Voice-of-the-Customer (VoC) driving
more and better business

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Adding VoC to the market-strategic table

Closed loop: Feedback ⇨ Action 🔁

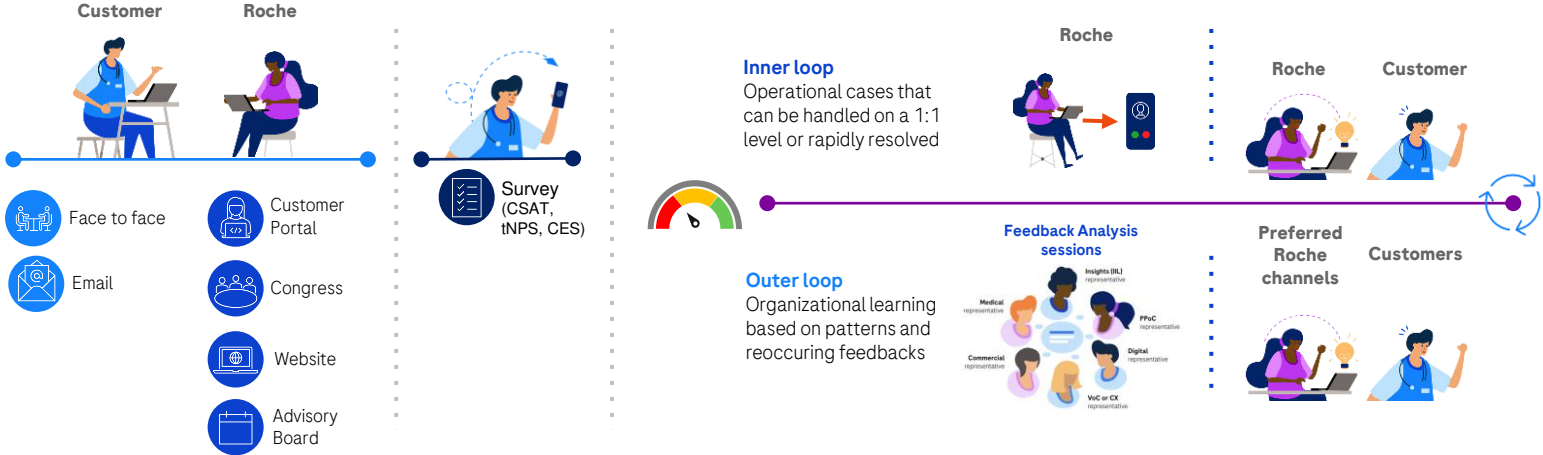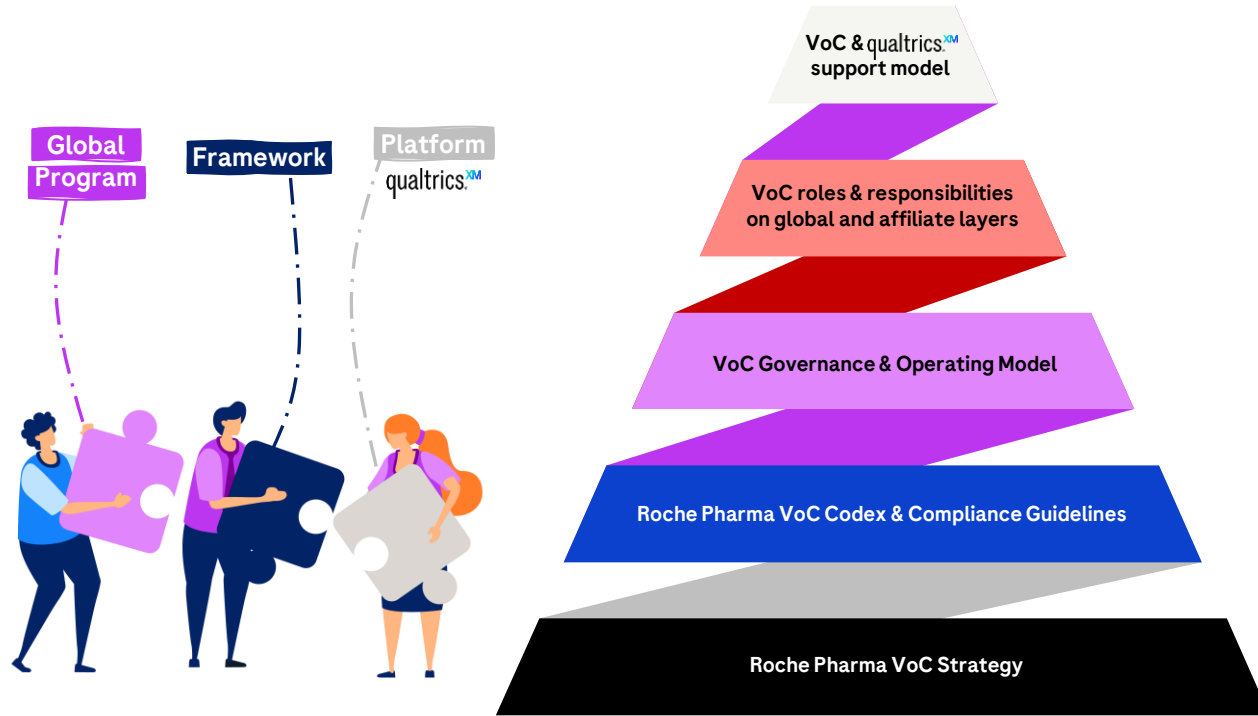| Journey to close the loop	Customer Engagement (touchpoint)	VoC Survey	Feedback Visualization & Analysis	Act on Feedback	Plan corrective Actions	Engagement Strategy Evolution	Iterate Process

Customer   **Roche**

Face to face

Email

Customer Portal

Congress

Website

Advisory Board

Survey (CSAT, tNPS, CES)

Inner loop
Operational cases that can be handled on a 1:1 level or rapidly resolved

Roche

Outer loop
Organizational learning based on patterns and reoccuring feedbacks

Feedback Analysis sessions

Medical representative

Insights (IIL) representative

PPoC representative

Commercial representative

Digital representative

VoC or CX representative

Roche   Customer

Preferred Roche channels

Customers

The Roche Pharma VoC Program scope ...

Global Program

Framework

Platform qualtrics.^{XM}

VoC & qualtrics^{XM} support model

VoC roles & responsibilities on global and affiliate layers

VoC Governance & Operating Model

Roche Pharma VoC Codex & Compliance Guidelines

Roche Pharma VoC Strategy

But ... Why?

Early real-life proof of the VoC business value promise

Closing the loop turned detractor to a promoter

FEEDBACK (score)

detractor

What do you think of this email?

1 2 3 4 5

Do you find the information provided useful?

How likely is it that you will share this email with others?

1 2 3 4 5

FEEDBACK (verbatim)

Could you tell us why you didn't like it?
"I don't like the lack of presence in my hospital"

Could you tell us why it has not been useful to you?
"I haven't read it... come and see me personally"

Why wouldn't I share it?
"I do not accept communications via mail"

And finally, we'd love to know if you have any suggestions for us.
"Your unexcused absences"

ACTION

- corresponding **KAM** was informed about the feedback **and short-term reached out** to the customer

- **communication was shifted to a physical meeting** = customer's desire was served

IMPACT

promoter

by **taking action** on customer's feedback, Roche ...

1. created a **"Roche listens to me & cares about me" moment**

2. converted to a **satisfied customer and increased loyalty**

... with minimum efforts

5

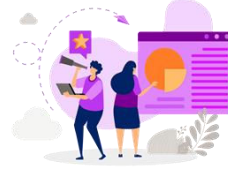# Why Voice of Customer (VoC) adds value to Roche

Voice-of-the-Customer (VoC) program is enabling **more & better business** and **differentiating Roche from competitors...**
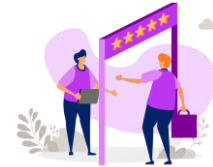
...by **enabling us to better meet customer expectations** & needs and revealing blind spots

...by revealing where to **spend & invest most impactfully**

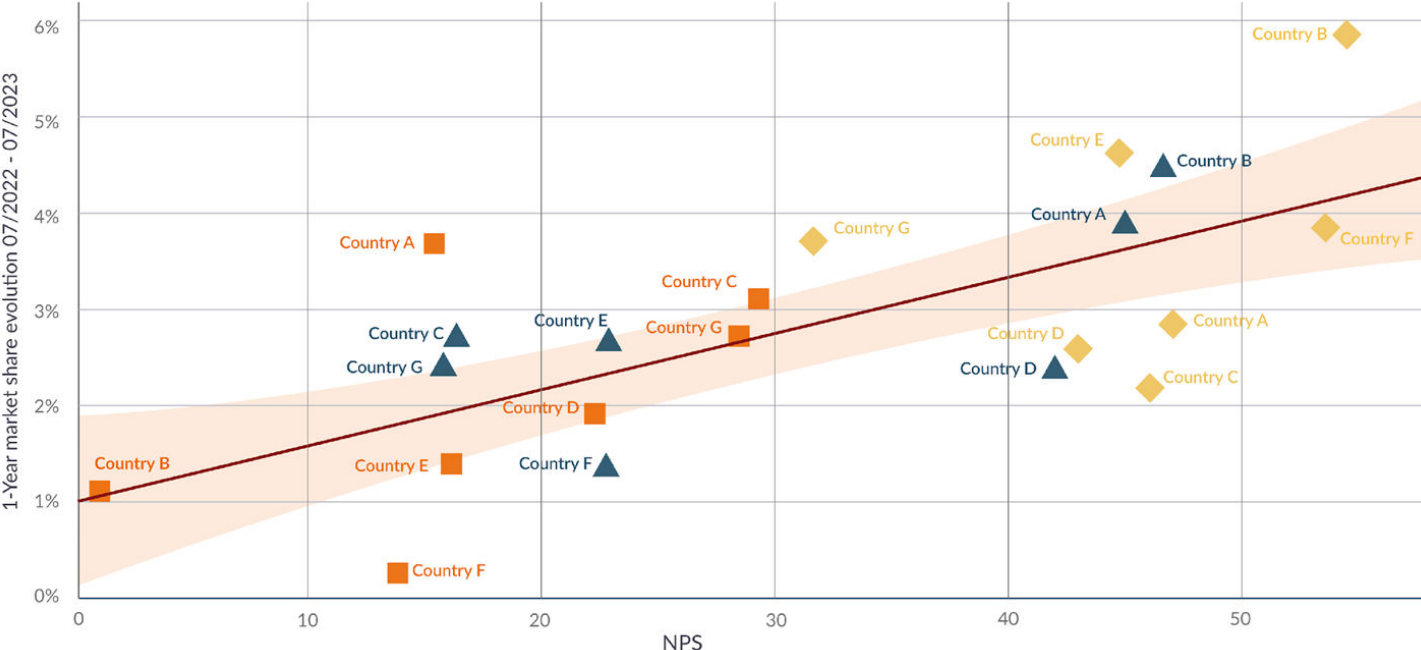...by enabling **smart & effective omnichannel** customer engagement

...by opening doors via **increased customer trust, loyalty and Roche reputation**

3rd party data providing evidence

E.g., a higher NPS corresponds to increased market share

NPS / MARKET SHARE EVOLUTION CORRELATION - 2022-2023

▲ Brand 1   ◆ Brand 2   ■ Brand 3 (launch brand)

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The TOP 3 VoC/CXM success factors in pharma business

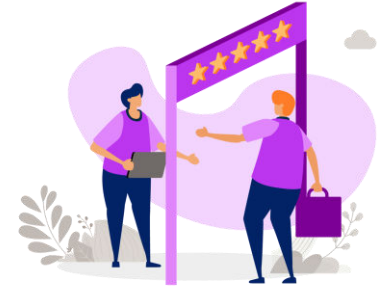**1. Don't reinvent
the wheel!**

**2. Speak about
the business "Why"**

**3. VoC =
taking action! ...!!!**

What did we learn?

have management buy-in … you need strong advocates and support

01

VoC requires being business integrated … have clearly defined business outcomes … and successes

02

having a corporate approach is key … consistency across

03

have a corporate VoC/CXM metrics framework in place first … and use each single metric purposefully

04

CSAT is developing more a lead indicator across industries … not replacing but being more actionable than NPS

05

keep it simple & lean … build your VoC/CXM step by step

06

improve consent/opt-in rates first … lack of consent is a roadblocker

07

first 6-9 months of data are for trash … don't overinterpret too early

08

be patient and persistent … it is a journey, and Rome wasn't build in one day

09

VoC = taking action! …!!!

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