How to Properly Deploy the iPad Within the Pharma Sales Force

To fully realize the value of iPads, pharmaceuticals companies need a robust mobility strategy from the get-go that better integrates these proliferating devices with existing processes and systems.

Executive Summary

Pharmaceuticals companies are facing multiple challenges, from patent expirations and fewer blockbusters, to a weakening pipeline. This is further complicated by stringent regulatory compliance, intense competition from generics, shorter product lifecycles and heightened cost pressures that are directly impacting sales organizations across the industry. These organizations are also facing critical sales challenges of their own, from reduced physician face time, increased promotional spend compliance, to a fast-changing sales environment that is influenced by new media and mobile technology that requires more personalized and targeted messaging.

These combined pressures are forcing the pharmaceuticals sales and marketing teams to seek more innovative ways for driving sales and marketing effectiveness. It has therefore become vital for the pharma sales force to be empowered with information and tools to facilitate faster decision-making and engage with customers in ways that improve their sales performance. Using mobile technology can give pharma sales the boost it needs to improve marketing effectiveness and sales performance.

With the widespread adoption of smart phones and tablets by physicians and patients, mobility can no longer remain solely a technology question but must become an integral part of the sales strategy and process. Pharma companies have begun adopting mobility in sales and marketing, but only in certain areas and functions. While the iPad has clearly emerged as the device of choice, pharma companies are still asking important questions related to implementation challenges, such as security and infrastructure requirements, actual usage and presentation by sales reps, back-end data, connectivity and systems integration. Additional issues that must be considered early on include:

• Discovering the right device strategy.
• Planning the end-state application landscape.
• Developing a mobile device content management strategy.
• Creating an ROI measurement plan that properly captures mobile implementation efficiency and effectiveness and forecasts a tangible results timetable.

This white paper provides answers to many of these key questions including how to define...
a holistic mobility strategy, how to integrate mobility into sales processes, how to develop a detailed implementation roadmap and, ultimately, how to get more value from your iPad deployment.

**The iPad Is Pharma’s Clear Device of Choice**

Pharmaceuticals sales representatives have for some time realized the potential of the touchscreen tablet. Given their reduced period of time in front of physicians, pharma sales reps still struggle to differentiate themselves and make an impactful presentation. The ability to provide clinical information in a visually stimulating and interactive format at the point of contact is clearly satisfying for both the healthcare professional and the sales rep.

Of all mobile devices, Apple’s iPad is making the greatest impact. With an all-day battery life, an impressive form factor and user experience and a rapidly expanding portfolio of applications, the iPad has captivated pharma sales reps and customers alike. This device, which is easier to turn on and operate and is lighter and more user-friendly than laptops, is quickly becoming the de facto choice at most pharma organizations as well as many medical device companies. Many have already invested in iPads for their sales forces, including the following:

- Abbott Laboratories, Medtronic Inc. and Boston Scientific Corp. are among those tightly embracing the iPad.¹
  - For example, medical device giant Medtronic, a Minneapolis-based maker of implantable heart devices and other products, has bought 4,500 iPads for its sales and marketing team, and could buy as many as 6,000 iPads in total.
- Otsuka Pharma and Novartis are also adopting iPads to help improve sales force performance.²

From our work with pharma companies we have learned that eight of the “Big 10” global pharma firms are at various stages of iPad deployment for their pharmaceuticals representatives. The iPad is such a hit because it is not only proving useful for conducting impactful and engaging conversations with physicians but has the potential to transform the way pharmaceuticals sales representatives conduct all of their core activities, such as call planning and reporting, training and other administrative tasks. These, and many other iPad applications, are driving pharma enterprises towards accelerated deployment of the devices.

### iPad Pharma Sales Force Benefits

The iPad provides capabilities similar to traditional laptops and tablets, but delivers additional benefits that resonate with pharma sales forces:

- **Instant power-on and battery life:** The iPad comes alive with the touch of a button, unlike laptops which take time to boot. It also has a long battery life, which allows for an always-on feeling.
- **Weight and size:** The new iPad is only about 1.46 pounds, making it easy to carry.
- **Connectivity:** While laptops and tablets are fitted with Wi-Fi, the 4G/LTE capability of the iPad provides an edge over these other devices.
- **User interface fluidity:** The iPad has a slick and stylish user interface that is easy to navigate. The responsiveness of the touch screen gives a far more real and involving experience. The sales rep can move among different content types and video, animation and media with relative ease and a fluidity that doesn’t come with traditional laptops.
- **Security:** Information security on the iPad is equivalent to that of laptops when the appropriate mobile device management (MDM) software is deployed. There are few issues with virus attacks as a result of Apple’s robust iOS operating system and frequent updates that protect the device from malware and virus threats.
- **Slick and stylish form factor:** The iPad has a look and feel that is very appealing. It has the right size to make it easy for personal viewing and for physician demonstrations, making it a more engaging experience.

Among the key benefits for pharma sales reps and organizations using iPads for detailing (face-to-face informational meetings between sales reps and physicians) and other purposes include:

- **Improved physician interaction and engagement:**
  - **Digital detailing** is undoubtedly one of the primary drivers of mobility adoption in pharma sales. The iPad has the ability to easily demonstrate video, animations and anatomical or product images to physicians at any place or time. Specialty detailing, in particular, would be greatly enhanced by using the iPad with its sharp visual display and advanced processor capabilities. Since specialty care sales reps typically get more
face time with physicians, an iPad can be a powerful tool to help tell the “story” of a product or procedure, especially if the narrative is complex and better told using visual aids.

- **eSampling and eCouponing:** Another feature that helps improve physician interaction is a mobile application that can electronically collect physician signatures for sampling or coupons. eCoupons can be redeemed and samples ordered during a physician call, making response and fulfillment almost immediate. For example: Veeva’s iRep is a physician detailing application that can collect digital signatures from physicians for samples.

- **Process transformation improving productivity:**

  - **Sales reps enabled with iPads** can perform call management activities as well as administrative tasks such as e-mail, expense reporting, event management setup, samples management and call activity reporting while on the move between physician visits. Representatives do not need to wait until day’s end for reporting and other administrative tasks. iPads also enable pre-call preparation and access to critical detailing material when on the move. The ease of operation of the iPad makes it more likely that sales reps capture data throughout the day, thus enabling more accurate call reporting and improving overall efficiency.

  - **Some other applications include:**
    - **Availability of training and marketing content:** iPads enable the use of mobile apps that can electronically deliver this content on request to the sales reps. With wireless-enabled (3G or 4G) iPads, on-demand product learning material and certification tools can be made available to the sales force for skills enhancement while they are on the road.
    - **Dynamic call routing using the iPad geo-location and data visualization capabilities:** iPads enabled with geo-location capabilities can actually help with real-time call activity changes by dynamically re-routing the sales reps based on proximity, traffic and other parameters in the case of cancelled appointments (see Figure 1). These capabilities can help increase sales reps’ productivity and efficiency.

  - **Faster decision-making through closed-loop marketing and analytics:** With an effective mobile pharma detailing application integrated with any CRM system, pharma sales reps can record the information that shapes the direction of business and establish plans for the next call, almost immediately, either directly after a sales call, in the elevator or in the waiting room. Information on products or physician orders is captured through easy drop-down menus that limit the amount of text entry required. If diligent, the representative need only plug the device into the cradle to upload
The asset library can be used to identify where a graphic has been used and can bring up a list of presentations that need modification, enabling the marketing team to quickly change and redeploy a specific presentation.

- Brand differentiation and development: According to an online survey of 341 U.S. healthcare professionals (HCPs) completed in February 2011, 79% would choose Apple’s iPad for professional use. There is a strong preference from physicians for digital detailing with an iPad. Pharma companies have an opportunity for brand building and to influence physicians to re-think the level of engagement with their sales reps. The improved quality of detailing, faster fulfillment of sampling and medical information requests and other value-adds provided through useful mobile applications and tools for customers can help with pharma companies’ brand-building efforts.

- Cost reduction: Mobile devices like the iPad require an initial investment in hardware, technology and supporting infrastructure, but in the long term they can help lower overall operating costs. All content ranging from marketing material to training content can be pushed to the mobile device and made available almost immediately to pharma sales reps. The costs of physical distribution and implementation are significantly lower as most sales processes can be digitized and virtualized. In addition, the overall increase in productivity and efficiency has the potential to result in substantial cost savings.

These benefits are steering pharma companies toward aggressive adoption and deployment of mobility solutions, and particularly iPads.

The Current State of iPad Adoption
As noted, many pharmaceuticals companies are deploying iPads and developing mobile applications for the iPad and iPhone. One example is patient-facing regimen reminders for oral therapies. The patient registers on a product Web site or downloads an application and enters basic information (weight, dosage, start date of treatment, etc.). Using the same logic contained in the approved dosing guide and official package insert, the app provides continuous automated reminders (e.g., “Remember to follow your treatment plan today,”) for either taking the medicine or for creating calendar entries via iCalendar that indicate scheduled follow-up visits with a physician. Patient anonymity is paramount in making the acceptance of these applications successful. To preserve information privacy between the patient, doctor and the pharmaceutical company, these apps rely only on inputs the patient self-discloses. For example, consider apps that provide the option of selecting the country rather than “harvesting” IP addresses and carrier information. Clear guidelines for these practices are specified in the terms and conditions for the application and in many cases are also part of the “social media agreement” between the company and the patient.

As highlighted above, pharmaceuticals sales representatives and brand/marketing teams are beginning to use iPads to deliver interactive eDetailing presentations. This has become the foremost reason for adoption of the iPad in the industry. eDetailing and “closed-loop marketing” (CLM) build on a 10-year tradition that began with the first widespread use of tablet PCs. The workflow process for medical, regulatory and legal reviews and approvals is also made more manageable by using the iPads in combination with an asset library platform. Acting as a collaboration center, the asset library also stores the release version of every presentation along with its component assets. A practical example of this benefit is when a graphical image needs to be replaced throughout all presentations. The asset library can be used to identify where a graphic has been used and can bring up a list of presentations that need modification, enabling the marketing team to quickly change and redeploy a specific presentation.

Finally, end-user services are key to the success of product reminders and eDetailing. These include raising awareness and training of product support teams that handle phone or chat support for a product and the redeployment of released presentations following a break-fix incident with the sales representative. Integration with CRM data also provides an enhanced view of the customer and enables the sales representative to manage...
an ongoing sequence of presentations with the physician over several weeks that build upon a common theme or message.

Pharma companies are at various stages of iPad deployment. Pilots and implementations for eDetailing, sales training and mobile CRM are currently under way. Figure 2 offers a snapshot of the current stage of deployment of various mobility initiatives by pharma companies for use by their sales forces.

Based on work with multiple pharma companies, we have developed a maturity model to capture the journey many organizations have followed to implement iPads across their sales forces. Figure 3, which depicts the current state of mobility adoption in pharma, reveals that most pharma companies are somewhere in the middle. They are either evaluating or beginning to implement mobile devices for their sales forces and have integrated mobility only partially into their sales processes and strategies. Most pharma companies today are deploying mobility solutions in a very fragmented manner, for a few specific functions in the sales process. For example, iPads are being deployed for eDetailing and branded mobile apps targeted at the patient or doctor. These mobility deployments, therefore, are apt to become silos of information unto themselves. The systems are not able to share data, making it difficult for sales forces to achieve the full value from their investment in mobile technology and its potential capabilities.

In this regard, pharma companies have many unexplored opportunities. Moreover, some are facing challenges in their attempt to implement...
Specifically, they are struggling with making the leap to fully integrate mobility into their sales strategy to realize all the potential benefits of mobile technology.

**iPad and Mobility Implementation: Questions and Challenges**

Pharma companies are asking many questions about how to most effectively and efficiently deploy and use mobile solutions for their sales forces. Some of these important questions concern the actual purpose of these mobile devices for the sales force, the level of readiness for implementation and what challenges they will face during implementation.

Among the most common questions we have encountered in our discussions with our clients are:

- Can the iPad really replace the laptop or is it a complementary device?
- Technology-related questions such as: What should the application landscape on the iPad be? What is the most suitable CRM platform?
- Some companies, having deployed iPads as a pilot for one specific purpose, are asking how to expand functionality and scale up to address the needs of the entire sales organization, as well as how to enable additional collaboration.
- How should the content development and delivery platform be set up?
- How should they gather and act on business intelligence through the iPad?

**Defining a Holistic Mobility Strategy to Fully Leverage the iPad**

A holistic mobility strategy is essential for any successful iPad deployment and mobility implementation. Unfortunately, many companies have deployed iPads without first developing such a strategy, and have few economic benefits to show for it.

We have a robust approach to developing a mobility strategy, which serves as a good mechanism to start defining the objectives and expectations from such an important investment (see Figure 4). This mobility strategy includes the following six dimensions:

- **Architecture and device strategy:** This dimension ensures that important architectural questions are considered and answered, including defining a device strategy, determining the mode of deployment and selecting an appropriate mobility platform.

  > **Device strategy:** Pharma companies must think about whether they want to go with a single or a multi-device strategy, where the iPad is either the only device that the sales force uses or where it is used in addition to the laptop. The device strategy is driven by how much the pharma company is willing to take advantage of the disruptive pow-

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**Principal Elements of a Holistic Mobility Strategy**

![Figure 4](image-url)
Enabling iPad-Based Detailing via a Global Collaborative Marketing Platform

**Business Situation:** The European regional headquarters of a major pharmaceuticals company was committed to the benefits of having its sales force use iPads, to replace its existing tablet PCs for eDetailing. In anticipation of the wider use of iPads by the competition, its challenge was to find the best way of systematically utilizing newly created and existing marketing materials so that localized versions of master content could quickly be created and modified.

**Challenge:** Without an underlying common organizational framework, the multitude of languages, cultural needs and regulatory requirements would require each country to initiate costly new projects with local agencies across every brand. The vision was to have a centralized and inexpensive method of reusing assets and master presentations to develop and manage local content.

**Solution:** We conceptualized a content development factory and digital asset library for the creation of the presentations based on HTML5 pages that are rapidly re-tagged and converted into the final presentation format. HTML5 as a portable format allows the operating factory to rapidly build, localize and transform raw content to generate multiple versions of the original presentation. The factory also offers the foundation of a scalable “core-flex” service model to increase output and meet demand during new product campaigns or product launches to ensure simultaneous rollout of presentations in several countries.

**Benefits:** The digital asset library catalogues every component used in the process for reuse in future marketing initiatives. We modified the metadata model to include presentation-specific characteristics that allow marketing teams to quickly reuse, update, track approvals and replace marketing collateral on every iPad with ease.

**Quick Take**

**Enabling iPad-Based Detailing via a Global Collaborative Marketing Platform**

**Application landscape:** The application landscape should be developed and defined by the business purpose of the sales organization and the related processes and activities that these applications should support: Should the application landscape cover eDetailing for showcasing content? Do we expect to capture customer responses, questions and requests for information through the detailing process? What back-end technology integration would be needed to capture customer responses and intelligence? What kind of CRM platform and integration would be required? These questions need to be carefully considered before determining which applications to include on the iPad.

**Impact on business processes:** Once the activities and functions to be performed by sales reps on the iPad have been identified, the organization should evaluate what business processes will be impacted by the implementation of the mobility platform. In addition, senior decision-makers should consider: What IT systems and processes will be impacted to support the change in business processes?
What other business processes must change to enable a global deployment?

Content creation and delivery is one of the key business processes to be impacted, and this process can impact the scale of mobile enablement. One of the core capabilities for successful iPad usage is the content creation and delivery capability. Important questions to be answered around this topic include:

- How can content development and delivery capabilities be centralized for mobile and multichannel marketing initiatives and processes?
- Will these capabilities be created internally or shifted to a partner?
- What systems are needed to support content collaboration?
- How will content be delivered to the iPad?

**Skills and competencies:** Depending on the analysis of business processes that get impacted (such as a core vs. context analysis that helps evaluate which processes should be entrusted to a partner or kept internal), organizations will need to evaluate the skills and competencies required for an iPad deployment as well as for ongoing support.

**Benefits:** Sales representatives conduct all their promotional and administrative activities using their iPads and will not require a separate laptop either on the road or at home. The end result is a streamlined system that delivers a user experience focused on the needs of sales representatives and healthcare providers, while delivering lower total cost of ownership and enhanced value to the home office.
others that are proceeding with mobility and iPad deployments. Will it be through the type of mobile applications, the ability to respond to sales rep and customer requirements? Will it be the ability of its sales reps to build better customer relationships? Clearly articulating the business objectives is a prerequisite to achieve a successful iPad deployment.

• **Governance:** This is among the most critical dimensions of a holistic mobile strategy. Governance is simply about policies and standards; a key element is who sets these policies and procedures, and how standards are enforced. Among the most important aspects of governance is security and information protection – especially given pharma’s regulatory oversight requirements. What will be the governance plan for the new mobile-enabled sales force for devices, applications and other information they can access or use over the mobile device? How will the pharma company enforce governance on the applications and data used on the mobility platform? Should pharma companies restrict access or allow access to other applications for the sales force? Will pharma companies allow “bring your own device” (BYOD) and, if so, what will be the security requirements in terms of data, access, applications, etc.? (For more detail on this issue, please see our white paper Making BYOD Work for Your Organization.)

• **Success factors:** Among the critical mobility deployment success factors for organizations to consider are:

  » **Organizational readiness:** Is the sales force ready to adopt and operate on mobile devices? How will the organization enable the transition of the sales force from their earlier devices and modes of operation to the new mobility platform, device and processes? What change management strategy will be used to make the sales force comfortable with the new device and processes? What will be the mode of deployment of mobility to the sales force? What will be the training and adoption plan for the sales force?

  » **Developing a mobility implementation roadmap:** A systematic and phased implementation plan is critical to mobility-enabled sales transformation. Not all sales processes and sales forces can be transformed together. A detailed mobility roadmap will help determine the following:

    » What processes, infrastructure and systems are critical, and thus need to be developed initially?
    » How long will it take to prepare the base architecture and platform?
    » What is the most cost-effective deployment approach?
    » How long will it take to complete a pilot implementation or a stage-by-stage implementation?

**Benefits of a Holistic Mobility Strategy**

Thinking through each of these six dimensions outlined above will be needed to define and build a holistic mobility strategy best suited to the organization. This exercise of defining the mobility strategy and roadmap will help answer important questions that provide the necessary business justification for the effort, such as:

• Will this iPad deployment help enable the company’s vision, and address the business requirements to achieve this vision?
• How long will it be before we begin to see the benefits of the iPad implementation?
• Have we taken the best approach for this implementation?
• What is the cost associated with the entire implementation, as well as with each stage in terms of infrastructure, IT systems and resources?
• What are the associated risks and critical dependencies for this implementation?

As previously noted, defining a holistic mobility strategy will help provide a well-thought-out approach and implementation roadmap with suitable business justification on costs and expected timelines and benefits.

Such a strategic, integrated and holistic approach to defining a mobility strategy can not only greatly reduce the risks and resistance in adopting a new technology platform and approach, but can:

• Help estimate the approximate effort involved and the cost of investing in mobility transformation over time.
• Help plan a two- to three-year roadmap for the transformation.
• Outline the clear goals and outcomes expected at each stage of implementation.
• Highlight the risks and dependencies involved and the key areas of focus for this transformation.
• Provide approximate timelines for implementation and for when the transformation will actually begin to yield results.

Looking Ahead

With its high-quality aesthetics and robust capabilities, the iPad has generated a lot of excitement in the pharma and medical devices industries; the iPad has proven to be the device of the future for the sales force. Most pharma companies have started deploying or are looking to deploy the iPad for their sales force, but they understand and appreciate that it is not a silver bullet.

This paper provides thoughts on how to increase the chance of success of an iPad implementation, such as defining the mobility strategy and implementation roadmap that will guide and enable a successful deployment. The key is to realize that the iPad will only deliver its full value when it is enabled by transformed business processes as well as being integrated with the other key systems the sales organization uses. We have invested significantly in this area and stand ready to help pharma companies to get the most value from mobility in general and iPads specifically.

Footnotes

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