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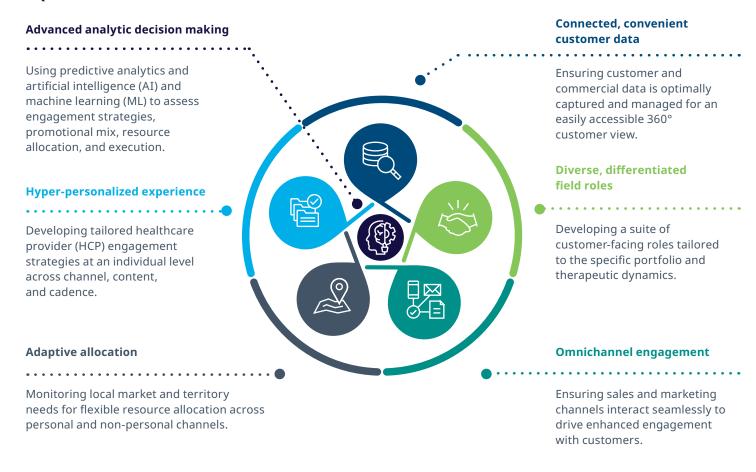
New Commercial Models

First steps to deliver an integrated, omnichannel solution

How small and emerging biopharma organizations (EBPs) leverage
New Commercial Models to deliver omnichannel engagement.

For most biopharma companies, a new integrated approach to customer engagement is emerging where in-person, digital, and virtual engagement can all work together. EBPs have an advantage over their larger counterparts by not being constrained by the complexities of size and scale to be more agile and adaptable to develop and implement these new commercial models quickly and efficiently.

IQVIA's New Commercial Models framework

Advanced analytic decision making

Using predictive analytics and artificial intelligence (AI) and machine learning (ML) to assess engagement strategies, promotional mix, resource allocation, and execution.

Hyper-personalized experience

Developing tailored healthcare provider (HCP) engagement strategies at an individual level across channel, content, and cadence.

Adaptive allocation

Monitoring local market and territory needs for flexible resource allocation across personal and non-personal channels.

Connected, convenient customer data

Ensuring customer and commercial data is optimally captured and managed for an easily accessible 360° customer view.

Diverse, differentiated field roles

Developing a suite of customer-facing roles tailored to the specific portfolio and therapeutic dynamics.

Omnichannel engagement

Ensuring sales and marketing channels interact seamlessly to drive enhanced engagement with customers.

Omnichannel engagement is one of the six core tenets of New Commercial Models. Now, more than ever, it's imperative that pharma organizations of all sizes and maturity engage better with their customers with the right content, through the right channels, at the right time. To get started, consider the driving factors that can impede effective customer engagement, and look to both leading practices and sensible first steps that small and precommercial organizations can take to maximize customer engagement journeys.

Common obstacles to customer engagement success for EBPs

Lack of dedicated resources

When budgets are tight and few people are supporting the launch, EBPs may not have extra time to think about a custom, coordinated approach. Instead, they fall back on what they've done before.

Not knowing where to start

EBPs often feel like they need to activate every channel, rather than engaging their customers where it matters most.

Hesitation to do something different

For small companies who have had success with previous launches, it's natural to want to recreate the strategies that led to success before. Unfortunately, that won't always work in today's environment.

Omnichannel perceptions

Omnichannel can often be confused as trying to be in all channels, all at once. This can be challenging given limited budgets but also create confusion and unnecessary complexity with customers. Instead, a focus on the most important channels for your customers is required.

How EBPs can get started

The leading companies start small and work to understand and measure the impact across select channels and HCP segments that matter most for their business to build a compelling experience. Then they consider expanding the number of channels over time based on what is working and what isn't.

LEVERAGE CUSTOMER INSIGHTS

Big data is only effective when it leads to big insights and timely action. Organized and readily available customer data that easily integrates with promotional tactics can exist without a highly complex information management architecture. Companies should think beyond traditional datasets like claims and sales data and incorporate customer sentiment and behavioral data about why certain HCPs are doing certain things and what is driving treatment decision making. When companies can connect their customers' daily digital behaviors, they'll better understand what priority customers are looking for and expecting from channel and content interaction.

MAP CUSTOMER JOURNEYS

Customer journey mapping shouldn't be a "check-the-box" exercise, but something that drives the engagement strategy. EBPs need take a truly outside-in view of the customer journey, not an inside-out "product pathway" view in order to understand the optimal intervention points so they can effectively target HCPs at the right time with the right engagement. It's important to recognize that journeys are going to be nonlinear, so EBPs must also move away from a predetermined and rigid set of engagement tactics. Instead, they must allow for more flexibility and agility in their engagement campaigns.

ALIGN OPERATIONAL FUNCTIONS

Companies often wonder why pilots don't deliver the impact they expected. Usually, it's because they jumped into execution without coordinating first. As companies start to scale, they need to make sure leaders from marketing, sales, data and analytics, and commercial operations functions are aligned on the vision and the definitions of omnichannel and customer experience.

MEASURE YOUR SUCCESS

The last step in to diagnose what's working well and what needs improvement in the current infrastructure. The technology infrastructure needs to be set up to easily measure all channels, optimize what's working, and scale from there. It's important to look beyond simple activity and instead, measure customer sentiment and satisfaction to design and optimize engagement strategies more effectively. From there, they can optimize the most impactful channels to send key messages to the right customers at the right time.

Find out more?

By connecting engagement strategy to both promotional spend and channel tactics, IQVIA can tie together omnichannel marketing and sales deployment decisions and delivering a significant return on investment for our customers.

To learn how we can help your organization develop its omnichannel strategy through **New Commercial Models**, get in touch. Let's talk

About IQVIA Connected Intelligence™

Connected Intelligence brings together IQVIA's unique portfolio of capabilities to create intelligent connections across its unparalleled healthcare data, advanced analytics, innovative technologies and healthcare expertise to speed the development and commercialization of innovative medicines that improve patients' lives.

Discover new insights, drive smarter decisions, and unleash new opportunities with the power of **IQVIA Connected Intelligence**

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