

Implementing a Global Multichannel Marketing Program Pharmaceutical Industry



This white paper is the second in a series of five devoted to multichannel marketing to healthcare professionals. For more information and complimentary copies of the other white papers, contact agency@harte-hanks.com or call (215) 944-9727.

Adopting a World-wide Multichannel Marketing Approach

In the first paper of this series, we provided an overview of multichannel marketing (MCM) to healthcare professionals (HCPs), including best practices and keys to success that can increase marketing performance and efficiency during the decade ahead.

We discussed how the tried-and-true approach of reaching health care professionals exclusively through a massive sales force is waning. We reviewed the growing obstacles – pharmaceutical marketers forced to do more with less and sales reps carrying more products in their bags. The reality is clear: reaching HCPs today is harder than ever, if only because the media scape is vastly different, and how HCPs use these channels in their professional lives today is not how they will use them tomorrow. The answer to the challenge is simple to articulate but rarely easy to execute: devising, creating and implementing an effective multichannel marketing program.

For global marketers, the challenges become even more amplified. How does one stay consistent with the brand while going to market where indication and channel communication laws and requirements, language, customs and culture can vary so widely? Do brands lose their identity and calls to action in this mix?

The truth is, pharmaceutical companies that market globally can utilize the power of multichannel marketing, too. While there are different considerations, the basic fundamentals are the same. To be considered successful on a global scale, a multichannel marketing program must be scalable for use across multiple countries, easily modifiable, modular, consistent with global branding and able to generate a measurable return on marketing investment.

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Global Multichannel Marketing in Action

One Company's Challenge

One leading pharmaceutical company's mature brand was about to go off-patent in numerous countries. In response, global sales force priorities were being realigned. With the drug about to go off-patent, high-prescribing physicians and their offices would no longer have a sales representative presence supporting its use. The brand franchise, and the manufacturer as a whole, also needed to face the challenge of working within different countries with various indication requirements, data, local laws and medical studies that could be referenced remotely.

To combat this challenge, the company decided to employ a multichannel marketing strategy to encourage prescribing of its brand. The big idea was to give the franchise a jolt of energy – something that would excite country and regional managers worldwide, while servicing script writing, healthcare professional education and detailing independent of a sales force.

The Objectives

To overcome challenges and meet goals, a program was designed to protect and grow the company's franchise for high-prescribing physicians utilizing a multichannel marketing (MCM) approach that would segment HCPs according to observed behavior. The MCM program consisted of two primary components:

- A set of core educational assets for the brand.
- A template of various communications, which, when deployed through multiple channels, would drive physicians to the educational assets while simultaneously delivering brand franchise messages.

These components not only would provide value to HCPs, but have universal appeal while aligning with brand messages and current issues in the marketplace.

The core educational asset would be built around reputable medical and clinical data centered on key topics for the disease state and the franchise. The multichannel communications program included a mini-dimensional mailer, flat mailer, emails, electronic detailing, telemarketing, sales materials (for selected sales professionals who would remain in place) and a roadmap for using the materials.

The pharmaceutical company decided to measure the impact of generated scrips (or NRx), as well as email open rates, response rates, data capture, sign-in, opt-in and requests for samples. It was

important to the pharmaceutical marketing team to determine which tactical components had the most impact with these metrics by country and by region.

Program Strategies

The MCM program delivered on several key strategies. First, it created engagement between physicians and the brand, and drove traffic to online and offline resources, such as the product Web site, publications, new guidelines and more – just as the reliance on sales representatives faded. A modular template was developed that could be integrated into any country manager’s toolbox and exit strategy, allowing for market specificity in legal and cultural considerations. The program deployed the product’s branding and messaging that could be readily customized by country based also on each market’s goals, objectives, product lifecycle, exit strategy and budget. The program leveraged a universal database for opt-in email list development and other potential communications.

Additionally, the program stimulated conversations between physicians and patients about product benefits by providing targeted physicians with product information that would help them overcome known and perceived prescribing obstacles.

Finally, country brand managers were provided a roadmap as an instructional manual for implementing the program in terms of materials provided, fulfillment, budget considerations, targeting and execution.

Audience Identification and Segmentation

Audience identification and segmentation were done on country and regional levels. Other considerations in the segmentation methodology included:

- Identification and differentiation between called-on and non-called-on physicians and their prescribing levels
- Physicians who were currently being called on or who were receiving franchise communications regularly
- Physicians who were already part of an existing, ongoing direct communications program
- Determining message cadence – for example, the highest-prescribing physicians may receive multiple communications through several channels, reinforcing their behavior

The Solution

The multichannel marketing program solution leveraged the company’s current global branding to create an intriguing and informative electronic quiz (eQuiz) that physicians could take at their own

convenience. Four distinct versions of the eQuiz were developed; each tailored to a specific regional situation, as well as a leave-behind invitation (a direct mail piece), emails and banner ads/Web callouts that announced the campaign and its eQuiz component. Instructions were provided to help country brand managers know which version of the eQuiz to use for which segment. For each campaign wave (there were five), a different part of the world was highlighted using various destinations as well as unique data.

The Learnings

As a result of implementing the multichannel marketing program, this pharmaceutical company learned multiple strategic insights, all of which can be applied to any global multichannel marketing effort:

- Gain the input of country (and regional) brand managers early in the process to ensure buy-in throughout
- Work with internal brand consultants for help with message development, localization and measurement
- Develop measurement criteria and methods on a regional basis
- Set standards for micro-site development and programming
- Allow for global and local review in developing timelines
- Develop universally useable assets as core assets
- Develop multichannel marketing asset templates that can be easily localized, translated and permit local promotions and tools to be added
- Enhance the roadmap to serve as a best practices guide and program implementation tool

The Results

Global campaigns are defined and measured by how many countries participate – in addition to the aforementioned prescribing metrics. This particular multichannel marketing program had approximately 30 countries involved, and NRx that, when aggregated, proved to be significant and meaningful to the brand and manufacturer. It was successful for a variety of additional reasons. The MCM program was modular, usable across multiple countries and regions, implemented in multiple waves and followed the fundamental principles of any solid multichannel marketing effort: it was segmented, differentiated and engaging, leading to strong HCP centricity.

The duration of the off-patent campaign was between one year and four years, depending upon the number of waves deployed within each market. The time horizon of the campaign, together with deployment of the assets, provided for a cost/investment amortization. This, in turn, accelerated cost efficiencies that led to a very strong global return on investment (ROI).

To learn more about how Harte-Hanks can help you revolutionize your MCM and data solutions, contact:

The Agency Inside Harte-Hanks
Phone: (215) 944-9727
Email: agency@harte-hanks.com
Web: www.theagencyinside.com

About the authors:

Joe Sacco, Associate Director, Marketing, Merck & Co., Inc.

Joe is a seasoned pharmaceutical marketing and sales professional with international experience in new product planning, product launches and in-line product marketing. His therapeutic experiences include endocrinology, immunology, rheumatology, oncology and cardiology. In his current role, he is a strategic partner and creative leader in the development of promotional strategies and execution of marketing projects.

Kevin Dunn, Vice President, Brand Strategy, The Agency Inside Harte-Hanks

Kevin has more than 20 years' experience in pharmaceutical and healthcare marketing with equal amounts on both the client and agency side of the field. Kevin serves as vice president of brand strategy at The Agency Inside Harte-Hanks, where he provides strategy and planning for the development of consumer and patient acquisition and adherence programs, and integrated HCP direct marketing campaigns in the U.S. and abroad. He works hand-in-hand with top-name brands to develop successful multichannel relationship marketing programs.

About The Agency Inside Harte-Hanks:

The Agency Inside Harte-Hanks is a full-service, multichannel relationship marketing agency specializing in direct and digital communications. With award-winning strategy, creative and implementation services, The Agency Inside helps marketers within targeted industries understand, identify, and engage prospects and customers in their channel of choice. Recognized and respected as a market leader for many decades, it is our mission to deploy world-class, insight-driven, multichannel relationship marketing programs that address each client's acquisition, cross-sell, retention and loyalty needs.

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