

Soumik Gangopadhyay
Soma Sur
Rabin Mazumder
Saugat Ghosh *Editors*

Pandemic Diaries

A Casebook of Corporate and Society
Practices

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Editors

Soumik Gangopadhyay
Institute of Engineering and Management
University of Engineering and Management
Kolkata, West Bengal, India

Rabin Mazumder
Institute of Engineering and Management
University of Engineering and Management
Kolkata, West Bengal, India

Soma Sur 
Xavier Business School
St. Xavier's University
Kolkata, West Bengal, India

Saugat Ghosh
Xavier Business School
St. Xavier's University
Kolkata, West Bengal, India

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Chapter 6

Covid-19: A Catalyst for Digital Transformation in Medical Representation



Tamal Maity and Shweta Kishore

Abstract Various industries were impacted by the Covid-19 pandemic, and the pharmaceutical industry was no exception. Medical Representatives (MRs), who had previously relied on face-to-face interactions with patients and healthcare professionals (HCPs), had to adjust to the new social distance realities. This unpredicted obstacle augmented up the MR role's digital evolution and required a change in their engagement strategies.

In order to stay in touch with patients and HCPs, MRs resorted to digital means when in-person encounters were not feasible. Online conferences, webinars, and virtual meetings have become popular alternatives for exchanging product details, answering queries, and building connections. Additionally, MRs were able to increase their outreach by using digital platforms to connect with patients and remote healthcare professionals.

Besides supporting the pharmaceutical business in overcoming the obstacles posed by the pandemic, the adoption of digital technologies created newer opportunities. MRs might learn more about patient demands, market trends, and HCP preferences by applying data analytics and AI-powered solutions. They were able to improve targeting, customize messages, and increase overall efficacy. Despite the restrictions of physical distancing, the pharmaceutical industry was able to preserve and even improve its efficacy by implementing digital tools and technologies. Travel was no longer necessary for virtual meetings, resulting in saving of money and time. Better client interactions, more efficiency, and eventually better patient outcomes were the results of this digital transition. Caplet India Pvt. Limited, a pharmaceutical company in Kolkata, has been used as a case study to examine the impact of its digital transformation.

T. Maity
CAPLET INDIA PVT. LTD., Kolkata, West Bengal, India

S. Kishore (✉)
Department of Business Administration, Institute of Engineering & Management, University of Engineering and Management, Kolkata, West Bengal, India
e-mail: shweta.kishore@gmail.com

Keywords Covid-19 · Pandemic · Physical distancing · Pharmaceutical industry · Medical representatives · Healthcare · Healthcare professionals · Digital transformation

6.1 Introduction

The Pandemic era of Covid-19 had imposed a deleterious effect on every industry, both financially and psychologically, thereby resulting in a detrimental effect on the working methodology of the same.

The Pharmaceutical Industry is not an exception. However, in this industry, the Covid pandemic has culminated in a strange implication, affecting both internal and external customers at the same time.

The Medical Representatives (MRs) are the only living interface between a pharmaceutical company and the prescribing Doctors. Their job is to generate revenue through prescriptions by sharing information about their respective medication. The fulcrum of their job is their day-to-day visit to the physicians [1].

But despite their effectiveness, the MRs always pose to be the most expensive promotional channel in the pharmaceutical industry. For such reason, the field force controllers have always endeavored to find the most suitable process to extract the best call frequency and coverage from the MRs. The marketers always honed the messaging nitty gritty to shape up the ideal representation model to be conveyed to the medical fraternity by the MRs [2].

This research aims to find out the impact of Covid-19 in the pharmaceutical industry and its outcome on pharmaceutical marketing. Many insights of digital transformation during Covid-19 have researched. This research also includes the phase-wise development of digital marketing promotions. Major focus has been taken on the key marketing people, who are the main link between the pharmaceutical house and doctors. Their conventional process of physical meeting with the doctors during Covid-19 had been restricted and lack of interaction had impacted the growth of the pharmaceutical industry in acute segment. Pharmaceutical industry also suffered from “Work from Home” and the disrupted working pattern created social distancing with the doctors. This situation created a mental toll in the minds of all medical representatives.

This changed social attachment had to be taken care for any pharmaceutical company in the universe. Biggest threat was the acceptance of the doctors and digital transformation had to create a win-win situation for both, i.e. medical representative and doctors. All aspects of digital transformation and gradual changes in digital communications with the doctors have been covered. The given new era of brand management and shifting toward digital marketing of brands have been cited. Digital content of brands and its reach to the doctors have also been included.

Impact of reduced doctors’ engagement with the medical representatives and the way pharmaceutical industry improved and used digital platform for digital engagement with the doctors are the major points of discussion in this research. The strategic

changes in brand promotion and its result in enhancement in brand growth have been incorporated in this research. This marketing innovation with necessary data has been studied and major impacts have been cited. Confinement due to Covid pandemic and many ways to overcome this restriction by medical representative are the major focus.

The research includes the changes in brand portfolio management and use of digital content for doctors through online media has been studied extensively and its impact in sales performance has also been studied. A case study of a pharmaceutical company and their approach toward digital pathway have been cited. Their growth strategies adopted during this pandemic situation was aimed towards survival and improvement in sales. The research included the digital channel opportunity through pull market strategy and its process and benefits, the utilization of “New Digital Solution” and its benefits, and “Omni Channel Engagement strategy” used by different pharmaceutical companies and its benefits.

The refurbishment of pharma sales through cutting-edge selling mechanics and its impact in terms of sales have been evaluated. Restructuring of meeting process through remote engagement and result of virtual in terms of enhancement meeting more doctors have been studied.

The research includes the process and result of digital medical content and its utilization by the medical fraternity. The impact of more prominent digital drug banks and its properties were more reliable and acceptable for the doctors to study and use.

The effect of digital transformation of a specific pharma company, Caplet India Pvt. Limited, Kolkata, has been taken as case study. The organization is operating in Indian pharmaceutical industry for last 35 years and its product portfolio includes acute and chronic segments. Impact of Covid-19 in both acute and chronic segment was distinct.

Digital shifting created a measurable outcome in terms of sales and the way this transformation reduces overhead expenses of the organization and increases sales growth.

6.2 Organization Details

Caplet India Pvt. Ltd. is a Kolkata-based Pharmaceutical Manufacturing company which had initiated its operation in the year 1989. It has its presence mainly in Eastern India along with Northern India and part of Western India. It has major four types of Product Portfolios mainly in Cardiology, Gastroenterology, Respiratory, and Paediatrics. It also has its presence in the Vitamins and antibiotic market. It operates with more than 200 field forces [3].

6.3 Covid-19 and the Crisis

With the advent of the Covid-19 pandemic, the conventional working methodology in the pharmaceutical industry desisted abruptly. It became impossible for the MRs to meet the doctor face to face and they were condemned to a strange working methodology of “work from home”. Such a sudden advent of home-office job ambience amid an unknown job description nurtured the threat of job insecurity, which took a big mental toll on the MRs [4].

The employers were also in a fix to choose the ideal representation method for the Doctors in this critical situation. In this period, due to the absence of face-to-face calls, the pharmaceutical industry had chosen some digital avenues to add leverage to their meeting of their targeted Doctors [5].

But somehow in this venture, one major factor had been overlooked: the mental status quo of the Doctors in this pandemic period. The entire medical fraternity was also running through a tremendous stressful condition in this period either due to the onset of such an emergency medical situation or due to a sudden fall in patient outpour. So, in such conditions, digital means of pharmaceutical representation like WhatsApp posts, Webinars, Skype calls, etc. did not pose to be quite alluring for them. During this pandemonium, such digital ventures, due to the absence of any relevant value addition, failed to arouse any interest from the doctor population. 41% of Doctors felt that the Webinars done by the pharmaceutical companies have no significance. 65% of Doctors were so irritated by getting messages at odd times that they felt of blocking the numbers [6].

The Pharma houses now realized that for a doctor, it was quite hard to say “No” when an MR stood in front of the physician, whereas it is quite easy enough to refuse a Digital call or to ignore a webinar request. Thereby, the essence of the MRs as the most effective living interface came in float.

However, as the pandemic situation normalized, the doctor’s population started facing a new challenge. Many Doctors who were having roaring practice before the Covid era faced a huge cut in inpatient outpour afterward [7]. Many Doctors, who had opted for a digital platform during the pandemic period to maintain access to their patients, had their patient crowd following after the cessation of Covid period. Thereby, the necessity of Digital Marketing for Doctors now emerged in vogue. The Doctors have now started showing more inclination toward the process of updating, designing, and expanding the reach of their own social media and search engine platforms to invite more patient outpour.

Therefore, to meet the new needs of the medical fraternity amid such a changed scenario, the role of MR is now bound to undergo a rapid metamorphosis. Their job now, apart from drug promotion, also demands a more value-added service to such newly emerging professional needs of the Doctors.

Pharmaceutical companies are now compelled to give serious thought to how to blend the effectiveness of the living interface value of the MRs with the digital service to meet the present marketing needs of the medical fraternity. A new era of “Consultative Marketing” is now about to begin.

Meanwhile, reshaping was needed in branding innovation and portfolio management by leveraging data to identify the most productive and lasting shifts. Claims innovation, product innovation, CX innovation, etc. were accelerated. Digital shifting of the brands toward digital channels and behaviors was the need of the hour. Customer Engagement and Content plans were reviewed. Digital content/Digital services/Utility/Commerce were addressed properly. Over the 2 years, substantial challenges with medical visits were faced by pharma companies.

MRs were unable to visit the Doctors at hospitals due to strong restrictions on interpersonal contact. Physical Doctors' engagement has decreased significantly as there was no access and Doctors were busier with the treatment of the Covid-19-positive patients. Due to concerns about contamination, the number of non-Covid patients has drastically decreased even in recent months.

The McKinsey report shows that patient falls in dermatology, oncology, and cardiology decreased by 43%, 14%, and 31% respectively in the number of weekly visits [8].

As per the data from INCROWD, very few Doctors were keen to have in-person meetings due to the continuing pandemic. Supporting the data further, McKinsey reports that 28% of Doctors said that the "Covid-19 pandemic will have a lasting impact on their willingness to have in-person meetings with sales representatives". Intending to maintain communications with healthcare professionals, pharma companies have had to review their approach and communication strategies [8].

In reality, pharmaceutical manufacturers have had to deal with the problem of overstretched schedules, and as a result, the digital channel has rapidly become an important tool in promoting communication between the two parties. The Covid-19 pandemic has accelerated the digitization of the health sector for pharmaceutical companies (via remote medical visits) and patients (through teleconsultation). How can pharmaceutical corporations effectively engage healthcare professionals through a digital approach, given that the traditional foundation of this dual connection is the in-person medical visit?

6.4 Innovative Attempt to Manage the Crisis

6.4.1 *Crisis-Driven Digital Shifting*

There is now a disparity in the healthcare industry between in-person and remote pharmaceutical medical appointments. Indeed, if over 70% of medical appointments were in-person in the pre-Covid period, this has completely altered. When confronted with a pandemic epidemic, the pharmaceutical industry had to change their strategy and figure out how to reach out to the doctors without engaging in conventional "field" work.

However, will these new norms and expectations that were established during confinement continue in the post-Covid age to the extent that they permanently

change how medical visitors communicate? The creation of digital ways for MRs will be a sign of marketing innovation because, in the context of a pandemic, a digital strategy should not merely be a temporary solution.

These days, the main way to communicate with pharmaceutical businesses is through remote medical visiting channels, which are supported by healthcare specialists. Doctors are, in fact, encouraged to use digital communication methods. For so-called “follow-up” medical visits, at least, a “hybrid visits” model is emerging [9].

The digitization of the medical visit is based on three crucial pillars:

- The medical visitors who conduct the meetings remotely,
- The technology that enables the support of digital formats,
- The information that serves as the foundation for conversations between MRs and medical professionals.

Nowadays, when it is just a “copy and paste” of paper papers, the primary problem is the lack of content diversity. According to Eurus Group research, medical professionals value theoretical knowledge (clinical data, pathology training, etc.), whereas MRs suggest useful practical information. According to the doctors surveyed, this is by far the least engaging kind of material. As a result, the gap between the content that MRs supply and the content that doctors like tends to grow significantly if no update is done.

The resolution is attainable based on a number of investigations. Presenting content that matches the doctor’s expectations and offers genuine benefits is important. This would successfully persuade them to embrace the digital content and make a sustained commitment to it. The content needs to be changed to be more convincing because video conferences demand greater focus than in-person meetings.

6.4.2 Digital Channel Opportunity

6.4.2.1 Pull Marketing Strategy

A more recent tendency is emerging as a result of doctors’ increasing need for digital channels: the creation of a pull marketing strategy. The goal of this technique is to position oneself as a receiver of information rather than a transmitter, in light of doctors who are overbooked and have less time to spend with medical visitors. The MRs have to make themselves available to the doctor when he/she needs information and no longer just provide him/her with information when he/she doesn’t need or ask for it [10, 11].

Segmentation

Pull marketing strategy can be implemented by doing proper segmentation. Pharmaceutical businesses must take a doctor-centered approach from a business perspective in order to capture their interest and keep it over time. Therefore, it is a question of segmenting the doctor's "target market" using a qualitative database to establish specific action plans according to the profile of each doctor to be able to develop clusters. [12]

The segmentation can be done on the following basis:

1. Digital engage
2. Digital learner
3. Traditionalist

This technique allows for the provision of nearly customized messages for every sub-cluster, improving the experience of doctors in engaging with them until they decide to keep them on board. For instance, relying on the digital channel by preparing virtual events entails thoroughly comprehending everyone's preferences, keeping an eye on the material supplied, examining attendance patterns, and getting insightful feedback to guide future strategic planning.

Benefits

The use of this channel brings advantages such as

1. Increased flexibility
2. Options development
3. The possibility of obtaining up-to-date scientific data.

6.4.2.2 New Digital Solutions

Several businesses have taken advantage of this chance by offering innovative digital solutions like webinars, remote workshops, or even chatbots through the development of a social network designed only for medical professionals.

Information and training distribution to doctors varies, and some healthcare-focused organizations are creating procedures to support laboratories in their promotional approach to physicians.

Benefits

When utilized in closed-loop marketing, the content provided by these modernizations adds significant value.

6.4.2.3 Omnichannel Engagement Strategy

The pharmaceutical industry's omnichannel engagement strategy is favored by the utilization of several digital platforms. Salespeople can thus reach healthcare professionals outside of their office and establish a stronger connection with their target audience.

Benefits

Specialists in the healthcare sector who recognize the value of digital initiatives will be able to deliver the appropriate message to the correct audience at the right time.

The process of digitizing health professionals is underway. However, not everyone is yet comfortable using digital tools, which indicates that there is a genuine chance now. Offering partially modified content that is tailored to digital tools in the form of aesthetically beautiful and useful content is crucial to engaging doctors in this profession in an efficient and long-lasting manner.

The Covid-19 pandemic forced a model to convert physical to digital meetings with doctors as in-person visits were not possible. The situation forced the pharma companies to understand the importance of digitization. A different avenue was the need to communicate about their products to the Doctors. Pharma companies started going digital communication.

6.4.3 Refurbishment of Pharma Sales

Covid-19 shifted the pharma sales structure. In-personal interaction and selling during the pre-Covid period became irrelevant. Today, the scenario demands significant change. Companies tried to adopt a seamless strategy to fulfill the demand for doctors. Here, a specific approach was the need for all pharma companies to withstand the crisis. Reducing engagement with the doctors and refurbishing the old sales model gave cutting-edge selling mechanics to the pharma industry.

6.4.4 Restructuring of Meetings

In-personal meetings were impossible. The industry shifted toward remote engagement with doctors. Work from home by the Pharma representative was the only way to maintain social distancing, survive lockdowns, and retrain from the fear of virus contamination. In-personal face-to-face meetings declined by more than 75% and it was a great challenge for new product launches and increasing brand awareness and brand value. 99% of face-to-face meetings had been shifted to 90% virtual meetings. Making appointments with the doctors for virtual meetings was the main criterion

during that time and saved more time. It allowed them to see more doctors virtually. This way, in-person physical meetings had been shifted to virtual meetings. The following were the major platforms for virtual meetings.

1. Google Meet
2. Zoom Meeting
3. Microsoft Team

More than 41% of Doctors become user-friendly and feel comfortable in virtual meetings and now it has given more value for its promotional and informational purposes. Following Virtual meeting tools increased the quality of interactions and information transfer between Doctors, Patients, and MRs [7].

6.4.5 Restructuring of Content

Pre-Covid, MRs were just promoters and sellers of drugs. It was more about promoting the products than adding value to it. During Covid-19, time was a constraint for the doctors for their tireless engagement in their service as front-line fighters against Covid-19 infection. Conveying promotional messages won't be effective. Thus, revamping content is necessary. Characteristics, properties, and aspects of the drugs were more important information to convey. More information on specific molecules and handy digital channels to extract those data were the challenges for MR during Covid-19. The need was easy accessibility of digital content for APIs and generic drugs. The digital adaptation by the doctors and smooth digital transformation were major issues to be resolved. The content must be easy to comprehend as making digital adoption smoother for doctors is the purpose and path for digital transformation. A transformation from a drug seller to a trusted scientific detailer for doctors was a major paradigm shift. This step will make the representative a trusted partner rather than a seller. As per Accenture report "58% of doctors agreed that at least one of the pharmaceutical companies spammed them with digital content during Covid-19". Post-Covid, adding value proposition in the content of drug information was a major shift in understanding the importance of MR and at the same time, pharma companies needed to invest more in analytics to create more engaging content for digital tools. This remote engagement helped the doctors to gather more information than in personal meetings, as there were restrictions in physical meetings. Success in digital excellence is achieved by optimizing new paths of information transfer from introduction to making them experts.

Major tools and USPs to be followed by MR followed the below process to create more engaging content:

1. CRM (Customer Relationship Management) tool for more data
2. DOCTOR segmentation based on their journey status
3. Preference for the digital channel by specific DOCTORS
4. A content management tool for better digital information transfer

5. Tailor-made need-based content framework as per different segments of the doctors
6. Create more insight
7. Design the content as per the channel requirement and characteristic
8. Development of a feedback loop to better future strategy

6.4.6 Restructuring Customer Engagement (E-Detailing)

During pre-Covid, providing information, USP and physical detailing were the major tasks. Physical detailing was impossible in the state of social distancing. E-detailing became the major tool for pharmaceutical companies to engage doctors better. The detailed feature of each brand or molecule, when uploaded in mobile digital media, was known as e-detailing. Initially, uploaded digitized scientific sales content was run as e-detailing. E-detailing became an effective remote digital tool due to its high-end features. This tool made medical information available at any point in time and did not require any pre-downloaded software. Moreover, exclusive storage of scientific information and ease of use made the process hassle-free for Doctors as well as MRs. E-detailing attached doctors to engage and very much evolved with time. The MR began to engage the doctors through digitized physical sales content. Though the process was engaging the doctors, it requires the skill of MR to create valuable scientific content. The interaction became comparatively appealing. Though, the process solely depends upon the capability of sales representatives to produce engaging content.

6.4.7 Role of Information Technology (IT) During and Post-Covid in Pharma

Information technology (IT) made e-detailing to make it user-friendly with the software solutions. IT helped the pharma industry sales by providing an e-detailing application (app) with the help of 3D visualization, computer graphics, and other multimedia software, which helped to provide engaging informative presentations for doctors. These back-end solutions helped the MRs to customize the presentation segment-wise and need-based. It also helped to analyze engaging time, which is otherwise called content's engagement rate and doctor information. Data was collected from each virtual interaction with the CRM of the company and helped to create more engaging solutions for MRs. It also helped to design tailor-made solutions based on different channels used by the doctors.

6.4.8 Doctor's View on E-Detailing Tool

As per the different reports, many doctors were in a belief that MRs helped them to treat patients remotely. As per a media agency, 31% of the clinicians stated that engagement with digital content like ads increased greatly. This was an opportunity for pharma companies to focus on more engaging content useful for the doctors. Effective and more engaging solutions like the Telehealth app helped doctors to practice through virtual treatment, which was contactless and more convenient for the situation [7].

6.4.9 Significance of Virtual Treatment

This situation created an opportunity for MR to fulfill the unmet needs of the doctors, which were not there earlier and they were unable to achieve their (MR) budget. This crisis helped MRs to feel the needs and requirements of the doctors. "Lack of relevance" was taken care of. This helped MR to achieve their sales target.

6.4.10 Digital Solution for the Doctors

The coronavirus forced elder patients to be retrained for hospital visits because the chances of viral contamination were more. The situation demanded a digital treatment solution for the doctors to save lives during social distancing. Doctors were looking for a better way out to combat the consequences created by coronavirus. Doctors needed a path for virtual treatment. At the same time, MRs needed to focus on the needs of the doctors rather than product information. MRs helped rather than assisted the doctors using portals like Telehealth for digital consultation for patients. Digital consultation software helped MR to promote their prescription drugs successfully. Digital pharma tools such as e-banner, e-posters, BOTs, and short videos helped doctors to be more informative about drugs. As per McKinsey's report, doctors have scaled their offerings for patients through digital consultation and started getting 50 to 175 more digital consultations. Using of digital solutions had increased 11% in 2019 to 65% in 2020. Security and workflow integration were the major focus of the progress of change [7].

6.4.11 Restructuring Selling Mechanics of Pharma Companies

Conversion-appropriate lead is important for achieving the sales target. Fulfilling the demand and need of doctors was more important than usual sales talk. Activity and action toward the need were relevant to achieve the sales goal. Solo clinics and speciality research hospitals were two major segments to focus on. Solo practitioners needed more product information than research institutes. Identification of the target audience and tailor-made solution for those audiences was important. Segment-wise tailored solutions helped to push and promote the relevant product with ease.

6.4.12 CRM Software for Doctor Feedback System

The opinions and feedback of the Doctors were the next requirement. Pharma CRM software was the tool. It helped MRs to maintain and nurture doctor relationships. A structured framework helped MRs to keep the sales pipeline from drying out. CRM software helped to enhance operational efficacy and effectiveness, enrich content management, and create more engagement with doctors. The automated CRM system offered a 360-degree view of customers and helped to integrate the data under the cloud. This data under the cloud helped later with more engaging options.

6.4.13 Technology Integration for Medical Representatives

Technology integration in the Pre-Covid created flexibility for the forthcoming challenges. As physical interaction was not likely, the adoption of science was expected in the race. Shifting toward telemedicine portals by engaging the doctors, optimizing content, and providing tailor-made emails was the new normal for MR to the doctors. These had enhanced the new rationale for the MR. But those were new to MR. They were more used to physical meetings than virtual ones. They were habituated to giving sales pitches in person rather than crafting scientific documents. Digitization means rearranging the sales force orientation. Training was required to induct digital mode into the MR. Daily webinars were the need of the hour to train the MR to adopt digital methods. Pharmaceutical companies went to liaison with technology providers to create a new marketing tool for MR.

The pandemic has forced many pharmaceutical companies to digitally transform. Doctors have been offered much-digitized content on patients, treatments, drugs, etc. More relevant and informative data was provided to the doctors than before. The data was relevant and added more value than before.

6.4.14 Artificial Intelligence (AI) in Reducing the Cost of Promotion

AI helped in removing the multi-channel cost for product promotion and has assisted in understanding the credentials of the Doctors. AI further helped the MR to understand the channels used by that particular doctor and the MR set their goal to understand the platform for the right customer. Further, AI helped to assist the CRM tool, which helped to automate the process of pre-call analysis and e-detailing. AI helped to generate more business outcomes. The combination of virtual technology and conventional communication tools transformed MR meetings into a new look. This process helped to bring the bond between touch and feel. Digital communications became the only tool for doctors to communicate. Augmented phenomenon occurrences at home further fill the breach of touch and feel. Google ads, search ads, paid ads, blogs, and online forums were the few digital solutions for engaging doctors much better.

Today, the digital processes that are selected by pharma parties lie in the pre-Covid period again. But, the spurring of the process of digitization has started on account of Covid-19. Many pharmaceuticals used this moment and revamped their trade. As we experienced, the digitalization of the process was hard to do. It demands the opportunity to pay. There were challenges and therefore the opportunity to develop was more. Today, Doctors are going to interact more with the MR in addition to what they used to do. Pharmaceuticals are accumulating advantages through this way of digital interaction. That helped MRs to know more customers inside and was a new strategy to stay appropriate.

Making MR future-ready was a hard task and support from the company is in urgent need.

Here are four takeaways that made the MRs future-ready for post-Covid scene.

6.4.14.1 Pharma Field Force Management Software

E-reporting software and its assessment helped the companies to know MR closely and also helped in monitoring sales activities and growth. Geofencing and geo-tracking helped pharma companies to be more precise and informative regarding field activities. Digital training also helped companies to educate MR effectively and made them information-ready.

6.4.14.2 Smart Digital KPIs

Post-Covid, digitalization played a leading role in pharma industries. The brand strategy became more significant with digital KPIs and became a new success story. Digital modules helped Smart KPIs and e-brochures, e-journals, and e-detailing enhanced customer connectivity and increased sales productivity.

6.4.14.3 Expanding Additional Services for the Doctors

Sympathy toward Covid-19-affected patients and Doctors treating them brought more impactful messages. They helped the patients with their in-home care by providing laboratory reports at their homes and created an impact in the minds of the Doctors during this pandemic situation. This created more engagement with the doctors during that time and made the MR future-ready.

6.4.14.4 Liaising with Digital Solution Providers

Digital solution providers will help pharmaceutical companies and their MRs by providing digital process analytics, risk-based monitoring solutions, supply chain management, and sales and marketing support.

6.5 Use Case: Caplet India Pvt. Ltd.

Caplet India Pvt. Ltd., a leading pharmaceutical company in the Eastern region of India, had adopted most of the above-mentioned process of digital means of marketing procedures and survived the extreme situation of Covid-19. The product portfolio of the company has a mix of acute and chronic therapies and the most needed chronic segment, mainly cardiac brands, given the strong foothold even during the extreme situation of Covid-19.

The only means of communication was digital media, and still company has registered sales growth month after month till September 2020, as shown in Fig. 6.1.

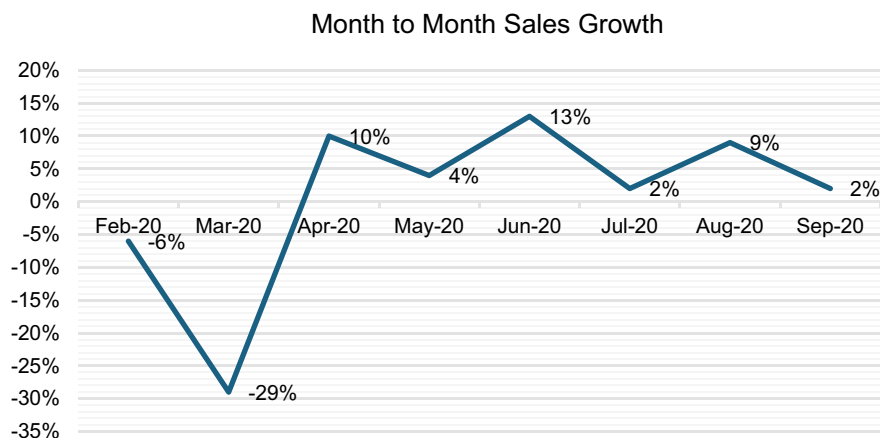


Fig. 6.1 Month to month sales growth. *Source* Caplet India Pvt. Ltd.

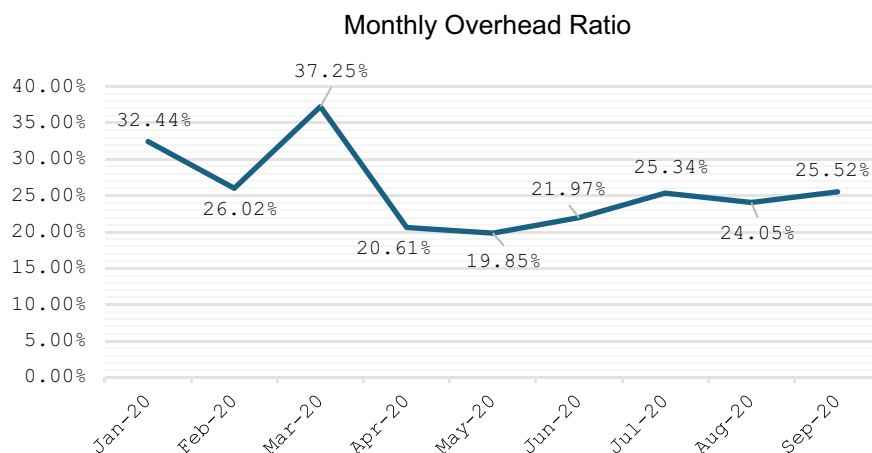


Fig. 6.2 Monthly overhead ratio. *Source* Caplet India Pvt. Ltd.

Remuneration of Pharmaceutical is the sum of Salary plus Travelling and Daily allowances. During Covid-19, physical meeting with the Doctors was not allowed, and as a reason, the company did not pay any Travelling and Daily allowances. So, the overhead ratio also goes down (depicted in Fig. 6.2), giving a profit to the organization, and the company has survived well.

6.5.1 Advantages Obtained from Covid-19 by Caplet India Pvt. Ltd.

6.5.1.1 Digital Transformation of Medical Representatives

With the help of digital media, marketing promotion of the medical representatives of Caplet India turned toward executable and tangible benefits.

6.5.1.2 Enhanced Customer Reach

Digital transformation helped this organization to enhance customer reach and they were able to increase the number of customers through digital ways of connecting the customers.

6.5.1.3 Decreased Marketing Promotional Cost

This transition from physical to digital reduced the promotional cost of organization and less use of printing media reduced the cost further. As a result, less promotional costs indirectly increased profitability.

6.5.1.4 Reduced Overhead Expenses Ratio

Overhead expenses of the organization per medical representative were reduced due to per capita promotional expenditure being reduced with the enhancement in sales.

6.5.1.5 Growth and Profitability Increased

With the help of all the above parameters, the Organization has grown in sales due to increased customer reach, digital way of promotion, excellent CRM software for customer feedback, and increased virtual promotion. Organizations also increased profitability due to less cost of promotion and digital media promotion.

6.6 Conclusion

In addition to overcoming the obstacles presented by Covid-19, Caplet India Pvt. Ltd. has effectively leveraged the power of digital transformation to advance the pharmaceutical sector. The company has lowered marketing and promotional expenses, streamlined operations, and greatly increased its customer base by updating its medical representative team and implementing cutting-edge digital tools. In addition to helping Caplet India, this digital revolution has the potential to completely overhaul the pharmaceutical sector, increasing productivity, improving patient care, and eventually spurring innovation and growth.

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Tamal Maity is a Pharmacy Graduate and he had an experience of 27 years in different spheres of Pharmaceutical Industry. His initial career started with pharmaceutical manufacturing followed by pharmaceutical sales with the companies like Menarini Raunaq & Ranbaxy. He has knowledge of computer programming and completed Medical Transcription from Jadavpur University. He has a 21 years' experience in pharmaceutical marketing and launched many new formulations successfully. He is working with M/s Caplet India Pvt Ltd from 2017 as Marketing Head. He looks after Operation, Sales and Marketing. He completed 'EPGSBL' from IIM, Kolkata and presently the Alumni member.

Shweta Kishore, a seasoned academic with 15+ years of experience, brings a blend of theory and practice to Marketing, Operations, and Supply Chain Management. She holds degrees in Engineering, Management, and a Ph.D. She is also NET qualified. Currently, she is working as an Associate Professor at the Institute of Engineering & Management, University of Engineering and Management, Kolkata. Committed to lifelong learning, she's certified in Lean Six Sigma and has completed courses from Harvard Business School Online and Coursera. Her research interests include automobiles, electric mobility, and general management. She has several publications in reputed journals.