



# Am I Really Leveraging?

Graham Davies, Davies Strategic Solutions Inc.



Who would disagree that leveraging, (supporting sales activity with other media) is a good idea? Many insist they leverage their sales force effort with journal advertising, direct mail, patient record forms, samples or the like. But how successful are they? Are they doing enough?

In a survey of over 174,000 physicians conducted by ACNielsen HCI, 72% of 87 campaigns effectively leveraged the sales force's effort. The remaining 28% of campaigns actually lowered the sales force's return on their effort with the addition of print advertising (Table 1).

Usually, these campaigns suffered from multiple problems. Imagine spending hundreds of thousands of dollars on media and you have at least a one in four chance of diminishing the sales force's effort! Failure is a great teacher, but what a price to pay!

You cannot manage what you do not measure. Strong and consistent implementation requires a measurement tool that helps you to avoid making these same mistakes.

When leveraging is done well, it enhances the sales force effort. Doctors who saw both the journal ad and a sales representative presentation yielded a 43% greater return on each promotional dollar invested (ROPI) than those seeing only a sales representative.

For more information on validated tools to measure campaign performance and a systematic approach to tactical planning, contact Graham Davies of Davies Strategic Solutions Inc. at (416) 467-7005 or by e-mailing [g@davies-strategic.com](mailto:g@davies-strategic.com). More information can be found at [www.davies-strategic.com](http://www.davies-strategic.com).

*This new column will focus on optimizing sales and marketing effectiveness. It draws not only on my experience, but that from other sources. Also, the column will often be supported by findings from research conducted by Marshall Paul of ACNielsen HCI, a leader in pharmaceutical promotion research since 1986.* **CPM**

Table 1

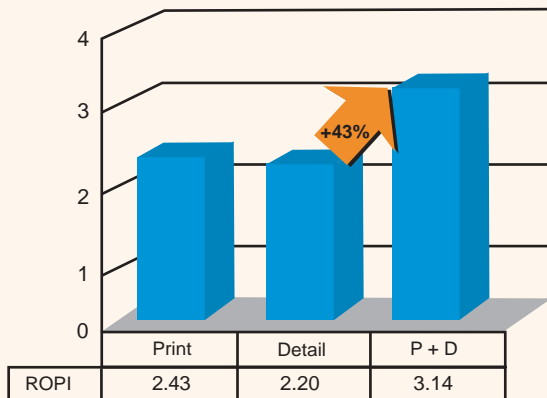
### Reasons campaigns (24) lowered return on promotional investments (multiple mentions)

Problem areas	#	%
Message	18	75%
Sales aid issues	15	63%
Campaign execution (graphics, headline, colour, etc.)	10	42%
Funding problems	7	29%

Source: ACNielsen HCI

Figure 1

### Return on promotional dollar invested



Source: ACNielsen HCI