



# TELEDETAILING

## FUSION SALES THAT WORKS

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## 1 INTRODUCTION

Today pharmaceutical companies face increasing challenges when marketing and selling their products. The traditional sales force model is under pressure and companies are trying to find better ways to utilise the existing sales force and finding an updated sales model to better meet new customer and market demands.

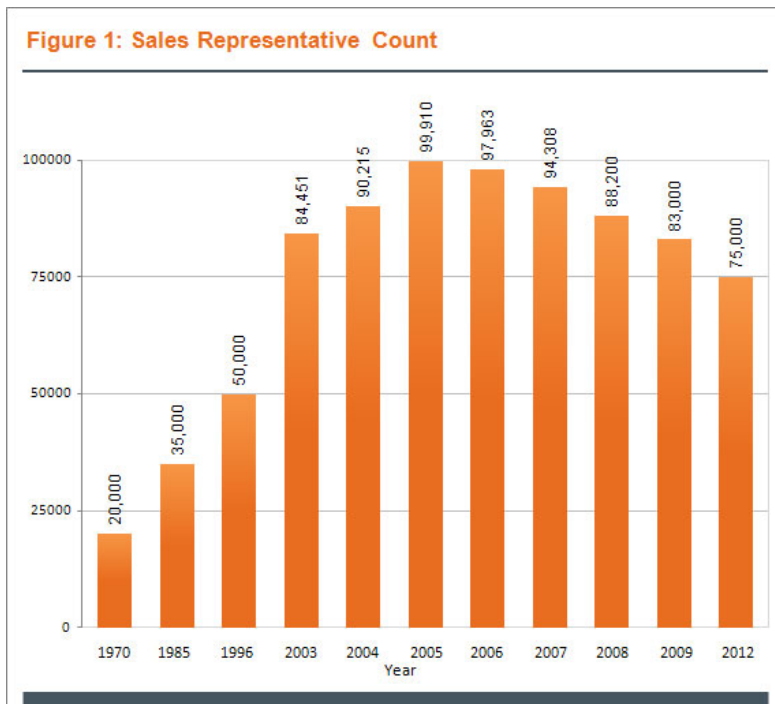
At Across, we call this quest to innovate the sales model - the art of Fusion Sales.

This article describes how the use of one specific solution - live remote e-detailing, can improve sales performance and we will also give some tips how to successfully implement live remote detailing with eReps.

## 2 TODAY'S SITUATION

The pharmaceutical industry has traditionally deployed armies of sales representatives and managed huge sales forces travelling throughout the country meeting health care professional where and when they wanted. The rate of success has often been equal to how many representatives the companies deployed.

The accelerated number of representatives also meant that health care professionals spent increasingly more time with pharmaceutical company representatives to get informed. It has come to the point that in many markets, the physician's productivity has suffered and authorities have introduced a number of measures to limit the access to health care professionals.



Recent developments have shown that gaining access to the physicians is becoming increasingly difficult. The average time for a call between a representative and physician has decreased, with average call time being shortened to around 2-3 minutes.

The cost per call is also increasing and the traditional sales force approach shows a declining return on investment.

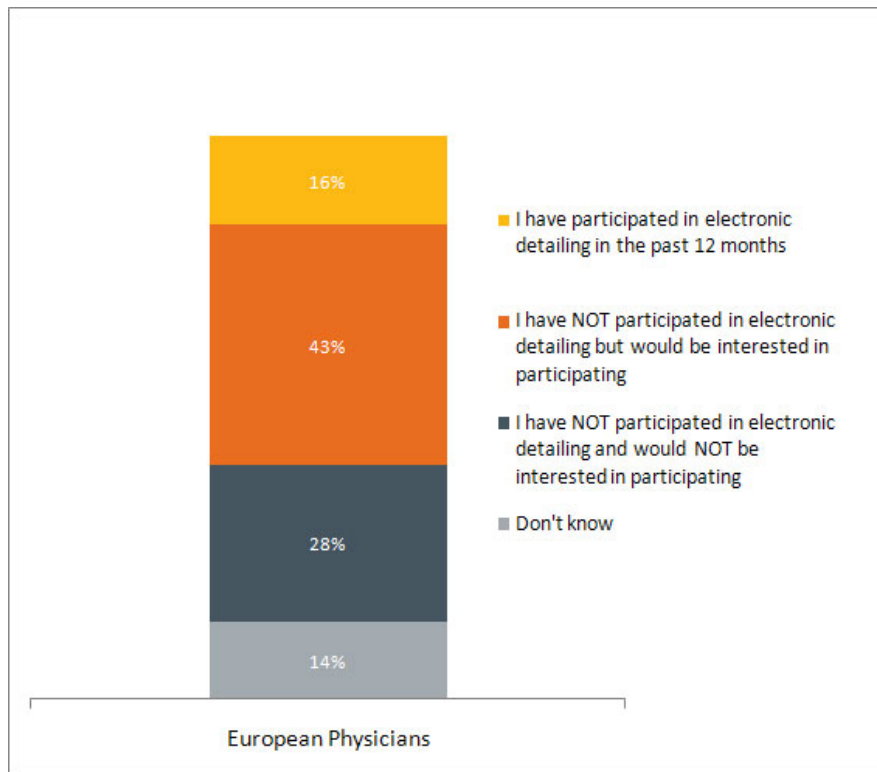
**The Rise and Fall of the Sales Representative** Source: Eye for Pharma Blog Aug 2009

Many pharmaceutical companies have found, the situation is no longer manageable and we now see the reaction in streamlining and outsourcing sales forces and there are also a number of different initiatives from the industry to communicate with health care professionals through innovative channels and content.

Health care professionals use the Internet for professional purposes; to find information and knowledge to help them in their daily work. This is a known fact that opens up opportunities to meet them through new channels.

### 3 A NEW APPROACH

Recent research shows that physicians are using an ever-extending range of channels, sources and touch points to interact with pharmaceutical companies. Physicians use new online opportunities to search and find information and they also interact with online services on a continuous basis.



**The opportunity for electronic detailing** Source: Taking the Pulse Europe 9.0 Manhattan Research

16 % of European Physicians have already participated in electronic detailing and a staggering 43 % say that they are interested in participating in electronic detailing. There is an unexplored opportunity to offer health care professionals to participate in detailing sessions online.

There are a number of ways to deliver electronic detailing. One of the most effective types of electronic detailing is proven to be the live remote detailing where a representative calls a doctor by phone at a scheduled time and at the same time connects the doctor to a specific web page where the representative and health care professional view the same presentation remotely.



### Teledetailing Facts

<b>Typical channel features</b>	1:1 Meeting Live Two-way discussion over phone Co-browsing content over Internet Can be recorded for later viewing
<b>Implementation options</b>	100% Teledetailing representatives Hybrid representatives Internal Teledetailing resources Outsourced Teledetailing resources Mix of internal and external resources
<b>Typical Teledetailing Strategies</b>	Increase reach Increase frequency Decrease cost Boost capacity temporarily

## 4 TELEDETAILING SETUP

The representative directs the HCP and details while the HCP listens and watches the on screen presentation. The HCP also engages in a valuable discussion with the representative. In this article we call this Teledetailing.

The representative can typically do the Teledetailing alongside the traditional field visits but a pharmaceutical company can also dedicate a call centre or representatives to do Teledetailing only.

It is also possible to boost sales capacity by using external resources for doing Teledetailing with representatives. A contract sales force organisation (CSO) can be contracted to use field representatives equipped with remote live e-detailing capabilities. Some pharmaceutical companies are also using the CSO to set up a call centre with live e-detailing representatives.

These solutions can also easily be mixed together to supply the optimal solution. It is important to thoroughly plan the Teledetailing implementation before deploying since every situation need specific strategies. There are also plenty of experiences to draw upon and to take into consideration when starting a new project.

## 5 WHY IS REMOTE LIVE E-DETAILING PART OF THE SOLUTION?

So, why is this solution helping pharmaceutical companies and HCPs to collaborate and interact more effectively?

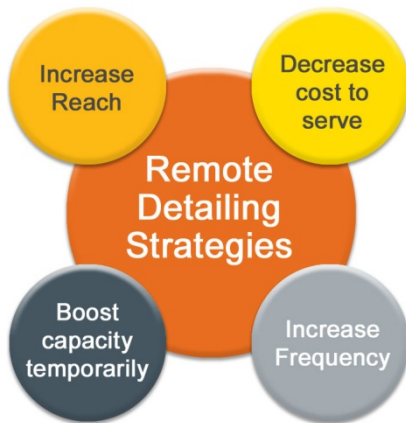
First and foremost, there is a demand, a pull, from HCPs. As mentioned above 16% of European physicians have already participated in e-detailing and a further 43% say that they are interested in participating.

Best practices also show typical call length increases and the interaction between the representative and HCP is of higher quality and often more targeted and scientific. When the message recall is measured the Teledetailing campaigns prove to be more effective than traditional field sales calls.

Simply put - it is effective.

## 6 TELEDETAILING STRATEGIES

Using the Teledetailing solution gives the opportunity to increase your reach (the capability to maximise your business geographically), to increase your coverage (the capability to maximise your business to cover your identified targets and to increase your target group) or to increase the frequency and meet your customers more often to maintain and build a good relationship.



With a Teledetailing solution deployed or implemented in a Pharmaceutical company or with a CSO partner with Teledetailing capabilities it is also easy to quickly boost capacity on the field. If a new indication is obtained or if a new product is launched Teledetailing can effectively be used to boost call capacity. There are also advantages to use Teledetailing to cover vacancies in districts.

Several Teledetailing projects also show opportunities to save costs if you deploy Teledetailing in the optimal way. The overall increase in effectiveness also contributes to the cost effectiveness of the Teledetailing projects.

## 7 CASE STUDY

There are already numerous projects being deployed and there are many lessons learnt from Teledetailing projects around the world. In some companies Teledetailing is becoming a standard channel, most companies are planning large scale pilots and CSOs are increasingly interested in using the new technology to improve their business.

A recent case gives us an example how Teledetailing can be used to increase the impact of sales activities and accelerate uptake of a newly launched product.

In this case a pharmaceutical company in the global top ten list had been using Teledetailing with a dedicated call centre team for some time and wanted to assess what impact the team had compared to other sales solutions.

The company had recently launched a product in the depression area and promoted the product towards Specialists and General Practitioners (GPs). They wanted to optimise the communication with GPs by further utilising Teledetailing and evaluate its effectiveness.

The company set up a Teledetailing project with defined metrics in order to measure impact of detailing when physicians only had traditional sales calls with representatives, when they had sales calls only with Teledetailing representatives and when they used a combination of traditional face to face detailing and Teledetailing calls.

During and after the pilot period prescription behaviour was measured and analysed. The results showed that GPs only exposed to Teledetailing in general prescribed more of the medicine compared to the GPs who only had face-to-face calls. In fact, the GPs who received the Teledetailing calls grew on average Rx by one script more than the group who only received face-to-face calls.

An even more significant point to note was that the GPs who received both face-to-face calls and Teledetailing actually increased prescriptions on average by more than 3.5 per annum.

The company could see this synergy between face-to-face meetings and Teledetailing in all target groups but high potential Physicians showed the highest effect in Rx increase.

Physicians that were not at all targeted before also showed a high potential for increasing Rx when exposed to Teledetailing. This is probably a result of sub optimised targeting but definitely also the effect Teledetailing can have on untapped Physicians.

With these results the company realised the potential of Teledetailing and decided to set up a Teledetailing service with a small call centre and also equipped the field based representatives with the Teledetailing tool in order to maximise their productivity by doing both face-to-face calls and Teledetailing calls.

## 8 LESSONS LEARNT

Since Teledetailing solutions has been tried and tested in many different situations already there are a lot of lessons learnt available. These should be used when launching new initiatives and projects.

A successful Teledetailing deployment demands carefully planning and to thoroughly working through the creation of effective strategies, objectives and tactics.

The Teledetailing solution depends on a lot of factors and it is important to clearly define the opportunity, the goals and objectives and tactics for the specific project. It is also important to understand the similarities and differences with traditional selling.

For example, the content in a Teledetailing session need to be carefully adapted since the HCP requirements are slightly different and the calls tend to be longer. We also see that it is important to allow feedback after a call and it is recommended to have a short survey for the HCP to answer. This also allows the company to change things that do not work.

It is also becoming general knowledge that Teledetailing is most effective when used by the traditional sales representatives as a complement to their face-to-face calls. This allows them to benefit from the existing relationship and offer a convenient supplement to the traditional calls. Acceptance rates from HCPs are much higher when using these mixed representatives and customer satisfaction and message recall tend to be better as well. Some call this solution Hybrid Representatives and some call them Mixed Representatives.

## 9 CONCLUSION

It is a fact that the traditional sales model is changing and Fusion Sales provides innovative solutions to contemporary challenges.

Live Remote Detailing or Teledetailing can help maximise existing relationships and organisations by introducing new tools and processes to interact with Health Care Professionals.

When launching Teledetailing in the organisation it is important to map the processes and understand how Teledetailing would work in the specific case. By doing so it is possible to deploy a powerful solution that is appreciated by HCPs and effective to maintain and improve relationships.

With the launch of a new powerful communication channel it is important to understand the impact a new initiative might have on the existing business processes and organisation. A review of bonus structure, metrics and target setting might prove important to maximise the business opportunities. Change management is definitely an important and integrated part in any Teledetailing project and needs to be carefully considered.

Teledetailing is proven to deliver high value and analysis shows that it does improve message recall, deliver longer calls and increases number of prescriptions.

Across Health have managed numerous Teledetailing projects and actively lead the development of successful planning, deployment, implementation and use of the new opportunities Teledetailing bring to the sales model in Pharmaceutical companies.