

Growing Market Share Through More Effective Physician Access

A New Strategy for Achieving
Physician Partnership

By Mark Gleason
Managing Partner
HyGRO Consulting Group™

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Executive Summary

Pharmaceutical marketers have found it increasingly more difficult to gain physician access. Physician time pressure and restrictions on techniques used in the past call for a new detailing paradigm – developing partnerships focused on improving healthcare delivery. A new market tested strategy has been developed that combines a high-quality, non-commercialized, customizable online patient education program for physicians with a feedback system that gives pharmaceutical sales representatives consistent physician access. The results have been impressive and clearly validated the effectiveness of this new approach. The basic program provides a full set of additional assets that can expand the value of the strategy.

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Growing Market Share Through More Effective Physician Access: A New Strategy for Achieving Physician Partnership

Pharmaceutical marketing has traditionally relied on a foundation of detail representative-physician interaction. But in recent years, there has been a well-documented erosion in the power of detailing to drive pharmaceutical success.

This white paper summarizes the latest research in detailing trends and proposes a market-tested strategy for achieving more effective physician access. This strategy clearly differentiates brands from competitors (91% of physicians strongly agree) and provides a potent patient education and research opportunity supported by the most desirable physicians.

Competing for Physicians' Time

Rising malpractice insurance premiums and falling reimbursement rates have forced most physicians to increase their patient loads over the past five years. Additionally, the expanding medical needs of the geriatric and aging baby boomer populations have resulted in the heaviest prescribing physicians spending more than 65 hours a week with patients.

Since 1995 the physician population grew just 15 percent, according to the American Medical Association (AMA). Over the same period the number of pharmaceutical reps has grown 94 percent to more than 81,000 according to Verispan.

Today's pharmaceutical rep is vying with a massive army of competitors for diminishing physician time. Many sales reps even have to compete with their

own company's reps. A recent McKinsey Consulting study found that high-prescribing physicians receive "three to five times as many calls from sales reps as they did 10 years ago." The result has been a significant decline in physician access.

A Health Strategies Group study of rep office time found only 7 percent of rep visits with a prescriber lasted longer than two minutes. A full 43 percent of the visits never got past the receptionist. The McKinsey study found almost 40 percent of doctors' offices limit the number of reps seen in a day and a Siebel Systems' physician survey reported that 35 percent of physicians are not seeing reps at all.

The competition for access has become even more difficult with the implementation of the PhRMA Code of Interaction in July 2002. The Code specifically banned promotional practices such as the "dine & dash" that had been traditionally used to gain physician access.

Other traditional detailing tools have also become less effective.

Pharmaceutical marketers have viewed samples as the "currency" that helps reps gain access to physicians. Unfortunately, the growing competition for physician attention appears to have eroded even samples as an access tool. IMS Health's sample tracking has found that only 36 percent of samples are actually delivered while seeing a physician. The majority of samples, 54 percent, are distributed by sales reps that don't even get to see a physician.

High-prescribing physicians receive three to five times as many calls from sales reps as they did 10 years ago.

- McKinsey Consulting Study

According to IMS Health's Joanne Lyons, "It confirms what we've all known: reps are having a difficult time getting in front of the physician, even with samples in hand."

Detailing Return-on-Investment (ROI)

The decline in physician access has had a material effect on the profit contribution that detailing is generating. Nielsen/HCI studies on the financial effects of detailing have found that detailing ROI has declined at least 42% since 1994.

The change in the promotional environment and the decline in detailing ROI suggest the need to rethink the role of the detail rep in the pharmaceutical marketing process. A vice president at Merck recently described the current state of pharmaceutical sales and marketing: "I have two burning issues, I need to know how to make my thousands of field reps more effective just as the market hits over-saturation and physicians are turning them away. And two, I need to know what our role is going to be in patient-physician communication."

Detailing ROI has declined at least 42% since 1994.

- Nielsen/HCI Study

New Detailing Paradigm

The primary objectives of pharmaceutical reps are to build relationships with physicians and deliver fair balanced product information. With the implementation of the PhRMA Code, a new world of pharmaceutical detailing has arrived. The pharmaceutical rep of today must become more of a consultant equipped with value-added tools and information that help the physician. **The rep of today will have greater physician access and time only by helping the physician become more effective and efficient in the delivery of healthcare.**

The strategy requires developing a new set of value-added tools that will turn a rep from a sales-aid presenter and sample delivery service to a more valuable resource for the physician. This new strategy is geared to enhancing the physician's practice through better patient service, patient interaction and education with the pharmaceutical company as a partner. This combination of physician partnership with a patient-physician communication link has already shown dramatic results. The strategy has been validated in a number of therapeutic areas with significant learning for today's pharmaceutical marketer.

Achieving Physician Partnership

This new partnership detailing paradigm has provided real sustainable marketplace advantages:

- Increase sales rep access to "hard-to-see" physicians and key staff members.
- Increase ongoing sales rep "face time" with key physicians.
- Elevate the status/role of company sales reps in the eyes of the physician.
- Move beyond traditional promotion-based detailing to partnership-based detailing.
- Differentiate your company and brands from the competition
- Gain greater insight on what's happening with physicians and patients

The Program

There is a critical need for physicians to provide customized quality patient education to achieve better health outcomes. With the pressure to see a greater number of patients, physicians have very limited time to educate patients face-to-face on their disease state, medications and lifestyle needs and no time to waste sorting through reams of questionable information brought in by their patients.

Patients want to have greater understanding of their health and the internet has become a major source for health information. In fact, "health" has become the single most searched information topic on the internet according to the Nielsen/NetRatings. But patients would like to have their physician as their health education provider - whether in person or through the Internet.

A pharmaceutical marketer can provide the tools to meet both the physician and patient needs by offering targeted physicians the customized online HealthBanks Patient Education Network™. This patient education program is virtually turnkey for physicians, patients and the pharmaceutical company sponsor and customizable to meet everyone's needs.

The sponsor and the physician get added benefits through The HealthBanks RealAccess Sales Effectiveness Program™. The program utilizes ongoing customized Patient Education Network research as a regular physician access tool. The patient research is "packaged" into customized presentations that the sponsor's sales reps regularly deliver to their physicians.

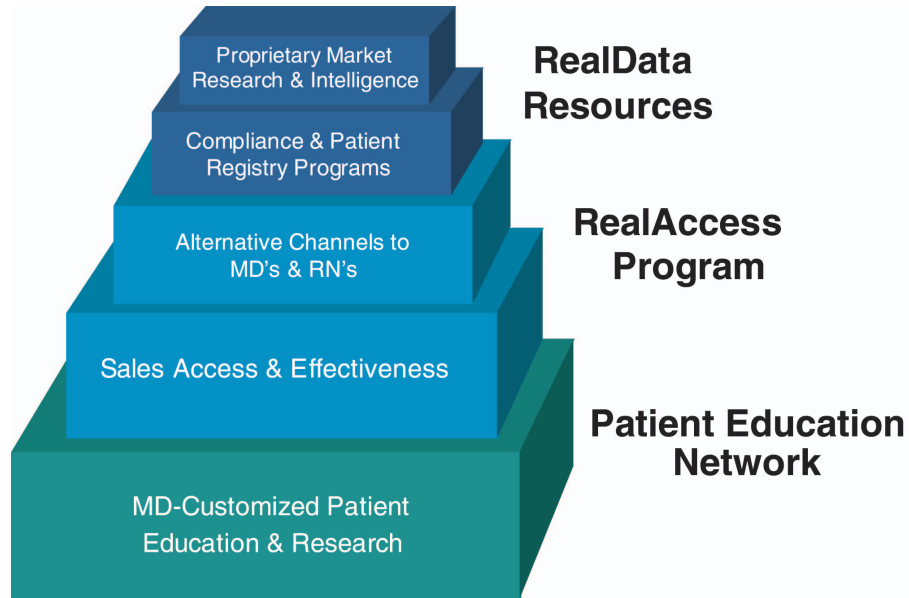
Here is a more detailed summary of how the Patient Education Network and RealAccess Program work together to build long-term physician partnerships:

1. Sales reps introduce the Patient Education Network to targeted physicians as a value-added practice resource. The program is positioned as a tool to help increase patient satisfaction, and drive therapeutic compliance and persistency.
2. Physicians personalize their program with audio and video messages. 95 percent of patients report that it is important to see "my doctor" in the program.
3. Physicians then "prescribe" the service to patients, giving them a password that takes patients to the customized online program. Patients see and hear their own physician giving information on the basics of health problems and treatment – either before the first visit with the doctor or as a follow up educational resource.
4. Patients access online educational content from their doctor anytime. 92 percent of patients report that the information better prepares them for conversations with their doctor.
5. Patients also participate in online interactive market research. Research questions can cover such topics as clinical issues (are patients more concerned about side effects or dosing convenience, for example) and marketing (e.g., how the patient first heard about the clinic). As an option, the scope of the research can be expanded to provide the sponsor's marketing team low cost, ongoing market insight (RealData Resources).
6. Sales reps regularly review patient online market research results with the physician. The physician's sales rep accesses individual physician and national data through a customized rep portal called Fieldbank. The physician's research results can be compared to national data and help provide the basis for effective product and treatment dialogue.



95% of patients report that it is important to see their doctors in the Patient Education Network program.

The elegance of the combined services is the relationship the sales rep develops with the physician - becoming a partner helping the physician achieve higher patient satisfaction and therapeutic success. In addition, interactive practice and patient communication channels and market analytics can be built onto the basic Patient Education Network/RealAccess Sales Effectiveness platform.



Program Outcomes

Physicians appear to have embraced the customized patient education as an efficiency tool for their practice. Research results show physicians have found the patient research very beneficial and the combined resources clearly differentiate the sponsor.

Physician Perspectives September 2002 (N=155)	% Physicians Strongly Agree (1-5 scale)
The Patient Education Network saves my practice time by allowing patients to learn at home.	81%
I like to see reports and analysis on research of my patients	88%
The program is a clear differentiator for our sponsor and helps distinguish them from their competition	91%

With the high-prescribing physicians enthusiastic about the benefits of the programs, the sponsors' sales forces have found the program has achieved their objectives.

Pharmaceutical Sales Force Perspectives September 2002 Real Access Program	% Sales Managers Strongly Agree (1-5 scale)
Regional Sales Director/District Managers (N=11) ...elevates the status of our sales specialists in the minds of target physician	73%
...helps facilitate productive conversations with our target physicians.	55%
...is a clear differentiator for our company and helps distinguish them from our competitor	82%
...has helped our sales specialists access hard-to-see physicians	82%
Directors, Managers & Reps (N=37) ...helps me develop more of a "partnership" with my practices.	71%

The sponsoring brand management teams also have reported favorable results, and have shown their commitment by expanding the Patient Education Network/RealAccess Program to broader lists of targeted physicians.

The marketing director for a women's health brand reports "the program has helped our company establish itself with doctors who didn't use our products before. Overall, the system is directly responsible for 25-30 percent of our company's market (share) growth. That's a good return on investment by anyone's standards."

A senior product manager of a Urology brand using the program has also reported that the program is achieving the objectives for their brand. "To date, the feedback has been outstanding as we are meeting our core objectives. Our representatives have a tool that elevates them beyond their competitors in the field, knowledge of key customers is enhanced, our customers are being offered an innovative service, and time (and access) with large, busy practices has significantly increased."

Program Support

HealthBanks provides all the resources to support the development and implementation of the sponsor's program. The program has been refined to be easily executable and virtually turn key, regardless of the therapeutic area

- Customized comprehensive online patient education program for each targeted physician.
- Development and management of an independent advisory board of distinguished medical leaders to review and update core program content.
- Automated system for physicians to easily personalize their program with audio and/or video messages.
- Integration of the program into existing physician web sites if requested.
- In-person and teleconference-based sales force training sessions on how to present the program to their physicians.
- Customized training and presentation materials for the sponsor's sales teams.
- Sales rep portal available 24 hours a day to access assigned physicians' and patient reports with national data for comparison (FieldBank).
- HealthBanks support team to assist with key practice presentations.
- Support team to handle all physician and practice support requests to keep sales reps focused on detailing.

Summary

Physician detailing is a cornerstone of pharmaceutical marketing. The strategies of the past are losing their effectiveness according to recent data. Future detailing practices must change to meet the evolving needs of physicians.

A new strategy that builds true sales rep-physician partnerships and enhances patient-physician dialogue will clearly provide your brand with a distinct advantage in the hyper-competitive pharmaceutical marketplace. The results to date are compelling. We recommend investigating HealthBanks' Patient Education Network & RealAccess Sales Effectiveness Program as an opportunity to increase the effectiveness of your sales force and differentiate your brand.

Mark Gleason
Managing Partner
HyGro Consulting Group

About HealthBanks, Inc.

HealthBanks is a pharmaceutical company-sponsored online physician-patient communication company based in Burlington, MA. Since 1993, HealthBanks has provided patient education networks that extend the physician-patient relationship while providing a compelling role for pharmaceutical sales representatives.

For more information, please contact Jim Robinson at 781/270-4200 x210 or visit HealthBanks online at www.realaccess.healthbanks.com.



About HyGro Consulting Group

HyGro Consulting Group specializes in growth strategies in new product development and mature brand revitalization. They have been a key players in for many marketing successes including the innovative COX-2 drug, Celebrex, the most successful new drug in history. The staff has directed new product development with Bristol-Myers Squibb, developed advertising strategies with BBDO Advertising and provided strategic direction to many healthcare leaders including Johnson & Johnson, GSK, Pfizer, Pharmacia, IMS Health and Allscripts, among others. HyGro Consultants have been thought leaders, speakers, and authors on a range of strategy topics including DTC, eBusiness and physician access and education, achieving major strategic successes for many of their clients. Their pioneering studies on eDetailing helped validate essential strategies and tactics. HyGro Consulting Group, Inc. was founded in 1997 with offices in Chicago and Silicon Valley advising pharmaceutical, consumer products and high tech clients.



HyGro can be contacted at 847/331-8628 or online at hygrogroup@attbi.com.