


# Pharma’s Guide to a Differentiated Customer Experience

*Most pharmaceutical companies have a strategy to build a compelling customer experience, but many are struggling to execute against that vision.*

Over the last decade, but especially in the last few years, much has shifted in the pharma marketplace.

- **The good news:** There are new ways to reach and engage customers, and digital engagement with providers is significantly higher than pre-pandemic levels.
- **But, There are new challenges, too:** patients are more informed and have higher expectations for their health outcomes, providers are seeing the boundaries blur around where and how healthcare is delivered, and payers are driving an increased focus on pay for performance.

Some pharma companies have started moving in response to these challenges, and there’s consensus on the importance of customer experience and omnichannel engagement. The vast majority of pharma companies have made customer experience strategy a budgetary priority. But the hardest part isn’t the strategy — it’s the execution.

 **80% of commercial pharma leaders say omnichannel strategy is a 2022 priority.<sup>1</sup>**

## THE CORE TENETS OF EXCELLENT CUSTOMER EXPERIENCE

### NEW TECHNOLOGIES

Convergence of IoT, wearables, mobile, and social media, redefining where and how healthcare is delivered

### MORE PRIVATE

Emergence of tighter data privacy restrictions and regulations make trust ever more important

### NEW ENTRANTS

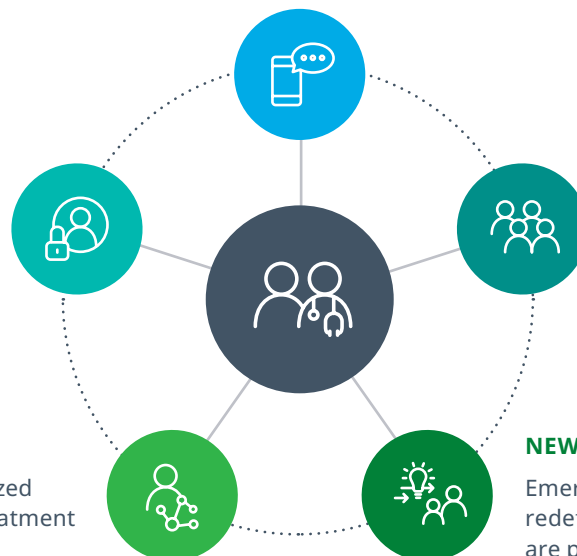
Non-traditional pharma players disrupting customer expectations

### MORE PERSONALIZED

Gene therapies and personalized medicine creating tailored treatment plans for individual patients

### NEW EXPERIENCES

Emerging business models are redefining how content and services are provided and consumed



<sup>1</sup> IQVIA BrandImpact Survey, 2022

## BARRIERS TO EXECUTION INCLUDE:



### Disconnected data

Pharma companies often struggle to comprehensively piece their data together across multiple organizational silos and discrete data warehouses. Oftentimes they don't even know what data they have, who is using it, and how it's being used across their enterprise



### Structural silos

Internal friction across Sales, Account, Medical, and Marketing teams leads to friction in the customer experience, for example, when a physician receives an email about a topic they've already discussed recently with their rep



### Peripheral pilots

There has been a plethora of experimentation, especially around omnichannel engagement and Next Best, but very few pilots translate to core changes to the operating model. Additionally, even fewer scale to have enterprise-wide implications

In attempt to address these barriers, IQVIA has designed a five-pronged framework for the pharma industry to think differently — and holistically — about executing on customer engagement strategies.

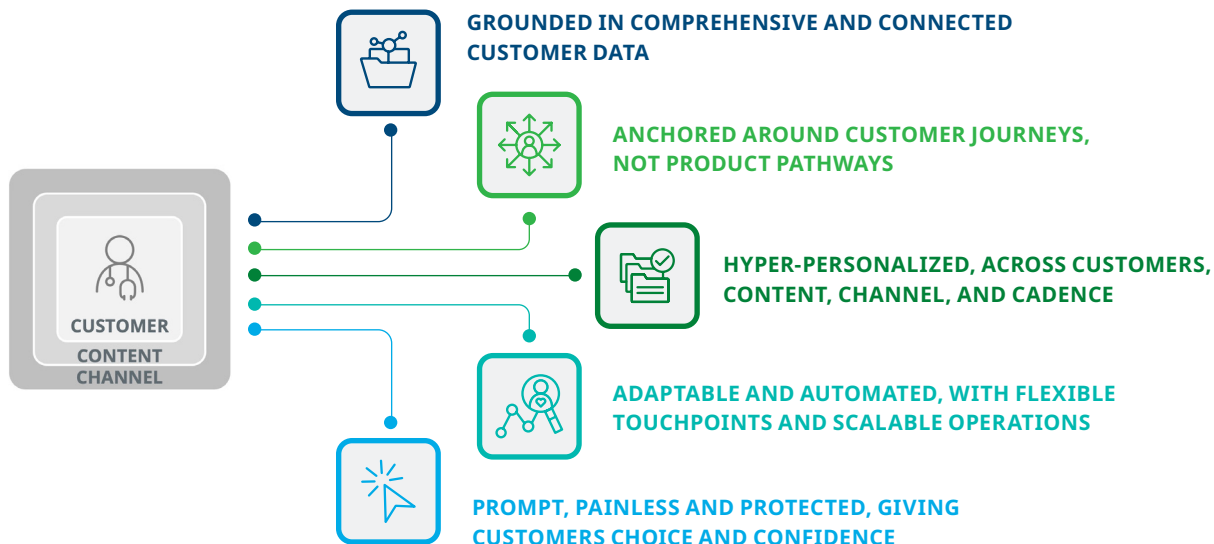
## There are five core tenets of customer experience in pharma, and they're interconnected:

- Comprehensive, connected customer data
- Customer journeys, not product pathways
- Hyper-personalized content, channel, and cadence
- Flexible touchpoints and scalable operations
- Customer choice and confidence

Executing on any one of these tenets can be a major transformation for a pharma company, so thinking about all five at once could be overwhelming. Most companies are already doing something in each of these categories, and most tend to over-index in one or two components over the others.

IQVIA recommends that pharma companies pick one tenet to start with, based on the strengths of their platform, and connect it back to the bigger picture of customer experience framework. Most customer experience best practices exist outside of highly regulated industries, so it's difficult to translate them to pharma. But starting at a crawl and making incremental progress is better than attempting to run just to stumble and fall out of the race. A trusted partner can help pharma companies write a roadmap for the changes they need to make.

## Core tenets of customer experience



# Comprehensive, connected customer data

Connected and readily accessible customer data is the bedrock of next-generation healthcare provider (HCP) engagement. There are many facets to a 360° view of customer data, and the illustration below is not exhaustive.

The goal is to ensure those operating inside the four walls of the pharma organization can easily leverage data on HCP interactions with their products, competitors, and disease-related information.



## THE PHARMA COMPANIES WHO FOCUS ON DATA AS A CORE TENET OF THE CUSTOMER EXPERIENCE

- Understand how much data they have and how it's being used
- Systematically collect data across customer touchpoints
- Have documented data processes
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All of these capabilities are underpinned by automation and a flexible data infrastructure, especially as more unstructured data is ingested, and the need for natural language processing capabilities becomes greater.

## Customer journeys, not product pathways

Developing an 'outside-in' perspective of the customer journey can help determine how to differentiate the customer experience. That means prioritizing the physician's needs and experiences as they treat patients, over and above the brand plan.

The goal is to truly understand the critical events in the customer's journey that have a positive or negative impact on their experience, then to solve those pain points in a way that's meaningful to the individual physician.

### THE PHARMA COMPANIES WHO FOCUS ON THE TENET OF CUSTOMER JOURNEYS:

- Understand the provider's values and what drives their decision-making
- Have visibility into the real (versus desired) customer journeys
- Know the optimal intervention points that they can truly, and in turn, influence decision-making

## Hyper-personalized content, channel, and cadence

Predictive analytics can help develop personalized experiences for customers across channel, content, and cadence. The goal is to feed data through recommendation engines and get helpful insights on who to contact, when to engage them, what content to engage them with, and how best to interact with them.

### THE PHARMA COMPANIES WHO FOCUS ON THE TENET OF HYPER-PERSONALIZED CONTENT:

- Understand where the customer is on their journey right now (and therefore what they need)
- Coordinate recommendations across all personal and non-personal channels (not just a limited sub-set)

- Get the right balance of artificial and human intelligence, to build in recommendations and drive impact
- Have a clear path to scale and continuously refine AI engines
- Prioritize the development of new, high-quality content (as opposed to digitizing stale, older materials)
- Get content approved quickly, and in a modularized manner, to enable greater reuse and repurposing

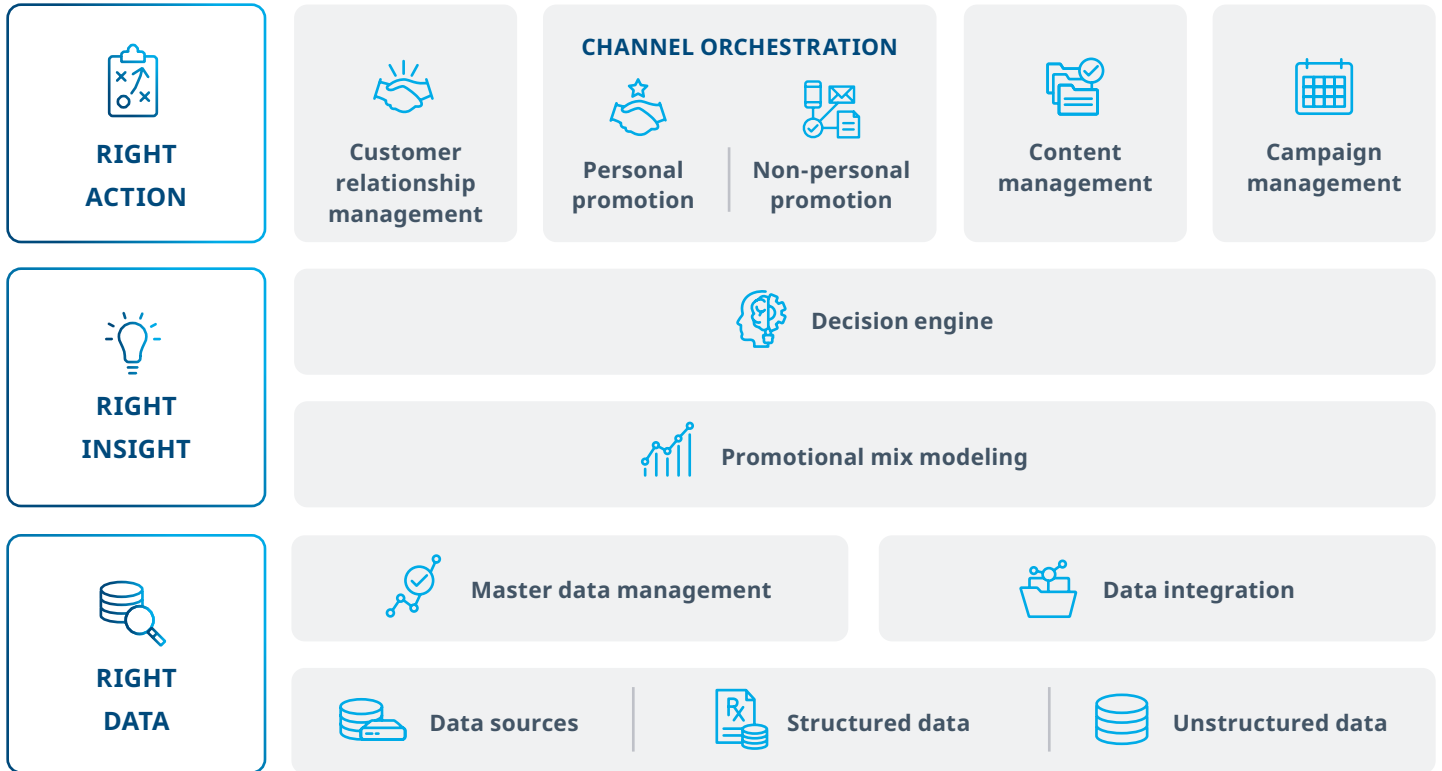
## Flexible touchpoints and scalable operations

An agile data and technology infrastructure that incorporates sales and marketing automation enables a smoother customer experience. The goal is to build a modular and interoperable commercial ecosystem that adapts and scales to future demands.

Pharma organizations tend to focus on the just the platform roll-out, seeing technology as a proxy for innovation. But all new capabilities bring people and process changes, and pharma companies should focus on the organizational learning that supports the new technology.

If internal teams have a hard time navigating and working within the system, the customer experience won't be great either. It's better to have a small number of core vendors that do most things well than lots of unique providers who each do one thing perfectly, but that don't integrate with each other effectively.

## FLEXIBLE TOUCHPOINTS AND SCALABLE OPERATIONS



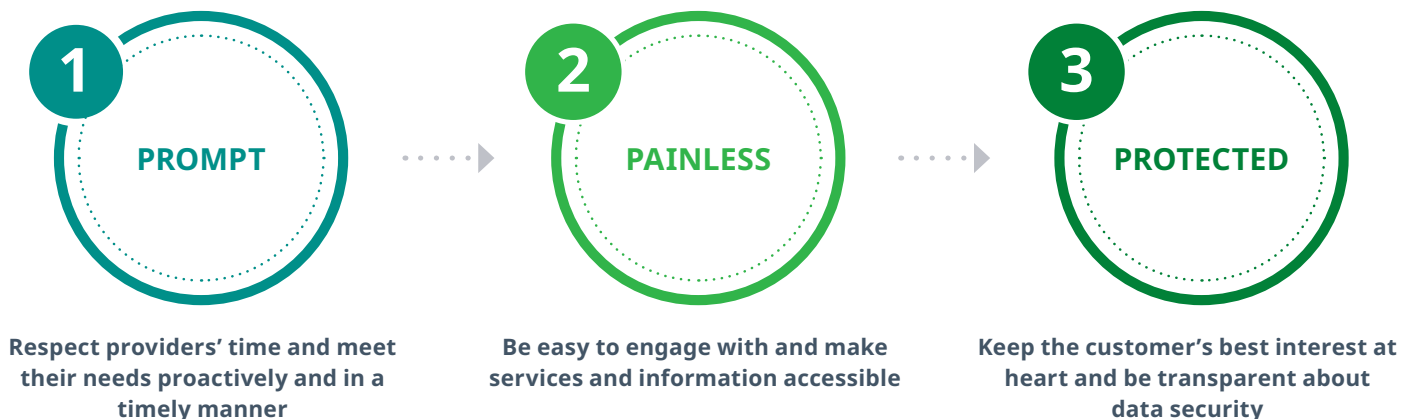
### THE PHARMA COMPANIES WHO FOCUS ON THE TENET OF FLEXIBLE TOUCHPOINTS AND SCALABLE OPERATIONS:

- Align technical functionality to business and customer needs
- Adapt capabilities on pace with AI and innovation advancement
- Balance specialized capabilities with enterprise scale and efficiency
- Reduce the burden on internal teams with a single, standardized UX platform

## Customer choice and confidence

All processes should be designed from the customer's perspective, with channels augmenting each other — not competing. Providers can be wary of their patients and their own data being shared, and pharma companies need to engender trust about how customer data is being used.

The goal is to develop a clear customer value proposition that delivers a meaningful experience and is underpinned by customer-centric processes. Customer experiences need to be:



## THE PHARMA COMPANIES WHO FOCUS ON THE TENET OF CUSTOMER CHOICE AND CONFIDENCE:

- Give customers flexibility on when and where to engage
- Minimize invasive 'push' sales tactics and prioritize 'pulling' customers in
- Spend time building operations
- Focus on content development and new channels over technology and platform investments

If you're considering working with a partner to execute on your customer experience strategy, IQVIA helps its pharma clients navigate this kind of complexity every day.

We can help you design your commercial model, provide you with the data and technologies to accelerate and enable your commercial model transformation, and help you kind of think about the best data to understand your customer.

### 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.



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