THREE POINT TURN

EVOLVIN
CLOSED
MARKETIN
LOOP
FOR
G
PHARMA:

THERE'S MORE THAN ONE LOOP TO CLOSE

TABLE OF CONTENTS

ABSTRACT

The increasingly busy schedule of physicians and healthcare providers has led the pharmaceutical industry as a whole to adopt a Closed Loop Marketing (CLM) strategy. However, many pharma companies struggle with implementing and maintaining an effective CLM solution. The purpose of his paper is to explore the key factors, including evolving e-detailing, critical relationships, alignment among business processes and developing robust digital solutions, that a pharmaceutical company needs to address to ensure the success of their CLM initiative.

INTRODUCTION:
THE PAIN POINTS PHARMA FACES

Closed Loop Marketing (CLM) is not a new concept in the pharmaceutical industry. Many companies began employing CLM strategies as early as 2005. As the digital revolution evolved around 2010, so did CLM detailing tools. Sales reps put down pen and paper and picked up iPads to record physicians' responses to marketing messages. However, these new technologies brought new challenges to the industry and the CLM process.

Today, many pharmaceutical companies face the same pain points when it comes to designing, implementing and employing CLM digital platforms. There is a learning curve to each piece of e-detailing technology as well as each new presentation and CLM channel. Continuous improvement to that technology can also be a challenge. When a tablet's operating system is updated, it can cause incompatibility issues with a CRM's app. The quality of data is also in question. While most e-detailing tools record how long (quantitative) a physician spends on a slide or web page, most do not tell us why (qualitative).

The vast quantity of information is challenging as well. Most companies find it easy to collect data; the problem lies in sorting through so-called "data dumps" to find true insights that will drive marketing messaging. For example, asset management—consolidating data and automating changes—can be daunting if not damaging unless a CLM platform is designed to handle and streamline content for global affiliates.

Older CLM solutions also tend to become obsolete very quickly. CLM operations are rapidly becoming more automated, global, channel-specific and simplified; it's easy for a platform to find itself out-of-date after a few years. When technology evolves, a CLM platform must be able to evolve with it.

In this paper, we will explore the challenges CLM poses for the pharmaceutical industry and how digital providers and their solutions need to address pain points. While CLM focuses on analyzing physicians' preferences in order to refine messaging that inspires desired responses, there are many other loops that need to close before this process can be successful.

"When it comes to CLM, pharma faces three significant challenges: changes in technology, capturing the true meaning behind the content, and more importantly, creating relevant content."
C-Level Pharmaceutical Executive

ARE TABLETS DEAD?

Although preloaded tablets are popular and help facilitate conversa-tions with physicians, they do not solve one key problem: sales reps still need to be in front of an HCP to present the information.

Healthcare practitioners are not only become increasingly busier; they are becoming tech-savvy as well. Through self-directed navigation, HCPs can drive through content on their own time. Physicians are becoming more comfortable clicking through a web portal or scrolling through an app to find   product information. This is yet another reason why Multichannel Marketing must be a part of your CLM strategy.

The benefits of MCM are many. Various channels with integrated multimedia messages ensure that you are reaching every physician and reaching them a   number of times. While tablets may not address the challenge of physician   access, once in front of an HCP, they allow for more impressive presenta-   tions, genuine interactivity and automated data collection. A 2014 study performed by Encuity Research found that "physicians saw sales repre- sentatives using tablets (91 percent) during sales calls and gave them the   highest usefulness rating as a sales aid during the call."[1] That's why tablets   should be one of the e-detailing tools in your CLM strategy, but not the only one.
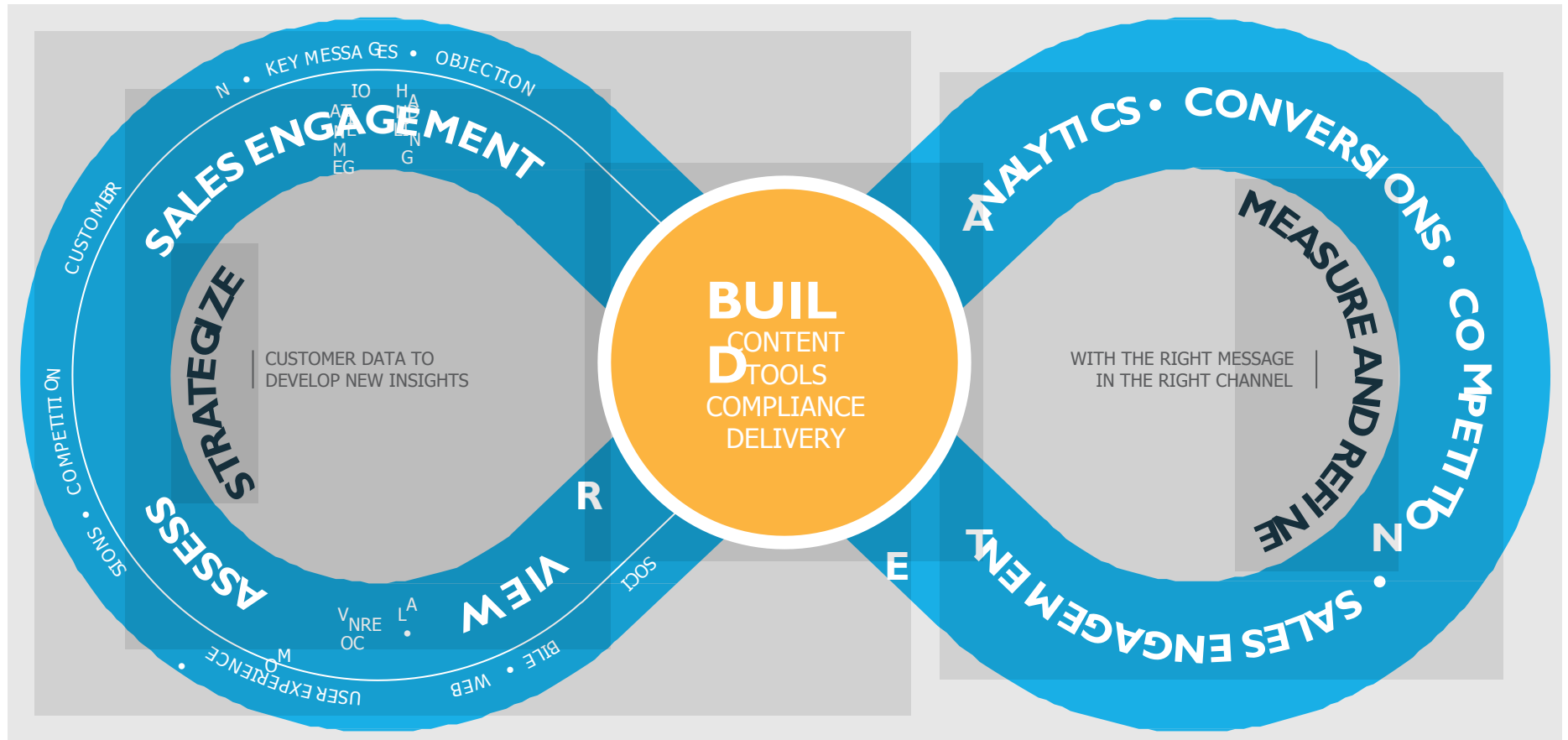
CLM: THE BASIC

In the most basic of definitions, Closed Loop Marketing is marketing that relies on feedback from a targeted group. The premise of CLM in phar is for sales reps to relay insights from Healthcare Practitioners (HCPs) t the brand managers who would then use the data to evaluate and revise ke marketing messages.

Typically, there are four steps in the CLM process: Initiate, Uncover, Analy and Create. A sales rep engages an HCP via a tablet presentation, web por or video conference. The goal is to initiate the HCP in a meaningful conv sation about a specific product. During the uncover stage, the Sales rep CLM tools record the HCP's feedback through automatic data collecti Next, the marketing team analyses the data to find out which messages res onated and which ones missed the mark. Through this analysis, an HC preferred channel of communication may also be determined, whether it b a tablet, self-navigated website or app. Finally, the marketing team uses t insights uncovered in the analysis stage to create and hone messages th target each HCP's interest and familiarity with a product.

When developed across multiple digital channels, CLM may allow prod information to be accessible to HCPs anytime. Brand managers can s what content is being consumed, how it is being consumed and where it being consumed.

INFINITY LOOP STYLE - STYLE CONCEPT

SALES ENGAGEMENT · KEY MESSAGES · OBJECTION HANDLING · CUSTOMER · COMPETITION · OBJECTIONS

STRATEGIZE

CUSTOMER DATA TO DEVELOP NEW INSIGHTS

ASSESS · USER EXPERIENCE · **REVIEW** · MOBILE · WEB · SOCIAL

BUILD
CONTENT
TOOLS
COMPLIANCE
DELIVERY

WITH THE RIGHT MESSAGE IN THE RIGHT CHANNEL

ANALYTICS · CONVERSIONS · COMPETITION · SALES ENGAGEMENT · MEASURE AND REFINE

WHAT IS E-DETAILING?

E-detailing is the use of electronic and interactive media to engage HCPs in a sales presentation. As the pharmaceutical industry evolves, so do e-detailing aids. Gone are the days of sitting in a doctor's reception area waiting for the chance to talk briefly about a new product. Today, sales reps have a number of digital avenues available to reach busy HCPs. E-detailing aids range in sophistication and message delivery; tablets loaded with presentations, online portals and apps are all popular forms. And they are popular with physicians as well. A study conducted by Marianne Anderson, Marketing Manager for Pfizer, revealed that "97% of physicians felt that e-detail was superior to paper-based details for explaining complex issues".[2]

As mentioned previously, these aids can automatically record a physician's response to a product, message or individual slide. This data is then used to develop targeted messages based on an HCP's level of interest in and knowledge of a certain product or disease state.
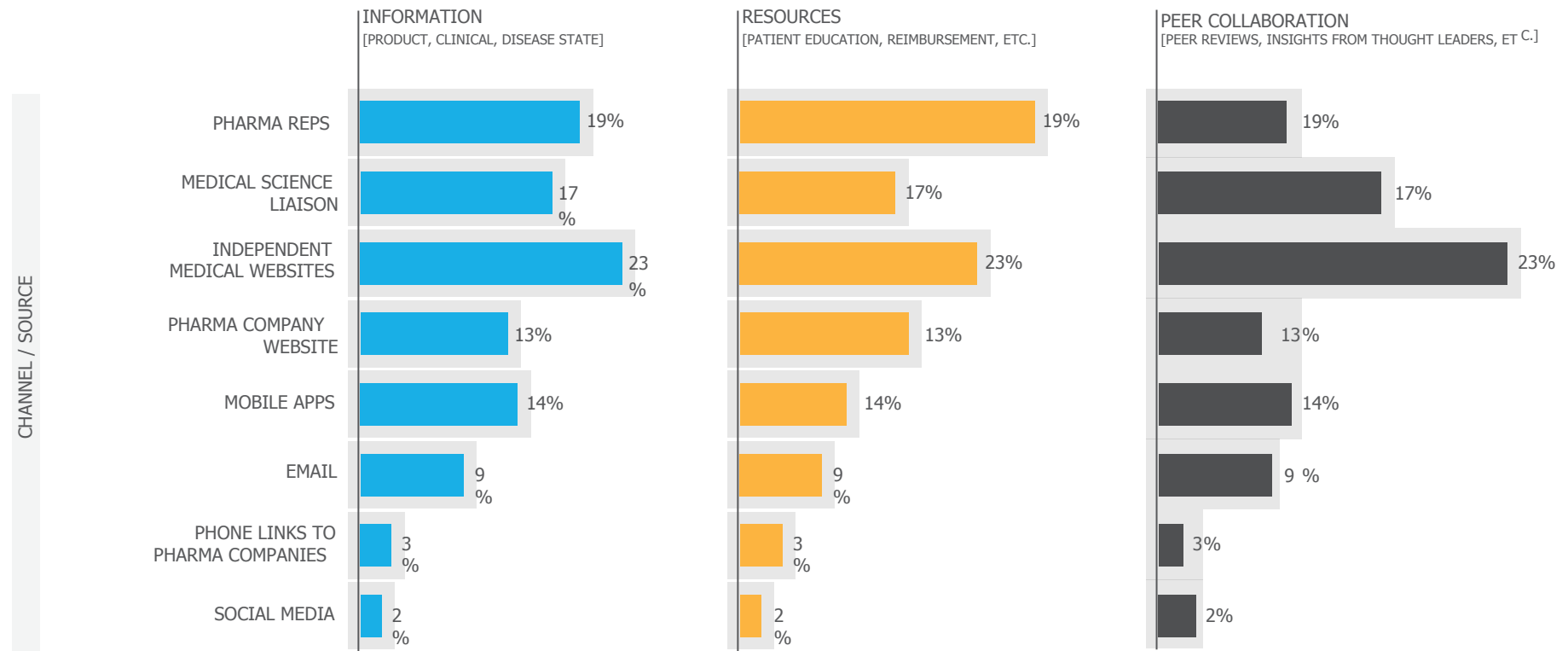
WHAT IS MULTICHANNEL MARKETING?

When you interact with physicians on a variety of platforms, through various media, that's multichannel marketing (MCM). Anything from face-to-face meetings to brochures to apps is considered a channel, and the thinking is, the more channels you engage your target on, the gains you incur if implemented and executed appropriately – otherwise it's information overkill. In fact, MCM "can boost top-line growth by more than 10 percent or reduce costs by 10 to 25 percent—or both."[3]

When it comes to digital MCM in pharmaceutical sales, personal preference is key. What works with one physician doesn't always resonate with another. Websites and apps are available 24/7 and allow physicians to click-through on their own time, at their own pace and on their own device at any location, making them ideal for busy professionals. Webinars can reach numerous HCPs at a single time, while a pre-loaded presentation on a tablet is suitable for practitioners who prefer one-on-one, question-and-answer interactions.

This is why Closed Loop Marketing and Multichannel Marketing are most effective when they are used in tandem. If you don't discover which channels an HCP prefers through the CLM process, you're wasting their time, and your money. Closed Loop Multichannel Marketing (CLMCM) provides you with insight into each HCP's desired channels or delivery of communication while enabling you to create custom content for them.

PHYSICIAN CHANNEL PREFERENCE

INFORMATION
[PRODUCT, CLINICAL, DISEASE STATE]

RESOURCES
[PATIENT EDUCATION, REIMBURSEMENT, ETC.]

PEER COLLABORATION
[PEER REVIEWS, INSIGHTS FROM THOUGHT LEADERS, ET C.]

CHANNEL / SOURCE

CHANNEL / SOURCE	INFORMATION	RESOURCES	PEER COLLABORATION
PHARMA REPS	19%	19%	19%
MEDICAL SCIENCE LIAISON	17%	17%	17%
INDEPENDENT MEDICAL WEBSITES	23%	23%	23%
PHARMA COMPANY WEBSITE	13%	13%	13%
MOBILE APPS	14%	14%	14%
EMAIL	9%	9%	9 %
PHONE LINKS TO PHARMA COMPANIES	3%	3%	3%
SOCIAL MEDIA	2%	2%	2%

"Just tell me the whole story about the drug, positive and negative, and let me figure out the rest." IBM surveyed physician[4]

HOW CLM BENEFITS PHARMA

CLM can be the most powerful way to reach increasingly busy HCPs. It aims to understand HCPs better in order to make communication more relevant and therefore, more effective. Traditionally, CLM in pharma has focused on the sales representative channel. Sales reps armed with e-detailing aids collect feedback electronically and relay it back to brand managers in real-time or near real-time. When the data is analyzed and used to create targeted marketing messages, benefits can be numerous.

Pharmaceutical companies who effectively implement CLM strategies typically see increased HCP engagement. An upsurge in call-time, deeper interactions and more favorable feedback can occur as physicians respond

to customized messaging delivered by their preferred channels.[5] CLM can also increase brand awareness, influence drug prescribing behaviour and position sales reps as the source for information and assistance.[6,7] Finally, e-detailing can build relationships with the physician based on transparency and trust.[7]

The goal of Closed Loop Marketing is to provide additional value to both the pharmaceutical company and physicians through a flow of feedback and messaging. However, this flow of information has to be facilitated by the sales rep, which means their role, more so than any other, is key to the success of a company's CLM (and overall marketing) strategy.

CLOSING THE LOOP BETWEEN TECHNOLOGY AND THE SALES REP

Even though an increasing number of physicians are putting restrictions on pharmaceutical sales visits, sales reps are still integral in delivering information via virtual and video e-detailing.[9] In fact, e-detailing initiatives can generate a request for a sales visit, as "physicians still prefer to be detailed by a rep in-person."[10]

Today, more often than not, sales reps use a wireless device loaded with preprogrammed presentations to engage HCPs about a new drug, educate about indications, safety and interactions, or to renew interest in an older brand.

So why is the industry developing e-detailing solutions without fully understanding the sales experience?

Before any app, portal or website is developed—before any presentation is created, much less loaded onto a tablet—we must close the loop between how we think a sales rep and physician interact and how they actually interact.

In order to discover what challenges a sales rep faces in a typical day, and develop digital solutions to address them, we must live that day with them. Sales rep ride-alongs for the purposes of e-detailing development are rare but crucial to your CLM strategy. How can you collect useful, meaningful feedback from an HCP if the conversation does not deliver the correct mes- sages or fails to flow? You can't.

Ride-alongs of this nature should include your digital solution partner as well as your creative agency and marketing team. The goal is to watch for key messages and objection handling. They should ensure that representa- tives from each segment of HCPs are covered, as defined by the marketing team and in terms of brand loyalty. When they observe successful commu- nication points, it indicates that they should highlight that specific mes- sage. Objection handling responses indicate that information on a specific message needs to be easily accessible to support the conversations visually, versus causing a change in the conversation.

Seeing if an e-detailing tool is collecting the right information is also key at the discovery stage. Does it have the right level of granularity? You may know how long a slide was viewed, but do you know why? And what about the user's journey? Is the tool capturing positive, negative, and neutral responses? If you build the right e-detailing tool, you can capture infor- mation that will reveal preferences and reactions, not just duration of use. Then, and only then, will you be set up to mine for insights.

Once messaging is created and the e-detailing solution developed, sale reps need to be trained on how to deliver a meaningful presentation using the tools provided. They need to know how to navigate the technology and learn what it can and can't do in order to have a genuine and beneficial con- versation. Navigation also needs to suit sales reps. It must be simple and easy for them to access supplementary information and navigate between slides. It simply "needs to work."

"I really do appreciate the interaction between physicians and pharmaceutical reps, but have found too often that the reps I have interacted with have a very limited scope of knowledge. I find that I'm much more willing to take a rep seriously if they can keep up in a discussion that is related to my field but beyond the scope of their individual product."

What Physicians Want survey respondent[11]
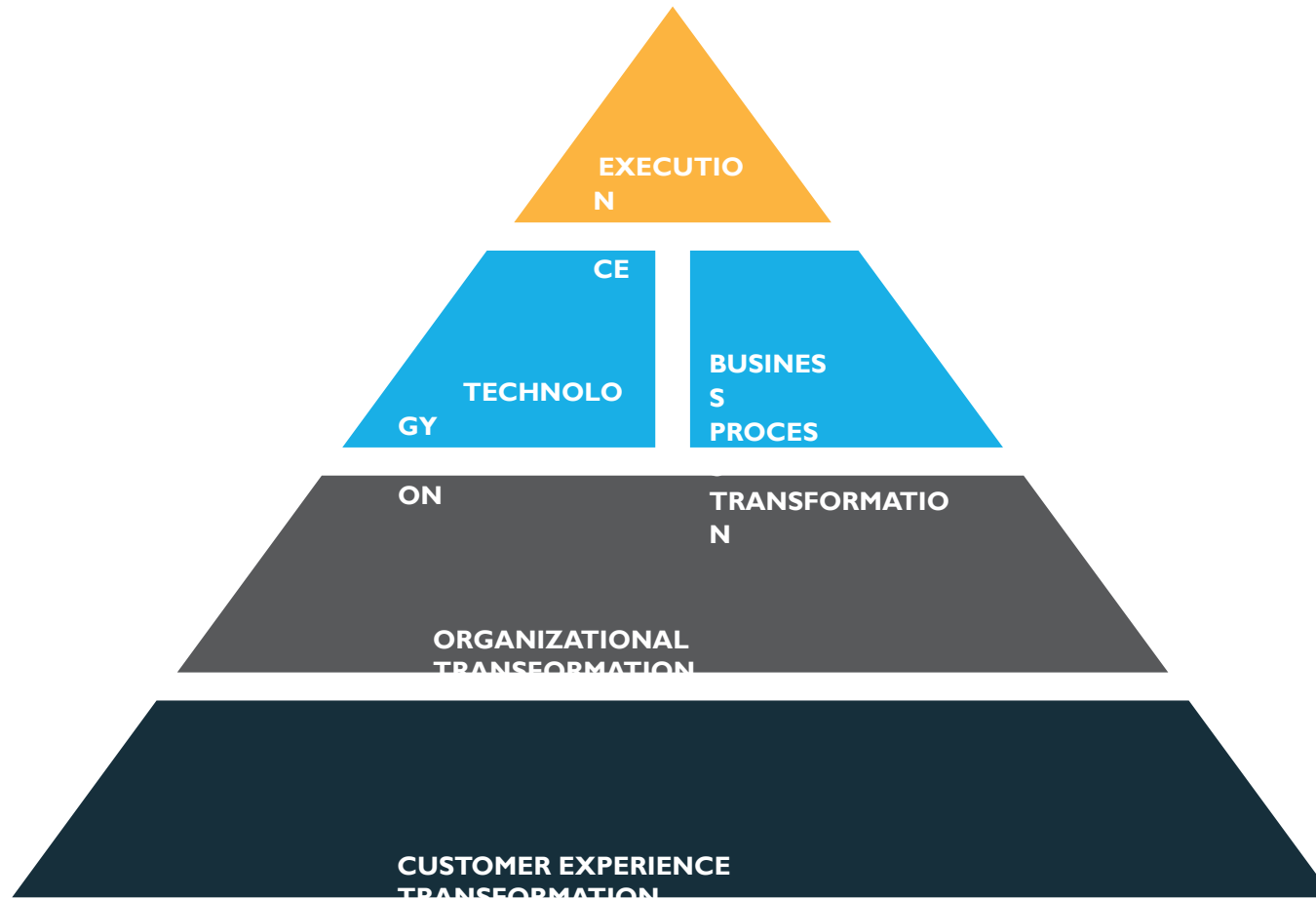
CLOSING THE LOOP BETWEEN SALES AND MARKETING

It's not enough to simply have the right tools in place. CLM involves more than building the assets and making sure they are and cost-effective; you must have a cohesive CLM strategy, or better yet, an MCLM strategy that measures your success. The tools—tablets, digital assets, websites, portals, and apps—are designed to facilitate the CLM process, but they are not the process. And that process is dependent on the relationship between sales and marketing.

Brand managers and directors know the products. The sales reps have access to HCPs. They are a company's one-two punch to converting sales. However, there is often a misalignment between the two groups. Whatever   the reason—distrust, lack of communication, reluctance to report negative   feedback or a previous "big-brother" relationship—it's critical to close the loop between Sales and Marketing.

CLM isn't just a sales rep with a tablet. More so than any other form of marketing, CLM relies on the flow of information; from the sales rep to marketing, and back. In fact, CLM can facilitate a change in the relationship between sales and marketing. Pharmaceutical companies must involve both teams in CLM planning and training in order for the process to be successful. Sales reps should be seen as the first customer and involved in the process early on to avoid giving a "big brother" impression. Marketing needs Sales to buy-in and participate in developing the tools. In return, the tools give sales reps the most up-to-date information on marketing   messages, products and physician segmentation. Implementing a CLM strategy opens up the lines of communication between your sales force and marketing team that will benefit a pharmaceutical company's perfor- mance metrics.

MCLM IMPLEMENTATION FRAMEWORK

EXECUTION

CE

TECHNOLOGY

BUSINESS PROCESS

ON

TRANSFORMATION

ORGANIZATIONAL TRANSFORMATION

CUSTOMER EXPERIENCE TRANSFORMATION

CLOSING THE LOOP BETWEEN THE BUSINESS PROCESS AND THE DIGITAL PROCESS

Alignment between sales and marketing is critical in implementing a successful CLM strategy. But it is only one factor. If your business process—your CLM plan and how it is executed by sales and marketing—doesn't support your digital process, and vice-versa, the feedback you collect becomes uninspiring and potentially unusable.

First, you should evaluate how well your CLM tools work to achieve your overall business goals. Does your CLM strategy fit with your existing BI strategy? Do your CLM tools support your current BI systems? If they are working autonomously, that is another "open loop" that needs to be addressed. You should also examine how data can and does feed back into your CRM system. How well does it help with segmentation and other aspects of HCP alignment?

Many pharmaceutical companies fail at content management and data employment. In a recent benchmarking study performed by Capgemini Consulting, nearly 50 percent of the pharmaceutical companies interviewed "rated their analytics capability as completely immature."[12] While more and more pharmaceutical companies have begun to collect data, they are not using it to create targeted messaging. The problem may lie in a misalignment with the digital process.

Pharma is "drowning in data", and a good chunk of that data is too rudimentary to gauge a physician's response or reveal their preference. Collecting

quantitative data such as how much time was spent on a given slide or section of a portal is not enough to support a CLM strategy. If you build your CLM strategy correctly, you can make note of reactions to content and capture positive/negative/neutral responses while collecting demographic segmentation information. When you combine these insights with patient-level prescription conversions, you can gain key insights into overall brand performance.

Automation is also a must. Your CLM platform must be able to streamline assets and control content. Changes to content on portals and in modules ideally must automatically update across affiliates and across channels. If a changed is made to a presentation on a tablet, that change should automat- ically be made to a web portal or app.

All data should be funneled into the same repository or data warehouse. Nothing should be separate—data must be fed into the same place and accessed the same way in order to facilitate the CLM process. This Single Source of Truth (SSOT) design prevents the possibility of duplicate or erroneous data.

Your platform should also address content control as well as data storage. An asset-freezing feature is key to preventing changes to finalized and LMR approved assets. Being in control of the content, and changes that occur to it, provides a pharmaceutical company with much needed peace-of-mind.

KEY FACTORS AFFECTING THE SUCCESS OF A CLM STRATEGY

KEY SUCCESS FACTORS	DETAILS
TURNING ACTIONABLE DATA INTO INSIGHTS QUICKLY	• Connecting data to marketing tactics • Optimizing the marketing mechanism based on user feedback & engagement • Marketing insight connection to sales follow-up

CONNECTING DISPARATE SYSTEMS	• Unification of various data silos
	   • 360 degree picture of user engagement
	   • Connect sale & marketing for more effective follow-up

AUTOMATION OF MARKETING COMMUNICATIONS	• Automated campaign management
	   • Cadence-based communications with personal content and messaging
	   • Automated decision making ensures follow-up with appropriate channel

CLOSING THE LOOP IN THE MULTICHANNEL PROGRAM	• Real-time feedback loop result and continuous message optimization by: • Segment, channel, message, engagement, etc.
VIEWING CUSTOMER FEEDCBACK THROUGH THE RIGHT LENS	• Listen to customers, value their feedback and give them what they are interested in • The brand is willing to look at the product through the eyes of the customer, instead of looking at the customer through the eyes of the brand

SOURCE: https://www.pm360online.com/the-clm-conundrum-examining-responsiveness/

"Most CLM partners concentrate on the speed of a solution. Some concentrate on the front-end tools. Not many are considering BI. They need to do that."
C-Level Pharmaceutical Executive

AUTOMATION IS KEY, BUT SIMPLICITY IS KING

Implementing a CLM strategy can be a complex process, which is why a CLM platform must be simple, but effective in its design. Through custom development and integration, a CLM solution can address your specific needs and fill any feature gaps. The ability to create simple, superior e-detailing tools that feature sub-second screen transitions and optimized slides is possible with the right digital partner.

A hybrid CLM solution simplifies the management of your global assets through international deployment, continuous integration and automation. Content can be deployed at full performance to increase engagement and interaction with desired physicians. You can even use your platform to grow sales and marketing by integrating Customer Relationship Management data with CLM content.

Segmentation is also improved through customization. A hybrid CLM platform can simply filter, sort and group segments using custom parameters defined by your company. You can also use it to test and optimize custom content within each segment.

Off-the-shelf solutions are limited not only in seamless functionality, but in the ability to grow with the industry. As new technology and e-detailing tools arise, these one-size-fits-all platforms can't readily adjust, which is why they become obsolete after a few years. In comparison, a hybrid solution allows you to add, integrate and change as your company and its needs evolve. They allow you to build in solutions to address challenges faced by your sales rep that were uncovered in the discovery stage. Finally, they can adapt to new technology and inspire new e-detailing initiatives easily. At the very least, pharmaceutical companies should explore a hybrid solution that facilitates the amalgamation of CLM tools and data—a system that adapts to new technology and "hooks it up" with the existing assets.

"Whether it be a CLM platform or solution, it should be fast and flexible."
[C-Level] Pharmaceutical Executive

THE DIGITAL TOOLS YOU NEED RIGHT NOW

E-detailing tools should be equipped with more than presentations. Digital features, such as competitive analysis tools and calculators, can be built to provide supplementary information, or in other words, content that truly drives sales.

THE DIGITAL FEATURES YOUR SALES TEAM NEED TO BE EQUIPPED WITH ARE:

- High-performance sales presentations
- Competitive analysis tools
- Signature capture
- Video chat, KOL interaction
- E-learning content
- Fast page transactions
- Live-results polls and surveys
- Risk, efficacy and dose mix calculators

[Representatives should] "have a practical and realistic knowledge of their product's placement in the rank of competing products (cost-effectiveness; formulary restrictions; safety profile)." What Physicians Want survey respondent[13]
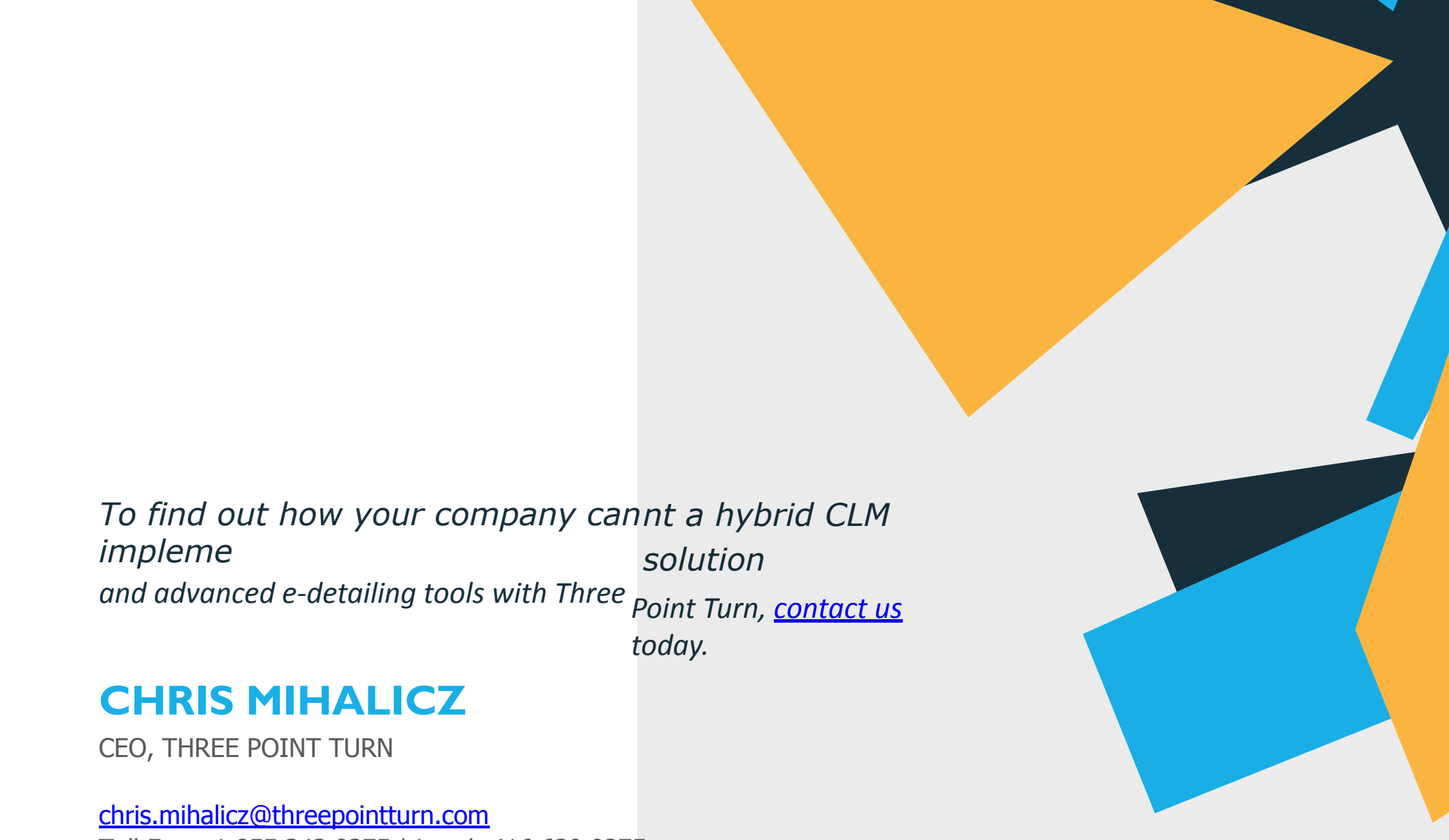
CONCLUSION:
EVOLVING CLM TO DRIVE SALES

Closed Looped Marketing is arguably the most effective way of optimizing and delivering key materials to healthcare providers. Through e-detailing tools such as tablets, webinars and apps, sales reps can collect information about an HCP's preferences and through the evaluation of metrics, marketing can begin to understand each HCP's preferred method of delivery and create messaging that will resonate with them.

However, in order for a CLM strategy to be successful, a company needs to focus on more than the "messaging" loop. Sales reps must be trained on e-detailing tools, as their input is crucial in developing them. Ride-alongs in the discovery stage are helpful to observing and understanding intended and desired messaging and objection handling. The gap between sales and marketing must also be closed—CLM is reliant on the flow of information between these two groups. Finally, there must be an alignment between business process and digital process.

When reps are equipped with and trained to share content through multiple interactive digital channels, it can spark meaningful dialogue that generates sales. However, no matter the channel, a pharmaceutical company must build content that matters to HCPs. When working with your agency partner, don't feel confined by their pre-determined set of solutions, instead:

- *Look to more than tablets to deliver your message and*
- *implement a Multichannel Closed Loop Marketing strategy.*

- *Ensure that your platform features unique automation*
- *that can address global assets and affiliates effectively.*
- *Finally, explore a hybrid platform solution as a way to simplify content employment, customer segmentation capabilities, and prevent your CLM tools from becoming obsolete.*

To find out how your company cannt a hybrid CLM impleme   solution
and advanced e-detailing tools with Three Point Turn, [contact us](#) today.

CHRIS MIHALICZ

CEO, THREE POINT TURN

chris.mihalicz@threepointturn.com
Toll Free: 1.855.343.0375 | Local: 416.639.0375

130 Spadina Ave, Suite 807 Toronto, Ontario M5V 2L4
[www.threepointturn.com](#) | [3PT Blog](#) | [Twitter](#) |
[Linkedin](#)

ABOUT US

At Three Point Turn we specialize in creating websites, mobile applications, and custom software for businesses of all sizes from all industries. Our strength is our people—our team of experts combine industry experience, tech savviness, and business acumen to create innovative digital solutions that solve real business challenges. We take the time to understand your business and develop a hand-crafted digital solution tailored to your needs. Challenge us with your biggest idea and we'll create something you'll be proud to put your name on.

THREE POINT TURN

FRESH PERSPECTIVES ON DIGITAL SOLUTIONS

WWW.THREEPOINTTURN.COM

SOURCES

[1] https://books.google.ca/books?id=IeEsCgAAQBAJ&pg=PA82&lpg=PA82&dq=physi-cian+tablets+sales+rep&source=bl&ots=QMeb2RQ9XT&sig=wPJigPUT8LYpyk4TGP-FUxuzqfFY&hl=en&sa=X&sqi=2&ved=0ahUKEwjM-p6Ouu3KAhXKmoMKHby2B2QQ6A-EIMzAD#v=onepage&q=physician%20tablets%20sales%20rep&f=false

[2] http://basecase.com/articles/e-detailing-in-pharmaceuticals
[3] https://www.bcgperspectives.com/content/articles/biopharmaceuticals_marketing_break-ing_through_noise_pharmaceutical_marketing_digital_world/

[4] https://www-935.ibm.com/services/us/imc/pdf/g510-3242-effective-e-detailing.pdf

[5] http://pharmaceuticalcommerce.com/index.php?pg=brand_communications&articleid=1511 [6] http://blog.skura.com/blog/how-important-is-edetailing-for-pharma-sales

[7] http://www-935.ibm.com/services/th/igs/pdf/g510-3242-00-e-detailing-solving-time-and-trust-equation.pdf

[8] http://www.firstwordplus.com/FWD0370310.do
[9] https://books.google.ca/books?id=IeEsCgAAQBAJ&pg=PA82&lpg=PA82&dq=physi-cian+tablets+sales+rep&source=bl&ots=QMeb2RQ9XT&sig=wPJigPUT8LYpyk4TGP-FUxuzqfFY&hl=en&sa=X&sqi=2&ved=0ahUKEwjM-p6Ouu3KAhXKmoMKHby2B2QQ6A-EIMzAD#v=onepage&q=physician%20tablets%20sales%20rep&f=false

[10] https://www.linkedin.com/pulse/advantages-e-detailing-pharma-marketers-ajit-shirod-kar-mobi

[11] http://www.publicishealthcare.com/Libraries/News_Documents/2012_What_Physicians_Want_Survey.sflb.ashx

[12] https://www.capgemini-consulting.com/resource-file-access/resource/pdf/Multichannel_Closed_Loop_Marketing_Digitally_Transforming_the_Life_Sciences_Industry.pdf

[13] http://www.publicishealthcare.com/Libraries/News_Documents/2012_What_Physicians_Want_Survey.sflb.ashx