

White Paper

ORCHESTRATED CUSTOMER ENGAGEMENT

Build customer trust and loyalty through more effective engagement



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INTRODUCTION

Orchestrated Customer Engagement (OCE) is a new concept based on the principle of establishing greater trust between Life Sciences companies and their customers. Trust is the foundation of all successful relationships, including business relationships. A serious trust gap currently exists between pharmaceutical companies and healthcare professionals (HCPs).

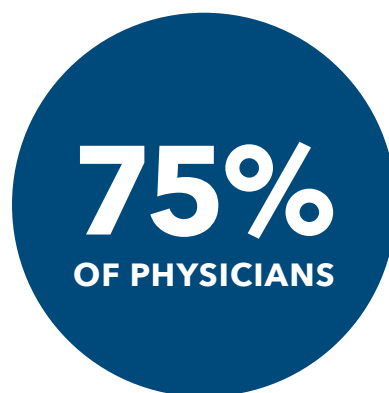
Seventy-five percent of physicians surveyed by Deloitte Consulting in 2015 indicated a lack of trust in the information that pharmaceutical companies provide. In the 2015 EPG Health Media survey and a quarter of the HCPs surveyed said they did not allow meetings with pharma representatives because of a lack of trust or transparency. Pharmaceutical companies already face significant challenges from increased market competition to the rise of specialized drug therapies as they strive to gain leads among healthcare professionals and convert them into sales. Perhaps, more than any other challenge, it is this lack of trust and confidence that requires Life Sciences companies to go the extra mile to engage HCPs in more positive ways.

Orchestrated Customer Engagement is an innovative strategy that helps Life Sciences companies align their sales and marketing functions, integrate customer-engagement activities across the organization, and support it all with a foundation of robust information management. The OCE platform enables companies

to manage an increasingly complex mix of direct and indirect communication channels, run effective campaigns based on actual customer needs and preferences, and achieve more productive engagement with all customer segments through consistent, targeted outreach.

By making OCE a strategic priority, Life Sciences organizations can build stronger bonds of trust with their customers, improve brand loyalty, and achieve their commercial goals with greater ease and efficiency. Fortunately, Life Sciences organizations can make the move to OCE at their own pace. OCE is evolutionary, which means that Life Sciences companies can take a phased approach, developing their strategy step-by-step and implementing it in stages. Best of all, companies that want to implement OCE can leverage their previous investments and build on their existing skills and resources as they work toward full orchestration.

Seventy-five percent of physicians surveyed indicated a lack of trust in the information that pharmaceutical companies provide.



WHAT IS ORCHESTRATED CUSTOMER ENGAGEMENT?

Orchestrated Customer Engagement is a new strategy for customer engagement that represents the next big step in Life Sciences sales and marketing.

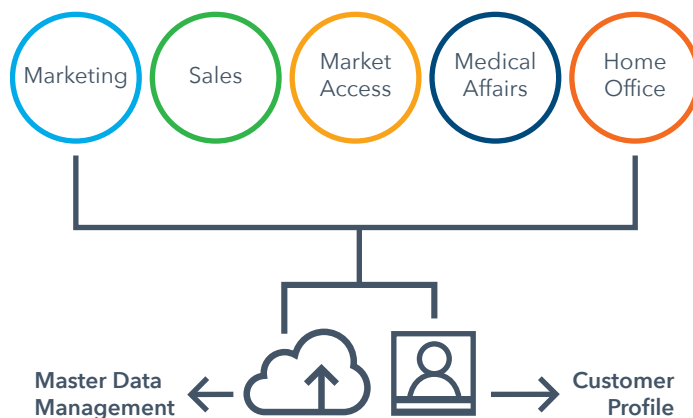
Traditionally, Life Sciences companies are organized as a series of disconnected vertical silos, a structure that limits companies' ability to provide dynamic, or at a minimum, positive customer experiences for HCPs. Vertical functions such as sales and marketing tend to focus on their individual objectives, systems and messages rather than collaborating on more effective and connected customer engagements.

OCE removes the barriers that typically separate vertical functions and enables them to collaborate effectively with the support of strategic IT systems. OCE creates horizontal integration across four key customer-engagement activities – multichannel marketing (MCM), sales force effectiveness (SFE), market access and medical affairs. A horizontal mindset all customer-facing functions have the context, precision, consistency and transparency of information that enables them to coordinate their decisions and activities, deepen trust, and avoid customer confusion.

OCE makes it possible for employees in each functional area to see and understand how others in the company are interacting with customers. The employees and representatives responsible for a company's

OCE removes the barriers that typically separate vertical functions and enables them to collaborate effectively with the support of strategic IT systems.

Core Building Blocks of OCE



communication and marketing channels are no longer isolated from their colleagues. Instead, they can look left and look right to see what everyone else is doing. OCE combines the automation of multichannel marketing with the human touch of traditional sales and the power of next-generation technology, to improve and deepen customer engagement.

Information management is the foundation of the OCE strategy. It requires gathering all customer information and interactions into a common data warehouse and giving stakeholders access to the portions of the data that are appropriate to their role in the organization. Optimal information management ensures that everyone in the organization is working with a consistent view of the customer – a single version of the truth. Before OCE, stakeholders may be forced to pull information from multiple data locations, each one telling a slightly different story. As a result, they may reach conclusions that differ from those of their colleagues, and end up taking actions that create confusion and distrust among customers.

OCE makes it easier for Life Sciences employees to work together and provide customers with relevant and timely information, resources and experiences,

by strengthening between Life Sciences companies and their customers, **OCE increases efficiency across all communication channels and stakeholders while boosting return on investment (ROI)**. OCE can also help Life Sciences companies enable prescribers to run their practices more efficiently and better meet the therapeutic needs of their patients.

In Orchestrated Customer Engagement, the prescriber is like an orchestra conductor, and Life Sciences employees tasked with customer engagement are the orchestra. All orchestra members take their cues from the conductor, playing louder or softer, faster or slower, depending on the direction she provides. The conductor may want to hear more strings or tell the woodwinds to back off a little. OCE is the same concept. The prescriber tells the company either explicitly or implicitly what information is most important to them, how their preferences being contacted and receiving such information.

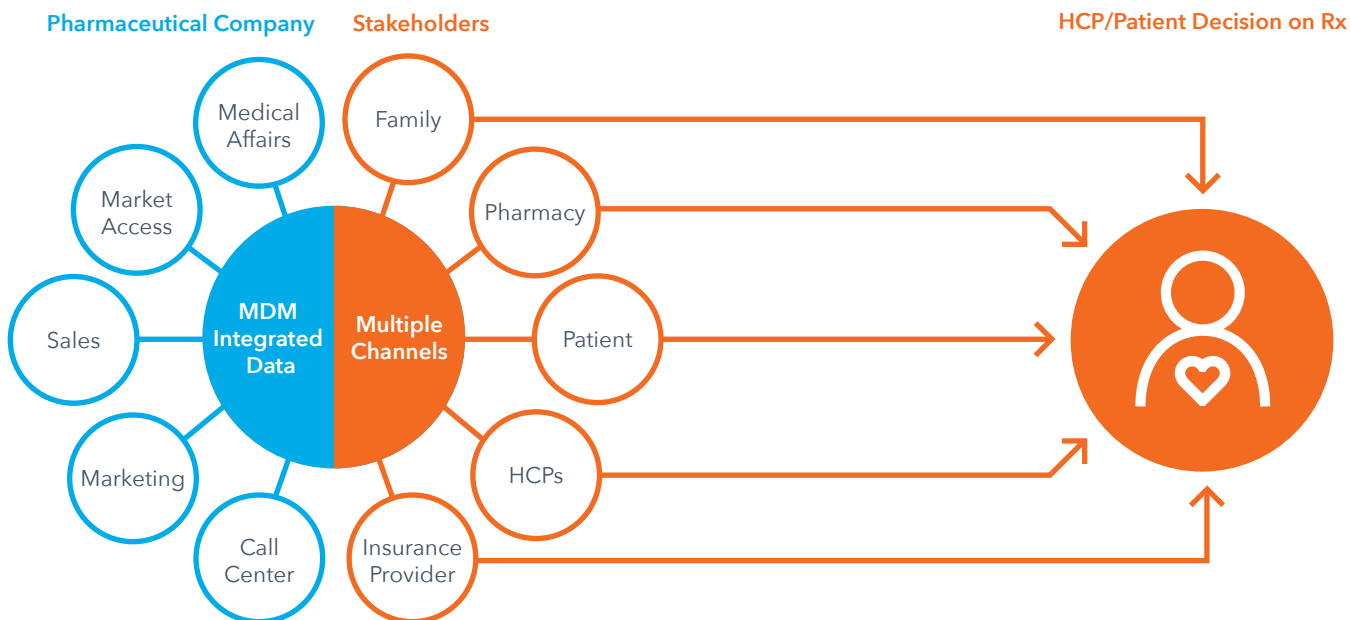
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Sometimes the signals from the HCP are direct – the HCP fills out a survey or requests information from a sales rep or website. More often they are indirect and surface in a wide range of data the company routinely collects and analyzes. The HCP communicates their preferences through behaviors such as opening or ignoring emails, clicking on links to get more information, watching videos on certain topics,



Orchestrated Customer Engagement

With OCE, data is integrated, employees can access all relevant information and collaborate effectively, and customer engagement activities are coordinated. As a result, HCPs feel supported and trust Life Sciences companies to provide information critical to their patients.



prescribing one drug more often than a competing brand, and so on. Life Sciences companies that embrace OCE have the ability to continually analyze the data, interpret those signals, and use them to influence how the entire organization engages with that HCP. OCE enables a Life Sciences company to operate as a single entity with one mind, focused on building trust and providing outstanding customer service.

WHY DO LIFE SCIENCES COMPANIES NEED OCE?

HCPs are Life Sciences companies' primary conduit to patients, the people that both Life Sciences companies and HCPs are committed to serving. While HCPs are responsible for prescribing drugs or medical devices, it is patients who actually purchase those therapies and benefit from treatment. The challenge for Life Sciences companies is to educate HCPs about the critical benefits those therapies provide, how they can improve, sometimes save patients' lives.

Trust or distrust among HCPs can have a profound effect on the long-term success and profitability of a Life Sciences company.

To nurture these relationships with HCPs that allow education to take place, Life Sciences companies must remember that HCPs are also consumers. Every day, they experience the benefits of communications and services that are orchestrated to meet their individual interests, needs and preferences. When they do their banking, for example, they may use an ATM, visit a branch office to speak with a loan officer

face-to-face, deposit checks online, or use a mobile app to pay bills, transfer money, and manage their investments. Wherever they go, they have easy access to the information they need for the types of services and accounts they have chosen, as well as news about updates and special offers.

The information HCPs receive from their bank is consistent across multiple channels, whether they are interacting in person or online. Additionally, when they choose to engage digitally, the context is right for their location, connection and the device they are using. The bank provides exactly the information they need, whenever, wherever and however they need it. As a result, banking is an integral part of their lives. They feel confident relying on the bank to help them manage their money, because the bank has won their trust by establishing a service relationship that puts them first and creating a good customer experience.

Yet when those same HCPs go to work, their relationship with pharmaceutical companies may be quite different. All too often, people from different parts of the same company bombard them with duplicate or conflicting messages, which arrive through multiple channels with no apparent coordination or concern for their needs. One can hardly blame the HCPs for feeling like the company is far more interested in selling products than in serving customers or treating patients.

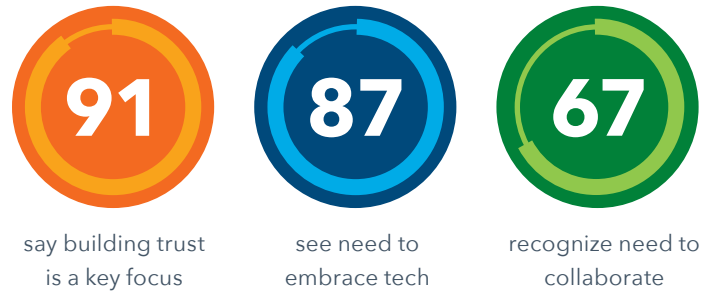
Trust or distrust among HCPs can have a profound effect on the long-term success and profitability of a Life Sciences company. At a commercial level, lack of trust may prevent the company from getting its message through to HCPs. That, in turn, may cause the company to lose sales to a competitive brand that HCPs consider more trustworthy, and damage its value proposition of showing HCPs how to do a better job of treating patients. In terms of impact on the patients, that same distrust may lead to unnecessary suffering or put lives at risk.

OCE helps organizations address the trust challenge in several key ways:

- **Life Sciences companies are in the business of saving lives**, relieving pain, and enhancing quality of life for billions of people worldwide. Trust must be a primary goal for Life Sciences companies today because, if HCPs don't trust a pharmaceutical company and its products, there can be serious consequences.
- **OCE is about changing the economics of commercializing a drug.** Once a new drug goes to market, Life Sciences companies want to get the highest possible return on every dollar they spend on commercialization. Traditionally, there is a lot of redundancy and inefficiency in that process. OCE will solve many of those problems, providing greater efficiency, faster time to market, and lower costs.
- **OCE will help Life Sciences companies realize their goal of building relationships and trust with HCPs** by streamlining communication across the organization, coordinating all customer-engagement activities, and using data and analytics to provide targeted messages. Marketers are starting to understand the importance of customer trust and the value of data-driven insights in helping them achieve that goal.

According to a survey by EY and Forbes Insights of more than 300 U.S.-based executives, 91 percent of chief marketing officers (CMOs) feel that building trusted relationships with customers is a significant focus of their strategic and competitive vision, and 87 percent say they recognize the need to embrace the latest data and analytics technologies in order to build credibility and long-term relationships with customers. A majority of marketing executives (67 percent) also recognize the need to collaborate across various business units to manage and improve the customer experience.

OCE can help Life Sciences companies realize their goal of building relationships and trust



- **OCE helps companies build trust with their customers** by coordinating people, processes and technology. This coordination reduces inefficiencies that frustrate HCPs and erode trust. OCE provides greater transparency across the organization, opening windows into various functions, allowing others to see inside, and helping them understand how and why stakeholders in those areas make certain decisions, take certain actions, or transmit certain messages.

OCE also provides near real-time information to support employees in creating meaningful experiences for customers, and helps every stakeholder in the organization understand the relationship between individual customers and all other stakeholders – no matter how frequently or rarely they engage. With OCE, integrated technology makes it easy for people throughout the organization to access and share customer data.

A growing trend towards high value specialty drugs indicates Life Sciences organizations have fewer but more demanding customers.

- **The market shift from primary care to specialized treatment poses additional challenges for Life Sciences companies and their customer engagements.** Approximately 75 percent of the industry's growth is coming from four therapy areas – hepatitis, oncologics, anti diabetics, anticoagulants

A growing trend towards high value specialty drugs indicate, Life Sciences organizations have fewer but more demanding customers. OCE is particularly suited to help Life Sciences organizations address this challenge by delivering content rich, real-time product and treatment information.

- **Multichannel marketing, sales force effectiveness and closed loop marketing (CLM), three methods many Life Sciences companies used to improve their customer engagements, offer only part of the comprehensive solution OCE provides.** For example, OCE uses multiple channels to deliver targeted messages to HCPs. Like sales force effectiveness, OCE segments HCPs so that Life Sciences companies can focus on their most profitable and most promising customers, and tailor their messages in an effort to get the best return from every interaction. Like closed loop marketing, OCE uses data and analytics to understand what's working and what's not, and to plan next steps based on those insights. OCE goes far beyond what MCM, SFE and CLM can offer, alone or in combination.

Whereas MCM, SFE and CLM are vertical solutions that can perpetuate the problem of keeping information locked up in silos if used independently, OCE works horizontally across the entire organization to connect MCM and SFE with other customer engagement such as call centers, MSLs and market access. OCE also provides the fully integrated circle of data that CLM has never been able to deliver, which is necessary for keeping all employees informed and achieving comprehensive data driven insights and actions.

OCE removes the walls between sales and marketing, and uses integrated software systems to collect and analyze customer data, align messaging with customer needs, and coordinate message delivery across multiple channels. Essentially, OCE takes what is working in one vertical and applies it to others, connecting all verticals and making each one better than before. Life Sciences companies that master OCE will be able to truly engage their customers and outperform competitors in the future.

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As Life Sciences companies orchestrate their marketing and communications, HCPs will benefit in a variety of ways. Instead of wasting time searching multiple sources for information, and receiving inconsistent answers, HCPs will be able to get the information they need when they need it. OCE will save HCPs time by making it easier for them to find clear, accurate information. This will help them get more value from their engagement with Life Sciences companies.

HCPs are one of many stakeholders who will benefit from orchestration. As companies extend orchestration to include other stakeholders such as payers, pharmacists and formulary decision makers, complexity will increase. Adding patients to the stakeholder mix, the complexity of orchestration will skyrocket. That's why it is so important for Life Sciences companies to get the basic operating design of orchestration right from the beginning.

HOW OCE WORKS: A USE CASE SCENARIO

To get a better sense of how OCE actually works, take the case of a Life Sciences company called ABC Pharmaceuticals and Empire Health, a managed-care organization with over 3000 prescribers.

LEOPOLD, a market access rep at ABC Pharmaceuticals, starts work on Monday morning and logs on to his company's system. Leopold looks at an intuitive dashboard interface, with real-time data, built-in analytics information and user options relevant to his role in the company and other information clearly displayed.

LEOPOLD receives a call from someone at Empire Health, who gives him the good news that Empire has added GLIDIM, an ABC Pharmaceuticals brand, to its formulary list. **LEOPOLD** opens up the record in his system for the Empire Health account, checks "formulary win" and saves the entry. This action starts a series of events, a ripple effect, which will cascade across the organization. OCE will manage this cascade, eliminates extraneous work and streamlines the process, making it easier for employees to focus on the needs of HCPs and enabling ABC to capitalize on the opportunity.

BENJAMIN in Marketing receives the notice about the formulary win with Empire Health. His display is different than **LEOPOLD'S**, because it is tailored to his role in the company. One of those differences is that he receives notification that there is a new customer segment of 3,091 doctors who can now prescribe GLIDIM. The

system reviews and evaluates information about each of those doctors, recognizes which prescribers should be contacted by specific sales or marketing channels, and then recommends either a new or existing marketing journey. Without OCE, this can take days or weeks, and may require manual intervention to achieve the correct outcome. By contrast, the horizontal nature of OCE makes this process seamless.

Orchestrated Customer Engagement is about the company's activities, making sure that the prescriber is part of the conversation. When the company sends email to a prescriber, it should see it as a two-way channel. When the doctor receives the email, there are choices that can be made about further interaction and how that's going to occur. This choice creates a case, which then goes back to the pharma company for action.

Meanwhile, back at ABC Pharmaceuticals, **ELIZABETH** in the Call Center receives a call from a prescriber who has a question about GLIDIM that cannot be answered through her database of scripted responses. On the dashboard, **ELIZABETH** can see other personas within the organization. Since she needs an answer from medical affairs, she checks to see which Medical Sciences Liaisons (MSLs) are available and which drugs they are certified to discuss. She quickly finds that an MSL named **PRIYANKA** is a match, clicks on her name, and sends the request.

PRIYANKA makes the call and answers the doctor's questions. During their conversation, the doctor tells **PRIYANKA** he is happy receiving information through



**LEOPOLD
HAMILTON**
KAM



**BENJAMIN
STACY**
Marketing



**ELIZABETH
LANE**
Call Center Rep



**PRIYANKA
PATEL**
Medical Science Liaison

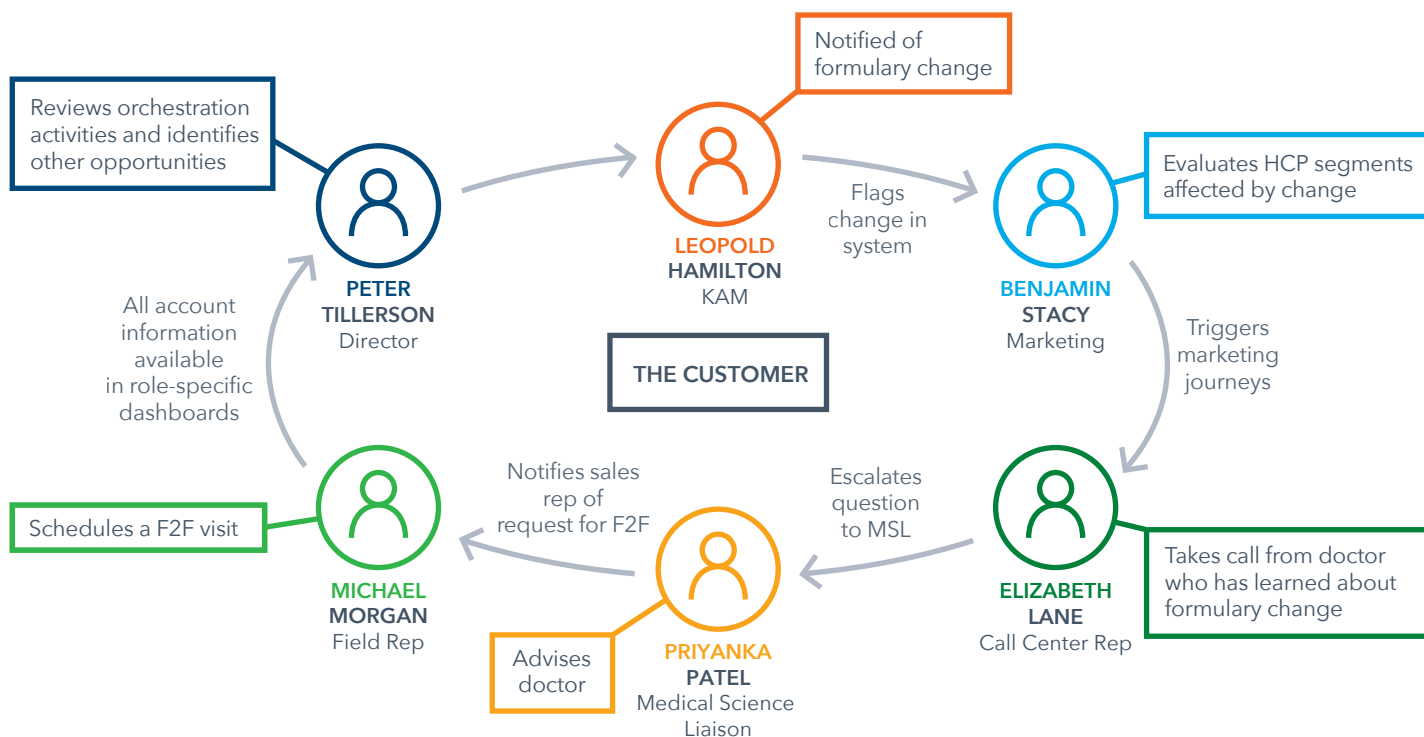


**MICHAEL
MORGAN**
Field Rep



**PETER
TILLERSON**
Director

Orchestrated Customer Engagement at Work at ABC Pharmaceuticals



various digital channels, but that two other doctors in his office would like to see a sales rep. **PRIYANKA** can see that **MICHAEL** is the sales rep associated with that account. She submits the request and sends **MICHAEL** a notification. When **MICHAEL** receives the notice, he can set up the visit and also see the history of every interaction prescribers from that practice have had with employees at ABC Pharmaceuticals.

PETER is the Director of Marketing at ABC Pharmaceuticals, whose dashboard gives him a global view of customer engagement at the company. On the OCE platform, OCE in place, he has the ability to take a step back, look at brand awareness across channels, review orchestration activity across departments and roles, and even identify potential opportunities at other healthcare organizations with attributes similar to those of Empire Health.

OCE enables systems and employees to communicate and connect across the organization, with the sole purpose of making sure every customer's experience is fully orchestrated.

HOW CAN COMPANIES ORCHESTRATE CUSTOMER ENGAGEMENT?

The results of Orchestrated Customer Engagement can be game-changing for many Life Sciences companies. However, the process of implementing and adopting OCE is often a gradual one that begins with resources a company already has in place.

Most organizations that want to build trust and improve their customer engagements already have at least a few of the building blocks they need to make OCE a reality.

Many have either implemented or developed plans for multichannel marketing, sales force effectiveness, market access or medical affairs: the four key customer engagement activities that OCE connects horizontally across the entire breadth of a Life Sciences organization. Most companies also have invested in customer relationship management (CRM), data analytics, information management, or other systems that can contribute to a successful OCE strategy.

Companies can begin to orchestrate their customer engagement in stages, with no need to rip and replace existing technologies. It's a matter of companies re-imagining how they engage with customers; building a more efficient and productive approach on a solid foundation of current systems and skills; and then adjusting and adding new capabilities until they reach their goal of full orchestration. It's evolution, not revolution.

Getting started requires several important steps:

- **First, senior executives need to adopt a horizontal mindset** and buy into a vision of how they commercialize a brand, and the link between that process and the customer experiences the company provides.
- **Second, it's important to get the data right.** Good information management and understanding the

HCPs, their interests and the channels they prefer is a fundamental component of orchestration.

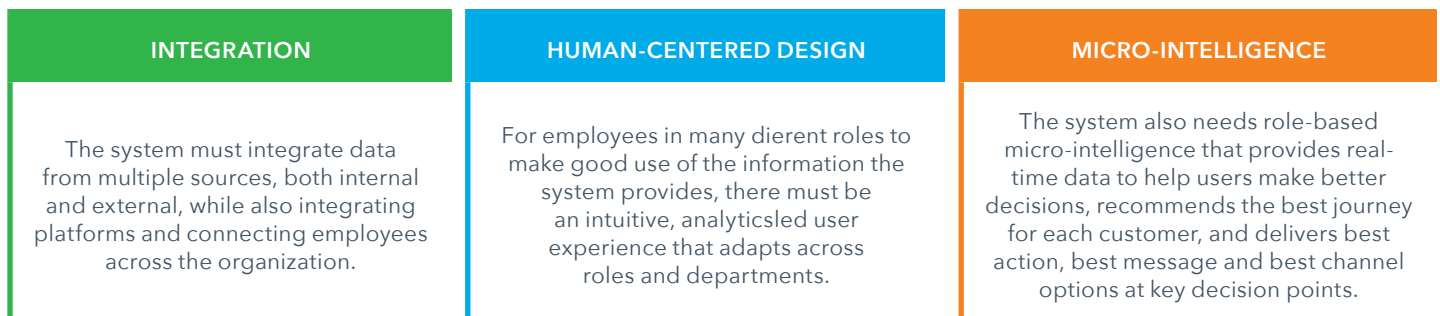
- **Third, the company should consider running pilots** in countries where they understand the market and have good relationships with HCPs and other stakeholders, and where the complexity, message duplication and multiple channels will provide a good test. Proving in small steps that OCE works goes a long way toward driving change within the organization.

For Life Sciences organizations that want to develop OCE in stages after laying the foundation described above, the following steps provide a general roadmap:

1. Align the sales and marketing functions. Use IT systems and organizational change management to improve collaboration between sales and marketing employees, create greater transparency between the two functions, and encourage employees in both areas to share information and coordinate customer interactions. Strategies of the sales and marketing teams are rarely in alignment. While sales reps engage with HCPs on using their products in face-to-face meetings, the marketing team is emailing the HCPs with the same information, inviting them to a symposium, and asking them to complete a survey. Sales data is rarely a part of this process; when it is,

Information management for OCE

Effective information management that can help to enable Orchestrated Customer Engagement requires three key components:



it's often out of date. Automating the flow of current information between sales and marketing can help both teams see what the other is doing and execute a coordinated strategy.

2. Connect customer engagement activities. Link multichannel marketing, sales force effectiveness, medical affairs and market access horizontally across the organization, so that employees involved in any activity designed to engage or assist customers are connected to others with whom they may need to coordinate customer contact. Open a window for marketers to understand the sales contacts, and sales reps to see the email and other interactions between marketers and HCPs. As a result, marketers will understand the sales activity and refine their campaigns based on this data, and the sales team will be able to adjust their approach based on data from responses, open rates and recent interactions in other channels. Enable and support these connections with strong information management to provide employees with a common data hub and a consistent view of customers.
3. Build out capabilities. Expand and improve the company's MCM, SFE, medical affairs and market access capabilities as needed, to ensure employees can make full use of customer data and linked systems.
4. Keep evolving. After setting OCE as a strategic goal and beginning to work towards it, continue to develop and add capabilities, taking the step at each stage that delivers the greatest value and moves the organization closer to achieving full orchestration. For Life Sciences organizations, evolution includes making smarter use of the rising tide of data that is flowing into their systems. The digital universe nearly doubles every two years, according to IDC3, growing by a factor of 10 between 2013 and 2020, from 4.4 trillion gigabytes to 44 trillion. It is essential for Life Sciences organizations to continually

analyze incoming data to gain a clearer and more comprehensive understanding of customers, assess what's working and what's not, and refine their strategies accordingly.

CONCLUSION

Orchestrated Customer Engagement offers Life Sciences companies an unparalleled opportunity to overcome one of the most difficult challenges the industry is currently facing, the lack of trust among prescribers and other healthcare professionals. By streamlining communications and coordinating customer interactions, OCE helps Life Sciences organizations build trust-based relationships with HCPs and increase the effectiveness of all their engagements with healthcare professionals.

OCE also increases organizational efficiency, contributes to greater transparency and integrated processes throughout the company, improves profitability and ROI, lower costs, and faster time to market for new drug therapies. With the data-driven insights and greater efficiency that OCE provides, companies can also anticipate and respond more effectively to market changes, giving them a competitive advantage.

Putting customers first and orchestrating all relevant systems, activities and functions that contribute to customer engagement, companies can gain the trust and confidence of HCPs and patients alike, and ensure their long-term success.

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