

Special Report: eDetailing Best Practices & Data



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Contents

<u>Introduction</u>	1
 <u>Topics</u>	
eDetailing Strategies for a Higher Physician Response.....	2
The Impact of eDetailing	5
Why Pharma Can't Ignore eDetailers.....	7
Optimizing eDetailing ROI.....	9
The Future of eDetailing.....	11
 <u>Case Studies</u>	
A Private-label, Turnkey eDetailing Solution at a Fixed Fee Price.....	13
eDetailing Solution as Part of a Cross-Channel Strategic Relationship.....	14
Online Detailing as an Adjunct to a Part-time CSO Sales Force	15
<u>List of Resources & Experts Cited</u>	16

Introduction

Since 1999, the number of U.S. sales representatives employed by the 40 largest pharmaceutical companies jumped more than 50 percent to nearly 90,000 (Verispan). For every 100 sales reps who visit a doctor's office, just 20 actually get to meet with the physician. And only eight of those encounters are remembered by doctors later.

A study often cited is the Accel Report ("Through Our Customers' Eyes"), which found the following based on proprietary research:

- Only 43% of pharma reps ever get past the receptionist
- Only 7% of pharma rep visits last more than 2 minutes
- Only 6% of physicians think representatives are very fair balanced
- Only 8% of calls are remembered by the physician

The increase in the number of sales calls is not proportionate to the increase in number of sales reps. Although the pharmaceutical sales force has doubled between 1995 and 2000, the number of audited calls has only increased by 10%. Realistically, reps average only 2 quality details per day (quality details includes discussion of features, benefits, and data). The reps have less time per call, are only able to deliver incomplete messages, and aren't able to really differentiate their product from the competition's.

On top of these grim statistics is the reality that pharma companies must cut costs to maintain profits and Wall Street expectations. We are just starting to witness the fat trimming that is about to take place mostly on the sales force side followed by marketing. Pfizer, for example, recently signaled that it may lay off as much as 30% of its sales and marketing personnel.

In the rush to gain Share of Voice by increasing the frequency and reach of sales calls, pharmaceutical companies may have lost sight of the value that the "detail person" has given to physicians in past years.

The declining sales force return on investment may signal that a significant adjustment will take place in how pharma companies market and sell their products to physicians. Many experts—not the least of which are the experts cited in this report—

think that eDetailing fits the bill for a solution to declining physician marketing ROI.

What is eDetailing?

eDetailing is often used as a blanket term for various online physician marketing, promotional and communication activities.

Simply stated, eDetailing is detailing done electronically, most often online via the Internet, sometimes with personal computing devices (e.g., PDAs) or via Internet-enabled tele/video conferencing.

In other respects, eDetailing conforms to the conditions under the definition of detailing. That is, its primary purpose is sales related and excludes non-promotional activities such as CME.

A recent study by Manhattan Research ("Technology-Supported Detailing Research Module") finds that of the physicians invited to participate in eDetailing, an estimated three-quarters are participating today. Additionally, about half of all physicians not currently participating indicate future interest in doing so. Physicians expect their time spent accessing eDetailing to increase by almost 66 percent in the near future.

Collective Wisdom

This special supplement brings together several popular articles and case studies on eDetailing that have been previously published in *Pharma Marketing News*.

The resultant collective wisdom of many experts both inside pharmaceutical companies and outside provide a frank assessment of the role and impact of eDetailing on physician marketing as well as the challenges that lie ahead.



John Mack, Publisher & Editor
Pharma Marketing News

eDetailing Strategies for a Higher Physician Response

By John Mack

PMN Reprint #36-03

In 2003, there were slightly over 90,000 reps in the industry, about a 1% increase over 2002. In 1996, when the sales rep expansion was just starting, adding a drug rep to the sales force would yield 750 doctor calls per year. In 2000, this number dropped to just 17 calls per year per added rep (Credit Suisse/Scott-Levin, 2001). “Clearly we are passing the point of diminishing returns,” says Croom Lawrence, (former) Marketing Manager at Wyeth Pharmaceuticals, “and innovation is required to increase the productivity of reps.” He was speaking at the ePharma Summit conference held on May 10-12, 2004, in Philadelphia, PA.

Internet is Now Mature

Croom contends that the Internet is now a “mature channel” and offers a means of reaching physicians in an efficient manner. Indeed, it is generally accepted that over ninety percent of US physicians have online access. Moreover, according to Manhattan Research, 49% of physicians are “ePharma Physicians,” meaning that do substantial prescribing and have used the Internet for edetailing and CME purposes (see “What the Next Generation Physician Wants from Pharma,” [PMN Reprint-28-01](#)).

Physicians also view the Internet as a credible source of research and prescribing information. A Jupiter/MD Linx physician survey, for example, indicates that when it comes to staying up-to-date on research and Rx drugs, physicians value the Web much more than sales reps.

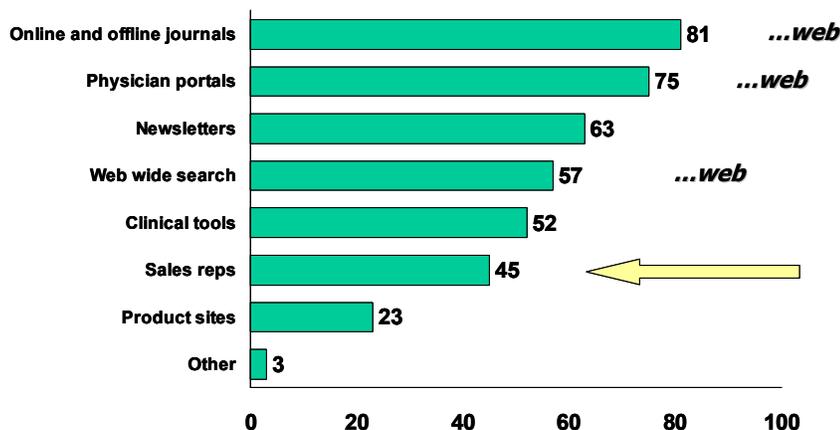
Pharma ePromotion Losing Traction?

There is still considerable resistance to online promotions. In comparing the 4th quarter of 2002, to the 4th quarter of 2003, the number of corporations and products involved in ePromotion has increased, resulting in a 7% increase in the number of activities and a 5% increase in expenditures. However, expenditures have remained flat in the latter half of 2003 (see Table on next page), perhaps indicating “a loss of traction,” says Croom.

When using the Internet for marketing purposes, more than convenient, accurate, and up-to-date information is required as a value proposition for physicians—89% of physician Internet users expect adequate compensation for their time, and place this above convenience (Jupiter Research 2003). This is why, according to Croom, that eDetailing, in its current form, is experiencing diminishing returns on investment. Croom’s presentation focused on what needs to be done to improve eDetailing and reverse this trend.

Best Practice Guide for eDetailing

Most pharmaceutical firms have piloted eDetailing programs and scaled them successfully. However, although “traditional eDetailing” has been around for at least 5 years, marketers must expand the definition of eDetailing. To this end Croom offers the following Best Practice Guide for eDetailing to help pharma marketers optimize the reach and impact of eDetailing.



Source: Jupiter Research/MD Linx, Inc. Physicians Survey (6/03), n = 195 (Physicians who use the Internet for work-related activities US only)

1. Go Beyond the Brochure

Most eDetails are little more than detail aids “re-purposed” into Flash pages that deliver the key selling messages in a linear format. Not that there is anything wrong with that—it may be effective for new brands or for brands with something new to say based on clinical evidence. Brochureware eDetails are less effective, however, for mature brands.

eDetail brochures represent a relatively cheap and quick way to convert offline sales materials to online details but they don’t take advantage of all the benefits the Internet has to offer.

Croom suggests that the best eDetailing programs go “beyond the brochure” and provide access to resources that are not easily delivered offline such as archives of presentations by thought leaders or other relevant content. These could be presentations from satellite symposia sponsored by the brand at recent scientific meetings. It also could be Powerpoint slide decks with audio or even video (according to Forrester Research, 45% of physicians have broadband access; see “Why Pharma Can’t Ignore eDetailers”). Nearly four in five respondents to the sixth annual Modern Physician/PwC survey of physician executive

2. Expand the Focus Beyond a Brand Sales Pitch

The best eDetails—including those that are delivered using “beyond the brochure” techniques mentioned above—include more than a sales pitch. Your eDetail program should leverage what is clinically relevant to the audience and can focus on educating the physician about other brand-related programs.

This could be education about the brand’s current DTC campaign (see, for example, “Cialis® (tadalafil) Direct-to-Patient Advertising—Review

	4Q02	1Q03	2Q03	3Q03	4Q03
Therapeutic Classes	162	190	193	181	188
Corporations	93	98	99	107	108
Products	406	442	448	392	463
Activities	494,315	590,047	624,477	497,721	529,851
Expenditures	\$46 million	\$55 million	\$61 million	\$48 million	\$48 million

ePromotion Activities and Expenditures

Source:
Verispan ePromotion Audit



opinions on key information systems issues say their group doctors have high-speed Internet access.

Croom suggests that eDetails could include the following to help build customer relationships and leverage an engaged physician:

- Offer physicians the ability to opt-in to receive additional information when available
- Embed market research to learn more about your customers
- Provide physicians with an opportunity to obtain samples on-line (see “Intelligent Online Sampling Strategies,” [PMN REPRINT 34-01](#))

eDetails can also be more interactive and fun. For example, Physicians Interactive, a vendor company that specializes in Internet-based product solutions for healthcare professionals, offers Interplay, which is an interactive game that extends the value eDetailing through a more effective educational tool that strengthens the dialogue and relationship with physicians.

the Moment” on Medscape). This helps keep the physician in the loop and prepared to address patient questions and concerns related to the DTC campaign.

Other brand-related programs that eDetailing can educate physicians about are patient support programs, rebates, etc. This helps the physician provide better service to his or her patients.

3. Build the Relationship between the Brand and the Physician

Sales reps are good at building relationships with their physician clients. They learn a lot about physicians’ preferences in order to take advantage of any opportunity to supply them with information they need, when they need it. eDetailing should do the same good job of customer relationship management (CRM) as the reps do.

Building a relationship also involves permission-based marketing techniques (see “Out-of-the-Box Marketing: Will It Work for Pharma?” [PMN REPRINT 27-02](#)). Croom suggests that eDetailing programs employ a permission-based “re-contact

strategy” to extend the reach of eDetailing. That is, use opt-in databases maintained by your CRM application to re-connect with interested physicians with relevant messages based upon past contact information.

The Key Success Factor is to keep in regular contact with your audience with high value, relevant information. Once the databases are developed, the cost of delivering these permission-based messages is extremely low.

4. Employ a Viral Approach

Viral marketing (aka, “word-of-mouth” and “creating a buzz”) encourages individuals to pass on a message to others as in “e-mail this article to a friend.” The technique is used in other industries such as major publications, e.g., the *New York Times* or *Wall Street Journal*.

If done effectively, viral marketing can create exponential growth in the message's exposure and influence with very little effort by the sender. So be sure to employ this technique within your eDetail program to encourage physicians to send information to their colleagues. If it is planned and implemented during development, the cost is virtually zero (scales very well from small audience to large) and it is an easy way to increase your reach and build your re-contact database.

5. Ensure Support from Your Sales Reps

Although 65% “eDetailed Physicians” say they participate in eDetails because “they [eDetails] are less disruptive than reps” (see “Why Pharma Can't Ignore eDetailers” in this supplement) and reps may view eDetailing as competition, the best eDetailing programs will work hand-in-hand with the sales force. That is, eDetailing should complement the sales force and become integrated into the sales and marketing process (see “The Impact of eDetailing” in this supplement).

Recruiting physicians for eDetailing is a challenge and the sales force can be of great help here. For pharma companies where the sales reps benefit from eDetailing—through increased access and sales—Croom suggests that the sales force be leveraged to recruit physicians. The goal is to increase your database build over time, lower future program recruitment costs and optimize program efficiency

6. Measure, Measure, Measure

ROI, ROI, ROI. How many times have we heard that acronym?! It refers, of course, to “Return on Investment.” Although many marketers try to avoid this and shift the focus to less measurable

outcomes like ROE (“Return on Education”), in today's world there is no escaping ROI.

Traditionally, e-marketers have struggled for some time with the question of which metrics are most appropriate to measure success. This is no less true for eDetailing (see “Optimizing eDetailing ROI” in this supplement).

Croom suggests that pharma companies and their eDetailing partners should focus on value creation for two main constituents: the physician and the company.

Value to the Physician

- Brand Experience
- Practice Efficiencies
- Education
- Patient Clinical Outcomes

Value to the Company

- Quantitative Market Research
- Qualitative Research
- eCRM – Opt-in Permission Database

These value propositions will help you determine what to measure in order to evaluate the success of your eDetailing program.

Going Forward

To move ePromotion—including eDetailing—ahead, pharma companies need to find answers to the following questions, according to Croom:

- How do you determine the right marketing mix?
- How do you integrate eMarketing with field promotion?
- How can you improve targeting and segmentation?
- How can you overcome organizational barriers to adoption?

Croom pointed to several non-pharma companies like WebMD, Amazon.com, and Capital One Financial Corp. that have achieved capitalization growth in a poor economy and suggested that what they had in common was a customer-driven value proposition that combined database marketing, personalization, and on-demand content. This, suggests Croom, is a credible model for pharma to follow with its customers as well.

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The Impact of eDetailing

Will it Complement, Replace, or Become Integrated with the Sales Force?

By Mark Schmukler and John Mack

PMN Reprint #29-02

The number of pharmaceutical sales representatives has increased sharply in recent years. According to data from Scott-Levin/Verispan, the number of reps increased 77% between 1996 and 2000. Other sources contend that the number of pharma sales reps has doubled within the past eight years, while the number of doctors has increased by only about 15 percent.

Perhaps the industry's traditional sales force has reached—and possibly exceeded—the saturation point. More than 90,000 representatives compete for the attention of 650,000 practicing physicians, only 125,000 of whom are top-tier prescribers. Some people, and perhaps physicians most of all, hope that online detailing (“eDetailing”) will reduce the number of office visits from all these pharmaceutical sales representatives chasing after the same docs.

David Hauben, former Director of eBusiness at Aventis Pharmaceuticals, addressed this provocative topic in a keynote address at the Center for Business Intelligence's 2nd Annual eDetailing Conference (2003).

Challenges Selling to Physicians

A description of today's “Rep visit to the Doctor's Office” showed what the numbers quoted above really mean. While the number of reps has increased dramatically, the total number of details is virtually flat. Many visits are “no see” service calls or at best “partial details”. The implication is that sales forces alone do not wield the promotional power they once did. The basic challenges in selling to physicians—access, time, and quality—may not have changed, but the barriers are higher than ever.

Role of Online Detailing

Hauben demonstrated that eDetailing can play a variety of roles depending on marketing objectives, how resources are allocated and what kind of eDetailing program is implemented. A review of representative eDetailing tools proved his point.

eDetailing is often used as a blanket term for various activities, and its exact definition is hard to pin down. Verispan (www.verispan.com) identifies four primary types of “ePromotion” activities:

Virtual Details – Web or CD-based self-guided informational programs with no live communication

Video Details – Online, live, or phone assisted browsing through virtual sales presentations

Online Events – Online seminar, CME event, opinion leader event, or web conference

Other activities – Electronically enabled promotional, educational or service efforts

By far, the most frequent type of activity, according to Verispan, is the virtual detail with nearly 500,000 of these delivered industry-wide during the quarter ending August, 2003. In comparison, there were only about 65,000 video details delivered during this period (see Chart on next page).

Of the many benefits of virtual detailing, Hauben emphasized that, when properly executed, eDetailing

- exposes physicians to rich promotional and educational messages (average 7-10 minutes),
- facilitates sales force access through sales rep and sample requests,
- reaches large numbers of customers quickly,
- provides physician level data feedback to reps and the marketing team,
- is cost-effective, and
- enhances relationships with health care professionals via timely, convenient, and targeted content.

Some Numbers

ACCESS

- 60% of physicians provide barriers to access or will not see representatives; this number may reach 80% in 2-3 years (Cozint, HSC, BCG)
- 43% of rep visits don't result in seeing the doc (HSC, BCG)
- At Aventis, an internal survey revealed that 90% of the reps listed access as their primary issue.

TIME

- 78% of calls last 2 minutes or less (HSC, BCG)
- Many calls result in a “30-second detail” and a sample drop

Execution, though, is key. It's clearly not enough to simply translate a sales message into a "canned" virtual presentation. Strategic planning and coordinated execution are essential. Hauben described the milestones in the development of an effective eDetailing program.

1. Target and segment the eDetailing audience
2. Develop eDetailing program/message
3. Obtain legal/regulatory/medical approval
4. Design/purchase and implement the technical application (Web, CD, etc.)
5. Recruit users through invitations by mail, email, sales force, fax, phone, etc.
6. Engage and involve physicians in virtual detail
7. Provide online reporting
8. Receive and process customer requests for samples, clinical information, patient education, sales calls, etc.
9. Fulfill requests.

The Hybrid Ideal

The traditional personal sales model is a "push" model, with sales representatives coming to the target. Hauben sees the eDetailing model as a "pull" model, where the audience is motivated to act independently to participate. His view of the ideal is an integrated hybrid model.

Health care professionals are receptive to the "pull" component. According to a Verispan study cited by Hauben, 59% of physicians rated their attitude

toward ePromotion as positive to very positive. This was illuminated by qualitative metrics such as physician comments and sales and marketing feedback, plus quantitative feedback such as participation rates, compliance and drop-out rates, requested follow-up activity, minutes per detail, and ROI.

Issues and Challenges

Hauben pointed out several issues and challenges that eDetailing must overcome, including

- acceptance by sales and marketing,
- incentive legality and precedence,
- recruitment,
- compelling content,
- integration between online and offline promotion, and
- in-house development versus outsourcing.

When asked if eDetailing creates a rift with the sales force, Hauben responded, "Certainly not. At first blush, those familiar with traditional detailing may be uncomfortable with eDetailing. However, once they realize that this new channel can enhance traditional detailing and add value to what the sales rep has to offer, they begin to embrace eDetailing."

Hauben may have been the first, but certainly not the only, speaker at CBI's eDetailing Conference to focus on the issue of incentives offered for eDetails and to suggest that a "dangerous precedent has

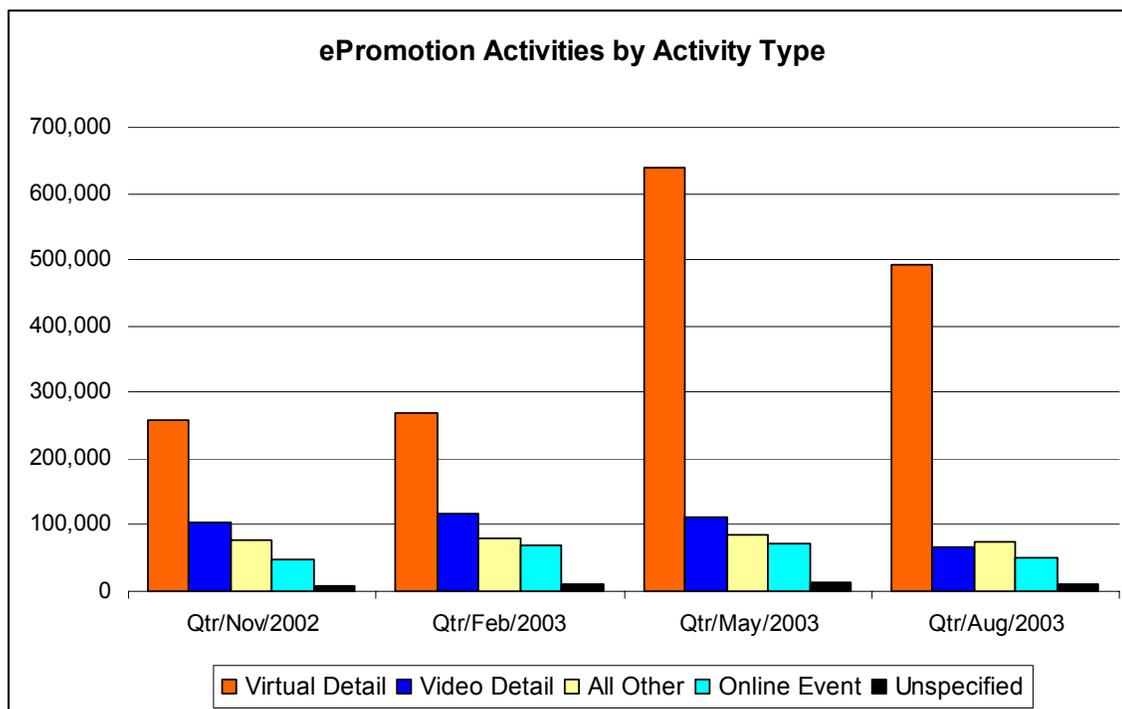


FIGURE: "ePromotion Audit" (Verispan, LLC, launched in June of 2002). Data is industry-wide.

been set.” Hauben suggested it is better to err on the conservative side and be careful that eDetails offer compelling information as the value proposition.

While recruiting physicians for eDetails in Hauben’s experience has been effective, there is a way to go before eDetailing proves it is scaleable and can reach many more physicians. “What ultimately will drive this [eDetailing] is Segmentation and Integration” he concluded.

Regarding the question posed in the title of his presentation, Hauben stated “The answer is eDetailing will complement the sales force and become integrated into the sales and marketing process. The sales representative is still the most effective promotional resource we have.”

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“The sales representative is still the most effective promotional resource we have.”

-- Hauben

was small, the data suggests significant differences between physicians and the general population with regard to adoption of technology.

In general, physicians have embraced technology. They are more likely than other con-

sumers to go online at least once per month (88% vs. 64%), are more likely to use mobile phones and PDAs, and a greater percentage of physicians have broadband access (40% of physicians vs. 23% of other consumers have broadband access at home).

eDetailed Docs are More than Ready

Next, Boehm reviewed results from the Forrester eDetailing Survey, an online survey of 1,820 physicians recruited through eDetailing vendors, including Group DCA (formerly DotCom Advisors), Physicians Interactive, and RxCentric (purchased by PI).

Boehm used a broad but clear definition of eDetailing: “A pharmaceutical-sponsored, Internet-based program that informs prescribers about products or diseases.”

eDetailed physicians cite a number of reasons for participating in eDetails. The most often cited reason is the ability to do it on their own time (89% of respondents) and 65% said because “they [eDetails] are less disruptive than reps.” On the other hand, 77% cited honoraria as a reason (see “Show Me the Money” below).

Having shown that physicians are adopting technology at a faster rate than other consumers, Boehm went on to show that eDetailed doctors are significantly more enthusiastic about technology than other online doctors. A greater percentage of eDetailed Doctors have broadband access at work and at home (e.g., 65% vs. 45% have broadband access). More than half of eDetailed physicians use a handheld Rx reference tool and 90% have completed an online education (eCME) course.

Show Me the Money

eDetailing can be very effective in influencing prescribing, although at a price. Honoraria having monetary value, such as text book discounts or coupons, are often offered to physicians as an incentive for completing an eDetail.

According to Forrester’s research, 67% of the eDetailed physicians ordered samples and 58% said they prescribed more of the featured drug

Why Pharma Can't Ignore eDetailers

By **Mark Schmukler**

PMN Reprint #29-01

“Physicians are embracing online technology. Therefore, pharmaceutical marketers can—and should—embrace online physicians.” This was the theme of a presentation by Elizabeth W. Boehm, Forrester Research Analyst, given at the Center for Business Intelligence’s 2nd Annual eDetailing Conference (2003).

Boehm recommended that pharmas adopt some form of eDetailing to reach out to an increasingly populated and receptive target audience, and she presented multiple data sets to support this position.



Elizabeth Boehm

Doctors Ready for eDetailing

Boehm first reviewed the results of Forrester’s 2003 Techno-graphics® Benchmark Study. This is a national survey of sixty thousand consumers, including 130 physicians in the US. Although the number of physicians in this study

after the eDetail (see Chart below). “This is astonishing”, Boehm exclaimed.

However, 95% of doctors surveyed said honoraria “are the reason” or “would sway my decision” to participate in an eDetail (40% agreed with the statement, “I love them [honoraria]! That’s the reason I do eDetails!”). “This is frightening for pharma companies,” Boehm noted.

Weaning physicians off honoraria may be eDetailing’s Achilles’ heel. Clearly, everyone agrees it must be done, especially in light of possible implications vis-à-vis OIG anti-kickback guidelines

and the PhRMA Code on Interactions with Healthcare professionals. Several speakers at the conference suggested that honoraria need to be replaced by other types of incentives.

Pharma-phobic Docs

Concerns about security and anonymity remain. For example, 47% of eDetailed doctors said they do not want pharmaceutical companies to know their identity and also that they would rather have a third party manage their personal information than have to deal directly with a pharmaceutical company. These “Pharma-phobic” doctors’

responses to eDetailing are virtually the same as their “Pharma-friendly” colleagues in areas such as sample requests, prescribing, and requests for information and pre visits.

Vendor Analysis

Forrester analyzed and rated offerings from eight leading eDetailing vendors based on the strength of their current product offerings, strategies, performance and market presence. The vendors included in this self-reported analysis were Medsite, Group DCA, Aptilon Health, marketRx, closerlook, Physicians Interactive, Temel, and WebMD.

The analysis suggests that although general product features were similar, there are important distinctions in three key areas:

- Branded versus unbranded positioning with physicians
- Recruiting capabilities
- Analytics and access to data

When it comes to anonymity and security issues, these vendor product offerings form a continuum with regard to how much access pharma clients get to physicians. At one extreme, some eDetailers act as “neutral” intermediaries and separate their platforms and databases from the pharmaceutical company (e.g., Group DCA). Conversely, other vendor products are available as private-label solutions (e.g., Closerlook).

When selecting a vendor, pharma marketers embarking on eDetailing programs should determine which features are most important for their particular needs.

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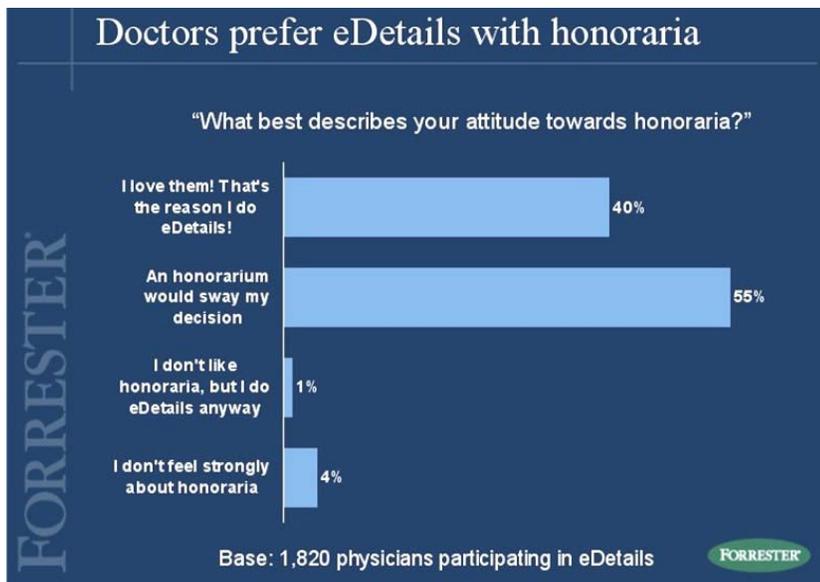


FIGURE: Doctors prefer eDetails with honoraria. Forrester’s 2003 Technographics® Benchmark Study and Online survey of eDetailed physicians. Copyright © 2003, Forrester Research, Inc.

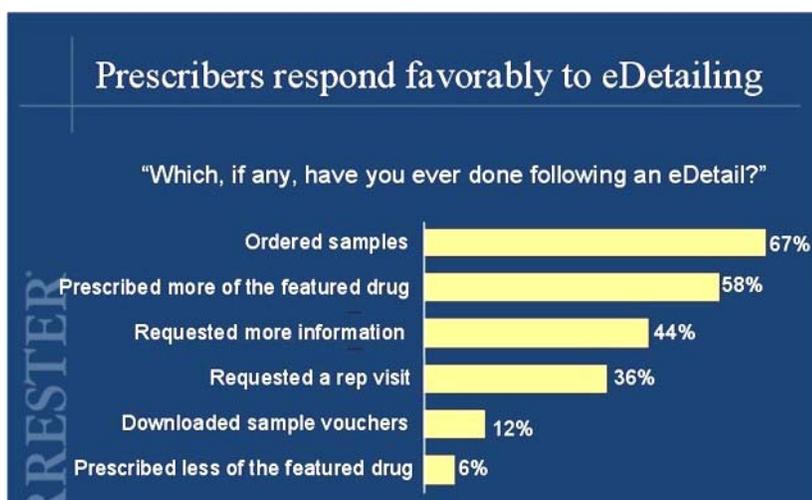


FIGURE: Prescribers respond favorably to eDetailing. Forrester’s 2003 Technographics® Benchmark Study and Online Survey of eDetailed physicians. Copyright © 2003, Forrester Research, Inc.

Optimizing eDetailing ROI

By John Mack and Mark Schumaker

PMN Reprint #29-03

eDetailing, as with other innovative technology-based promotion approaches, promises pharma companies new capabilities to enrich customer relationships and to make the selling process more effective and cost-efficient. However, e-business programs are often considered successful based upon intuition and opinion rather than hard facts. Even financial ROI analyses evaluate the overall campaign and do not offer additional insights regarding factors that drive ROI or how ROI can be optimized going forward.

Torsten Bernewitz, Principal at ZS Associates, a management consulting firm, examined factors that drive eDetailing ROI and summarized key insights from the analysis of a variety of ePromotion programs in his presentation, "Measuring and optimizing the ROI of pharmaceutical eDetailing," made at CBI's 2nd Annual eDetailing Conference (2003).

Cannot Pilot Forever

eDetailing may just be emerging from the pilot phase for some pharma companies, but may be held back at others. As one senior VP said, "We have decreased our investment in this area. We are still interested, but will let somebody else make the mistakes. I trust we can be a 'fast follower.'"

It's easy to be seduced by new technologies like eDetailing, but Bernewitz made it clear that a well-defined vision and strategy along with excellence in execution are critical in deriving value from eDetailing programs and moving them out of the pilot phase. That is best achieved by determining

- which types of products are suitable for eDetailing,
- what physician segments should be targeted,
- how to attract physicians to use the program, and
- how to integrate eDetailing with the field force.

What to Measure?

eMarketers have struggled for some time with the question of which metrics are most appropriate to measure success. We've progressed from click-throughs, eyeballs, and stickiness in the early stages (pre 2000) to length of details, Rx increase, and campaign ROI, which most companies are

starting to measure now. Long-term ROI, ROI per physician segment, and promotion mix optimization metrics are at the leading edge today.

Bernewitz identified five key "success levers" for optimizing eDetailing campaign success (see text box below). Each one exerts a positive force on the program.

Success Levers
<ul style="list-style-type: none">• Product Selection• Targeting• Cross-Channel Integration - Virtual detailing planning and implementation must be integrated with field force activities to leverage the synergies of multi-channel communication with customers.• Quality in Execution - ZS believes more research is required in the area of the relevance of message and design quality; and• Cost Control

For maximum success, all these levers must be deployed. Bernewitz offered insights into how they should be addressed and evaluated. We'll cover only a few in some detail in this article.

It's the Product, Stupid!

ROI varies significantly from product to product. The key is selecting the right product at the right stage in its cycle with the greatest potential to respond favorably to virtual detailing activities.

Intuitively, many pharmaceutical companies are considering use of approaches like eDetailing in the later stages of the life cycle, regarding them as an efficient way of covering a business that is slowly fading. However, this may not be the most appropriate life cycle stage for e-promotion. This becomes apparent if we consider the degree to which the physician's decision to use a product is emotional and relationship based, versus rational and fact based.

Before launch, and immediately after launch, not much is known about the product. The physician will most likely base his interest on the trust he has in the company or the rep, experiences in the past etc. These are all emotional dimensions. A few months into the launch, as more and more studies become available, knowledge about the product is increased, and the physician may have had his first product experience. At this stage the prescription decision is much more fact based and rational.

At or after maturity, when other new, presumably better, products become available, physicians will

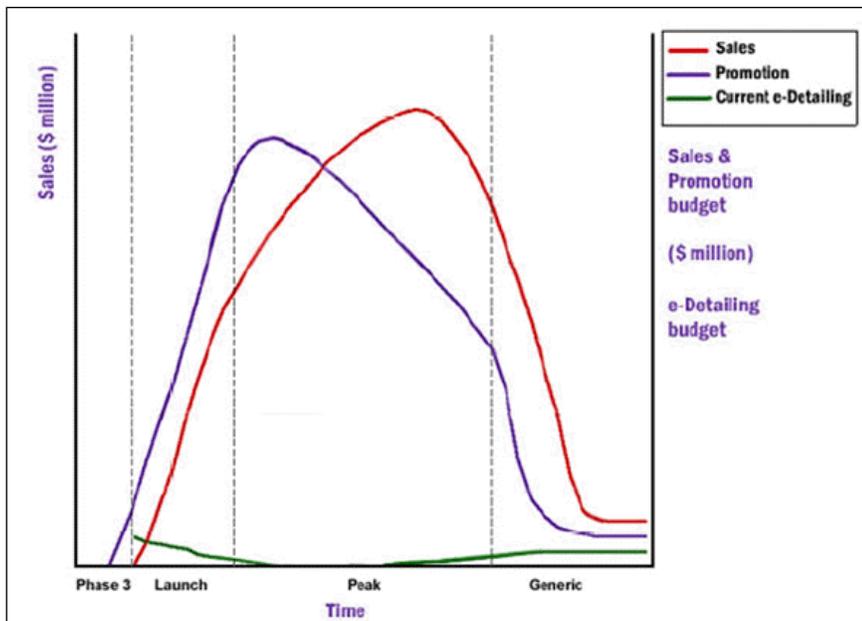


FIGURE: e-Detailing vs. Overall Sales and Promotion. Used with permission from marketRX, Inc. white paper: “e-Detailing e-Volution” e-Detailing and promotion budget is not on same scale as brand sales. Chart is for illustrative purposes only.

continue to prescribe the older product because they are used to it, trust it, have a good relationship with the rep, etc. Thus, at this stage the pendulum swings back to emotional, relationship based decision making. It may therefore be a mistake to replace face-to-face communication with less personal interaction like eDetailing at this stage of the life cycle.

Bernewitz presented results from a number of product analyses that indeed showed how sales response diminished over the course of the product life cycle.

Technology supported promotion works best where the content of the interaction is information rich, where a lot of complex facts need to be communicated with graphs and tools with 3D capabilities, animation effects, etc. The best life cycle stage may be just after launch, when the company is anchoring key messages and supports these messages with facts and information.

According to Jaswinder Chadha, President and CEO of marketRX, an application service provider, eDetailing spending should be “highest during the launch phase when the attempt is to get the highest share of voice and close to the patent expiration period where there is an effort to identify cheaper methods of promotion.”

Another factor to consider when choosing the right product for eDetailing is recruitment of a critical mass of physicians. eDetailing programs for specialty products with small audiences usually

have difficulty recruiting participants, according to Bernewitz.

But Don't Forget the Physician

The most responsive physician segments should be targeted. This requires different strategies at each stage in the product life cycle (see Table below).

“Value” indicates how many category prescriptions a physicians writes. “Share” indicates how many of those category prescriptions a company gets (before the campaign launch).

Keeping physicians interested is a challenge. In one campaign that ZS Associates looked at, 34% of the physicians did not call in even once in three months, while only 25% participated every month as agreed! The challenge is to improve compliance without increasing or using honoraria.

Life Cycle Stage	Physician Segments
Launch	High Value
Growth	Mid Value; High Share
Mature	Mid Value; Low Share

It's the Cost, Stupid!

Bernewitz warned listeners to not neglect costs. “Vendor costs are typically the most significant” and are comparable to the costs of maintaining a field sales force. But even with comparable costs, eDetailing has a problem because of lower impact. Building centralized platforms will enable economies of scale so that much greater cost control can be achieved.

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Regarding honoraria --

“I love them! That's the reason I do eDetails!”

-- eDetailed doctor

The Future of eDetailing

By John Mack

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During its pilot phase, eDetailing was a pay-for-performance promotional channel that product managers could use to reach physicians online. Now, some brands are beginning to discover eDetailing's true potential as a relationship management channel and as an integral part of the brand's marketing strategy.

"The future of eDetailing is physician relationship management," said David Ormesher, CEO of



David Ormesher

Closerlook, Inc., an eDetailing vendor company. He was speaking at the Center for Business Intelligence's 2nd Annual eDetailing Conference (2003). "The benefits of creating long-term relationships include brand loyalty, detailed customer intelligence and sales integration with the field force," he added.

Limited Office Access to Physicians

According to data from a Health Strategies Group, Inc. study, 90% of traditional details are drop-ins (unscheduled calls) or sample checks during which the average time discussing products is 2 minutes or less. Even during more effective types of calls—

scheduled calls and lunch meetings—the time devoted to discussing products is decreasing (see Chart below).

The busiest physicians may be the most difficult to schedule quality time with to discuss product details, yet these are the physicians most likely to use the Internet to seek medical information according to a Data Monitor study published in February 2003 (see Chart on next page).

The TAP Experience

Sharad Bob Chib, former Group Manager, Market Segments, TAP Pharmaceuticals, joined Ormesher in the presentation to discuss the Prevacid Interactive Information Program™, a two-year on-going physician relationship management program developed for TAP by Closerlook, Inc.

The TAP program is an example of what Closerlook calls "Integrated eDetailing", in which the goal is to promote products and optimize prescription sales while supporting long-term relationships with key customers. The program components include acquisition, authentication, profiling, promotional messaging, reporting and customer support.

As the chart at the bottom of the next page demonstrates, the fixed price solution pays off with a very low effective cost per detail as a critical mass of physicians sign on and more eDetails are presented. Acquisition and scaling, therefore, is important for a good ROI. Several acquisition channels—direct mail, permission email, managed care, sales reps, fax, banners—can be used to sign up physicians. The mix can be optimized depending upon enrollment rate per channel. Physician profiling and segmentation are also

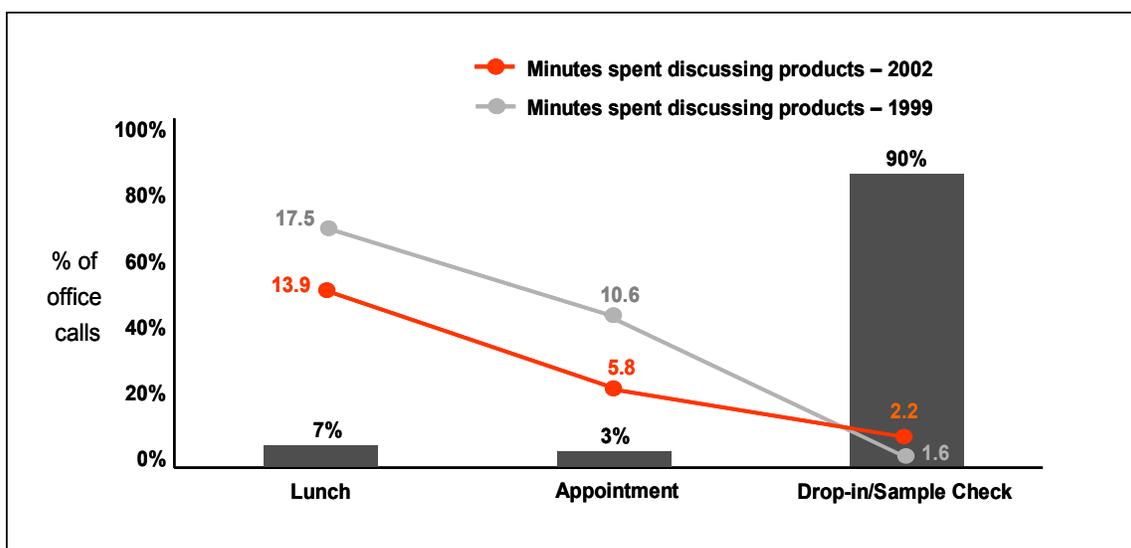


FIGURE: "Doorknob Details Study," 1999; *SFE Monitor* 2.2., May, 2002 (Health Strategies Group, Inc.).

important to deliver the right message to the right physician.

The Honoraria Issue

Most eDetailing programs provide physicians with some kind of cash-equivalent honoraria for participating in the program. This could be a \$25 certificate for a medical textbook, for example. Surveys have shown that honoraria are important to "eDetailed physicians" (see "Why Pharma Can't Ignore eDetailers" in this supplement). Yet only 50%-60% of textbook coupons are redeemed!

The Virtuous Circle

The TAP program currently reaches over 14,000 physicians, 33% of which are classified as "hard-to-see." Seventy-four percent (74%) have requested an appointment with a sales represent-

tative, which supports the point that an eDetail can serve as a "pre call" for the sales representative and can enhance the call experience.

Integration of the sales rep into the eDetailing program closes the so-called "virtuous circle" consisting of the doc, the eDetail, and the sales rep. Sales reps are integrated into the TAP program via an email service that notifies the rep when one of their physician clients requests a call.

"Integration is key," states Ormesher. "As long as eDetailing remains an orphan tactic, its benefits will be limited. But when it's integrated into the larger family of brand marketing tactics, it becomes a valuable strategy that can optimize the effectiveness of the entire promotional mix."

Pharma Marketing News

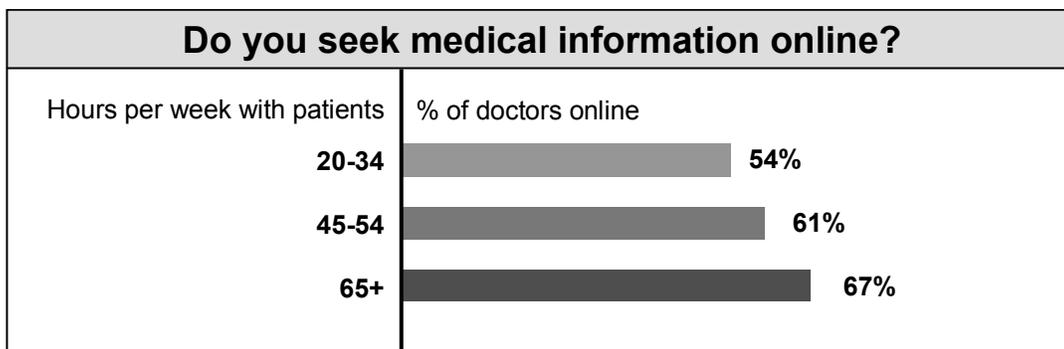


FIGURE: "Computing in the Physicians' Practice" (Datamonitor/Harris Interactive).

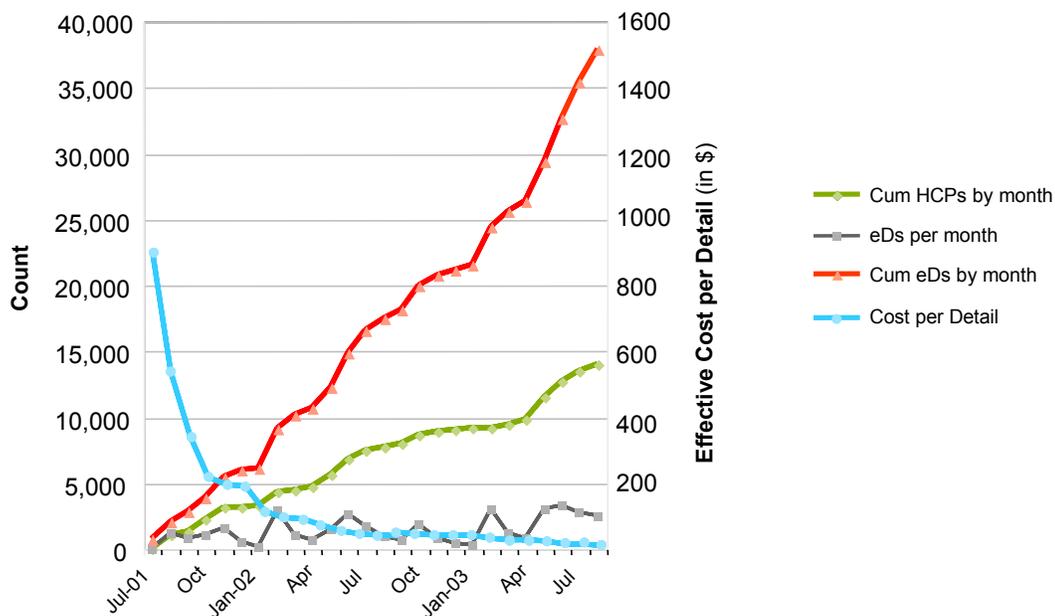


FIGURE: Fixed Price eDetailing Solution (Closerlook, Inc.).

CASE STUDY

A Private-label, Turnkey eDetailing Solution at a Fixed Fee Price

This Case Study illustrates that some pharmaceutical companies are discovering the true potential of eDetailing as a long-term relationship management channel to be integrated into their total marketing mix.

CASE STUDY	
Product Name	Integrated eDetailing™ Platform
Company	closerlook, inc.
URL	http://www.closerlook.com
Client	A blockbuster brand of a major US pharmaceutical company
Client Need	The client's product was the number two blockbuster brand in a growing category under potential threat from both new product and generic competitors that endangered market share. The marketing team sought a partner to develop a long-term program that would operate as an explicit component of the promotional mix while building relationships with physicians that translated into increased script behavior and positive ROI.
Solution Product Description	<p>The Integrated eDetailing™ program provided the brand with a private-label, turnkey eDetailing solution at a fixed fee price. The dedicated account team recruited the brand's target physicians through an on-going multi-channel marketing and acquisition campaign, opting the physicians into a direct relationship with the brand. The national sales force was integrated into the program to help acquire high-decile in-target physicians and to follow up on customer requests for rep visits and additional information.</p> <p>The client retained full ownership of the database as it evolved, enabling additional opportunities with market research surveys, field sales integration, and analytics.</p>
Results	The program hit its initial milestone goal of 10,000 completed eDetails three months ahead of plan, and Integrated eDetailing™ has subsequently become an important element of the annual promotional mix. To date, thousands of target physicians are members of the program, and tens of thousands of details have been completed.
Comments	<p>"Our client is looking to the future of online physician relationship management for competitive advantage. The brand owns the database, so it now makes financial sense to grow the program beyond promotional content and to leverage their investment in a long-term relationship with their target physicians by offering additional credible and relevant content that can enhance patient care."</p> <p>-- Suzanne Tsuchiya, VP Healthcare Solutions of closerlook, inc.</p>

CASE STUDY

eDetailing Solution as Part of a Cross-Channel Strategic Relationship

eDetailing solutions do not exist in a vacuum. To integrate with other sales and marketing programs, strategic planning is required to fit eDetailing into a marketing continuum. As this case study shows, it is advantageous to work with a partner that can help develop the strategy and that has the implementation skill-set as well.

CASE STUDY	
Product Name	Temel ePharma Marketing Solution
Company	Temel, Inc.
URL	http://www.temel.com/epharma - http://www.temel.com
Client	Cephalon, an international biotech company
Client Need	Cephalon desired an eDetailing solution for its GABITRIL brand. Soon after development of the eDetailing program began, Cephalon decided to develop other online marketing programs, including eDetailing, for PROVIGIL as well.
Solution	Building on the eDetailing solution, Temel and the PROVIGIL brand team began discussions around the redesign of the PROVIGIL brand website. Temel consulted the brand team as to the site's overall design, content and usability. In just two months, Temel launched the redesigned PROVIGIL.com brand website and went on to develop a global web standards manual for all PROVIGIL web properties. The project provided Cephalon with a comprehensive set of standards, guidelines and templates needed for its global marketing partners to quickly and easily develop international websites.
Results	Both eDetailing programs were launched successfully and have eDetailed many physician's increasing TRx volume for the brands as well as overall brand equity. The result is a high-caliber set of solutions that are implemented with a common strategic direction and dedication to building brand equity.
Comments	"The ePharma marketing relationship that Temel has developed and shared with Cephalon is a success for both parties and continues with each new project. It's representative of the marketing continuum that Temel offers our clients, the broad skill-set we employ and the strategic planning integrated into each initiative." -- Adam Cossman, Executive Director, Business Development & Client Services at Temel, Inc.

CASE STUDY

Online Detailing as an Adjunct to a Part-time CSO Sales Force

Physicians are spending less and less time with pharmaceutical sales representatives. The average "traditional" detail lasts less than 2 minutes! During this time, a sales representative is lucky to be able to detail one product, let alone a second or third. eDetailing, as this case study shows, can be effective in reaching a targeted group of physicians and significantly increasing new scripts written.

CASE STUDY	
Product Name	Lathian eDetailing Solution™
Company	Lathian Systems
URL	http://www.lathian.com
Client	Merz Pharmaceuticals
Client Need	Naftin™ is a topical antifungal, which has less than 5% market share, has been on the market for 15 years. The demand for the category is seasonal and rises in the summer and early fall. The client needed a cost-effective way to detail Naftin as an adjunct to the part-time CSO sales force.
Solution Product Description	Lathian eDetailing Solution™ is a dynamic, cost-effective option to reach targeted physicians with your proven product message. Lathian recruits physicians from your target lists to participate in a Virtual Detail® session that typically lasts 6-8 minutes.
Results	New prescriptions per physician were compared before and after the campaign. As a result of the campaign, Naftin realized a significant increase in NRx—after 2 Virtual Details, NRx was 1.82 times the Rx level before the campaign, whereas in the control group, who were not promoted, NRx was only 1.31 times the pre-campaign level.
Comments	"The case study for Naftin is just one of many examples that we have seen at Lathian. Every year greater numbers of pharmaceutical marketers are realizing that eDetailing can help them make plan." -- Michael Wells, Vice President of Marketing and Cofounder of Lathian Systems, Inc.

Experts Consulted and/or Cited

The following experts were mentioned or consulted in the preparation of articles for this supplement.

- **Torsten W. Bernewitz**, Managing Principal, Europe, ZS Associates, +44 (0) 20 7915 4288, torsten.bernewitz@zsassociates.com
- **Elizabeth W. Boehm**, Healthcare Analyst, Forrester Research, (617) 613-5899, EBoehm@forrester.com
- **David M. Hauben**, Former Director, e-Sales, e-Detailing and Contact Center, NA E-Business Team, Aventis.
- **Croom Lawrence**, Former Marketing Manager, Wyeth Pharmaceuticals
- **David Ormesher**, CEO, closerlook, inc., (908) 640-3701, dormesher@closerlook.com

Resource List

The following resources were cited or consulted in the preparation of articles for this supplement.

- **The Accel Report: Through Our Customers' Eyes.** The Accel Report is a document describing the state of the relationship between Physicians and Drug Reps. Based on proprietary research conducted by Accel in March 2003, it presents a fascinating glimpse into the problematic state of mind of MDs when it comes to drug company reps and their samples and points the way towards making realistic improvements. <http://www.accelhealth.com/report1.htm>
- **"Doctors To Pharma: Don't Ditch The eDetailers,"** Forrester Research Brief, September 17, 2003. Pharma firms are boosting their investment in eDetailing. In this second and final brief in the "eDetailing Insights" series, Forrester looks at why pharma can't ignore doctors who prefer eDetailing through an intermediary and also at the best vendors for the job. <http://www.forrester.com/ER/Research/Brief/Excerpt/0,1317,15454,00.html>
- **"e-Detailing e-Volution"** (marketRX, Inc., August 2003). See www.marketrx.com
- **ePromotion Audit** (Verispan, LLC, launched in June of 2002). Verispan's 2003 ePromotion Annual Study analyzes how ePromotion fits into the total promotional picture. Approximately 1,000 physicians across 17 specialties confirmed in a one-time online survey the growing importance of ePromotion, which not only affects how physicians are learning about medical conditions and prescription drugs, but also affects their prescribing behavior. See www.verispan.com