

White Paper

Transforming Customer Strategy Into Operational Excellence Through Agile Brand Promotion

Why are most large biopharma and MedTech companies stuck on strategy, rather than exceling at execution when it comes to commercial model innovation?

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Introduction

The continued growth and investment by biopharma and MedTech organizations in new customer engagement and omnichannel capabilities is showing no signs of slowing down. The pandemic increased healthcare professionals' (HCPs) digital maturity and comfort levels, while accelerating life sciences companies' investment in and adoption of digital and virtual channels. A recent IQVIA Brand Impact™ survey indicated that 68% of HCPs found informational emails to be more convenient when compared with in-person visits. However, the same HCPs also see continued value in face-to-face engagement with 70% of respondents preferring in-person visits when interacting with reps or MSLs directly. Therefore, it seems that the era of true omnichannel engagement, with in-person and digital marketing channels working in harmony is here to stay.

As a result, and revealed in a recent IQVIA survey of life science executives, the industry is responding by identifying innovative customer engagement as their highest priority. In fact, most large pharma organizations have been on a journey of commercial model transformation for the past two or three years.

There is also growing consensus for a common vision for these new customer engagement models that is more personalized, insight-driven, and responsive. Transformations are typically grounded in one or more core design principles, including:



Omnichannel orchestration

Ensuring customer interactions are coordinated across all sales, marketing, account, and, where appropriate, medical channels



Predictive and preemptive engagement

Transitioning away from reactive and responsive models to more automated and AI-driven engagement



Need for speed

Driving fast, fact-based decision making, based on trusted and readily available insights



Flexibility and agility

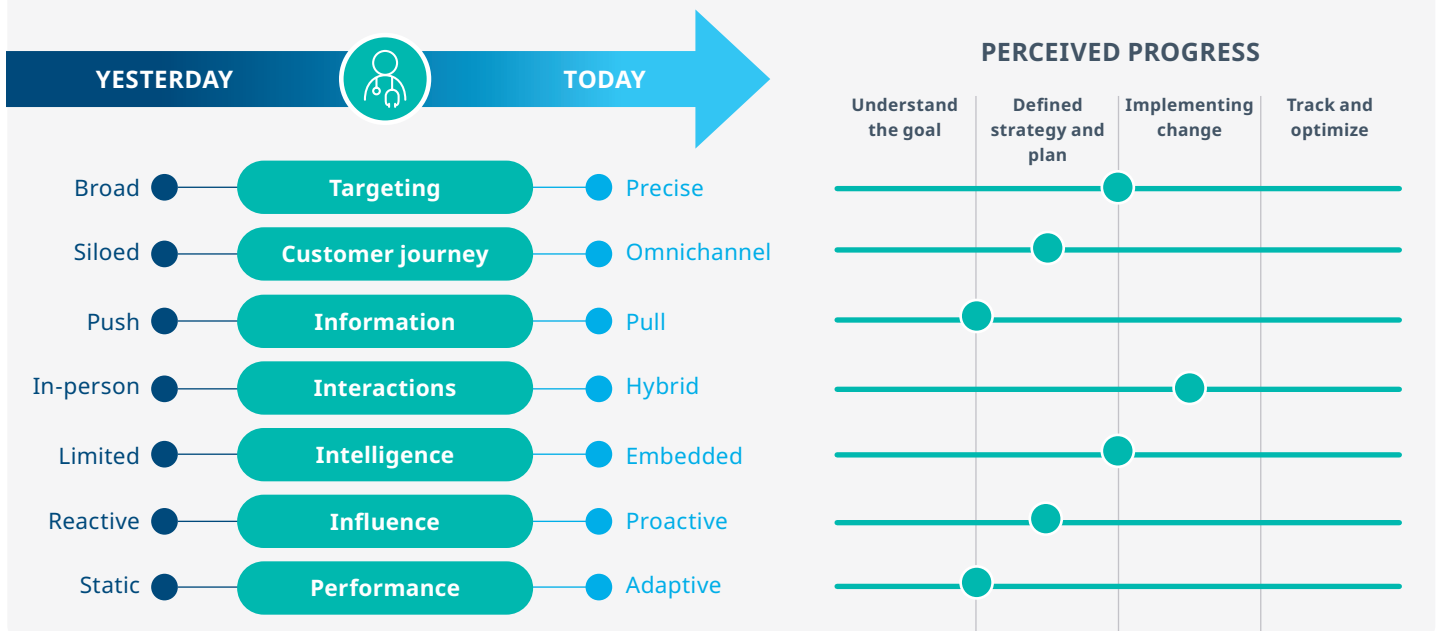
Enabling more dynamic changes in allocation and deployment, rather than rigid, annualized campaign and deployment plans



Scalability

Shifting focus towards quality and scalable execution, rather than a near continuous cycle of pilots and experiments

A common vision for a new customer engagement model has emerged



Jostling at the starting line, rather than leapfrogging the competition

The consensus extends beyond just the vision and design principles, with a multitude of programs across large pharma being labeled “North Star,” “Next Gen Engagement,” or “Project Leapfrog.” However, while these efforts have often resulted in pockets of success, progress has not been as significant as hoped, with few, if any, organizations being able to claim they have made a significant jump. Why is this the case?

Based on IQVIA’s experience of working with clients, we recognize several common challenges and pitfalls slowing the pace of progress.

A common theme among all of these challenges, is that too many biopharma companies have over-indexed on perfecting customer engagement strategic design with corresponding investment in new and more channels. Instead, greater focus needs to be spent on perfecting execution and operational orchestration to drive a tailored customer experience with the ability to quickly adapt as customer demand changes.

Common commercial model challenges

Siloed strategy

Often, **customer engagement strategies remain siloed across sales, account, marketing, and medical teams**, inefficiently pulling through true Omnichannel

Disconnected data

Datasets remain **disconnected**, creating a **fragmented 360° view of the customer**, resulting in an incomplete understanding of **business value drivers**

Perfection fixation

Perfect is the enemy of good, where often companies are too worried how to please every stakeholder in the ecosystem, versus testing and measuring for success within one brand or one set of stakeholders



Conventional content

Limited to no personalized engagement, where messaging and format are **not fit for purpose** based on HCP preferences or tailored for the functionality of channel

Meaningless metrics

Inability to articulate success with leadership, given an **over-emphasis on rudimentary metrics**, having no clear linkage to customer satisfaction, business impact, and ROI

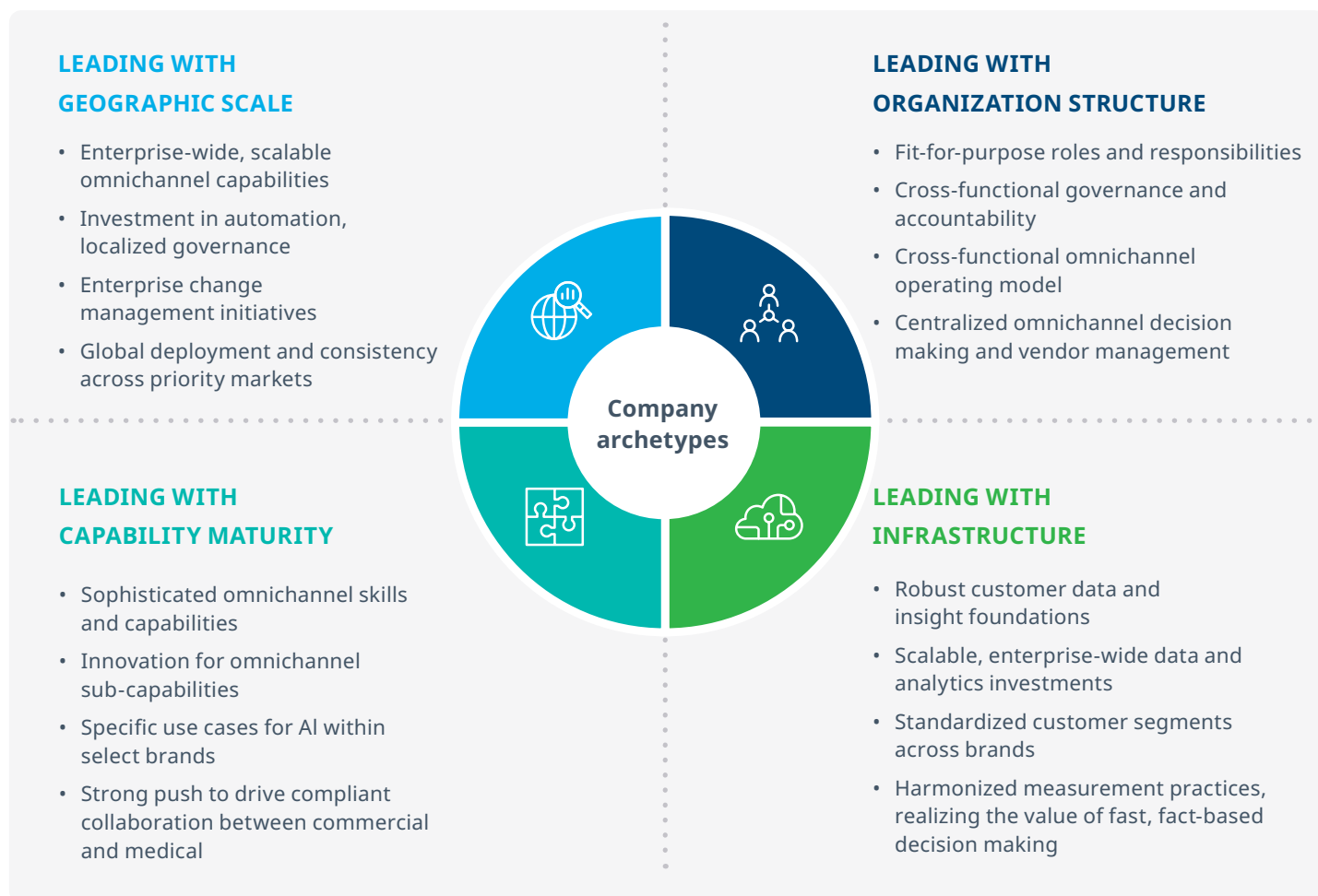
Fragmented transformation

Transformation programs are not optimized, where there is an **emphasis on “selling” the change** required, rather than upskilling the organization

The path forward is in a more agile and connected customer engagement model

While these challenges laid out above are not insignificant, especially as they can often occur in unison, at IQVIA we are seeing a path to success. We have identified four dominant archetypes that several large biopharma organizations have deployed and are beginning to demonstrate value.

While no company has fully stood up a more omnichannel and customer-centric operations, there are best-in-class efforts within different dimensions. Additionally, looking across these archetypes, we can also see important guiding principles.



Firstly, connected customer data as the bedrock of the new customer engagement models. It is critical to know your customers inside out, and to understand not just what they do, but also what they are likely to do next, when, where, and crucially why. Life sciences organizations must use every customer interaction, for both in-person and digital channels, as an opportunity to capture more insights regarding customers' behaviors.

If customer data is at the heart of engagement, then advanced analytic capabilities are the brain. Advanced analytic capabilities enable a transition from reacting and responding to predicting and pre-empting what customers need and expect. When paired with sales and marketing automation efforts, this can help to bring life sciences organizations closer to delivering the consumer-like experiences HCPs increasingly expect. Customer

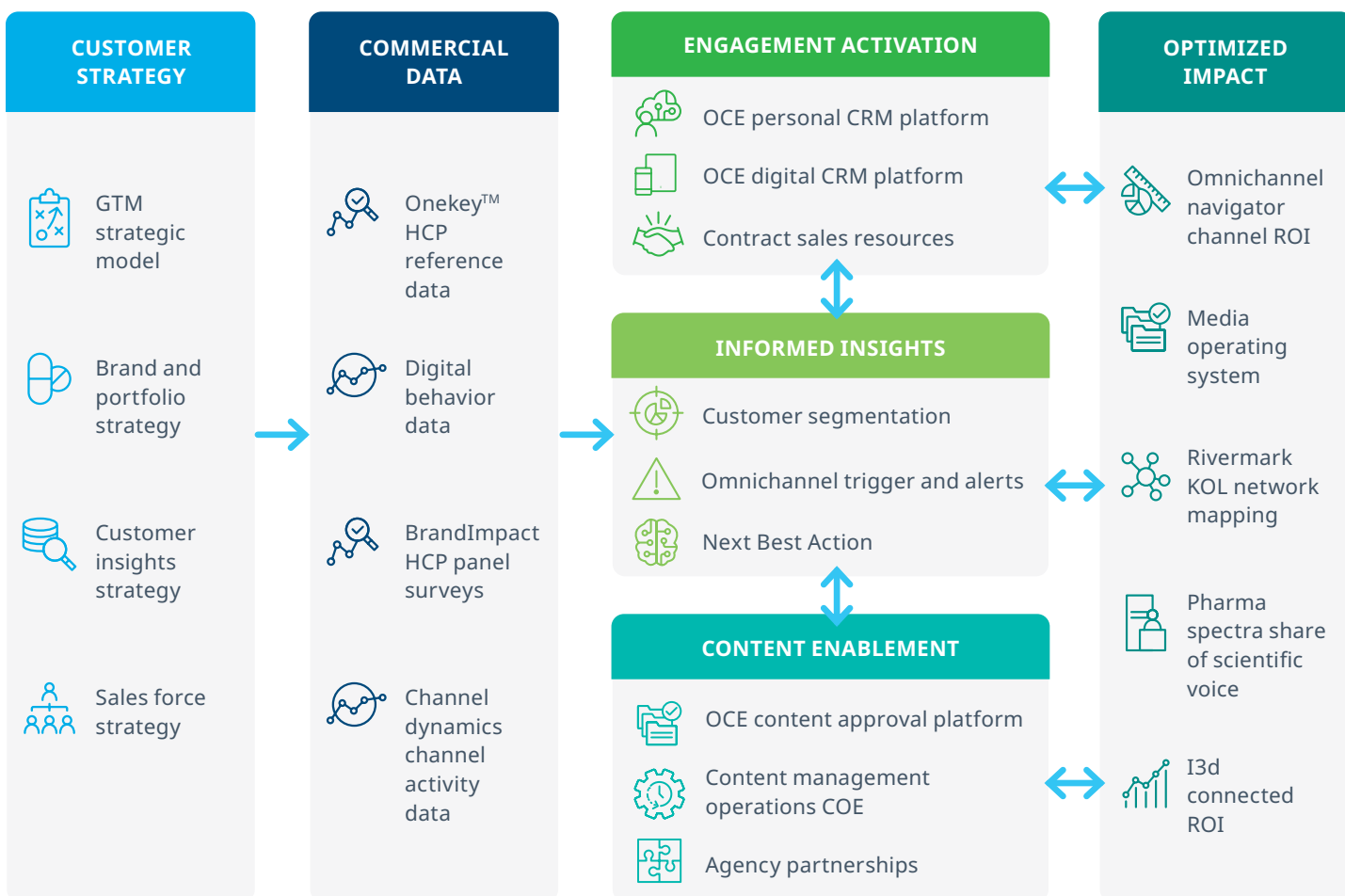
engagement activities need to be holistically monitored, measured, and optimized, with an emphasis on driving fast, fact-based decision-making to inform customers' next best experience. With the heartened brain engaged, action and operational execution becomes more balanced and coordinated, leading to the ability to make faster decisions based on confident, accurate, and complete analytics.

The ability to enable this more dynamic customer engagement is through business and technology infrastructure that seamlessly connects in concert with each other. There has been a tendency for large pharma organizations to engage with a myriad of specialist vendors to develop custom solutions, each for a single purpose. While they often complete the designated task

successfully, the MarTech stack can become increasingly complex, systems struggle to interact with one another. Instead, biopharma organizations need to balance the desire for specialized capabilities with a more consistent, scalable, and agile core infrastructure.

By leveraging a more connected primary platform, companies can reduce the burden on business stakeholders and offer a more standardized user experience. This simpler internal user experience will translate into a smoother and more seamless customer experience, externally. The integration at the heart of the data ecosystem allows for faster insight generation that translates into quicker execution. Ultimately, it becomes a competitive advantage for brands to know when and how to pivot towards market opportunities.

IQVIA's connected capabilities cover the breadth and depth of the customer engagement ecosystem



All of this must be underpinned by effective change management efforts and appropriate organization structures that are driven top-down. Organizations need to stop trying to “sell the change,” and instead focus on equipping leaders and those impacted with the necessary understanding, skills, and tools to successfully adopt the new ways of customer engagement. Focusing on not letting perfect be the enemy of good, and instead adopting agile principles that help to deliver incremental improvements and drive continuous learning over time can help to deliver compelling customer experiences. Crucially, defining and building centralized decision-making around omnichannel, that can coordinate and govern across brands helps to expediate action and deliver more consistent customer experiences.

At IQVIA, we believe we have an unmatched suite of capabilities that span across each core component of a customer engagement ecosystem. We have the necessary data, platforms, analytics, strategic consulting, and operational capabilities to seamlessly support our clients as they evolve their commercial models. These capabilities complement one another to create an interconnected ecosystem that drives incremental value to our clients. Namely, because the connected foundation of data infrastructure with the ability to analyze quickly, provides faster time to decision in executing against a brand strategy. Our differentiated capabilities have resulted in significant and real impacts for our clients, including:



20%+ increase in promotional investment ROI, when simulating and modeling algorithms across channels



25%+ increase in customer engagement levels, through resource optimization and omnichannel orchestration



Up to 40% increase in revenue, with improved insights for better, faster market penetration



More than a 35% reduction in total cost of ownership, through increased productivity and process automation

Consider how you can move beyond siloed thinking and make agile connected and integrated promotional decisions to maximize customer engagement and move your brand ahead.

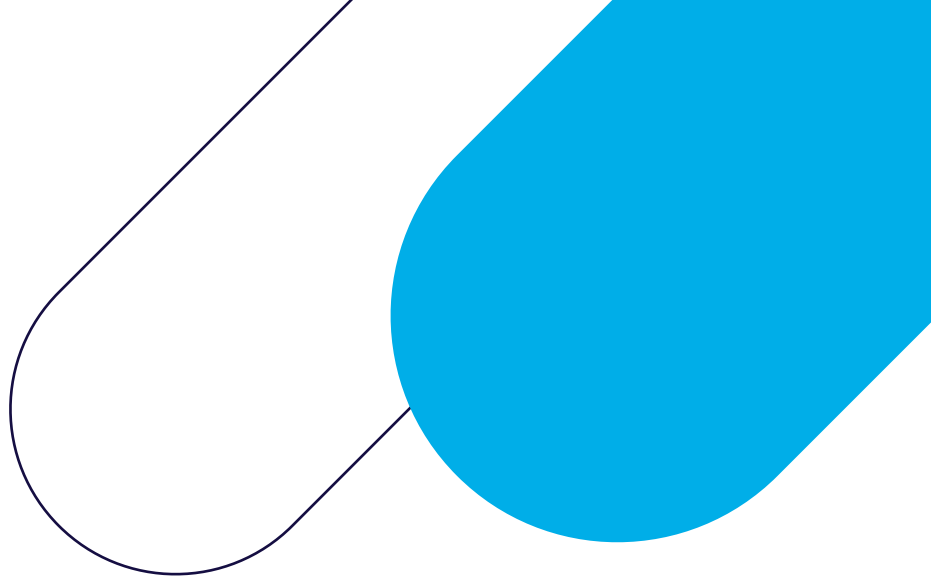
Contact an IQVIA representative to learn more.



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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