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Pharma's senior leaders are recognizing the value of digital transformation as a way to transition from share of voice to share of mind to make a difference to customers. Technology enables healthcare professionals (HCPs) to easily meet online and discuss making a patient's life better or longer. They can access their touchpoints whenever suitable and information can be disseminated instantly.

The trend in pharma heading toward more precision medicines has highlighted the importance of specialists in treating certain types of cancers within an increasingly fragmented customer base. These customers are collaborating with many other HCPs in a multidisciplinary team setting to deliver cutting-edge, personalized treatment to each of their patients. Therefore, setting up the digital ecosystem starts with the recognition that each of these customers has a unique set of needs and aspirations. They are looking for information

via their preferred channels to treat the patient at hand.

"Customers are telling us what they want and where and when. The idea is to augment; a blended model will emerge that gets us closer to our customers."

- Rorik Van Welij

While many digital transformations have been attempted, research has shown that only 20%-30% have succeeded. There are 6 common factors that make the difference between failure and success in creating a digital ecosystem. First, it is important to have a clear strategy with a specific outcome goal. A compelling vision must be created that brings value and satisfaction to each customer. The strategy must be informed by a deep understanding of the customer journey. The traditional strategic approaches of

segmentation and targeting may not be helpful here, as micro-segmentation and micro-targeting must be embraced. Second, there must be a commitment to change from the leadership, as the transformation journey is not easy to sustain. Every employee must be encouraged on the journey and not be afraid of failures along the way. Third, a robust technology architecture that is modular and scalable and that allows for data analytics is required, which will generate insights and predict customer behaviors.

"The ability to make a difference by share of voice is over. The ability to create more share of mind over share of voice is possible if you use mediums like digital properly."

- Sanjiv Navangul

Fourth, and the most important, is the human aspect. As one presenter explains, "We tell our customers you are about to undertake a bionic journey, not a digital journey." In this case, bionic means the seamless flow of concepts from engineering to biology. Success only comes when technology is blended with the organization's human capabilities. The fifth factor is to embed new ways of working. The operating model must enable cross-functional teamwork and partnership with other companies to enhance the understanding of customer needs. The sixth is a commitment to reskilling the workforce. Getting one or two of these aspects right will not move the needle; for success, companies have to align them all. This is why this road map is a big

undertaking and requires leadership commitment and investment. Partnerships can evolve fresh ideas and also help to execute transformation. The agile approach of external partners can have a positive and motivating effect on the company.

Fundamentally, there are 2 customer engagement model blueprints: the office-orchestrated model and the field-orchestrated model. The office-orchestrated one relies on integrated digital and traditional channels. There is still a lot of value to be gained from using traditional channels, which can be the company's own, or those of third parties. In this model, the marketing, medical, or market access functions can develop and launch customer journeys, based on a combination of segmentation, micro-segmentation, adoption level, and customer value. There is still an important role for the field force in this model, where they are relevant or can add value.

"Building the digital ecosystem involves building a vision, a strategy, an operating model, the right infrastructure and culture."

- Anant Vailaya

The field-orchestrated model involves a combination of sales, medical, and market access, launching tailored customer journeys prepared by operations people and co-created with input from the field. Reps and customers should always have the option to choose the office-orchestrated model, which may happen if there is a problem with access or the customers prefers it. The customers dictate what content they want and where and when. Field reps who feel they may lose their jobs need to be empowered

to orchestrate the best experience for the customers. The idea is to augment experiences using a blended model to get closer to the customers.

The pandemic has provided the opportunity to understand more about HCPs' online habits and meet their changing needs. In China, before Covid-19, HCPs had done academic research in the evenings, but this switched to the afternoons as they searched for general information about the pandemic. In the next phase, they were searching for content related to how Covid-19 was impacting their specialties, as they tried to help their patients. Recognition of their requirements meant changes were actioned, such as digital publishing times being moved to afternoons. Remote detailing became important, alongside providing the right content to engage customers. Sales reps had to understand HCPs' online behavior and how to customize content for them. As this understanding improved, engagement with the tailored content has also increased.

Another development is the expansion of online meetings from small, regular meetings in hospitals to national academic conferences. Pharma has also leveraged online platforms

for new digital product launches, as HCPs' acceptance of digital communication accelerates.

Patient information remains fragmented between hospital and home. To have a holistic patient digital experience, the data from different systems must be linked together. The first step lies in perfecting engagement between pharma and HCPs; the next challenge is for pharma and HCPs to work together to serve patients in the digital world.

"We say to clients 'you are about to undertake a bionic journey, not a digital journey'... Bionic means a seamless flow of concepts from engineering to biology."

- Priyanka Aggarwal



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Indegene (<http://www.indegene.com>) enables global healthcare organizations address complex challenges and drive better health and business outcomes by seamlessly integrating analytics, technology, operations, and medical expertise. Indegene is at the forefront of driving innovation by combining medical expertise with contemporary digital and artificial intelligence technologies, resulting in IP, patents, and transformational solutions for the life sciences industry.



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