

The Power of Sales and Marketing Collaboration for Omnichannel Engagement

In collaboration with Across Health

Executive Summary

Marketing and sales need tighter alignment to fulfil customers' needs, even more so with COVID-19 accelerating the uptake of non-personal channels and restricting face-to-face interactions. Omnichannel engagement isn't about adding more channels, but about offering the right channel and relevant content at all stages in the customer journey, resulting in a more personalized customer experience.

Success requires a deep understanding of the customer journey — yet just 10% of companies think they have an appropriate 360° customer view.¹ The technology to facilitate the collaboration between marketing and sales around individual customers is readily available, but that alone is not enough. Transformative technology must be underpinned by an organizational change that enables new ways of working.

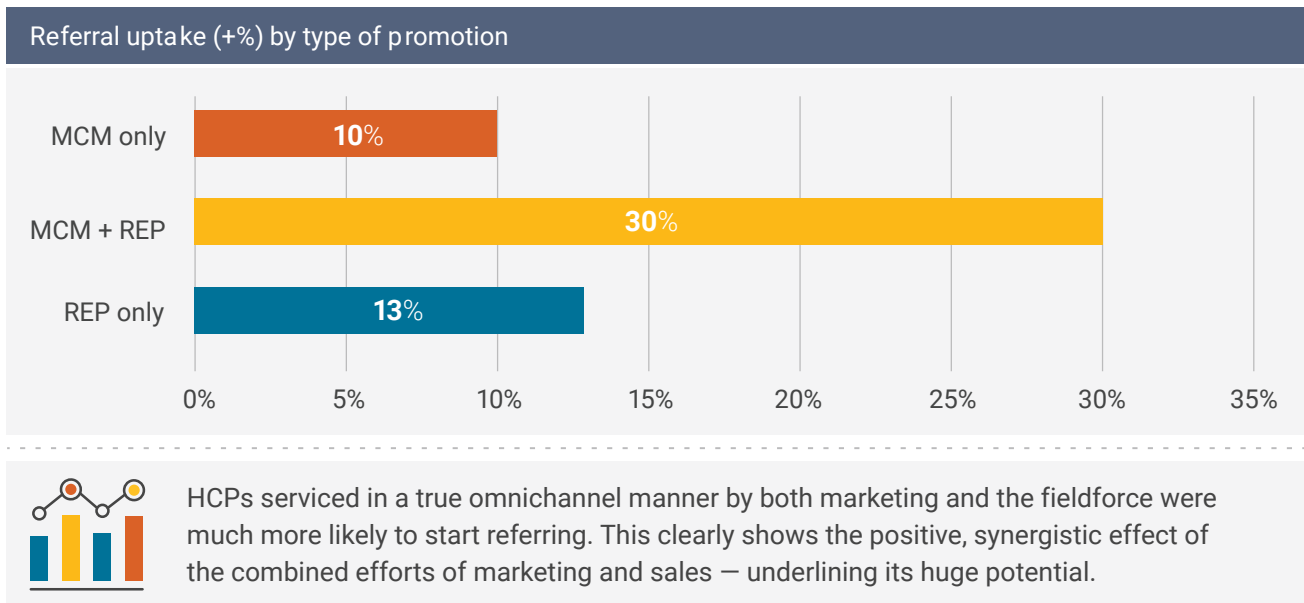
If biopharma is to design and deliver consistently great customer experiences, sales and marketing must be empowered to think, plan, and act as one. Using marketing automation tightly integrated with the CRM system can help share a common 360° customer view to deliver coordinated customer journeys, personalized engagement, and attitudinal and behavioral change.

¹ Across Health Multichannel Maturity Meter 2020

Case Study: Omnichannel Engagement Through Marketing and Sales Collaboration Pays Off

A leading medtech company executed an omnichannel campaign in Germany to maximize outreach to a massive group of low-touch referrers (i.e., physicians who needed to refer patients to a hospital for a procedure). Digital marketing channels were used as a lead generation engine to identify highly engaged physicians, who were expected to be more likely to refer patients for surgery. Marketing then handed over these qualified leads to sales as their ‘next best visit’. The campaign was very successful as it significantly increased reach and, more importantly, patient referrals into specialized treatment centers.

Figure 1: Sales & Marketing Collaboration Leads to Better Results



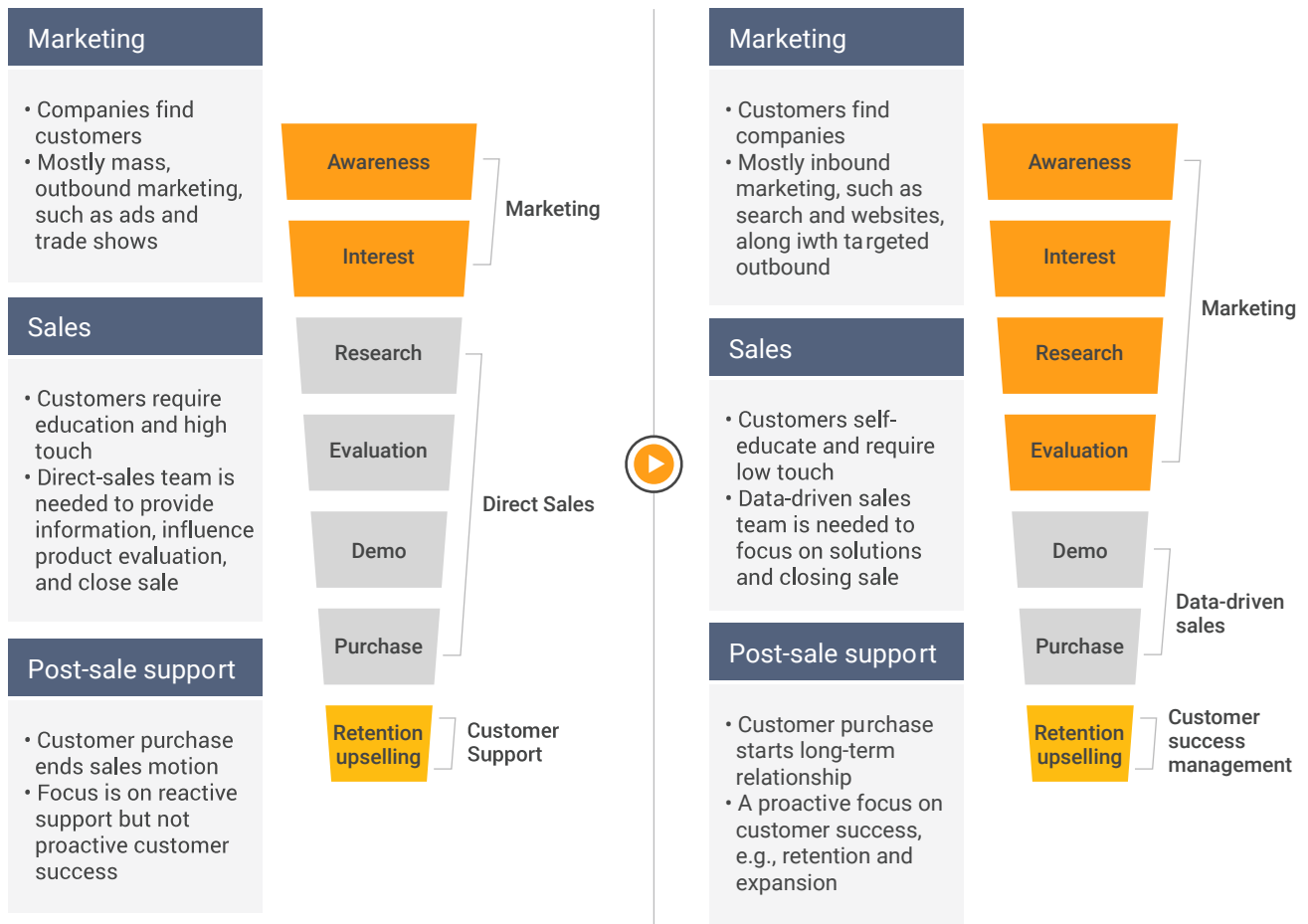
The approach, a great example of hyper-targeting, is a clear illustration that marketing and sales work better together when both functions are aligned and connected.

Unified Sales and Marketing: Building a Cross-Functional, Customer-Centric Ecosystem

Biopharma’s traditional customer-base is changing; ‘digital native’ health care professionals (HCPs) now account for well over 50% of the physician population, while their ‘consumer’ experience is redefining customers’ expectations in terms of their engagement with the industry. As a result, biopharma customers no longer rely on sales representatives as their primary source of information. In the digital age, customer journeys typically begin online – in the marketing domain – and though conversion may occur in either face-to-face or digital environments, customers expect a seamless experience between the two. That seamless experience is the essence of omnichannel engagement – and it’s driving the need for better-coordinated use of digital and personal channels.

Figure 2: Building an Integrated Marketing and Sales Engine for B2B, 2018

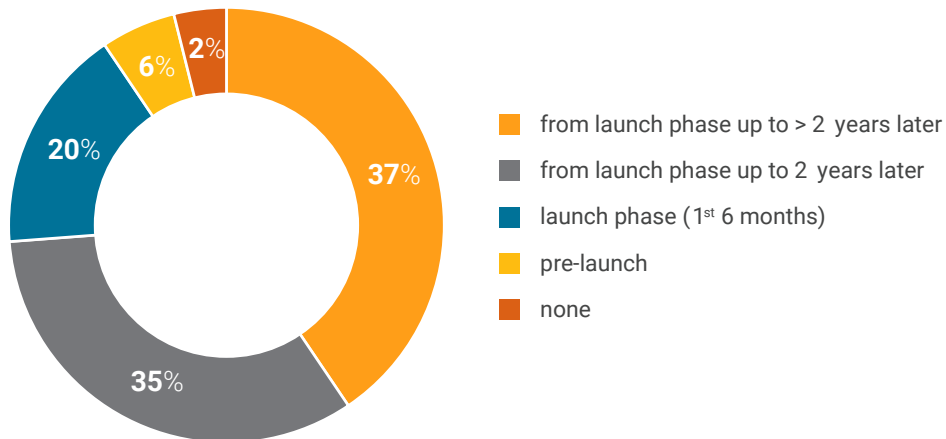
This graphic from the Boston Consulting Group illustrates the shift towards more marketing channels at the top of the funnel very clearly.



Also, representatives' access is becoming increasingly difficult, a trend further accelerated by COVID-19. For example, in oncology – one of biopharma's most digital-savvy customer groups – engagement with representatives is restricted. Data from Q4 2020 Across Health Navigator 365 for EU5 oncologists shows (Figure 3):

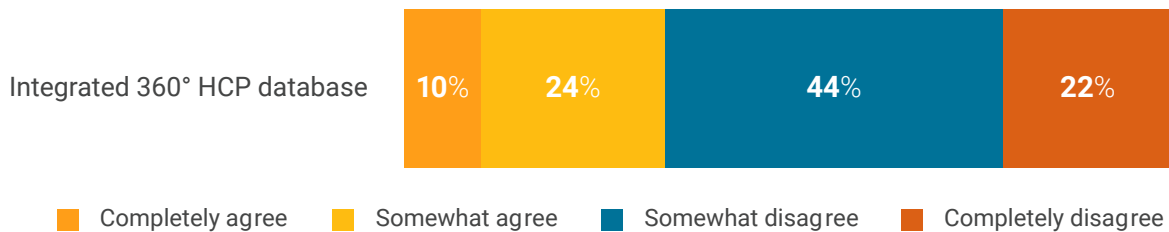
- 55% of oncologists only want to see reps from the product launch period for a maximum of two years
- Of these, 20% only want to see representatives for the first six months of a launch
- Just 6% engage with representatives in the pre-launch phase

Figure 3: Preference of Oncologists for Receiving Visits by Reps Along the Product Lifecycle



As HCPs’ use of digital channels increases, it’s no surprise that optimizing the customer journey across multiple touchpoints is a top priority for biopharma.² To enable the execution of a “better together” approach, companies must focus on gathering and maximizing data providing the 360° customer view, and using robust content platforms. However, this is still in its infancy in biopharma. For instance, only 10% of respondents genuinely believe they have an integrated 360° HCP database across all channels and a good view of customer channel acceptance (Figure 4). Customer data is often stored in different systems, complicating the 360° customer view.

Figure 4: Adoption of a Holistic Customer 360 and Channel Acceptance View in Biopharma



Despite the relative momentum of digital channels, customers are not impressed with biopharma’s efforts at ensuring high-quality omnichannel experiences. Sixty-five percent (65%) of EU5 oncologists find digital biopharma channels necessary, but only 38% are satisfied.³

To get started on the journey towards omnichannel excellence, companies must define a more robust customer journey and identify which channels and content make the most sense for which customer segment. Mapping this out will allow the two previously isolated functions to work from the same playbook to pursue the same goal: a positive customer experience based on a unified digital and offline approach.

² Across Health Multichannel Maturometer 2020

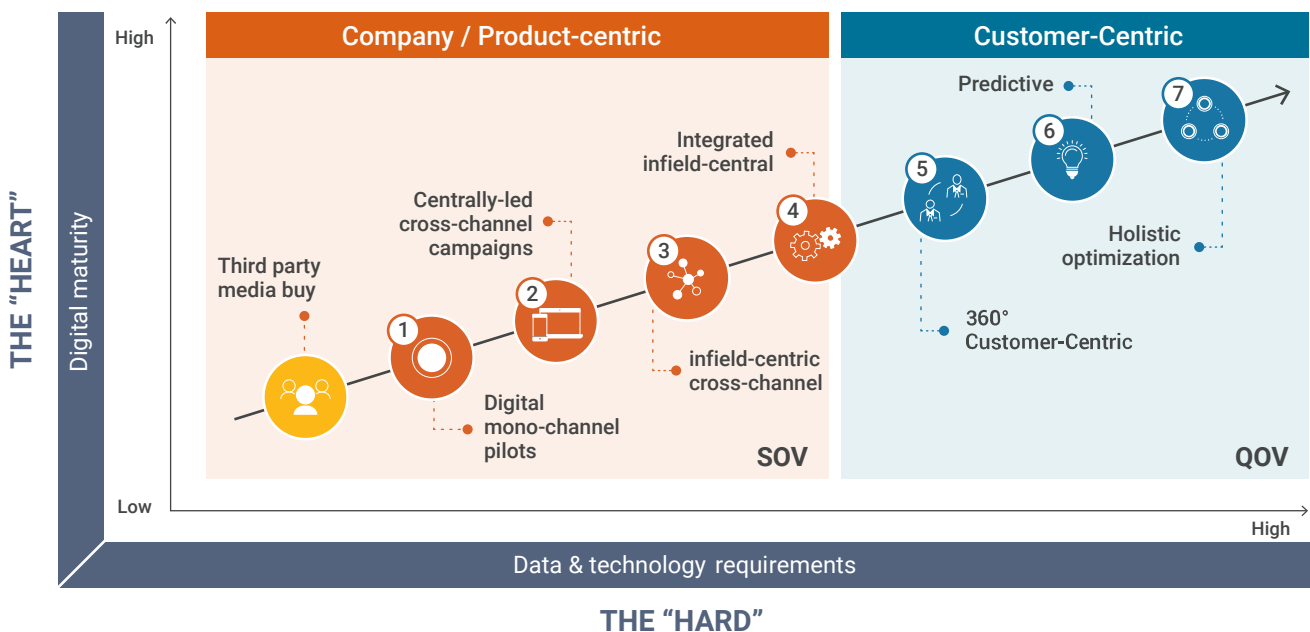
³ Across Health Navigator 2020

Marketing automation and predictive analytics are relatively new in biopharma and can help cross-functional teams tremendously. They allow marketing and sales to:

- Use real-time data to generate, qualify and prioritize engagement opportunities and the journey through the funnel
- Establish the customer journey stage, track customer behaviors, and measure experiences
- Share priority engagement opportunities with sales to activate and progress
- Use data to predict behaviors and identify suggested or ‘next best’ engagement
- Segment customers and tailor personalized communications at every touchpoint

Achieving this scale change is much more than an IT deployment, so companies should set out on a multi-year, well-sequenced, and balanced journey of their own. A good transformation roadmap towards data-driven omnichannel customer engagement breaks down into seven distinct stages – along two separate axes (Figure 5):

Figure 5: Roadmap to Data-driven, Omnichannel Customer Engagement



Companies should define where they are on the journey and then start moving up. Indeed, biopharma companies are at varying stages of this roadmap:

- Some are still at ground zero: their multichannel reach to customers relies on anonymous third-party media
- Others have progressed to running single-channel pilots (Stage 1) or cross-channel marketing campaigns (Stage 2)
- Many are focused on Stage 3: marketing and sales using multiple digital channels in isolation. This stage is the entry point for the multichannel rep approach
- Stage 4 creates a platform for sales and marketing coordination: the gateway to customer-centric quality of voice (QOV)⁴ as opposed to share of voice (SOV)⁵ (Stage 5)

⁴ Quality of voice: customer’s feedback about their experiences with and expectations for your products or services.

⁵ Share of voice: measure of the market for your brand visibility and how much you dominate the conversation in your industry.

- Once at Stage 5, companies have a platform and data to develop predictive capabilities (Stage 6)
- The endgame is holistic omnichannel engagement across all stakeholders: HCPs, payers, and patients (Stage 7)

The sales and marketing collaboration advocated in this paper represents the Stages 4 and up on this roadmap. Leaping to Stage 5 requires a shift from product-centric thinking (i.e., “How can we reach doctors more frequently through multiple channels?”) to a customer-first approach (i.e., “What channels, content, and cadence does my customer need?”). By building and sharing insights from the customer’s perspective, companies can move away from the traditional share of voice model to a strongly customer-centric quality of voice approach.

The level of data and technology required increases at every stage of the roadmap, and so does the complexity. At face value, each stage can be managed by investment in technology – a hard enabler (the X-axis). Biopharma has partially done this by investing in CRM, in rep-centric digital marketing channels, and, more recently, in marketing automation and predictive analytics. However, technology alone isn’t enough. Organizational change (the Y-axis) that drives cross-functional collaboration is a critical component of success.

Executing the Omnichannel Strategy

With the right culture – skills and mindset – and a strong data and technology infrastructure, companies can quickly transition to a quality of voice model.

To do so, organizations need:

- Deep insights to map the customer journey
- A channel and content mix that delivers valued and differentiated experiences at every key interaction
- The ability to orchestrate, coordinate and measure engagement at every touchpoint
- A robust platform to share engagement outcomes across cross-functional teams to inform the ‘next best’ actions that enhance the overall customer experience

Omnichannel success is not just about tools, data, and technologies. It’s also about the people: the teamwork, the readiness to change, the culture, and the agility.



CHECKLIST: 7 STEPS TO OMNICHANNEL ENGAGEMENT SUCCESS¹

1. Align on strategic imperatives and conversion points.
2. Brainstorm and prioritize channels.
3. Define the campaign timing, the number of touchpoints, and multichannel equivalents (MCQs) per segment/customer.
4. Compare with ‘traditional’ MCQs and add specific multichannel marketing (MCM) tactics by segments/customer.
5. Develop & assess the campaign blueprint.
6. Execute.
7. Track KPIs and adjust in an agile fashion.

¹ Across Health Evidence-Based Multichannel, 2018

Moving Toward Digital to Optimize Engagement

Successful omnichannel customer engagement for biopharma will depend on companies redesigning their commercial models and stimulating a much tighter marketing and sales collaboration, while also making marketing more accountable for measurable customer impact. Simultaneously, other customer-facing groups like medical, customer service, and market access will be assuming an increasingly important role in the 360° customer approach. Data-first, AI-enabled customer journey analytics will help bring more personalization to HCP interactions by unlocking large and complex data captured in CRM and making it actionable. Other B2B industries are further ahead on this journey, which should offer interesting benchmarking and learning opportunities.

The arrival of COVID-19 and the almost complete disruption of the traditional offline engagements (meetings, conferences, field visits, etc.) is further accelerating this movement towards authentic omnichannel engagement across the industry. Fewer than 1 in 3 physicians wants to continue to receive the same number of rep visits as in pre-COVID times; over 60% of physicians want markedly fewer in-person engagements and much more digital⁶.

Has the tipping point for omnichannel customer engagement been reached? And is your company ready for “The Next Normal”?

⁶ Across Health Navigator Spotcheck 2020



About Across Health

Across Health is a trusted advisor to senior leaders of innovative multinational healthcare organizations. With a focus on customer engagement in the digital age, we partner with our clients to design, develop, execute and measure evidence-based, omnichannel customer engagement strategies and companywide digital transformation and disruption programs – for the short, medium and long term. Across Health has over 60 experienced consultants in 7 markets with a unique focus on omnichannel customer engagement and digital transformation. For more information, visit across.health.



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