



# BEHAVIORAL SCIENCE

# FOR HEALTHCARE MARKETERS

A tool kit of pharma case studies and advice for healthcare brands in making behavioral science a foundational part of a marketing strategy

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# A NOTABLE CHANGE IN BEHAVIOR

**Behavioral health tactics used by pharmaceutical marketers have come a long way in recent years, Kevin McCaffrey finds. More can be done to make them a key part of the equation**

New technology has shifted the marketing paradigm from one-way messaging and simple reminders paired with education efforts to a new set of tools including gamification, augmented and virtual reality, and online interventions tailored to individual patients. Designed right, these advances stand to have a more meaningful impact: helping foster long-term behavior change to support brand objectives.

And it's not just marketers who are recognizing that shift. Medical associations, too, are starting to better grasp the importance of addressing patients' behavior in improving health outcomes. The American Diabetes Association, in its new 2017 standards of medical care, included new guidelines on the importance of addressing patients' psychosocial needs while also looking at traditional health needs.

But more can be done. Most companies still don't allot enough of their budget to create long-term behavior change in patients. When habits can sometimes take as long as a year to form, that's a recipe for relapse, according to behavioral health psychologist D'Arcy King, EVP and chief strategy officer of Daggerwing Health.

"It's about long-term sustained behavior change," she affirmed. "That's what is missing in many cases. We don't necessarily give programs enough time

to work or see success or even measurable results coming out of them."

And while programs with life-long goals sound nice on paper, clients need to demonstrate ROI on quarterly timelines. The key? Helping patients with chronic diseases prioritize disease management so it becomes automatic behavior and then recognize that connection, King added.

"It's hard for patients to say each day, 'I will take this on and I will win,' because then they burn out," she explained. "It goes back to, as a patient, 'What are my priorities?' And for many who succeed in managing their disease, it's about prioritizing their condition in incremental ways so they have a better quality of life."

This eBook, spanning both HCP and consumer campaigns, elucidates how pharma marketers can leverage behavioral health learnings to help create that connection for patients. You'll find four case studies detailing how drugmakers and their marketing agencies use behavioral change techniques — such as reframing, social learning, problem solving, and others — to keep patients adherent to their treatment regimen, better communicate their symptoms, and reinforce healthy behaviors. And on later pages, six industry leaders share their thoughts on the pharma sector's progress in making behavioral science a key part of the marketing equation.

## CONTENTS

**2 INTRODUCTION: A NOTABLE CHANGE IN BEHAVIOR**

### CASE STUDIES

**3 CASE STUDY: COMBATING "AUTOMATIC THOUGHTS" TO CREATE LONG-TERM HABITS**

**5 CASE STUDY: CREATING EMPATHY AND UNDERSTANDING THROUGH VR AND AR**

**7 CASE STUDY: USING GAMIFICATION TO REINFORCE HEALTHY BEHAVIORS**

**9 CASE STUDY: DEVELOPING PROBLEM-SOLVING SKILLS TO DRIVE ADHERENCE**

**11 VOX POP**

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# Calling In the Behaviorists

Four pharma brands that infused behavioral thinking into their campaigns — and the rationale behind it

**BY KEVIN McCAFFREY**

## CASE STUDY I

# COMBATING “AUTOMATIC THOUGHTS” TO CREATE LONG-TERM HABITS

YOU DON'T HAVE TO LOOK ANY FARTHER than the rate of obesity in the U.S. — 36% among adults — to know that it is as difficult to treat as it is prevalent. And the odds of slimming down to a healthy weight once someone is obese don't look much better: 1 in 210 for men, and 1 in 124 for women, according to recent research.

MicroMass was tasked with supporting patients trying to shed pounds while on Novo Nordisk's Saxenda — a weight-loss drug and reformulation of its blockbuster diabetes drug Victoza. The agency developed a 16-week program designed to build patients' confidence, support adherence, and correct misperceptions that could prevent them from reaching their goals.

The program begins with patients receiving a welcome kit consisting of a portion plate and a health and wellness guide from the Obesity Action Coalition. Those are followed by weekly emails driving them to an online platform that works to reinforce key topics and skill-building activities.

Jessica Brueggeman, SVP of MicroMass's health behavior group, explained how these activities help patients form positive long-

term habits, the importance of which is grounded in science.

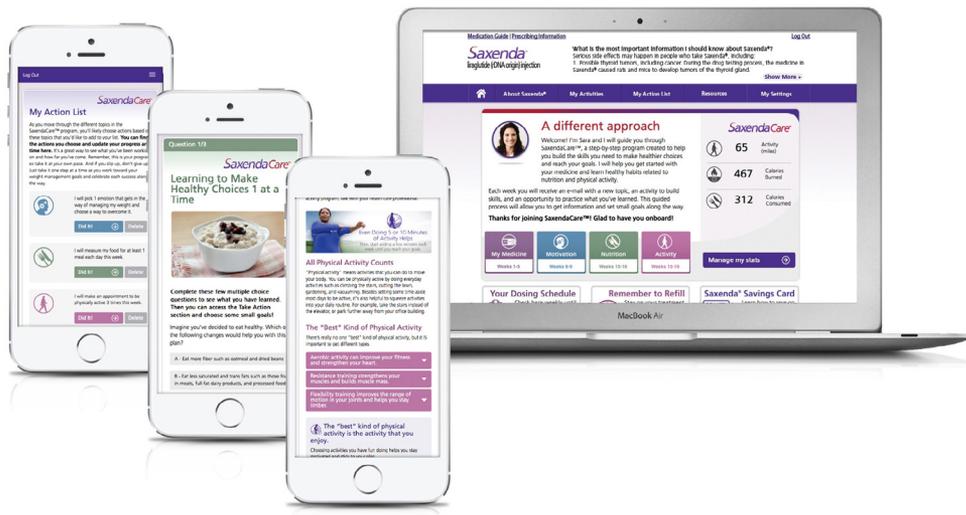
“A lot of times we think about skills or behaviors or things we do as physical activities,” Brueggeman reports, “but something we saw clearly in published research was the importance in combating automatic negative thoughts that get in the way of being successful, such as, ‘I messed up and ate a bag of potato chips. Now I'm just going to give up,’ for example.”

Health coaches provided personalized support and problem-solving through role-playing to assist patients in making lifestyle changes.

“We tried early on to get coaches to recognize some of the challenges these patients have had,” says Rob Peters, SVP of strategy for MicroMass. “These patients have already tried to lose weight. We didn't want to give them a repeat experience.”

And as part of that effort to differentiate, Peters added, there's very little in the pro-

**Behaviorists at MicroMass realized early on that avoiding repeat negative experience was crucial to successful long-term patient behavior modification**



**Brand: Saxenda**  
**Manufacturer: Novo Nordisk**  
**Campaign: SaxendaCare support program**  
**Agency: MicroMass**

gram that talks specifically “about weight loss or what they hope to accomplish by losing that weight. We tap into more of that internal motivation. We didn't have to give them that ‘OK, your goal is 25 pounds; celebrate when you get there.’”

To that end, personalized coaching works to set small, yet achievable, goals for patients. “We'll get patients to articulate why they're doing what they're doing, what's motivating it, because getting patients to voice that motivation really reinforces their internal motivation,” Peters noted.

That motivation ties into a key part of the program, according to Brueggeman: “helping patients be successful on their own, examine their own challenges, and get past them.”

A close-up photograph of a person's neck and shoulder. A small, black, square sticker with a white light switch symbol is stuck to the skin. The person is wearing a light-colored, striped shirt. The background is a soft, out-of-focus green.

**If only changing patient behavior were this easy.**

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## CASE STUDY 2

# CREATING EMPATHY AND UNDERSTANDING THROUGH VR AND AR

PEOPLE WITH RETINAL DISEASES STRUGGLE to communicate symptoms. And not just to doctors, but to loved ones and caregivers, as well.

Enter Regeneron's marketing team for Eylea, a treatment for three eye disorders: neovascular age-related macular degeneration, diabetic macular edema, and macular edema following retinal vein occlusion.

"It's difficult to articulate these vision changes unless you experience them," said Regeneron senior product manager Natalie Mancuso. "Patients needed a way to get their caregivers and family members to better understand their condition."

Regeneron enlisted Intouch Solutions to help develop a virtual- and augmented-reality application — available now through iTunes and Google Play — to let patients and caregivers better understand vision changes. The branded app was designed as a visual aid for physicians so they can see firsthand how the disease affects patients.

**Intouch Solutions distilled behavior modification by letting people with normal vision experience how people with three kinds of eye disorders see the world**

The emphasis was on getting people with the eye disorders to take action. "When I think about a patient who is experiencing vision impairment who may either be unsure or afraid, the first step is getting to a physician and being able to describe it," Mancuso noted. "If there is a place where Regeneron's offerings can help, great."

To that end, the app In My Eyes gives viewers a firsthand experience of what these conditions are like. It offers story mode and live mode. The former plops viewers into a lobby with three patients, each one showcasing a different vision problem treated by Eylea. Each patient's story is meant to underscore how these conditions can affect daily life. The latter taps into the smartphone's camera to show viewers, in their current environment, how vision can be distorted by one of those three diseases.

"The analogy is Pokémon Go," said Brent Scholz, VP, creative director at Intouch, about the app's live mode. "You're looking out into the world through your camera, but with three overlays that resemble each disease's effects" so you can see the blurred vision, distortion, or clusters in real time.

**Brand: Eylea**  
**Manufacturer: Regeneron**  
**Campaign: In My Eyes**  
**Agency: Intouch Solutions**

Virtual- and augmented-reality technology doesn't come cheap, however. A 360-degree video can cost as much as \$100,000, according to a recent *New York Times* report.

The app debuted at the American Academy of Ophthalmology's 2016 annual meeting, where doctors could see the app in action in Regeneron's booth. Regeneron then rolled out the app to its sales force at its 2017 kickoff campaign meeting for Eylea.

The behavioral rationale behind In My Eyes is to change how people view and appreciate vision disorders, and that understanding, in theory, leads to action.

"This condition is more than clinical," said Mancuso. "It's about understanding the impact on day-to-day life. The idea behind this app was to broaden these conversations and help people take action."





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Changing beliefs, behaviors, and lives.

## CASE STUDY 3

# USING GAMIFICATION TO REINFORCE HEALTHY BEHAVIORS

BOEHRINGER INGELHEIM LAUNCHED A gamified support program for patients taking Spiriva Respimat, its COPD treatment, in a bid to keep them on their medication and reward them for filling — and refilling — their prescription.

Respimat is the successor to BI's Spiriva HandiHaler. Respimat has the same active ingredient as HandiHaler, but delivers it in

cards. It also includes weekly quizzes and surveys. BI worked with HealthPrize to develop the program.

The quizzes include such questions as “What does COPD stand for?” and “What is the first step to using the inhaler?” Patients are also asked to define a refined grain and to compare calories between healthy and unhealthy foods. Participants can also be temporarily banned from earning points if they fail to verify a prescription within 30 days of registering.

The program is “the latest in a series of efforts to empower people living with COPD to better manage their health with engaging and educational tools,” Ruchin Kansal, executive director and head of business innovation for BI, stated in a press release.

Another BI executive, Graham Goodrich, VP of diabetes marketing, noted in a 2016 interview with *MM&M* that the company sees gamification programs, such as the one with HealthPrize, as a way to keep patients engaged through “edutainment.”

“Technology affords us the opportunity to package that educational information in

RespiPoints rewards patients through gamification and personal empowerment — the more they understand, the better

a slow-moving mist meant to help COPD patients better inhale the medicine.

Known as RespiPoints, the program is the drugmaker's first gamified support program, according to BI spokesperson Chris Wahlers. It's a free online system that rewards patients for reporting they took their medication, read educational information, and refilled their prescription. Those activities give users points that can be redeemed for online gift

a way that really resonates and promotes understanding,” Goodrich added. “The next step is, once somebody has learned something, how do we keep it top of mind?”

Pharma companies have increasingly looked to provide more services “beyond the pill.” These kinds of programs, often in the form of apps or connected devices, can help patients stay on their treatment regimen and ultimately improve their expe-

**Brand:** Spiriva Respimat

**Manufacturer:** Boehringer Ingelheim

**Campaign:** RespiPoints

**Companies:** HealthPrize and Propeller Health



BI's recent partnership with Propeller Health uses apps, inhaler sensors, personal feedback, and education to promote adherence and patient engagement

riences and health outcomes by providing incentives to keep them engaged with their healthcare. These add-ons are particularly popular for products approved to treat such chronic conditions as COPD and diabetes.

This isn't BI's first effort to change adherence through incentives. BI announced a commercial partnership with Propeller Health in March 2016 to boost adherence and patient engagement.

The platform tracks how and when patients use the Respimat inhaler to create a custom view for each patient, letting them understand the disease's impact on daily life.



# What would you do with 38 minutes of your patients' time?

Patients spend an average of 38 minutes a month on the HealthPrize customer motivation platform. Our pharmaceutical clients use that time to inspire brand loyalty, maximize adherence and deliver on key business goals. What will you do with your 38 minutes?

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**CASE STUDY 4**

**DEVELOPING  
PROBLEM-SOLVING  
SKILLS TO DRIVE  
ADHERENCE**

A SOMEWHAT-COMMON MISCONCEPTION laypeople may have of patients who have a rare disease is that they all arrive at their doctor’s office brimming with motivation. The thinking goes that absence of information about the condition, rather than eliciting frustration (as it does in most people), would somehow forge empowered patients who require little psycho-social support to begin and maintain a treatment regimen.

However, Laura Moore, a health psychology specialist for Atlantis Healthcare, pokes holes in that theory. These patients, too, need personalized support to adhere to a treatment regimen. “Because it’s a rare disease, people assume everyone is starting from the same point,” she said. “But there are differences with each individual.”

Atlantis was tasked with creating a comprehensive support program for Sanofi Genzyme’s launch of rare-disease drug Cerdelga, approved for Gaucher disease.

The six-month program uses such behavioral change techniques as reframing and problem-solving to help patients develop the long-term motivation to keep taking their medication.

“No adherence plan will last forever,” Moore said. “You want to give patients the

tools to continue that positive behavior.” And this one is different from reminders or a stand-alone education effort.

It’s critical to leverage these techniques to create lasting change because of how varied the rare-disease patient journey can prove. “Their journey is not linear,” Moore explained. “It would be nice if everyone started at X and ended at Y, but that doesn’t happen. There are things that happen to people at certain points in the diagnosis.”

And that is why it’s critical that these programs be personalized, she added. To do that, patients complete a screener at the beginning of the process that helps personalize their experience. “We have an algorithm that puts patients into either a high-risk or low-risk version of the patient journey,” Moore said. That selection determines message frequency.

Among the behavioral techniques in the program, problem-solving helped patients anticipate obstacles and develop techniques to head them off. “One of the common problems for patients is remembering this every day or making it part of their routine,” Moore continued. “So case managers will look to find those reasons that interrupt their pattern and work to find techniques that have helped them in their past.”

The support program also employed a social-learning model for patients to emulate how others have successfully followed a treatment plan. “One way adults learn is by understanding and observing what others do,” Moore explained. “With social learning, we use stories from other patients who have Gaucher disease who

**Brand:** Cerdelga  
**Manufacturer:** Sanofi Genzyme  
**Campaign:** The Connections Program  
**Agency:** Atlantis Healthcare



**Rx adherence can be more problematic for rare-disease patients than for others, so fostering social learning to anticipate obstacles helps them achieve success**

overcame similar obstacles to help people in the program. It’s through this modeling experience that we can show them what a good management strategy might look like.”

The program has had a significant impact on those who have opted in, according to Moore. Patients in the program were 6% more adherent to their medication over a year than those who weren’t. “It doesn’t sound like a tremendous amount,” she said, “but for an ultra-rare disease, that can tally up quickly. We’re proud of that.”



# Are we psychic?

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# VOX POP



**Christine Armstrong**  
EVP, MD, brand experience  
Giant



**Jessica Brueggeman**  
EVP, Health Behavior Group  
MicroMass



**Bob Hogan**  
Head of consumer services  
Triple Threat Communications

## How would you rate pharma's progress in making behavioral science a foundational part of its marketing initiatives?

On a scale of 1 to 10, pharma is about a 5. While our industry is steeped in market research, we hesitate to invest dollars and time to validate ideas and offerings with methods that add the contextual layers of situational behavior, motivation, and habit.

As consumer experiences evolve and we apply behavioral science to creative development and technology platforms, the end user increasingly expects to be catered to with a high level of behavioral personalization.

Pharma's interest in incorporating behavioral science has increased, while behavior change is now being integrated into strategic brand imperatives. But legal concerns still cause marketers reluctance in fully embracing it.

Brand teams need support in demonstrating that behavioral science does not create new claims. Marketers know behavior change is complex. Incorporating behavioral techniques and strategies across multiple channels can deliver maximum impact for brands.

Sample holders, shelf talkers, savings placards, and in-office media are simple triggers to behavior. Patient marketing has seen a recent uptick in the use of behavioral tools.

Examples include geo-targeted Rx texts and the use of audio and colors in devices. Behavioral tactics work best when they drive a single behavior, but brand teams often cannot resist pursuing additional ones.

## How can healthcare agencies best move clients toward a greater openness to behavioral insights and programs?

Considering how often health transactions and therapies require some level of digital interaction, clients need to realize that the more we understand the "human" in human computer interaction, the more we can design with high certainty.

Agencies employing behavioral science practices can offer better-informed strategies for retention, extension, and loyalty.

Agencies should provide clients the ability to promote behavioral science's benefits. They need to present well-thought-out stories that demonstrate the evidence, connect to commercial objectives, and provide tangible application examples.

Agencies understand how behaviorally based strategies can be leveraged across brand initiatives and why they are preferred to traditional information-based approaches.

Experience and positive results. With time and resources at a premium, it's hard to persuade brand teams to risk the tried and true to experience new approaches.

But the tried and true are not necessarily delivering the results they once did. It's probably best to approach experimenting with behavioral programs in increments.

The challenge for brand teams is finding the time and resources for joint efforts.

## Please share poignant examples designed to disrupt patient or HCP habits at some point in the healthcare journey.

I'm excited by the voice interface work of Amazon and Google and what Cobalt is doing with speech-recognition technologies to identify the early onset of dementia, stroke, and depression.

Lyra and 7 Cups, winner of the Stanford Medicine X Prize for Healthcare Systems Design, are transforming the digital mental health space. Companies like Kurbo and Omada continue to show positive data.

A disrupter activates individuals to reflect on behavior and more seriously consider change. The most effective disrupters are life situations that prompt us to realize that our behavior does not align with our desired health state.

Technology helps us track new behavior or provides cues to help us stick with it. Unhelpful thoughts can be deeply ingrained barriers. Happify uses cognitive behavioral techniques to help establish better emotional health.

Propeller Health's system to create disruption in medication adherence behavior for asthma and COPD medications generated enough positive impact to gain FDA approval.

Similarly, J&J's One Touch Verio Blood Glucose Monitoring System simply added a green, blue, red color legend to the readout area to improve patient understanding and correct reading of their results.

What's our approach to driving behavior?

**Bold.**

**95%** of behavior stems from the instinctive, emotional part of the brain.

This leaves **5%** of the rational brain to call the shots.

Why then do traditional pharma marketers almost exclusively target that rational 5%?

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# VOX POP



**D'Arcy King**  
EVP and chief strategy officer  
Daggerwing Health



**Tom Kottler**  
CEO and cofounder  
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**Jennifer Sigaud**  
MD, U.S.  
Atlantis Healthcare

## How would you rate pharma's progress in making behavioral science a foundational part of its marketing initiatives?

Pharmaceutical marketers are making great progress in encouraging the integration of behavioral science into strategic planning. But pressure on marketers to deliver ROI with proven paid media tactics undermines their ability to invest in driving adoption and uptake of behavioral health initiatives.

Game-changing success can be achieved when consumers are given enough time to adopt new behaviors, set and achieve goals, and develop new habits.

The marketers we engage are extremely smart and creative. They are looking for ways to bring the latest in behavioral science to their campaigns. However, as we all know, pharma is a highly regulated industry and can be slow to adopt new ways of thinking.

While the sector has a long way to go, I am heartened by the interest I hear from my colleagues in pharma for the adoption of more scientific approaches to patient marketing.

Pharma acknowledges the need to support patients, which typically takes the form of information, education, and reminders. As education alone is not enough, pharma and their agency partners have begun to talk seriously about behavior change.

Health psychology tells us behaviors are driven by personal beliefs. Pharma can benefit by leveraging the academic rigor of behavioral science while engaging patients to think differently about their behavior.

## How can healthcare agencies best move clients toward a greater openness to behavioral insights and programs?

Evidence, evidence, evidence. Over the past decade, behavioral scientists have worked to link behavioral theory to behavior change techniques. Identifying and providing proof that the process affects health behavior is critical to their advancement and adoption.

Agencies and clients would benefit from adopting evidence-based behavior change techniques and integrating them with human-centric design programs.

If you want your pharma clients to be more open to behavioral programs, the first thing you must do is prove they work. Pharmaceutical marketers need to establish returns on their investments in the same ways we do.

Whenever we meet with pharma or life-sciences agencies, we start by presenting the data that shows our approach succeeds in improving adherence and brand loyalty.

Of all the areas in which behavioral insights can help pharma, one of the most significant is in patient self-management.

Health psychology gives us the academic process to understand and identify barriers and concerns that resonate with patients.

A caveat: It's critical to work with a team that has specific expertise — grounded in health psychology — not just a tagline that implies it.

## Please share poignant examples designed to disrupt patient or HCP habits at some point in the healthcare journey.

Pharma companies need to incorporate data-driven health tech that rewards the adoption of positive health behaviors. A successful example is mySugr, a behavioral health platform dedicated to meeting the individual needs of people living with diabetes.

This digital and telehealth coaching solution is based on predictive analytics and real-time user data to alert patients to take action before hypo- or hyperglycemia occurs.

There are a number of interesting things startups are doing to educate HCPs on evidence-based best practices and counteract what one company — Knowledge Factor — calls "confidently held misinformation."

In a similar way, RxRevu provides decision-support software for script writing by HCPs, taking a unique approach to one part of HCP practice that needs a high-tech update.

It's not enough to simply collect data. If tracking engenders accountability, then accountability needs to engender action.

The best examples of digital tech are integrated seamlessly into everyday life and encourage people to take action on results.

It's important that patients be engaged and motivated to make modifications based on data they've collected. Data should not be collected without a purpose.

# PARTNER PERSPECTIVES



**D'Arcy King, Ph.D.**

EVP and chief strategy officer  
Daggerwing Health

How can habits start to change with a single action? How do you explain how one moment, one behavior, or one choice can transform the world of healthcare ... one person at a time?

We call it the Daggerwing Health Effect.

The Daggerwing Health Effect causes people to act during the moments that matter. It drives people to connect with a brand — to seek information sooner, to make informed decisions, to adhere to treatment, and to build communities of support.

The Daggerwing Health Effect is triggered when we immerse ourselves in a person's total lived experience. Understanding the "patient as person" allows us to map the how, where, and what to determine what drives people to take more responsibility for seeking treatment and improving their health. It also allows us to support people in meaningful ways that go beyond efficacy to help improve their quality of life.

**Daggerwing Health. Changing beliefs, behaviors, and lives.**

[www.daggerwinghealth.com](http://www.daggerwinghealth.com)



**Tom Kottler**

CEO and cofounder  
HealthPrize Technologies

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**Rob Peters**

EVP, strategy  
MicroMass

## Behavioral science: the key to unlocking better outcomes

In today's healthcare environment, real-world outcomes and patient experiences are critical to a brand's success. Conventional pharma solutions that focus solely on driving brand awareness and adoption through data and messaging are not enough. These information-based approaches fall short of driving lasting changes in patient and provider behavior. In fact, research shows that information-based approaches are only effective 10% to 30% of the time.

Pharma should address both the clinical and behavioral factors that drive brand success. Clinical factors like efficacy, safety, mode of administration, process of care, brand benefits, and quality measures are important. However, behavioral factors have as much of an impact on brand success as clinical factors. Prescribing inertia, patient adherence, and patient reluctance to escalate therapy are factors that can impede or accelerate brand success. These cannot be changed through the use of typical messaging or information-based persuasive approaches alone.

Evidence-based behavioral approaches are key to unlocking better outcomes. These approaches aren't about providing tips or persuading patients to make changes. **They are fundamentally different because they engage patients and providers in ways that change behavior.**

# PARTNER PERSPECTIVES



**Natanya Wachtel**  
 Managing partner  
 New Solutions Factory

New Solutions Factory is a specialized consulting consortium of “experts on demand.” We’ve been creatively partnering with healthcare brands and agencies for longer than 20 years.

Our subject matter mavericks give clients a path to understand, manage, and solve modern business challenges — with a unique blend of customer-centric psychology, actionable behavioral models, and innovation experience that creates proven returns.

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**Bob Hogan**  
 Head of consumer services  
 Triple Threat Communications

Behavioral science in pharma marketing is a hot topic. There are more companies, techniques, and technologies than ever before that can help us create more positive interactions with our customers.

But perhaps the most important result of our romance with behavioral science has been to throw an intense new light on our customers: healthcare professionals, patients, prospects, payers, all of them. I would argue that behavioral science applied to marketing is in essence the study of how our customers act and how we can channel certain actions toward our brands. It’s not the old model of “we have a brand, now let’s go sell it.”

It has taught us to transition from the why of customer behavior to the what; to go beyond deciphering the thinking and motivation behind why customers and prospects behave a certain way to observing what customers actually do when we introduce different stimuli into their worlds.