



# Next-Gen Customer Experience Management (CXM)

The New Frontier of  
Biopharma Success

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Gartner calls customer experience (CX) the “New Competitive Battlefield” and Forrester has highlighted that 84% of firms now aspire to be a CX leader.<sup>1,2</sup>

Since the healthcare practitioners (HCPs) and patients are also consumers of services from customer-obsessed companies which today offer frictionless experiences, it only makes sense to keep up with the ever-growing trend to deliver great CX for these types of customers, instead of approaching it with a brand-focus which biopharma has been known for.<sup>3</sup>



# CUSTOMER EXPERIENCE — MOST COMPANIES HAVE A LONG WAY TO GO

FORRESTER®

“CX is the New  
Competitive  
Battlefield”

—Gartner

84% of firms aspire to be a CX leader.<sup>4</sup>



But only 1 Out Of 5 companies  
delivers good or great CX.<sup>5</sup>



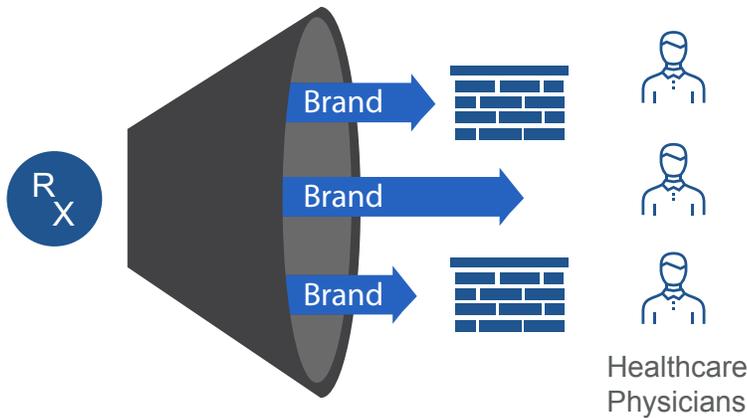
## What Is CXM?

CXM is defined as the management of the total number of experiences that customers have with a company's products, services, and all customer-facing touchpoints, each influencing how a company is perceived, and hence purchasing decisions. CXM has a direct influence on customer loyalty, revenue, and referrals.

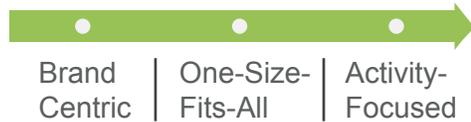
## Why has CXM in Biopharma Lagged Compared to Other Industries?

Given the changing reality in life sciences, where blockbuster drugs are less common and more specialized treatment options with smaller patient pools have become the typical R&D investment, large marketing budgets have become a thing of the past. This also means that the old “one-size-fits-all” approach to the brand strategy and field enablement no longer works and needs to be replaced with a customer-centric approach.<sup>4</sup>

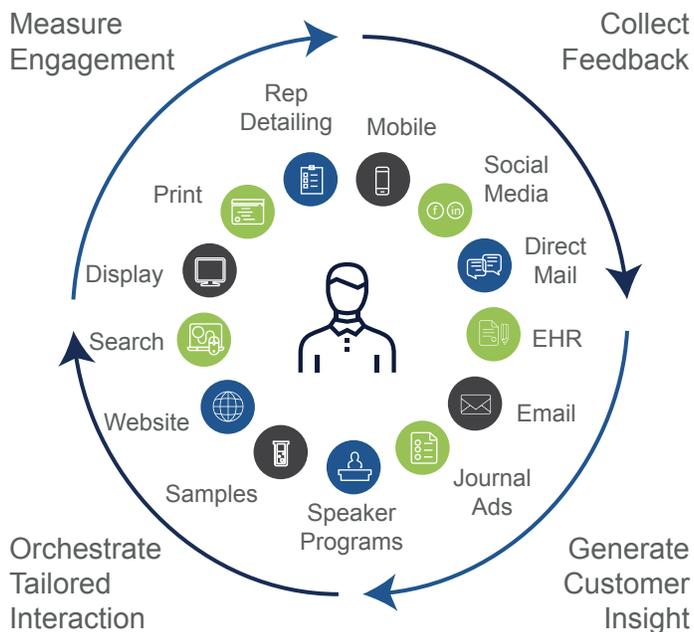
## BRAND-CENTRIC



Life Science Brand Marketing



## CUSTOMER-CENTRIC



With the advent of digital natives among HCPs, CXM has finally emerged as the next frontier for biopharma to remain relevant while Amazon, Google, Apple, and other tech majors enter the life sciences services domain.

In parallel to the arrival of the digital natives, life sciences organizations have also experienced the challenge of disparate systems, which create silos of customer data.

Consequently, there are gaps in establishing a cohesive and company-wide customer data strategy, which would be solved by the implementation of a global CXM solution.

The world of pharma products is truly shifting towards the evolved preferences of HCPs and those who adapt and deliver the appropriate customer experiences will succeed in the modern era. In a study covering the launches of 184 drugs between 2006 and 2011, McKinsey research found that less than half of the drugs reached their peak-sales estimates within five years of launch.<sup>5</sup>

## Case Study – Higher CX Increases Prescriptions

A follow-up study by McKinsey surveying 600 immunologists in Europe and the US found that prescribers who were satisfied with their customer journey were twice as likely to prescribe them compared with those who were dissatisfied with their journey.<sup>5</sup>

### TO WIN, PHARMA COMPANIES NEED DISTINCTIVE CUSTOMER EXPERIENCES AS WELL AS DIFFERENTIATED DRUGS

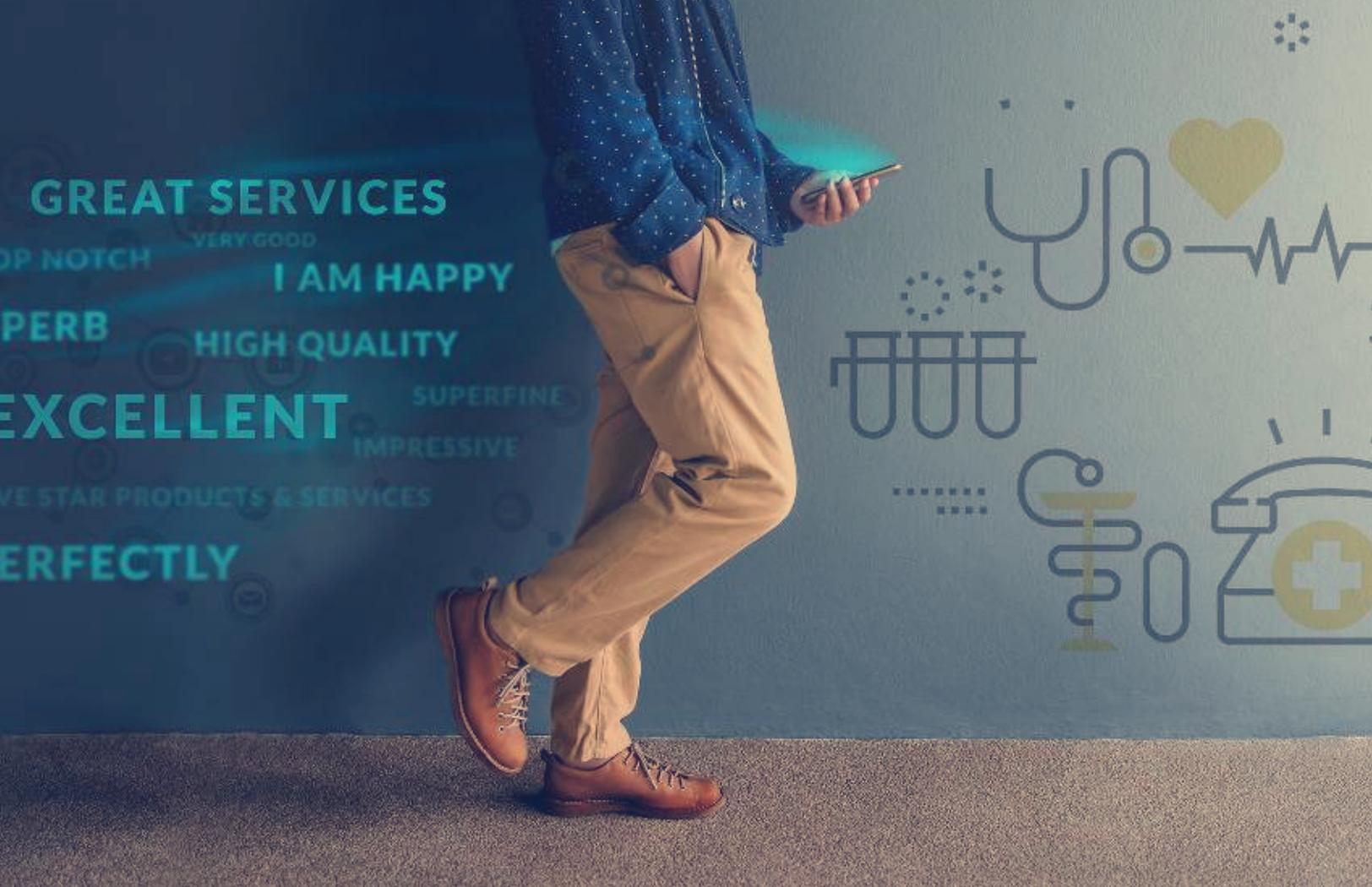
Average likelihood to prescribe vs satisfaction with customer experience, %  
(n = ~600 prescribing immunologists in France, Germany, UK, and US)\*



\*Based on a cluster-level analysis linking prescriber satisfaction, as indicated by survey responses, to prescription likelihood, calculated as the average number of patients on a given drug divided by the total number of patients within the prescriber's cluster. \*\*Interactions with patients from diagnosis and prescription to monitoring and follow-up.

\*\*\*Including approach to acquiring and developing medical and scientific knowledge.

-McKinsey & Company



## A New Way to Focus on Serving Customers

CX experts recommend looking beyond the attributes of products and services, and instead focus on all the jobs that customers carry out across the customer journey. CX also provides a clear path for differentiation from competitors by crafting or delivering a unique and compelling customer journey, based on the values of the provider.

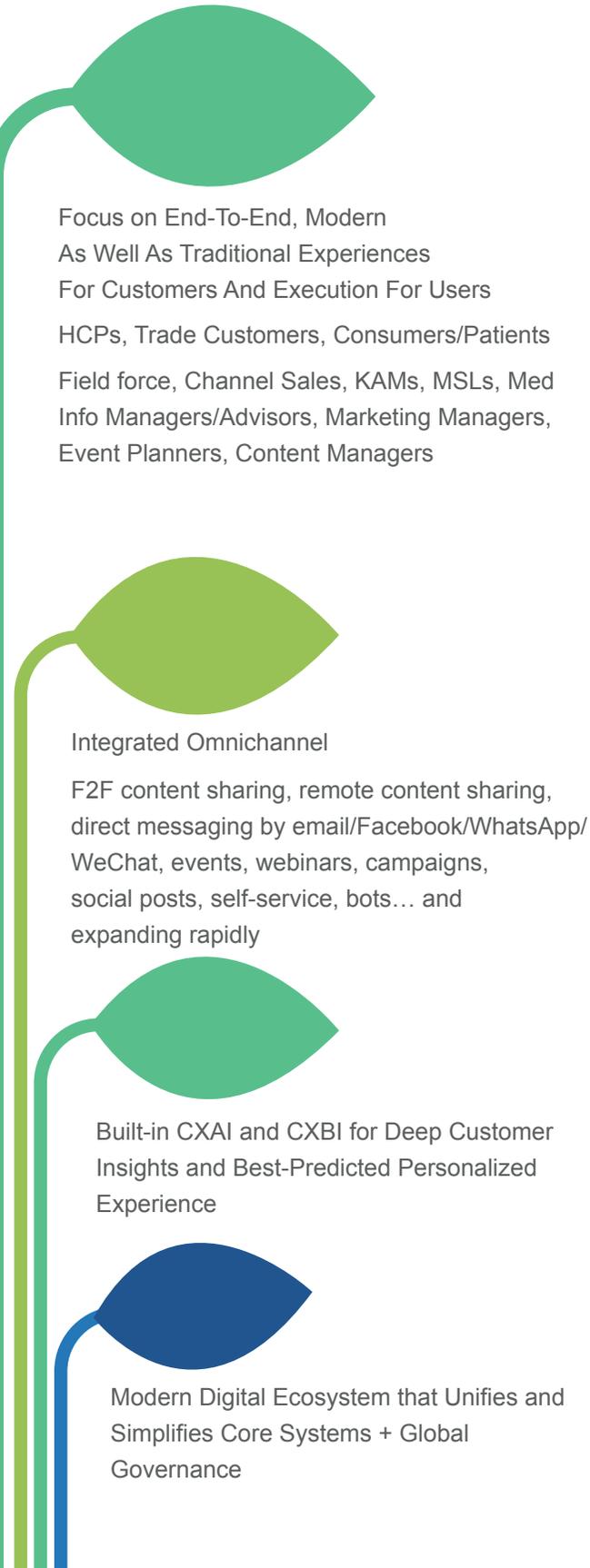
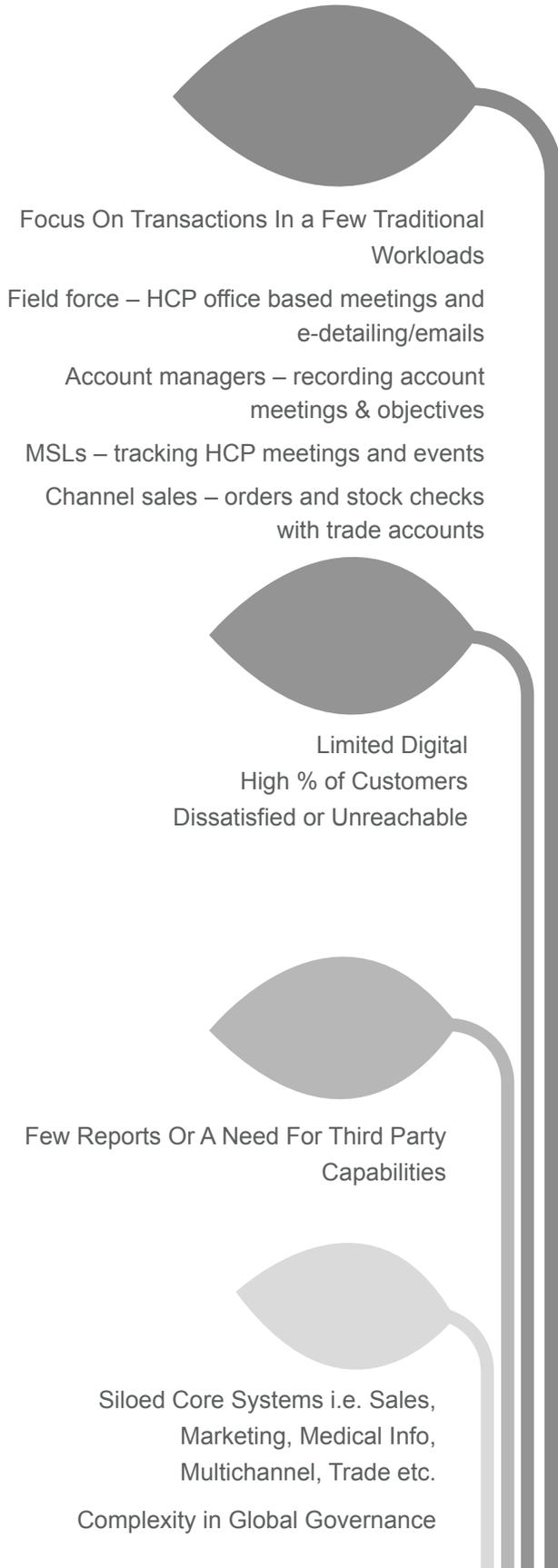
## Unified Systems for a Consistent, and Relevant CX

By simplifying the current customer-facing systems and processes into a single unified platform, life sciences organizations can truly understand customer preferences and behavior. The resulting deep customer insights in turn help deliver an “always-on” digital and contextual experience irrespective of the channel and state in the customer journey. Embedded intelligence makes every interaction meaningful and frictionless.

CXM platforms today offer modern drag and drop customer journey planning to create cross-channel flow of field and marketing activities, ensuring that all segment types are receiving the right message at the right interval across channels.

## TRADITIONAL CRM

## NEXT-GEN CXM





## WE ARE PROGRESSING TOWARD A BINARY SHIFT

From  
**100% PUSH**

(the brand being in full control)



Shifting toward  
**100% PULL**

(to the customer being in full control)

## Meeting the Changing Needs of Life Sciences Customers

It has been said that there is a binary-shift, where the “push” marketing model will soon become entirely “pull.” The customer will no longer accept the push of unsolicited marketing messages, instead demand relevant information with the expectation of an instantaneous response.

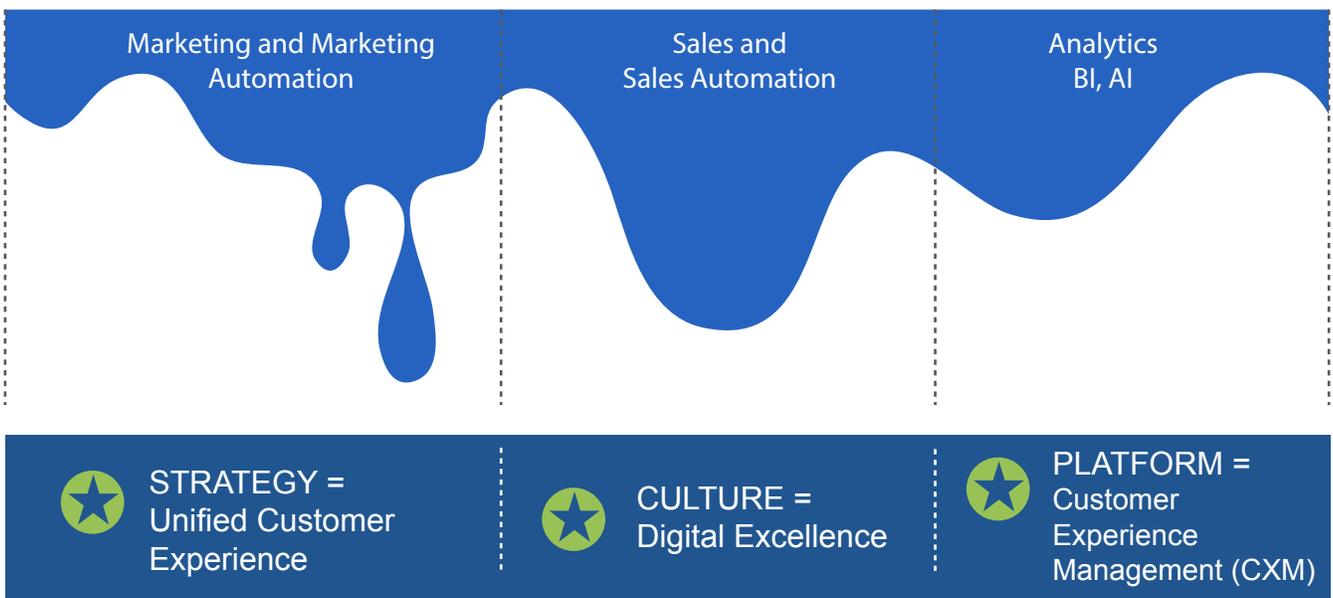
With HCPs today resisting traditional sales and marketing push models, pharma has started to offer remote engagement tools to communicate with customers at their convenience. Digital content

capabilities and medical bots have enabled doctors to receive content and information when they need it. Self-service portals provide a completely personalized and immersive experience, which acts as a one-stop shop for all customer needs; while allowing life sciences companies to be at the center of all information and research inquiries, in the place of other sources on the Internet.

## Single View of Customers

AI-powered CXM platforms can capture historical responses to activities, existing relationships, and content interests in real-time to identify ways of engaging an individual customer, thus enabling personalization at scale. Deep customer insights are embedded directly into the workflow through multiple algorithms that are included with the platform. This greatly reduces the time, effort, and costs typically incurred in trying to make old-generation CRMs intelligent.

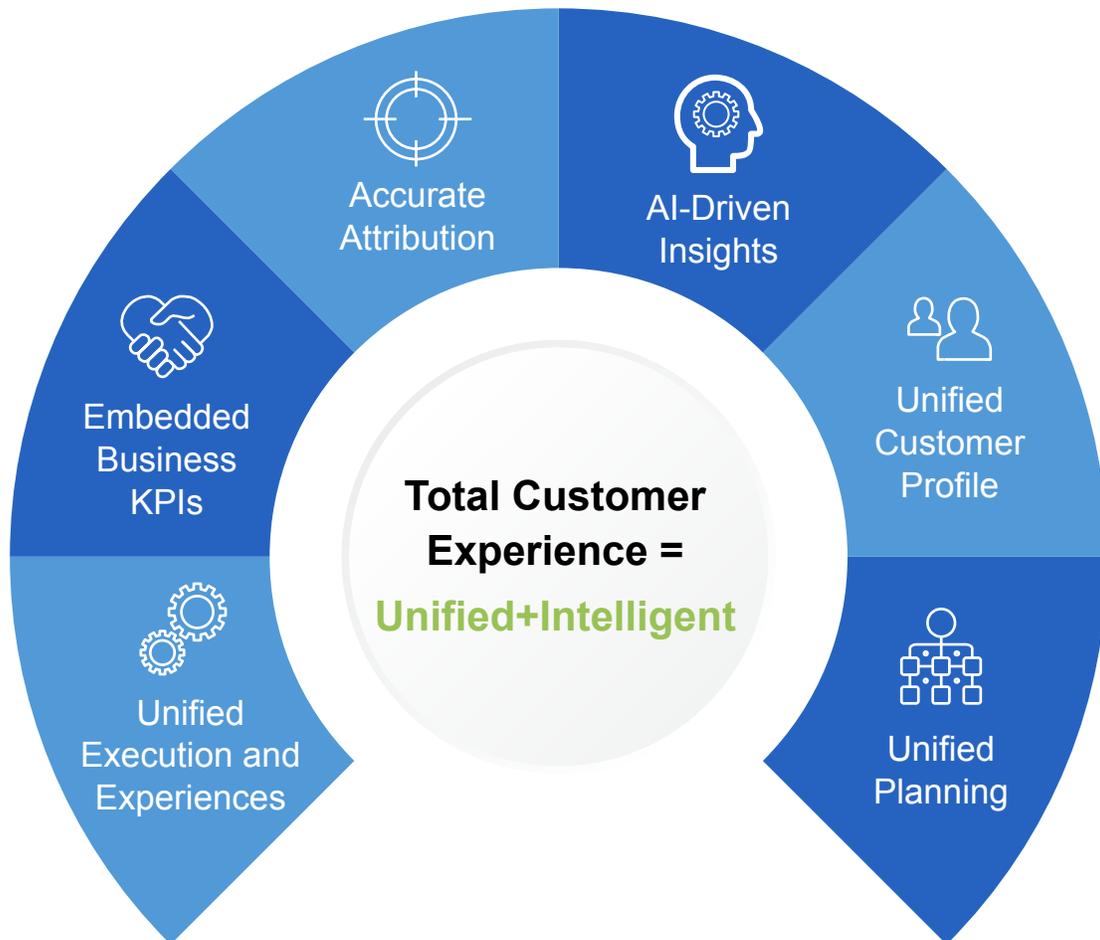
## REPLACING TRADITIONAL WAYS WITH A TOTAL CUSTOMER EXPERIENCE APPROACH



Only with a unified set of systems and the accompanying customer data can pharma deliver superior customer experiences consistently across the journey. This is how we recommend pharma reorganize their customer-facing systems.



# HOW A NEXT-GEN CXM DELIVERS A TOTAL CUSTOMER EXPERIENCE



## UNIFIED CUSTOMER PROFILE



With CXM, data from sales, marketing, trade, medical inquiries, campaigns, social media, and bots are held natively together and added in real-time. Unified data becomes the foundation in which you can create a unified experience. Traditional systems require integration and only host a small data set.

## UNIFIED PLANNING



CXM includes a way to plan the channel mix within a customer journey view across all personal and digital channels, and across all workloads, i.e., sales, marketing and services. In traditional systems, a common planning layer is not available.



## UNIFIED EXECUTION AND EXPERIENCES

CXM offers end-to-end customer experiences and integrated omnichannel delivery, along with efficient reuse of content, e.g., from intelligent content recommendations to trained bots. Traditional systems focus on older workloads and are slow to adapt to new ways of interacting with customers. In addition, the cross-application of content is limited to a few areas.

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## VALUABLE INSIGHTS ARE READILY AVAILABLE

With CXM, all dashboards are easily accessible, and KPIs are easily measured within the platform with zero downstream reporting work. The data warehouse for all channels lives on the back end, and due to flexible and automated data ingestion, insights are easily surfaced to the end user to maximize effectiveness.

With traditional systems, partial reports are available and require an expensive data warehouse solution to deliver actionable insights.

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## ACCURATE ATTRIBUTION

When using a CXM tool, outcomes are easily and rapidly correlated with execution.

With traditional systems, the full data view is unavailable and the necessary computational tools and models are also not included creating a lot of add-on work effort and costs.

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## AI-DRIVEN INSIGHTS

A CXM platform includes Deep Customer Graphs for the structuring of unstructured life sciences data, which reside in the system or are pulled in from other channels. Once structured, the data can enable real-time personalization in the form of actionable insights embedded throughout the tool. With traditional systems, outdated techniques such as the Next Best Action rely on linear and limited customer insights.



## GETTING READY TO DELIVER A MANAGED CX

Besides the right technology and systems, delivering improved CX requires collaboration across the organization, and reskilling employees to ensure every touchpoint meets and exceeds customer expectations. For the best results, look at the entire customer journey, rather than increasing channels and focusing on individual touchpoints in isolation.

The right question to start with then is, what do you stand to lose by not focusing on your CX? To learn more about CXM, [connect with us](#).

## REFERENCES

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