



July 2024

Excellence in Healthcare
Professional Engagement
Starts With Great
Customer Facing Teams!

Today's reality

Life sciences companies must evolve their strategies for engaging healthcare professionals (HCPs) to establish a foundation for future access and relationships.

Adopting an omnichannel approach to engagement models is crucial. This approach harmonizes the value proposition across both human and digital channels. Given the increasing diversity of engagement and varying channel preferences, it is essential to strike an optimal balance between face-to-face, remote, or hybrid engagement with digital interactions, tailored to individual preferences.

Enhancing the HCP customer experience is another key aspect. This can be achieved by adopting a customer-centric approach, utilizing experience design tools and technology to deliver a more personalized response to the evolving expectations of HCPs.

Greater targeted HCP engagement can be ensured by delivering impactful and engaging messages based on customer personas.

Embracing digital capabilities, such as artificial intelligence, can help analyze behaviors and build complementary digital and data solutions. These solutions integrate insights and suggest the next-best action.

The value of a **flexible outsourcing partnership** should also be considered. Such partnerships allow for the agile deployment of solutions, personnel, and resources, while simultaneously building out necessary technical and operational capabilities.

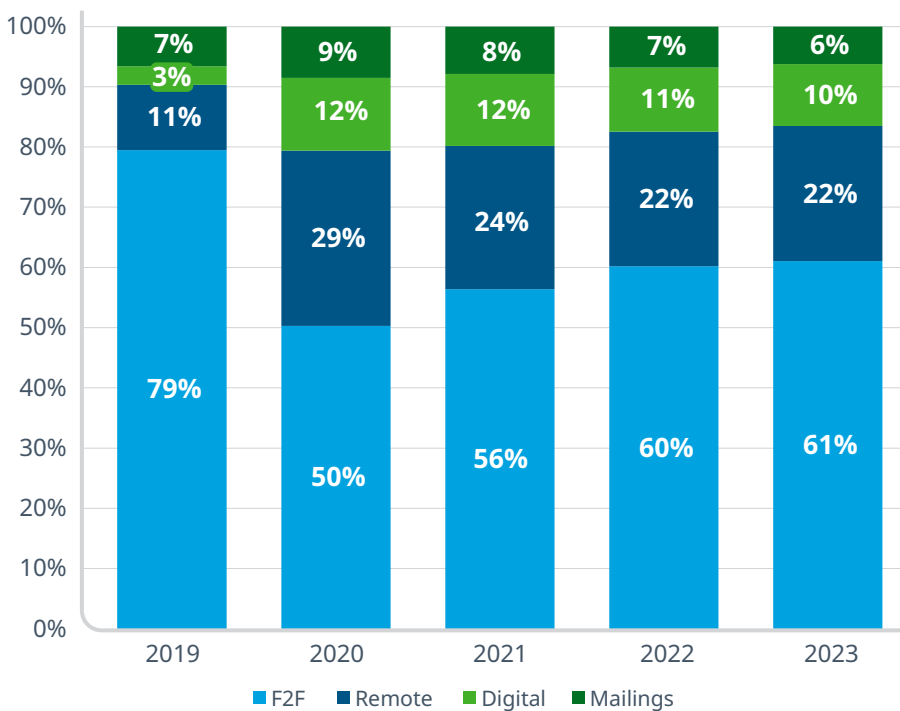


Face to face engagement remains the preferred choice for HCP's globally

The ongoing challenge of accessing HCPs necessitates innovative go-to-market strategies, without compromising operational efficiencies. Integrating data and technology with people can provide a more targeted approach towards HCP engagement. This approach aligns with the evolving expectations of HCPs regarding their interactions with life sciences companies, and it remains the most impactful model for future engagement.

The chart illustrates that despite not yet returning to pre-pandemic levels, face-to-face interactions continue to increase steadily across global markets and remains the *preferred choice for HCPs globally* whilst digital remains relatively stable and only accounting for just over one in ten interactions.

Proportion of reported contacts over time across major channels (Global)



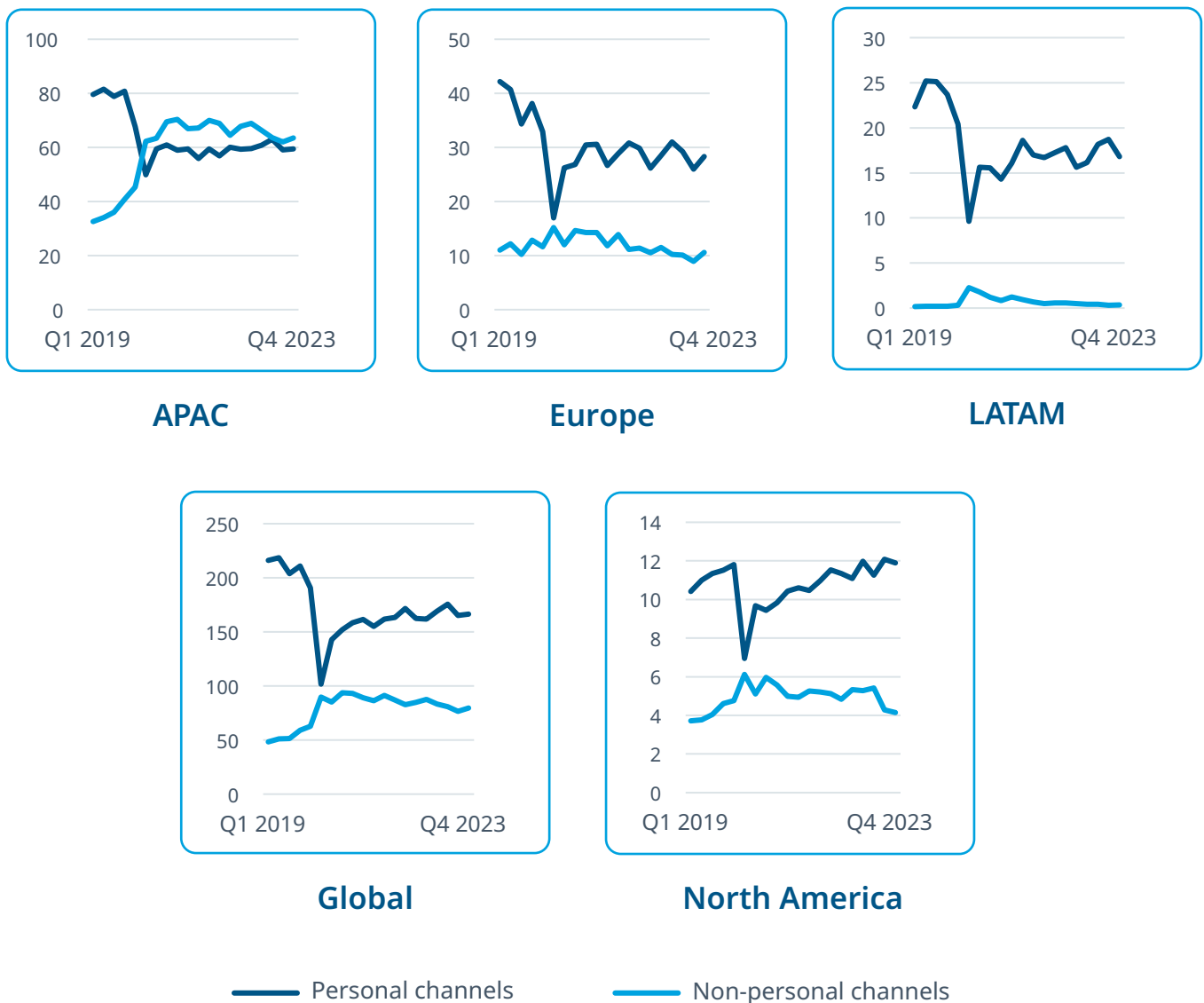
CHANNEL	CATEGORY
Face to face	F2F
Email	Remote
Telephone call	Remote
Remote / virtual call	Remote
Automated meetings	Digital
Live virtual meetings	Digital
Postal mailing	Mailings

Channel definitions: F2F* includes F2F Detailing with Rep and F2F meetings, events; Digital* includes Digital – Rep E-Mailing and Digital Instant Messaging, Texting; Remote* includes Remote - Detailing with Rep (Telephone), and Remote - Detailing with Rep (Online), and Remote - Meetings/Events (Live, Streaming). Please note there are other engagement channels such as traditional mailing, samples, digital automated channels not included in the analysis hereby.

Generally, trends in personal engagement are of a similar nature across both regions and also globally, with volume dropping sharply at the start of the pandemic, recovering partially, and then plateauing or gradually increasing as in the case of North America. This reflects that despite the challenging economic environment and squeeze on health systems' capacity, *HCPs still see value in engaging through personal channels*. In all cases except APAC, non-personal channels remain significantly lower than that of personal channels. Non-personal channels, including non-interactive digital engagement and postal mailing, are generally utilised less, with volume approaching zero in some regions such as LATAM. This suggests that life sciences companies are still choosing to invest in personal channels, despite their higher cost compared to non-personal channels.

Number of contacts with HCPs (global / regions) (Q1 2019 to Q4 2023, excluding emails)

Contacts per quarter (millions)



How do we shift the mindset towards the importance of omnichannel engagement through the harmony of people-based and digital channels?

Organisations are increasingly outward-looking in their approach towards driving omnichannel HCP engagement. Embracing people with digital channel management capabilities requires an aligned company culture coupled with strong leadership and supporting people-centred change management to best establish and embed organisational processes required for implementation. This remains a challenge for life sciences to fully balance the development of in-house capabilities with commercial outsourcing to fully embrace the desired change.



Culture

- Place value on seamless, integrated customer experiences across all touchpoints

Support from all employees

- Employees at all levels must appreciate importance of omnichannel engagement

Change management

- Equip employees with necessary knowledge and skills
- Proactively address any resistance



Introducing the IQVIA Engagement Specialist

People empowered with data and technology through IQVIA Connected Intelligence™



IQVIA Engagement Specialists can deliver a more tailored, HCP-driven experience

IQVIA Engagement Specialists possess a range of core skills and competencies for today's HCP engagement. Equipped with advanced next-based technology and integrated insights through IQVIA Connected Intelligence™, our people ensure the orchestration of the right content and channels in line with HCP preferences. This approach delivers tangible outcomes to build a trusted customer experience.

IQVIA Engagement Specialists have core skills and capabilities to thrive in the changing HCP engagement landscape.

Expertise and mindset

Enabled with skills, knowledge and commercial insights

Forward-thinking **Next-Best mindset*** that is adaptable and responsive to changing customer and market landscapes

Performance management

Improved business performance through CPD, coaching, and performance management

Flexible way of working through face-to-face, remote, or combined hybrid approach



Digitally enabled with an insight-driven approach

Leveraging next-generation intelligence, AI, and cutting-edge technology

Actionable HCP insights enabling real-time decision-making and dynamic targeting

Omnichannel harmony and content intelligence

Orchestrated omnichannel customer experience

Harmonisation of personal and non-personal channels

* <https://www.iqvia.com/library/white-papers/from-surviving-to-thriving-changing-the-paradigm-of-hcp-interactions>

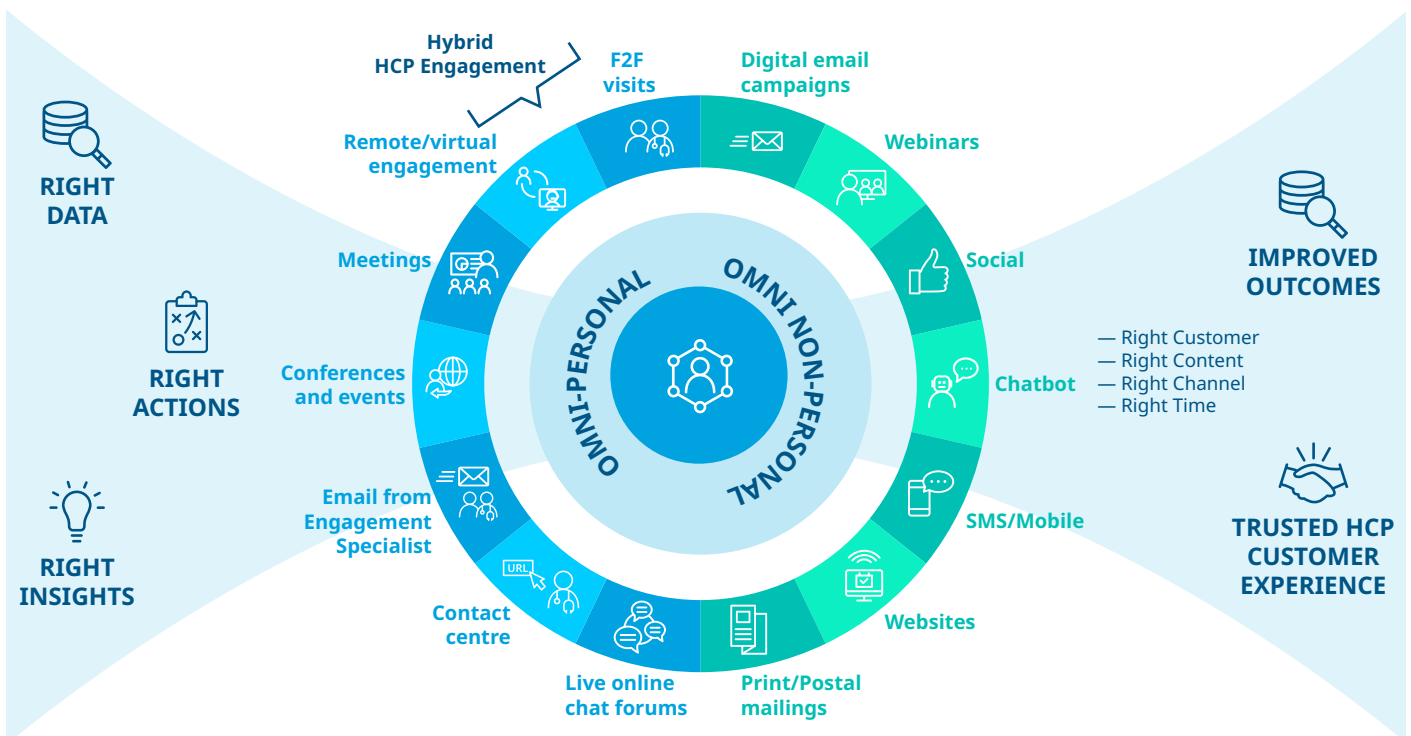
Expertise and Mindset: Equipped with the necessary skills, knowledge, commercial insight, and a forward-thinking Next-Best mindset that is adaptable and responsive to the ever-changing customer and market landscapes.

Digital Enablement with Insight-Driven Approach: Leveraging next-generation intelligence, AI, and cutting-edge technology to provide actionable insights about HCPs. This approach enables quicker real-time decision-making and dynamic targeting.

Performance management: engagement specialists undergo continuous professional development, coaching, and performance management to deliver dynamic outcomes flexibly through face-to-face, remote, or a hybrid approach. They demonstrate improved business performance by adhering to call plans, marketing engagement, and sales priorities in response to business operating models and challenges.

Omnichannel Harmony and Content Intelligence: Proficient in creating a seamless omnichannel experience that enhances interactions with HCPs, making them more agile and impactful. They optimize the use of content and channels based on their customers' communication preferences, thereby improving reach and delivering a more personalized journey across both personal and non-personal channels. The harmony of channels comes from ensuring the HCP can interact with your content in a seamless and consistent way regardless of the channel they are selecting. Few companies can claim to be delivering this presently, however this remains one of the key aims of omnichannel HCP engagement today to ensure delivery of the right content at the right time through the preferred channel, according to the preferences of that HCP.

Personal and non-personal channels play distinct and crucial roles in orchestrating channels and delivering an optimal CX



IQVIA Contract Sales focus on developing new competencies in people, whilst understanding the importance of maintaining the core capabilities for today's HCP Engagement

IQVIA Engagement Specialists are confident and flexible across all channels of delivery according to HCP preferences. They are high performers, measured through robust KPIs that focus on key business outcomes as well as building customer relationships. They are valued team players who understand the importance of account management and adding value to the customer and ecosystem. They are productive and motivated to make a difference to the HCPs and ultimately the patients they impact. They take the time to understand the evolving preferences of their customers to deliver mutually beneficial outcomes.



An IQVIA Engagement Specialist can deliver a more tailored HCP customer experience

IQVIA Engagement Specialist



- People and skills with optimal performance, mindset
- Customer centric insights leveraging segmentation and targeting plans along with existing customer knowledge
- Digitally enabled to deliver next best actions derived from data and technology ecosystems
- Aligned measures and process with 360 feedback
- Customer focus to deliver and orchestrated and personalized CX
- Resourceful, resilient with an open mindset to change

The competencies of an IQVIA Engagement Specialist have evolved to focus on delivering a tailored customer experience. This is achieved by enhancing their understanding of customer preferences and insights, and by being adaptable in orchestrating channels and content to strengthen relationships with HCPs.

They also maintain an open mindset towards the necessary changes in their work approach and future engagement activities. The skillset is transitioning from a singular focus on the brand to a truly customer-centric mindset. This involves considering the entire customer journey and the comprehensive experience an HCP has with the company.

Customer understanding continues to deepen through the integration of data, providing a more profound comprehension of customer insights and profiling. The basic use of technology, data, and measures is progressing towards genuine digital enablement. This allows for the delivery of next-best actions derived from integrated data and technology ecosystems. With aligned 360 feedback measures and processes, this facilitates the continuous evolution of engagement.

IQVIA Engagement Specialists are enabled with a digital ecosystem built on advanced technology, delivering best-in-class customer engagement that benefits both HCPs and Engagement Specialists

The IQVIA Next Best Action and Integrated Insights platforms, powered by intelligence driven features and customer data insights, facilitate superior engagement with HCPs. These platforms identify customers with the highest potential for engagement, while providing comprehensive connected insights for those customers. Cutting-edge Next Best Action (NBA) technology is used to achieve tangible results for both the HCP and the Engagement Specialist.

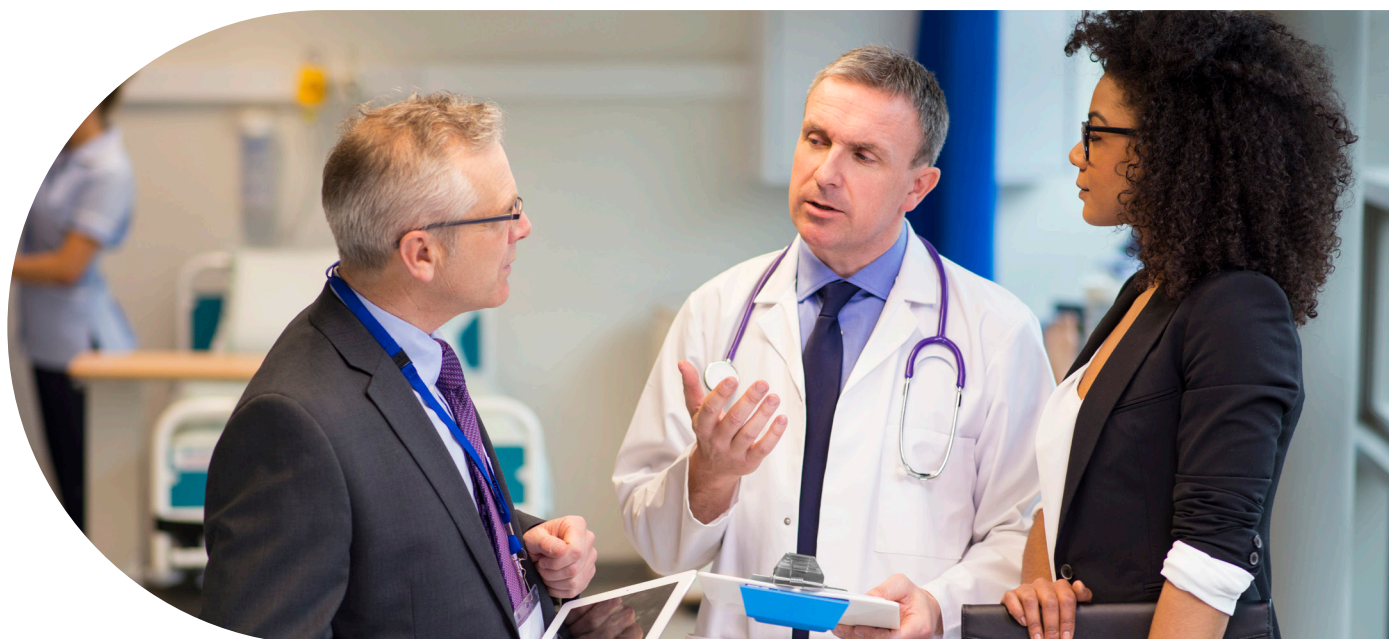
The Engagement Specialist is thus equipped with an AI-driven companion that generates actionable and timely alerts through a robust NBA strategy built from a diverse and dynamic library of data sources. The alerts are accompanied by real-time personal insights on target HCPs and furthermore, the Integrated Insights dashboard offers measures for reviewing both engagement impact and business outcomes.

Benefits for Engagement Specialists

- **Creates an omnichannel experience** that enhances interactions with HCPs, making them more agile, flexible, and meaningful across various channels, thereby improving reach.
- **Boost business performance** through greater adherence to call plans and sales priorities and can enable flexible changes in business operating models and future risk management
- **Enables faster real-time decision making** enhancing the efficiency of an Engagement Specialist
- **Enhances customer engagement** over traditional call planning by providing key information for a more personalized call experience through dynamic targeting.

Drive a 15-20% commercial uplift and a 20-30% increase in customer reach* by implementing NBA in 8-12 weeks

* Data based on IQVIA previous AIML projects/example outcomes from IQVIA customer projects



Benefits for HCPs

- **NBA Technology:** This technology ensures that the HCP receives relevant engagement based on their content preferences, behaviors, practice, and local market trends.
- **Customer Journey Personalization:** NBA technology can be used to create a more meaningful customer journey, analyzing historical customer engagement and feedback to predict personalized recommendations for next steps.
- **Optimized HCP Engagement:** The platform optimizes the time spent by the HCP engaging with life sciences companies to meet communication preferences and needs.
- **Evolution of HCP Preferences:** The platform enables the evolution of changing HCP preferences through 360-degree feedback captured via CRM for future engagement interactions.

Understanding HCP emotions and behaviors is crucial for delivering a trusted HCP Customer Experience (HCP CX)

At IQVIA, we ensure that our team understands the emotions and behaviors associated with delivering a trusted experience, where the HCP feels valued and benefits from the interaction with the Engagement Specialist. This understanding can support a range of outcomes, including building access, fostering long-term business relationships, and being open and responsive to change.

Effective, long-term engagement with HCPs relies on building an experience based on trust

Key emotional drivers form the building blocks of trusted HCP CX



You know me and treat me as an individual with a personalised and tailored approach



You make it easy and understand my needs to enable me to do business with your company



You deliver on your promises by managing and striving to exceed my expectations



You fix things by looking for solutions to if things do not go to plan



You understand me and appreciate what it is like to walk in my shoes



I trust you
as you make me feel valued, and I always benefit from the time spent engaging with you

Adapted from the CX Academy Framework, CX Academy
<https://www.iqvia.com/locations/emea/library/white-papers/time-to-take-omnichannel-action>

IQVIA is also further enabling innovative approaches for Line Managers and Engagement Specialists to understand the impact of brand messaging by capturing customer sentiment. An advanced telephony system employs Natural Language Processing methods to identify trends in calls and generate customer sentiment scores. Both Line Managers and Engagement Specialists can analyze these customer scores to gain deep insights into customer experiences, responses, and behaviors towards the brand messages.

This approach not only fosters loyalty towards the organization and its associated services, but also utilizes insights derived from the HCP to continually refine and enhance future engagement initiatives.

**Take the next step with your HCP
Engagement to optimize your company's
performance and deliver a trusted HCP CX to
your target customers**

CONTACT US

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