

Shifting Pharma Sales Models

to Focus on Providing Value



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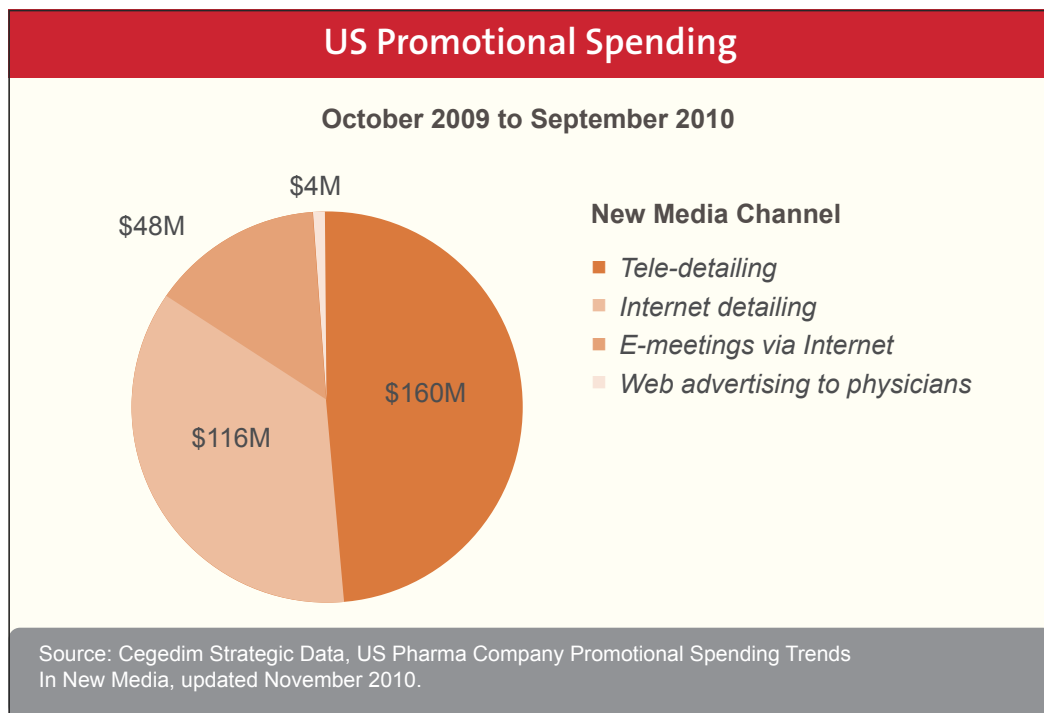
Pharma Sales Models: Charting New Territories

We all know first-hand the changes the pharmaceutical and healthcare industries are undergoing. The factors impacting these changes span the gamut from fewer blockbuster products, shifts to specialized therapies, increased drug development costs, and increased reimbursement pressures and uncertainties. Certainly we are all feeling the push to do more with less.

Add to these challenges that physicians are busier than ever, are adopting “no see” policies for sales representatives, and are demanding more valuable interactions with pharmaceutical sales representatives. The inevitable conclusion is that sales models pharmaceutical, biotechnology, and medical device companies have used for years must change.

Sales models are adapting to include new “channels”, such as tele-detailing, e-detailing, and web advertising to physicians. The primary channel to date has been live in-office interactions with sales representatives. What are needed are complementary secondary channels that are available 24/7 and on-demand. One such option is 24/7 on-demand tele-detailing to healthcare providers. The benefit of tele-detailing is that it is available at the healthcare providers’ convenience to answer product questions, provide information, and process and ship requests for samples. Additionally, tele-detailing representatives can immediately transfer callers with scientific and clinical questions to healthcare-trained representatives. Adding tele-detailing to a product’s promotional mix is an effective, efficient, and cost-effective option for providing valuable information to healthcare providers.

In November 2010, Cegedim published a report on the promotional spending trends in new media from US pharmaceutical companies. They looked at promotional spending in new media directed to physicians by top brands. They found that 49% of the spending in new media was on physician tele-detailing programs. The figure on the next page shows the promotional spending by new media channel.



Tele-detailing is not only an effective option for reaching healthcare providers, it is the leading new media channel to do so.

The following pages provide an overview of how tele-detailing programs can add value to your promotional initiatives, as well as guidance on how to determine if tele-detailing is right for a specific product. Tips for successfully implementing a tele-detailing program will be shared. And lastly, recommendations for shifting the role of Pharmaceutical Sales Representatives to an advisor will be provided.

The industry must meet the needs and demands of physicians and healthcare providers for more valuable interactions or risk losing opportunities to interact with them.

Tele-detailing Provides Value

Physicians are demanding more valuable interactions with company sales representatives. Each physician defines value differently. There are common themes to what physicians consider a valuable interaction, and these include...

- *Understanding individual physician's issues including types of patients treated, regional treatment patterns, and the local healthcare environment and its related challenges.*
- *Providing specialized information based on the physician's practice issues, and not just repeating a canned sales detail.*
- *Answering questions when they arise and at the physician's convenience.*
- *Providing information including educational materials and samples on a timely basis.*

Management of Tele-detailing Programs

Tele-detailing programs are pre-dominantly managed and operated by pharmaceutical call centers. Tele-detailing programs efficiently and effectively augment sales and promotional activities through scheduling appointments for field-based sales representatives, and by expanding the territories of field-based representatives to ensure all physicians and healthcare providers in a given territory have regular interactions with company representatives. Tele-detailing programs can also provide promotional support for new indications, as well as new offerings from the company such as support groups or prescription rebates. Additionally, tele-detailing programs build relationships with office staff in physicians' offices ensuring they have a venue for finding answers to their questions, and for requesting samples and educational materials.

Most pharmaceutical call centers tier representatives based on skill and experience (ie, both clinical and operator). In general, experienced representatives without clinical training will handle general questions and may also work with office staff to ensure appropriate numbers of product samples are available in the physician's office. Representatives with clinical experience as case workers, nurses or pharmacists will handle questions that are strictly scientific and clinical in nature.

The flexible nature of a pharmaceutical call center allows for scientific or clinical questions to be easily addressed by appropriate personnel. Tele-detailing representatives can transfer callers directly to healthcare-trained representatives. Thus, providing appropriate information when the caller wants and needs it.

Pharmaceutical call centers have standard operating procedures (SOPs) and will work with clients to develop custom call flowcharts for each program. The call flowchart provides a detailed schematic of how calls will be managed and the actions prompted by specific responses and questions. Call flowcharts are based on the client company's SOPs, and the call center will ensure the tele-detailing program remains compliant with company guidelines.

Tele-detailing programs provide valuable information to healthcare providers. There are three (3) key challenges pharmaceutical, biotechnology, and medical device companies have when determining whether or not to implement tele-detailing programs and they are...

- *How to determine if tele-detailing is right for a specific product.*
- *How to successfully implement a tele-detailing program.*
- *How to shift the role of the Pharmaceutical Sales Representative to an advisor rather than a salesperson.*

The three (3) areas identified above are reviewed in the following pages. An evaluation of these key areas will ensure a tele-detailing program is designed that will provide valuable information to physicians and healthcare providers, enhance the company's relationship with physicians and healthcare providers, and meet the product's needs and objectives.

How to Determine if Tele-detailing is Right for a Product

The most obvious application of tele-detailing is to cover vacant sales territories. However, tele-detailing can be an effective tool in a number of situations including...

- *Products that are under-resourced with sales representatives. Tele-detailing representatives can provide product information, answer questions, and process and fulfill sample requests. Additionally, tele-detailing representatives can support areas where sales representative coverage is not adequate. An example would be a new product launch directed to specialists, but general practitioners also treat the condition and would prescribe the product. The general practitioner audience is sizeable, and while individually they may not be high-prescribers, collectively this audience is large and should not be overlooked. Tele-detailing representatives can support educational and promotional activities to these physicians.*
- *An established product facing increased competition from new entrants. Healthcare-trained representatives (ie, nurses and pharmacists) can answer clinical and scientific questions from physicians and healthcare providers.*
- *A new product entering a marketplace with entrenched market leaders. Tele-detailing representatives can provide additional promotional support to early adopters, as well as answer questions and fulfill sample requests.*
- *An established product that is profitable, but gets little detailing time from sales reps. Tele-detailing representatives can call on top-prescribing physicians to share new data on the product, or mid-tier prescribing physicians to remind them of the product's efficacy, safety, and ease of use.*

Tele-detailing programs are also effective in supporting sales activities for specialty products. There are two (2) primary manners that tele-detailing can be valuable and this includes working with specialty sales forces and also sales forces that cover primary care practitioners.

The graphic below depicts how tele-detailing can support specialty products, and specifically outlines the outcomes from these programs and the services that can be provided.



4 Key Elements of Successful Tele-detailing Programs

When implemented effectively, tele-detailing programs can build relationships with healthcare providers and their office staff and support promotional activities. There are four (4) essential elements for a successful tele-detailing program, and they include...

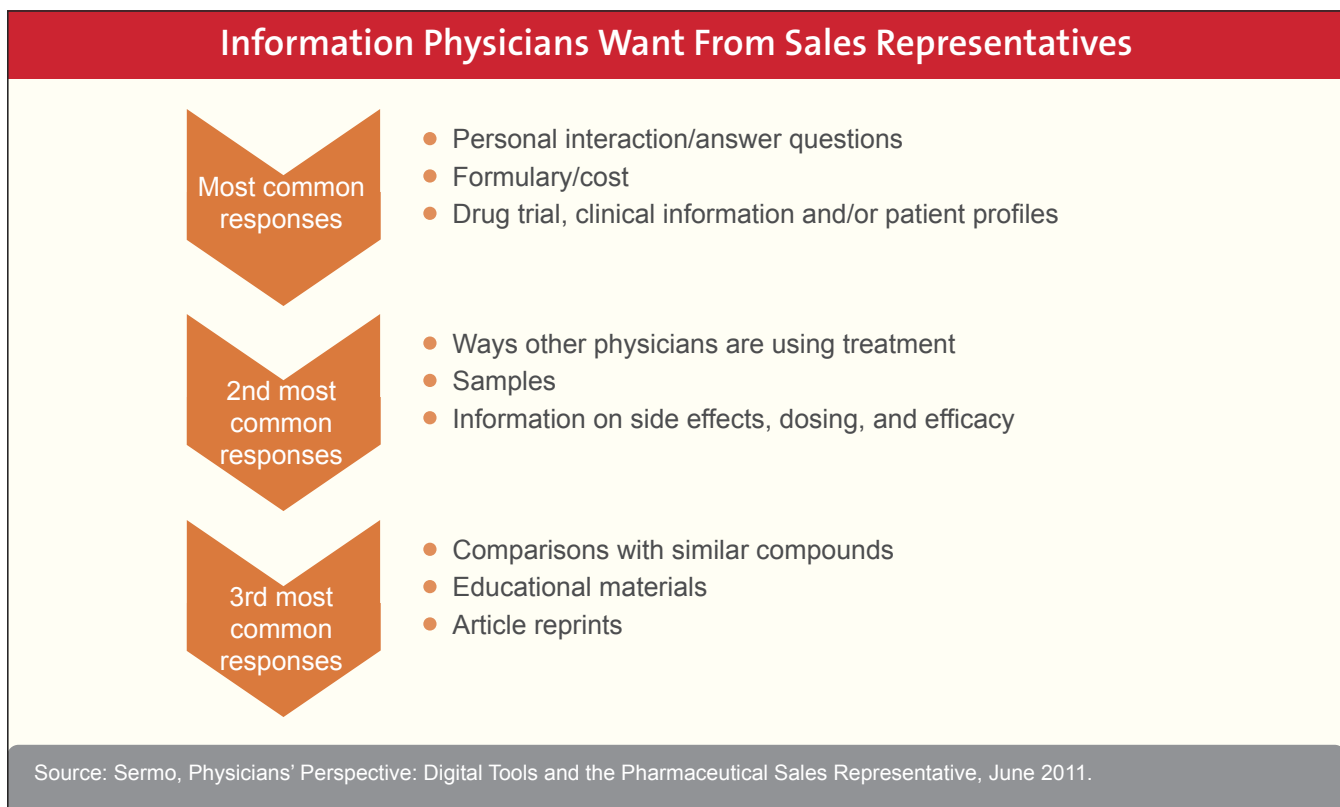
- *Clearly define the goals for the tele-detailing program. Setting and communicating clear goals ensures the tele-detailing program is designed to achieve these results.*
- *Integrate tele-detailing with all other sales and promotional initiatives. This includes using consistent messages and sharing data on interactions and follow up items such as sample requests.*
- *Design promotional and product materials to support the tele-detailing efforts. Consider posting them on the product website as well as having PDF versions that can be easily e-mailed as a follow up to the tele-detail.*
- *Choose the right partner to deliver the tele-detailing services. The success of your tele-detailing program is dependent on the company you hire. Look for a company with an established track-record providing call-center support and tele-detailing programs to the healthcare industry. Next, understand their staffing model and ensure they have the educational background your product needs. And last, evaluate the processes and quality assurance program of the service provider. Successful service providers will have clearly defined processes and contingency plans, as well as training programs and processes to monitor the quality of the service their representatives provide.*

Pharmaceutical Sales Representatives: Shift to Trusted Advisors

Physicians' value interactions that are consultative and they do not want to be "sold to." Sales representatives need to shift their mindset from the role as a "salesman" to an "advisor." Attributes of an advisor include...

- *Continually acquiring scientific and pharmacoeconomic knowledge. In particular, be able to communicate the value of your product.*
- *Understand regulatory and compliance issues physician's offices are facing.*
- *Most importantly, be focused on the physician's needs rather than the features and benefits of your product.*
- *Nurture relationships with physicians. Take the time to understand individual physicians' unique needs and provide appropriate solutions. Also, pay attention to timely follow up and deliver materials that have been requested.*

In June 2011, Sermo collected data from 100 physicians in their community on their thoughts on the use of digital tools and sales representatives in providing product information. In this study Sermo found that physicians have specific informational needs they are most interested in learning about from sales representatives. The graphic on the next page outlines these needs.



Here are four (4) specific recommendations you can implement right away as you prepare for your next visits to physicians' offices.

- *Prepare for each individual visit. Review the factors that make each physician and healthcare provider unique. Also, review the physician's questions from recent visits.*
- *Provide one (1) piece of valuable information for each interaction with a physician and/or healthcare provider. Determine valuable information based on your review of the factors that makes each physician and healthcare provider unique.*
- *Keep interactions short and invite questions.*
- *If your product is supported by a tele-detailing program, review the notes from recent interactions with tele-detailing representatives. Understand what questions were asked and how they were handled, as well as what materials were requested or offered.*

Closing Thoughts

Customized tele-detailing programs augment and support the important work sales representatives do each day. Tele-detailing programs provide value to physicians and allied healthcare providers through high-quality information services and convenient 24/7 availability. Tele-detailing is effective and it is the leading new media channel for interacting with healthcare providers.

Why Tunstall Americas?

At Tunstall Americas, we provide live operator support to answer questions at a physician's convenience, and we can also place "outbound" calls to physicians' offices to provide a tele-detail on a product, provide educational materials, or to process sample requests.

At Tunstall Americas, we have built long-lasting relationships with many of our clients. We strive to exceed our customers' expectations. There are four (4) distinct benefits of working with Tunstall Americas on your next tele-detailing program including...

- *We listen to our clients' needs, and provide customized tele-detailing solutions to help them meet their goals.*
- *We are responsive and flexible while remaining compliant with the guidelines of our clients.*
- *Our tele-detailing representatives undergo the same rigorous training as field-based representatives.*
- *We constantly measure our performance and act on what we learn. We monitor the quality of our tele-detailing interactions and coach our tele-detailing representatives on what we learn. We also measure our program success and metrics on an on-going basis, and make adjustments along the way.*

For more information on selecting the "right" pharmaceutical call center partner, please <http://bit.ly/AMACpapers> for a copy of our White Paper titled "Selecting the Right Pharmaceutical Call Center Partner: 9 Tips for Success". Also, to access a companion podcast on this topic, please <http://bit.ly/AMACpodcast-9tips>.

How We Do It...

At Tunstall Americas we have established a Medical Advisory Board of physicians from various specialties.

These physicians help us to understand what they value and want in interacting with field-based and tele-detailing representatives. Additionally, they provide insights into informational needs they have and the optimal timing for visits from field-based representatives and calls from tele-detailing representatives. Quite often we work with members of our Medical Advisory Board to help us design impactful and meaningful tele-detailing programs for our clients.

At Tunstall Americas we augment the field-based representative by mirroring our territories with the field representatives' territories. Our tele-detailing representatives not only build on-going relationships with physicians and healthcare providers, but also with the field-based representatives visiting them.

At Tunstall Americas we have invested in state-of-the-art technology that allows for real-time updates on the interactions between physicians and healthcare providers with tele-detailing representatives. Field-based representatives know right away what questions were discussed, how the questions were answered, if the physician or healthcare provider was transferred to a clinical representative, and if materials were requested or offered. Sharing this information allows for more valuable and efficient interactions with physicians and healthcare providers.

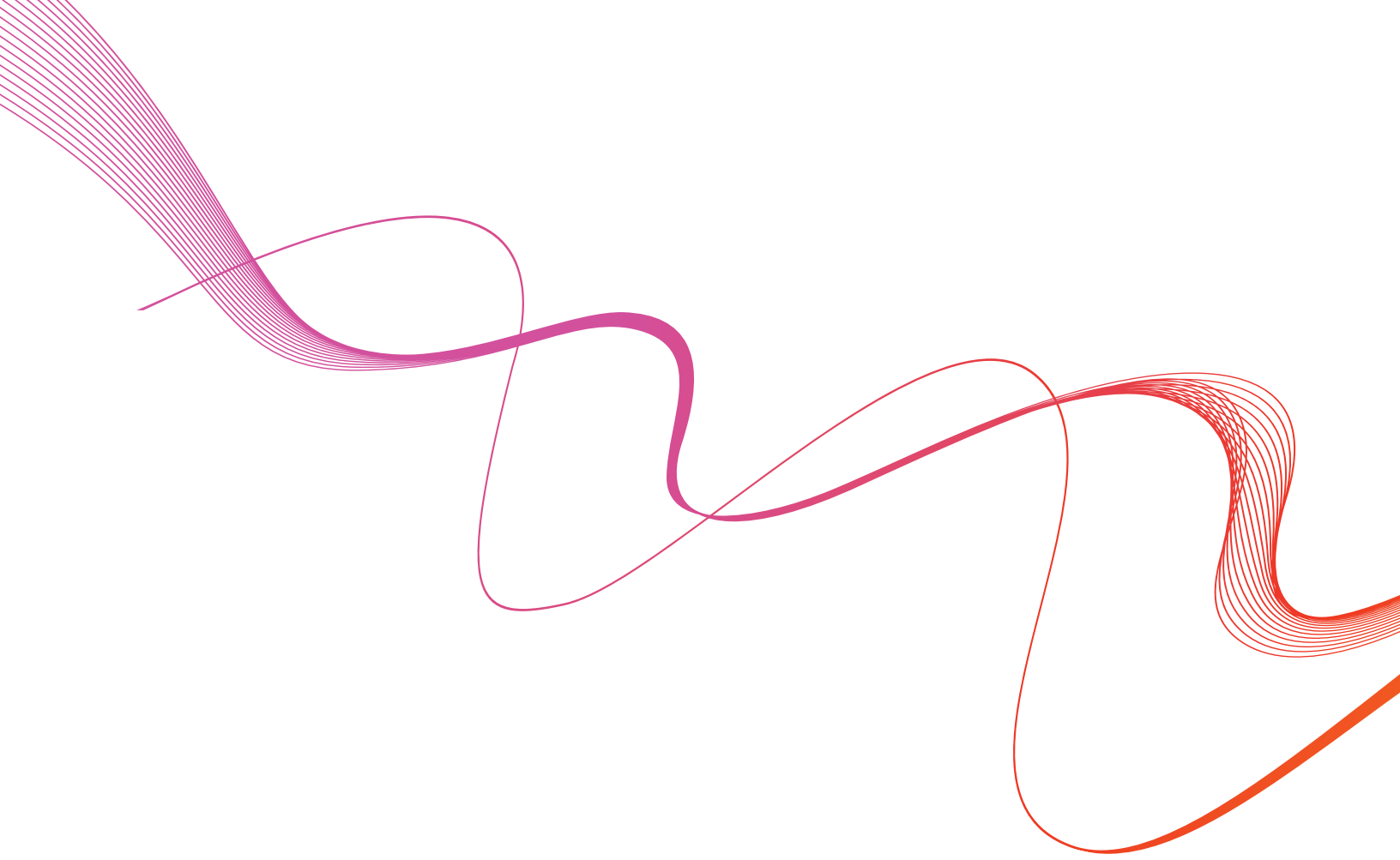
About Tunstall Americas

Tunstall Americas is a leading provider of independent living technologies and 24/7 healthcare communication services to connect individuals, caregivers, and healthcare providers to empower better health. Tunstall Americas provides innovative products and services to enhance patient engagement, improve outcomes, and increase operational efficiencies for hospitals, medical centers, health systems, providers, payers, and life science companies. We are focused on helping build and maintain relationships with patients, caregivers, and healthcare providers to drive engagement and knowledge, support patient adherence, and empower patients to take charge of their health. We work closely with each client to develop customized solutions to deliver exceptional results. We are in a unique position to support patient engagement and adherence through our broad solutions including personal emergency response and telehealth devices that can be used in the home-setting, and 24/7 monitoring and on-demand personal services to provide support, information, and educational materials to patients, caregivers, providers, and payers. For more information, visit www.tunstall.com.

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