

# Improving market share by uncovering unspoken barriers to prescribing

**KANTAR HEALTH**

The catalyst for  
successful decision  
-making in the life  
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### Challenge

Our client, a leading international pharmaceutical company, asked us for help in resolving the challenge that doctors across the Asia Pacific region – Korea, Taiwan, the Philippines, Thailand, Malaysia and Singapore – were openly positive about their product yet were prescribing generics by default, resulting in a market share below 8%. The client had run in-depth interviews and tried other research techniques to establish a reason for this but couldn't get to the root of the problem.

### Process

Doctors naturally see their role as a very rational one even though inevitably emotions are involved in brand choice, so direct questioning would yield incomplete results. Also in Asia Pacific, physicians and especially specialists are unwilling to disagree or debate in a group scenario as this causes loss of face. We decided to use duos with projective techniques and role play to get the doctors expressing their emotions about the drug without having to take ownership for their thoughts. For example, doctors took turns in the roles of product champion and "product

opponent." We then ran a two-day workshop with the local client, head office staff and their ad agency to brainstorm around the findings and to uncover the core barrier to improved product uptake...or the killer insight.

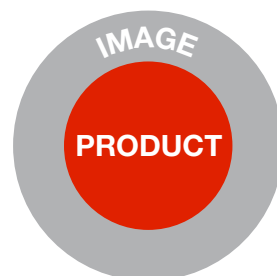
### Outcome

The duos revealed that the doctors were not confident the drug could deliver results that merited a premium price point. In fact, they felt they would be personally risking their career or business by prescribing it.

### Catalytic moment

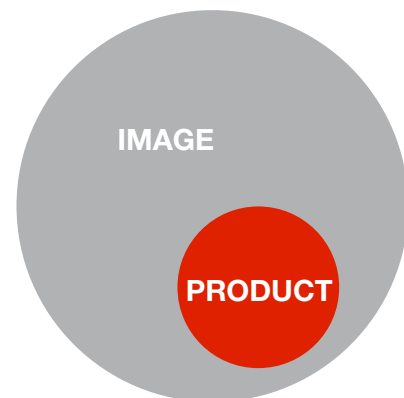
The workshop we held was the key to working up the "killer insights" that completely changed the client's point of view. It became clear to them that selling their product was not just about marketing the attributes. Consequently, they agreed to focus on developing support systems to empower the doctors and help them answer patient questions and concerns. The workshop was also the first of a series held every six months between regional and local teams, their agencies and our teams to ensure continued success

#### BRAND DOMINATED BY PRODUCT ATTRIBUTES



COMMUNICATION OF WHAT PRODUCT **DOES**

#### PRODUCT FEATURES LESS COMPETITIVE



COMMUNICATION OF WHAT PRODUCT **MEANS**