

Guide to Digital HCP Engagement



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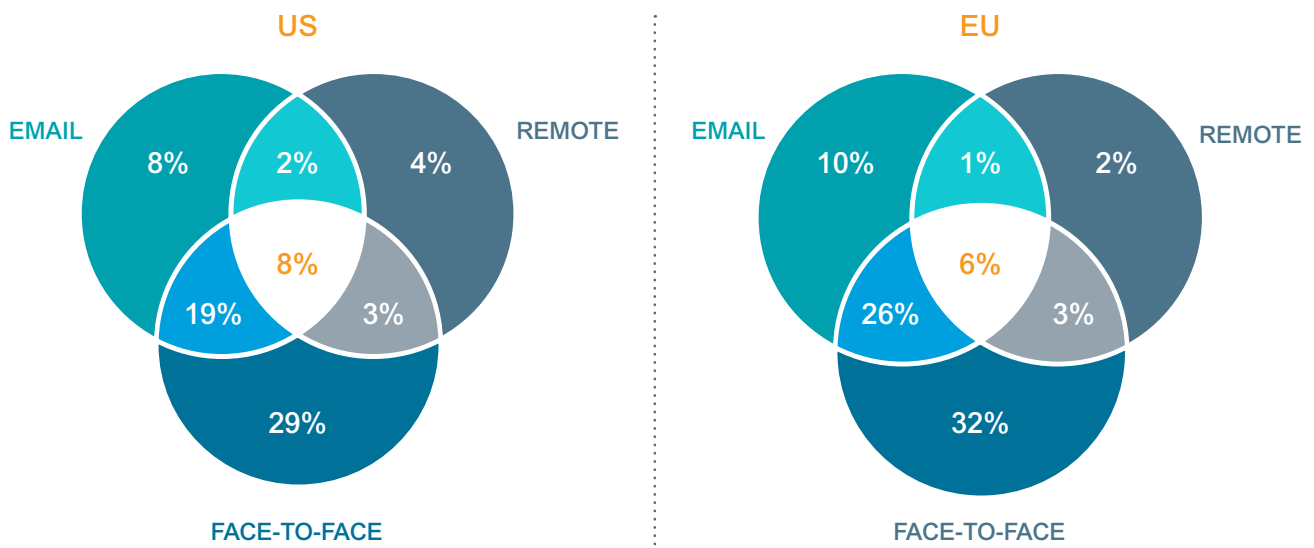
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The Digital Imperative

By the end of 2020, nearly 70% of all healthcare providers (HCPs) will be digital natives¹. Their experiences with mobile, social, and digital technologies in their personal lives are shifting their expectations for business interaction. They expect personalized, relevant, and frictionless experiences regardless of where they are or how they interact.

This “consumerization” effect has been underway for some time, but the life sciences industry has been slower to react. A 2017 survey of HCPs¹ found nearly 60% of their engagement came via field rep. But only 8% in the U.S.² and 6% in Europe came through a combination of face-to-face, email, and virtual meeting channels:



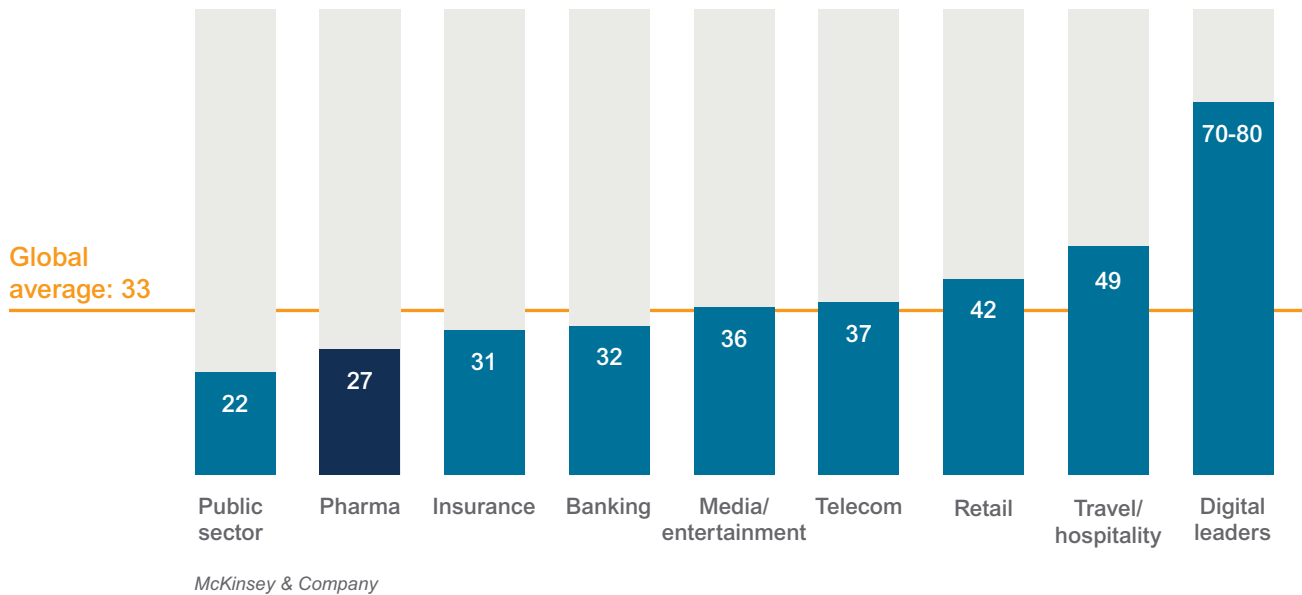
According to McKinsey’s Digital Quotient³, pharma lags all other major industries, except public sector, in digital maturity. McKinsey also cites a significant variance within the industry, as more advanced companies have taken the lead on digital in search of greater leverage and impact.

¹ Across Health and Veeva: *Intelligent HCP Engagement*

² Across Health, Navigator 3.0

³ <https://www.mckinsey.com/industries/pharmaceuticals-and-medical-products/our-insights/closing-the-digital-gap-in-pharma>

Distribution of digital quotient score by industry (global), points out of 100



An Inflection Point

For many leading companies, digital engagement is unlocking access to healthcare providers they had difficulty contacting just a few years ago. The technology now exists for all life sciences companies to build relationships with customers that have gone dark in recent years due to the decreasing size of sales forces, the shift from primary care to specialty drugs, and declining overall face-to-face access.

This guide highlights the benefits of a blended approach to digital engagement and provides some best practice considerations for incorporating new channels into existing field processes.

Empowering the Digital Rep

Digital engagement is now as important to field teams as it is to marketing. It is about using accurate and up-to-date customer data derived from past interactions to optimize future interactions and create a personalized customer journey at the time, place, or channel of a customer's choosing.

Successful multichannel digital programs help bridge the gap between the value a company can offer and an HCP's needs:

Field Reps or Medical Science Liaisons	Touchpoint	Healthcare Practitioners
What do I know about my customer?	FACE-TO-FACE	How can I improve patient outcomes? What new information is available? How do I get the information I need?
What value can I deliver?	DETAILING	
Do I have new data to share?	AUGMENTED REALITY	
How can I effectively engage customers?	EMAIL	
	REMOTE MEETINGS	
	VIRTUAL EVENTS	

A Closer Look at Digital Channels



More Than the Sum of Their Parts

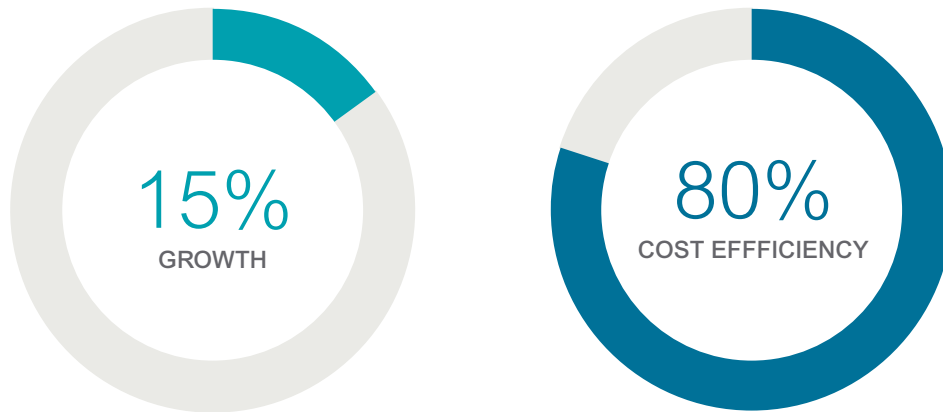
Effective digital engagement does not replace the need for face-to-face and in-person interaction. Instead, the best digital engagement strategies complement face-to-face meetings to educate at a time more convenient for the customer, increase customer satisfaction, and extend overall reach.

This combination drives sales growth more effectively and has dramatic impacts on resource efficiency.

One global life sciences company recently performed a two-year test to measure the impact of digital channels in one of their emerging growth markets. The program involved three separate segments: reps engaging with HCPs using only face-to-face visits, reps engaging solely via digital, and a third group that combined face-to-face and digital interactions.

The third blended group performed the strongest, surpassing the combined sales growth of the two stand-alone segments by 3%. The company also found that digital engagement lowered their total cost of interaction, improving the cost efficiency of the digitally enabled hybrid reps by 80%.

Higher Impact, Lower Cost



Segment	Sales		
	2016	2017	Growth
Rep only	121	132	9%
Digital only	32	33	3%
Rep + digital	46	52	15%

Rep Email

When life sciences field reps extend their outreach using emails with relevant, pre-approved, and compliant content, the results are powerful and cost-effective.

6x

average industry click-through rates for personalized, relevant email content



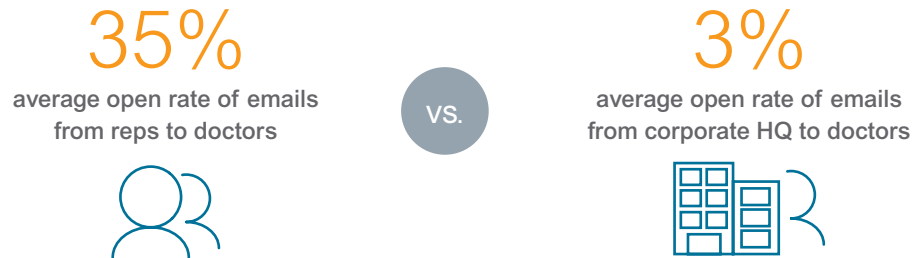
Source: Veeva Systems

66%

of HCPs want to be able to receive emails from life sciences reps



Not only are HCPs more likely to take action on a personalized email provided from a rep, but more than two-thirds of all providers want this type of interaction. Approximately 35% of emails sent directly from field reps to HCPs are opened, compared to just 3% sent from corporate.



Source: Veeva Systems

Common use cases:

- ✓ Scheduling face-to-face calls
- ✓ Sending materials as call follow-up
- ✓ New product indications
- ✓ Invitations to online or offline events

Considerations for adoption

Email sourcing

A productive email program requires a robust list of accurate and up-to-date addresses, making sourcing strategy a top priority. Consider performing a data quality check to existing databases to assess their health and understand where the gaps reside.

Acquiring and managing consent

Other key considerations will be opt-in and consent management strategies. In addition to regional legal considerations, many companies require contacts to opt-in before beginning to receive emails. For the regions that offer more flexibility, consent management should be one of the first decisions made, with an agreement on whether HCPs will automatically be opted-in to email lists or must choose to do so.

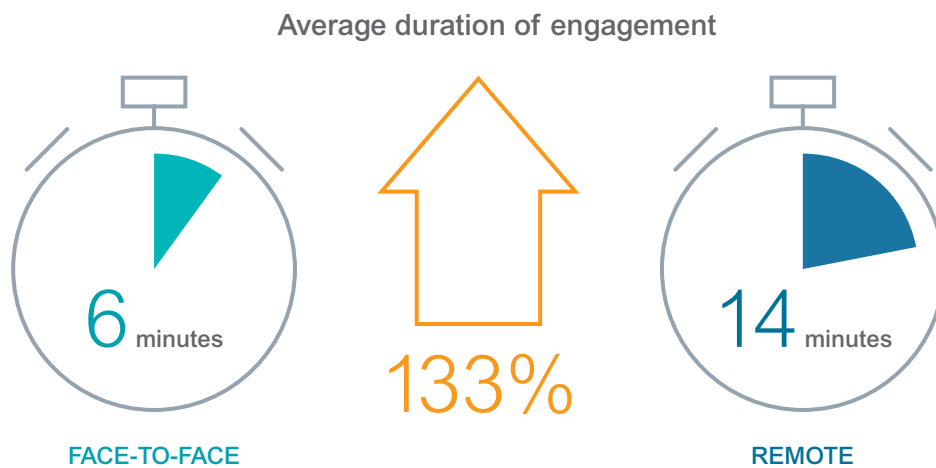
Managing preferences

Understanding HCP preferences is critical to providing great experiences. An agreed upon vision for how this information will be documented, stored, utilized, and managed consistently helps avoid complications downstream. There should be an understanding of how preferences will be used, and what role they will play in influencing next step actions for reps in the field.

Remote Meetings

Remote online engagements complement existing face-to-face relationships to bridge geographic barriers, provide flexibility, and allow for more impactful conversations. Remote meetings also extend the usability of existing approved content.

Even when compared to a conservative six-minute average face-to-face call time estimate, remote meetings provide the opportunity for much deeper engagement.



Veeva Systems proprietary data

Common use cases

- ✓ Remote detailing and sampling
- ✓ Deeper dive follow-ups
- ✓ Medical engagements
- ✓ Hard-to-reach HCPs
- ✓ No-see providers and specialists

Considerations for adoption

Walk then run

A pilot with a limited rollout to an initial group of reps will provide the ability to capture quick learnings, gather data, and make important adjustments before scaling out a digital program. Even when deployed at scale, one way to help reps find quick success is to start small. For instance, in the early stages of a wider rollout, some companies have reps start with just one remote meeting per month. This provides enough exposure to get users familiar with the technology and how best to leverage the new channel.

KEY TO ADOPTION: INTEGRATED USER EXPERIENCE

The technology for hosting online meetings has been available more than a decade, but adoption in life sciences has been slow because general-purpose solutions don't adequately address industry needs. Newer, industry-specific solutions have allowed for compliant meetings to be launched directly from a rep's CRM workflow, simplifying the user experience and reducing risk.

Seamless rep accessibility

Integration is a key consideration with any enterprise technology program. Reps should be able to launch meetings or invite HCPs from directly within their existing CRM workflow. This will not only help with adoption and ease of use, but applications that are integrated into existing CRM systems help streamline the documentation of remote engagements and provide a compliant audit trail.

Customer experience matters most

Before selecting a technology solution, take time to carefully assess what the experience will be like for HCPs to avoid a disjointed, frustrating interaction. Understand the specifics of exactly what customers will have to go through in order to join a remote call, including whether the experience is browser-only, mobile-only, or if options exist for each. If an HCP has to install software before joining a meeting, it could create a poor experience that detracts from the overall interaction.

Virtual Events

Events remain a critical channel for HCP education and engagement, representing the second largest area of spending for pharma marketing and sales organizations today, at about \$7 billion annually. Despite HCPs seeing more patients and dealing with more administrative burden than ever, the events channel continues to grow.

Providers still need the information and education required to serve patients who demand more targeted, complex, and personalized treatments. Increasingly however, they'd like to attend these meetings virtually:

96%

of HCPs say they would benefit from attending more conferences, meetings, and CME events virtually



Source: MedData Group

78%

of HCPs say meetings and events should be a mixture of physical and virtual



Source: Ashfield Healthcare




3.5x

cost per person of physical programs vs. virtual events



Just as remote meetings are transforming face-to-face interactions, the technology now exists for compliant one-to-many virtual events that are simple to plan, schedule, track, and execute.

Leading companies are beginning to adopt hybrid event strategies that extend the reach of their event programs, increase content re-use, lower incremental costs, and reduce overall compliance risk. Virtual events also help companies expand their speaker pool due to a lack of geographic limitations, and streamline closeout times due to integrated audits and attestations.

	 VIRTUAL	 HYBRID	 PHYSICAL
REACH	●	●	◐
ENGAGEMENT	◐	◐	●
PER PERSON COST	●	◐	◐

Common use cases

- ✓ Field-driven educational webinars
- ✓ Speaker events
- ✓ Advisory boards
- ✓ Consulting engagements

Considerations for adoption

Optimizing the event mix

Each company will need to decide the appropriate level to incorporate virtual events into their existing mix. A virtual event strategy could be wide-ranging to play a role in each and every planned corporate event, or be used for very specific use cases such as field-driven webinars and speaker events.

A thorough understanding of customer preferences, captured and updated routinely, will make it easier for the broader organization to plan for expected demand and accommodate customers in a way that maximizes attendance at each planned event. Tracking this information alongside event details and attendance trends will also help inform future strategic planning.

Tighter integration for streamlined closeouts

A hybrid events strategy can simplify the reporting and closeout of events. Virtual events technologies that are tightly integrated with existing customer data, content, and event planning systems reduce the manual data entry required for hybrid events. This level of integration can also provide a system of record for auditing and attestations, reducing closeout times and freeing up resources to focus on more value-added activities.

Face-to-face Innovation: Augmented Reality

“Analog” interactions are being disrupted by digital technology, too. Cutting edge companies are deploying augmented reality (AR) technology to transform the standard face-to-face detailing experience and make their content more interactive, informative, and differentiated.

What is augmented reality?

Augmented reality is the integration of digital information with the user’s environment in real time. Unlike virtual reality (VR), which creates a completely artificial environment, AR overlays existing reality with new digital information. The primary value of AR is that it brings components of the digital world into a user’s perception of their physical world to create immersive experiences.

Common use cases:

- ✓ Dynamic, personalized customer engagement
- ✓ Improved understanding of complex treatments
- ✓ Powerful brand differentiation

Considerations for adoption

Engage digital agency partners

Many companies will need to engage an agency partner to develop interactive AR content, just as they do now for closed loop marketing creative development. If pursuing augmented reality as a digital engagement strategy, it will be critical to assess the capabilities of existing content partners and begin to plan what types of content would provide the most value for augmented reality.

Training and role-play for reps

Effective AR deployment requires hands-on training to create a memorable HCP experience. For instance, unlike standard detailing, AR often necessitates a well-lit area with a flat surface such as a table, floor, or countertop, to place a virtual object. The best surfaces to use have a subtle pattern that allows the device's camera to detect points of contrast used to construct a 3D map of the environment.

Stay up-to-date on the technology

Augmented reality is a rapidly developing field, with new applications coming to market all the time. For example, Apple's ARKit was recently updated to enable multi-user experiences, meaning that separate users, each with individual devices, can simultaneously interact with one shared virtual object. It is important to have a strategy for how to codify and adopt new methods to enhance customer engagement.

/// Virtual reality (VR) and augmented reality solutions are revolutionizing the way large and complex B2B products get marketed and sold—just as three-dimensional (3D) modeling precursors forever changed the way these products get designed and manufactured.⁴ ///

– Forrester Research

⁴ Forrester Research: *Virtual And Augmented Reality For B2B Marketers*

A Blueprint for Digital Success

For most companies, successful digital engagement requires a significant amount of change management. A well-coordinated digital strategy ensures that the correct new processes are built, tested, and then standardized to help the organization scale. Evolution takes place incrementally, and for each company the pace and scale of change will differ depending on the current landscape, culture, and existing capabilities.

However, internal barriers often exist and must be addressed to achieve digital excellence:

- Prioritization of digital programs
- Lack of coordination between channels or departments
- No single view of the customer
- Inefficient content creation, integration, and distribution

Below are some guidelines to help address these barriers and manage the required organizational change.

Executive Sponsorship



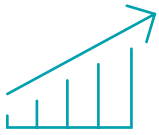
Visible, active sponsorship is the top factor for program success

Without active executive sponsorship, digital programs may not receive the prioritization and collaboration required to implement them effectively. According to change management consulting firm Prosci, executive sponsorship has ranked as the top contributing factor for successful projects over the past 20 years. In 2016, only 29% of projects met their objectives when led by “ineffective” sponsors. Compare that to 72% success rate for projects led by “extremely effective” sponsors.

An active and engaged executive sponsor:

- Demonstrates that digital is a key priority for the whole company
- Defines vision and values, and aligns them to business objectives
- Coordinates sponsorship across all commercial disciplines
- Empowers project leadership and ensures continuous communication
- Holds teams and individuals accountable

Measurement and Performance



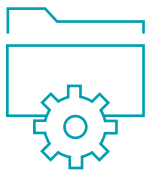
Have a clear destination before the journey begins

A primary advantage of digital channel engagement is that it provides the opportunity to collect data, analyze usage, and quickly adjust. But it can be easy to become overwhelmed by the sheer volume of data or pick the wrong things to measure to start with.

One of the biggest mistakes companies make is establishing key performance indicators (KPIs) after beginning their digital program, preventing them from immediately applying learnings and inhibiting overall success.

- Identify the most important KPIs
 - Data quality
 - Volume
 - Customer engagement
 - User feedback
- Establish cross-channel standards
- Define how insights will be captured and actioned
- Measure, analyze, and improve

Data Management



Digital engagement is built on great customer data

McKinsey & Company research indicates that companies that leverage customer behavioral insights outperform their peers in sales by 85%, and by more than 25% in gross margin. But poor data can be the downfall of a digital program. Customer data quality needs to be a top priority if it is to be used as a strategic advantage.

- Identify data sources
- Assess current data quality and address gaps
- Source supplemental data if necessary
- Centralize customer data

A single source of up-to-date customer data including licensing information, specialty, national provider identifier (NPI) number, and affiliations, enriched with complete customer interaction data across all channels, gives companies a complete and holistic customer profile.

Customer Journey



Know where customers are on their path

Companies that excel at digital engagement have an established plan for each customer that is tailored to their position along the introduction-to-advocacy journey, and takes into account individual HCPs' preferences. This helps create a more personal and effective engagement strategy.

- Identify channel preferences
- Determine the best use of each channel
- Coordinate a strategy to achieve customer advocacy
- Represent the customer's voice
- Continuous improvement

Look at each channel from the customers' point of view. Consider ease of access, the specific service required, type of content, and expected speed of response. The effectiveness of any channel hinges on a deep, nuanced understanding of customer preferences.

Content



Tailored messages delivered via the correct channel

After examining the customer journey, it is important to create relevant content that maps to each segment along the way. Many companies establish content frameworks and standards early in their process so that brand and creative teams can focus on the correct messaging for a specific channel instead of its structure.

- Identify a centralized content management strategy
- Define messaging for each segment
- Establish content frameworks and standards
- Modularize content as appropriate for a given channel
- Refresh content multiple times per year to ensure relevance
- Apply insights and course correct

A comprehensive content management strategy where all content is reviewed, approved, stored, and distributed, eliminates the need to recreate new content all the time. Instead of crafting new materials from scratch for each segment, channel, or interaction, determine what existing content needs to be adjusted for different device, type of interaction, or customer need.

Training



Ensuring success and adoption

Digital programs will require training not just on how to use new technology applications to interact with HCPs, but also on instruction for corporate usage guidelines, appropriate content usage, compliance considerations, and the best methods for personalizing interaction.

- Train on real-life use case scenarios
- In person, hands-on when possible
- Drive adoption through repetition
- Seek user feedback

Embracing the Digital Journey

Enterprise technologies and industry best practices have matured to the extent that all life sciences companies can now engage HCPs through cost-effective and compliant digital methods in a way that provides significant mutual value. But these channels continue to evolve rapidly, offering an advantage to the companies that continuously test and refine their approach.

Learn More About Veeva's Solutions

Veeva Align

Veeva Veeva Align enables a modern territory alignment process that gives commercial teams more direct control by reducing the administrative burden of alignments, accurately allocating resources to support customer engagement, and enhancing the rep experience.

Veeva CRM

Veeva CRM is the proven solution to deliver end-to-end capabilities across all channels. With mobile innovations that enable access to information from any device, your commercial teams deliver a seamless customer experience anytime, anywhere.

Veeva CLM

Veeva CLM leverages the power of closed loop marketing to transform face-to-face customer engagement. Built into Veeva CRM, it helps field sales and medical science liaisons be more productive, effective, and compliant for more meaningful interactions. And with real-time insights into message utilization, sequencing, and customer feedback, you'll learn what resonates.

Veeva CRM Approved Email

Veeva CRM Approved Email allows customer-facing teams to immediately send compliant content without the risk of traditional email. Extending your reach to low and no-see physicians, Approved Email enables you to deliver relevant information when and how customers want it.

Veeva CRM Engage Meeting

Veeva CRM Engage Meeting delivers a tailored online customer experience—accessible at any time, through any device. Providing a complete view to web content interaction by each visitor, Engage Meeting allows you to improve your relevance while automatically capturing real-time insight into customer behavior and preferences.

Veeva CRM Events Management and Engage Webinar

Veeva CRM Events Management is a single solution to plan and execute all event types across the enterprise. It gives you seamless control and total visibility of all speakers, attendees, activities, and spend for better events with greater compliance. Veeva CRM Engage Webinar improves your event's reach by eliminating geographic barriers by providing attendee access from any device, deep content integration, and an easy-to-use interface for hosts and speakers..

Veeva Open Data

Veeva OpenData delivers the right customer data, right where you need it. You gain access to detailed, verified profiles for over 15 million healthcare professionals (HCPs), healthcare organizations (HCOs), and their affiliations worldwide.



About Veeva Systems

Veeva Systems Inc. is a leader in cloud-based software for the global life sciences industry. Committed to innovation, product excellence, and customer success, Veeva has more than 850 customers, ranging from the world's largest pharmaceutical companies to emerging biotechs. Veeva is headquartered in the San Francisco Bay Area, with offices throughout North America, Europe, Asia, and Latin America. For more information, visit www.veeva.com.

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