

# Understanding Critical Tipping Points By Going Deeper Faster:

Leveraging Mixed Methods, Digital/Online Technology  
& Innovative Projective Techniques

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# So... Why did we do it?



## A Collaboration

# Objectives

## Identify 'Tipping Points'

Physicians to prescribe Biologics

Patients with rheumatoid arthritis to accept Biologics

Levers that will convert a Biologic naïve patient to a Biologic



# Participants



31 Rheumatologists



25 Patients Considering a Biologic



33 Patients On a Biologic

# On Biologics ...

**HUMIRA**<sup>®</sup>  
adalimumab

 **ORENCIA**<sup>®</sup>  
(abatacept)  
Injection for Intravenous Use  
Injection for Subcutaneous Use

 **Enbrel**<sup>®</sup>  
etanercept

 **ACTEMRA**<sup>®</sup>  
tocilizumab

 **Remicade**<sup>®</sup>  
INFLIXIMAB

**Rituxan**<sup>®</sup>  
*Rituximab*

# Hypothesis

Mixed methodologies utilizing multiple projectives:  
deeper insights enhancing understanding of underlying issues



**Rheumatologists** typically guarded and likely to state “I just convince them”

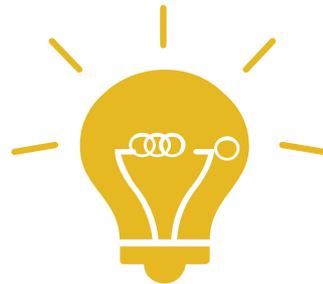


**Considering** patients likely to say “I don’t like needles”



Patients **On** Biologics likely to admit “the pain was just too bad”

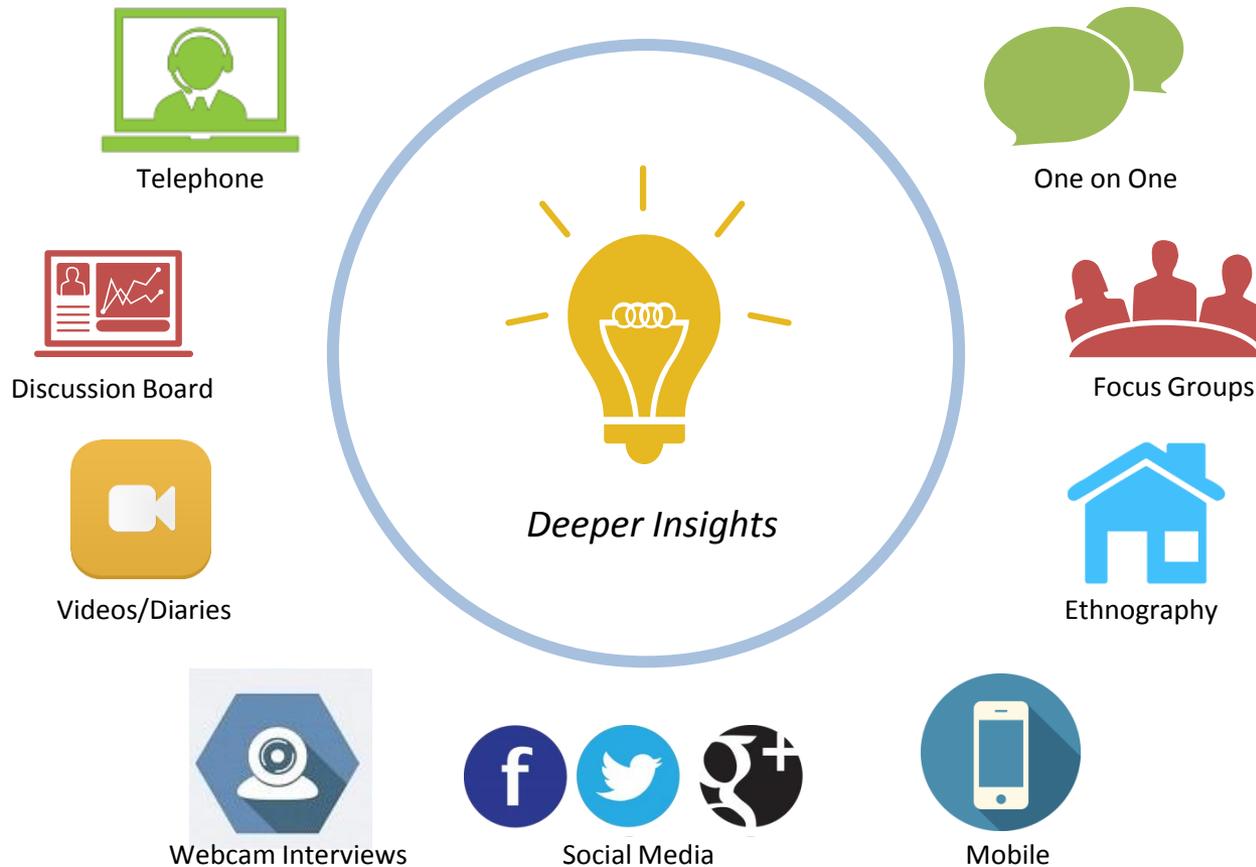
# Mixed Methods



Deeper Insights

# The right approach for the job

Utilizing multiple methodologies: builds momentum between phases while deepening and confirming insights



# Many to choose from: how did we decide?



*Deeper Insights*

Study considerations dictate the 'best methods' ...

Geographic dispersion

Who are the segments

Availability and limitations of segments

One-to-one conversations

Group interaction and dynamics

Individual journey/stories

Need emotional responses



## Biologic Tipping Points: best methodologies



(30) Web-enhanced one-hour  
Individual Telephone Interviews



(3) three-day  
Online Discussion Boards



## Web-enhanced Individual Telephone Interviews



First step pilot to experience tonality, nuances and scope

Provides rich one-on-one discussion

Projective techniques web-delivered during telephone interview

Assure we are 'on the mark' before expanding to larger, dynamic, more time-sensitive online method



## Online Discussion Boards



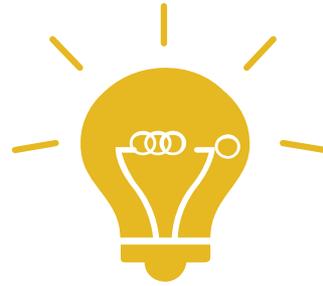
Online discussion boards – one with each segment

Questions launched twice daily

Individual participants answer each question candidly, in-depth

Then, group answers are revealed to encourage rich interactive discussion and building upon others' views

# Projective Techniques



Deeper Insights

# Projectives are Powerful because they ...

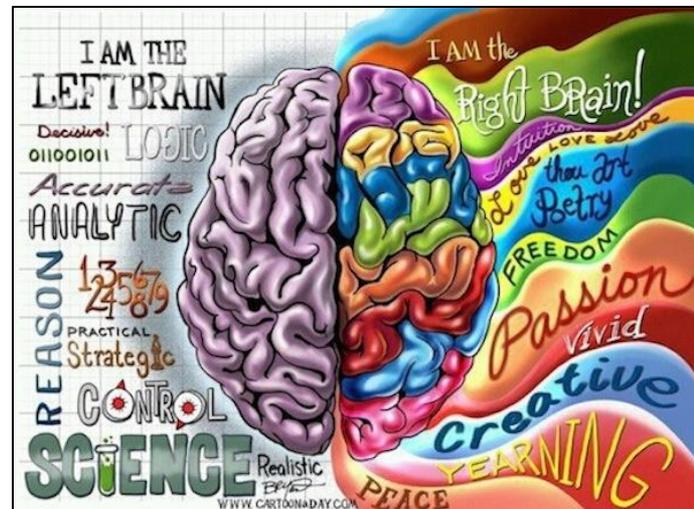
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Are fun, engaging and surprising, even for physicians

Switch participants from rational thought into emotion

Contrary to opinion, can be used to begin an interview

Start communication process faster, deeper, broader



## Projectives also ...

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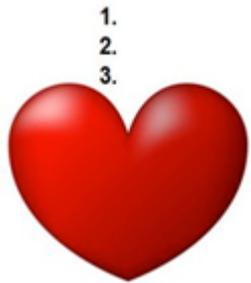
Encourage more detail of experiences and feelings

Enable sensitive topics in non-threatening ways

Allow participants to be more authentic, more articulate

# Multiple Projectives: Powerful across many Methodologies

## Heart Map



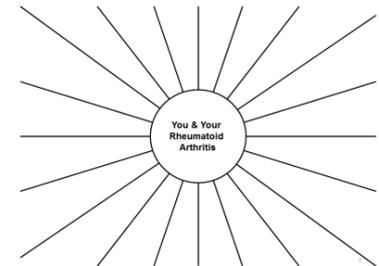
## Collage Images



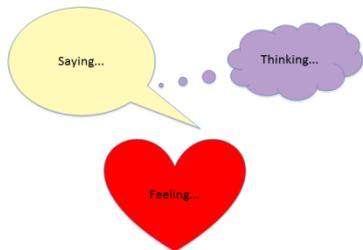
## Paint Chips



## Mind Map



## Thinking Saying Feeling



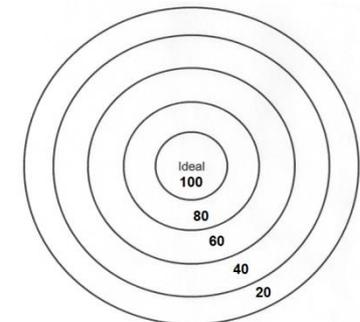
## X is like ...

**Metaphors**  
**Analogies**  
**Similes**

## Archetype Sort



## Perceptual Map



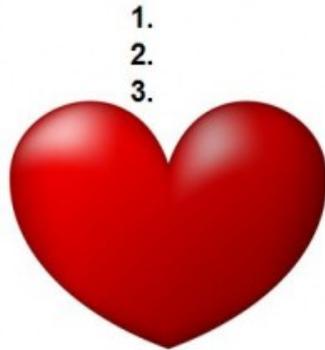
# A Heart Map quickly uncovers what conditions Rheumatologists most love to treat



Pat (Moderator) (Online)

In my work interviewing physicians I have found that different medical specialties like to treat some diseases within their specialty **more than** they like to treat other diseases within their specialty.

- Thinking about the diseases you specialize in, which three, in order, are **closest to your heart, emotionally (1. 2. 3.)**? For each of these three, why are these diseases the ones you most like to treat?
- Conversely, what are the three diseases within your specialty that are **farthest from your heart, emotionally (z. y. x.)**? For each of these three, why are these diseases the ones you least like to treat?



1.  
2.  
3.

z.  
y.  
x.

# Rheumatologists feel Empowered by the Advances in Treating Rheumatoid Arthritis



Heart  
Map

31 Rheumatologists spontaneously name RA as one of the top 3 conditions they *love to treat* and that's *closest to their heart* because of "the advent of Biologics"

"We see patients now who had their disease 30 years ago and who have terrible deformities, and we have patients who have developed the disease more recently who have no physical changes at all, so it is exciting to see what we can do since the advent of Biologics"

# What insight did the heart map bring?



Unlikely to otherwise uncover how truly passionate/excited Rheumatologists are about “making a difference with Biologics”

Companies don’t have to “sell” Rheumatologists on Biologics

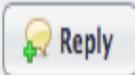
Provide forum for Rheumatologists to share “peer tips” on how best to talk with patients



# Patients open up immediately when introducing themselves with an image: life with RA

Camille\* (Moderator)

Find an image anywhere online that captures what it's like for you to be living your life with rheumatoid arthritis today. Then upload that image to the discussion board. (NOT a picture of actual RA, but rather an image that represents living your life with rheumatoid arthritis today.) Be creative. Then describe in detail what the picture really means for and about you.

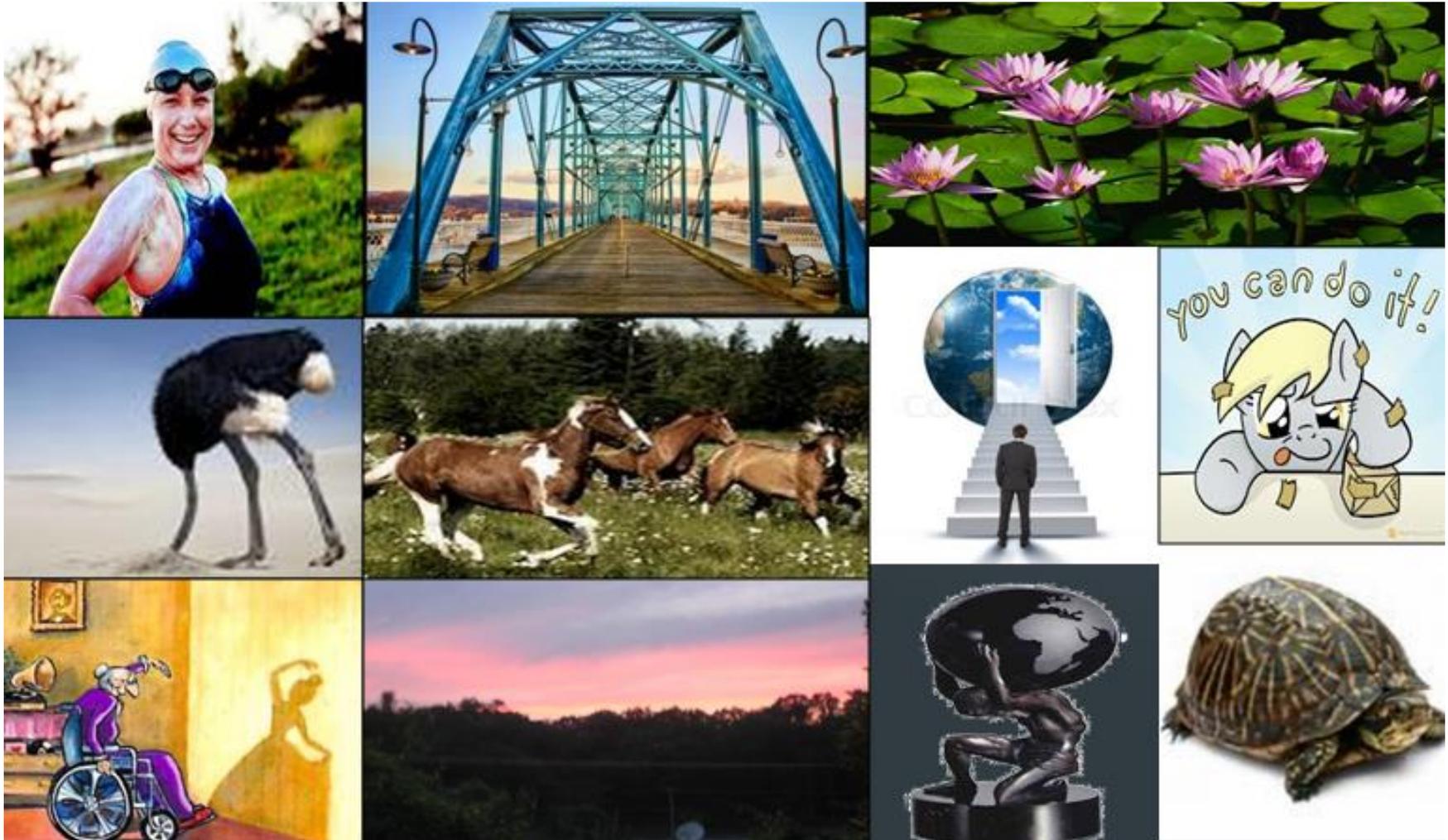




# Considering Patients depict themselves with Feeling Old and Painful images



# On Patients introduce themselves with more Hopeful, Upbeat and Active images



# Why are collage images compelling?

Launches the discussion with visualizations of where each participant is in their journey

Provides bonding from the get-go: research is personal, meaningful, worth participation

Clearly and quickly shows differences between patient segments

Provides visual fodder for agency creative teams



# Paint chip colors "tell the story" of how participants feel emotionally

Pat (Moderator) (Online)

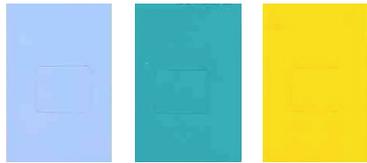
Emotions can often be expressed in colors. Please **pick and identify one color** from the colors shown that best symbolizes your feelings about first diagnosing a patient with RA. Then tell the whole story of what that color actually represents to you, emotionally, in the context of RA diagnosis.



 Reply

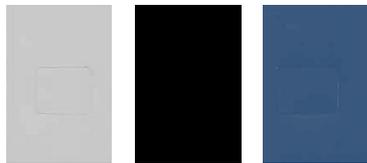
 Chart Responses

# Differences quickly come to light as colors prompt the 'emotional story'



**Rheumatologists** – serene (calm) or bright (happy) colors as having Biologics allows them to treat RA more successfully

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**Considering Patients** – darker colors told stories of being depressed, angry, confused, sad

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**On Biologic Patients** – more bright upbeat colors reflecting hopefulness, happiness, a calming of RA symptoms

# Why is this compelling ...

Frames emotions using colors - quickly highlighting differences/disconnects

Shows clear opportunity to leverage patients happy with Biologics

Highlights ideas for tailoring messaging to address stated fears and concerns



*“Scared. Stop. Do not pass.  
Red, blood and pain but  
possible healing”*

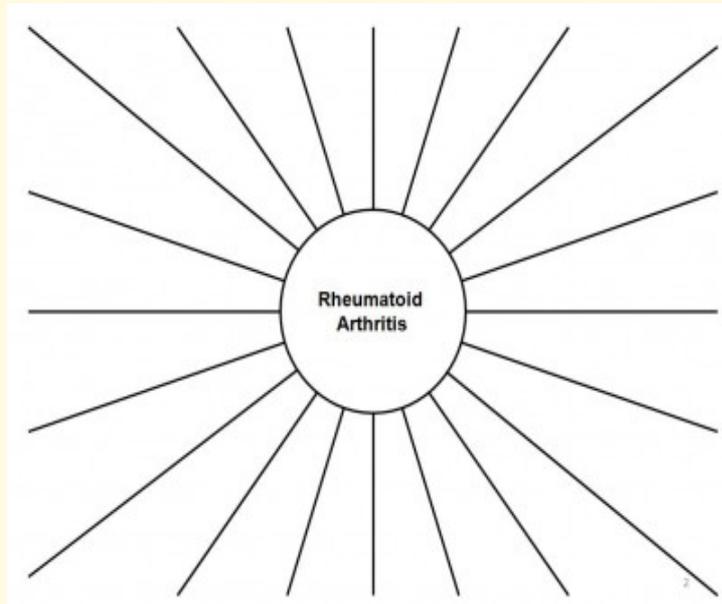
*“Like the sun rising,  
bright with hope”*



# Mind Mapping yields thoughts and associations that go way beyond linear thinking

Pat (Moderator) (Online)

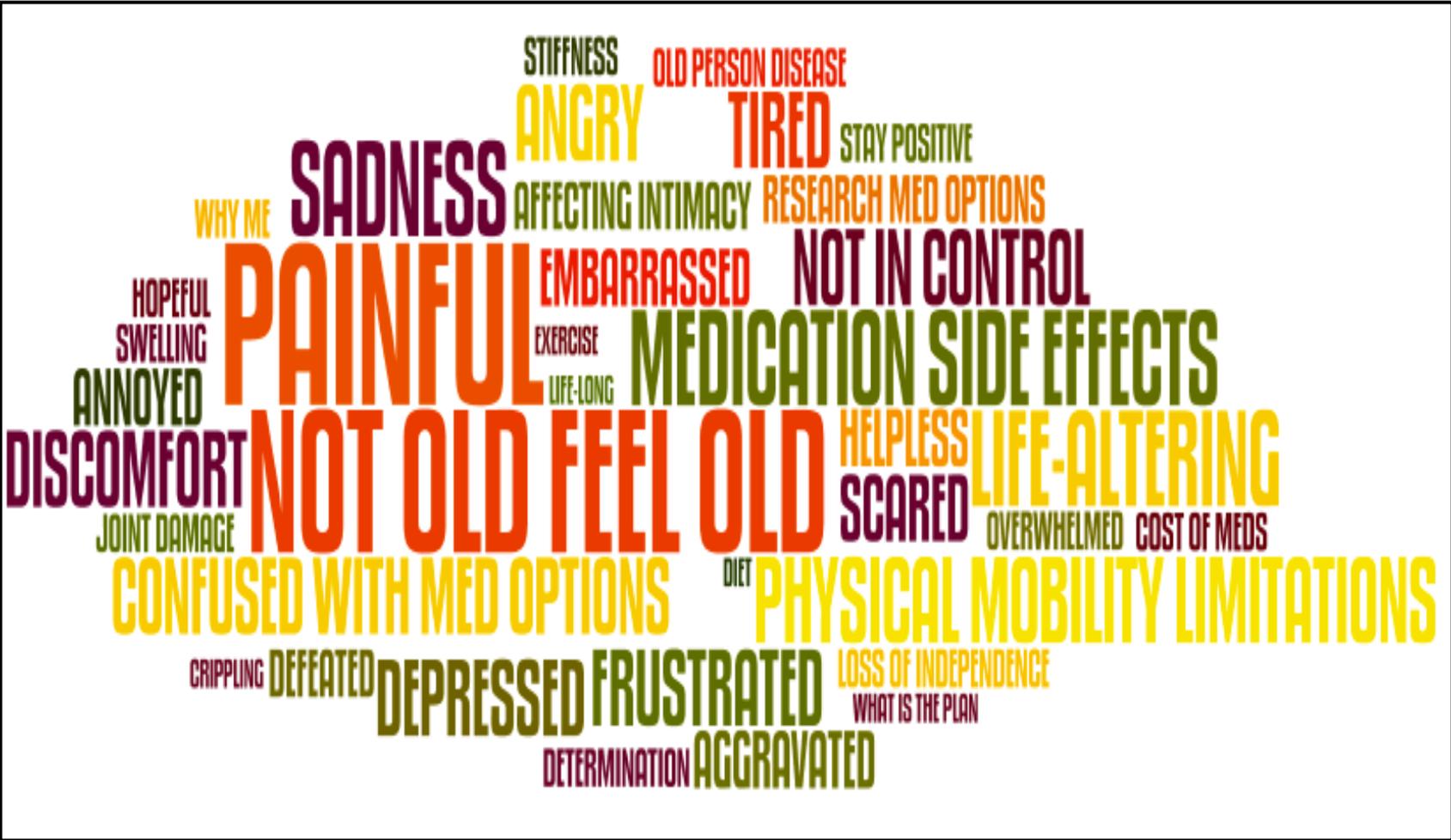
Imagine you are actually filling in this mind map. Type in as many short phrases as possible to describe each **thought, feeling, emotion, association, decision and challenge around treating rheumatoid arthritis**. Don't censor yourself but tell me everything that comes to mind when you think about RA. When you think you're done, then add three more, please.



 Reply



# Considering Patients are trapped between scary symptoms and scary medications



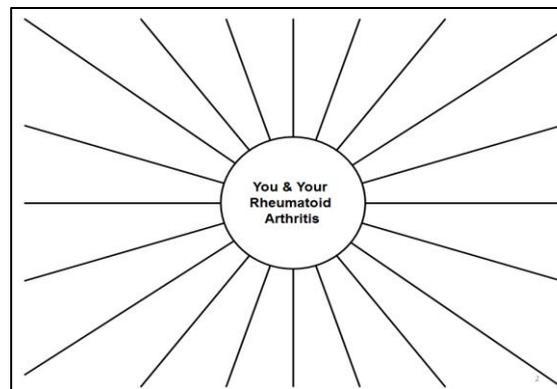


# How is a Mind Map valuable?

**Rheumatologists:** need assistance with insurance, patient assistance program issues, tips on convincing patients

**Considering:** need better conversations with their Rheumatologists and with On Biologic patients

**On:** need to support other patients grappling with issues they have faced



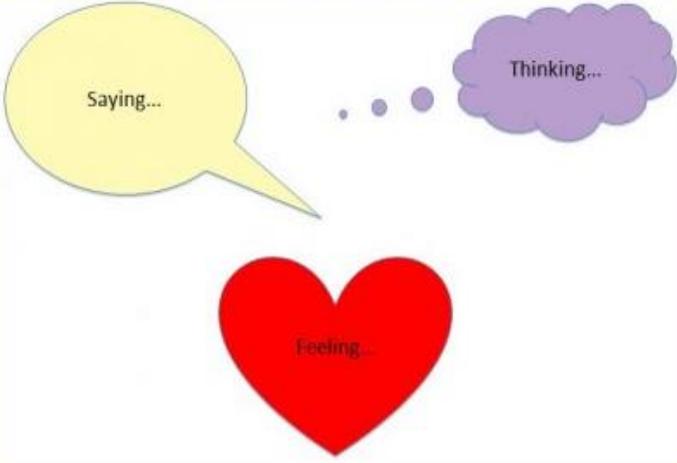
# Think-Say-Feel uncovers differences thoughts .. words .. emotions

Pat (Moderator) (Online)

When you recommend a biologic for your RA, what are you thinking in your mind about the patient progressing to a biologic?

What words do you say from your lips about progressing a RA patient to a biologic?

What feelings do you have in your heart about progressing a RA patient to a biologic?



Reply

# When presenting Patients with the Biologic option, **Rheumatologists** reveal...



Thinking...

I'm tossing out a lifesaver to rescue somebody  
This is how I'd want to be treated if I had RA

Saying...

"We need to progress to stronger therapy and get this under control"  
"This'll prevent disability, loss of function, independence"

Feeling...

The patient can regain their life  
I hope this patient will do what I say

# When Rheumatologist recommends a biologic **Considering** Patients think, say and feel ...



Thinking...

Maybe I need to move on; I'm not totally satisfied with methotrexate  
No way I am getting any injections unless I am strapped down

Saying...

"OK, I will think it through. I'll read more about it online"  
"I don't think this option is for me; not sure I want to go this route"

Feeling...

It'd have to be my last hope. I'm not that incapacitated right now  
Could this allow me to get back to work, be active?

# When Rheumatologist recommends a biologic

## On Patients recall thinking, saying, feeling ...



Thinking...

Maybe this will be the ticket to get me back to my old self  
I am not going to be able to do this, but I have to...

Saying...

“I trust your judgment. If you think I’m ready and it’s okay, I’m all for it”  
“What are the side effects? How often do I need injections? Do I have to give them to myself?”

Feeling...

This could provide me with more independence, gives me hope  
Hopeful, but scared to death, but willing to try; curious, hesitant, unsure

# How is this sharing actionable?

Clear ideas to educate Rheumatologists on peer approach to convincing patients

Education for companies and Rheumatologists on:

What really holds Considering patients back

Ways to convince patients - ways to overcome barriers



# Metaphors, Analogies, Similes help participants express by borrowing language and images

Pat (Moderator) (Online)



Notice from Moderator

Did you see the movie Forrest Gump? It has a great example of a metaphor when Forrest says, "Life is like a box of chocolates. You never know what you're gonna get." I do a lot of research in the cardiovascular arena, and guys will tell me, "My first heart attack hit me like a ton of bricks (there's a construction metaphor) or "My first heart attack hit me like a Mack truck (there's a transportation metaphor).

Please answer the next three questions **not with a straight answer** but rather by **borrowing examples from other things** such as cars, plants, politics, foods, beverages, TV, movies, games, fairy tales, animals, countries, sports, etc. I am looking for metaphors, analogies or similes as these answers (but please don't copy the examples I gave above or the examples of your fellow Rheumatologists)!

Pat (Moderator) (Online)

Use a metaphor, analogy or simile to answer, "Diagnosing patients with rheumatoid arthritis is like \_\_\_\_\_" and then explain why you feel that way.



Reply

Whiteboard Question

# Rheumatologists: Metaphors/Analogies/Similes



## Discussing Biologics was like ...



Playing chess and anticipating the next move

Giving an English lecture to Cantonese-only speakers

## Getting patients to accept Biologics is like ...



Giving candy to a baby for some, like herding cats for others

Being a used car salesman, telling the good, lessening the bad

## Worst thing about treating patients with Biologics is like ...



Sky diving because you still have to land in one piece

Grasping at a balloon as it slips out of your hand (insurance issues)

# Considering Patients: Metaphors/Analogies/Similes



## Discussing Biologics was like ...



**Sitting in an English-as-a-second-language** class: and I speak Spanish

**Learning how to drive a 16-wheeler:** a lot to handle and much to consider: injections/needles/side effects

## Accepting a Biologic would be like ...



**A baby bird leaving its nest:** curious yet cautious; dangerous yet hopeful

**Driving a brand new Ferrari:** knowing I can't afford it, doubtful, stressed, anxious

## Worst thing about being treated by a Biologic would be like ...



**A shot in the dark:** not knowing beforehand what the results would be

**Having aces only to lose to a straight:** my choice to take the risk

# On Patients: Metaphors/Analogies/Similes



## Discussing Biologics was like ...

**Heaven and hell:** hated to have to take it, but loved that my doctor had great results

**Bumping into a big dog and finding it was friendly:** a welcome surprise

## Accepting a Biologic was like ...

**Climbing a new mountain:** it was a high risk justified by high reward

**Load of bricks being lifted off my chest:** happy, relieved but still scared

## Worst thing about being treated by a Biologic would be like ...

**Waiting for the other shoe to drop:** are the benefits going to overrule the bad?

**Playing Russian Roulette:** some serious potential side effects I might get



# What makes this a rich technique?

**Rheumatologists:** Cantonese

**Considering:** Spanish

Highlights physicians and patients both feel they speak a different language

**Considering:** Ferrari can't afford it, stressed anxious

**On:** Happy, relieved though scared

Similarities/differences: Supports patient peer mentoring

Striking visualizations surrounding metaphors have inspired many successful ad campaigns

**Metaphors . Analogies . Similes**

# Archetype Sort encourages participants to characterize patient attitudes

Pat (Moderator) (Online)

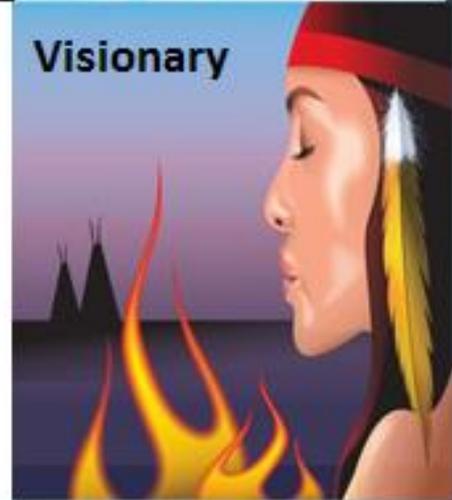
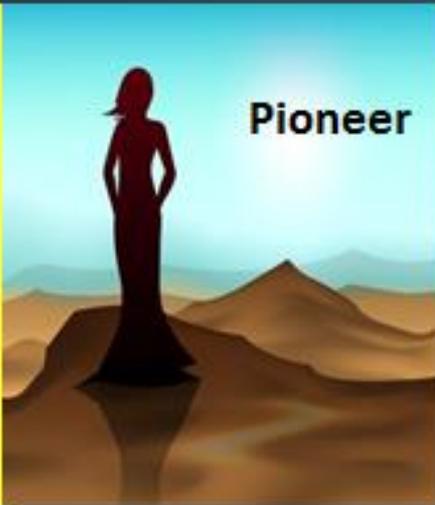
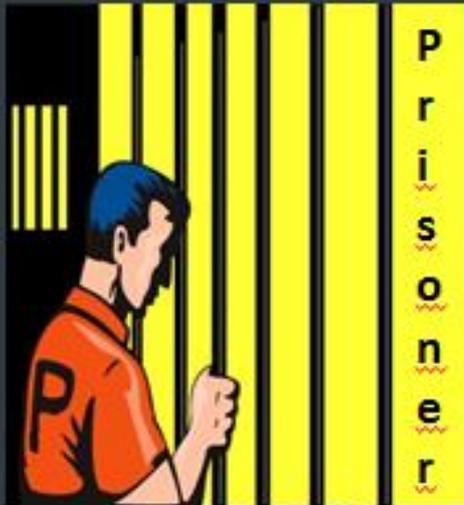
Now which of these cards best depicts your view of patients' attitudes who agree to switch to biologics: Prisoner, Pioneer, Victim, Warrior, Detective, Gambler, Seeker, or Visionary? Select only one reply and tell why you see them that way.

*Please click "on" the image if you need a larger view.*

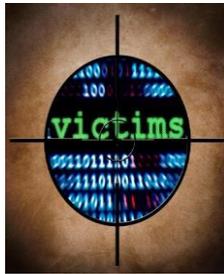


 Reply

 Chart



# Archetypes give us clues to Tipping Points



Victim



Prisoner

Rheumatologists describe  
 ↳ Resistors  
 vs.  
 Acceptors ↳



Pioneer



Seeker



Seeker



Prisoner



Detective



Warrior



Seeker



Prisoner

Before Biologics



Visionary



Warrior

On Biologics

# So what does this mean...

Confirms physician perceptions of patient types

Identifies a potential acceptance path

Provides confidence Considering patients are looking for improvement

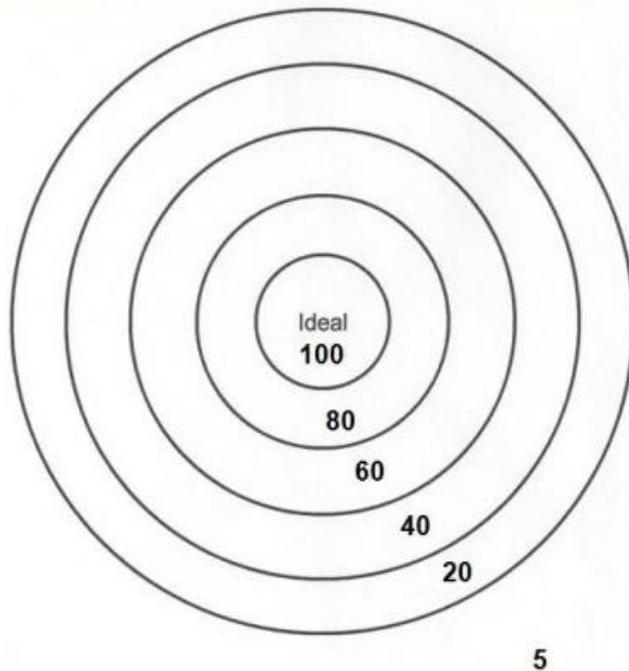
Marketing needs to find messaging and appropriate channels to transition Considering patients to a 'Warrior' or 'Visionary'



# Rheumatologists and Patients rate DMARDs vs. Biologics on effectiveness

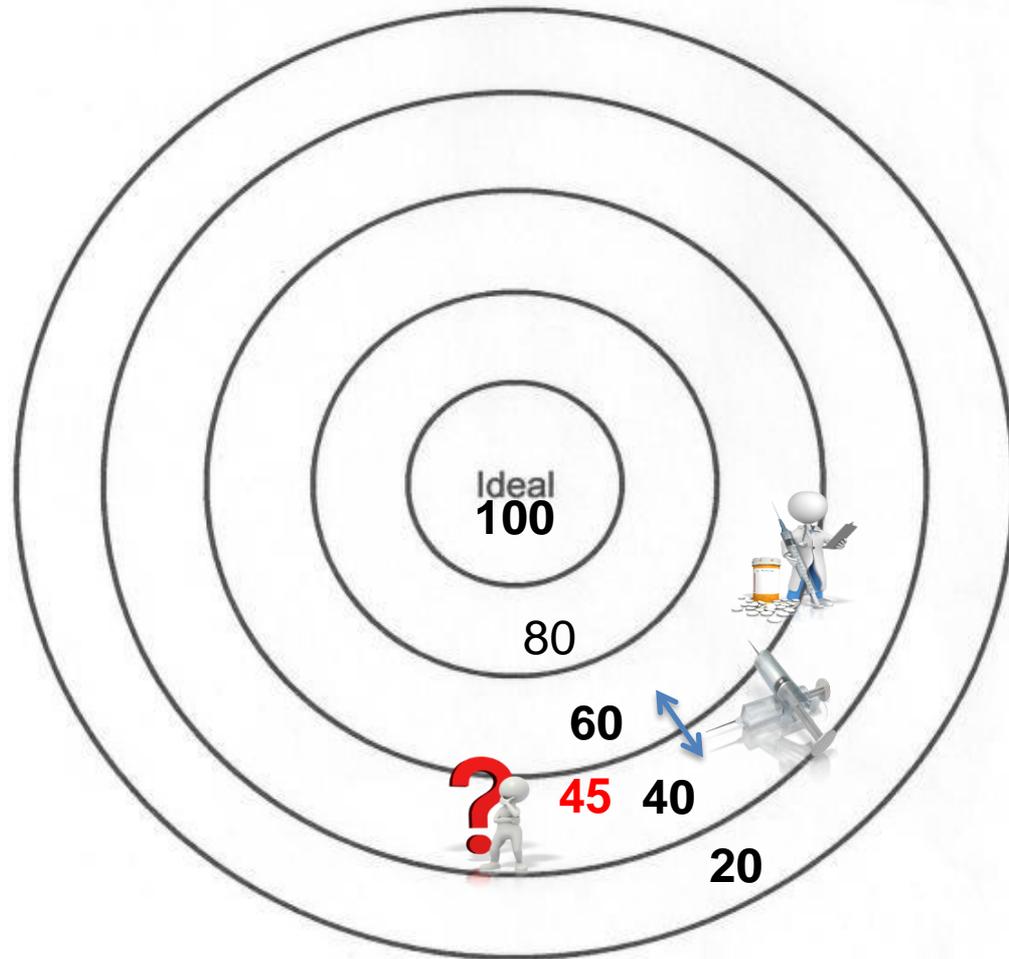
Pat (Moderator) (Online)

With the center being an ideal 100, where on this map do biologics fall on or between numbered rings 80, 60, 40, 20, 5 from the ideal? What do any difference in numbers between the two maps tell you?

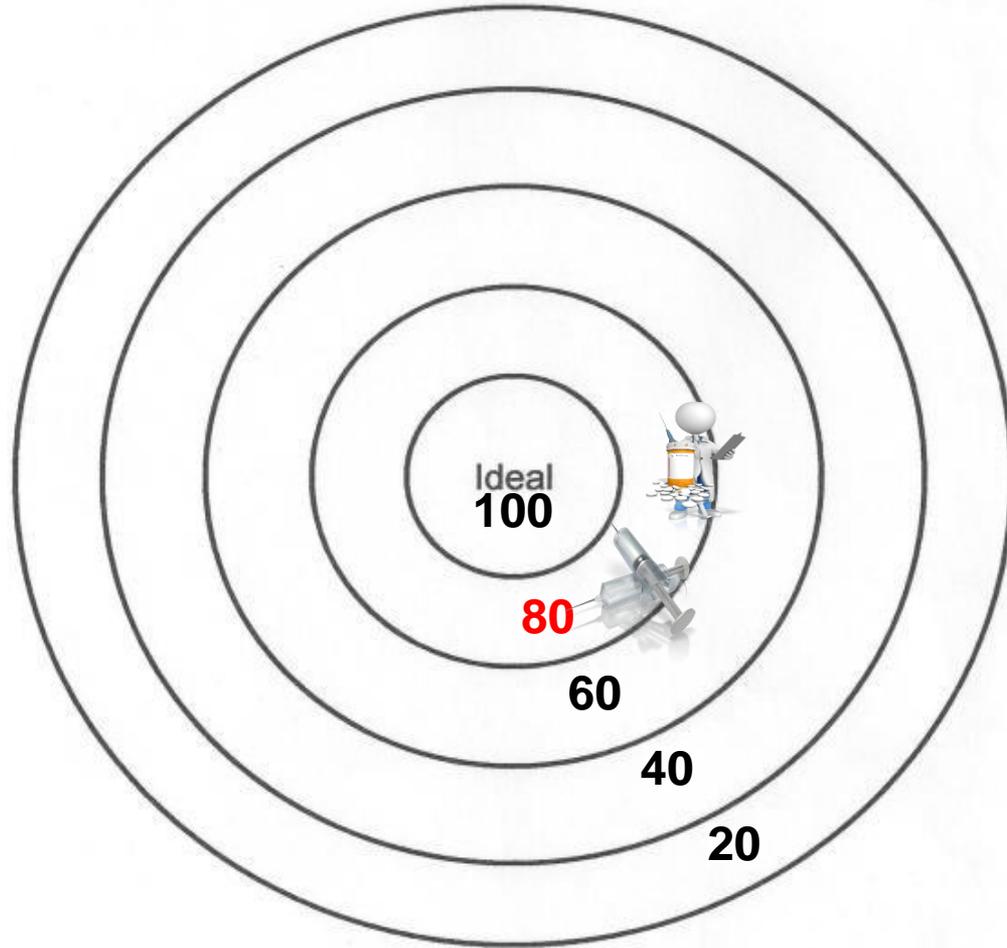


 Reply

# DMARDs are given relatively weak ratings by Rheumatologists *and* Patients



# Biologics are given much higher ratings by Rheumatologists and On Patients

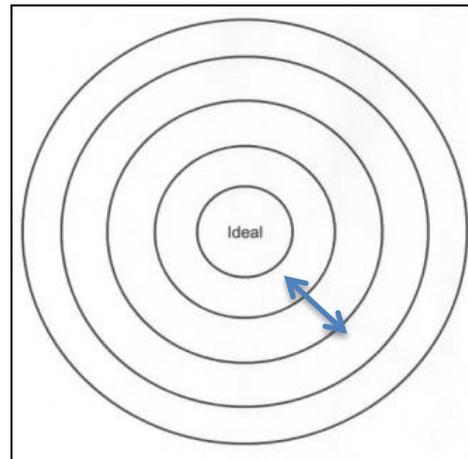


# What do these rankings tell us?

**Rheumatologists:** consider DMARDs an imposed interim formulary step towards Biologics

**Considering:** not satisfied with the relief and lack of remission they get from DMARDs

**On:** satisfied with remission from Biologics although short of 100 because of potential risks



# Tipping Points



Deeper Insights

# Tipping Point 1: Consequential

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If you don't do this now, this is what will happen later....

Permanently deformed joints

Relentless daily challenges

Loss of independence



# Tipping Point 1: Consequential

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**Metaphors**  
**Analogies**  
**Similes**

“We have this window of opportunity to avoid joint destruction”  
“I don’t want your disease to progress to deformities in the future”

“Living with RA is like being caught in a wild storm or earthquake – you don’t know what’s coming next but you know things will get worse”



“Fear of the future, I don’t want to plan anything that I might not be able to do”



“Fear of how much more debilitating RA will get, being in a wheelchair, being a cripple”

## Tipping Point 2: Lifestyle

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Don't you want to be able to continue to \_\_\_\_\_ ? *(favorite activities)*

Enjoy a full social life

Take pleasure in physical activities

Interact with kids, grandkids

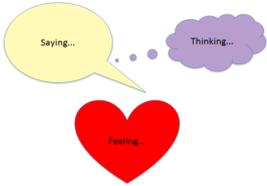
Experience sexual intimacy

Work



# Tipping Point 2: Lifestyle

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**Metaphors**  
**Analogies**  
**Similes**



“Maybe this will be the ticket to get me back to my old self”

“Being the slowest one on the track team but putting the most effort/hours into practicing”

“I have to realize that I have a limit to what I can do and I have to honor those limits...During the holidays, my husband and kids went skiing and I did not because I did not want to aggravate my symptoms”

“I have chosen a turtle image. RA slows me down considerably from enjoying my life the way that I would like it”



# Tipping Point 3: Advanced Medicine

Heart Map



"Treatment success, how much of a difference you can make now with the advances of biologics. How grateful patients are"



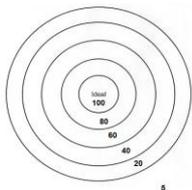
"The doctor should emphasize that this is a more advanced approach so I am not feeling depressed and overwhelmed with RA"



"I feel like a Pioneer. I was willing to try something new. If it works for me, hopefully, it might work for somebody else"



"Blue to me invokes a feeling of calmness. Now that I am using Remicade my RA has subsided"



"My biologic falls in the 90% range. I am very pleased with the results achieved thus far"

# Tipping Point 4: Peer Influence

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Within HIPAA compliance, some Rheumatologists arrange for  
Considering patients to talk to those already On Biologics

Hearing how others have improved physically and mentally

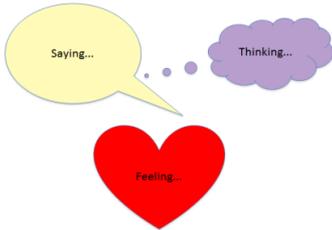
Seeing how others have acclimated to self-injection

Being reassured by satisfaction and safety of other patients



# Tipping Point 4: Peer Influence

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"I have these sorts of seminars once a month, where I invite new patients who are deciding [about a biologic] to come. Many of them come and meet other patients and immediately afterwards they want to start the drug"

**Metaphors**  
**Analogies**  
**Similes**

"If I was able to talk to other people with RA who were already taking this medication and feeling results, it would be like getting it straight from the horse's mouth. That would be amazing"



"Talking it over in detail brought everything into focus about how I felt about my RA, and that I wanted to try something that would be effective at improving my quality of life"

# Consider...

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Multiple methodologies integrated with multiple projectives trigger rich, emotional responses

Use well-defined projectives early in your research

Employing multiple techniques captures different views of the physician-patient discussion

Approach uncovers a wealth of very deep insights creatively and quickly



# In Summary...

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These insights help inform critical:

Strategic direction

Marketing initiatives

Advertising campaigns



# Questions?

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