

SOUND BITES FROM THE FIELD

With so many variables involved in today's marketing mix, ROI is not the only effective measurement marketers should rely on to gauge results. Thought leaders discuss the importance and the pitfalls of measuring ROI in a multichannel campaign.



**JEFF BURKEL** is Chief Operating Officer of MicroMass Communications, which offers capabilities in the application of behavioral science to marketing challenges. For more information, visit [micromass.com](http://micromass.com).

“ROI can't be measured for every component, so we need to stop wasting our time, breath, and money trying. Unless a brand has a virtually limitless budget and a big enough patient population to test every permutation of each variable, achieving ROI for individual components is unrealistic. It would be better to set the business goals and use predictive models based on proven patient behaviors to build, monitor, and adapt an integrated program.”



**BILL COONEY** is President and CEO of MedPoint Communications Digital Inc., which provides specialized digital services to the global biopharma industry. For more information, visit [medpt.com](http://medpt.com).

“Just because target clinicians are exposed to multiple types of promotional tactics does not mean that the incremental ROI of any one tactic cannot be measured. However, accurate ROI measures can be expensive and must be assessed over a relevant period, which is certainly longer than three months. When ROI measures become too expensive or impractical,

marketers must rely on intermediate measures of activity, and they also need to get out into the field and gain a good sense of what's working on the front lines of promotion.”



**SCOTT EVANGELISTA** is Principal, National Commercial Practice Leader, of Deloitte, which offers a menu of professional services that cut across all segments of the health plan, health provider, and life-sciences industries. For more information, visit [deloitte.com](http://deloitte.com).

“It is a red herring to say measuring ROI is complicated, which doesn't mean it's easy because it does involve people, their capabilities, investment, and a commitment to measurement. It has been achieved in other industries with much lower margins and equally imperfect data.”



**DAVID ORMESHER** is CEO of closerlook inc., a strategic marketing agency that brings healthcare clients closer to their customers. For more information, visit [closerlook.com](http://closerlook.com) or email [dormesher@closerlook.com](mailto:dormesher@closerlook.com).

“It's true the ROI becomes more difficult to measure at the tactical level as the marketing plan becomes more sophisticated and comprehensive. This is why it's important that marketing teams are able to tie outreach metrics to script data. Brand managers will find that the question of simple com-

ponent-level ROI is the wrong question to ask. It's seldom an issue of a single tactic or channel. On the contrary, ROI should be measured at the individual physician level. Marketers need to evaluate the right bundle of communications needed to build a long-term customer relationship, and then determine the discounted lifetime return on the investment. With this ROI calculation, marketers can decide how and when to engage.”



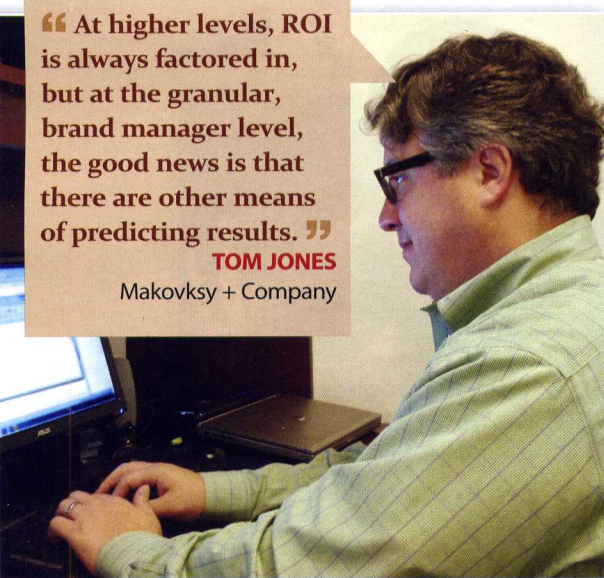
**MIKE RUTSTEIN** is President of StrikeForce Communications, which specializes in healthcare marketing in the nutraceutical, OTC, pharma, biotech, and medical-device spaces. For more information, visit [strikeforcenyc.com](http://strikeforcenyc.com).

“New technologies are emerging, giving marketers the ability to track customer response and link behavior across multiple platforms. Although these measures provide some degree of comfort and confidence, they often don't tie directly to sales or don't accurately assess the intangibles. Social media, for instance, can deliver an unparalleled level of credibility and community for marketers, but it is one of the most difficult components to link to ROI. The true measure of success is not what the ROI is for each component, but whether or not each component is playing its appropriate role in the brand plan and, when they are working together, whether the components are driving a favorable ROI for the total business.”

“At higher levels, ROI is always factored in, but at the granular, brand manager level, the good news is that there are other means of predicting results.”

**TOM JONES**

Makovksy + Company



sales, analyzing the archives of ROI data is the only way to make an informed media decision,” Mr. Jones says. “But if it's a longer-term campaign or the company is trying to establish credibility for the brand, then the strategy should include social media channels in the mix, even if tangible data are not there.”

“There are definitely new measures and metrics that brand leaders are talking about, ranging from sustained behavioral change to return on reputation,” says Leigh Householder, VP, managing director of iQ, the innovation lab of GSW Worldwide. “These are metrics that are responsive to greater organization shifts inspired by changes in both the health-care marketplace and our greater culture.”

Social media channels are especially troubling for the industry, but as social media evolves, so do the ways to evaluate it. Marketers have started to move beyond counting Face-

book “likes” to monitoring the conversations about treatments, brands, and disease states, and this is a move in the right direction, Mr. Bolling says.

“The industry needs to leverage some of the most popular components of social media, such as online communities and YouTube channels to ‘guide’ the conversations in directions that are consistent with brand strategies,” he says.

These metrics, subject to interpretation, can guide decisions at all levels, but are no less effective for it. For example, in the C-suite, sustained behavioral change means outcomes. On the front lines, it means making better choices, one by one, every day.

“In the C-suite, return on reputation means protecting the equity of the brand,” Ms. Householder says. “On the front lines, it means earning attention — using an action to do what advertising can't.”