

VEEVA PULSE FIELD TRENDS REPORT

Closing the Gap: New Science, New HCP Expectations

Innovation in the R&D pipeline is putting new pressure on old commercial engagement models. Increasing therapeutic complexity and competition, narrowing windows for launch success, and HCPs' growing need for deep scientific information require a coordinated commercial strategy to efficiently educate HCPs on new treatments.

But sales and marketing teams, in functional silos, continue to lean on engagement models built for medicines of the past. Ironically, investments in technology and data have compounded the problem. Layers of disconnected systems and disparate data have limited collaboration, resulting in a disjointed customer experience and slowing down the path to treatment adoption.

Agile biopharmas willing to disrupt legacy silos in service of the customer are changing this dynamic. Empowered with connected tools and data, sales and marketing teams are coordinating a customer experience that meets HCPs' needs quickly and drives treatment adoption.

"Physicians have limited time and don't need repetitive information. The transfer must be efficient, with scientifically trusted information through the right channel. Every interaction should inform the next communication."

— **Dr. Vital Hevia**, urologist and robotic surgeon, ROC Clinic and HM Hospitals

Read on to learn how.



Dan Rizzo

VP, Global Head of Business Consulting



Disconnected models don't meet evolving HCP needs

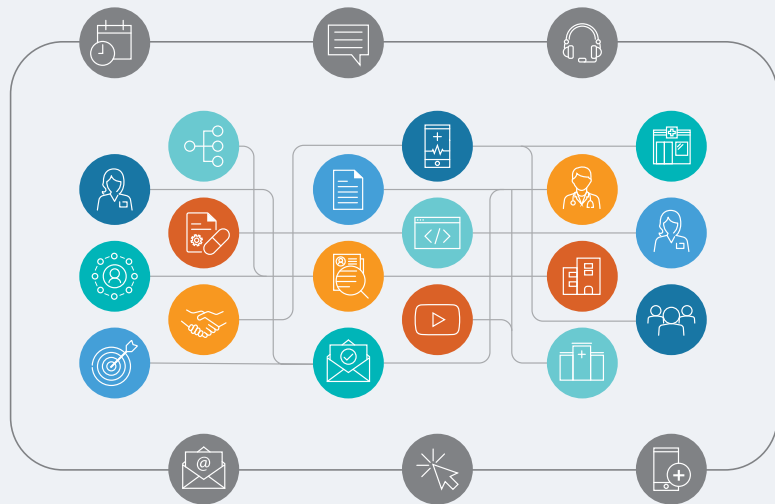
Therapeutic complexity continues to rise, and the volume of medical knowledge **doubles every 73 days**, according to some estimates. At the same time, it's also harder to reach HCPs via traditional methods. They are **highly selective**, and even for biopharmas with access, in-person meetings per HCP are down 7% since last year.

But biopharmas struggle to close the gap between HCPs' needs and their decreasing share of time and attention. Sales and marketing teams often use disconnected tech, purchase different data sets, and track different KPIs. In many cases, they have a different understanding of target HCPs and what success looks like.

As a result, **65% of HCP engagements are not synchronized**, despite the proven effectiveness.

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Source: U.S. Veeva Crossix and Veeva Pulse data, January 2024 to June 2024.



Connected sales and marketing improves outcomes

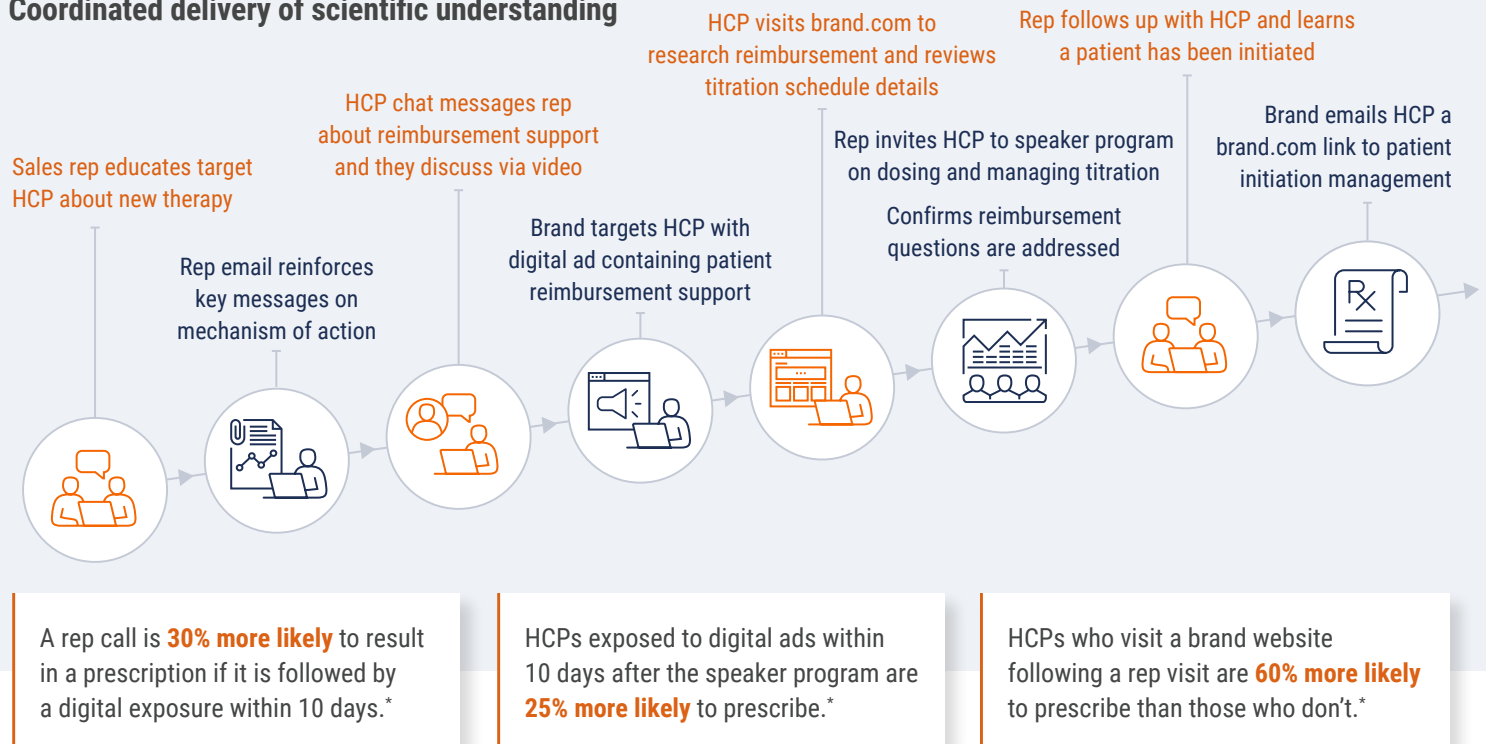
In the past, sales and marketing teams tried to boost HCP engagement by each turning up the dial on their own strategies, optimizing within the function. But in this complex environment, simply adding more interactions isn't effective or practical. Instead, data shows that a connected, coordinated omnichannel strategy blending in-person and promotional touchpoints drives results.

This approach results in:

- More efficient outcomes for the brand
- A better customer experience for the HCP
- Improved treatment adoption for the patient

The figure below illustrates key customer touchpoints where coordinated, timely action between sales and marketing increases scientific understanding.

Coordinated delivery of scientific understanding



Source: U.S. Veeva Crossix case studies and Veeva Pulse data, 2023.

Early movers are disrupting old engagement models

Innovations in technology and data are removing the traditional barriers to connected and coordinated engagement. Early movers are coordinating sales and marketing and building agility into their commercial model to deliver on the needs of HCPs.

This emerging sales and marketing model will include:

Aligned incentives and KPIs across sales and marketing	Strategic focus on a unified customer experience	Connected systems that enable visibility and coordination	Clean and connected customer data for more accurate targeting and insights

While the fundamental capabilities may be similar, organizations will come to this model differently:

- Smaller, scrappier biotechs will make these investments out of necessity to compete with larger, better-resourced companies.
- Large global biopharmas will confront disconnected engagement models and functional silos to create a competitive advantage and differentiate on customer experience.

Companies that bring sales and marketing together with medical and service teams will be best positioned to meet HCPs' growing scientific needs and increasing expectations.

Reach out to **Veeva Business Consulting** to learn how connected sales and marketing deliver a better customer experience.

Learn more at veeva.com/business-consulting