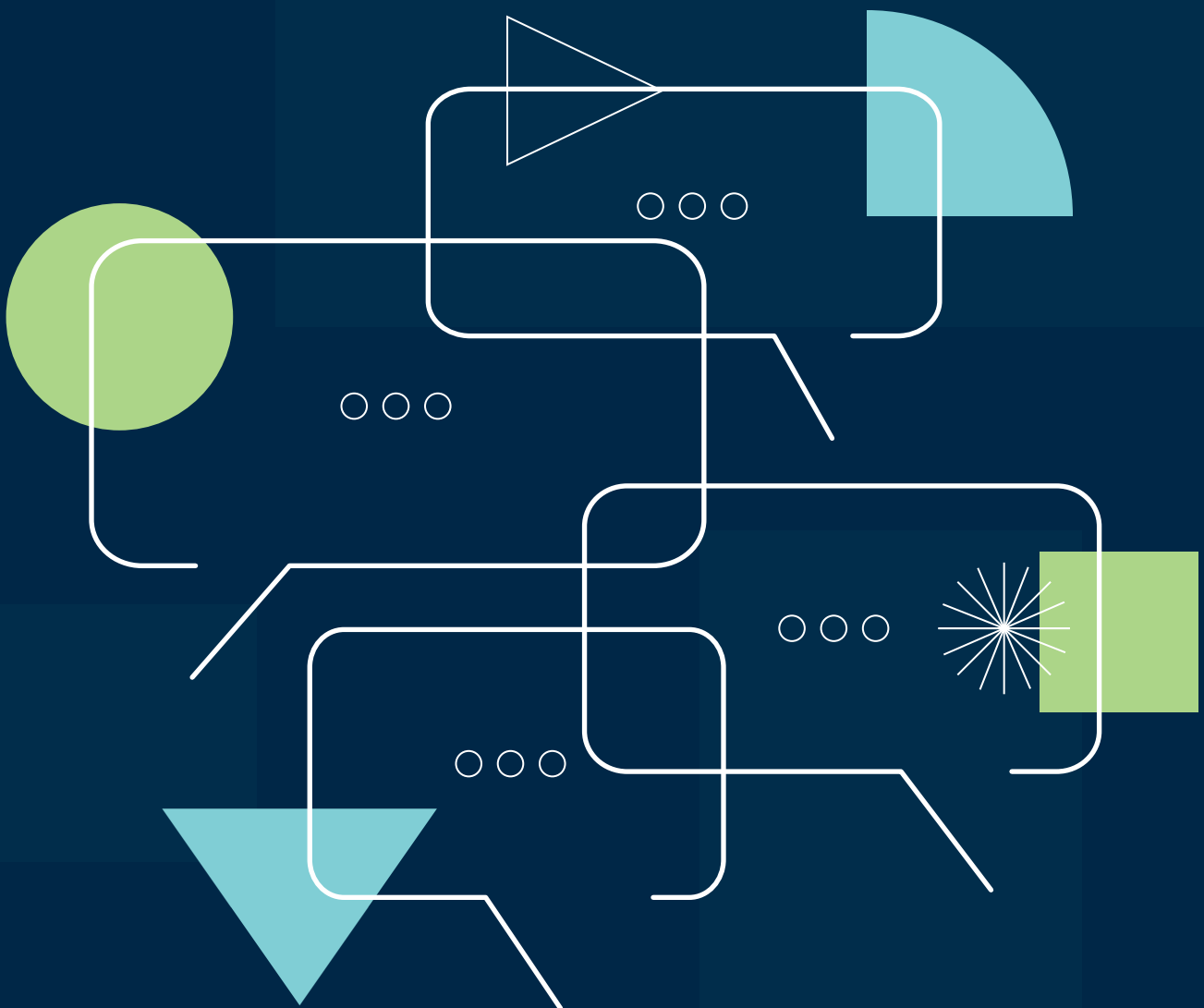




ZoomRx Roundtable:

Finding Success in Omnichannel Customer Engagement

PART 1: IDENTIFYING KEY CHALLENGES



INTRODUCTION

Life sciences organizations are increasingly adopting new forms of omnichannel engagement to reach their customers, but finding success in the current environment can sometimes feel like building a plane while flying it. We all have lofty visions for how omnichannel marketing can transform our strategy, but there is no blueprint for how to make those visions become a reality.

While each organization will have a unique journey to navigate, one path to success can start with identifying the common roadblocks faced across the industry. With a knowledge of these obstacles in hand, organizations can make informed adjustments to their own strategy and chart a new course toward successful omnichannel customer engagement.

With this in mind, ZoomRx is bringing together senior leaders to have a series of discussions about the current state of omnichannel engagement and how best to deliver successful customer experiences.

In the first of these conversations, industry experts discuss some of the common challenges life sciences organizations are facing as they look to optimize omnichannel customer engagement.

PANELISTS



Dave Johnson

is a Principal at ZoomRx with more than 20 years of healthcare-related market research experience. In his career, Dave has worked in nearly all facets of research and insights and has been a frequent presenter at industry-related conferences. Dave earned his Masters in International Business from the University of South Carolina and a BS in Business Administration from Shippensburg University.



Kinga Zapert, Ph.D.

is Head of Client Relationships at ZoomRx with more than 20 years of experience in the life sciences industry. Kinga has led numerous strategic consulting engagements for high profile brands across a range of therapeutic categories and business situations. Recently, she has specialized in launch excellence and customer engagement optimization. Kinga has authored papers in peer-reviewed industry journals and presented at major industry conferences. She earned her Ph.D. in Clinical Psychology from University of Maryland.



Aravind Nagarajan

is an Associate Principal at ZoomRx with over a decade of experience in life sciences consulting. Aravind has deep expertise in promotional effectiveness tracking, launch tracking, and agile market research with large and small biopharma and diagnostics companies, and specializes in optimizing cross-portfolio performance. He has a Post Graduate Diploma in Management from the Indian Institute of Management, Ahmedabad.

KEY CHALLENGE #1

Siloed Omnichannel Data Sources

Isolated data sources make omnichannel decision-making near-impossible.

— Kinga Zapert:

Having worked with a handful of organizations, there is currently no centralized source of information for omnichannel insights. While market research and insights teams are often charged with evaluating field force effectiveness, these teams are rarely tasked with gathering intelligence on non-personal promotion (NPP). There may be some analysis of NPP, but it serves as an ancillary to field force-driven promotion.

Meanwhile, there is an NPP leadership team responsible for gathering information regarding the effectiveness of various digital campaigns. These NPP-focused teams do not seem to be fully integrated into the brand teams and often function at the franchise level. Thus, I think some of the key discussions around what to prioritize, various targeting considerations, and message delivery optimization are not happening in as integrated a manner as they can and should be.

— Dave Johnson:

Prior to the outbreak of COVID-19 in the United States, most forward-looking firms had a mid- to long-term vision for transitioning their promotional strategies from a primarily field force-driven model toward an omnichannel model. Then suddenly, the pandemic thrust companies into an unprecedented environment and these mid- to long-term plans were disrupted. Changes planned for the future became short-term imperatives. In-person field force visits were replaced with virtual rep-driven engagements, and teams found themselves needing to more closely coordinate various facets of their digital strategies to align with the

shifting environment. So, even though we talk about omnichannel strategies at the firm level, we've seen a lot of piecemeal efforts led by separate organizational arms, leading to a lack of deep coordination on priorities between field force organizations and their counterparts responsible for NPP.

— **Aravind Nagarajan :**

The challenge then becomes how do you foster effective, organic communication across these various promotion-focused teams. Some organizations have been able to bridge that communication gap a little more quickly than others, but the way in which these teams are structured plays a large factor in that success.

KEY CHALLENGE #2

Asymmetrical Quality of Insights

While field force teams routinely leverage both secondary data sources and primary voice-of-the-customer insights, data collection for non-personal promotion is still in its nascent stages.

— **Aravind Nagarajan :**

Another element at play here is the division between primary and secondary data sources. Market research and insights teams are relying heavily on primary research to evaluate the effectiveness of field force-driven promotion. On the other hand, NPP is evaluated primarily through secondary data analysis. There is an opportunity to bring these various data sources and methodologies together. This will undoubtedly produce different sources of truth, but teams that are able to navigate this ambiguity and determine what conclusions are best drawn from primary research and what conclusions should be drawn from secondary data will find the most success.

— **Kinga Zapert:**

Many clients are struggling with interpreting what NPP data really means. These NPP data sets tend to be more objective measures than the subjective nature of primary market research. But what does a click-through or an exposure really mean? How do I interpret these data in terms of its impact on a customer's perceptions or behaviors?

KEY CHALLENGE #3

Uncoordinated Success Criteria

The parameters for successful omnichannel deployment are often unclear or undefined, leading to incongruent, piecemeal solutions.

— **Aravind Nagarajan :**

There is currently a lot of asymmetry in terms of how companies and teams look at this omnichannel problem. There is a lot of dissonance across the board in terms of what omnichannel actually means. Different stakeholders have different levels of context and understanding, and the COVID-19 pandemic has really thrust a need to take action upon these challenges regardless. This has resulted in teams thinking in different terms and taking different approaches within the same organization.

Even now, almost two years since companies started moving aggressively to increase digital NPP, there often isn't a clear point of view on what role NPP is supposed to play. Companies are still leading with a field force-first strategy, and NPP efforts are really playing a more surround sound role—adding in nuance, filling in the gaps—but largely taking a back seat to sales reps. Right now, these efforts function as a largely independent part of a brand's promotional strategy. With more effective coordination, I think there are opportunities to make these separate efforts greater than the sum of their parts.

— **Dave Johnson:**

To add to Aravind's point, the traditional, rep-lead model is so ingrained in their systems and culture that bringing in omnichannel becomes more challenging. So, while larger firms have the necessary infrastructure and resources to analyze omnichannel data effectively in order to develop a sense of where they want to go, the difficulty of quickly shifting gears at that immense scale is a limiting factor.

— **Kinga Zapert:**

Often discussions seem to be framed as “either/or,” rather than framing the conversation around which efforts can be deployed at what time to have the greatest impact on a particular customer. These conversations will need to evolve if we want to achieve a true omnichannel strategy that is greater than the sum of its individual parts.

MOVING FORWARD

Optimizing your omnichannel customer engagement

In this first roundtable, the ZoomRx experts identified a number of key challenges organizations are facing as they transition to omnichannel models of customer engagement. Addressing these challenges by establishing appropriate success criteria, collecting and analyzing the right data, and disseminating actionable insights throughout the organization will be key to an effective transition and to delivering a best-in-class customer experience. In part 2 of the series, industry experts discuss how teams can best work toward these goals and develop their own framework for omnichannel success.

RECEIVE PART 2

Get in touch with a ZoomRx expert to speak about optimizing your omnichannel customer engagement strategy.