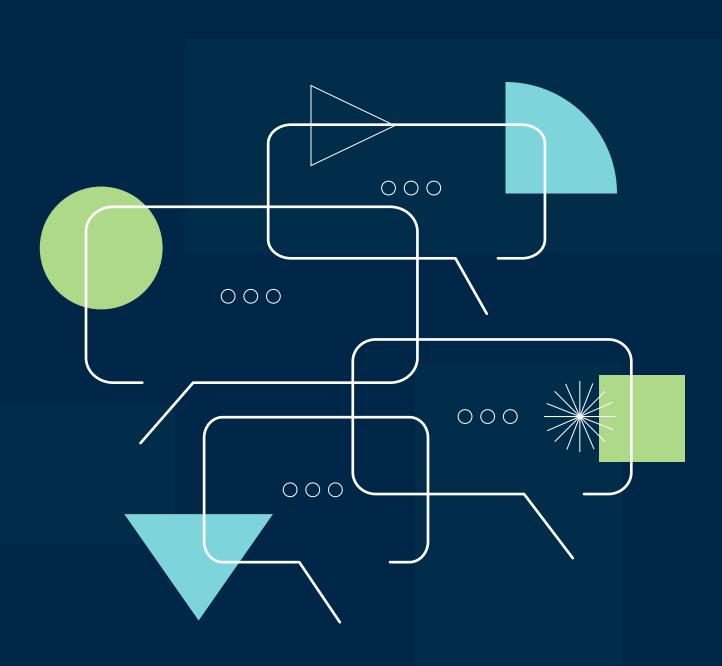# ZoomRx

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ZoomRx Roundtable:
Finding Success in Omnichannel Customer Engagement

PART 2: STRATEGIES FOR MOVING FORWARD

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.

To that end, ZoomRx is bringing together senior leaders to have a series of discussions about the current state of omnichannel engagement and how to deliver successful customer experiences.

In part 1 of our roundtable on Finding Success in Omnichannel Customer Engagement, panelists discussed some of the common roadblocks teams have faced as they continue to work toward building a more omnichannel model of customer engagement. Among the key challenges discussed were:

- The siloing of omnichannel data sources
- The asymmetrical quality of insights between personal and non-personal promotion
- The lack of coordinated success criteria informed by competitive benchmarks

With these challenges in mind, a second group of ZoomRx panelists continued the discussion and focused on strategies for overcoming these obstacles. The conversation that follows looks to define a path forward for a more cohesive, impactful model of omnichannel engagement.

PANELISTS

Sriram Subramanian

is the Co-Founder and Co-CEO at ZoomRx responsible for nurturing & delivering on the company's overall vision. Sriram is a seasoned life sciences market researcher with broad company & brand research experience. Sriram earned his Masters in Economics from Northwestern University and his Bachelor of Technology from the Indian institute of Technology, Madras.

Ty Harkness

is an Associate Director of ZoomRx's Customer Engagement Center of Excellence with over 10 years of life sciences and consulting experience. Ty's work has spanned the academic, industry, and consulting worlds, and he specializes in utilizing new technologies to enhance clinical and commercial insights. Ty earned his Ph.D. in Biomedical Engineering from the University of Wisconsin-Madison.

Debasish Das

is an Offshore Lead of ZoomRx's Customer Engagement Centre of Excellence with over 13 years of experience in data analytics, sales and marketing reporting/operations, and commercial consulting in the healthcare domain. His work has spanned multiple practice areas such as Sales-force analytics, customer segmentation, Omnichannel engagement planning, performance reporting, and customer data strategy and operations. Debasish graduated in engineering from the Indian Institute of Technology, Bombay.

PRINCIPLE #1

03

Building an organizational structure for omnichannel success

By definition, omnichannel insights are generated from a variety of data sources, often collected by separate teams or functions. A carefully planned organizational structure and a willingness to navigate and integrate different sources of truth is key to driving omnichannel engagement.

Sriram Subramanian:

To some extent, there is a degree of organizational determinism with omnichannel engagement - tell me how your organization is structured, and I'll tell you what your omnichannel outcomes will be. The predominant commercial team structure is still one that is mostly optimized for the pre-COVID / pre-omnichannel world. There is a marketing team focused on developing and fielding digital campaigns, and a separate sales team responsible for field force activity. This omnichannel engagement model is difficult to pull off when you have such a strong line demarcating sales vs marketing teams, and the success of such an omnichannel model will be highly dependent on how you structure and integrate these two teams moving forward.

Ty Harkness:

Adding to what Sriram said, there is often a level of defensiveness or protectionism when it comes to sharing data widely across the organization. Marketing teams want to make sure that their data is accurate; sales teams want to make sure that their data is presented with the necessary context. Because of this, there can be resistance to sharing data in real-time or with a broader audience of stakeholders from across the company. I think these barriers will

have to come down if organizations are going to be successful in creating strong omnichannel strategies and effective tactics. Teams will need to create incentives for data sharing, such as that between sales and marketing teams, rather than having incentives that work against them. This allows data to not only be available in a timely fashion but also accessible across multiple functions, so that everyone is working from and acting on the same source of truth.

Debasish Das:

These data silos are not technology silos - they are organizational silos reflected as data silos. This is an area where the development of new technology has outpaced the evolution of organizational dynamics, and these organizational dynamics need to transition to an omnichannel model as much as anything else. I'm actually quite excited by the range of technological options life sciences organizations now have at their disposal to reach and engage their customers. However, work needs to be done to ensure that the data coming from these

various sources are brought together and brought together in a manner that is going to work across stakeholder groups. Organizations need to take a step back and ensure there are clearly identified owners of this process.

KEEP IN MIND...

For the transition to an omnichannel model of customer engagement to be successful, organizations need to:

> *Establish an organizational structure conducive to omnichannel workflows*
> *Instill ownership of and incentives for omnichannel insights*
> *Prioritize open data flow across functional areas (e.g., marketing, sales, medical, market access, etc.)*
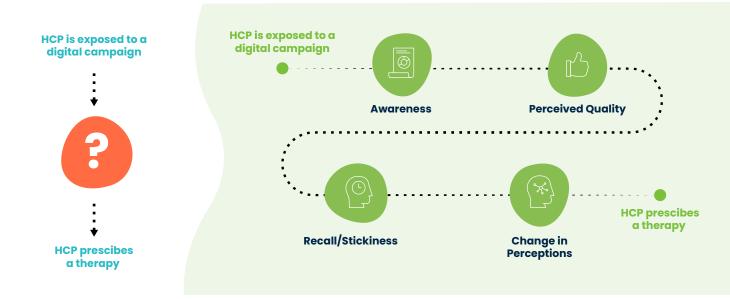
PRINCIPLE #2

Leveraging voice-of-the-customer insights to instruct the omnichannel playbook

As of now, the only way to measure the impact of omnichannel promotion on customers is through sales data. However, it can be difficult to parse out the effect of omnichannel campaigns from all of the other competing variables using this output metric. Primary customer insights, on the other hand, provide an accurate and reliable method for elucidating omnichannel's true impact.

Ty Harkness:

I think there is a large gap in the established playbooks for field force-driven promotion vs. digital or omnichannel promotion. Decades of work have gone into establishing the success criteria and best practices for tracking field force performance. Additionally, organizations have grown adept at employing both quantitative and qualitative approaches to measure success, such as gathering voice-of-the-customer insights to understand how customers are receiving field force visits and identifying which visits are effective in shifting customer perceptions. These types of insights provide visibility into how field force engagements ultimately impact physician prescribing.

That same level of detail is not always present in digital promotional measurement. We can get detailed metrics like reach, click-rate, email opens, etc., but we know that there are a lot of different factors that ultimately lead to prescribing changes following those exposure metrics. How is the therapy being perceived? What questions do customers still have? How are these digital efforts affecting those intermediary steps in the sales funnel, such as awareness, recall, and belief? These questions tend to get lost on the digital side, and it will be important to focus on these questions across outreach channels moving forward.

HCP is exposed to a digital campaign

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HCP prescibes a therapy

HCP is exposed to a digital campaign

Awareness

Perceived Quality

Recall/Stickiness

Change in Perceptions

HCP prescibes a therapy

Debashish Das:

Things have continued to evolve on the sales rep side and there are systems in place that capture valuable data as to what the sales force is achieving both in-person and virtually through telephone or video conferencing. Some companies have even evolved to the stage where they are measuring the consumption of key content that is shared via personal channels--responses to rep-triggered emails, webinar attendance, etc. But, on the other hand, we have low visibility into the digital side at the level of the individual physician – what impact does viewing these banner ads, social media content, and product-focused videos have on customers? These blind spots are being gradually addressed, but there remains a need for an integrated data model where all this information sits in one place and these omnichannel insights are readily accessible.

KEEP IN MIND...

There are several qualitative steps that precede a change in prescribing behavior (e.g., awareness, information retention, changes in product perceptions, etc.). However, these steps are often neglected when measuring the performance of omnichannel campaigns. In order to understand and quantify their true impact, marketers must measure the effect of their omnichannel campaigns on customer mindshare, recall, and beliefs in addition to reviewing traditional sales numbers.

PRINCIPLE #3

07

Incorporating competitive benchmarks to define omnichannel goals and success

Access to benchmarking data is critical in a dynamic omnichannel environment. With appropriate competitive benchmarks, you can compare your brand's omnichannel footprint vs. key in-market competitors, illuminating both strengths and weaknesses and highlighting actionable opportunities for improvement.

Sriram Subramanian:

On the field force side, teams have a good amount of information about what their competitors are doing - tracking competitor activity is central to any mature pharma sales organization. I think there is a lot of room for increasing that maturity of competitive intelligence on the digital side, where it is fairly non-existent. Most of the current measurement is primarily at the campaign level, which means you have a lot of knowledge around how your particular digital campaign is performing, but very little insight into how this compares to competitors or what it looks like in the context of the broader market. You have a great view of the tree but a very limited picture of the forest.

Ty Harkness:

When it comes to omnichannel engagement, many teams are still experimenting and changing very quickly. If you develop a good understanding of what others are doing in your market, you can learn what works and doesn't. You can take these lessons without having to learn them through your own trials and tribulations. I think that level of competitive knowledge and benchmarking will be critical moving forward.

KEEP IN MIND...

No omnichannel model reaches a perfect equilibrium, and marketers must continuously evolve and iterate their engagement in response to competing dynamics. To understand where your opportunities for improvement lie, you need to understand what kind of impact your competitors are making relative to your own omnichannel performance. With these benchmarking insights on hand, marketers can make the necessary adjustments to refine their strategy and win key battles in the omnichannel marketplace.

PRINCIPLE #4

Optimizing digital outreach for impact, not volume

As non-personal promotion has continued to scale, life sciences brands find themselves competing for a finite amount of customers' digital attention. As a result, increased volume and digital spend no longer directly translate to improved omnichannel outcomes.

— **Sriram Subramanian:**

Pharma has a blindspot of the overall physician digital experience. If you are brand X, you know exactly when physicians are encountering your digital campaigns, but you don't know how many other campaigns these same physicians have encountered from brand Y and brand Z during that same time period. This lack of visibility can lead teams to dial up their own activity on digital channels, since the costs don't necessarily scale linearly with increases in activity. As a result, brands are prone to optimize for quantity, fielding digital campaigns at higher and higher volumes. When you take a step back and view this from the customer perspective, there are a number of players competing for a physician's digital share of attention at any point and time, and I think physicians learn how to zone out and disregard the majority of the digital content that is put in front of them.

Debashish Das:

I want to underscore the point that field force access to physicians has significantly decreased over the past several years. However, in the same timeframe, the ability to hold physicians' digital attention has also significantly decreased, since the level of digital outreach has scaled up dramatically. When we look at the phenomena of declining field force access and declining digital attention together, we find ourselves in an environment where the certainty of engagement that comes with personal interactions makes them all the more valuable. When you are in-person with a physician or engaged with them directly on a 1:1 video call, you can be certain that you have their attention and that they will, at some fundamental level, remember what you said. There isn't that same guarantee with non-personal, digital engagements. As a result, while it's getting more difficult to access physicians in a personal, 1:1 setting, the value of these personal engagements is becoming even greater with the digital realm becoming more and more saturated.

KEEP IN MIND...

In order to deliver an optimal customer experience, marketers should keep the following best practices in mind:

> Physician digital attention is extremely fragmented, and so increased volume does not necessarily translate to increased engagement

> Instead, customer engagement should be strategically coordinated across channels and functions to maximize impact and combat message fatigue

> Field force driven promotion can and will continue to be an effective channel for imparting your message and addressing customer needs

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

Read Part 1 **here**.