctor likely to read the publication he or she receives? Probably not. You need to make it easier for the doctor to focus on your message when looking at the publication. Use a text marker to highlight vital sentences that reflect the essence of your message.

You can also print the most important statement on a separate adhesive Post-it® note that you can then attach to the original article. It will invariably draw the viewer's attention towards your message.

Stimulate follow-up articles



Stimulate follow-up articles after publication of the main article. The example suggests various options. Writing a report about a satellite symposium that covers your trial is also a possibility. Keep in touch with key investigators, who may also offer ideas for additional articles or journals to approach.

Of course less prestigious journals can serve as an outlet for these articles. Timely publication in a secondary or tertiary journal can be more influential for marketing the trial results than the prestige of the journal itself.

Remember: publish, publish, publish.

Encourage your authors

Author Support



Inspire to write

- Pay honoraria
- Support travel expenses
- Suggest junior researcher
- Consider medical writer

Support your authors, with honoraria or support for travel expenses. Invite the principal investigator or a colleague to write follow-up articles. The principal investigator will often assign this task to a registrar or a younger researcher in their hospital or university.

Try to contact this person directly while keeping the principal investigator in the loop. Establishing a good relationship with this junior person may prove useful. You can develop a pool of contacts from which future opinion

leaders typically emerge. The honoraria you pay these junior researchers is usually well below the cost of professional medical writers, so you can afford to be generous. If these people have little time, a professional medical writer can prepare a draft of the article which the official author can then polish. Remember the author must have final ownership and sign-off.

Develop an appropriate fee structure

Fees for Authors

Agreement

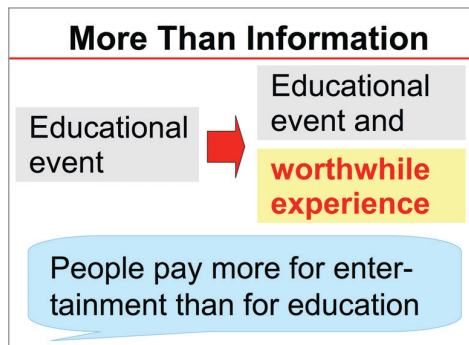
Of the total sum, we will pay
 1/3 on submission of initial manuscript
 1/3 on submission of revised manuscript
 1/3 on final acceptance of manuscript

Write a contract that connects fees to project progress achieved

The illustration shows an example of how to split up fees during the process of preparing and submitting an article for publication. An alternative is to pay 50 percent of the agreed sum on first submission of the article, and 50 percent on submission of the revised article.

Work out your own system that gives the best financial incentives to your authors to complete the article within the suggested time lines.

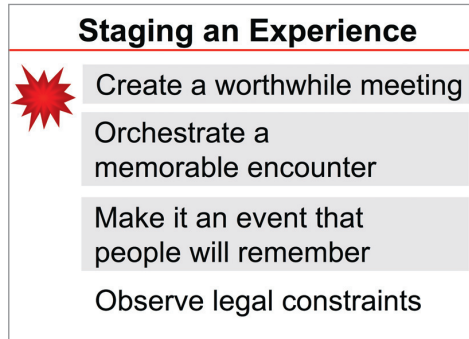
Transform your events



Educational events sponsored by the pharmaceutical industry have traditionally been both educational and entertaining. Mere entertainment is not enough. The idea of turning a mundane 'scientific' workshop or congress for doctors into an encounter that engages their imagination and will have a lasting impression may seem far fetched at first.

You may simply be planning an afternoon of continuing medical education for twenty general practitioners. Nevertheless, see how far you can develop the event without appearing inappropriate or foolish.

Use your imagination



Imaginative event management involves much more than just organizing the event. You need to plan with a mindset that will create an experience that will be remembered. You are staging a workshop for your audience. Think about how the elements of scenery, drama or theatre can also transform your workshop into an inspirational and memorable experience. Ask an event agency about creative ideas.

Make sure you don't overstep the 'codes of conduct' and legal restrictions many industry associations have developed for their members. If in doubt, contact an experienced lawyer. The most knowledgeable lawyers are usually those who helped develop these 'codes of conduct' in the first place.

Get the most out of your events

The Potential of Events



Brand
the event

Make your
product visible

Connect to your guests

Establish personal rapport

Benefit from your workshops and other events with your customers by taking into account the following items, depending on the size of the event:

- brand the event: Try to display your product visibly, but not too prominently
- weave your message into the fabric of the event (Ask your creative agency for their suggestions)
- connect with your guests: Your aim is to strengthen personal relationships with your customers.

Bear in mind it is you who is funding the event.

Time your invitations

The Schedule for Invitations

4 to **8** weeks

in advance of a regional workshop

Send a reminder three to seven days before the event

Take into account school vacations, national or religious holidays, special events

If you are planning a regional workshop for doctors, work out how far in advance of the event you would mail your invitations to maximize attendance. Based on the experience of promotional mailings for seminars in the US, the most effective lead time seems to be four to eight weeks before the event. If you plan an event on a national level, you will need a longer lead time.

It is also worthwhile sending a reminder approximately three to seven days prior to the event. Be careful to avoid conflicts with school vacations, national or religious holidays, or special events in the area of the workshop.

Print a road map

Your Invitation Road Map

Exampless Workshop Venue



Show
people
how to
get there

Branded invitation card

Most customers appreciate the convenience of finding a map to the venue on their invitation card. This simple service will help them find the quickest way to the event. It encourages people to arrive on time and in a more relaxed frame of mind, because they have not got lost on the way.

If you regularly use the same location for your event, make sure that you have a clear map. Some hotels only offer rather poor maps. It is often worth spending money on a graphic

designer to draw a good map and to brand the invitation card by using the typography, colours, symbols and so on of your brand.

Copying a segment from a published map is an infringement of copyright.

Create an event checklist

Conference Checklist



Wealth
of
options

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

In order to prepare every aspect of your conference, ask yourself the 'Where/When/Who is responsible' questions for the following items:

- main scientific session
- satellite symposium with opinion leaders as speakers
- expert workshop with investigators
- press activities, such as a press conference
- booth at the industry exhibition
- hand-out materials, such as brochures and reprints
- hotel reservations for speakers and selected physicians.

Optional items include breakfast sessions and local media coverage.

You will probably need an internal or external travel agency or congress service to take care of travel details, hotel reservations and so on. If appropriate, think refreshments, sound systems, lighting and so on. Consider a rehearsal of important sessions.

Organize satellite symposia

Satellite Symposia

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

Meet speakers and chairpersons before the event

You want attractive and well-attended satellite symposia. Be selective in your choice of conferences. It is better to have two well-organized satellite symposia than three poorly organized ones.

Choose a theme that is currently in vogue and will attract people even if this topic is not wholly related to your product.

Choose at least one speaker who is known to draw the crowds. If you need to invite an influential person who has poor speaking skills,

appoint him or her chairperson. This prominent role will be happily accepted and the audience will be grateful for being spared a less than thrilling presentation.

Offer your speakers support and production of their slides. Do not insist on a one-size-fits-all approach for all slides. Speakers will be more at ease and appear more credible, if they are not forced to show the slick and colourful slides from the company's communication agency (everyone in the audience will know that you sponsored the slides, in any event).

Make sure that you meet the speaker and chairperson prior to the meeting. You thus have a chance to discuss last-minute changes. Share with them what you are trying to achieve with the symposium. If the event is governed by CME rules – abide by them.

Get the most from your booth

The Exhibition Booth

- Make your brand visible
- Structure: The higher the better
- Keep it interactive
- Use images
- Avoid fine print
- Offer special treatment to VIPs
- Be reasonable with give-aways

Use an internal or external professional agency experienced in building booths for medical conferences.

- make your brand stand out
- the higher the structure of the booth, the more visible your stand will be
- keep it interactive: Things to do, buttons to press...
- use mostly visual information: Images will have more impact than text
- avoid fine print in text, because nobody will read it

- offer special treatment to VIPs, for example a quiet corner where you can serve coffee
- be reasonable with gifts and give-aways. If you are too generous, you will attract the wrong crowd of people.

Establish the sequence of opinion leaders

Opinion Leader Sequence



Contact them in the right order!

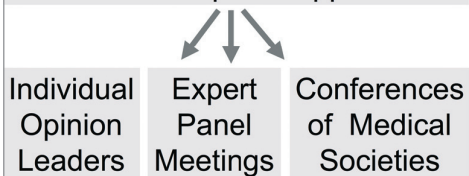
Make sure you contact the opinion leaders in the correct order starting with the international leaders moving to the national ones and then proceeding to the regional and finally to the local ones. Be aware that – especially for older products and for European countries – the endorsement from a national or regional opinion leader is sometimes more effective than from some distant expert from the other side of the Atlantic.

One company even successfully used the photo of a local physician advocating hormone replacement therapy (and implicitly also the company's product) in a national advertising campaign.

Seek endorsements

Endorsement Options

Use regular contacts
to accomplish support



You will increase your credibility if your message is endorsed by people recognized as experts in the medical-scientific community. Their opinions will help to shape the perception of your product and your study. You can cultivate regular contacts with these experts in various ways. You can set up face-to-face conversations to discuss topics of mutual interest, for example future publications or lecture tours. You can organize expert workshops or advisory board meetings. You can organize satellite symposia at

the conferences of medical societies.

Contacting a wide range of opinion leaders will give you access to expert advice, and later, credible independent external sources for your communication activities.

Connect with people

Human Relationships



It's always personal!

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

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

Connect to people

Business is all about human relations. You can never have a relationship with an organization. Relationships are with people. They are always personal.

The quality of the relationship you have with opinion leaders will determine to a large extent the success of your cooperation. The idea of 'opinion leader management' is misleading. It is not about managing opinion leaders; rather you are looking for a mutually beneficial collaboration in which trust is paramount.

Locate future thought leaders

Potential Thought Leaders



Become a scout
Ask others

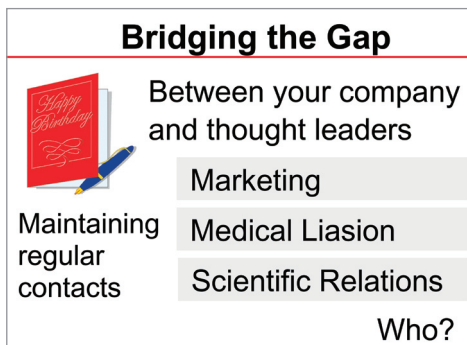
Who are the up-and-coming opinion leaders?

Contact these people

Become a scout for these up-and-coming opinion leaders in your field. Find out from current opinion leaders and colleagues who the potential opinion leaders are. Check the speakers' list at major conferences.

If you can identify and meet these people while they need support and recognition, you will be able to forge a long-term relationship with them.

Set up an effective liaison



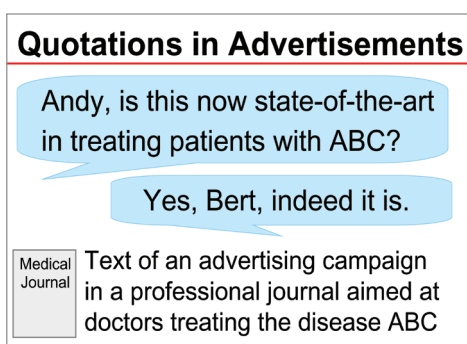
In order to maximize the cooperation between opinion leaders and your company, you need someone who can maintain regular contacts with these people. Make sure everyone knows who in your company has this responsibility. In some companies there is a 'Medical Liaison' or 'Scientific Relations' department that assumes this function.

Ideally the person concerned will be an experienced, tactful and diplomatic person, able to build rapport with the eminent and famous.

The person should be imaginative enough to reconcile the wishes of each individual with the objectives of the company, and also strong enough to individualize the level of support you offer and to deny unreasonable requests.

Opinion leaders hate to be contacted by three different people from the same company with requests to lead lectures. One person should act as a 'clearing station' or 'gate keeper' and coordinate these requests, and can then contact the opinion leader so your company can speak with a single voice. If you are not that person, appoint someone. If you do not have the power to appoint someone yourself, suggest someone appropriate who should fill the role.

Use credible quotations



The example illustrates a real case in which the names have been changed. Two well-known experts are in open conversation during a panel discussion at a major congress. They are discussing the conclusions of the Example ABC trial using Substantin. With their consent, the conversation is taped. Professor Andy A. asks Professor Bert B. 'Bert, is substantin now state-of-the-art therapy?' Bert replies 'Yes, Andy, indeed it is.'

The company used these two remarks as the text for an advertising campaign in medical journals aimed at doctors treating the disease, without mentioning the experts' names. Since the target audience knew which two opinion leaders were invoked, the campaign received attention and communicated the message in both a creative and credible way.

Appreciate the forgotten heroes

The Forgotten Heros



Benefit from the contacts already established by the 'Medical Team'

Clinical
Investi-
gators

- Include them
- Involve them
- Invite them

Turn investigators into advocates

The 'forgotten heroes' are the investigators who actually performed the trial. Don't neglect them. They are far less demanding than traditional opinion leaders. They already know your product, since they have had hands-on experience with it.

Include them in your marketing activities. Show them your appreciation. Turn them into advocates, invite them to a special 'thank you meeting'. Do not argue with the 'Medical' Department who will pay for the event. You

should pay for it. The money for organizing this event will be well invested.

Set up VIP micro meetings

VIP Micro Meetings



The principle investigator invites hand-picked, selected experts

Strictly
confidential
workshop

You facilitate and organize, creating an aura of exclusivity

An effective way of involving opinion leaders is an invitation only experts meeting. This is a small and intimate workshop with an aura of exclusivity where the most knowledgeable and influential persons (VIPs) are invited. It is a privilege to participate. The timing for this meeting is crucial. Organize it before the first official presentation but after the article has been accepted, in order not to jeopardize the publication.

You'll need to facilitate, organize and sponsor, or in other words, direct the event. Be highly selective in your choice of company people attending the micro meeting. It may seem difficult to refuse invitations to certain managers in your organization, but you should stick to your plans.

You can talk to the experts in a controlled environment - no competitors and no distractions. Listen to them before and after the event, during coffee breaks and meals. The information you receive is often extremely valuable.

Make the most of VIP micro meetings

Meeting Benefits



Speakers practise answers to difficult questions



Invited experts enhance their reputation

You get participants on board

You reduce the risk of 'snipers'

You can benefit from VIP micro meetings in four ways:

- 1) The invited selected experts feel appreciated, which strengthens their relationship with your company.
- 2) Speakers are given an opportunity to practise their presentations in a safe environment before the official presentation at a major congress. Some of the experts who attend will ask questions that the speaker may not be able to answer. He or she then still has time to review the literature or to do more statistical analyses to find the answer. This approach enables them to respond confidently and competently to critical questions during the subsequent official congress.
- 3) Since participants know the details beforehand, they are more likely to trust you.
- 4) You can neutralize 'snipers' who shoot off hostile questions simply to feel important. If these people have already asked their question then they are less likely to repeat it during the official congress. This technique for managing hostile experts helps to ensure smoother running for the important open scientific discussion following the official presentation.

Establish an expert panel

The Expert Panel

Based on your experiences with the VIP micro meeting:

Expert Round Table

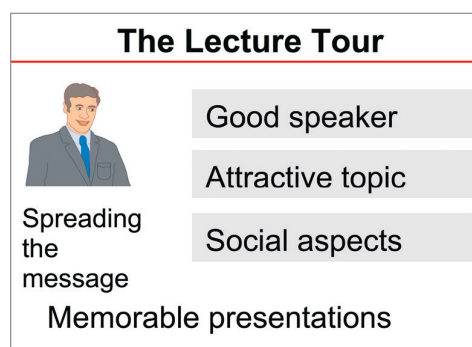
Expert Workshop

Expert Meeting

The VIP micro meetings enable you to become acquainted with various experts in an informal setting. Based on your experience with a safe 'pilot event' you should now know which experts you would like to work with (and which ones you want to avoid).

You can organize an official event. You may call it 'expert roundtable', 'expert workshop', 'expert meeting' or 'expert panel'. The term 'expert' is preferable to 'opinion leader' in this context. Use the term that is currently accepted in your company.

Organize lecture tours

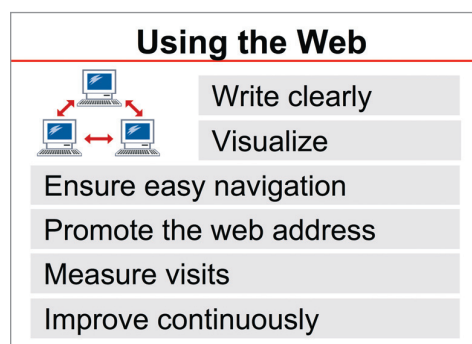


A lecture tour takes an opinion leader to groups of physicians in various cities. It can help to spread the message far and wide. When organizing a lecture tour, keep in mind the following items:

- put together a programme with a speaker who has excellent communication skills and who knows how to convey your message
- weave the message into a topic which appears attractive to your audience
- stage an agreeable event that participants will remember.

If you can't achieve all three of these objectives, consider abandoning the idea of a lecture tour.

Use the web



Millions of people look for healthcare advice on the internet. 'Health' has overtaken 'sex' as the No 1 key word in some search engines. Have a look at some of the websites that offer information on diseases and treatment. Visit for example 'www.lifeline.com' or 'www.netdokter.com'. The Web is the great equalizer. You can create brilliant websites with a limited budget, whereas you may not be able compete with the big global players in terms of traditional advertisements, events, or sales representatives.

A good web site requires time, commitment and support from a specialized web agency. For a successful, user-friendly website you'll need to:

- write clear and crisp text
- make information visual. Convey a large portion of the information in images, not simply words
- ensure easy navigation
- promote your web address. Make sure to include it in all your documents. Every piece you produce should direct prospects to your web presence
- measure the response to your website, for example by counting the number of visits per page
- continually improve your website using the results of visits per page and other parameters, such as dwell time.

Consider a webcast

On-Line Webcast

Dear Doctor,
Please visit our live webcast of
the main session of the European
Society of Hypertension. Prof. X
will present the trial results ...

10000 flyers announcing the event ...
unfortunately without web address

You might contemplate a live 'webcast' for an important satellite symposium. Announce the event on your marketing flyers. Avoid the mistake that one company made: they forgot to mention the web address for the event. On the other hand, you need to be aware that most physicians will not spend their precious time watching company-sponsored symposia over the internet. Therefore you may wish to spend your money on other marketing activities - even if your web agency tries to encourage you down that route.

Learn the statutory limitations for new media

Legal Restrictions

In most European countries
promotion for prescription drugs
are

Legal when addressed
to healthcare professionals

Illegal when addressed
to the general public

When you are considering the web as a promotional tool, be aware of the legal restrictions that exist in many countries, especially in Europe. Thus advertisements for prescription drugs in many European countries are legal only when addressed to healthcare professionals and illegal when addressed to the general public. If in doubt, check with your legal department.

Identify the most appropriate web option

Options for Web Presence

General information about the disease for the public

'Professional' site with restricted access

Study group site communicating research results

Website for people in the US

You may wish to choose and combine one or more of the following components for your web strategy:

- a website with general medical information for the general public
- a professional website directed toward healthcare professionals
- a study group website for which a research group is responsible
- a website adhering to the more consumer-oriented US laws for the general public living in the United States.

Set up a patient information website

General Patient Information

Post practical information about the disease without mentioning brand names Example:

Schering AG's educational site on multiple sclerosis for patients, families, friends at
www.ms-gateway.com

You may choose to create a web site that offers general information and educates the general public about diagnosis and treatment of the disease without mentioning your product. One example is 'www.ms-gateway.com' by Schering AG where patients, families and friends can find practical information about multiple sclerosis.

Create a website for healthcare professionals

The Site for Professionals

The section you selected contains information intended for healthcare professionals only

Yes, I am a healthcare professional

Pour des raisons juridiques, les informations que vous avez sélectionnées sont réservées aux professionnels de la santé. Je confirme que j'ai lu les conditions et que je les accepte.

You may create a website with access restricted to healthcare professionals. There are some websites, where it is sufficient to click on the button 'Yes, I am a healthcare professional' to gain access to the site. In some countries, web agencies offer a verifying procedure for a healthcare professional's credentials to ensure that only these individuals have access. Talk to your internet agency to identify how you can make access easy and still observe legal restrictions. Some websites are operating in a legally grey area and you need to be aware of the risk.

Support a study group's web presence

A Study Group's Website

Study groups can operate independent websites where they communicate research results (slides from congresses, etc.)

- Suggest a draft
- Sponsor the web agency
- The study group approves content

A study group or team of investigators are allowed to communicate their scientific data via the web. You can help support their research activities and facilitate a quick and convenient scientific exchange. Suggest a draft of how to present the trial results online. Your internet agency can put the draft on a test server. The responsible person in the study group can then modify and approve the content. This independent study group website benefits both research and marketing. It can increase the study group's reputation and it can facilitate

your work. When interested people contact you, you can direct them to the website instead of having to prepare individual emails with large attachments.

Consider a website for the US market

A Website for the US

Disclaimer on certain websites

'You are linking to a site that contains information that is intended for consumers and patients in the United States only'



Product website with brand name

Direct-To-Consumer Marketing

Many companies have an affiliate or their headquarters located in the US. These US-based organizations will create their own web presence according to US regulations. US legislation allows much more direct-to-consumer marketing for prescription drugs on company websites than European legislation.

Since the world wide web is global, anyone can access these pages, including citizens living in European countries with their own national regulations. The language of these websites is

often English and Spanish. People that understand these languages can get qualified information on treatment options regardless of where they live. Check the extent to which you are legally entitled to promote web addresses directed to US residents also in your home market.

The site 'www.purplepill.com' highlights recent medical studies that prove that the 'purple pill' heals damage in acid reflux disease better than the other leading prescription medicines. Any consumer in the global internet community has access to this material – independent of varying national regulations.

Select the appropriate web page format

Best Web Page Format

Which web format yields a higher response?

One long continuous page that the reader can read by scrolling down



web page #1

>> next

web page #2

>> next

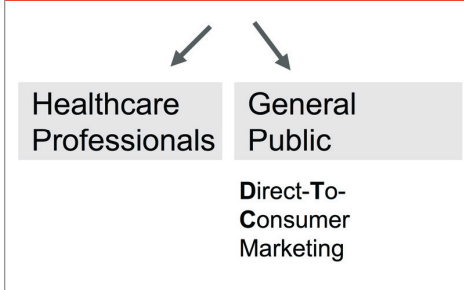
Multiple linked pages with "next" buttons that the reader must click on to get to the next page

Different web page formats yield differing levels of response. One continuous page that the visitor can read by scrolling down usually yields a higher response rate than two or three linked pages with "next" buttons that the reader must click on in order to be able to read the following page.

Make sure that your web agency has the necessary expertise in your market. Before engaging them to create your website, have a look at the websites they have created for other pharmaceutical companies.

Choose your type of public relations activities

Types of Public Relations (PR)



Public relations directed toward healthcare professionals allows you to work with specialized medical journalists who usually know the rules of the game.

However, public relations directed toward the general public involves working with journalists who have their own agenda. In order to avoid communication disasters, you will need professional public relations people - either in-house or external - to support you.

Evaluate your public relations plans before you start

Evaluating PR



Before starting, ask

Is it newsworthy?

Do I have a story?

Do I have the budget?

Do I have professional public relations people?

The industry is increasingly confronted by an inquisitive and often hostile media relentless in their search for the next big drug story. If you are considering utilizing this arena, there are a number of elements you will need for successful public relations activities directed toward the general public:

- Are your results genuinely interesting and newsworthy? And if so, to whom?
- Do you have a story? Many journalists are uninterested in scientific data or research results, they want a good story with a dazzling headline
- Do you have the budget? Ascertain the costs of a PR campaign before you start. Achieving a high profile in any media is expensive
- Do you have professional public relations people on board who know how to handle the press?

If you cannot meet all the above criteria, consider spending your money on other elements of the marketing mix.

Manage the journalists

Dealing with Journalists

Get public relations professionals

To select the right journalists

To take care of the journalists

To monitor the press

Use professional public relations people to help you manage the journalists. Don't be tempted to go it alone. Selecting the right journalists to approach is essential. Choose the ones that are likely to report about your story in a balanced way.

Take care of the journalists you are working with. The public relations professional you hire must give them personal attention. If you are organizing a press conference, be sure that somebody escorts the journalists to the press

conference room to prevent them from going astray.

Monitor the press after the event. Did the invited journalists write about the study results and your product? Did the press conference have an impact in the media? If certain journalists repeatedly did not write any articles, drop them from your list.

Plan your direct-to-consumer marketing

A National Press Article



Headline the day after the presentation of the "4S" study results with simvastatin

Cholesterol drug helps save lives

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

Zocor® is a trademark from Merck & Co.

An article in the American daily general newspaper 'USA today' was published on the day following the official presentation of the 'Scandinavian Simvastatin Survival Study' at a big cardiovascular scientific meeting in Dallas, Texas. The headline to the article read 'Cholesterol drug helps save lives'. The article mentioned the indication (high cholesterol), the product benefit (helps save lives), the brand name (Zocor®) and the company (Merck & Co.). This article reflects the growing trend toward Direct-To-Consumer marketing.

A National Magazine Article

Which Love Pill is the Best One?



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

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

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

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

Even I was surprised to see the headline 'Which Love Pill is the Best One?' in a magazine that usually informs consumers about the upcoming radio and television programmes. The magazine reported the results of a study involving different prescription products for the treatment of erectile dysfunction. Check with your legal department about the legal issues before you consider pursuing or permitting similar approaches.

Plan your direct-to-consumer marketing (cont)

Make the Most of Your CEO

Roche CEO Franz Hummer (58) is in love to a beautiful woman and takes own slimming pill Xenical®. He is like his company: Slim and successful.

Summarized from a translated article published in "Blick", a daily Swiss newspaper for the general public on 22 July 2004

Xenical® is a trademark from Roche

The following headline in the Swiss daily newspaper "Blick" dated 22 July 2004 certainly got the readers' attention: 'Roche-CEO is in love to a beautiful woman and takes own slimming pill Xenical' (translated from German). Imagine what statements the president of your company might make to support your product. Admittedly this is easier when you market a product with a strong life style component like Xenical®. Again be aware of the legal issues.

Steer your public relations to professionals

PR to Professionals

Press release to news agencies (e.g. Reuters)

Press conference the day before the presentation (embargoed)

Press kit including background information

When you plan public relations activities directed at physicians or other healthcare professionals, you may consider one or more of the following items:

- Press releases: These texts follow their own rules, so get someone who knows how to write them. If you decide to send the press release to the large news agencies (e.g. Reuters) be aware that the chance that they will pick it up is extremely low
- Press conferences: The principal investigator should briefly present the main study results.

A prestigious opinion leader can then comment and put the results into perspective. Brief these people before the conference. If they are not used to speaking to the press, consider offering them half a day of coaching. Organize the press conference on the day before the first official presentation of your study results and embargo the results. This implies that they are not to be used in public until the following day which is the day of the presentation

- Press kits: The press kit should include a combination of press release, background information on disease, treatment and study results (also called a 'backgrounder'), details on speakers as well as other relevant material.

Insist on effective advertising

Effective Advertising	
	Straightforward
	Crystall clear
	Well-branded
	Tested
Objective: Not to win awards, but generate sales	

Some advertising agencies put their emphasis on beautiful design and graphics. Some agencies suggest noble but vague terminology. These approaches may win advertising awards, but do not necessarily generate sales. Sometimes a straightforward, clear and well-branded campaign is more effective than highly creative art work. Test different styles of adverts to establish which one has more impact.

Evaluate proposed advertisements

Testing Advertisements
Ask reps and doctors: Do they remember
The brand?
The message?
The product advantage?
Do you have 3 times 'yes'?

Always ask your agency to produce at least two draft versions so that you may test and compare them. Show the draft to several members of your target groups and then ask them:

- what's the name of the product?
- what's the message?
what's the story?
- what's the product competitive advantage?
why should they choose your product over your competitors?

You may be unpleasantly surprised at some of the answers and may want to improve the drafts. Ensure that you have the time and money to initiate market research – it is a worthwhile investment.

Make best use of the sales force

One Rep Visit to the Doctor



Germany

USA

Duration

6 min

1½ min

Cost: 70 to 150 Euros

A single visit by a medical representative to a doctor lasts approximately only six minutes in Germany and the cost of this visit is estimated to be around 70 to 150 Euros. Only two or three of these six minutes are actually spent discussing products. In the US, 43 percent of rep visits end at the receptionist's desk. An average rep visit in the US lasts around one and a half minutes. In the UK, the promotional efforts of the pharmaceutical industry represent about 11 minutes of a general practitioner's weekly time.

Develop a concise message for sales representatives

What the Rep Should Say



Be brief
Be bright
Be gone

Explaining the
product benefit
to the doctor

Your advantage:
Why should the
doctor prescribe
your product?

Remember some facts about your sales force:

- the sales force is very expensive
- the rep has a very little time to influence prescription behaviour
- the doctor's attention span is very short
- you cannot control what the rep actually says in the doctor's office.

This means that your message must be short and concise.

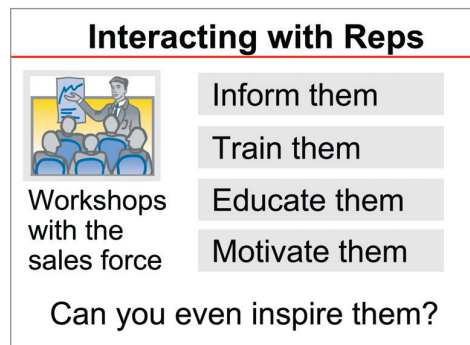
Your brochures and folders must convey your

message convincingly.

Be very clear about what the rep should say during the visit.

It also suggests you need to work on continuous training for your representatives.

Interact intensely with your sales force



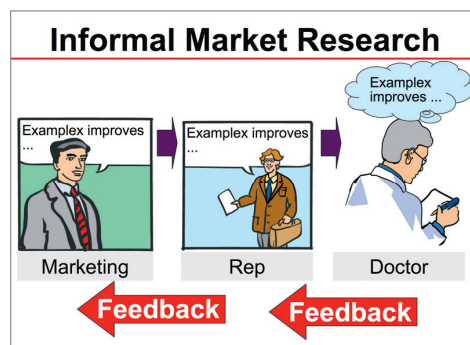
Manage the interface between you and the sales force. Spend time with your sales representatives. Make the sales representatives an integral part of your enlarged project team.

Involve them. Train them. Teach them.

You need to realize: your message is always new to someone.

Motivate them. Inspire them.

Get feedback from the market



You need to make sure that your message gets through to the doctors. Do your own personal market research to find out if that is the case. Get feedback from the front-line people. Ask them for candid answers to questions like:

- what was the doctor interested in?
- what did he or she ask about the study?
- what surprised him or her?

Their contributions can give you unfiltered information from the market – at no cost – and will help you upgrade your marketing activities.

Establish the right sequence

The Proper Order of Events

Ensure the right sequence



First inform
and train
the reps



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

Then place the
article in the
newspapers

Make sure you inform and train your sales representatives before your articles are published in the media.

Consider the following: your public relations activities result in a positive article in the medical press that appears very quickly. Unfortunately, the sales representatives were not informed. The day after the publication of the article, a rep from your company enters the doctor's office and is greeted by the doctor who has read the article the day before and now asks the rep to tell more about it.

How will the rep feel about the meeting and how will he or she feel about you?

