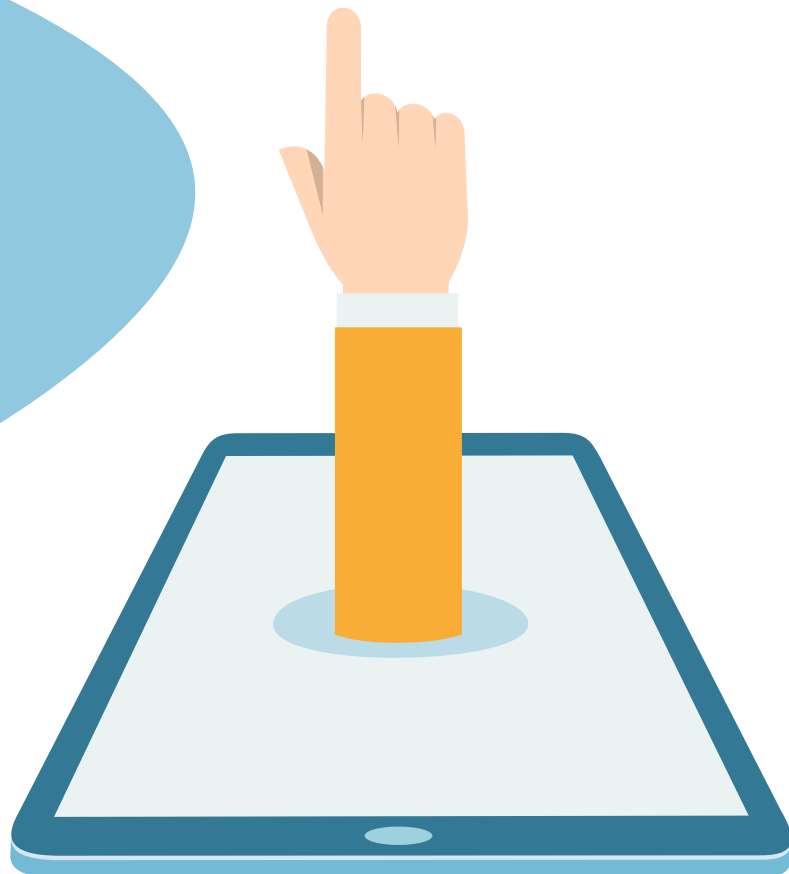




#1

Transforming interactions:
How digital can improve
the customer experience



The pharmaceutical & healthcare industry is reaching boiling point. After six or seven years of interest, it's going mainstream – and instead of “should we go digital?”, pharma & healthcare companies are now asking “how do we do it successfully?”. We think the years leading up to 2020, will be crucial in this endeavour.

Featuring the views and experiences of industry experts from inside and outside of pharma & healthcare, this series of four white papers from PharmiWeb Solutions looks at how pharma can make the right decisions about the technologies, devices and skills necessary to develop effective and measurable digital strategies. This will be the key to gaining competitive advantage – from now, to 2020, and beyond.



Transforming interactions: how digital can improve the customer experience

Executive summary

Developing a multi-channel marketing strategy is crucial for most pharma & healthcare companies', as access to customers becomes increasingly difficult. Communicating with different customers in the right way has never been more critical: Successfully navigating pathways to market will come down to building relationships through engaging customer experiences.

Digital technologies offer pharma & healthcare the potential to target markets in innovative ways, and to get the most from every interaction by providing and proving value to the customer. The right digital approach will improve the customer experience through engagement in three key ways:

- 1 Increasing pharma & healthcare's understanding of the customer, to allow more finely tuned messaging and segmentation
- 2 Allowing wider customisation and more relevant communications
- 3 Facilitating collaboration and information sharing/access among key stakeholder groups

According to **Carolyn Dyson, UK Marketing Director, Archimedes Pharma**, "Pharmaceutical companies are having to accept radically different product launch and uptake models into their strategic forecasts and expectations for the UK. Recent data suggests the UK has an uptake of new medicines that is on a par with some third world countries – not a statistic to be proud of when we know patients have limited/no access to existing, new and innovative medicines with the potential to significantly improve their lives and save overall costs to the wider economy."

“ Using digital technologies to interact with customers – globally and locally – can drive new sales and marketing models. It enables pharma & healthcare to engage with customers in a more targeted, measurable, efficient way, and reach core primary and secondary care markets, cost-effectively. ”

- Paul Hartigan, Chief Executive, PharmiWeb Solutions

Chris Wilkinson, National Sales Manager of Galderma UK, adds: "Our European office has highlighted the UK's difficulty with accessing customers. In Europe, access appears to be easier, which may suggest a different attitude towards pharmaceutical promotion. The increased customer engagement delivered by new technologies is helping us to rapidly close the gap on our European colleagues."

The big challenge:

providing true value

Like many companies, Galderma and Archimedes have both started to use iPads in face to face calls. As Carlyne Dyson, Archimedes' UK Marketing Director, points out, having a 'shiny new gadget' to show off is not enough.

For the interaction to be meaningful the technology has to be used as a differentiator, to provide real value to the customer.

"Some companies say 'We've moved to iPad technology' when all they've done is turn what used to be a hard copy sales page into a PDF and put it on an iPad. That is absolutely not the way to go," she says. "It's about being able to tailor the call and data to individual customers."

Many pharma & healthcare companies are currently not yet fully exploring the potential of digital due to the

complex restrictions on contact, which vary from country to country. However, as Chris Wilkinson says: "There are restrictions, but by applying new technologies we can maximise the impact of the finite number of potential contacts we have."

The industry is going to have to direct time and resource to tackling and overcoming this barrier to take full advantage of digital. In the meantime, there are 'indirect' ways companies can interact with customers, not only to get with decision makers, policy makers and budget holders, but also patients and health professionals by making the experience "more interesting, different and a little more exciting," as Carlyne Dyson puts it.



Customisation and relevance

The key to an engaging experience is the ability to customise communications to increase their relevance to specific groups of stakeholders – whether physicians, payors or patients – irrespective of platform or device (iPad, mobile, portals). This is an achievable vision.

Currently, many pharma & healthcare companies' digital marketing activity includes a rep with an iPad, but not many go beyond this.

To extend the digital strategy to each and every touchpoint, a range of channels and tactics need to be evaluated, selected and integrated. Content sharing via social media, interactive online tools, apps for smartphones, text messages, email campaigns and online 'educational' events for healthcare professionals may all play a role.



Customisation in action

Engaging physicians... With rep-led e-detailing, a call can be built around the customer's needs and preferences, so the rep presents only the most relevant information. Pharma & healthcare can design a core set of brand resources that allow presentations to be quickly and easily customised and digital gives them the power to create 'multi layered' interactive content that enables reps to drill into the detail by, for example, clicking on a graph to reach the study behind it. The outcome is a more interesting, more professional, better quality experience that truly engages the customer and boosts recall.

Engaging payors... Digital marketing is giving Galderma the 'clout' to open doors that were previously closed. Chris Wilkinson explains: "We still have frontline contact and deep involvement with customers, but we're increasingly able to deal with people at the very top because of technological advances that allow us to use digital tools to encourage partnering. Previously they weren't interested in the detail but going in there with an iPad which has highly relevant details in the context of their strategies and priorities, we make much greater ground."

Engaging patients... Approaches include creating tailored websites for each product, and providing QR codes that take customers straight there from their smartphones so they can register their details and monitor the way their treatment is affecting their condition.

Carolyn Dyson believes that web-based support is a powerful way of empowering patients and that there's a lot more that could be done to improve the experience for patients and healthcare professionals alike.

"Patients could log on and record their condition, then when they're in the clinic all their information could be downloaded by the healthcare professional, giving them a clear, truthful picture that they can make a decision on," she says. "To me, using technology like this is common sense and I don't understand why it's taking so long. Patients are still going to the clinic with a few scribbles on a scrap of paper."

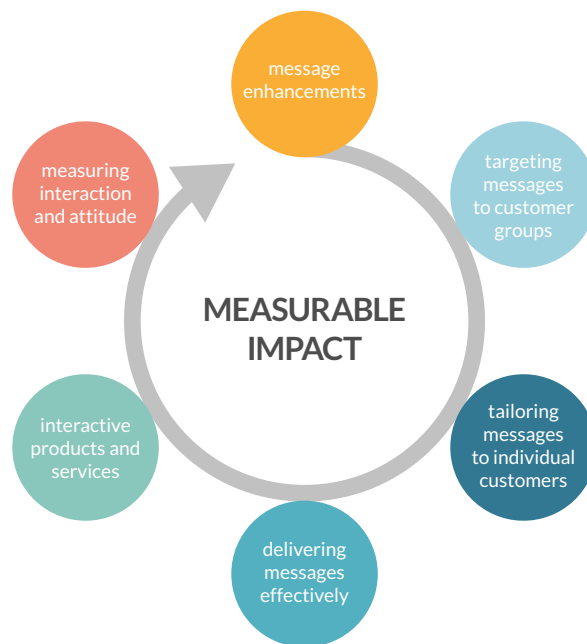
Understanding customers better: closed-loop marketing

Customising interactions is where closed-loop marketing, or CLM, comes into its own. One of the most powerful roles of digital is to gather all-important data from each customer touchpoint which can then be fed back into the organisation's marketing strategy. This plays a crucial part in the decision to modify messages, approaches and content. The changes are subtle but the results can be game-changing.

Galderma uses iPads to gather feedback from interactions that it applies to ongoing improvement of the customer experience. Chris Wilkinson explains: "We can log how much time is spent on the opening page, on the second page, on the study data, on the messaging page, and so on – allowing us to tailor future materials to what is relevant to the customer."

The ultimate goal for digital marketing is to create seamless integration between sales and marketing processes and the customer databases, CRM systems and content management platforms. This rounded knowledge enables sales teams, clinical specialists and marketers to present a joined up approach to customers, ensuring absolute relevance on each and every interaction.

Analysis to enable the profiling of customers and segmenting into groups, and measurement, for example pre- and post-campaign surveys to establish cause and effect on prescribing behaviour, are also a crucial part of closed-loop marketing.



“ We can log how much time is spent on the opening page, on the second page, on the study data, on the team message page, and so on. ”

- Chris Wilkinson, National Sales Manager, Galderma UK

Understanding customers better: online 'listening'

Creating the right experience and interacting in the optimal way involves getting under the customer's skin – listening to their needs, understanding how they consume media and identifying which channels and content are most appropriate, rather than trying to get at them through every available portal.

As **James Winterman, Sales & Marketing Director of Astellas Pharma**, says: "I follow companies on Twitter, but if one of them tried to contact me through Twitter it

would really irritate me and put me off. It's my personal space. We need to gather intelligence to understand which customers we're really trying to tap into and what is their best channel. People use channels for different reasons and want different things from them."

Carolyne Dyson agrees: "Listen to the customer, and if a digital solution is available or can be developed to address one of their needs, as well as the usual routes you would go down, develop it and move the business along."

Thinking outside the industry:

make customers feel listened to and understood

Paul Hartigan, PharmiWeb Solutions

"Follow the example of retail, and segment the market very tightly, so you can fine tune messaging to individuals' needs more precisely. Major supermarkets might have 3,000 customer segments, whereas pharma may only use four to six. Financial services companies, too, are great at making customers feel they are in one-to-one relationships, and that they are being personally addressed in interactions. By segmenting more narrowly, pharma & healthcare can tailor communications to a patient's condition, treatment and the language they want to use, and to a physician's special interests. It all adds up to greater engagement."

be creative, be bolder

Carolyne Dyson, Archimedes

"We need to use creative agencies for ideas – get them to come in and say 'This is the extreme'. Then pare it back 10% to something that will get approved. At the moment, we start within our approval boundaries and never branch too far out. Creative agencies can plug the gap we don't naturally have."

target patients using consumer tactics

Angus Evans, Merck

"I think infographics could be very engaging when used in health promotional campaigns – they tell a good story, you can build on them and you can use them on an iPad as a sales aid."

"Paying to access certain specific segments of the market through Facebook with promotional campaigns is a tactic that has achieved superb results for us. Buying lists of consumers, for example the database of Tesco Club Card customers, is another idea."

The impact on the bottom line

Almost without exception, pharma and healthcare companies have found that digital marketing and technology are playing an increasingly critical role in driving positive customer experiences. And the effect is being felt on the bottom line, with notable widespread uplift across several key performance indicators.

Chris Wilkinson has found that using iPads leads to more time in front of the customer, which has had a remarkable impact on sales. “On average, we’re getting around 30% more time in the call than

previously, and we think this is the reason we’re making so much impact. We’re being more specific to the customer, more comprehensive in what we’re discussing with them and I think it’s far more interesting on the iPad. Our customers have given us feedback, and they love it.

“New technology has enabled us to rekindle interest in our established portfolio, while driving high impact messages on our new brands. This has led to excellent growth across the board in the last year.”

Get the approach right, based on effective insights into customer preferences and behaviours, and pharma & healthcare can expect more fruitful, secure relationships with the market, built through positive and relevant experiences and interactions.



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- Chris Wilkinson, National Sales Manager, Galderma UK
- Carolyne Dyson, UK Marketing Director, Archimedes Pharma
- James Winterman, Sales & Marketing Director, Astellas Pharma
- Angus Evans, Senior Brand & Customer Manager, Merck



In the next white paper we discuss;

- From 'shiny new toy' to business tool: the digital devices and technologies set to make the most impact
- Making digital compelling by balancing creativity - the development of rich, interactive content - with usability
- Understanding which tools, channels and approaches are right for each customer

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