



TITLE OF CASE STUDY: STELARA® DTC “Project Moneyball” Case Study

THE CHALLENGE

STELARA®, a FDA approved prescription medication for moderate to severe plaque psoriasis, launched in 2009 as third to market in a highly competitive injectable biologic psoriasis category behind two other well-established brands, Enbrel and Humira. Four years later, STELARA continues to be at a competitive disadvantage relative to Enbrel and Humira, which are mature brands that benefit from higher media spends by 3:1, greater consumer awareness and physician adoption due to multiple indications.

THE OPPORTUNITY

While STELARA's DTC efforts have resulted in strong sales and share capture from the other psoriasis biologic competitors, the brand is tasked to deliver similar results with leaner budget support. The STELARA® integrated team knew that targeting in a more precise and data driven way would enable stronger resources allocation across all marketing strategies and quantifiable business return. The brand's goal was to make the dollars supporting STELARA's marketing campaigns work even harder in targeting and messaging so as to increase awareness and obtain new patients on therapy.

Borrowing from Oakland A's General Manager, Billy Beane and his introduction of saber metrics, the idea of “Project Moneyball” was applied to STELARA's market approach: moving away from traditional, blanket national tactics for both consumer and Health Care Professional (HCP) marketing, and to incorporate a data driven approach to invest resources more effectively. Project “Moneyball” was born out of an unwavering belief that additional investment on both the HCP and DTC side could generate superior returns if spent wisely. Specifically for DTC, the hypothesis was that there was potential to achieve higher returns by targeting prime local markets and that viewing the physician universe more granularly would help identify these new micro-level opportunities. In-depth modeling was applied to this belief, gathering and scoring markets through comprehensive, category data.

THE RESULT

The result was an innovative Local Market Strategy developed to profile, group, and prioritize DMAs for additional consumer and HCP investments, including amplified use of the new STELARA CariDee English TV spot. Rigorous modeling and analytic techniques were applied to segment all DMAs and to specifically identify those that had the greatest potential to benefit from an increased marketing heavy-up. Ultimately, a targeted list of DMAs was identified as prime targets with a select group chosen for an initial pilot program.

From a performance standpoint, Project “Moneyball” has been deemed a huge success as it has delivered on all three initial business objectives and enabled budget acquisition for further efforts. Results through Q4 2012 are as follows:

1. Higher sales growth relative to the growth of National and Control markets
2. A higher % increase in market share relative to National and Control markets
3. A ROI greater than 2X based on new prescription sales

And finally, there are two other significant implications of Project “Moneyball” for both the STELARA brand and also the rest of Janssen Biotech. First for the brand, the analysis can continuously be refreshed each year. Circumstances may change in the future where certain markets that may have been low performers could potentially be considered future prime targets. Developing future new Cluster “A’s will ensure that past biases do not impact how certain geographies are continuously evaluated. And secondly for Janssen Biotech, our methodology and approach can be recycled to the rest of the portfolio. We have built a model that can easily be applied across the company.