



Six Imperatives to Transform Customer Experience in Life Sciences

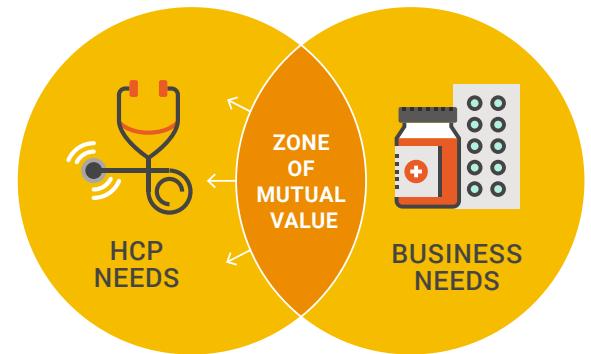


The best experiences are created when life sciences companies help, support, and add value to HCPs' daily tasks, goals, and objectives.

Digital innovation is changing the way life sciences companies approach one of their top priorities: customer experience (CX). Research consistently shows that, across all industries, companies that lead on CX outperform their competition in areas such as customer satisfaction, brand loyalty, and revenue growth. And in life sciences, delivering great customer experiences can play a key role in ensuring patients benefit from the best treatments.

Yet despite significant focus and investment, companies have often struggled to translate robust HCP insight into integrated, impactful, and consistent experiences that strike the right balance between meeting customer needs and delivering on business objectives. Great CX strategies aren't just about doing what the customer wants—they're about delivering mutual value by aligning business and HCP needs as much as possible.

To drive this alignment, it's essential to start with the customer and understand what a great experience looks like. The best experiences are created when life sciences companies help, support, and add value to HCPs' daily tasks, goals, and objectives. Throughout any given day, some things will be more urgent or important and have greater need for help than others. These are what we call 'signature moments.'



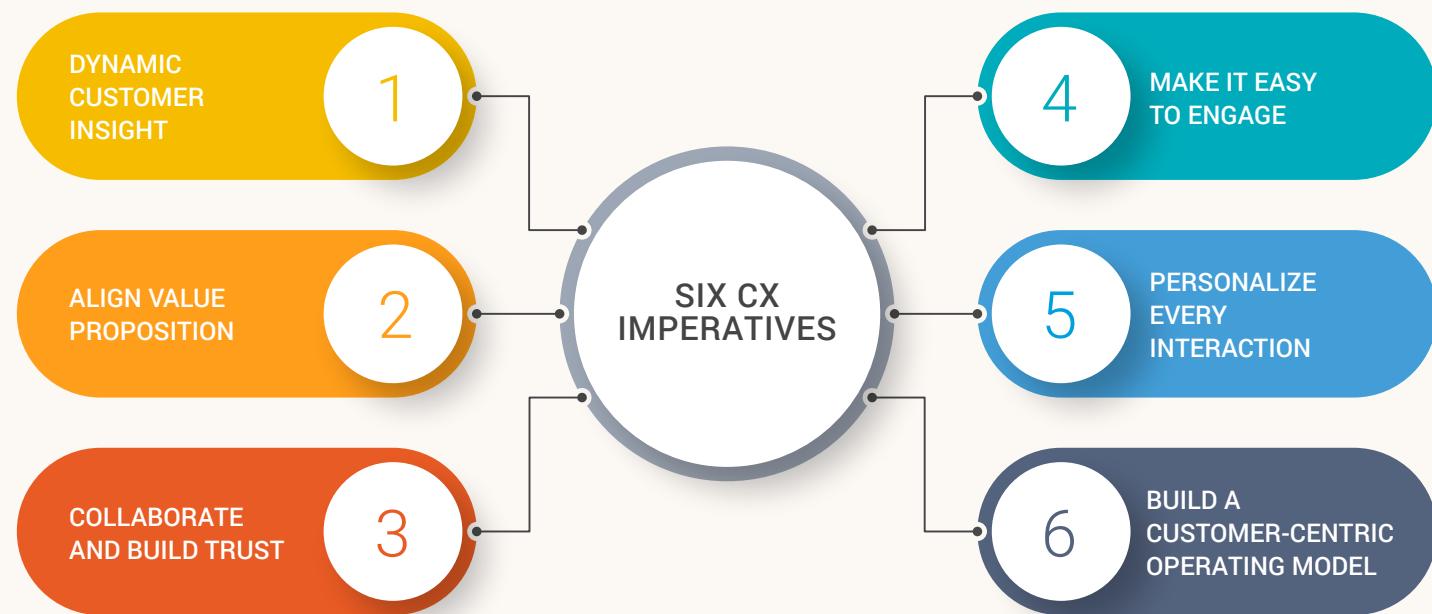
If companies can deliver at these critical points, it will go a long way to driving customer satisfaction and loyalty. However, CX is a fragile thing; it's built over time but can be eroded quickly. Every interaction counts. Therefore, commercial and medical teams need to ensure they deliver trusted information, solutions or support in easy-to-consume and personal ways at every touchpoint. And they need to do it consistently, time and again.

Today, this can only be done through a foundation of digital excellence to ensure you are there, ready to support HCPs, whenever they need it.

How to deliver CX at scale

Veeva has identified six imperatives that have to be in place to deliver a differentiated CX:

1. Move from static to dynamic customer insights
2. Align your value proposition to HCP needs
3. Leverage the broader healthcare ecosystem to facilitate collaboration and build trust
4. Make it easy to engage with the right channel mix
5. Personalise every interaction with meaningful content
6. Design a customer-centric operating model that reinforces the experience



CX IMPERATIVE #1

Move from static to dynamic customer insights

Customer insight is foundational to digital excellence. However, companies sometimes lack the holistic view of HCP needs, behaviors, and attitudes that's required to deliver CX at scale. Insight needs to go deeper and focus on more than just a moment in time. Every interaction is an opportunity to learn more and test what works. The most effective campaigns are set up to capture these valuable learning experiences.

Customer personas should be based on—and continuously refined using—actual observed data captured along the customer journey. Since the differences between what HCPs say and do can be pronounced, understanding those differences is critical. Channel metrics, coupled with the correct tagging of content, are critical tools in learning what resonates with HCPs as they can enhance customer profiles and drive more intelligent engagement.

Customer Journey Mapping (CJM) is essential, allowing you to understand customers' priorities and the tasks they need to complete during their week. Combining this view with HCP feedback can help identify the most critical tasks where HCPs need help. Focusing on these makes it easier to define and design the experience to create memorable signature moments.

CJM is only the starting point. In reality, every customer's journey is different and they should be in the driver's seat. This is where digital excellence is critical – CX is about knowing how and when to respond and what the next best action is. HCP insights should be generated automatically and used to automate journeys. This makes insight dynamic and actionable, allowing you to:

CX IMPERATIVE #1

Move from static to dynamic customer insights



Tailor messaging and content to the specific needs of the HCP as they change over time



Adapt interaction to the preferred channels



Identify the optimal timing of interactions so that customers are more likely to respond



Uncover customer pain points that can be resolved through products and services



Every interaction is an opportunity to learn more and test what works.

Finally, it's important to develop a systematic and consistent framework for managing customer insight so it can be operationalized across the organization. This makes it easier to align customer interactions across brands and build common approaches for customers with similar objectives.



NEXT-GENERATION CX ENABLERS

- Behavioral/attitudinal segmentation and personas based on observed data
- Dynamic customer journey mapping
- Continuous experience measurement and testing
- Content tagging

CX IMPERATIVE #2

Align your value proposition to HCP needs



Differentiation is best achieved by providing meaningful value to HCPs as they pursue their daily goals also known as jobs to be done.

The ability to deliver a great experience depends heavily on the foundational insight outlined above. This insight provides clarity over the parts of the journey that matter most to HCPs: the pain points that, should you resolve them, will truly add value to their daily experience. Differentiation is best achieved by providing meaningful value to HCPs as they pursue their daily goals. Engagement models that are too product-focused and transactional often miss opportunities to add further value and differentiate. A narrow, product-focused value proposition is often not enough.

The most compelling value propositions solve real problems for customers. Having the insight is one thing, but acting on it with the right interventions is what matters. Interventions do not always need to be complex. For example, they can be as simple as providing patient support material in a way that improves doctor-patient interaction and drives better patient adherence. Alternatively, they can be more strategic propositions that redesign patient pathways to drive better diagnosis and patient throughput.



CX IMPERATIVE #2

Align your value proposition to HCP needs

VALUE-BASED HEALTHCARE OR OUTCOMES-BASED CONTRACTING
is where companies are reimbursed for their treatments based on the outcomes they deliver in the real world.

One trend that has the potential to fundamentally change the value proposition offered by life sciences is the shift towards value-based healthcare or outcomes-based contracting. This is where companies are reimbursed for their treatments based on the outcomes they deliver in the real world. This could be a game changer for the industry. It offers the ability to truly align to the clinical, economic, and patient-centric outcomes that health care organizations are trying to deliver, and partner with them in new ways to achieve these outcomes. If life sciences companies are paid on outcomes, it is critical that they support patients along their treatment journey through services and solutions to achieve the best outcomes.



The most compelling value propositions solve real problems for customers.



NEXT-GENERATION CX ENABLERS

- Alignment to customer objectives and focus on health outcomes
- Customer value proposition development
- Outcomes-based contracting

CX IMPERATIVE #3

Leverage the broader healthcare ecosystem to facilitate collaboration and build trust



Trusted experiences are built on transparency, reliability, and doing the right thing consistently.

Life sciences companies need to be a trusted, impartial, go-to source for information, advice, and support for HCPs. Trusted experiences are built on transparency, reliability, and doing the right thing consistently. However, promoting product benefits, with over reliance on push communication, can sometimes erode trust. Three strategies can help life sciences companies build trust: embracing the use of third-party channels and sources of information; helping facilitate peer-to-peer interactions between HCPs; and being transparent about the outcomes their products deliver in the real world.

Firstly, using third-party channels not only makes it easier for HCPs to find the information they need in one place, but they also often have a level of independence and objectivity that fuels confidence and trust. Ensuring information is filtered into websites such as WebMD, Doctors.net, Drugs.com or even Wikipedia (also known as content syndication) can help deliver key product information to the places HCPs go to and trust.

But opportunity isn't restricted to online publications. Trust and advocacy can be quickly established when other HCPs extol the virtues of your products, too. The key is to help enable these interactions to encourage dialogue. Digital events, such as symposia, congress, discussion forums, roundtables, and webinars, present useful means of facilitating this collaboration and shifting from 'presentation' to dialogue.



CX IMPERATIVE #3

Leverage the broader healthcare ecosystem to facilitate collaboration and build trust



Trust and advocacy can
be quickly established when
other HCPs extol the virtues
of your products.

Finally, there's a big opportunity to drive greater transparency and accountability over outcomes delivered in the real world by moving to outcomes-based contracting (as outlined in imperative #2). This has the added benefit of aligning incentives and driving greater transparency over what does and doesn't work. With this level of transparency and evidence, drugs could, in the future, even be priced similar to stocks and shares—gaining or losing value as more data becomes available about their real-world performance. Such transparency not only helps payers manage risk, but it also, most importantly, allows HCPs to prescribe treatments that will deliver the best outcomes for patients.



NEXT-GENERATION CX ENABLERS

- Broader healthcare ecosystem partners and content syndication
- HCP collaboration and dialogue
- Real-world evidence and provide transparency
- Outcomes-based contracts

MAKE IT EASY
TO ENGAGE

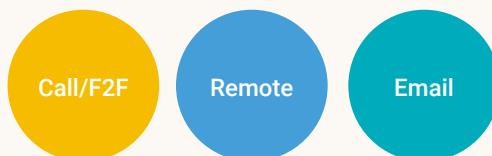
4

CX IMPERATIVE #4

Make it easy to engage with the right channel mix

VEEVA PULSE DATA DIMENSIONS

KEY CHANNELS



KEY METRICS

Volume of Calls
Volume of Engage Calls
Engage Call Duration
Volume of Approved Email
Approved Email Open Rate

DATA CUTS

Region
Channel
Therapy Area
Per Users
Date
Peer Group

We can see from our industrywide Veeva Pulse data that COVID-19 has accelerated the shift to digital, with significant growth in remote engagement and approved emails since January 2020. Great CX is about giving customers greater choice in how they interact with you. But if channels aren't available and properly integrated, it's difficult to tailor and personalize customer journeys in a convenient, simple, timely, and seamless way.

Channel integration connects both the data and the experience, unlocking the potential to automate intelligent, personalized journeys where every touchpoint builds on the previous interaction. Given the number of potential connection points, it's critical to prioritize connecting the ones that matter most. This requires having a clear view of the journey you would like to take a customer on, while maintaining fluidity across channels to engage when the customer wishes. The best channel strategies balance push and pull tactics. Where there is a need for push, they leverage data and insight about the HCP and their previous interactions to maximize the relevance of the message and deliver through known preferred channels.

VEEVA PULSE – SHIFTING CHANNEL TRENDS FROM JANUARY 2020 – JANUARY 2021



*Engage Meetings March 2020 – January 2021 comparison

Source: Veeva Pulse Data

CX IMPERATIVE #4

Make it easy to engage with the right channel mix

Vault CRM Engage



Today, it is not always easy for doctors to connect with life sciences companies. Most HCPs are faced with a plethora of options, from digital portals to websites and apps that are often fragmented by brand and company. This makes finding the right information and people to talk to time-consuming and confusing.

Veeva Vault CRM Engage provides a trusted, 'one-stop shop' where HCPs can go to access the latest product information and compliantly message biopharma teams. This greatly simplifies how HCPs find and communicate with experts, access patient-facing materials, request samples, and more, giving them a fast and easy way to get the information they need, when they need it most.

By establishing a strong digital presence and keeping on top of channel innovation as technologies and needs evolve, companies can find new ways of differentiating with pull tactics as well. This might be as simple as a click-to-chat function on a website, or it could be an app like MyVeeva for Doctors, which quickly and easily connects doctors with anything they need (e.g. product information, patient support materials, peers or industry executives) quickly and securely through one industry portal. Continuous investment in channel effectiveness is critical. Channels can't be turned on and made fully effective overnight; they take time to mature and get embedded into your channel mix, as we're seeing with remote engagement channels today.



NEXT-GENERATION CX ENABLERS

- Remote engagement excellence
- Channel integration and automation
- Channel innovation (MyVeeva for Doctors, click-to-chat, etc.)
- Predictive analytics and next-best actions

Personalize every interaction with meaningful content



If every interaction is to be meaningful, relevant and high impact, content must speak directly to customer needs.

Personalized engagement is a hallmark of digital excellence and the gateway to memorable customer experiences. If every interaction is to be meaningful, relevant and high impact, content must speak directly to customer needs. With personalized communications now firmly embedded in our everyday experiences, HCPs expect a tailored approach. The question is: how personal does personalization need to be? For many companies, personalization ends at addressing an email with the HCP's name, but this needs to be the start. Three things enable personalization: timely insight that triggers action, channel automation, and modular content. The combination of these elements has a powerful influence on the HCP experience.

Timely insight, as outlined in imperative #1, is the foundation. The key here is to not just capture insight but use it to trigger and guide an action with a customer. Maybe the customer just downloaded a clinical paper on your portal. This could be the trigger for a rep-led email with a related article that might be of interest, and an offer to discuss the findings over a remote call. In personalization, context and timing are key. This leads to the next enabler: channel automation.

It is impossible to deliver personalization at scale without using technology. Triggers and follow-up actions ideally need to be automated. This requires business rules and logic being codified in the technology. These rules can start simple—for example, following up with another email in three days if the email is unopened and varying the time of day it is sent. Alternatively, rules can be more complex, such as responding to a tweet by the HCP on social media. It's important to remember that personalization doesn't just exist in digital channels. The same tactics can be applied to reps and MSLs through tools like next best action which suggests or recommends actions to take with customers based on customer profile data and interaction history. This feeds field teams relevant content, guidance and actions at the right time to augment their impact with HCPs.

Personalize every interaction with meaningful content



Finally, content is often the face of personalization. To be personalized, content needs to be tailored accordingly, not only through digital channels but also when used in remote and in-person engagement. Personalized content doesn't just mean the type of content – it also means the tone and format. For example, if the HCP is more patient-centric (as opposed to more scientifically driven), emphasizing patient stories and experiences or having pictures of patients may resonate better. Delivering this level of personalization requires a strong content management capability underpinned by digital asset management, fast-track MLR processes, and modular content, which relies on pre-approved content blocks, or modules, that teams can quickly and easily recombine into a variety of polished assets. It also requires continuous evaluation of content performance, with feedback loops to help refine content over time by learning which materials HCPs like and engage with.



NEXT-GENERATION CX ENABLERS

- Content personalization through digital asset management and modular content
- Content approval (MLR) process
- Marketing automation
- Content tagging, metrics, and evaluation

CX IMPERATIVE #6

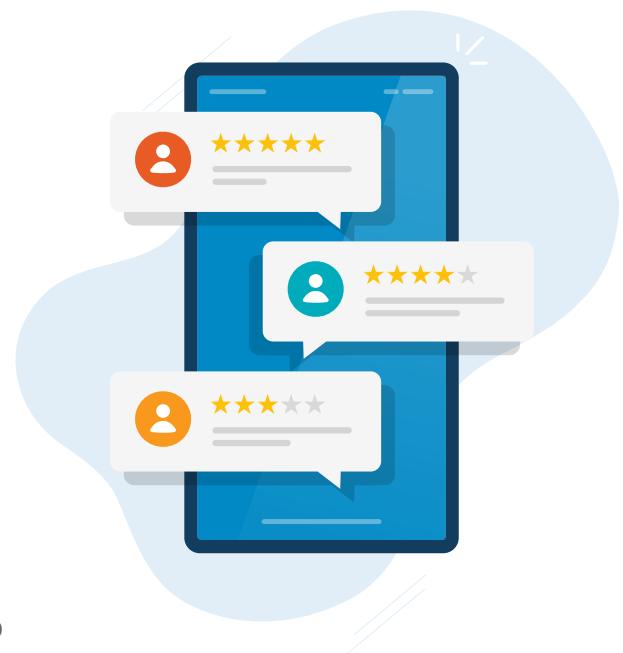
Design a customer-centric operating model that reinforces the experience

A customer-centric operating model is the blue print for how people, processes, capabilities, incentives, governance, and technology all work together to make delivering great experiences possible. Siloes, misaligned incentives, and lack of governance all serve to undermine the execution of great experiences. This is often the hardest part to overcome as it goes against years of established ways of working.



Silos, misaligned incentives, and lack of governance all serve to undermine the execution of great experiences.

The right customer-centric operating model removes any potential friction in the organization. Breaking down siloes leads to better coordination and alignment around the customer, liberating teams to better share valuable insights and identify opportunities to innovate and differentiate. CX leaders organize around customers rather than brands. They design customer-centred plans and provide real-time visibility across their organization, creating a 360-degree view of everything that's happening with a customer, including all previous and planned activity. They also appoint influential Customer Custodians, such as customer experience leads, to amplify the voice of the customer in the organization, while governing and protecting the experience. Customer Custodians work closely with different functions to recommend strategies that help build customer relationships over time.



CX IMPERATIVE #6

Design a customer-centric operating model that reinforces the experience

THE CUSTOMER ENGAGEMENT INDEX/SCORE

What is it?

An objective measure of how engaged your customers are based on how much contact you have with them across all touchpoints and the quality of those interactions.

Why does it matter?

It provides an objective measure of engagement based on your own closed loop data. This is a critical tool for encouraging omnichannel interactions and a holistic engagement mentality. Leaders also look to correlate engagement to business results so you can see what sequence and type of engagement led to better results.

How does it work?

It starts by giving a weighting to every type of interaction and ensuring these are all relative (e.g., an email that generates a click-through gets a higher score than one that has just been opened). A data model is built to capture every interaction over time and score each interaction based on its frequency and weighting. These scores are then added up and indexed to give one score per customer per time period. This can then be tracked over time.

Finally, in customer-centric businesses, responsibilities and incentives are all aligned with delivering better CX to drive the right behaviors. Customer satisfaction measures, such as net promoter score or a Customer Engagement Index (see side bar), are given more prevalence and reflected in performance scorecards. It is often said that organizations aren't customer centric, people are. As people and culture play such a critical role, leadership commitment, examples and success stories, incentives, rewards and recognition all help set the right tone.



NEXT-GENERATION CX ENABLERS

- Leadership commitment to customer centricity
- Organizational structure, roles, and governance
- Cross-organization planning process
- Customer-centred culture, incentives, and rewards

How to deliver CX at scale

Fundamentally, modern HCPs are digital citizens whose expectations are being shaped by their experiences as consumers. Those expectations are only going to grow. Life sciences companies can therefore no longer afford to play by the old rules of customer engagement. Those rules may have worked in the past but are unlikely to succeed in the future. The time for change is now.

While great progress has been made to date, the practical steps outlined below the can help accelerate the process and help get companies ahead of the competition. There are no silver bullets in delivering great experiences— they need to be methodically planned and executed.

The leaders of tomorrow will be those that leverage digital excellence to differentiate on customer experience and follow an action plan that allows them to transition from aspirational CX strategy to great execution at scale, time and again.

CX EXECUTION CHECKLIST

	Now – next 3-6 months	Next – 6-18 months
Establish a strong foundation	<ul style="list-style-type: none"><input type="checkbox"/> Define a set of CX principles to guide customer engagement planning<input type="checkbox"/> Establish one set of HCP personas across all brands<input type="checkbox"/> Introduce customer-centric measures (engagement index, NPS etc)<input type="checkbox"/> Invest in remote engagement channels	<ul style="list-style-type: none"><input type="checkbox"/> Organize around the customer and align functions, roles and incentives<input type="checkbox"/> Implement strong data governance<input type="checkbox"/> Invest in connecting critical data flows between all channels
Industrialize innovation	<ul style="list-style-type: none"><input type="checkbox"/> Understand how different customer groups define value<input type="checkbox"/> Map customer journeys by persona<input type="checkbox"/> Map the healthcare ecosystem to identify potential partners	<ul style="list-style-type: none"><input type="checkbox"/> Establish an above brand Proposition Development function<input type="checkbox"/> Build an innovation hub focused on developing HCP/Patient Services<input type="checkbox"/> Implement an innovation transformation office with a focus on scaling services<input type="checkbox"/> Build a partnership ecosystem focused on health outcomes

Embed customer-centric planning processes	<ul style="list-style-type: none"> <input type="checkbox"/> Establish a holistic cross-team campaign calendar <input type="checkbox"/> Provide visibility of all historic and planned engagement <input type="checkbox"/> Appoint customer experience leads <input type="checkbox"/> Set clear targets per customer segment/persona 	<ul style="list-style-type: none"> <input type="checkbox"/> Implement a customer-centred planning process (aligned to brand planning) <input type="checkbox"/> Embed key governance and experience check points
Optimize content production	<ul style="list-style-type: none"> <input type="checkbox"/> Invest in Digital Asset Management to create a centralized, accessible content library <input type="checkbox"/> Implement a brand portal to enable teams to find content quickly and drive re-use <input type="checkbox"/> Establish content tagging governance 	<ul style="list-style-type: none"> <input type="checkbox"/> Define the global to local content operating model with clear roles and responsibilities <input type="checkbox"/> Change the way you work with agencies <input type="checkbox"/> Optimize MLR to increase speed to market <input type="checkbox"/> Embed content effectiveness measurement into marketing plans and targets
Exploit the technology	<ul style="list-style-type: none"> <input type="checkbox"/> Define clear business requirements to drive technology strategy <input type="checkbox"/> Streamline business processes and align technology <input type="checkbox"/> Drive awareness and adoption through playbooks and training 	<ul style="list-style-type: none"> <input type="checkbox"/> Review technology configurations to support business processes <input type="checkbox"/> Ensure every interaction is set up to measure impact and drive new insights <input type="checkbox"/> Build marketing automation capabilities to drive next best actions <input type="checkbox"/> Use technology to drive agile account planning and execution

About us

Veeva Business Consulting can not only help you set your CX vision and strategy – we can translate it into a tangible, scalable reality with measurable results. We operate at the intersection of business, technology, and data to help life sciences companies build a leading CX capability. Our specialist offering combines strategy, execution, unique HCP insights, and platforms to help our customers deliver great HCP experiences that drive better patient outcomes.

Authors

Aaron Bean

VP, European Business Consulting Lead

aaron.bean@veeva.com

Victoria Serra-Gittermann

Principal Consultant

victoria.serra.g@veeva.com

Leonie Goddard

Senior Consultant

leonie.goddard@veeva.com