‘ … adding digital impact to your F2F conversations. ,

8 **Tablet Detailing**

The #1 digital tactic in pharma

Only 7 years after the introduction of the iPad, tablet detailing became **the number 1 digital tactic in the industry** (2016). 84% of companies are using tablets to support their sales reps in their daily face to face (F2F) conversations with customers. And almost all companies have selected the iPad as **the 'device of choice'.**

Despite this rapid uptake, tablet detailing had a rocky start. Many sales reps felt **uncomfortable** using the device, as they were not immediately convinced that it would add impact to their F2F conversations.

Many doctors too failed to see **the added value** in using the iPad as they were confronted with sales reps who were struggling to plough through detail-aids containing dozens of screens, causing them to lose focus of the actual conversation.

But these early teething troubles are now a thing of the past. In recent years, we have seen a clear new direction in pharma, with tablet detail-aids being **drastically reduced in size** and focusing much more on the **interaction** rather than spelling out specific points.

The industry has learned some important lessons. After all, tablet detailing will only be used when sales reps are convinced it adds **immediate value and impact** to the conversations they have with healthcare professionals (HCPs).

The metrics of tablet detailing

84% ... of EU pharma marketers say that tablet detailing is a standard practice. (Source: Across Health Maturometer)

61% ... of HCPs (in EU5) say they have been visited by a sales rep who used an iPad. Tablet detailing is closing in on the traditional rep (63% reach). (Source: Across Health Maturometer)

5.8 The impact score of tablet detailing amongst HCPs, the same for reps without tablet. (Source: Across Health Maturometer)
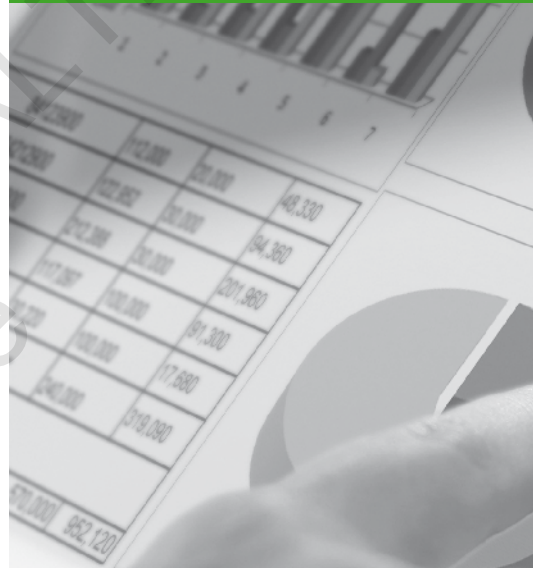
<20% ... of the cases the iPAD is really used to support a F2F conversation of the sales rep. (Source: IQVIA)

Tip

Will the salesforce use my tablet detail-aid?

Ask your salesforce to anonymously rate your screens using just one key question: 'will this screen add impact to your F2F conversation?' If the answer is YES, go ahead and launch. If the answer is MAYBE or NO, then it is **back to the drawing board.**

Some common mistakes

There are two very common mistakes when tablet detailing is first launched in a company:

1 **Creating a digital copy of a paper detail-aid.** The first tablet detail-aids were **exact copies of the paper detail-aids,** without any additional functionalities or data capturing capabilities. The potential added value of the device was not used and many reps, who were used to their old paper versions, felt less comfortable using the tablet. This made it hard to convince the salesforce to switch.

→ When you introduce tablet detailing, make sure it offers **clear added value** from the very start compared to paper.

2 **Adding too much content.** The tablet made it possible to **add an almost infinite stream of documents.** But, however tempting it is to equip the salesforce with so much content that any objection can be handled and any question answered, this can ultimately quickly result in sales reps no longer having an idea where to find the content they are looking for. **The more content that is added, the harder it becomes to find specific content.** In reality, most reps use only three to five pages of a tablet detail-aid to support their conversation. When a brand manager needs to add additional content items, make sure it is not part of the main navigation stream, but instead, available as side steps. Otherwise, a sales rep may end up searching for two minutes to find a content piece which is buried under a pile of pages, slides and flows.
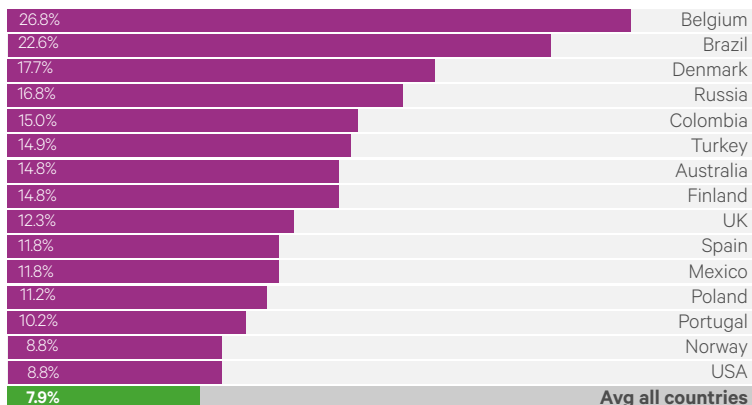
→ When you introduce tablet detailing, make sure the main flows are short, to the point and **directly available.** Place all secondary content under a sub-menu.

Country differences in tablet adoption

While most countries are heading towards a digitally enabled fieldforce, this is not necessarily happening at the same pace everywhere. Research from IQVIA (published in 2017) shows significant divergence between countries in the use of tablet detailing. There are certainly many factors involved, ranging from regulatory barriers, to customary HCP/rep interactions, to the preferences of the HCPs themselves. However this does suggest that, when rolling out this tactic, local considerations, as well as company policies, should be considered when setting goals.

Use of tablet detailing support by country Top 15 countries - FY2016

% of face to face calls using a tablet as detailing support

Country	%
Belgium	26.8%
Brazil	22.6%
Denmark	17.7%
Russia	16.8%
Colombia	15.0%
Turkey	14.9%
Australia	14.8%
Finland	14.8%
UK	12.3%
Spain	11.8%
Mexico	11.8%
Poland	11.2%
Portugal	10.2%
Norway	8.8%
USA	8.8%
Avg all countries	**7.9%**

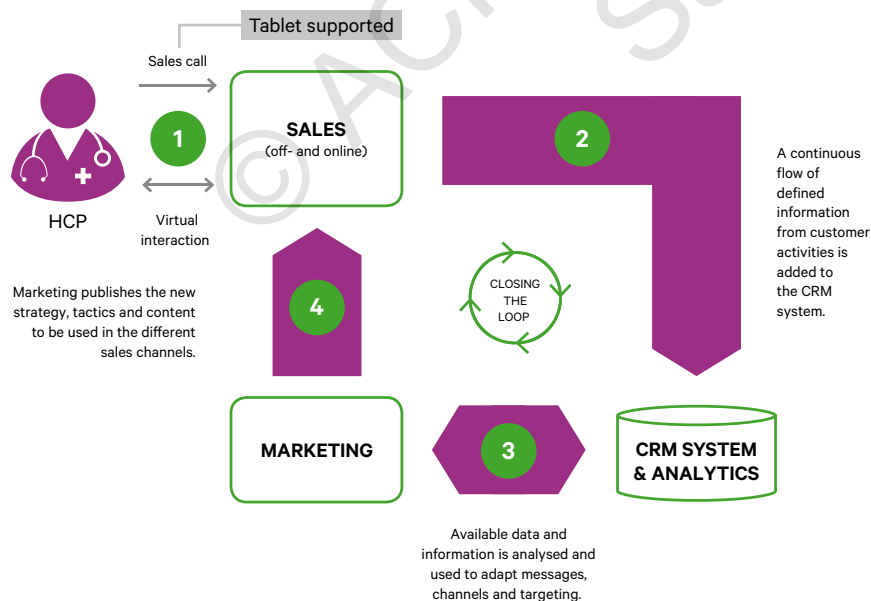Source: IQVIA ChannelDynamics Global Reference, 2017

Setting up for success

A simple test to see if you are setting up for success, is to ask a sales rep the following question: "Is this part of the tablet detail-aid adding **impact** to your verbal conversations?".

Extending the impact on conversations via the tablet detail-aid can be achieved in 3 ways:

❶ **Use the detail-aid to support the verbal conversations of the sales rep, do NOT spell out everything for them.** Spelling out everything not only leads to an overload of slides, it is also demotivating for them. In the past, the experienced sales rep hardly ever used the text in the traditional printed detail-aid and a switch to tablets will not change that. A good tablet detail-aid helps the sales rep strengthen their message delivery by providing structure, examples and cases to support the verbal story. At all times, the sales rep needs to lead the conversation, not the tablet.

❷ **Invite the HCP to interact: create more engagement and capture relevant market data.** The tablet is an ideal way to capture data on treatment practices and brand perception of HCPs. The data can immediately be used in the call, by making statements based on the input, or by drilling down to filtered information based on the individual HCP's responses or perception.

Over time, the brand manager can use this data to monitor the sentiments and needs of customers and develop additional tailored content to address these.

Continual content refinement and development will also increase the motivation of the sales rep to capture this kind of data. This is often referred to as 'closing the loop'. **Closed loop marketing** captures interaction information via all possible channels and acts upon it accordingly with each new interaction, regardless of the channel being used. Tablet detailing can be an excellent channel to start the closed loop marketing experience, whith additional channels being integrated later.
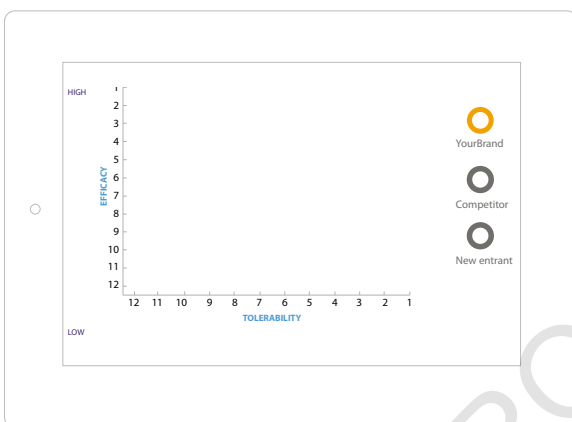
> **'The sales rep is leading the conversation, not the tablet.'**

Tablet supported

Sales call

1 HCP → **SALES** (off- and online)

Virtual interaction

Marketing publishes the new strategy, tactics and content to be used in the different sales channels.

2 A continuous flow of defined information from customer activities is added to the CRM system.

4 MARKETING

CLOSING THE LOOP

3 CRM SYSTEM & ANALYTICS

Available data and information is analysed and used to adapt messages, channels and targeting.

❸ Maximize the graphical opportunities of the iPad to strengthen the marketing message. The possibilities of the tablet extend well beyond just text and images. You can include, for example, treatment class or product animations, peer video statements, patient cases, and much more. The tablet enables you to turn the content into **an interactive and lively experience!**
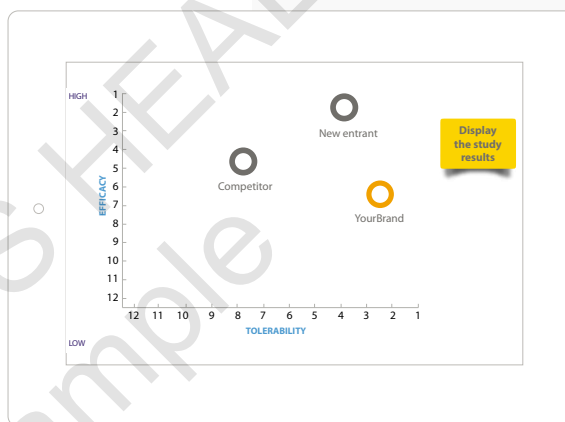
A word of caution though: never use animation for the sake of animation. Use animated graphics and video content only when they are clearly strengthening the key message. Consider, for example, the difference in impact of a written quote on the screen ("Professor Jones stated at the congress last month…") versus a 30-second video clip in which she actually delivers this quote.

Anatomy of a high-impact tablet detail aid

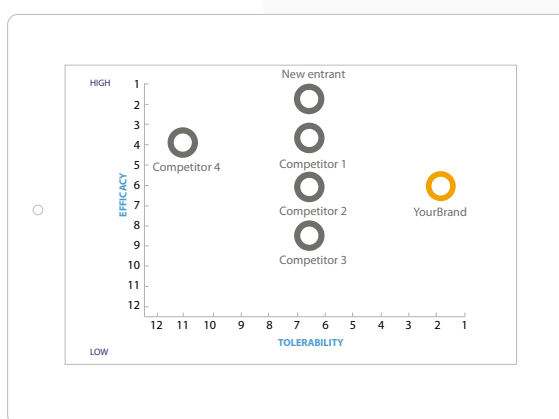Here you can see a good example of a tablet detail aid screen.

1. During a conversation about the relative tolerability and efficacy of different treatment options for a condition, a rep can ask the HCP to drag the different options onto a chart.

2. The HCP will position them according to their view of each's relative benefit. This will reveal valuable information on the perception of your treatment, which can be used not only for that conversation, but also in the implementation of a closed loop marketing strategy.

3. After all options have been placed on the graph, the 'true' position of different drugs can be revealed. This will show HCPs the reality of the available evidence, and can prompt conversations about why they held previous beliefs, and allow the rep to present information to counter areas of concern.

4. In order to comply with regulations on information display, it is then vital to show the full range of competitor treatment options.

How to set up your tablet detail-aid

Brand managers are usually responsible for creating the tablet detail-aids that will be used by their salesforce. The following 4 steps are recommended:

❶ Segmentation
Your detail-aid typically covers 1) all **the segments** you have defined in your brand plan and 2) all the possible **ladder-of-adoption positions** you have identified. During their calls, the salesforce will try to find out on which ladder-of-adoption step the HCP currently is. Best practice suggests structuring different story lines according to these different steps. This allows sales reps to quickly access the right information and screens. Without segmented content, you must rely on the sales reps to do this exercise during the call, which may make it harder for them to use the tablet.
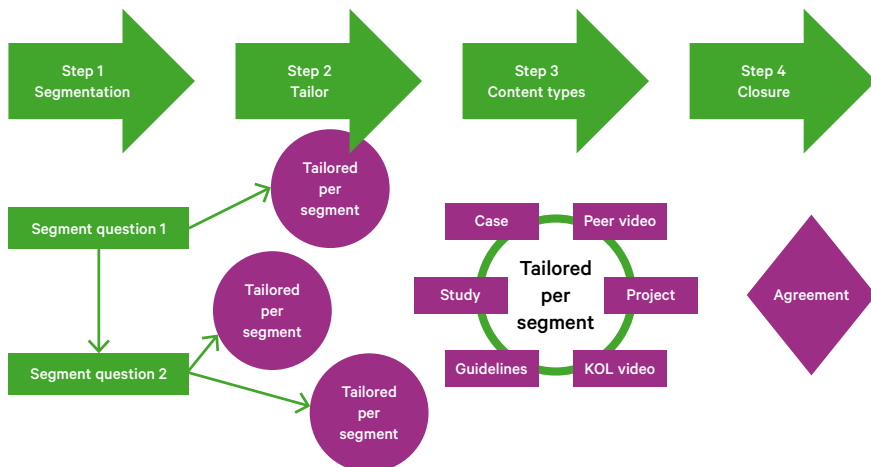
❷ Tailoring content per segment
Once you have defined the segments and ladder-of-adoption positions, it is important to tailor all information according to the **behavioural objectives** and the **messages** that need to be delivered as defined in the brand plan. Try to limit the number of messages to between two and five per segment, as more messages can make it confusing for the sales rep. Tailored content increases the interest of the HCP and motivates the sales rep to use the detail-aid correctly.

❸ Adding different content types
Tablets allow you to move beyond text and imagery and be **creative** with various content types. When doing so, bear in mind the different likes of HCPs: while some may prefer scientific content—e.g. guidelines and publication downloads—some may be more interested in references to peers—e.g. interviews, webinars and peer statements—while others may be more patient-oriented—e.g. patient cases and support programmes. The key is to differentiate in such a way that reps can quickly choose a content piece that is most in line with **the HCP's communication style and preferences.**

❹ Closure
Finally think about a good closure, as many sales reps find this **the most difficult part of the call.** A good closure screen can be of great help here. For instance, consider ending with 1) a presentation of various patient profiles and 2) a suggestion to agree on starting to prescribe for a specific profile and discuss the results during the next call. It is also possible to summarize the call content or create an invite for a follow-up activity. The overall idea of a good closure is to **set up the next interaction** or to define future discussion topics.

Tip

Ladder of adoption

The 'ladder of adoption' is a stepwise overview of the possible stages a doctor can be in concerning a brand. Typical steps are:

- **unaware** of the treatment or brand, not treating at all or with a different therapy/brand
- **first prescriber,** starting with the first patients
- **regular prescriber,** with Rx experience
- **brand advocate.** A high-volume prescriber who proactively promotes the brand to peers

Per ladder-of-adoption step, a brand manager defines specific behavioural objectives in the brand plan.

Involve & train the salesforce

When tablet detailing is being launched, it is important to **include the salesforce from the very beginning,** well before the start of the development of the first version. As reps have to use the device and the detail-aids every day, they are best positioned to provide valuable input on what is required to maximise the chances of success.

Firstly, you have to convince them that using the iPad detail-aid will add immediate call impact. The best way to do this is to leverage their call expertise and show how this can be supported and improved further by using **tablets for interaction and data capturing.**

When they feel part of the creation team, they will also be more motivated to try it out and suggest improvements.

Secondly, you need to **train the reps on how to use the tablet.** Make sure to schedule at least half a day of role-playing exercises on top of the standard training time normally reserved for launching a new detail-aid. Best practice suggests recording these exercises and show the reps how they are using the tablet in their conversations. Most reps don't even realise how often they look at the tablet instead of at their customer, and showing them this can be quite eye-opening.

Specific training scenarios on tablet presentation skills and device usage should be developed. These can include:
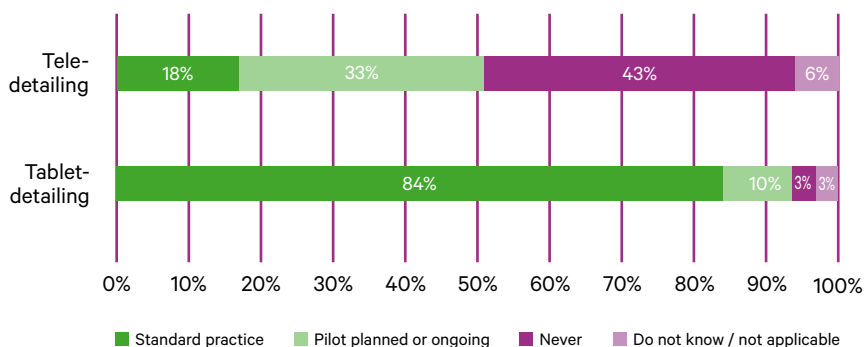- When to use the iPad (and when not)?
- How to **segment** HCPs?
- Which **message** to address first/best/preferably per segment?
- How to properly use the iPad (rules of conduct)?
- How to **close** the conversation?
- What to do if no **segmentation** can be determined?
- What to do if you only have 30 seconds?

The maturity level of tablet detailing

Practically **every pharma company** is deploying or plans to deploy tablet detailing. With 84% of European pharma marketers stating that this tactic is a standard practice and another 10% stating a pilot is planned or ongoing, tablet detailing is **the absolute number one tactic** amongst the 25 researched tactics.

In comparison, the promising teledetailing tactic still has a steep potential growth curve (see related chapter).

The adoption of tablet detailing and teledetailing by pharma

	Standard practice	Pilot planned or ongoing	Never	Do not know / not applicable
Tele-detailing	18%	33%	43%	6%
Tablet-detailing	84%	10%	3%	3%

Legend: ■ Standard practice ■ Pilot planned or ongoing ■ Never ■ Do not know / not applicable

The KPIs of tablet detailing

Many sales reps feel somewhat uncomfortable about the fact that the tablet platform can monitor if and how much the detail-aid is being used in the field. But, in reality, as it is the **brand manager** who created the detail-aid, the latter is much more exposed.

For the first time since paper detail-aids were introduced, pharma companies can now track exactly which sections of the tablet detail-aid are used. If some areas are not used at all, this could mean that there is no interest from the customers in that story, or the salesforce sees no value in using that part in the conversation. In both cases, the brand manager needs to **take corrective actions.**

It is important to agree from the start on the success indicators, which should cover both behavioural and communication indicators:

① **Behavioural indicators** – when and how often do you use the tablet? Not every call needs tablet support, but it's important to ensure that there's a high level of comfort in using the device. Certainly at the start, it is recommended not to set performance levels too high. It's better to go for a softer start with an agreement on intent to use as they become more familiar with the tool. In later stages, you could become more ambitious.
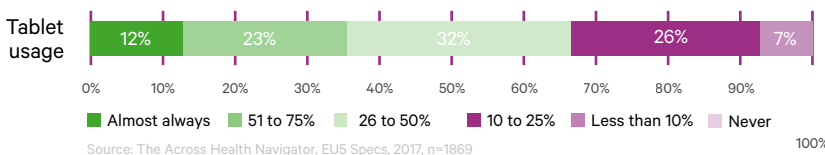
② **Communication indicators** – which sections do we plan to present and how often? What data would we like to capture and how do we use it? For a sales rep, it needs to be crystal clear how the brand manager has structured the detail-aid and how it is set up to support verbal conversation.

Some relevant KPIs and metrics to consider for tablet detailing:

EXPOSURE	INTERACTION / ENGAGEMENT
• **Reach of target** (% of HCPs receiving tablet detailing) • **Frequency** (of tablet detailing per HCP)	• HCP **uptake & message recall** (e.g. with interactive content) • Content **coverage** • **Collection** of information (e.g. % of answers given to a questionnaire) • **Planning** of a next step (e.g. email to send, another call, etc.) • Net Promoter Score **(NPS)**

The context of tablet detailing

Of the digital tactics that are available to the rep, tablet detailing is the **most widespread.** However, they are not as systematically used as one would expect... Depending on the market and specialty, on average tablets are **used between 25 and 50% of rep visits.**

Tablet usage

| 12% | 23% | 32% | 26% | 7% |

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Almost always ■ 51 to 75% ■ 26 to 50% ■ 10 to 25% ■ Less than 10% ■ Never

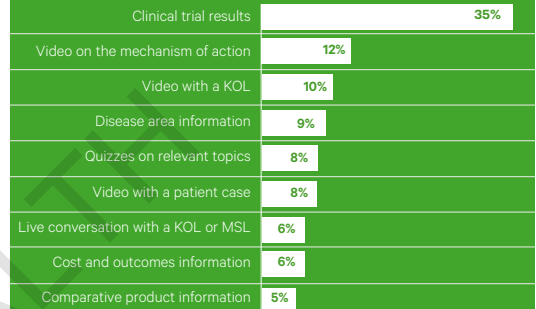Source: The Across Health Navigator, EU5 Specs, 2017, n=1869

Tablet detailing is not universally loved by HCPs, however. The most important criterion for them is reps **knowing when (and when not) to use them**. The two most impactful ways of doing this is to ensure that reps have been trained extensively on the best times to use them, and that content on them is as engaging as possible.

Content is king - also in tablet detailing!

Rep tablet topics - Oncologists, all countries

Clinical trial results	35%
Video on the mechanism of action	12%
Video with a KOL	10%
Disease area information	9%
Quizzes on relevant topics	8%
Video with a patient case	8%
Live conversation with a KOL or MSL	6%
Cost and outcomes information	6%
Comparative product information	5%

HCPs were asked to distribute 100 points to no more than 3 options
Score=sum of points scored over total possible points (ie #HCPsx100)

Source: Navigator 3.0 2017, EU5 oncologists, N=367

> ' If the tablet is not part of an authentic, closed-loop strategy, it simply replaces a glossy presentation with a shiny one. It's like replacing a traditional hammer with an auto-hammer. It's cool, it's electric but, in the end, it still does the same thing. '

David Ormesher
CEO Closerlook

Tablet detailing: reach and impact in Europe 2017

Tablet detailing

Rep

61%	… reach versus…	*63%*
5.8	… impact versus…	*5.8*
1.02	… MCQ versus…	*1.00*

The Across Health Navigator studies the impact and reach of 57 off- and online channels amongst HCPs. From this, the multichannel equivalent (MCQ) is derived: a measurement of relative impact, which makes comparing between channels possible. Find out more on the Navigator data in chapter 1.

Source: The Across Health Navigator 2017 | N = 3185 | EU5 scope (DE, ES, FR, IT, UK) | Specialists

To conclude

Tablet detailing is the number one digital tactic in pharma. To be successful with it, pharma companies must concentrate on the following:

- **Create content that supports the sales rep. The detail-aid should add immediate value and impact to the conversation.**

- **Involve the salesforce from the very start to ensure you are creating the right supportive material.**

- **Divide the content in line with the ladder-of-adoption stages and different customer segments. Be sure to include multiple content types.**

- **Limit the story flow to a maximum of three to five slides per segment, and offer quick access to this main content. Place all other supportive content in submenus where it will not distract the rep from the key conversation elements.**

- **Maximize the opportunities for closing the loop, i.e. collecting relevant customer insights to improve subsequent customer experience and engagement.**