

Reinventing Message Testing



A Futuristic Approach to Message Testing for Pharma Companies

Why the science behind message testing needs a serious upgrade and what is the future of message testing?

WHY PHARMA NEEDS A STEP CHANGE IN MESSAGE TESTING

In the last decade, the pharma industry has gone through significant changes in how it messages to physicians, patients and payers. The processes and tools that pharma brands use to DEVELOP and DELIVER messages have been disrupted by new technologies. However, what hasn't changed much is the TESTING of messages in market research prior to execution.

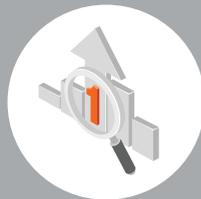
It is still too common for brands to test messages in qualitative IDIs despite the known shortcomings of qualitative research. In fact, entire message campaigns can be decided based on 20-30 qualitative interviews, campaigns that are supported by \$10-100 millions in spending!

Even when brands use quant message testing, conventional methodologies like maxdiff/TURF haven't evolved in decades and still have many shortcomings.

**With little innovation in message testing research, even
The most basic needs have not been met.**



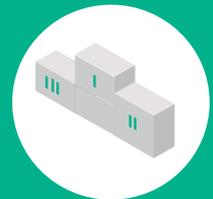
Test 100s of messages in one study without a large sample



Improve your messages before research and test both original and improved versions



Get better separation in message scores by forcing respondents to make tough choices



Identify winning message story flow for winning marketing campaigns

An industry wide study on the Future of Messaging commissioned jointly by Intellus Worldwide and Newristics highlights the urgent need for advanced message testing optimization methodologies in pharma.



Complexity

- Pharma marketers and researchers believe that messaging will become more complex in the future.

- There will be more and different types of data to communicate, MOA explanations will be more complex, even DSE messaging will be more difficult.

- Pharma marketers and researchers expect messaging to be refreshed more often in the future because of more frequent market events, new data, new LCM initiatives, etc.



Frequency



Effectiveness

- There is clear consensus in the industry that messaging will need to be more effective in the future.

- Customers are restricting access to messaging from pharma brands, which means the message storyflow has to break through even with limited access.

- Separately, every disease state is hypercompetitive now with many brands messaging to similar data and arguments at the same time.

- Brands are also trying to customize messaging to different customer segments based on behaviors, attitudes, and other variables, both in personal and non-personal promotion.

- Every channel has its own messaging requirements and brands need to customize their messaging for each channel to get the most impact.

- Pharma brands are increasingly relying on more multi-channel messaging to reach their customers.



Customization

Traditional Qualitative Message Testing (IDIs/TDIs)

How It Works

Qualitative research is used extensively in the pharmaceutical industry to test messages with customers (HCPs, Patients, and Payers).

1

Typically, messages are tested qualitatively in 1-on-1 interviews lasting 60 mins (IDI/TDIs).



2

Messages are organized into attributes like Efficacy, Safety, MOA etc. and are exposed to respondents one message at a time.

3

After every message exposure, respondents are asked to score the message and "talk" about the rationale for their score.



4

The moderator probes on what respondents like/dislike in each message and tries to capture ideas for improving each message.

5

Prioritized messages from each attribute are shown again to respondents and they are asked to organize the messages in a story flow.





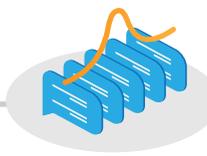
Limitations of the Traditional Qualitative Approach

Traditional qualitative message testing has many limitations and should, ideally, no longer be used in the pharma industry. Yet, tens of millions of valuable market research dollars are spent every year by pharma brands to test messages qualitatively.

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1 Only a small number of messages can be tested, forcing brands to make tough choices on what to test.
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2 Respondent feedback to messages is all 'stated' and there are no derived insights.
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3 It is not representative of the real world and makes respondents artificially pay attention to messages.
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4 There is little or no differentiation in message scores or regression to the mean for all the messages.
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5 Feedback from outliers is neglected even though there are many outliers in the real world.
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6 Bad solution for message bundling/storyflow – too many combinations are unexplored.
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7 Improvements suggested by respondents are rarely useful since they are not marketers.



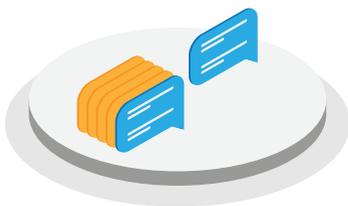
Traditional Quant Message Testing (Maxdiff/TURF)

How It Works

Traditional quantitative message testing methodologies use choice-based models like conjoint, discrete choice or Maxdiff/TURF.

1

Take respondents through 15-20 choice sets containing 3-4 messages in every choice set.



2

Choices can be individual messages or message bundles.

3

Each respondent sees 45-80 choices, but they are not all unique. Some choices are tested more than once with the same respondent.



4

Since there are more choices possible than what can be shown, a Design of Experiments (DOE) is created to make sure that enough choices are tested and each choice is tested with enough respondents.



5

Utility scores are aggregated for each message based on data from the respondents and are used to create a message hierarchy.





Limitations of the Traditional Quantitative Approach

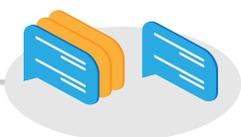
Traditional choice-based methodologies also have some known limitations that create challenges for message testing:

1



The Design of Experiments approach works well with up to 30-40 messages, after which, either respondents have to be shown an overwhelming number of choices or the sample size has to be increased.

2



If individual messages are tested, then message bundles have to be modeled with a simulator, which is not ideal because interaction effects between messages are not adequately accounted for.

3



When message bundles are tested, scores for individual messages have to be modeled, which is also not ideal because many messages end up having similar scores.

4



The design of experiments does not take into account individual respondent-level choice drivers, which means that irrelevant choices could be tested with many respondents in many choice sets.

5



Traditional methodologies don't provide feedback on why messages do/don't do well in research and how to improve them.



Heuristics-Based Message Testing: A futuristic approach

Decision heuristics science or behavioral science offers a novel approach to market research in general, and many use case scenarios for behavioral science in market research have emerged in the past few years. From deep insights research to patient journey to idea testing to brand health, decision heuristics science can be incorporated into almost every type of customer research.

What is decision heuristics science?

Decision heuristics science sheds light on how humans behave in real life and research.

Decision heuristics are mental shortcuts that drive human decisions. In every therapeutic area, there is a set of dominant decision heuristics that drive most of the treatment decisions.



Physicians and patients don't realize that they are using heuristics to make decisions and don't offer them as explanations for their behaviors.



Many of the heuristics are cognitive biases, judgment fallacies, psychological or social effects and can even lead to irrational decisions when used very quickly.



Decision heuristics have been discovered by conducting behavioral experiments that are designed to put people under certain predetermined situations and then track their behaviors/choices.



Decision heuristics science is ideally suited for market research in which the respondents are shown a series of choices.



The choices can be powered by heuristics, and respondent behaviors during the research can be tracked to study the underlying heuristics.



Using decision heuristics science for message testing

Decision heuristics science is a great tool to test messages with respondents in a new “behavioral” way to optimize messages AND message bundles, based on how they make treatment decisions.



Before Research

- a.** Use language in each message as a signal for decision heuristics and tag each message in the inventory with the “best-fit” decision heuristic.
- b.** Develop alternative versions of each message using the best-fit heuristic and test both the alternatives and the originals in research.



During Research

- a.** Test not just the appeal of messages, but also the appeal of underlying heuristics embedded in the language of each message.
- b.** Customize messages to each respondent based on their heuristic preferences, forcing them to provide greater distinction between choices.



After Research

- a.** Feed data from respondents into advanced machine learning algorithms that identify the best combination of any number of messages based on heuristics.
- b.** Go beyond a Message Hierarchy and a TURF analysis and optimize the precise message bundles and story flow for all messaging channels.

Benefits of the Heuristics-Based Approach

Heuristics-based message testing overcomes many of the limitations that plague traditional methodologies:



A Large number of messages can be tested without a large sample because heuristics can be used to create the design of experiments.



Choices are presented to respondents based on how they make decisions using specific decision heuristics, which means their exposures are much more relevant.



Heuristic preferences can provide real-time intelligence on respondents during the survey that can be used to make real-time predictions.



Drivers of message appeal can be estimated through the language that talks to decision heuristics in each message, eliminating the need for asking stated diagnostics survey questions that can also be very time consuming.

CMO (Choose Message Optimizer)

Message Testing for the Future of Marketing

CMO is the first and only message testing algorithm that combines the power of behavioral science and artificial intelligence to test messages with customers in a way that can propel the future of marketing in pharma.

Designed with 3 years of pure R&D, CMO is built exclusively to test messaging in the pharma industry and offers benefits that every pharma marketer and market researcher will need in the future.

Faster



CMO cuts the time it takes to go from the 1st draft of messages to campaign development by 65% and save up to 15 weeks.

- a. CMO can test 100s of messages, which eliminates the need for your team to spend time prioritizing messages before research.
- b. CMO creates “heuristicized” alternative versions of your messages before research, and tests both the original and heuristicized versions with respondents.
- c. CMO delivers optimal message bundles that are campaign ready for omni-channel use, saving time needed for execution.

Cheaper



CMO cuts the total cost of testing messages by 50% or more.

- a. CMO can potentially eliminate all qualitative message testing because the heuristics-based design of CMO provides the WHY behind the appeal of each message without having to ask respondents.
- b. CMO can even eliminate draft paper vis-aid testing because data from the CMO study can identify the optimal message bundle for every page of the vis-aid.

Better



CMO is proven superior to even the most advanced message testing methodologies in identifying the optimal message bundle from the same inventory of messages.

- a. CMO message bundle was preferred by 1.5x more people.
- b. CMO message bundle had 25% higher Utility Scores.
- c. CMO message bundle had statistically higher scores for diagnostics like Believability, Relevance, Uniqueness and Likelihood to Use.

Easier



CMO simplifies the process of testing and optimizing messages before launch.

- a. Turnkey: all you need to provide is the draft inventory of messages for testing.
- b. Minimal project management is needed from your team.
- c. CMO eliminates rounds of unproductive meetings and workshops needed to review, refine and prioritize messages.

CMO Research on Research

The superiority of CMO was studied in a large-scale meta-analysis of research projects



CMO is proven to identify winning messaging for brands through market research

**100%
Success Rate**

100% of CMO projects resulted in improvement vs. current messaging and vs. competitors

**1.7x
Improvement**

CMO-identified message bundles had **1.7** times higher customer preference than current in-market messaging

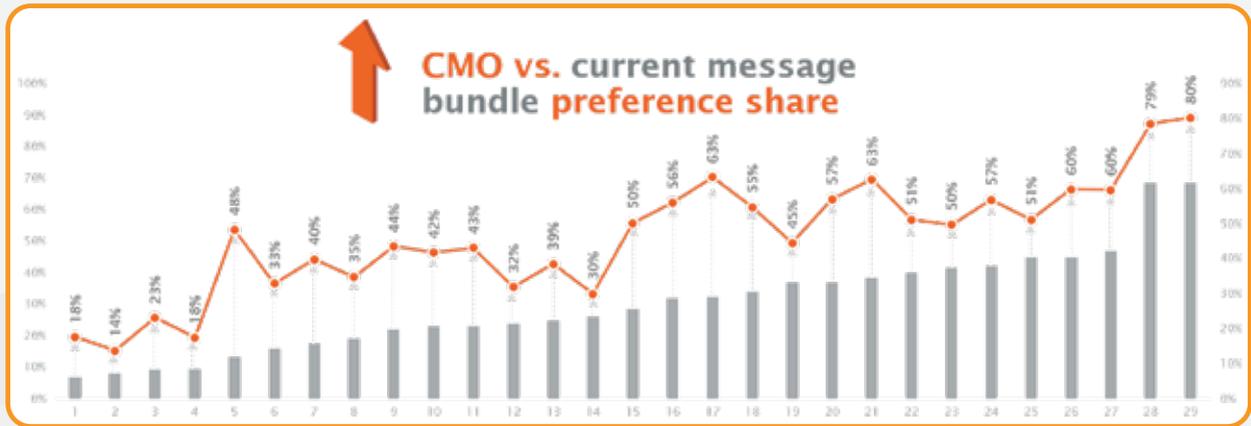
**Market
Leadership**

CMO message bundles helped **7 out of 10** brands take or extend market leadership and the remaining brands close gap vs. the leader

Results based on comparison of preference share data on message bundles from the 29 studies

CMO has a 100% success rate

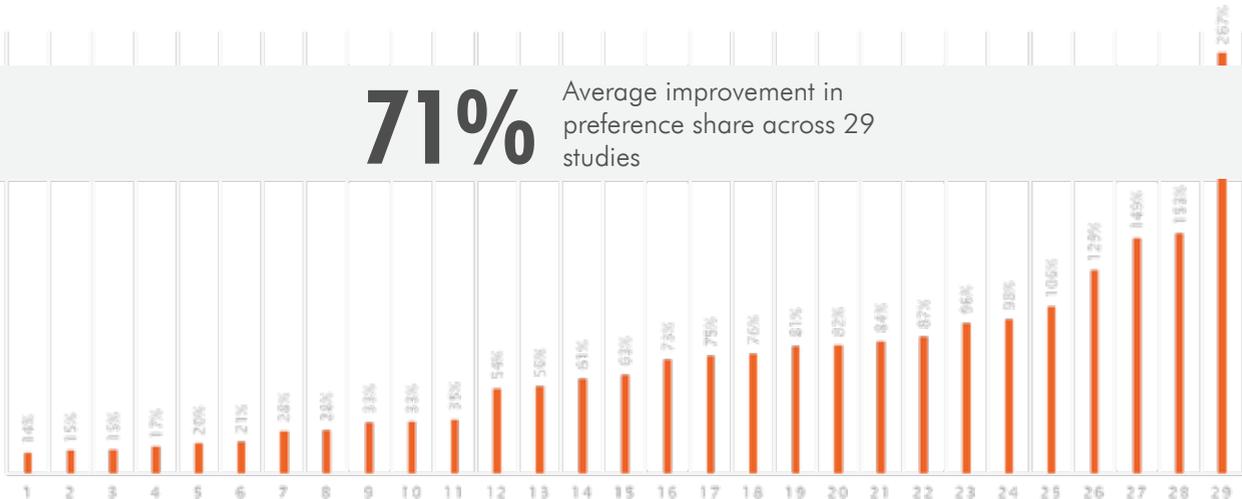
The preference share of CMO-generated message bundles was higher than current in-market message bundles in 100% of the studies



CMO improved preference share by 1.7x vs. current in-market messaging

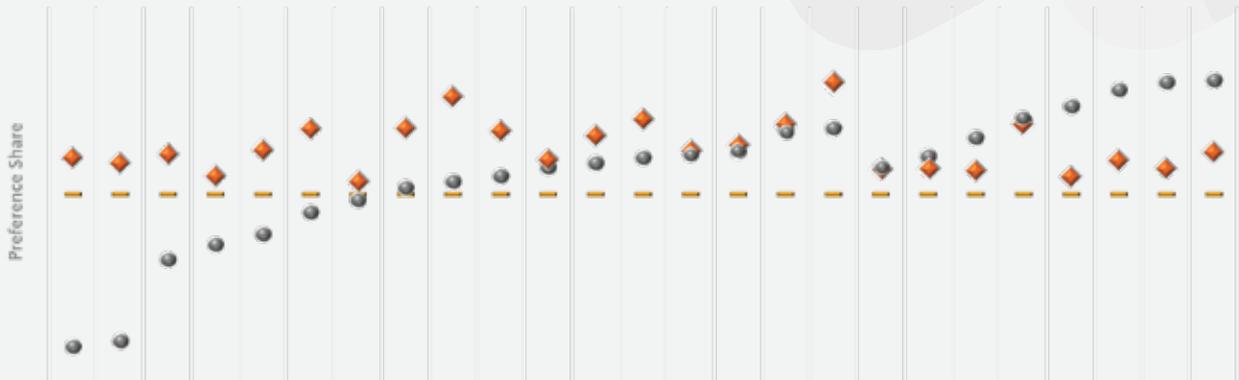
71%

Average improvement in preference share across 29 studies



CMO helped brands improve market leadership position with winning messages

CMO message bundles helped 7 out of 10 brands take or extend market leadership and the remaining brands close gap vs. the leader



Lorem Ipsum

Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard dummy text ever since the 1500s, when an unknown printer took a galley of type and scrambled it to make a type specimen book. It has survived not only five centuries, but also the leap into electronic typesetting, remaining essentially unchanged. It was popularised in the 1960s with the release of Letraset sheets containing Lorem Ipsum passages, and more recently with desktop publishing software like Aldus PageMaker including versions of Lorem Ipsum.



Development



Message development will be pushed earlier in the commercial launch planning process.



Messaging will shift dramatically in the future: from clinical to RWE/PRO, from rational to emotional, biomarker testing, companion, diagnostics, etc.



HEOR/HECON teams will heavily influence message development in the future as increasingly more messages will be targeted towards IDNs and hospital networks.



Message story flow will become more important than the core message bundle, as detailing shifts from data-telling to storytelling.



In market message testing will become more common than market research testing, driven by need for faster message refresh cycles.



Messaging research will shift from traditional qual/quant to micro-surveys, usability testing, machine learning, etc.



Testing



Execution



Non-personal promotion channels will grow in importance in the future as more physician practices and their affiliates limit rep access.



Customization message story flow by channel and by customer segments will become more of the norm vs the aspiration.



Messaging campaigns will be refreshed more frequently, triggered by more frequent data releases and agile sales technology.



New message recall assessment techniques will likely displace traditional methods.



Real-time ROI measurement and campaign optimization will replace traditional pre-post campaign ROI analysis.



Emerging Metrics such as brand sentiment and formulary access will become key measure of success.



Performance