MAPPING A DIGITAL-FIRST DOCTOR JOURNEY

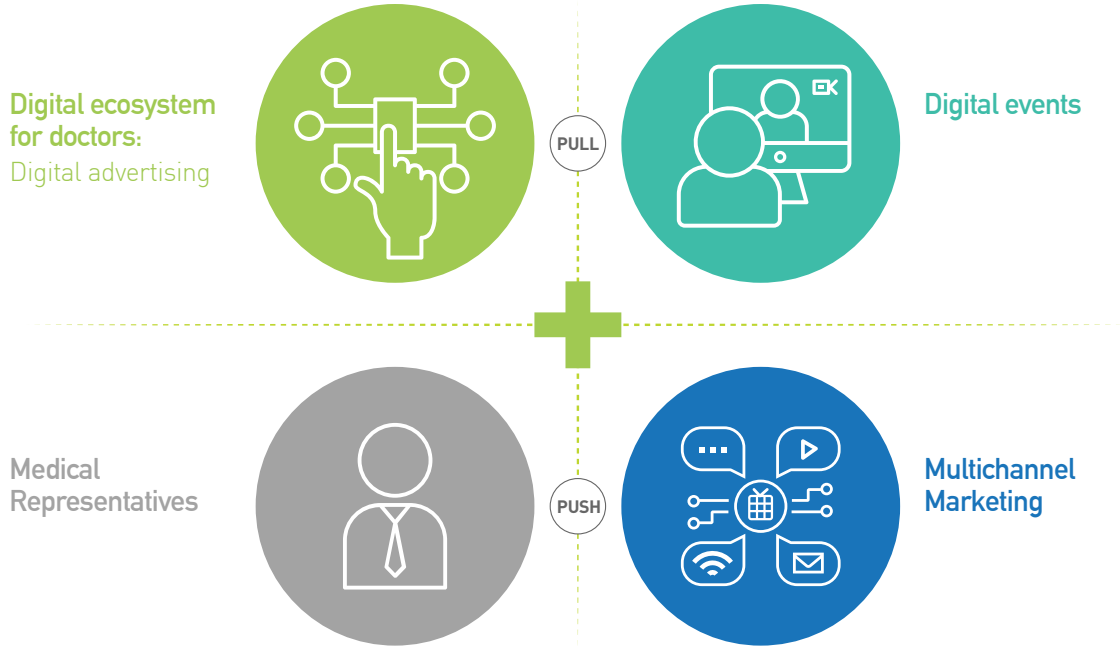
Changing market scenario due to COVID-19 pandemic

With many organizations trying to decode future uncertainty, there is incoherent chatter occurring across the pharmaceutical industry. To add some method to this madness, Medulla conducted a survey among pharma marketing teams in May 2020 to study their sentiments regarding the implications of the COVID-19 pandemic within pharma marketing. The findings pointed to the fact that Medical Representatives (MRs) will continue to be the cornerstone of communications, but conversations will become sharper and more scientific. The industry believes that company, time and conversation restrictions currently in place by most doctors on MRs will continue to apply. In other words, sales pitches will reduce while medico-marketing conversations will increase. To support this new normal, pharma marketing teams need to relook at the tools and processes utilized to plan and build content for doctors. This whitepaper helps us all take the first steps.

The traditional pharma industry model of marketing to doctors was increasingly leading to inefficiencies and frustration for each stakeholder – MR, doctor, and company. MRs used to spend the majority of their time driving from one hospital or doctor to another, shaking hands, doling out material, and spending an abysmally low time on actual brand conversations. More than 50% of doctors believed that the meetings did not add value to their clinical practice as MRs had very little inclination to solve actual problems they were facing. Each wondered who was going to drive the change and the COVID-19 pandemic has unexpectedly pushed us all together to break the inertia of the ecosystem.

> As the saying goes,
> *"You never let a serious crisis go to waste. It's an opportunity to do things you think you could not do before."*

These realizations have paved the way for a new-age doctor-MR engagement model. This model has 4 key pillars aimed at balancing push and pull marketing.



Recent Google research has shown that the digital habits of doctors are becoming akin to consumer habits.

80% 80% of doctors use smartphone in their professional interactions with patients

53% 53% of doctors consume data on smartphones[1]

78% 78% of doctors prefer video content (KOL interviews, webinars, surgical videos).[1]

Medulla's research, specifically among Indian doctors, indicates extensive use of social media like WhatsApp for professional conversations with peers and patients.

Data from Veeva Systems, a leader in cloud-based software for the global life sciences industry, showed that the average open rates of approved emails consistently increased between March and July 2020 – with average Veeva CRM Engage Meeting durations rising from 13 to 19 minutes compared to the traditional face-to-face method of fewer than 5 minutes. This demonstrates the potential of higher engagement and potential success with digital meetings as well as newer formats.[2] A growing preference for e-detailing is also seen among doctors.

Need for a multi-media plan that covers for digital communication

When one uses a mix of multiple digital and physical media to communicate and build relationships with HCPs, the traditional communication planning models may not work. A MR knows the doctor well and can select the right messages to deliver within a marketing collateral based on the psychographics of the HCP and the HCP's relationship with the category and brand. However, a digital communications plan needs to build in the segmentation and customer journey into the plan. Further, the content on each media channel needs to be in sync with each other.

> *"Marketing teams are currently sending out mailers via MRs, but if these are tandardized, they don't carry the conversation forward and may generate less than 5% impact that can be achieved. This tick-mark communication is the enemy of effectiveness and change, and we have to guard against this."*
>
> Praful Akali
> Founder & MD, Medulla

Customer orientation has always been fundamental to success in healthcare. Today, the commercial impact of a product or therapy can depend as much on the patient or provider experience it offers as it does on clinical effectiveness. Leading companies are developing a deeper understanding of multiple channels through which they can interact with stakeholders during their specific journey. To do that, they are building up an integrated view of the customer experience instead of a channel-oriented view.[3]

A successful multi-media plan, therefore, starts with developing a deep understanding of how patients and doctors want to interact and then designing ways to engage that fit those preferences.

> *"With the heightened focus on digital engagement, content is more important than ever. The complexity of the market continuing to offer more ways to engage, our goal is to create tools and processes to accelerate creation of more relevant and meaningful content to meet the industry's demand and fuel brand impact."*
>
> Pooja Ojala
> VP, Commercial Content, Veeva

The 5D Doctor-Journey model

A doctor typically follows a marketing journey very similar to a consumer journey, both online and offline. Medulla has developed a proprietary 5D doctor-journey model that makes it easy to map a given Health Care Practitioner (HCP) segment's journey to achieve the final marketing objective and to build content that keeps moving the HCP forward in this journey.

Discover: In this stage, the HCP becomes aware or discovers a new brand, molecule or therapeutic category. Or based on the marketing objective, is made aware of a new indication or study.

Deliberate: At this stage, the HCP explores more about the brand, category or campaign and understands the proposition better.

Decide: This is the key stage where the HCP decides to take the intended action based on the deliberation of the brand, category or campaign.

Do: This stage is making the brand a pen-habit or building its recall value to drive prescriptions, recommendations and endorsements for a brand; or if the brand is already supported, doing the same for a specific patient profile or a new indication.

Drive: This stage is typically seen as building a base of KOLs and advocacy for the brand. However, in some cases, the requirement may be to drive the brand with consumers via in-clinic branding, proactive recommendation of patient support programs, and the like.

MEDULLA'S PROPRIETARY 5D DOCTOR JOURNEY MODEL

1 DISCOVER

- Discovers new information or builds on existing information on a particular topic/product/service
- MRs meets the HCP to-
  - Share interesting info
  - Invite for event/ Webinars/CMEs
  - Run an in-clinic campaign

2 DELIBERATE

- Deliberates and researches more information digitally at his/her convenience
- Based on the relationship, offer, patients' needs and convenience, the HCP gives consideration to the task proposed by the MR

3 DECIDE

- Decides to choose the brand by deep-diving into specific content like a clinical case study, attending a webinar, reviewing case studies and KOL testimonials, etc.
- Typically, for newer molecules or categories, gets into a deeper conversation with the MR, asks specific queries, or requests for samples for trial.

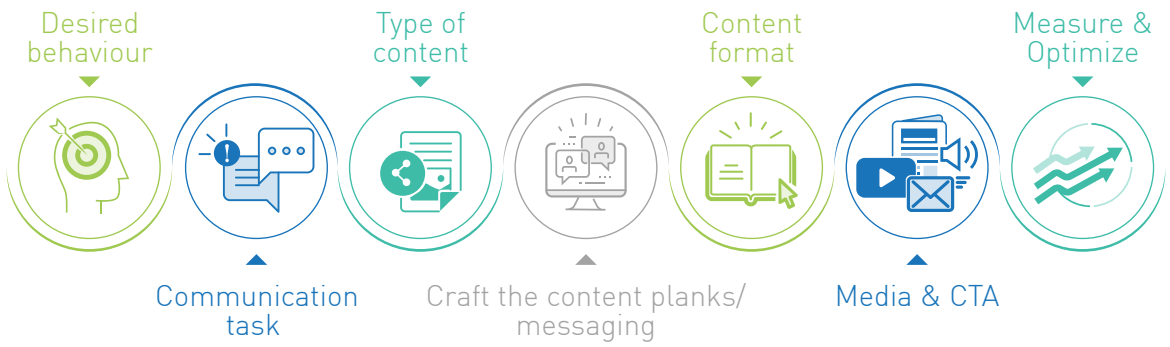
4 DO

- Performs intended action
  - Product → Prescribes/recommends
  - Service → Recommends
  - Data → Consumes/Downloads/Shares
- Once found valuable, HCPs recommend, share with colleagues/patients or Rx to patients

5 DRIVE

- Advocacy to other HCPs can be driven through peer-to-peer discussion forums, KOL videos, online advisory boards, or providing speaking opportunities at online events. And to patients through social media posts or online PR.
- Advocacy to other HCPs through conferences and speaker programs. And to patients through in-clinic branding or support material.

This 5D doctor-journey model can then be utilized to map the following at each stage of the journey, sometimes for each identified HCP segment



Content best practices for each stage of the journey

Once you've established the HCP segmentation and the communication needed at each stage of the journey, that's where the real work begins. Remember the content and creative communications are what moves a doctor from one stage of the journey to the next, eventually generating prescriptions for your brand.

Below are clear recommendations and best practices that can be used while developing content and creative strategy. They are applicable for both digital campaigns as well as campaigns that run within closed-loop marketing. Speaking about the later, widely used is the Veeva CLM that leverages the power of closed-loop marketing to transform face-to-face customer engagement. Built into Veeva CRM, it helps field sales and medical science liaisons be more productive, effective and compliant for more meaningful interactions. Veeva CLM's real-time insights in the form of analytics report allows types of interactions to be captured, providing deeper insights into the doctor's journey stage. The derived knowledge can help customize and develop an effective multi-channel approach of marketing to HCPs with all being seamlessly linked back to CRM.

Dr journey stage	Recommended message type	Best practices for digital content/on Veeva CLM	Sample content
Discover	Inspire/ Inform	Create a moment of realization or help HCPs understand the patient need or problem that the brand solves. High-impact to kickstart brand journey from a point of clutter.	Audience-targeted teasers, banner ads, gifs, videos, static posts
Deliberate	Educate/ Inform	Create interactivity in content - each doctor has different patient profiles and challenges so allow them to choose areas of interest.	Case-study, newsletter, webinar invites, Veeva's Approved email, survey
Decide	Educate/ Engage	Address and resolve key doctor concerns rather than sweep them under the carpet.	HCP website, video library, 3D/AR displays, Rx dossiers, clinical studies
Do	Engage/ Support	Support the doctor in addressing the patients' concerns and challenges with respect to the category.	Brand functional content, FAQs, sampling, trial Rx, journal publications
Drive	Engage/ Showcase	Digital media allow for doctors to be heard and showcased at scale. Use that scale. Additionally, help doctors to inform, assess and support their patients to drive the category and brand.	CMEs, Advisory boards, ISPs, patient awareness and support programs, Veeva Engage

Veeva

In Summary

It is clearly significant and useful to follow a 5D Model to decipher and address each stage of the HCP journey. It aids in making the targeted communication more relevant and sharper. Medulla is at the forefront of actively engaging and helping clients put together this kind of creative and content planning framework for for their pharmaceutical brands, sometimes taking on media planning and content planning duties in addition to development of strategy and creative communication.

Being Veeva Content Partners, Medulla has exclusive opportunity to certify individuals in specific products and functionalities, allowing Veeva customers to make informed choices when selecting a Content Partner to support their projects. At present, Medulla has a large team of certified individuals in-house who are multichannel content creators and experts in Vault PromoMats content, assisting Veeva customers at every stage of the content journey.

Medulla is also partnered with the US-headquartered BlocPartners as its sole Indian representative. BlocPartners is the largest network of independent healthcare agencies across the world. This helps Medulla join hands in supporting client businesses across the world. Through effective content and creative planning solutions, Medulla has reported an increase in reachability through remote-marketing. Get in touch today to discover how Medulla can help.

References:

1. Sathe, S. (2019). PharmaWise: Exclusive Interview with Prof. Vivek Hattangadi on Pharma Field Force Strategies - Docplexus Insights. Retrieved 5 August 2020, from http://docplexus-insights.com/featured/pharma-field-force-excellence-strategies-future/

2. Veeva Pulse Trends Data July 2020 Deck

3. Closing the digital gap in pharma November 23, 2016 | Article. (2016). Retrieved 5 August 2020, from https://www.mckinsey.com/industries/pharmaceuticals-and-medical-products/our-insights/closing-the-digital-gap-in-pharma

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