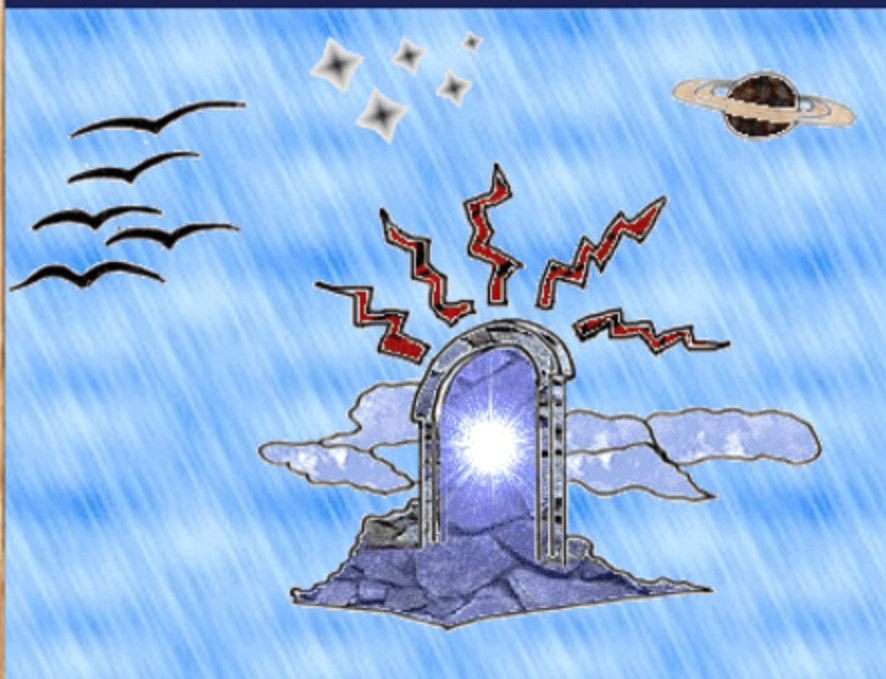


Unconventional Wisdom Series

If it quacks like a duck



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Many IM's behave like Specialists and need to be treated as such. But we do not do so for the simple reason they are recorded as IM's in our system. That's lost opportunity since the PCP message we convey does not fully resonate. Indeed, our product would be much better served if we delivered a more pertinent message geared to specialists.

How can they be specialists and yet be registered as IMs, you may wonder? Part of the answer has to do with what we refer to as the shingle effect (as putting out a shingle to start a business, not the condition!). Indeed, it makes good business sense to advertise oneself as a generalist even though one is a specialist. Doing so pulls in a larger customer base and when the patient presents the "right symptoms", the patient may be delighted to learn that the patient is under the care of a specialist.

You may also be wondering that this specialty should be documented as a sub-specialty of the physician in the AMA file. Poring over that data source as we have done more than once indicates the data is fraught with mistakes and is far from reliable. The question then boils down to this: How to identify the specialty of the physician when the only trustworthy sources indicate the physician is an IM? This question takes added urgency when we realize that IMS labels a whopping 140K physicians as IM's!

Here's the good news. We found a great way to crack this nut. In a nutshell (pun intended), we map out the referral pattern of a physician by developing a referral matrix that tracks the specialties of the physicians the referred patients come from and the specialties those patients go to. It turns out that the referral matrix of a specialist (advertised as such) is quite different than that of a PCP. By analyzing the referral matrix of the 140K IM's, we can establish who among them behave like a PCP and who behave like a specialist. In other words, if it looks like a duck, quacks like a duck, walks like a duck, treat it as a duck even though it may not be a duck.

This approach allowed us to identify up to 10K IM's that truly behave like specialists (for the specialty of interest). Needless to say, this technique can also be applied to FP/GP's and NP/PA's.

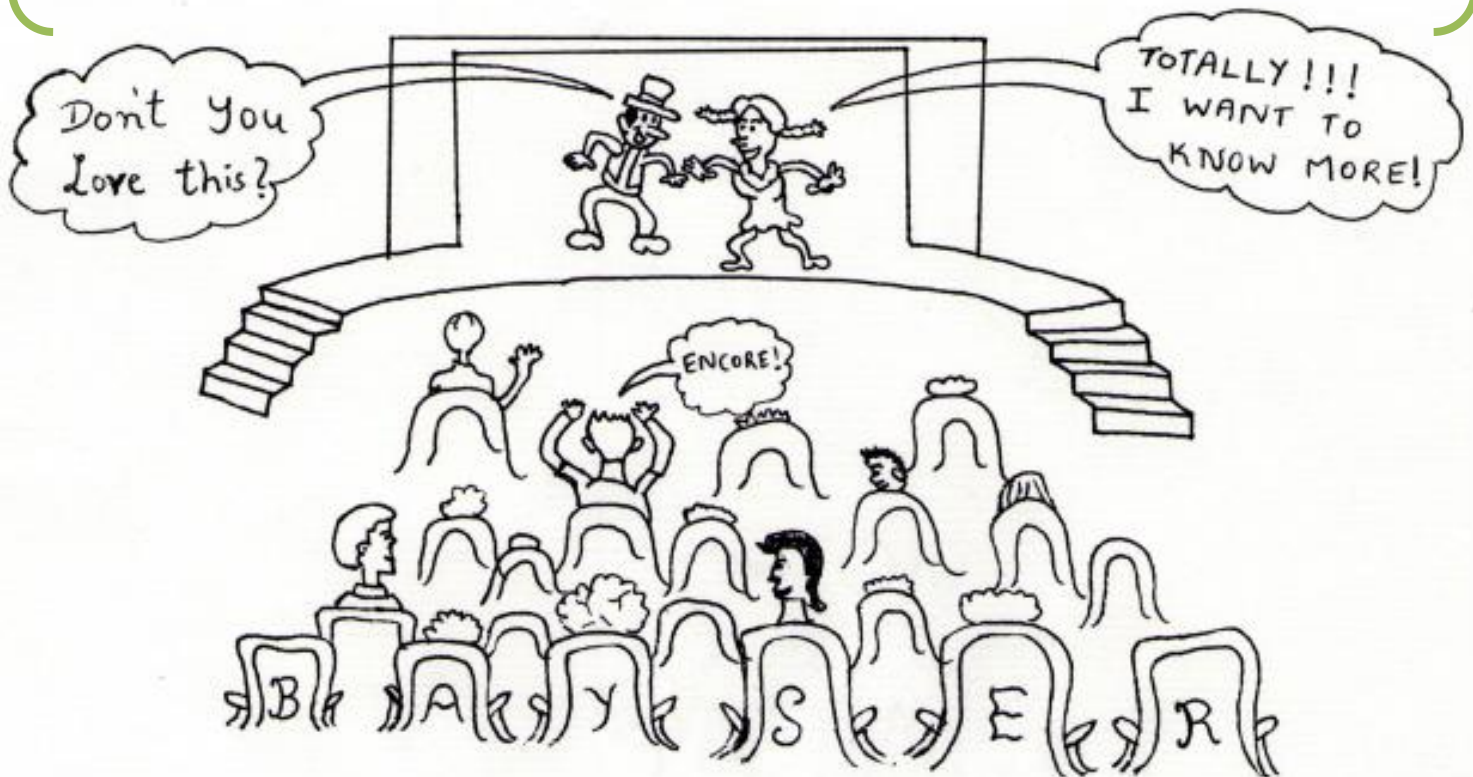


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Founder & President

Jean-Patrick Tsang is the Founder and President of Bayser, a Chicago-based consulting firm dedicated to pharmaceuticals sales and marketing. JP has worked on 250+ projects to date including ROI optimization, data strategy, and study design to mention just these. JP publishes and gives talks on a regular basis and runs one-day classes on various subjects related to data and analysis.

In a previous life, JP deployed Artificial Intelligence to automate the design of payloads for satellites and was the adviser of two PhD Students. JP holds a Ph.D. in Artificial Intelligence from Grenoble University and an MBA from INSEAD in France. He was also the Recipient of the PMSA Lifetime Achievement Award in 2015. He can be reached at (847) 920-1000 or bayer@bayer.com.



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