



FIVE WAYS BRAND TEAMS CAN ALIGN MESSAGES AND TOUCHPOINTS FOR GREATER COMMERCIAL EFFECTIVENESS

- Introduction
- Five techniques
- Share of voice
- Rep-touchpoint teamwork
- Combined impact
- Message focus
- Touchpoint transmission
- Summary
- About GfK





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Introduction

Why most brands now combine personal promotion and digital messaging

With an increased focus on customer centricity, the commercial model in pharma and biotech has grown complex and multifaceted. To that end, the multichannel metrics that underpin personal and digital commercial effectiveness need to keep pace. Dynamics in the new commercial model include:

- **Spotlight on customer centricity.** Building trust with healthcare practitioners and making sure their needs, as well as those of their practices/patients, are met is crucial. Therefore, more brands are ensuring messages and resources are easy to find and use. Often, a few high-impact resources outperform all of the others.
- **Increase in coordination and cooperation.** Digital assets were initially developed as reach-extenders to allow brands to communicate with non-targets, or as cost-reducers when reps needed to be phased out. Digital marketing now also works as a suite of resources that sales reps can trigger for delivery through digital channels, thus enhancing the quality of physicians' experiences with the company.

- **Multichannel... reaching beyond digital touchpoints.** It's important to be open to innovations from other industries, and pharma did so in the early days. But as multichannel options have blossomed, many brands have learned that the in-person touchpoints – other than sales reps – have as much, if not more, impact on physician experience than digital touchpoints. All recognize the impact of experience points that are not controlled (peer and patient feedback). Multichannel has an even greater import than digital.

This white paper outlines five analytical techniques that address the new commercial approaches.





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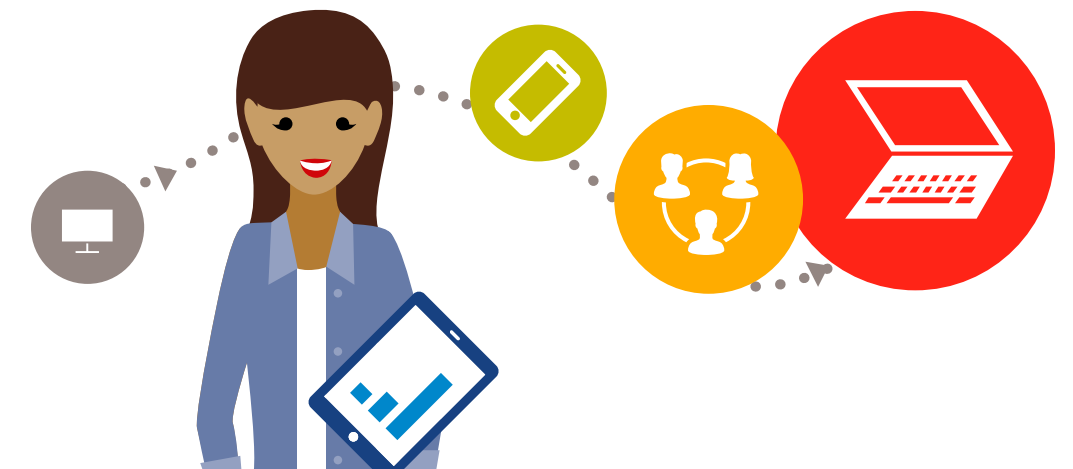
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Techniques designed to improve commercial effectiveness in the personal-digital age

This white paper shares five of our analytical techniques to help you get the greatest impact out of the digital and personal elements of the new commercial model. Our approaches help improve commercial effectiveness and impact by:

- 1. Improving the accuracy of your competitive position through multidimensional share of voice.** Share of voice changes when you move from a rep-only focus to considering all owned touchpoints combined.
- 2. Coordinating multiple touchpoints, with the sales rep at the center.** Multichannel is increasingly becoming a suite of resources that is curated by sales reps to better meet physicians' needs. What's more, behavioral economics research is proving memorability to be an important dimension used to evaluate touchpoint performance.
- 3. Combining the optimal set of touchpoints to improve the overall customer experience.** See how examining the different combinations of touchpoints can uncover which set of touchpoints has the most positive effect on physicians' experiences, and which combination has the greatest impact on behavior.

- 4. Focusing on impactful messages, for greater impact on prescribing behavior.** Learn how an increased focus on message impact allows brand teams and sales forces to spend their time on those messages with the biggest impact on prescriber behavior.
- 5. Concentrating marketing investments on the most effective touchpoints for your critical messages.** Observe how multichannel analysis uncovers which touchpoint(s) do the best job of delivering your critical messages.





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Technique #1: Ensure the share of voice you are getting is multidimensional

Share of voice is as important as ever, but a uni-dimensional, rep-only view is used less often.

Stay ahead with multidimensional touchpoints.

An apparently declining ROI on professional sales forces often indicates the need for multidimensional touchpoint reach metrics. You can be winning share of voice in reps alone, yet falling behind in the overall race.

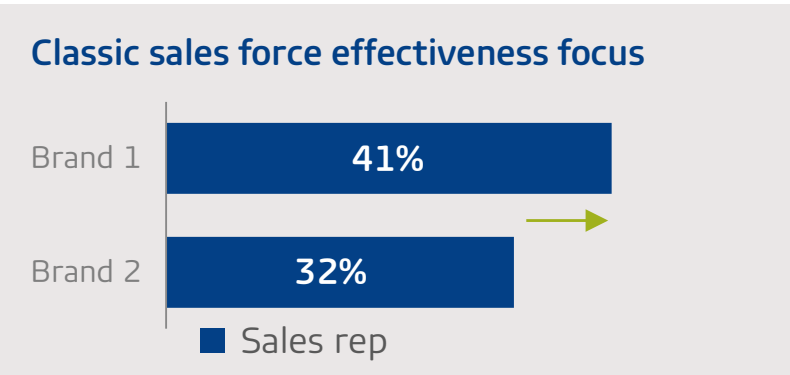
Are your touchpoints memorable?

Sales leadership often pairs the remembered visit frequency, and resources remembered, with CRM data on the actual delivery of in-person visits or resources. The gap between recalled and actual delivery gives the first hint of the memorability of touchpoints.

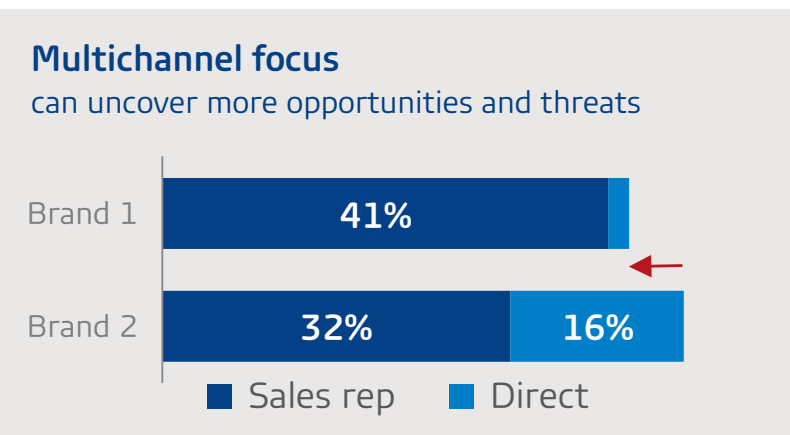
Accuracy is still vitally important.

It is crucial to ensure that the share of voice physicians interviewed are as representative as possible.

Rep-orchestrated multichannel



Multichannel reach extender





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Technique #2: Multiple touchpoints, orchestrated by a sales rep at the center, promise greater commercial effectiveness

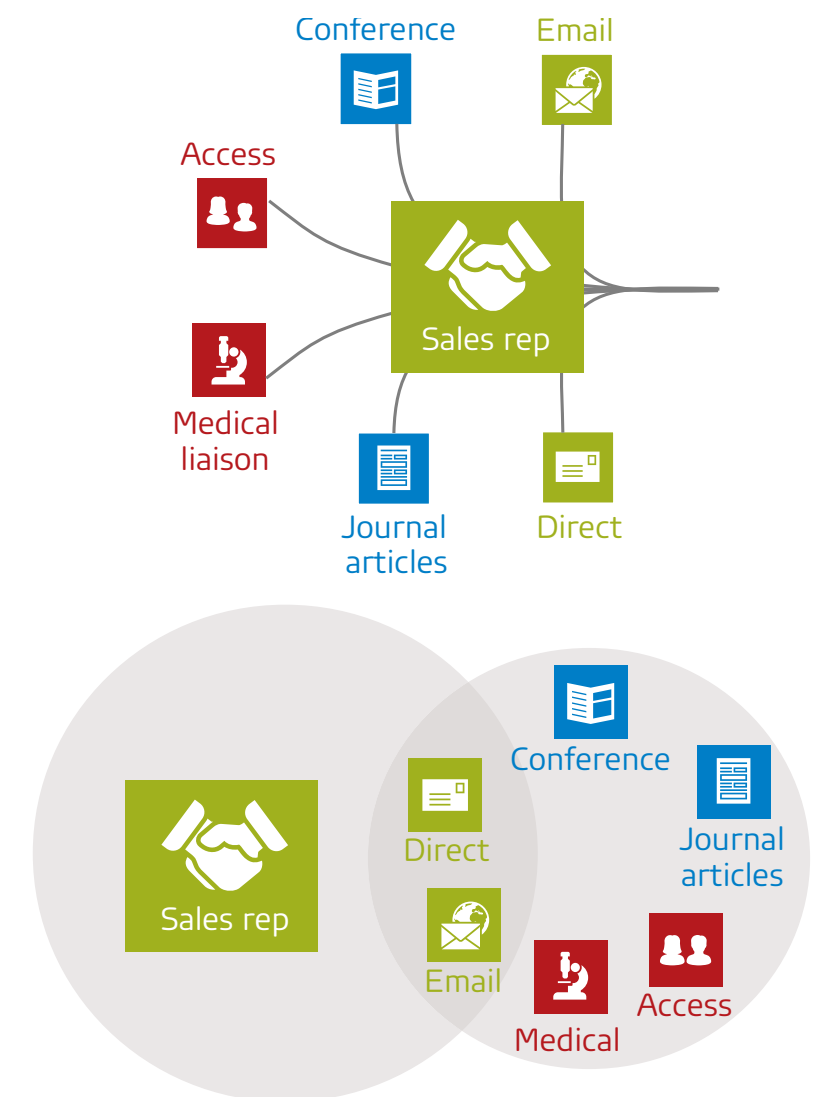
Multichannel still plays a vital role as a reach-extender, enabling access to physicians who will not or cannot see sales representatives.

Leveraging rep-triggered content

In addition, sales reps are increasingly orchestrating other content and resources. Many brand leads have recognized that reps can have the best view of physicians' needs, and empower them to request the delivery of resources to meet those needs. Rep-triggered content enhances the overall value provided by the sales force, and metrics need to encompass not only the resources received but whether they were received when needed. Rep effectiveness is also multi-touchpoint now, with specialty and primary care reps curating share of voice.

Identifying how memorability influences customer behavior

In addition to touchpoint quality, memorability is becoming an important dimension for evaluating touchpoints, since behavioral economics has repeatedly shown that the elements that customers consider memorable influence behavior the most.





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Technique #3: Consider which touchpoints to combine for greater customer centricity and commercial success

Discover the value of combining touchpoints.

Healthcare professionals (HCPs) have increasingly complicated needs, and brands are finding that a combination of touchpoints often does the best job of meeting those needs.

Know your touchpoints' efficacy.

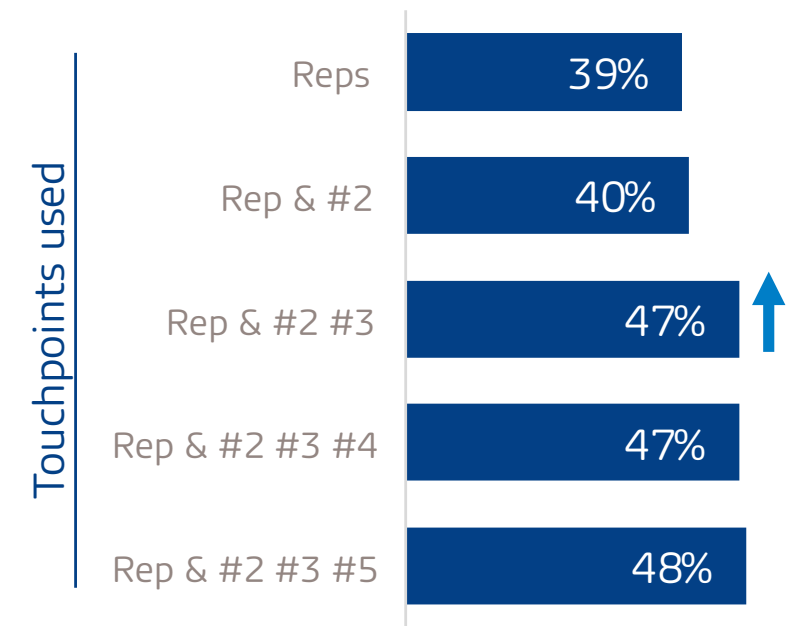
As a wider variety of resources are used by HCPs and their practices, brands have become interested in which set of touchpoints meaningfully improves the overall customer experience, and which touchpoints do not provide added benefit.

Understand what factors lead to more prescribing.

Testing the combinations of touchpoints allows a brand to create the optimal experience. In the example to the right, use of three touchpoints (often orchestrated by sales reps) leads to a meaningfully better customer experience. Additional touchpoints do not improve the experience further. Better overall experience leads to more prescriptions per physician.

Three touchpoints

HCPs with needs met +7%	Rx per HCP +3%
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Technique #4: Focus your resources on impactful messages, those that most influence prescribing behavior

Understand the role of message recall.

Brand teams are more often taking a nuanced view of message tracking. It is no longer enough to focus on message recall alone, since recall may be lowest for the messages that have the greatest impact on prescribing behavior.

The example to the right shows that the second and third messages have the greatest impact on prescribing, yet are recalled by fewer healthcare providers than a message where the competitor's story is more compelling. Everyone wins if more physicians remember the messages that lead them to prescribe the brand for more of the right patients.

Take-away
Spend more time on high-impact messages #2 and #3

	Brand	Compet	% Recall Brand's messages
Long-acting			80%
More easily administered			60%
Improvements in key clinical outcome			50%
Low side effects for key patient type			45%

■ Recall

Impact on Rx



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Technique #5: Choose the most effective touchpoints for your key messages

Deliver the right message using the right touchpoints.

Multichannel analysis has uncovered that different touchpoints do a better job delivering certain messages. In essence, each touchpoint can have a higher or lower transmission effectiveness for your critical messages.

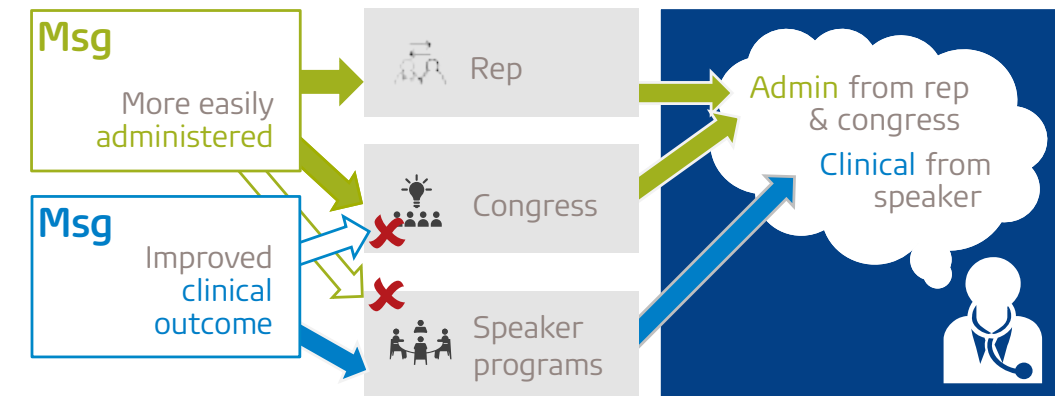
Brand teams and sales forces can improve the effectiveness and efficiency of messaging by using the most effective touchpoints to supplement rep details.

The example on the right shows that channel effectiveness is sometimes counterintuitive. Reps and congresses were the channels that best delivered "a method of administration" message, while speaker programs did the best job of communicating "improved clinical outcomes."

Select touchpoints

Focus on delivering messages in channels where they get through

Message transmission effectiveness





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Keep pace with innovation.

Today, customer centricity and the rise of new digital and value-added personal touchpoints have rendered the commercial model in pharma and biotech more complex and multifaceted. The multichannel metrics that underpin commercial effectiveness need to keep up with these innovations. We've shared five techniques that you can combine to meet these challenges through our analytical approaches.

Transform multi-touchpoint insights into positive prescribing behavior.

It is now possible to tap into a new share of voice that brings multi-touchpoint insights. Ensure you carefully design the orchestration of multichannel resources to better meet physician/practice/patient needs and pay attention to the memorability that leads to impact. Remember to focus the limited time you have for physician engagement on the most impactful messages that drive prescribing behavior toward your brand to best serve physicians and patients.

Create a win-win situation.

By applying these analytical techniques, you will understand the overall set of controlled and non-controlled experience points. Thus you can create a positive impact on physicians and practices with better return on investment, while building trust with customers as you focus on their needs. Our vision is a win-win situation for you that will help drive commercial effectiveness for your brand.

Let's start a conversation! Contact:

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GfK's Health team uses research-based insights to advise our pharmaceutical, health technology and consumer health clients on winning strategies in over 50 countries. Our research and consulting experts use innovative approaches, powerful analytics and trustworthy data to inform client decisions in the areas of innovation, market access and pricing, sales and marketing excellence, and customer/user experience.

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