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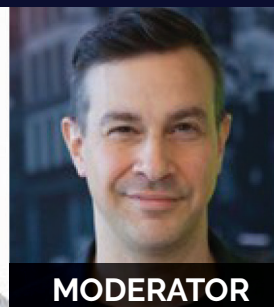
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Commercial operations have had to step up during the pandemic to help pharma deliver a blended model for customers. Global Commercial Operations have been challenged to grow the digital content multi-fold, run more digital campaigns and superior virtual meeting capability, and enhance reporting capabilities on engagements during the pandemic. Business leaders have also been instrumental in instructing marketing companies and brand teams in how to deliver such meetings.

Over this period, content, both related to brand and COVID-19-specific, has been generated internally and in collaboration with partners. At the same time, large COVID-19-related meetings with healthcare professionals (HCPs) around the world have provided insights that have helped pharma to understand their situations and needs.

Big pharma has the scale and centralized capability to expand and redeploy resources

during the crisis. Delivering omnichannel solutions at scale requires 3 strategic priorities: The supply of modular and rapid content refreshers, artificial intelligence (AI) or smart content orchestration, and strategic analytics. Its offerings are designed to be scaled, repeatable, and with support infrastructure.

"Make sure you and your teams are knowledgeable about what is coming with cell and gene therapy, CART, biologics, oncology, as that will change the landscape of commercial operations over time."

- Mark D Harf

A big question before the pandemic was whether HCPs were ready to move to omnichannel, but the crisis has forced them to adapt. Doctors are moving to a hybrid model. Traditionally, pharma has been focused on interactions at the doctor's

office; now it has to address how it delivers information and services to HCPs who are not in the office environment. Pharma must establish ways to engage with them in a multichannel way, as it happens in personal life.

The US Food and Drug Administration is providing the industry with guidance around telemedicine, both around reimbursement and how pharma can engage with doctors remotely.

"Our strategic priorities for omnichannel at scale: modular and rapid content refresh; AI or smart content orchestration, and strategic analytics."

- Nathan Bowmaker

More personalized, relevant engagement with customers has to be operationalized, but this is not a simple or quick task. The mission must be clearly articulated to others in the firm to gain support and align both human and financial resources. The sales rep model needs to evolve into a wholly enabled and integrated infrastructure, where the hybrid sales model interacts with all the other touchpoints, including media, customer relationship management CRM and social. Once requirements are understood, they can be delivered in a number of ways. Following steps are critical to success: First is understanding of customers. Their needs and interests must be understood, and data capture, tagging, and analysis should be used to establish how best to engage. Next, business strategy must be integrated with this understanding, which

leads to delivery of the right content to the right customer via the right channel at the right time. Relevant modularized content and the delivery of dynamic content have to be part of the roadmap. Additionally, a robust change management program is needed, with multiple functions working together with the right mindsets and skillsets, along with the freedom to work in this way.

Large organizational change cannot be achieved all at once, so companies must recognize the priorities now, invest where there will be the most tangible impact, and let other elements follow later.

In terms of partnering externally, a hybrid model can work. There is value in outsourcing in areas like campaign orchestration and marketing automation, which can drive a scalable approach. The pandemic period has seen a shift to focus the omnichannel approach on priority brands and markets with the greatest opportunity, rather than taking a broad approach. While third parties bring the vision to life, strategy is the one thing pharma should not outsource. External partners need to listen to pharma's goals and flex to meet its needs. Similarly, most pharma companies want to maintain ownership of their data and the marketing insights they provide.

"We've doubled the volume and velocity at which we deliver content for our market and productivity has gone up as well."

- Raakhi K Sippy

To ensure future competitive advantage, pharma companies must be ready to adapt to novel therapeutics and adjust the business accordingly. The pandemic has saved several years of change

management effort. The operating model must be defined across people, process, technology, and governance. There must be an agile organizational model, enabling the right people to move quickly to where they are needed. Process efficiency and innovation must be prioritized, and a remit of continuous improvement should be fostered from the top.

"This is a reckoning for the industry. How do we deliver not just the information, but the services that we delivered live in an HCP office?"

-Christine Yeh

Leaders and teams must scope the horizon and arm themselves with knowledge of what is coming in areas like cell and gene therapy, CAR-T, biologics, and oncology, as that will change the landscape of commercial operations over time. Now there is a much greater need for patient services, and it is critical to truly understand what is underlying those areas.

"We had a model of a city dominated by a sales rep superhighway but now need to move to a wholly enabled and integrated city."

- Lisa Tollman

The operations team is the bridge between global and local capabilities. In order to reduce tensions between them, ownership and accountability must be clearly defined. Central working enables the deployment of new capabilities to address common needs across the business but, at the same time, bespoke needs must also be accommodated. There is a growing need for more integration between brand markets. Capability must be built to deliver AI-smart content as part of an overarching strategy because without marketing readiness, all the effort will be for nothing. Omnichannel at scale requires greater coordination between operations, brand, field, and all other functions to support delivery of the message.

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