

White Paper

Fragments of Data Come Together to Create a Customer Mosaic

*Connected, convenient customer data is at the core of
Agile Brand Promotion*

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Introduction

Do you really know who your customers are: both the healthcare providers (HCPs) prescribing your products and the patients using your therapies?

Increasingly, patient data and broader HCP and commercial data are coming together to help pharma companies engage better with their customers via the right content, through the right channels, and at

the right cadence. From this connected data, a new customer engagement model called Agile Brand Promotion (ABP) is emerging, where in-person, digital, and virtual engagement all work in harmony with one another. This model enables life sciences companies to deliver more personalized messaging and enable more flexible and agile deployment of resources.

IQVIA's Agile Brand Promotion framework

Advanced analytic decision-making

Using predictive analytics and artificial intelligence (AI) and machine learning (ML) to assess engagement strategies, promotional mix, resource allocation, and execution

Hyper-personalized experience

Developing tailored HCP engagement strategies at an individual level across channel, content, and cadence

Adaptive allocation

Monitoring local market and territory needs for flexible resource allocation across personal and non-personal channels

Connected, convenient customer data

Ensuring customer and commercial data is optimally captured and managed for an easily accessible 360° customer view

Diverse, differentiated field roles

Developing a suite of customer-facing roles tailored to the specific portfolio and therapeutic dynamics

Omnichannel engagement

Ensuring sales and marketing channels interact seamlessly to drive enhanced engagement with customers



In the past, most customer engagement models have chosen to focus on HCPs as their primary customer group, but now many are thinking more holistically about their definition of a customer — and bringing patients into the mix as well. This brings both opportunity but also increased complexity.

If you want to get underdiagnosed, misdiagnosed, and underserved patients the lifesaving and life-improving treatments they need faster than the competition, the HCP can be an effective conduit. But the ultimate goal is to draw a more precise and straighter line between the HCP and the patient.

When you're launching into a crowded marketplace where many of your peers have competitive offerings, it's critical to be precise and targeted. It's crucial to think not just about "more data," but about how your organization can rapidly drive towards fast, fact-based decisions that create positive health outcomes and impact your business in tandem.

Of course, with more data comes the need for more precision, timeliness, and compliance. As pharma companies think about patching together all the pieces of data from the connected ecosystem of healthcare stakeholders — pharma, HCPs, healthcare organizations (HCOs), and payers — to form a mosaic view of the

customer, ensuring appropriate data governance and management processes are in place is critical.

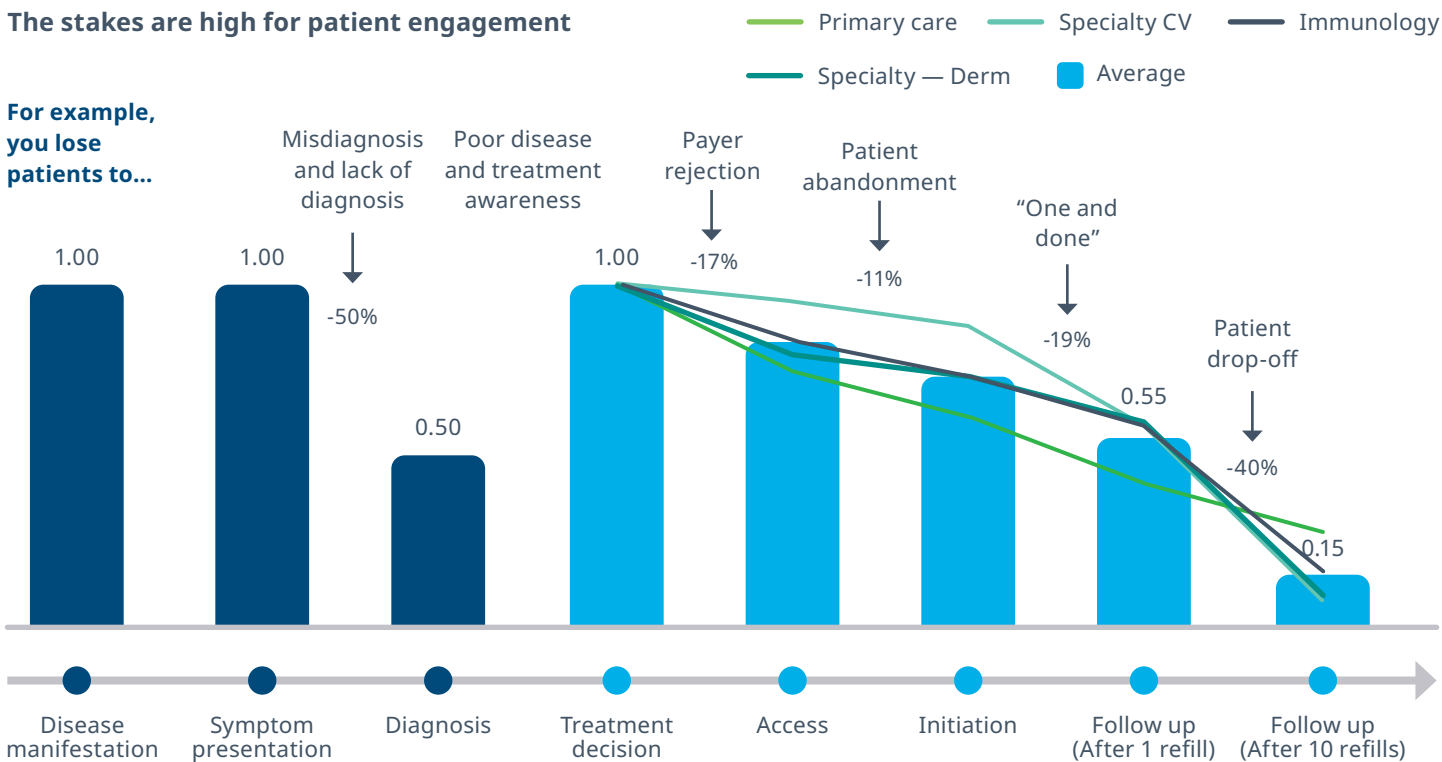
This paper focuses on just one of the core pillars of the ABP framework: connected, convenient customer data. Without it, you'll struggle to achieve customer-centric omnichannel initiatives and the hyper-personalized customer experience. But if you can draw a straighter line between HCPs and patients, you can draw a straighter line between investment and platforms — getting closer to measuring the impact of your efforts and better allocating resources. No company has the luxury of infinite dollars to spend, so you have to get more precise.

Patient engagement is critically important

The goal to be patient-centric is much easier said than done, but the stakes are high. Companies typically lose more than 50% of potential patients to misdiagnosis and underdiagnosis, lack of treatment awareness, insurance rejections in the U.S., and patient drop-off.

The stakes are high for patient engagement

For example, you lose patients to...



As you think about the reasons why companies lose patients and come up with data-driven ways to overcome those challenges, you need to think about what it's like for a patient to understand their disease. There are multiple hurdles at every step of the patient journey that you need to understand and address.

Patient needs are only increasing with disease and treatment complexity

hurdles across the healthcare journey



Each HCP's journey runs parallel to their patient's, as they become aware of treatment options within their specialty, make the diagnosis, and guide the patient through treatment and monitoring.

For every patient and caregiver cohort:

- **Do you understand these two journeys?**
- **Are they aligned?**
- **Do you know the opportune points to engage both the patient and HCP?**

Patient engagement has numerous benefits for both the patient themselves and for your organization. It empowers patients, incites behavior change, and improves outcomes. The implications for pharma are that patients are activated earlier in their journey, they stay on therapy longer, and fewer drop off during their journey.

Foundational pillars of patient engagement

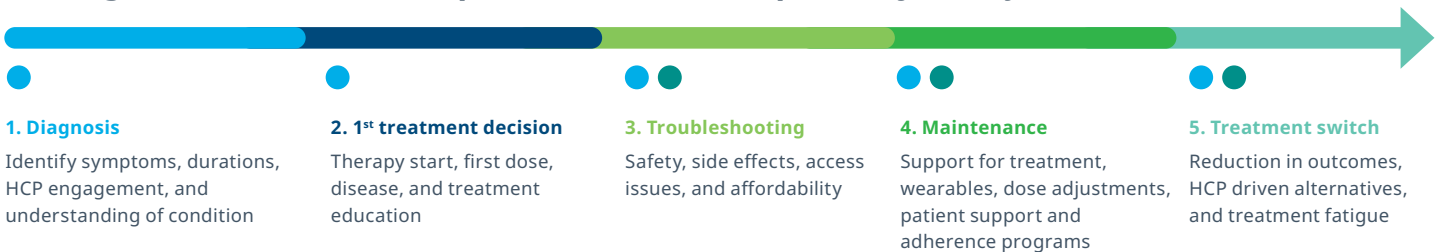


Engagement depends on connected and convenient customer data

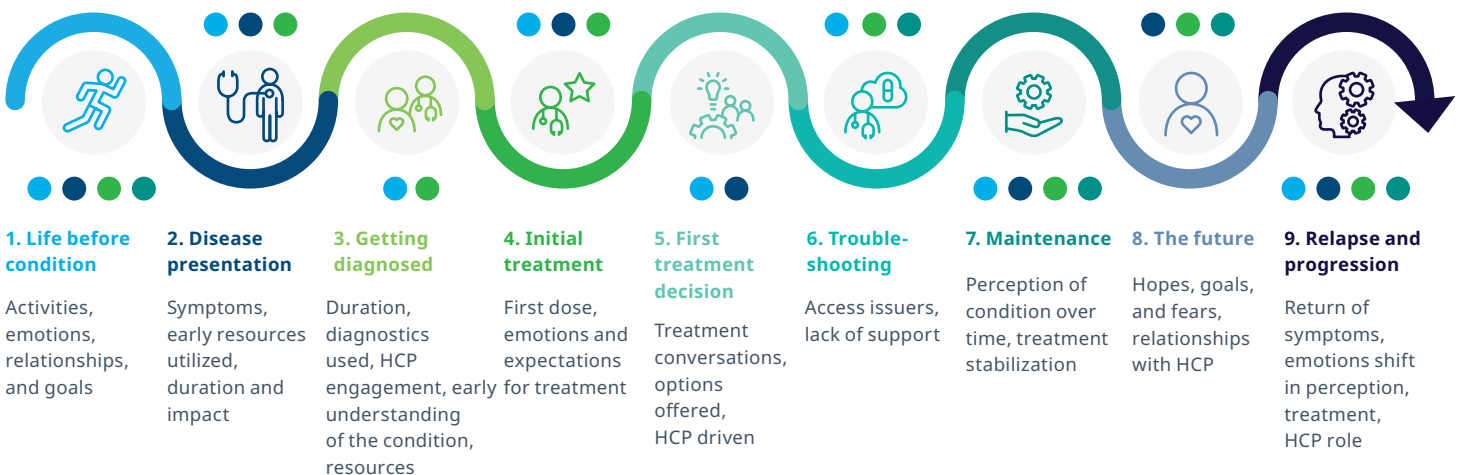
You can accomplish better patient engagement by navigating the increase in the volume, variety, and velocity of data. More data begets an ever-increasing desire — and opportunity — to create a seamless view of the patient.



Moving from the traditional pharma view of the patient journey...



... to fully understanding the holistic patient experience



The shift to integrated and enriched longitudinal patient records enables:



Smarter segmentation

Drives optimal marketing mix, Next Best Action, and more advanced profiling and archetypes of prescribers based on patient population



Holistic patient understanding

Enables insight into pre-treatment predictive analytics to find patients, activate patients, and understand drop-off patterns and reasons for treatment switches



More efficient and effective care solutions

Enhance patient targeting and access while creating more effective interventions that increase adherence and optimize outcomes



Patient-centered studies

Improve recruitment, retention, diversity, and health equity while reducing study burden and improving evidence generation

But when it comes to developing a data strategy, several foundational aspects often get overlooked. Rather than only focusing on the technical components of data, such as the level of granularity, it's also critical to consider how the data aligns to key business questions and customer challenges.

By doing so, you can develop a true data strategy that breaks down data management silos within the organization, allowing you to connect different datasets and get a better, more enriched view of both the patient and the HCP.

Steps to data strategy development

1. What business challenge do we need to address?

Current



Existing use cases

Adjacent



Near-term business objectives

Future



Long-term organization goals

2. What analytical organization must we create?



Analytics strategy
(Opportunities, methods, solutions)



Architecture
(Data, process, tools)



Integration
(Infrastructure, channels)



Insights and value
(Dissemination, realization)

3. What data attributes, arrangement, and strategy are required?



Data source

- Internal (e.g., PSPs)
- 3rd party providers
- Novel partnerships
- PMR
- Government providers
- Structured and unstructured



Data inventory

- Data Inventory
- Data catalog
- Functional mapping to assets
- KBQ mapping
- Use case driven
- Location



Data governance

- Access
- Transparency
- Process, policies, and standards
- Privacy
- Quality
- Security
- Stewardship

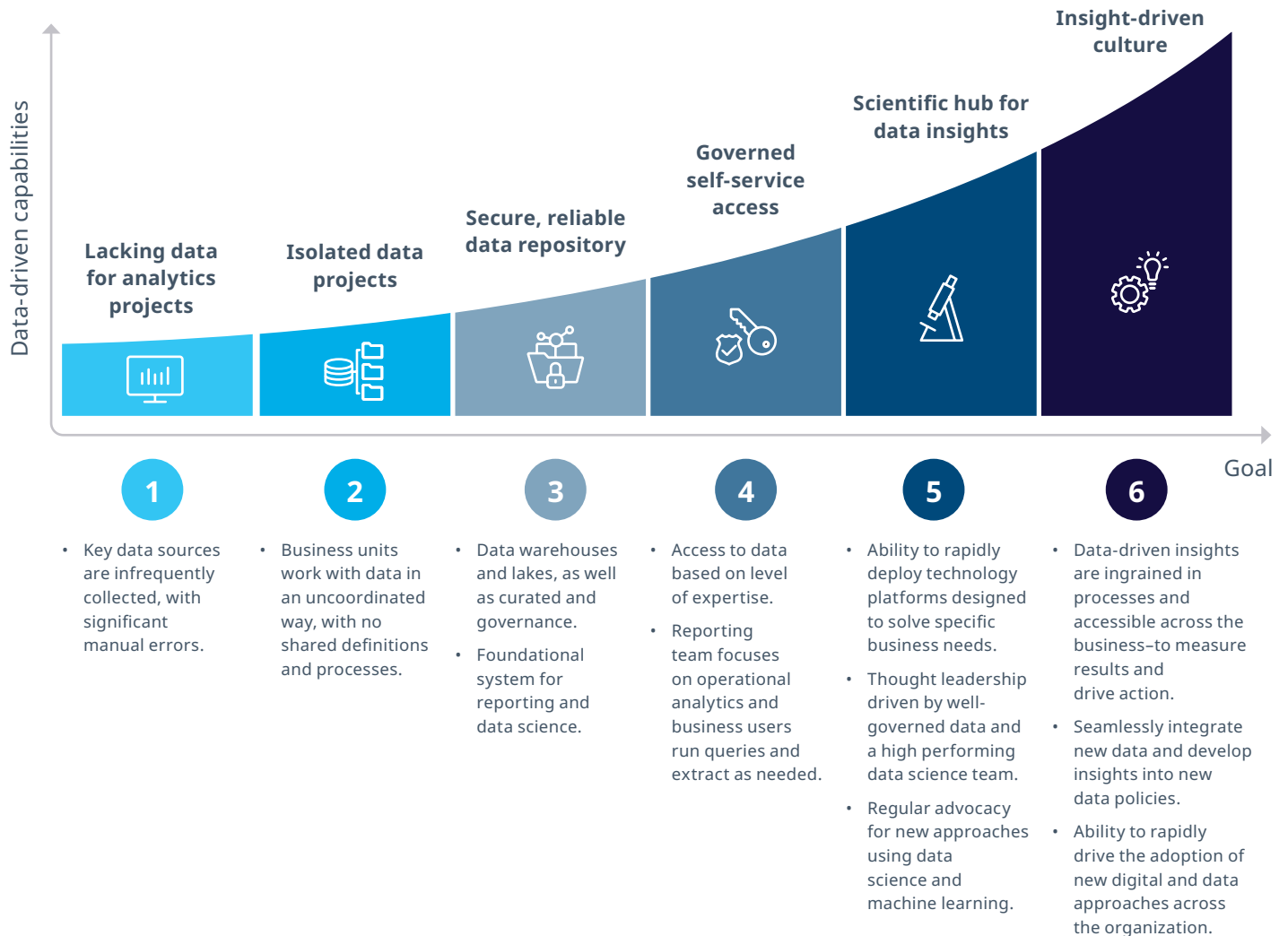


Data delivery

- Storage and exchange
- Extract and transform
- Standardization
- Integration
- Common data model
- Visualization

Only when you've completed these steps can you determine the technologies — APIs, data streams, cloud, and databases — that will enable you to get the business insights you need. Data is only valuable when you can translate information into insight and insight into action.

Where are you on the insights maturity curve?



Today, many companies are in one of the middle stages of the insights maturity curve, with more of a fragmented, siloed approach to data. They are focused on increasing security and reliable data repositories.

If you're not making as much progress up the maturity curve as you want, data governance may be the reason why. When it comes to a customer's data, it often happens that everyone is involved but no one is responsible. This leads to shadow functions, well-intentioned but misaligned initiatives, and redundancies that rarely deliver end-to-end, outside-in approaches to customer data management.

And if your goal is to develop a truly insight-driven culture, there needs to be an organizational shift where you stop thinking of data as a cost center and start recognizing it as a value center. The destination is a culture where people outside traditional analytics functions can do basic analytics with comfort and confidence — and understand that data delivers valuable pieces of the customer mosaic, ultimately driving both the top and bottom line of the business.

Example: Connecting clinical and commercial data

John is a patient who was involved in a clinical trial for a new diabetes drug. Later in his journey, he transitioned to a commercialized product. The ultimate goals for John's outcomes are the same, but they're driven by two different parts of the pharma organization that often operate in siloes and don't connect. To best engage John and his HCP and support his adherence to therapy, the company needs to close the gaps between patient and physician data, and clinical and commercial data.

Patients and HCPs expect their healthcare to run in a seamless, integrated manner. When a patient transitions from a primary care provider to a specialist to a hospital to an outpatient clinic, they expect their data to follow them. Equally, HCPs feel like pharma companies should know every time a rep reaches out.

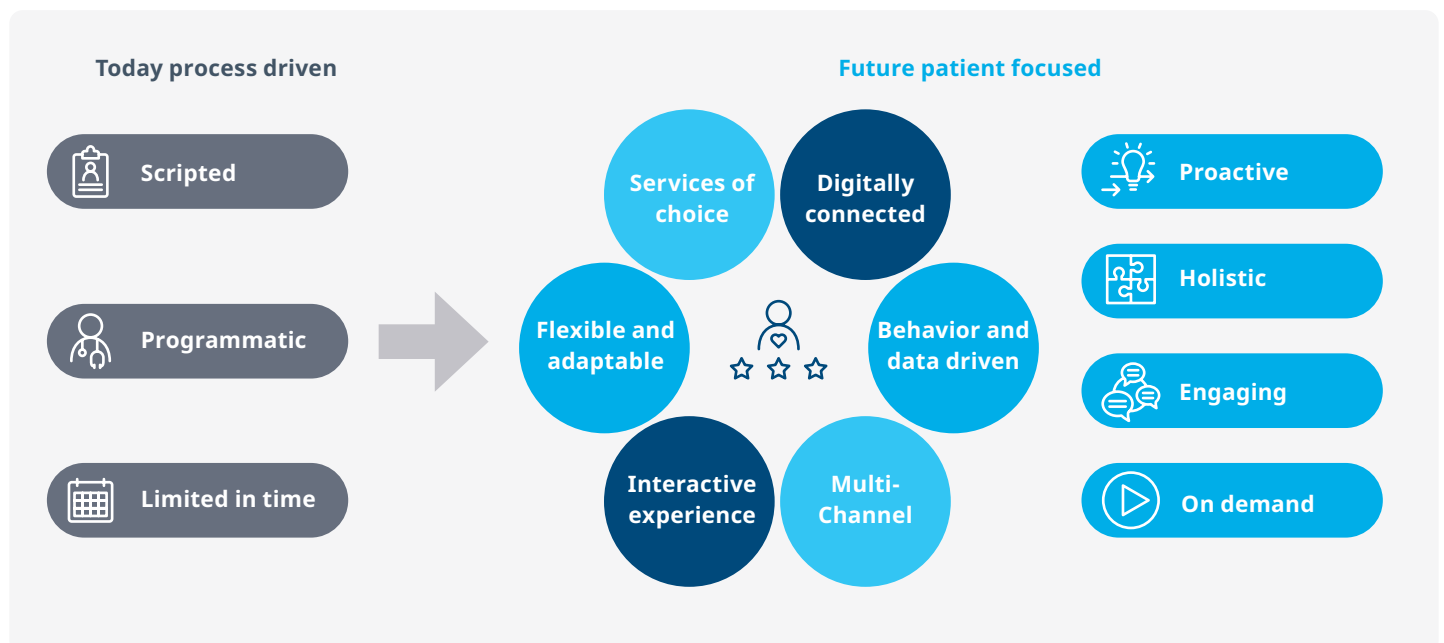
Retail banking has paved the way for this kind of consumer-grade experience in a highly regulated industry. For banking customers, privacy is key — but all accounts need to be linked together or there will be countless customer pain points.

Looking at longitudinal data and leveraging AI/ML capabilities can help you understand the customer journeys, connect the journeys back to data assets, and understand the customers' behaviors, needs, and preferences. These capabilities will help you move from reactive to predictive, getting closer to the consumer-grade experience.

Can you deliver a consumer-grade experience?

The term 'consumer-grade experience' has become a cliché in the pharma industry because it's true. Expectations have shifted among both HCPs and patients over the last couple of years. They expect more — and have much less patience for a sub-optimal experience.

What does it mean to deliver a consumer grade experience?



Of course, there needs to be a balance where the communications are not too pushy, allowing for self-service and a user-friendly experience where customers can come to you and engage on their terms — whether through HCP portals, patient education, or other materials. Then, when you know the HCP is ready, you can connect them to a medical science liaison, sales rep,

or relevant email. On the patient side, you can connect them to a patient services hub or nurse.

If the experience is being delivered effectively, parallel HCP and patient journeys should start to converge in your data.

Key challenges companies face

When improving their data and omnichannel capabilities to better target customers, companies face challenges in several areas:



Analytics: Reactive models versus proactive and predictive; limited adoption of AI/ML-based approaches; understanding approaches needed in the U.S. and outside the U.S., depending on data availability



Integration: Limited understanding or motivation to link different datasets and leveraging the value of integrated datasets against key business questions



Data inventory: Variable awareness of available data resources and application for different use cases



Governance: Inconsistency in definition of roles, responsibilities, and process; variability in global versus local structures to adopt best practices

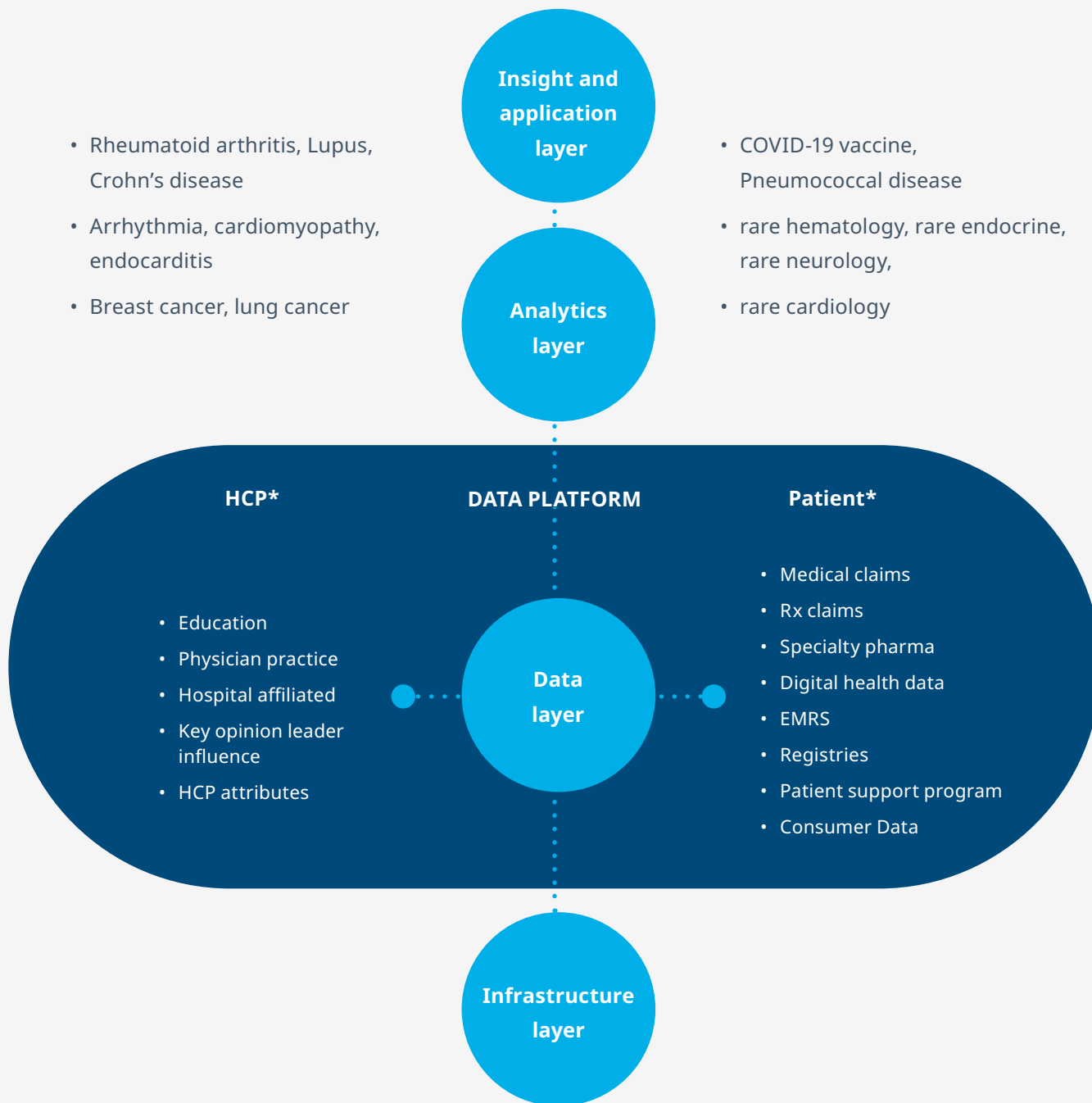
When you start using a decision engine, the better you can calibrate it, the smarter it gets at leveraging the data. One mistake companies often make is not bringing customer-facing teams into the development of data-driven engines, but a critical element is using human intelligence from in-person or digital interactions with patients and HCPs to balance artificial intelligence. Insights from Salesforce, sales reps, and more can inform the ML — then the AI recommendations can inform sales reps, and so on in a feedback loop.

Compliance can also be a major challenge. The smaller the patient population, the more difficult de-identification becomes. Additionally, insuring you have the right analytic talent and capabilities is key.



What's next on the horizon?

Your innovation platform for rapid assembly of next generation applications and differentiating solutions



*Representative, not comprehensive

Envision a world where you can pull together many different datasets and views of your customers to inform your Next Best Action for both HCPs and patients on therapy.

This will involve establishing the use cases and internal users who have access to the appropriate identifiable and non-identified datasets to inform commercial and customer strategies as well as where you need to use anonymized data cohorts to inform your strategy. In the future, you'll be able to use digital 'clean rooms' with the right data tokens that let you transition from real to anonymized datasets.

Most companies are still in the very early stages of strategy development or have a couple of small-scale infrastructure components in place. The leading organizations are leading on strategy development and stakeholder alignment.

But the case to invest in the connected, convenient data piece of the ABP framework is clear. For emerging biopharma, if you can build the infrastructure and foundational layers early, you'll save yourself cost, energy, and effort down the road. But, if every dollar is critical, you can get the most bang for your buck by focusing on select areas of customer data. More established companies urgently need to invest in this area to stay competitive in a crowded market.

Connected, convenient customer data is at your fingertips

The more you invest in customer data and the organizational culture around data, the better connected and more comprehensive your data becomes, and the more real-time your insights are, the easier it becomes to understand your critical customer segments and their preferences, needs, and behaviors, to ultimately deliver a hyper-personalized experience.

There isn't going to be a one-size-fits-all solution, and that's where IQVIA can help. Through data provision, technology, and consulting solutions, we can operate purely as a strategic advisor, provide operational support, and/or integrate our own data and technology assets. We are a technology agnostic partner and willing to work with the tools and platforms you already have in place. And as an independent, trusted thought partner, we share advice and expertise to help you meet your goals.



About IQVIA Connected Intelligence™

Connected Intelligence brings together IQVIA's unique portfolio of capabilities to create intelligent connections across its unparalleled healthcare data, advanced analytics, innovative technologies and healthcare expertise to speed the development and commercialization of innovative medicines that improve patients' lives.

Discover new insights, drive smarter decisions, and unleash new opportunities with the power of [IQVIA Connected Intelligence](#)



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