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Rise of the customer experience

**Customer-led
transformation
in pharma**



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EXECUTIVE SUMMARY

The pharma industry has long recognised the need to move from product-based selling to more customer-centric and value-based engagements, but the COVID-19 pandemic has crystallised the urgency to deliver this change. Shifting trends in healthcare are adding to the diversity of customer needs, demanding a new and improved approach – a transformation of marketing and cross-functional customer engagement that is truly led by customer needs and focused on their experience (customer-led transformation).

While other industries have already proven the value of putting the customer experience (CX) at the center of their business, this mindset is relatively new and under-represented in the healthcare industry. This needs to change, and quickly. We believe that the traditional, purely ‘share of voice’-driven promotion model in pharma is becoming increasingly unsustainable, and that it will be the companies that successfully innovate around the customer experience which secure leading positions in the mid term.

Many pharma companies have already started transforming their customer engagement, but this effort has not been without its challenges. Too often, the focus has been confined to technology implementation. Yet as the pandemic has intensified the pressure on traditional engagement models, companies have started to realise that they lack an overall vision, strategy and, most importantly, content for delivering new experiences. They have also recognised new needs in their people capabilities and mindset, as well as in their risk, regulatory, and change management processes.

Our interviews with pharma leaders (representing 12 out of top 20 pharmaceutical companies as well as small and mid-sized firms) reveal an industry on the cusp of change, under increasing pressures to redefine its customer engagement model.

Through a survey with 500+ physicians in Germany, the UK, Italy and Japan we have identified:



A declining yet more strategic role for face-to-face engagements: three-quarters of physicians anticipate less frequent interactions with pharma in the future, and find value in only half of face-to-face contacts.



Increasing engagement with digital channels, even among ‘traditionalists’ who in the past would defer to digital channels only as a last resort: up to 50 percent of patient consultations are expected to remain virtual in the future, and more than half of physicians already regularly use Google Search for questions about therapeutic products.



Low usage of current pharma-sponsored portals and forums, suggesting an opportunity to provide more thought leadership and value-added resources (content beyond product-specific information).

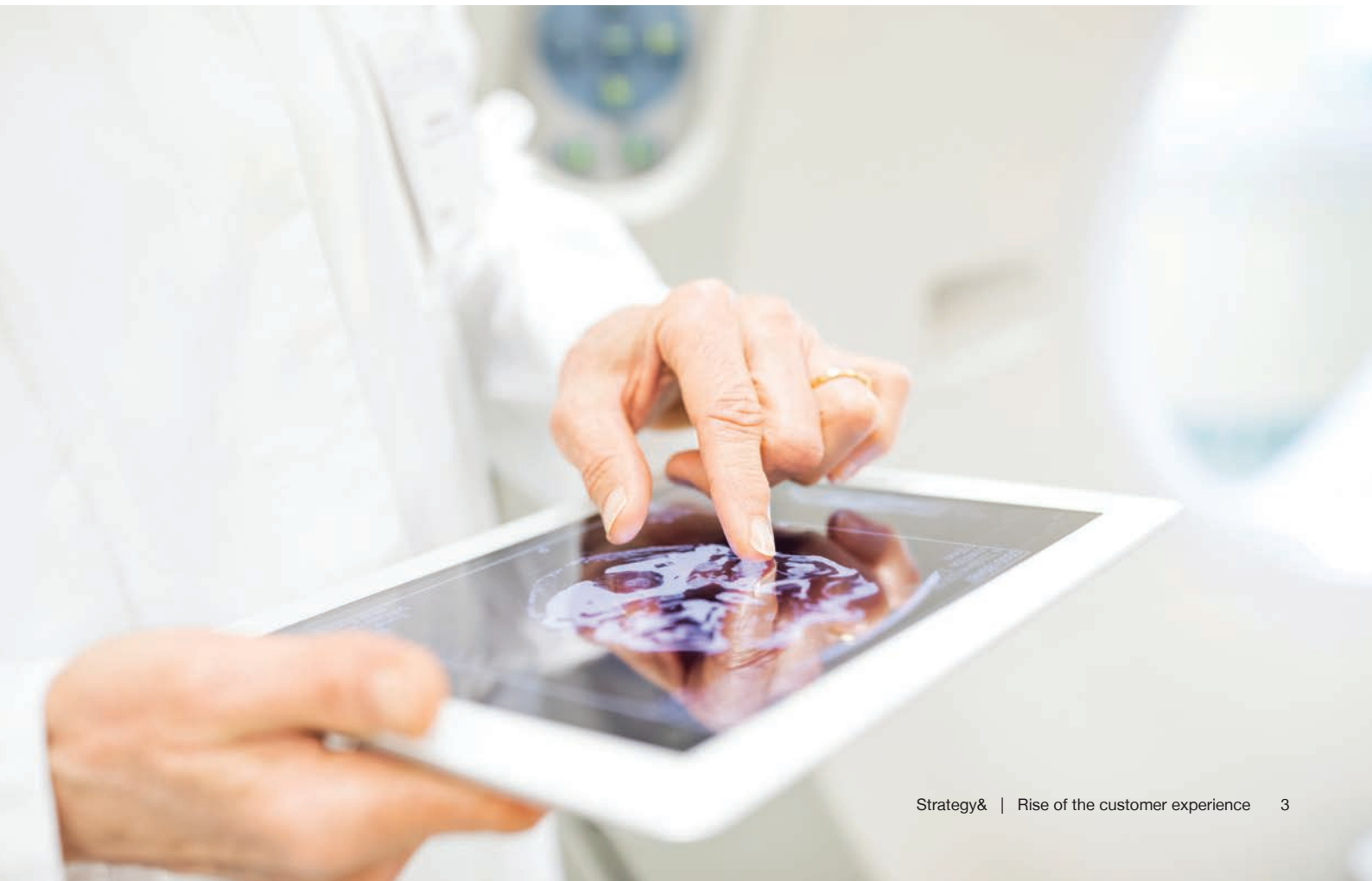
We believe the future of customer engagement will involve an integrated combination of ...

1. effective inbound marketing, enabled with highly relevant educational and innovative content on trusted platforms, and

2. the right model of ‘outbound’ engagement for each customer group and product, ranging from orchestrated omni-channel, and partly automated, communications to a trusted partnership relationship – leveraging both virtual and in-person communications channels as various interaction formats incl. local peer-to-peer meetings, problem solving workshops, speaker events and more.

Global teams need to drive the development of fundamental capabilities to support optimal implementation of the relevant models locally – starting with the right structures and upskilling, people culture, data harmonisation and technology implementation, and supported by relevant performance management and optimised risk and regulatory processes.

With this report, Strategy& deep dives into the current customer engagement landscape, explores what the future of customer engagement could look like and discusses how pharma companies might drive customer-led transformation more holistically throughout their organisations. The main focus of this publication is on healthcare professionals as one of the key pharma customer segments, but many insights have a bearing on other customer groups, too.



SECTION 1

The rise of customer experience

Although customer centricity is not a new concept in pharma, it has taken companies in this industry longer to acknowledge how new approaches to customer engagement might apply to them, and where to begin in delivering this vision. This is partly a result of the industry's complex supply models and regulatory environment. In direct-to-consumer markets, it is relatively easy to establish who the customer is and their needs, but in life sciences the picture is more complex, making it harder to map and align approaches and content.

Across the human health journey we distinguish three main groups of customers. Although it is ultimately the patient/consumer whose needs drive innovation around the pharma proposition, companies don't typically have an opportunity to engage this customer group proactively due to regulatory constraints. Instead, it is with patient-facing customers, including GPs, specialist physicians, pharmacists, and nurses, that pharma companies have the greater opportunity to make an impact.

Other stakeholders in the healthcare/life sciences ecosystem play an enabling role. These include regulators, policy-makers, payers, and academic or scientific bodies. Although these customers have a limited impact on individual patients, their objectives are also broadly aligned with the needs of end users (e.g. ensuring the advancement and approval of new therapies, and upholding high standards to ensure patient safety), so it is important that pharma companies maintain strong engagement here, too.

Across all customer groups, needs are changing in line with evolving trends in healthcare. In our global Future of Health research with biopharma company executives, 96 percent agreed that we are moving to a world where healthcare is increasingly people-driven, preventative, personalised, managed through a hybrid human-digital approach, more integrated into daily life, and enabled by new organisational, regulatory and business models.

This change is already underway, and pharma companies need to anticipate and address not just current but also future customer needs:

- Patients will advance their health literacy and take more ownership of their health, prevention and disease management.
- Healthcare professionals (HCPs) will need to understand and trust the complexity of data and predictive models, and be able to explain more complex treatment approaches to patients.
- Hospitals will need to ensure infrastructure for a delivery of highly specialised treatments and enable integrated care.
- Payers will be looking for new reimbursement models that optimise patient outcomes and a new balance of funding between prevention and treatment.
- New customers and business partners are also emerging (such as digital health startups) with their own unique needs.

Up to now, pharma has lagged behind most other industries in delivering on customer experience and satisfaction. This is despite cross-industry findings that customer experience leaders grow at four times the rate of CX laggards¹, and that almost two-thirds of companies with a customer-focused CEO consider their businesses to be more profitable².

To stay relevant and customer-centric, pharma needs to view the ‘customer’ not as a buyer or prescriber of their products, but as a mindset and a driver for everything they do – from wider business strategy and value proposition, to the supporting content and services they provide, to the way their people are incentivised. Helping customers meet their goals will be the path to fulfilling their own objectives.

The ideal experience can mean different things to different customers. For some GPs, for example, it could mean receiving relevant information in a simple and timely way without their inbox becoming overwhelmed with generic marketing emails. For other GPs, it could mean having the occasional meaningful face-to-face conversation with a pharma rep who understands their daily work and struggles. For some specialists, an excellent experience will be driven by collaborative problem-solving that helps their practice, community, and patients. Similarly, a good customer experience for a payer might involve a productive partnership that helps address a common objective, such as improving population health at an optimised cost.

The challenge pharma companies must embrace is developing an in-depth understanding of what drives a differentiated experience for their customers and organising internal teams and activities in a way that enables its optimal delivery.

¹ Forrester's Top Customer Experience Research Findings Of 2018, Forrester, February 2019: <https://www.forrester.com/report/Forresters+Top+Customer+Experience+Research+Findings+Of+2018/-/E-RES150115>

² The value of experience: How the C-suite values customer experience in the digital age, The Economist Intelligence Unit, 2015: https://perspectives.eiu.com/sites/default/files/Genesys_Executive_Summary_-_GLOBAL_FINAL.pdf



The more you focus on the augmented environment and customer needs, the more likely you are to gain market share. This is a new mindset and pharma is very early in this process.”

Global Commercial Lead, Large Pharma

COVID-19 drives digital acceptance

COVID-19 has changed the way physicians engage with patients through channels other than traditional face-to-face consultations and accelerated the need for pharma companies to rethink their customer engagement models, as demonstrated early on in the pandemic in our study with HCPs in Germany in June 2020.

In our late 2020 cross-country survey³ with more than 500 physicians in the UK, Italy, Germany, and Japan, healthcare professionals consistently said they expect virtual patient consultations to at least triple compared to pre-COVID times, with the UK seeing the most pronounced shift (see Exhibit 1).

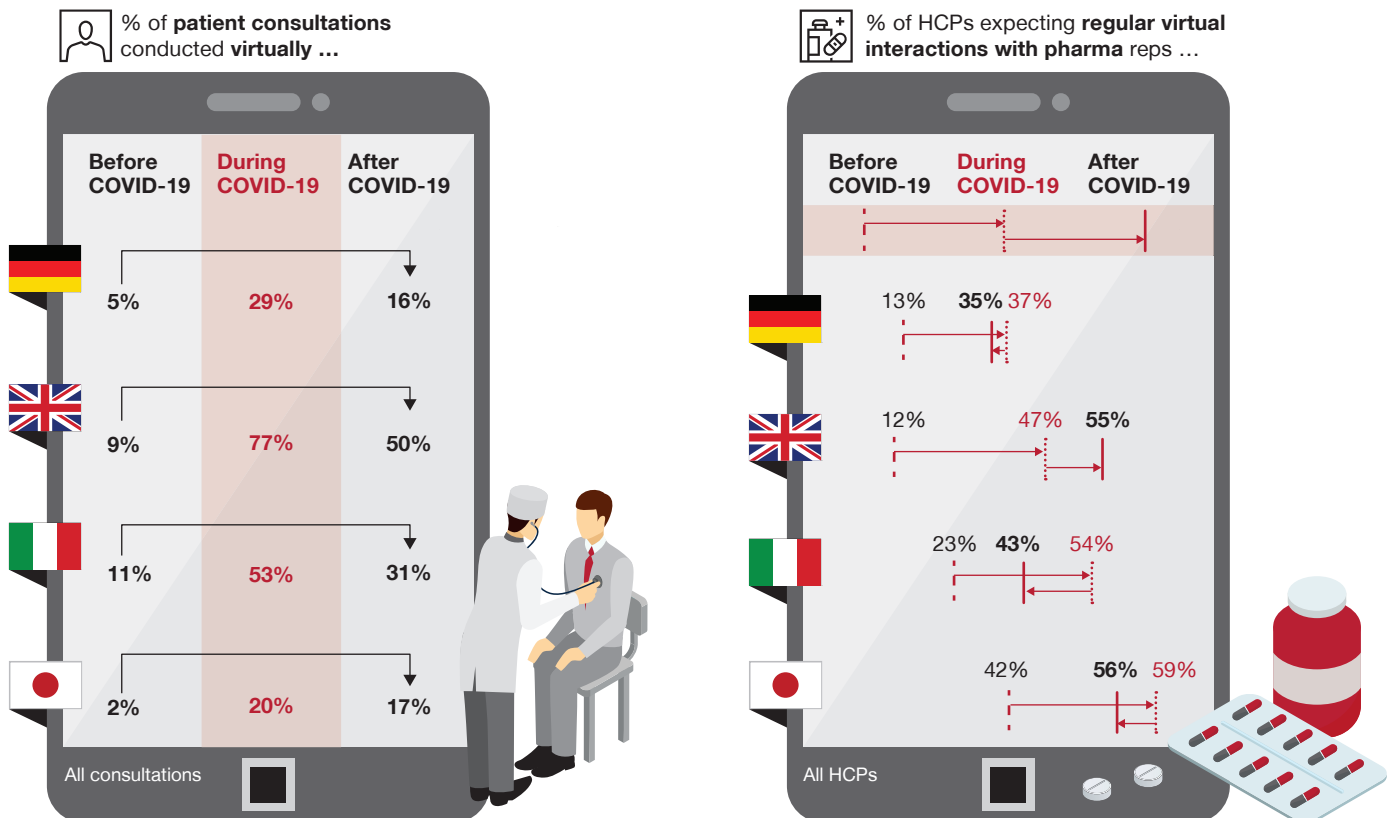
Similarly, physicians across these countries do not anticipate a return to pre-pandemic levels of face-to-face meetings with sales reps, believing that more routine contacts would continue virtually. Again, the trend away from regular in-person meetings is more pronounced in the UK, where digitally enabled engagements are expected to rise further after COVID-19.

³ Source: Strategy& physician survey in Germany, UK and Italy, November 2020, conducted by SERMO (n=310); Survey in Japan conducted in December 2020 (n=222)

EXHIBIT 1

HCPs' virtual communication with patients and pharma representatives

COVID-19 accelerated digitalisation in healthcare, but the extent of change differs across countries



Source: Strategy& physician survey in Germany, UK and Italy, November 2020, conducted by SERMO (n=306); Survey in Japan conducted in December 2020 (n=222)

This does not mean, however, that face-to-face meetings have no place in the future – rather that both healthcare professionals (with patients) and pharma sales teams (with physicians) need to be more discerning about when these are needed. Similarly, just as physicians recognise the importance of seeing a patient in person for diagnosis to ensure effective virtual follow-up consultations, a face-to-face interaction should be considered a critical ‘door-opener’ for pharma teams for meaningful online interactions with physicians thereafter.

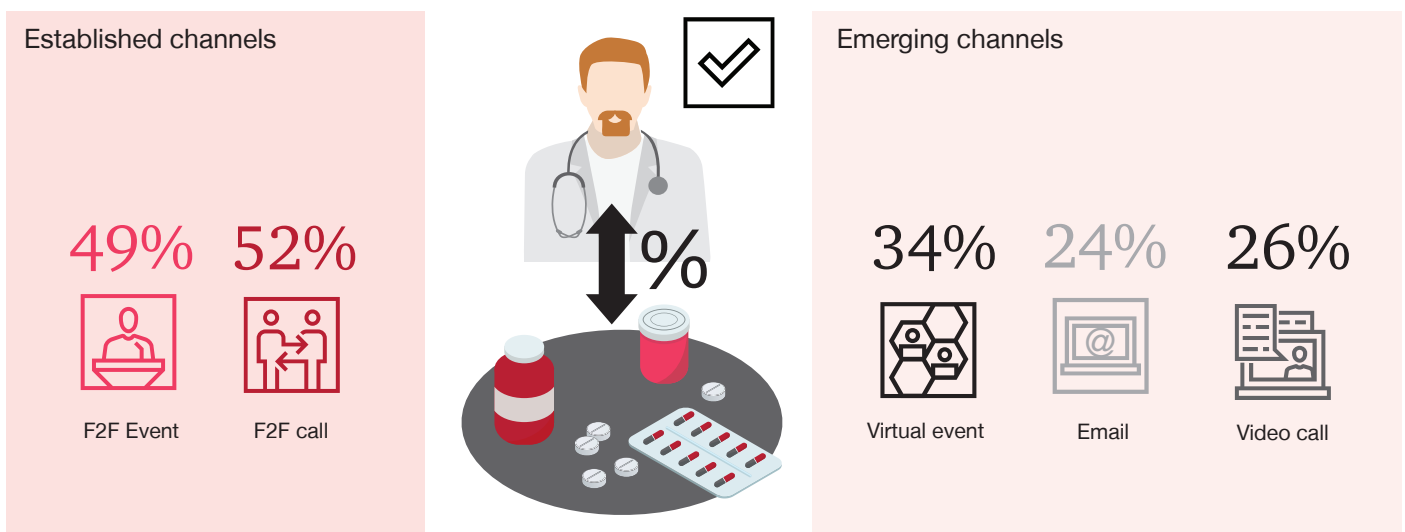
Indeed, across all industries, research shows that even as the opportunities for technology-enabled interactions increase, the role of human engagement – or at least the option to revert to it – remains important, for example in the case of more complex requirements. On average, 75 percent of customers globally will want to interact with a real person more as technology improves⁴. Although there is some variation between countries (consumers in Germany, for example, rate human contact especially highly, in contrast to those in Japan who are more ambivalent), this trend is almost universal.

In the case of physicians interacting with pharma representatives, face-to-face interactions with sales teams, whether one-to-one or at events, are still significantly more valued than virtual equivalents (see *Exhibit 2*). This preference, given all the constraints on face-to-face time, suggests a gap between the current and the potential experience using virtual channels. It points to an opportunity for pharma companies to increase the quality and value of virtual interactions. At the same time, given how deeply entrenched face-to-face time has been historically, we see an opportunity to optimise its frequency to focus only on those interactions that bring most value to customers.

⁴ Source: PwC Future of Customer Experience Survey 2017/18. Country scope: global (12 countries)

EXHIBIT 2
HCPs value perception of their interactions with pharma companies

% of interactions with pharma that physicians find valuable



Source: Strategy& physician survey in Germany, UK and Italy, November 2020, conducted by SERMO (n=306); Survey in Japan conducted in December 2020 (n=222)

Promotional intensity challenged by the pandemic and longer-term trends

During COVID-19, as overall promotional intensity involving pharma companies decreased significantly due to visit restrictions, many pharma companies did not see a decline in sales of their established products (except for those affected by other factors, e.g. delays in treatment initiation). This observation has triggered much consideration about the necessity and sustainability of high-frequency sales visits versus re-focusing on content and quality.

There are broader changes afoot too, which will drive the need for pharma companies to make more strategic use of available engagement channels over the next few years. These changes span both primary and specialty care, and will compound the challenge to the current promotional intensity.



In **primary care**, with further patent expirations of mass-market blockbuster drugs due over the next few years, many medical needs will be addressed by generics and biosimilar drugs – driving down the individual potential prescription value of a primary care provider. In many countries primary care physicians will also face further budget pressures and/or strict prescribing parameters, which will make it harder for pharma reps to impact a meaningful revenue increase for high-price products.

With increasing formal and informal restrictions on sales reps' visits at GP practices and last-minute cancellations, sales rep productivity (in terms of calls per day) in a face-to-face setting will continue to decrease, pushing up the cost per call. As it becomes increasingly challenging and expensive to capitalise on this channel, pharma companies will need to find and develop more effective ways to make an impact.



In **specialty care**, the next five years will see numerous launches of highly specialised treatments, including up to 50 launches⁵ of stem cell and gene therapy treatments, that will require in-depth scientific discussions with HCPs as well as much broader support for treatment application (incl. training, certification, and provision of patient care support tools).

Additionally, as collaboration between different specialists increases (for example, cross-clinic virtual tumor boards), the influence of an individual HCP on treatment decisions will decrease, requiring pharma to engage with ecosystem stakeholders in a more holistic way.

We predict that, within a maximum of five years (and the trend may be accelerated in some countries), commercial activities focused on driving pure 'share of voice' will not determine commercial success. Instead, pharma companies will need to transform their engagement models towards a more efficient, scientific, holistic, and customised approach. This includes implementing effective and innovative inbound marketing approaches (attracting customers via valuable and relevant content when they actively look for information, and establishing platforms as a 'go-to' source). It also means optimising the way pharma proactively engages customers ('outbound' engagement) – including orchestration of channels, tailoring of content to customer interests, and a greater focus on their challenges and needs.

⁵ Value in Health: Estimating the Clinical Pipeline of Cell and Gene Therapies and Their Potential Economic Impact on the US Healthcare System (March 2019)

SECTION 2

How pharma companies are transforming their customer engagement and why many are still struggling

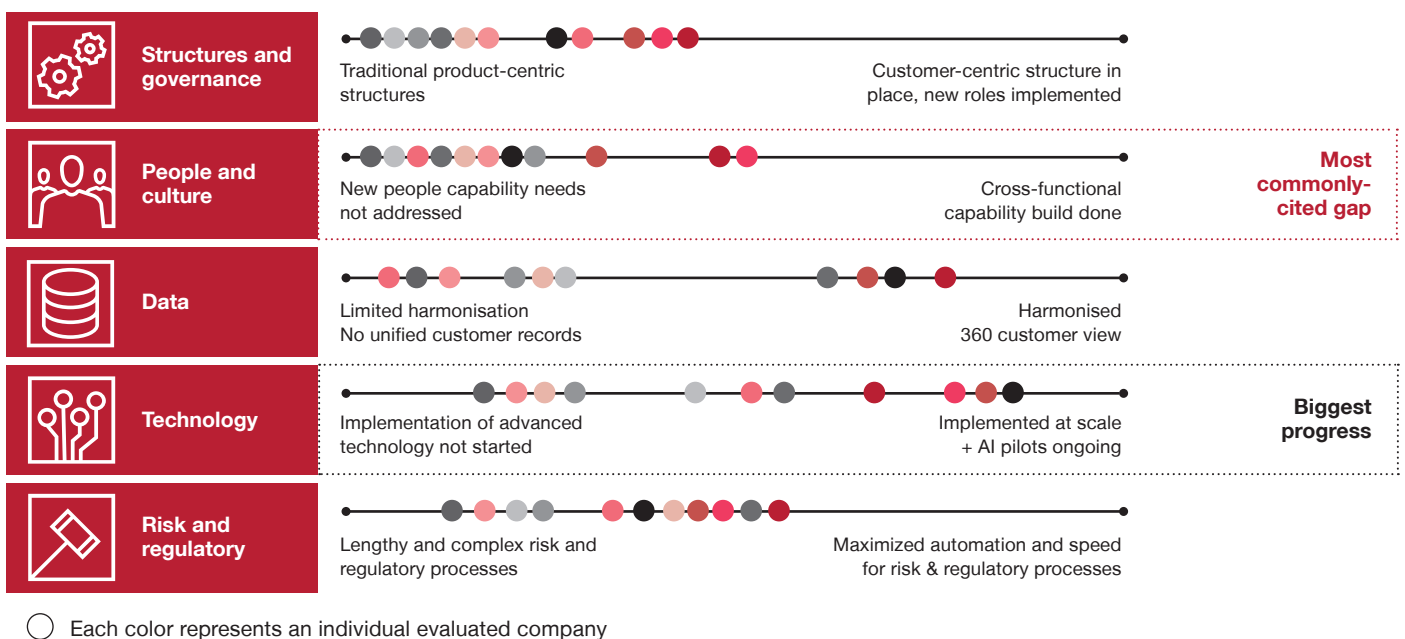
To understand more about where pharma companies are today on their journey towards improved customer experience and advanced customer engagement models, we conducted in-depth interviews with pharma leaders mainly based in Germany, the UK, and Japan, many of whom had broader geographic or global remit.

We spoke to business leaders responsible for customer engagement from 12 of the top 20 pharma companies as well as several small and mid-sized firms, who between them covered a wide range of therapy areas – from primary care treatments to oncology and rare diseases.

All interviewees said they had embarked on some form of customer engagement transformation, but the majority had hit upon challenges (see *Exhibit 3*).

EXHIBIT 3

Evaluation of pharma companies' maturity in transformation of customer engagement capabilities



Source: Strategy& interview with pharma companies (N=20)

Many companies had advanced most in the implementation of technology and in harmonising data to some extent. They have recognised the need to segment and understand their customers in a more granular way and do more with their customer data. They have invested in advanced customer relationship management (CRM) systems, marketing automation solutions, and to some extent in AI technologies. But in many cases they have done this without quite knowing how they might harness these new capabilities; without formulating a customer-focused strategy, or devising and implementing required changes to their operating model.



We have flipped the situation from our customer engagement model being limited by technology to having ‘too modern’ technology and not knowing how to best leverage it. Now it is about organisational change, vision, strategy, and roadmap.”

Affiliate Commercial Excellence Lead, Mid-Sized Pharma

At a data level, companies have found themselves challenged by inconsistent quality or completeness of data – or an inability to combine it usefully across country or system silos. As a result, this data has not enabled the degree of insight, or supported timely targeting of customers with relevant and personalised messaging, to allow companies to deliver the kinds of engagement experiences they aspire to.

In their focus on technology and data capture, companies have paid too little attention to other important aspects of their transformations. These include structures and governance, but more importantly also people, skillset, and culture-related provisions, to drive customer centricity and support new models of engagement.

In particular, all interviewees pointed to a shortfall in the skillset of their organisation to implement new customer engagement models. These skills gaps were identified not only in field teams, but also in marketing and business analytics capabilities, and in some cases among senior leadership.



We have access to all the technology: full sales automation, marketing automation, sales cloud, webinar tool, patient engagement apps, augmented reality flyers... We have all the components of a sports car, but we are not driving as fast with it as we could.”

Global Customer Engagement Lead, Mid-Sized Pharma

Process limitations and a lack of insight are creating practical barriers for improved engagements, too.

We have identified common inhibitors of effective **inbound marketing** include:

- A lack of **capabilities** and/or capacity to generate engaging and innovative educational content, limiting customer interest and trust in pharma-sponsored platforms.
- A lack of effective/automated **risk and consent management processes and tools**, leading to limited use of novel approaches to convert customers due to data privacy concerns.
- Low **conversion rates** from these limited approaches, negatively affecting the return on investment, and in turn limiting future budgets and extended rollout.
- Limited insight/feedback about the **value of the engagement**.

Outbound engagement has presented challenges too. Shortcomings here include:

- Long **marketing cycles**: 6-12-month marketing cycles limit the possibility to engage customers with the most up-to-date content and to react swiftly to customer needs.
- Long **approval times**: long internal medical and legal approval processes for external content further increase lead times to market for new insights.
- Limited **channel alignment**: many engagement channels are being used or tested, but with limited coordination and post-engagement analysis across channels.
- A **one-size-fits-all**-approach: while many pharma companies started to adapt their key messages based on HCP attitudinal segments, few are customising content sufficiently to address specific physician needs.

Addressing the change more holistically – not only from data and technology perspectives but also people capabilities, processes, and structures – will be critical if companies are to maximise the success of their transformation efforts.

SECTION 3

What will customer engagement look like in the future?

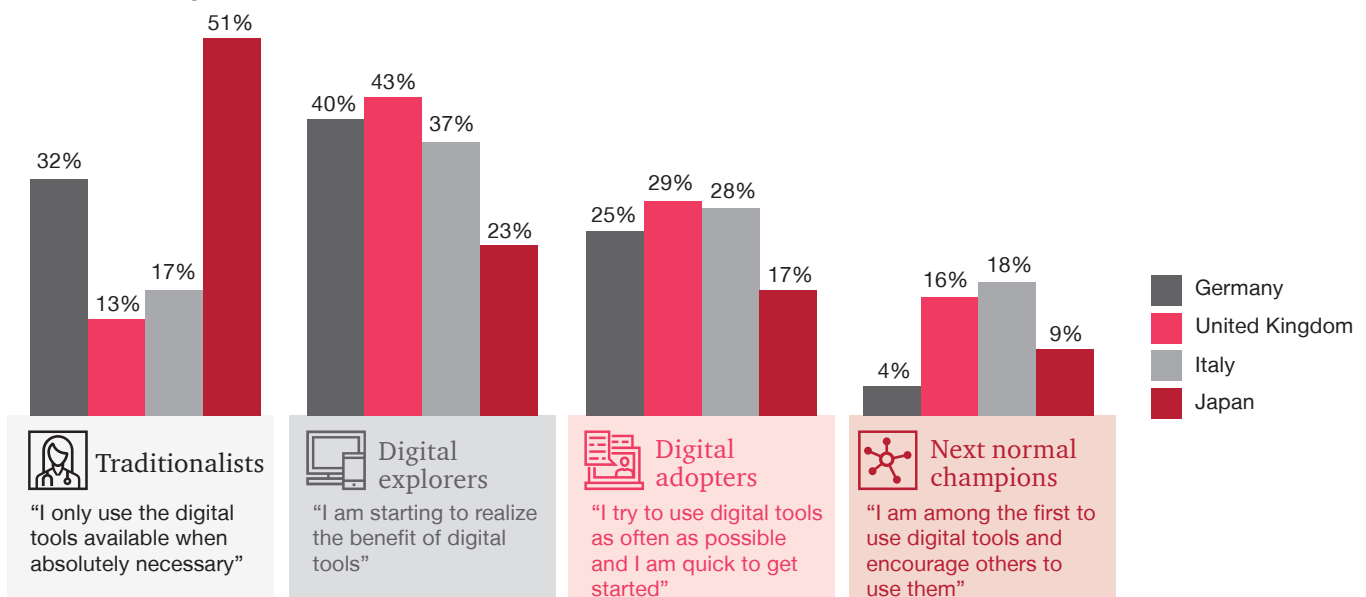
To understand more about how pharma companies need to develop their engagement strategies, operational models, and promotional activities, it can help to understand where customers are currently looking for the help they need.

In our international survey of more than 500 physicians⁶, we found that even though their digital 'savvy' differs within and across countries (see *Exhibit 4*), most expect a reduction in direct interactions with pharma reps in the future. They expect to use digital channels for a wider range of purposes, as long as the content adds value for them. The majority of HCPs (74 percent) said that they anticipate less frequent interactions with pharma in the future, irrespective of whether they are digital champions or traditionalists who use digital tools more out of necessity than choice.

6 Strategy& physician survey in Germany, UK and Italy, November 2020, conducted by SERMO (n=310); Survey in Japan conducted in December 2020 (n=222)

EXHIBIT 4
HCP segments based on their usage of digital tools in day-to-day work

Physicians' digital-savviness differs within and across countries



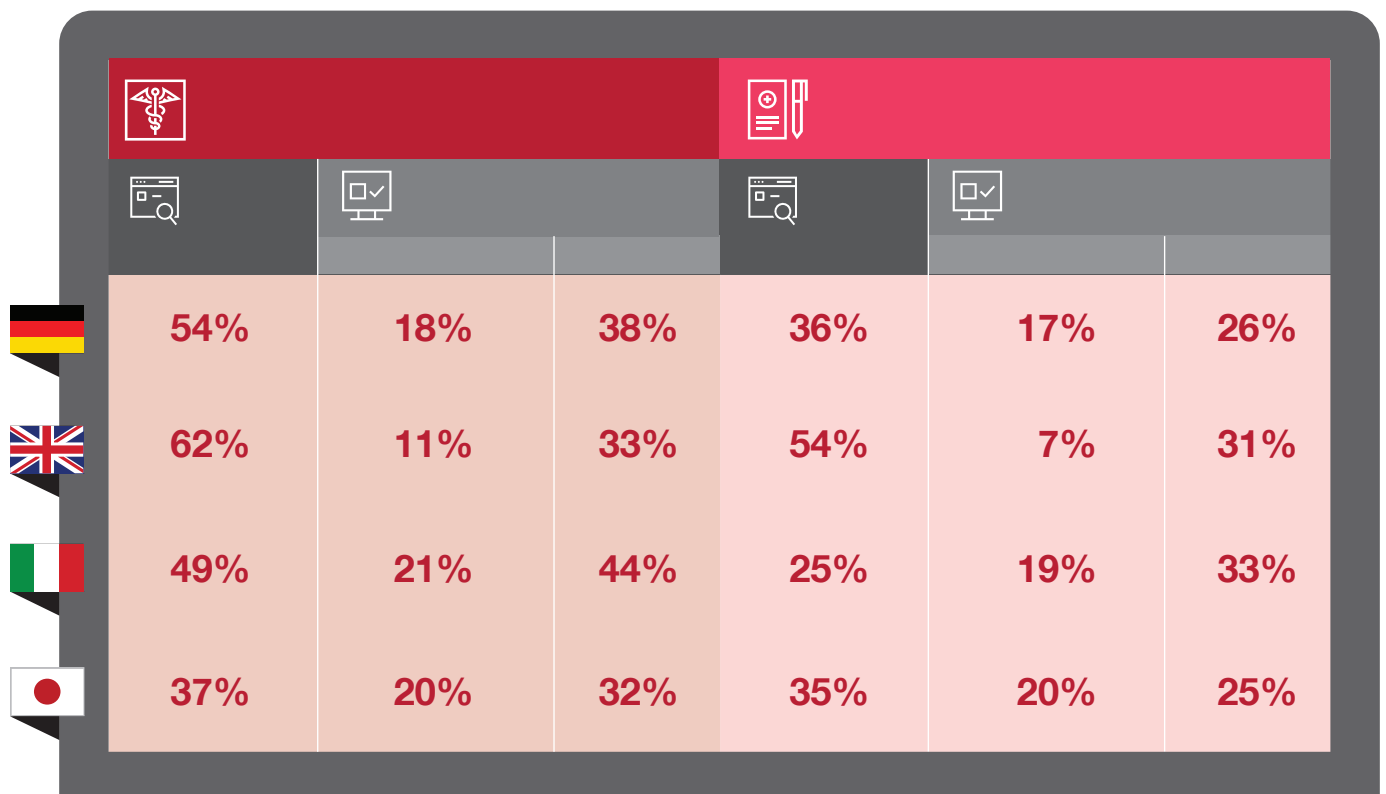
Source: Strategy& physician survey in Germany, UK and Italy, November 2020, conducted by SERMO (n=306); Survey in Japan conducted in December 2020 (n=222)

Already, about a half (48 percent) of physicians frequently turn to Google Search for questions about therapeutic products (see *Exhibit 5*), and 36 percent frequently use independent online HCP portals for such questions. By contrast, trust in pharma-sponsored portals is low: only 17 percent of physicians use these sources. For patient management help, the percentages fall still further. This suggests scope for improved offerings, for example more value-adding content through collaborations (with academia or other pharma companies, for example) that provide broader knowledge and resources than product-focused information.

EXHIBIT 5

HCP usage of online information sources

Physicians are actively searching for medical information online, but trust to pharma-sponsored portals is still low



Source: Strategy& physician survey in Germany, UK and Italy, November 2020, conducted by SERMO (n=306); Survey in Japan conducted in December 2020 (n=222)

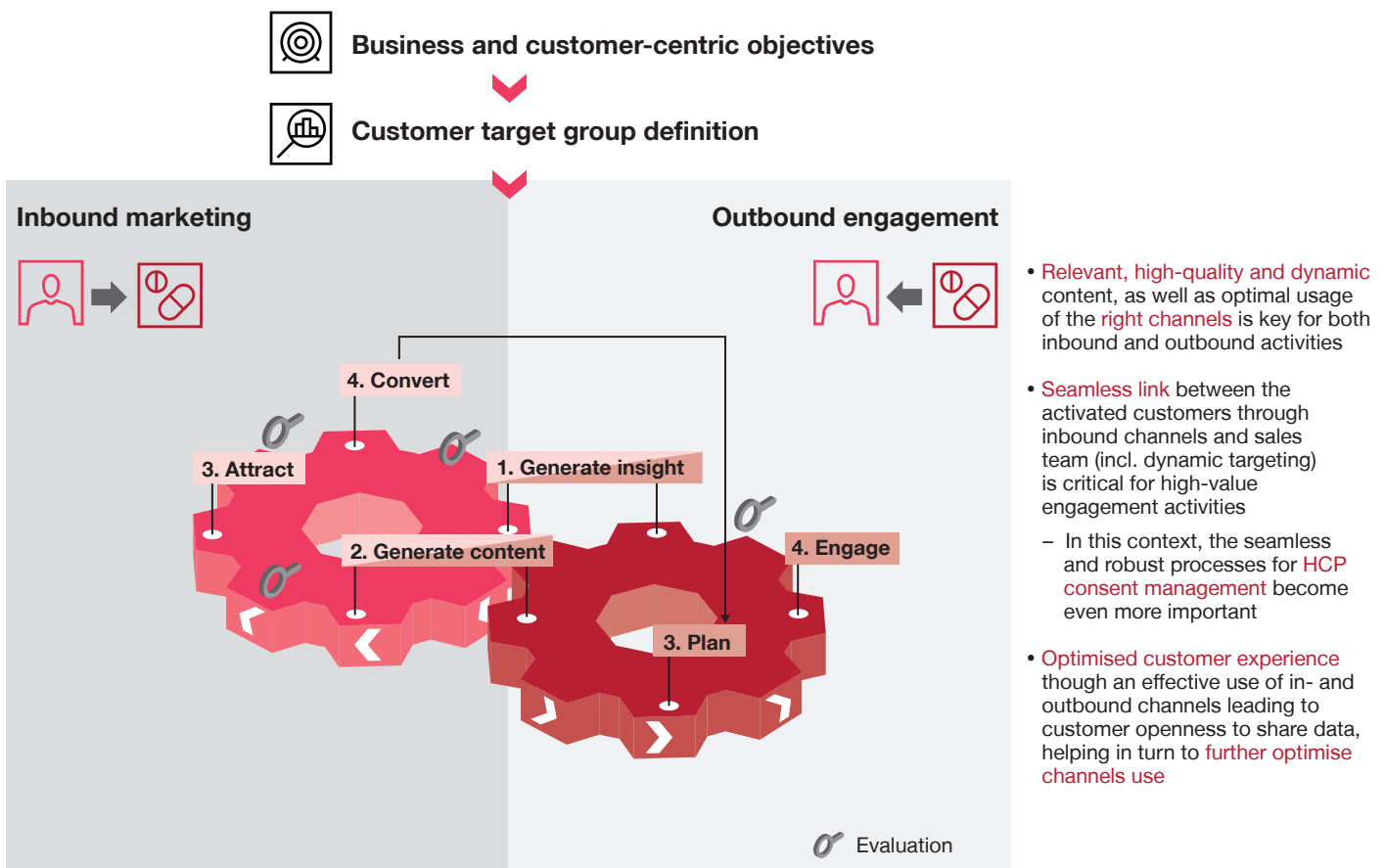
The picture emerging is that engaging the right customers with the right content at the right times will involve a blend of inbound and outbound approaches, and making best use of the available channels and incoming intelligence about the effectiveness of each approach (see Exhibit 6). This will need to result in dynamic customer journeys – advancing from ‘pre-planned’ experiences based on information available at specific points in time, to a journey where channels and content are being adapted as companies learn more about customers and the evolution of their behaviors during both ‘push’ and ‘pull’ interactions.

For high-value engagement activities, it is important that internal teams can identify ‘activated’ customers as they engage with inbound channels and link this to the plans and activities of sales teams (enabling dynamic targeting) – while ensuring that the appropriate consent has been sought for information to be shared and used in this way.

There are already better practices of companies leveraging relevant content and trusted platforms for a powerful inbound approach – such as Janssen’s 3D disease pictures and Philips’ collaboration with Reacts platform.

EXHIBIT 6

Combination of inbound and outbound approaches is critical to engage the right customers on the right topics at the right time



Source: Strategy& analysis

Case study A

Janssen, which operates its own-branded 'Medical Cloud' portal, has recently added a resource for presenting 3D pictures of diseases that physicians can use to more easily explain different conditions to their patients. The company showcased the new 3D image feature via YouTube ads, generating over 600,000 views in Germany within four months. The campaign reached the general public too, creating broader market interest (see below).

Janssen – Own platform – Educational content

What is it? A global (w/local domains) company portal for physicians containing educational content on a range of therapy areas, quick access to all company online events, opportunity to request 1-1 contact (e.g. respective sales representative) etc.

What is new? In Germany, the portal recently introduced a section with 3D disease pictures that can be used by physicians to more easily explain different conditions to their patients – Neutral scientific content that directly addresses everyday physician needs.

How is it promoted? Active push of the new feature (3D pictures) via YouTube ads, generating over 600K views in Germany within 4 months – reaching not only physicians but also general public to create broad interest – Innovative and compliant approach.

Sources: <https://www.janssenmedicalcloud.de/>; <https://www.youtube.com/watch?v=U0gUt5Y-Kc8>



Case study B

Philips is driving its digital engagement via a platform-based partnership linked to its Lumify smart portable ultrasound solution. Rather than create its own collaboration forum, Philips harnessed an already-established platform serving an existing network of physicians which also benefited from proven security, versatility, and support for rich interaction options including telepresence. This enabled Philips to tap into a network of physicians and create its own community around ultrasound imaging, patient case discussions and education.

Philips – Platform partnership – HCP community

1. Portable Ultrasound ...

In 2015-2016, Philips launched Lumify, a smart device (portable) ultrasound solution.



world's first integrated tele-ultrasound solution

2. ... and Digital communications platform

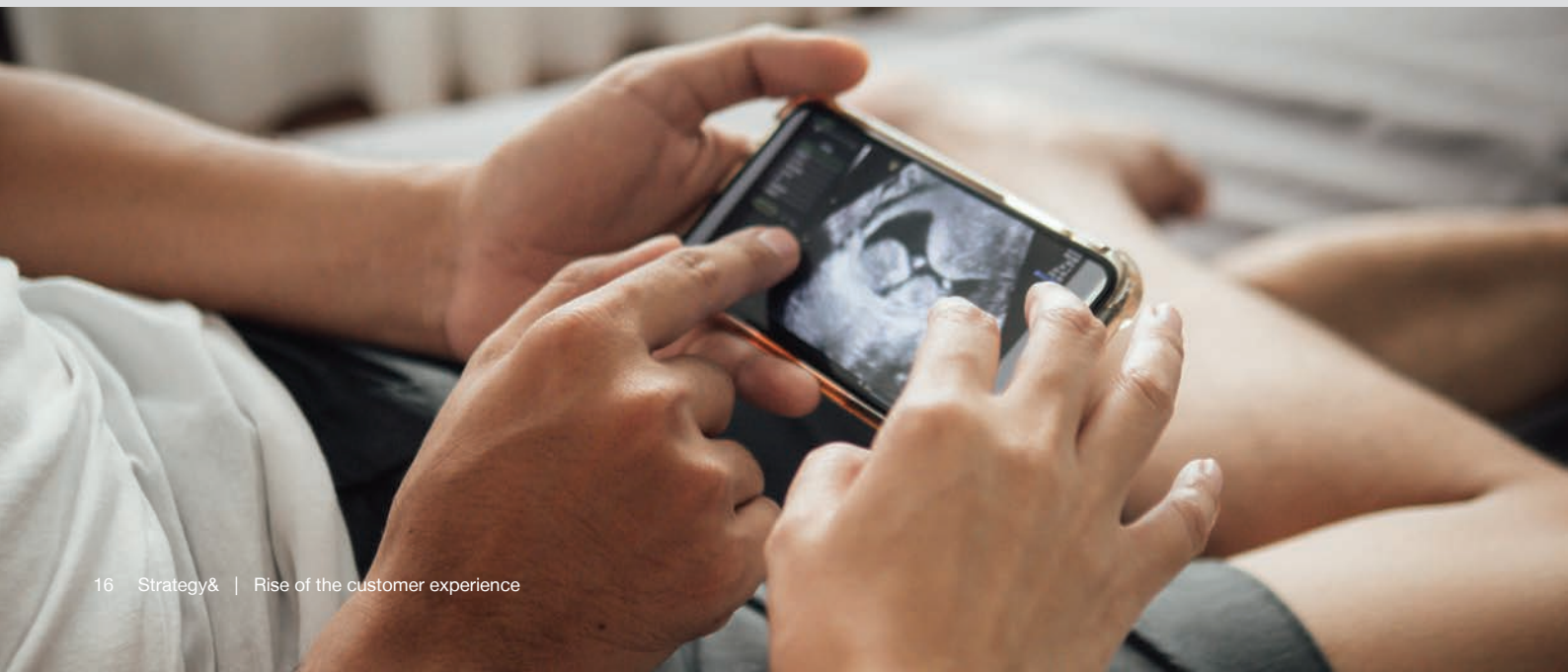
In 2014, a Canadian start-up launched an innovative digital collaboration platform with healthcare as one of focus sectors (now available in 80 countries).

Objective? In 2018, Philips partnered with Reacts to integrate telepresence into the Lumify solution – connecting nurses and physicians to discuss ultrasound images, challenging patient cases, drive remote education, with the overarching vision to enable better, connected patient care.

Success factors? Reacts was an already established platform in many countries, being very secure, versatile and interactive. Integration of Lumify enabled to tap into a network of physicians, and create its own community around ultrasound imaging, patient case discussion and education.

In July 2020 Philips acquired Reacts to expand its remote collaboration offering.

Sources: <https://www.healthimaging.com/topics/cardiovascular-imaging/philips-enhances-point-care-ultrasound-reacts-platform-remote>; <https://www.philips.com/a-w/about/news/archive/standard/news/press/2020/20200629-philips-expands-its-remote-clinical-collaboration-offering-based-on-the-reacts-platform.html>





Success factors for effective inbound marketing

- Content is key – to maximise impact, it needs to be innovative, credible, neutral and relevant to customers.
- Use the right channels – aim for high-reach inbound channels that best fit the target group.
- Risk and regulatory considerations must be integral to plans – invest in robust processes and link to master data management.
- Consider partnerships – explore options that best fit the target customers’ needs.
- Do not neglect the basics – search engine optimisation is important if customers are to find any exciting new resources and engage with them readily.



We are still looking for a secret to make the “pull” model work. This is particularly important in rare indications because we might be seeing physicians at the wrong time – not when they need the information, but when we planned it ...”

BU Lead, Large Pharma

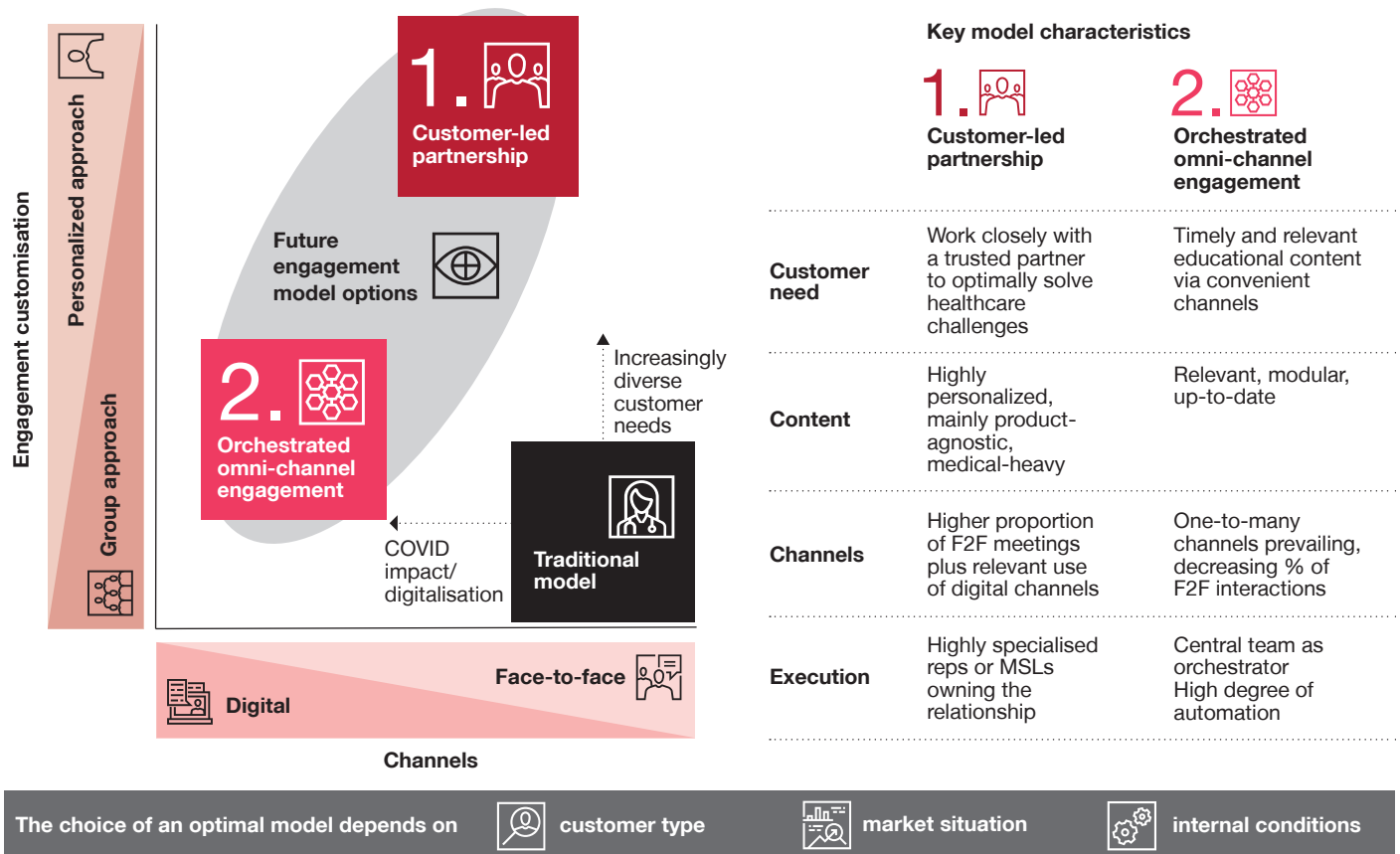
When it comes to ‘outbound’ activities, we see two distinct engagement models evolving in the future, for which pharma companies need to build their capabilities. Both are geared to enabling delivery of the right content via the right channel to the right customer (see *Exhibit 7*).

One model implies orchestrated omni-channel engagement for simple and effective engagements. The emphasis here is on speed, agility, and efficiency – supported by automation and AI.

The other is a customer-led partnership approach, through which pharma companies seek to add broader value for customers as they try to cope with new challenges or look to address new opportunities.

Engagement formats need to evolve, too. During COVID-19 we have seen increased interest from physicians in virtual Advisory Boards and round-table discussions that enable them to connect with peers across practices and regions without needing to spend time travelling – new forms for such engagements should be explored and improved, taking into account both their advantages and shortcomings (‘digital fatigue’).

EXHIBIT 7
Two distinct ‘outbound’ customer engagement models of the future



Source: Strategy& analysis

Specific approaches will need to be varied according to the target customer group and the type of experience required. GPs, for instance, are more likely to need simple information on demand complemented by peer-to-peer meetings. Through the latter they can reflect on how healthcare is changing, emerging developments, and new ideas for managing patients and their conditions.

Specialist physicians, meanwhile, are more likely to appreciate the opportunity to discuss complex products with more science-savvy reps or medical representatives, who can answer their questions and provide the bigger scientific picture. In this engagement model the role of medical teams will become much more prominent and critical.

Within each customer group there will be discrete differences in requirements. As we have observed already, physicians' digital literacy and appetite is strong – and growing. It is also particularly pronounced in the younger age bands.

In our research, we found that 40 percent of physicians aged over 55 in Germany can be categorised as traditionalists (using digital channels largely only through necessity), compared with just one-fifth of under 45 year-olds. So, for now, they may need different approaches. As older physicians retire, however, we can expect knowledge consumption patterns and channel preferences to move increasingly to digital options.

The emphasis on one engagement model or another will also be determined by the pharma company's portfolio or its business unit – whether the products are innovative (requiring more of a partnership approach) or generic products (suggesting a focus on efficiency, simplicity, and speed). If pharma companies hone their engagement strategies now, they will be well positioned for the future.



SECTION 4

Delivering the future









To capitalise fully on the potential of the two emerging models for customer engagement, companies must ensure that necessary capabilities are developed across the organisation, spanning IT and data, people capabilities and culture, as well as other supporting processes (such as risk and regulatory). Considerations should include (see *Exhibit 9*).

Some companies are already making bold organisational moves in the direction of becoming scientific partners to their customers. Roche in Spain, for example, has announced a transformation process to prioritise scientific approach, which includes simplifying interactions with customers by establishing single points of contact in each therapeutic area to be in charge of understanding needs and co-creating solutions (instead of traditional product sales activities)⁷.

⁷ Source: <https://www.diariofarma.com/2020/11/17/roche-anuncia-cambios-en-su-relacion-con-el-sns-y-un-ere-que-podria-afectar-a-120-empleados-en-espana>

EXHIBIT 8

Capabilities required for successful implementation of customer engagement models

	 Orchestrated omnichannel engagement	 Customer-led partnership
 Structures and governance	Customer-driven organizational structure; strong governance to ensure practice sharing	Cross-country topic-driven innovation hubs
 People and culture	Customer-centric mindset; upskilling at all levels; digital marketing capabilities; focus on critical few behaviors Strong technical and analytical capabilities across functions	Co-creation mindset, customer listening skills; learning and experimentation culture
 Data	Global-to-local data excellence and harmonization, master data management (MDM); 360 customer view	
 Technology	Global technology backbone with local configurations; advanced CRM and marketing automation Automated content generation and targeting	Technology savviness for solutions co-creation
 Risk and regulation	Accelerated/automated content approval; robust consent management linked to MDM; enhanced/automated compliance monitoring	Compliance UX (e.g. contracting process)
 Performance management	Team performance incentivization; capability-related metrics Focus on sales realisation incentives (revenue, Rx, market share)	Focus on sales enablement incentives (CX, patient outcomes)

Source: Strategy& analysis

Next steps

Wherever your organisation is on its customer engagement transformation journey, now is a good time to step back and look at where you are going, how far you have come, and what gaps remain.

Consider who your current and future customers are, their emerging/changing needs, and what drives their experience. Which stakeholders will be key for your business in the future, and what kinds of partnerships will need to be established?

To pressure-test your capability readiness, consider the following questions:

- What organisational/structural changes have you considered at the global and local levels to support the shift from product-focused to customer-focused engagement?
- What people capabilities will you require in the future and do you have a plan how to build them, including people upskilling and hiring of new profiles?
- Do you have a cohesive master data management solution in place?
- Have you found the right balance between standardisation and customisation of technology solutions and systems for an optimal multi-country rollout?
- Are your internal risk and regulatory processes prepared to support high-speed customer engagement and dynamic content creation?
- Have you adapted people incentives (across all levels, from senior management to field teams) to ensure (1) successful implementation of new technologies and ways of working and (2) more pronounced focus on customer experience and delivered value to the customers

We believe that a differentiated customer experience will replace pharma's traditional, share of voice-driven promotional model within five years – or even sooner. Pharma companies need to accelerate their transformation programs now and build capabilities to seamlessly link engaging and insight-driven digital marketing with high-speed, needs-based customer engagement.



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