Segmentation and Targeting: A Modern Data Approach for Today's Complex Therapies

Three out of four drug launches fail to meet forecasts, resulting in an average loss of $200 million in total sales per asset.[1] Increased competition and decreased product life cycles also limit the time that teams have to reach healthcare providers (HCPs) pre-launch, adding pressure to an already challenging environment.

The ability to deliver messaging that resonates with the right HCPs, quickly, is critical to launch success. Biopharmas that expand and accelerate their segmentation and targeting efforts with an integrated, modern data approach have more efficient and impactful interactions. This leads to higher levels of engagement, adherence, and, ultimately, better patient outcomes.

75%
of launches do not meet or outperform forecasts

$200M
on average lost in total sales per asset

Precise engagement as a competitive advantage

More complex therapies and numerous ways to engage with HCPs make it challenging to create meaningful interactions. HCPs, like other consumers, want personalized engagement, including relevant content delivered on their preferred channel.

However, a **survey** by Digital Health Coalition shows that only 27% of HCPs think biopharma interactions are tailored to their needs. And, only 31% agree that biopharmas do a good job of delivering relevant content.

HCP access also continues to decrease due to various factors, including increased market consolidation, health system restrictions, growing patient loads, and the diversity and complexity of modern medicine. With the rise of omnichannel engagement, it's important to consider access and channel preferences when developing your go-to-market strategy.

Segmentation and targeting provide deeper insights into the diverse needs, preferences, and behaviors of different patient populations, HCPs, and HCOs. By better understanding your customer, you can tailor messages and interventions to ensure they resonate. You can also allocate resources more efficiently to focus on high-potential segments most likely to benefit from your treatments and therapies. This precise engagement can help you break through the noise and give you a competitive advantage.

27%
of HCPs agreed or strongly agreed that biopharmas communicate with them in a relevant and personalized manner[2]

25%
of HCPs want information that goes beyond the product on clinical studies[3]

31%
agreed or strongly agreed that biopharma companies do a good job of delivering relevant content[4]

CUSTOMER STORY

Identifying nearly 2,000 more HCP targets in a niche market

An emerging biopharma was preparing for a rare disease drug launch. It wanted to explore potential indicators of prescribing opportunities, segment healthcare providers based on their behaviors, and drive multichannel cycle plans to reach its niche market and grow its number of targets.

Using Veeva Compass Patient and Veeva Compass Prescriber, the team analyzed the full patient journey and identified addressable patients and key prescribing indicators. These key indicators were aggregated at the

HCP level to quantify potential. They further ranked the prescribers based on the opportunity, helping the team better align and deliver key messages.

The biopharma identified almost 2,000 new targets, increasing the number of targets and helping to personalize outreach and engagement. **"With Veeva Compass, we accelerated our product launch by giving field teams a more complete and timely view of our customers,"** says the vice president, operations, rare disease.

Legacy methods don't support today's complex care

Despite how important segmentation and targeting can be as a competitive advantage, many biopharmas are still encumbered by legacy methods that are often outdated, inefficient, and limited in scope. Some common challenges with legacy methods include:

Reliance on historical information

Traditional segmentation approaches often focus solely on historical prescription volume or demographic variables such as specialty, which do not capture the full complexity of patient needs or uncover opportunities.

Complex therapies

As treatments become more complex, so does the care team. Often, the provider on the claim may not be driving the key treatment decisions. Traditional approaches fail to capture these nuances associated with rare and complex treatments.

Fragmented data sources

Data silos and fragmented sources of information make it difficult to obtain a comprehensive view of the HCPs and lead to incomplete or inaccurate segmentation models.

Static segmentation

Static segmentation models fail to account for the dynamic nature of patient needs and behaviors, resulting in suboptimal targeting and missed opportunities for intervention.

Lack of personalization

Generic marketing messages are less likely to resonate with patients and healthcare providers, decreasing effectiveness and engagement and wasting resources.

Execution challenges

Legacy methods often result in a disjointed process where generated insights fail to translate into actionable strategies by the sales or marketing teams.

These outdated methods can lead to missed opportunities to connect with the right HCPs.

CUSTOMER STORY

Moving beyond legacy methods to uncover 31,000 new treaters

A global biopharma with a pre-launch therapeutic in the neuroscience space wanted to create and profile individual HCP segments tied to specific prescribing behavior so they could better plan launch activities and outreach.

To find and understand the current HCP prescribing trends within its market, the team partnered with Veeva who helped them analyze three different types of data: patient claims data (Veeva Compass), HCP demographic data (Veeva OpenData), and KOL customer intelligence data (Veeva Link).

Through this analysis, the team identified HCP prescribing trends and used this data to create a segmented list of HCPs for its launch. The HCPs were prioritized based on market opportunity and profiled based on treatment behavior, scientific expertise, HCO affiliations, and demographic features. Overall, the analysis uncovered 31,000 treaters that the company could not access through legacy methods.

A new approach to targeting and segmentation

Given the drawbacks of legacy data, biopharmas have an opportunity to rethink their approach to HCP engagement, planning, and execution.

1. DEFINE STRATEGY

- Align functions towards a cohesive segmentation and targeting approach

- Establish clear objectives and foster a culture of communication to facilitate the exchange of insights and strategies

2. PLAN

- Prioritize targets to tailor outreach strategies effectively

- Develop multi-channel cycle plans to allocate the appropriate effort based on potential and engagement preference
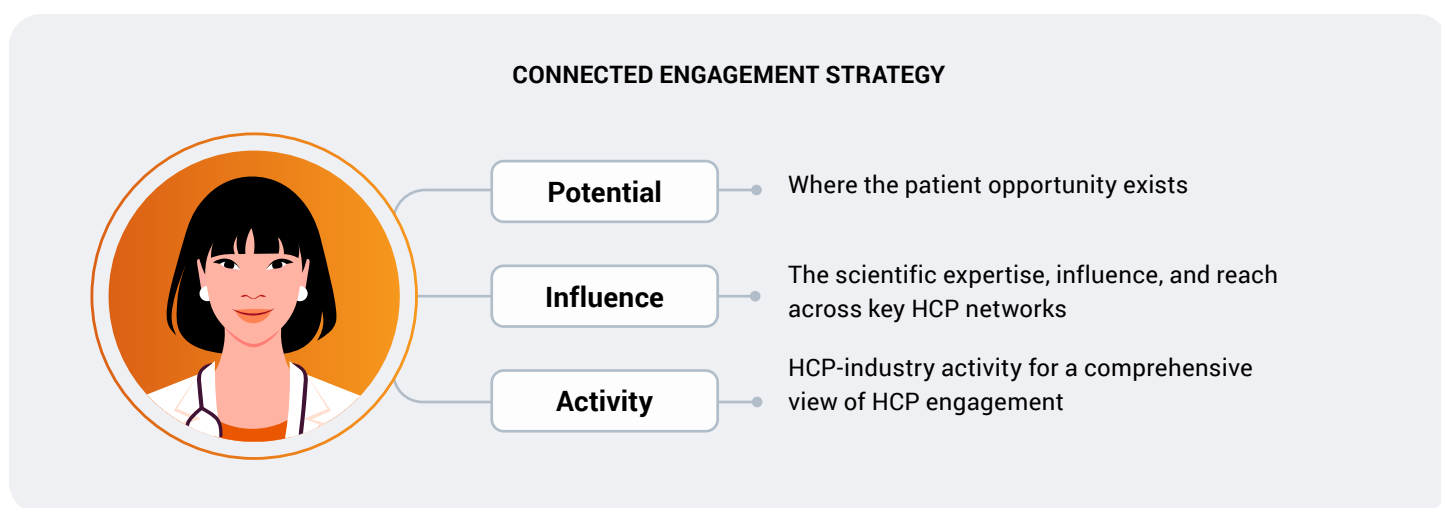
3. PERSONALIZE

- Understand needs, attitudes, and beliefs of targets to develop behavioral persona segments

- Build detailed customer journeys to personalize engagement with relevant key messages and content

4. EXECUTE

- Surface actionable insights and recommendations to enable effective engagement execution

- Establish metrics and KPIs to track effectiveness of strategies and iterate based on performance feedback

A **connected engagement strategy** can help you engage more effectively with the right HCP. It focuses on three core dimensions:

CONNECTED ENGAGEMENT STRATEGY

Potential	Where the patient opportunity exists
Influence	The scientific expertise, influence, and reach across key HCP networks
Activity	HCP-industry activity for a comprehensive view of HCP engagement

By concentrating on these key dimensions, stakeholders across the organization can better align on who to target (value segmentation) and how to best engage with these HCPs (behavioral segmentation).

WHO TO TARGET?

Value Segmentation

Prioritize HCPs in high potential accounts, with strong influence and high industry pressure

Informs targeting & resourcing/sizing decisions to maximize returns

HOW TO ENGAGE?

Behavioral Segmentation

Understand the key messages and channels that resonate with HCPs

Informs engagement as well as content strategy to maximize adoption

Value segmentation helps you prioritize targets based on patient opportunity, prescribing behavior, and other relevant factors that help create more tailored outreach strategies. This also supports the development of multichannel cycle plans (MCCP) that allocate the appropriate effort based on the target's potential impact and engagement preferences.

But to capture the nuances of today's complex therapies, teams need modern commercial data sources that:

- Include both retail and non-retail products

- Show a longitudinal view that reflects the full patient journey by matching more sources with more accuracy

- Update daily so field teams can react to the dynamic nature of patient needs and behaviors and drive faster and more timely engagement

Behavioral segmentation helps you understand your targets' needs, attitudes, and beliefs to develop persona segments based on their behaviors. This type of segmentation allows you to build detailed customer journeys for each persona and personalize engagement experiences with relevant messages and content. Behavioral segmentation should also consider HCPs' engagement preferences. Leveraging industry-wide engagement data can reveal how HCPs prefer to interact with the life science industry including accessibility and channel preferences, leading to more meaningful engagements.

Teams can jointly personalize engagement through journeys connecting plans with content, tools, and data. While MCCP incentivizes field touchpoints with the highest-value customers, journeys ensure these touchpoints are connected and personalized.
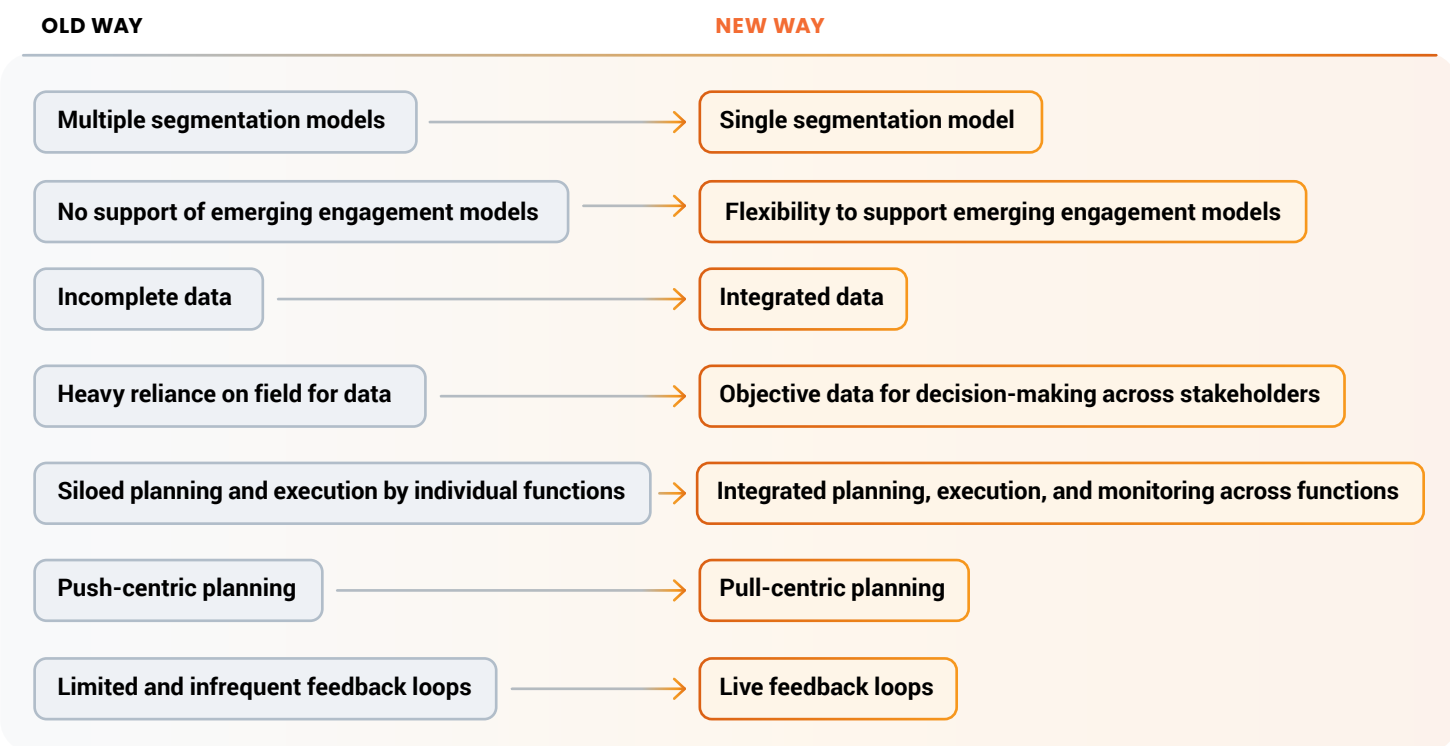
Integrating with the field

Segmentation and targeting efforts manifest in various actions, including NPP strategies, resource deployment, and the creation of key messages tailored to specific HCPs and HCOs. However, while you can create infinite segments based on diverse datasets, you most likely do not have an array of infinite tactics.

Therefore, teams need to translate these data-driven insights into practical, executable plans, including how and when to engage with different segments of HCPs and HCOs. With limited access to HCPs, the field plays an important part in helping to optimize these engagements and ensure that each interaction is meaningful and impactful.

The future of segmentation and targeting

The future of segmentation and targeting relies on a connected engagement strategy. Integrated data and software platforms facilitate seamless collaboration and data sharing across stakeholders, enabling more holistic and patient-centric segmentation and targeting strategies. Advancements in data, software, and analytics will enable hyper-personalized engagement experiences tailored to the specific needs, preferences, and profiles of healthcare providers and patients.

OLD WAY   **NEW WAY**

OLD WAY	NEW WAY
Multiple segmentation models	Single segmentation model
No support of emerging engagement models	Flexibility to support emerging engagement models
Incomplete data	Integrated data
Heavy reliance on field for data	Objective data for decision-making across stakeholders
Siloed planning and execution by individual functions	Integrated planning, execution, and monitoring across functions
Push-centric planning	Pull-centric planning
Limited and infrequent feedback loops	Live feedback loops

Conclusion

The current launch environment is becoming increasingly challenging with more complex treatments and increased competition. To succeed, it's essential that brands can quickly identify the right HCPs and tailor engagement strategies for more meaningful interactions. By embracing new capabilities and adopting a patient-centric approach, biopharmas can enhance segmentation and targeting strategies to better meet the needs of HCPs and drive better patient outcomes.

Sign up for a [free assessment](#) to see how Compass data can work for you.

Sources:

[1] Pharma contingency planning | Strategy&. (n.d.). [Strategyand.pwc.com](#)

[2 & 4] Understanding 2023 HCP Channel Trends & Preferences, [Digital Health Coalition, 2023](#)

[3] Physicians are adjusting to COVID-era uncertainty, but want support from pharma, [AbelsonTaylor/Veeva Report, 2020](#)

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