

WHAT'S NEXT: PHARMA
ACCELERATING CUSTOMER
ENGAGEMENT IN LIFE SCIENCES

FALL 2021

'WHAT'S NEXT'

CONTENT SERIES IN PARTNERSHIP WITH THE ACCELERATION STUDIO

ICREON

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ENGINEERING GROWTH
FOR WHAT'S NEXT

What's Next? That's a question that drives our business each and every day. But, within the question is a powerful assumption – change. It's hard to come to the realization that our job day-in-day-out is dealing with change. It's managing things in our control and navigating things that aren't. It can become a big undertaking just to get by and keep status quo.

And, if there is anything we've come to realize over the last 18 months, change can be predictable, but often times, it's not.

There is hope on the horizon. We've seen those organizations that succeed and prosper are the ones who answer that one simple question, day in and day out – What's Next? They bring the right processes, mindset, feedback loops, aspiration and fervor for learning to their company's vision and daily operations to get better each day – writing the future with each action. But most of all, they are consistently finding and creating new value for each of their customers through new experiences, business models, and messaging.

That's why we're excited about the evolution of the Life Sciences industry. It's a moment of true value creation. From prescriptions to wellness. From diagnoses to well-being. From reactive to proactive. From cumbersome to simplicity. The opportunity is to create value with each interaction; deliver the right message, establish the right cadence, guide treatment, and provide care in a personalized way – the way it should be.

And with this opportunity, comes a lot of responsibility. We get to be the beacon of hope for so many. To create calm and respite in chaos. To advocate for health and wellness. To look back at what we know and set a course into the unknown.

We appreciate your time and welcome your thoughts, questions or comments. Please, don't hesitate reach out.

Onward to What's Next.



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Customer Engagement in Life Sciences has changed across all audience types: HCP, Patient, Payer and Caregiver.

The consumerism of patient care and the digitization of customer interaction has created a need for a holistic approach for Life Sciences commercial models.

Leading companies are investing aggressively in digitally maturing their organizations to capitalize on these trends: Enabling state-of-the-art technology stacks. Modernizing their progressive customer strategy. Implementing cross-functional, agile operations. All with the vision of increasing the quality of life for their patients and the lifetime value of their organization.

THE MODEL KEEPS ACCELERATING



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EXECUTIVE SUMMARY

LIFE SCIENCE ORGANIZATIONS ARE FACING A TRANSFORMATIVE MOMENT. LEADERS ARE EMBRACING THE CHANGE AND NEVER LOOKING BACK – LEAVING OTHERS BEHIND.

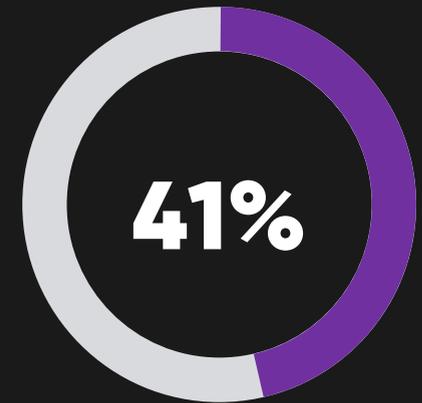
After a volatile 18 months, the life sciences industry is beginning to show signs of stabilization, albeit in new formats. Mail order prescriptions soared – 41% of pharmacists have started prescription home delivery services since the start of the COVID-19 pandemic, a byproduct of a 38% drop in in-person retail pharmacy foot traffic¹. While new-to brand prescriptions struggled from delays in launches, tightening marketing budgets and cancelled clinical trials, the pandemic has also accelerated new trends in innovation and engagement.

Converging trends around patient expectations, the shift to a digital-first communication environment for HCPs and advances in technology and marketing best practices are prompting life sciences companies to transform how they approach customer engagement. While many

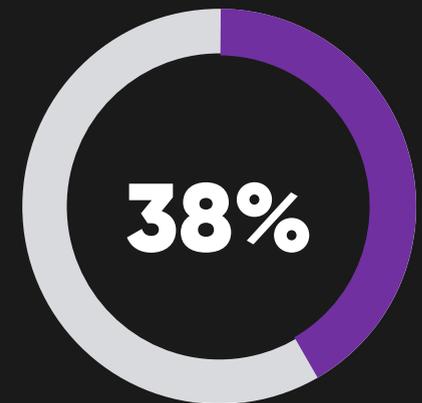
companies have strong, effective sales and marketing activities, a market shift is underway. The digital era is changing how millions of people think about and manage all aspects of their health.

These new realities present both the opportunity and imperative for life sciences companies to evolve their commercial model and marketing and sales strategies if they want to play a meaningful role in the decisions that patients and HCPs alike make about care.

This paper aims to discuss the digital engagement strategies that leaders in the life sciences industry should employ as patients and providers alike transition into a healthcare model that has been permanently affected by the COVID-19 pandemic – one that is neither fully analog nor fully digitized.



% of pharmacists that have started prescription home delivery services.



% drop in in-person retail pharmacy foot traffic.

CHAPTER 1

INTRODUCTION



INTRODUCTION

NEW REALITIES PRESENT OPPORTUNITIES FOR LIFE SCIENCES COMPANIES TO EVOLVE THEIR COMMERCIAL MODEL.

Pharmaceutical and medical technology companies are in various stages of maturing to a more customer-centric model – a trend that was well underway prior to the COVID-19 pandemic but has since been accelerated over the last 18 months.

Shifts toward a more patient- and customer-centric model are here to stay. Furthermore, they promise to add high value and impact to customers and organizations alike. Among patients, HCPs and caregivers, better engagement has been proven to result in improved treatment adherence, a long-standing pain point. Once patients are diagnosed and put on a treatment regimen, 50-60% are likely to skip medications and follow up appointments. Over half of current medication users have expressed interest in using technology to prompt them to consistently take their medication.²

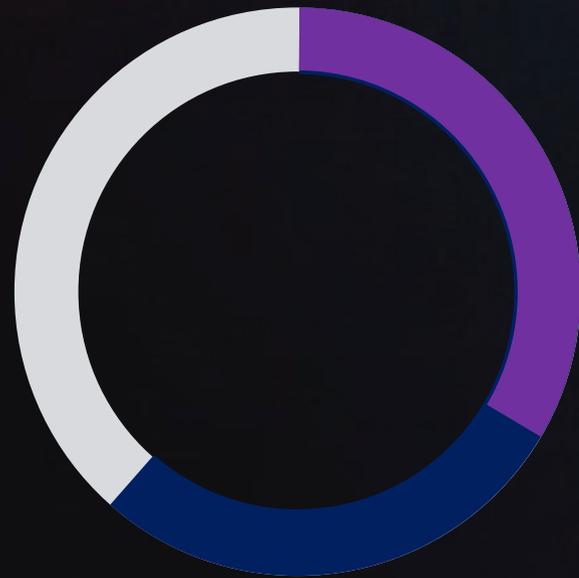
However, many pharmaceutical companies are reluctant to make full use of digital channels because they are not clear on the *what*, the *how* or even the *why*. Some are experimenting with new engagement models and have found support from specialized agency partners but have not yet found a good way to measure new tactics with traditional approaches.

The direct impact of the COVID-19 pandemic on customer engagement cannot be underestimated. According to new research from Harvard Business Review Analytic Services, the most significant change made in response to pandemic-driven customer needs by the 105 life sciences organizations surveyed was to engage with customers via digital tools, cited by 80%. Of those who made that change, 99% say they will continue to use those tools even after the crisis has passed³. Accommodating COVID-19 restrictions will trigger more than just higher adoption of digital platforms and remote engagement as a digital means to conduct personal interactions. There lies an opportunity to accelerate omnichannel strategies – broader use of remote engagement may prompt more investment in content for closed-loop marketing and segmentation, and new approaches to customer journeys that systemically follow up remote interactions with email nurture or social campaigns. In all, these shifts in behavior and opportunity create an expectation and need for personalization.

Along with these interactions comes data. Data from the customer profile as well as from the interaction itself. As we'll see, leaders who are leaning into the digital evolution, are fueling it with this refined data connecting a complex ecosystem in a simple, customer-centric fashion.

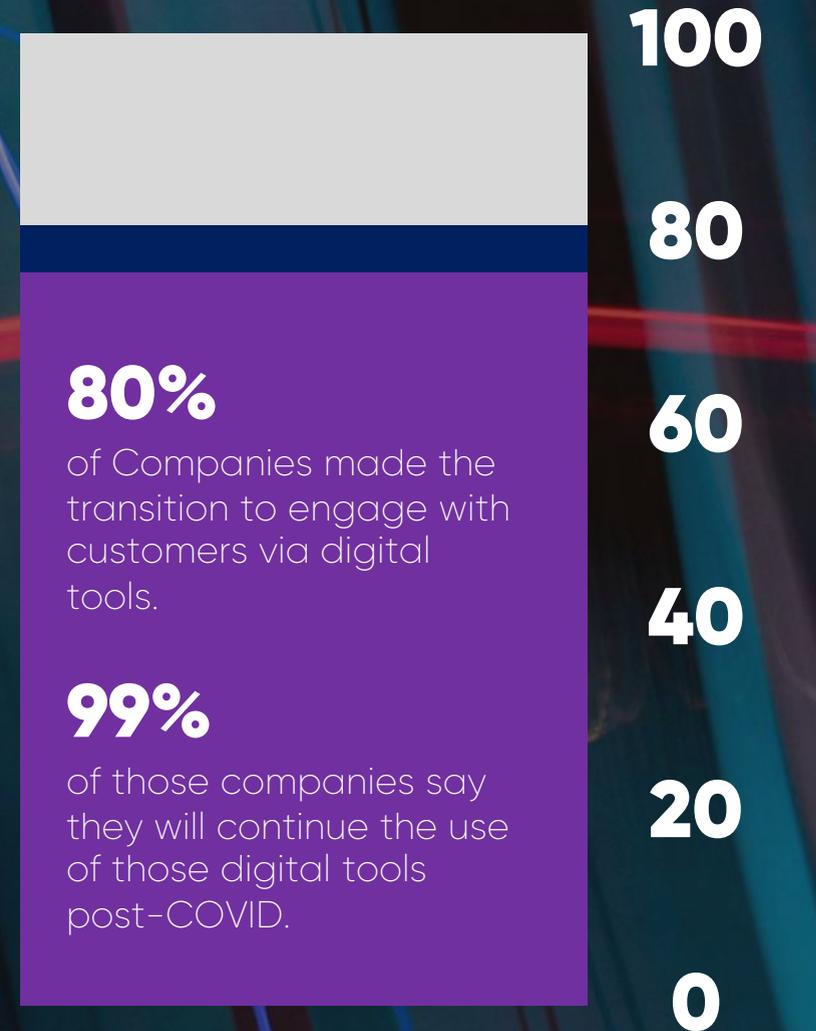
A DIGITAL-ENABLED RELATIONSHIP BEGINS

LEADERS ARE CAPITALIZING ON THE TRENDS AND BEHAVIORS ACROSS THE COMMERCIAL MODEL.



60%
of diagnosed patients that start a treatment are likely to skip medications and follow up appointments.⁴

50%
of medication users have expressed interest in using technology to prompt them to take their medication.⁵



FOUR KEYS TO UNLOCKING CUSTOMER ENGAGEMENT IN LIFE SCIENCES

UNDERSTANDING THE NEEDS OF PATIENTS + PROVIDERS

Understanding the needs of patients and providers has always been a best practice – however, these needs are becoming increasingly digitized and data-enabled. Building this tangible view of patient and provider needs is an imperative for success. As advancement toward personalized medicine allows companies to better serve increasingly narrow communities with unique characteristics and distinct needs, a granular view of the patient experience is essential to driving outcomes and delivering value in the healthcare ecosystem – including Patients, Healthcare Providers and Payers.

DESIGNING THE CUSTOMER EXPERIENCE

Customer experience has been consistently identified as an increasing priority for life sciences organizations, reflecting the industry's recognition that exceptional experiences are critical to achieving revenue and innovation targets. Furthermore, shifts in this mindset are paralleled with consumer behavior shifts – more consumers today prefer to partner with doctors instead of relying passively on them to make treatment decisions, and reliance on digital tools has enabled patients and caretakers to bring their own resources and information to the table.

UNLEASHING THE POWER OF DATA COLLECTION

Now that data can be collected in new ways across traditional and digital channels and collected and enriched in a centralized location, companies and brands are now focusing on human centricity and patient centricity in an integrated fashion that adheres to updated standards for secure management of data and messaging. Privacy and regulatory requirements for managing patient health information are now more clearly understood, and leading life sciences companies should plan for them as part of product launch, marketing and engagement strategies.

SOLUTIONS FOR THE ENTIRE PATIENT LIFECYCLE

As solutions across the patient lifecycle are emerging at an unprecedented rate, life sciences companies are asking more pointed questions – “How can we create a holistic engagement capability that seamlessly combines communications, marketing and education that delivers a unique experience personalized to meet each patient and provider need?” “What tools do we currently have, and where do we need to level up?” “Do we invest in current needs or focus on future-proofed innovation?”

These questions prompt a deeper evaluation of the four core capabilities required to achieve customer engagement that meet's today's table stakes and prepares for tomorrow's demands.



CHAPTER 2

BUILDING THE NEW



WHAT WE'LL COVER

ENGAGEMENT STRATEGIES TO ACCELERATE CUSTOMER EXPERIENCES

.01

RICH CUSTOMER
INSIGHTS + DATA

.02

EXPERIENCE DESIGN
+ JOURNEY
MODELING

.03

CULTURAL,
ORGANIZATIONAL +
OPERATIONAL
SHIFTS

.04

BUILDING A TOOLS
+ TECHNOLOGY KIT



ENGAGEMENT STRATEGY 1

RICH CUSTOMER INSIGHTS + DATA



RICH CUSTOMER INSIGHTS + DATA

It is critical for marketers to understand their customer's needs before implementing any marketing, messaging or adherence tactic. Given the specialized nature of life sciences engagement, marketers run the risk of alienating specific prospective customers if they do not pay close attention to their needs before targeting and tailoring. A complete, data-founded view of each healthcare professional, institution, patient, or caregiver simplifies information sharing, including demographics, coverage and claims, clinical data, and history as well as tasks, actions and contacts, all while maintaining compliance with global and regional regulatory requirements. This information is used to connect matrixed experiences across the healthcare ecosystem.

IDENTIFYING LIFE SCIENCES CUSTOMERS

The process of identifying and progressively profiling customers in life sciences will vary based on the type of customer, the regulations and compliance associated with that customer type and the data availability for the customer type. Many times, the data available to leverage for customer identification is a combination of known and anonymized. Understanding the complexity of this variability along with the data needs for a specific moment in the customer journey provides leaders the ability to connect the value exchange with the expectation at the level of personalization needed to create a Next Best Action. The key for developing a leadership perspective is to establish a strategy to amass an ongoing customer data profile and database that captures first party data that can append to second- and third-party data. However, first-party data will continue to be a key driver for personalization and personalized value in any customer type relationship.

Given the specialized nature of life sciences engagement, marketers run the risk of alienating specific prospective customers if they do not pay close attention to their needs.



AUDIENCE SEGMENTATION + CUSTOMER TYPES



DR. CORINNE SMITH

HEALTH CARE PROVIDER

LEVEL OF INFLUENCE: High

DECISION MAKER: Yes

ACCESS TO INFORMATION: Infinite

Providers must be ready to serve patient needs as well as practice outcome- and values-based medicine. They are also challenged to make decisions with administrative impact such as managing costs.



DOUG JONES

PATIENT

LEVEL OF INFLUENCE: High

DECISION MAKER: Yes

ACCESS TO INFORMATION: High

The patient perspective on value is especially important now, as patients are responsible for more costs of their care. To create high value treatment experiences, patient needs must be aligned in all aspects of the healthcare system.



MYA JONES

CAREGIVER

LEVEL OF INFLUENCE: High

DECISION MAKER: Sometimes

ACCESS TO INFORMATION: Low

Caregivers can provide support, articulate the unmet medical needs of patients, validate the desirability of benefits experienced patients and evaluate the tolerability of tradeoffs of potential or experienced side effects and adverse events.



JUDD WILSON (AETNA)

PAYER

LEVEL OF INFLUENCE: Moderate

DECISION MAKER: No

ACCESS TO INFORMATION: Moderate

Across markets, payers are defining product value as incremental benefits in relation to cost of product.



AUDIENCE SEGMENTATION + CUSTOMER TYPES



THE JONES'

FAMILY

LEVEL OF INFLUENCE: Moderate
DECISION MAKER: Sometimes
ACCESS TO INFORMATION: Low

Patients acknowledge the context of family life in medical decision making, while families actively promote patient autonomy. Non-caregiving family members should be treated as a significant moral participant in medical decision making.



CANCERCARE, INC

ADVOCACY GROUPS

LEVEL OF INFLUENCE: Moderate
DECISION MAKER: No
ACCESS TO INFORMATION: Moderate

Patient Advocacy Groups (PAGs) not only provide an informed and representative embodiment of the patient condition but are also key gatekeepers to recruiting individual patients into research.



DR. RAJ GUPTA

KEY OPINION LEADERS

LEVEL OF INFLUENCE: Moderate
DECISION MAKER: No
ACCESS TO INFORMATION: High

KOLs are key to disseminating clinical trial results and outcomes, which sets the stage for successful market access and eventual drug product adoption.



DR. EMMA JORDAN

PHARMACISTS

LEVEL OF INFLUENCE: Low
DECISION MAKER: No
ACCESS TO INFORMATION: High

The pharmacist monitors the patient's compliance with and response to drug therapy through regular follow-ups. These allow for progress evaluation and support and early detection of adverse effects, drug misuse or abuse.



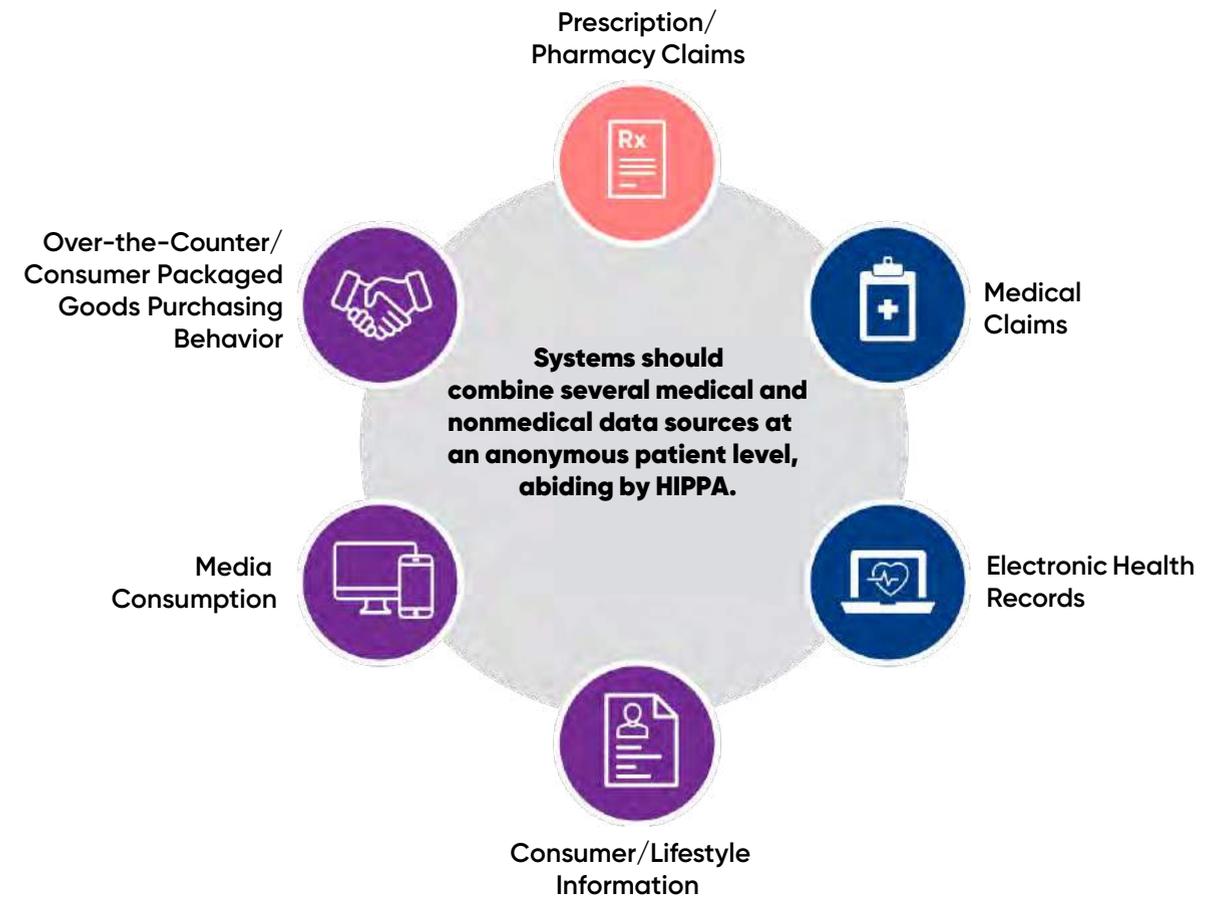
HOW AUDIENCES CONVERGE & DIVERGE

Audiences can no longer be siloed, and audience segments can intersect in interesting and unexpected ways. Identifying exact audiences through data, segmentation and persona development is just the beginning. Many different people can influence the decision of treatment and identifying and profiling multiple audiences into a 360-degree view ensures that all the important buying-process participants are being addressed.

360° view means:

- Including those other audiences that intersect with one another and the relationship and importance they have on the treatment decision.
- Conducting modeling to identify key drivers of action as well as inaction including intangible drivers that affect decision making, such as economic factors, geography and demography and 3rd party media and content.

LINKING A VARIETY OF DATA SOURCES CAN HELP DEVELOP A BETTER PICTURE OF CUSTOMERS AND THE RELATIONSHIPS BETWEEN INFLUENCES.



¹Any data collection and analysis must be done in compliance with the US Health Insurance Portability and Accountability Act (HIPAA) and other applicable regulations.

McKinsey & Company⁶



DATA, MEASUREMENT AND COMPLIANCE

Insurers, providers, pharmaceutical companies, data aggregators and community organizations have access to large volumes of data that can help predict behavior and enable tailored interventions if assembled and analyzed properly. To analyze the variables across these dimensions that have the biggest impact on adherence, anonymous data must be combined at the patient level, adhering to the requirements of HIPAA or similar regulations in other geographies. Once the data is assembled, predictive models can be employed. Data can be gathered from a range of sources, including medical claims, prescription data and consumer demographics and profiles such as income, interests, purchase patterns and media preferences. These models produce anonymous profiles of customer segments.

Connecting disparate known and anonymized data on patients may be complex, but the resulting experiences and relationships prove to be beneficial.

TAKING ACTION

BUILD A NEW DATA ECOSYSTEM

- Provide data access to individuals so they can control their personal care.
- Centralize data to support the distribution of insights, signals and triggers across the organization for better outcomes.

PERSONALIZE BASED ON VALUE EXCHANGE

- Understand pain points and customer behaviors to design products and services
- Continuously monitor customer engagement and personalize based on behaviors and interactions.
- Find new areas of value for the customer and the business.

ENGAGEMENT STRATEGY 2

EXPERIENCE DESIGN + JOURNEY MODELLING



EXPERIENCE DESIGN & JOURNEY MODELLING

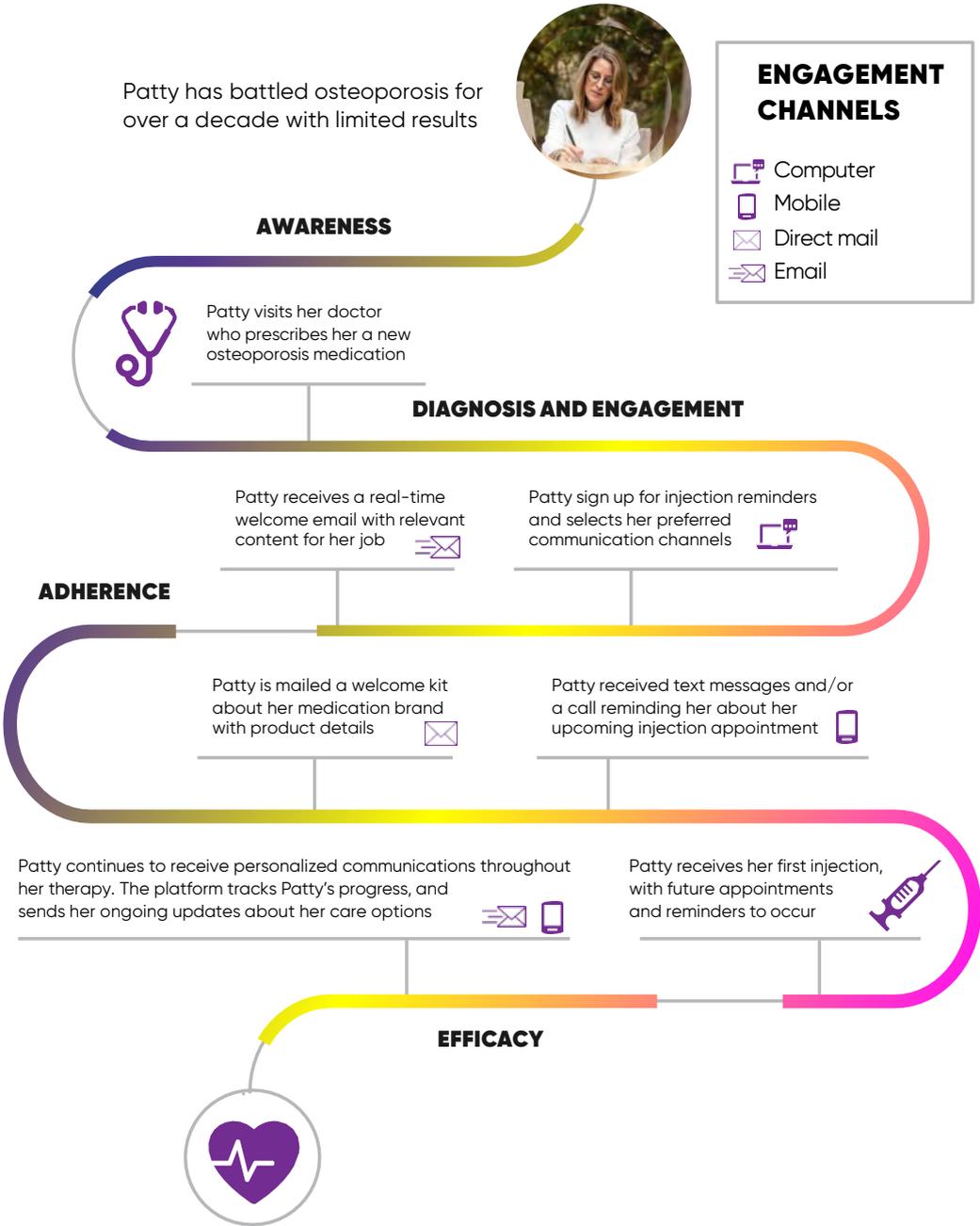
The life sciences customer journey is a representation of how the typical user – patient, HCP, caregiver – moves through the healthcare system and interacts with each entity along the way. While marketing funnels have traditionally been leveraged as a framework to align marketing tactics (paid social, remarketing, email) with business objectives (awareness, interest, action). When properly implemented, journey modelling and orchestration allows an organization to get laser sharp on ROI, personalize messaging, and improve attribution metrics – establishing a holistic journey for each customer type throughout pre-diagnosis, diagnosis, treatment, and ongoing care.

Oftentimes stakeholders often skim over personas and journey models, but purposeful customer journeys help business leaders shine a flashlight into the dark corners to see what tangible and intangible factors are impacting the customer experience. The personas and journey maps become an ongoing view of pain points to remove, moments of joy to expand, and unnecessary challenges to overcome.

For maximum efficacy, life sciences organizations should enact journey mapping as a business process with dedicated planning, research and design components:



PATIENT MARKETING AND SERVICES ARE CONVERGING TO DELIVER A MORE HOLISTIC PATIENT EXPERIENCE.



Source: Deloitte analysis

For maximum efficacy, life sciences organizations should enact journey mapping as a business process with dedicated planning, research and design components.

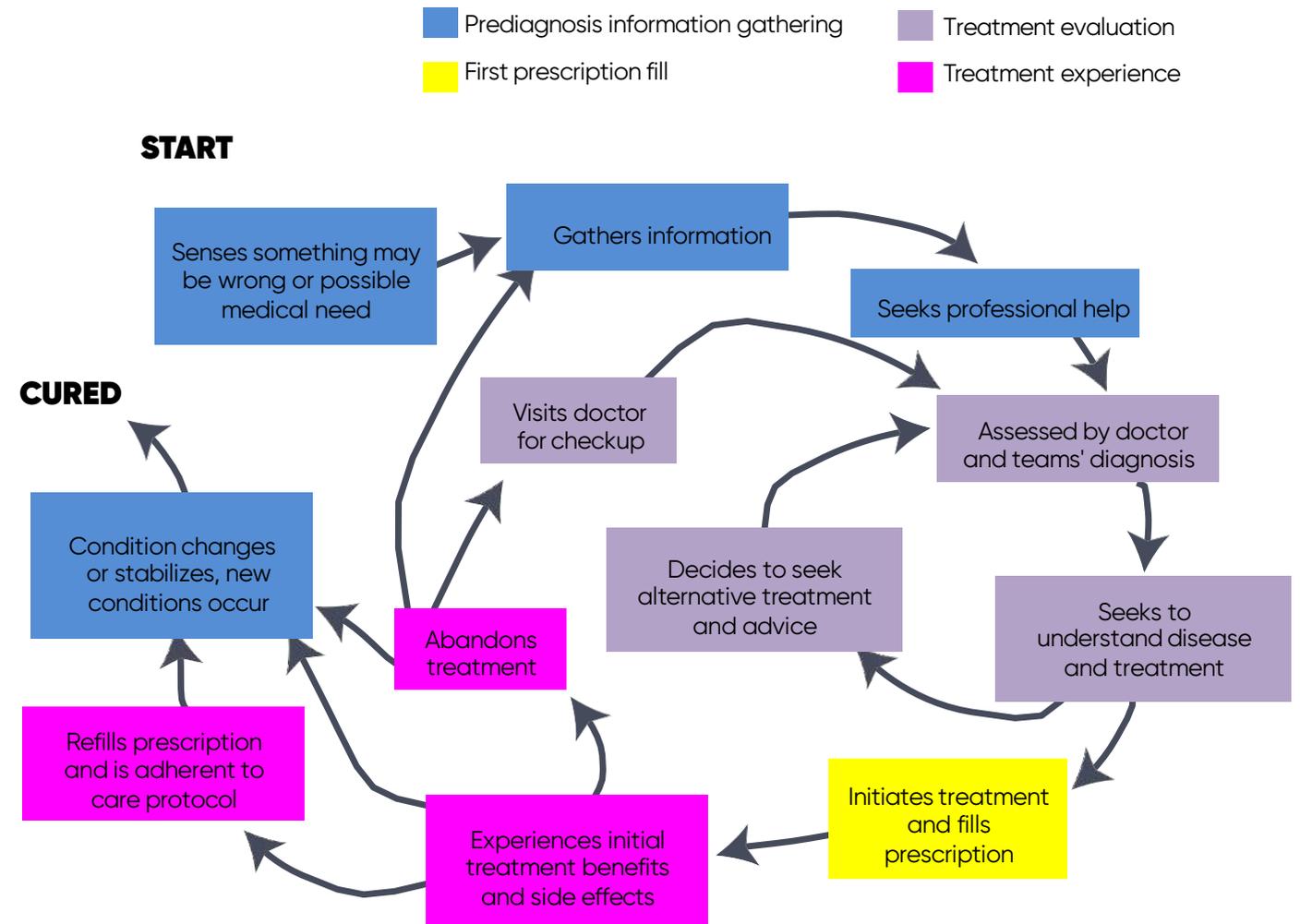
Healthcare decisions are:

**Non-linear yet
Purpose Driven**

**Individual yet
Scalable**

**Emotional yet
Orchestrated**

CAREFLOW MAPS HOW PEOPLE MAKE HEALTHCARE DECISIONS.



McKinsey & Company | Source: Pharma3D.com; McKinsey analysis⁷

TAKING ACTION

PATIENT / HCP EXPERIENCE DESIGN

- Enable design thinking methodology across the organization to build a customer-centric view of the holistic relationship for each customer type & their relationship to other journey actors.
- Prioritize 'jobs to be done' across the customer journey and solve them
- Build products, services and experiences that fulfill 'jobs to be done' as simply as possible.

ENABLE DIGITAL TECHNOLOGY

- Connect technology and data platforms to ensure a consistent experience from interaction to interaction and department to department.
- Build a composable architecture to simplify centralization of infrastructure with flexibility across the organization.

MEASUREMENT & ACTIVATION

- Establish business and experience metrics for KPIs across the organization.
- Use data to make decisions and automate experiences.

ENGAGEMENT STRATEGY 3

CULTURAL, ORGANIZATIONAL + OPERATIONAL SHIFTS

CULTURAL, ORGANIZATIONAL + OPERATIONAL SHIFTS

Interventions alone are not sufficient. Life sciences companies should follow other industries in building more flexible organizations and invest in cross-functional education and activation of customer experience initiatives. Whereas the traditional sales team was a classic, pyramidal “command and control” structure and messages flowed down from the top, today’s multi-functional team has a much more complex challenge – messages must be orchestrated across different functions and to different audiences. Information must be shared across multiple roles in an appreciate and compliant fashion.

The new organization should be prepared for a customer centric shift in thinking and doing. Exploratory projects across teams, business units and functions have the potential to unlock untapped areas of innovation that are meaningful and change experience. Leading organizations are transforming several foundational elements, including a governance structure and operating model. These organizations are adopting organizational agile methodologies like Scaled Agile Framework (SAFe). A clearly defined structure ensures that responsibilities for decision, action, change, oversight and accountability are resourced and prioritized.



LEADERS WHO SAY THEIR CUSTOMER EXPERIENCE HAS BECOME MORE DATA DRIVEN

100

80

60

40

20

0

31%

of distributed customer experience organizations

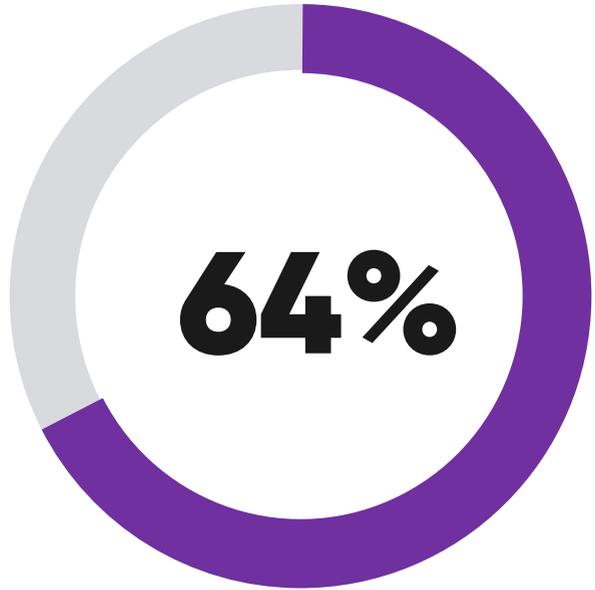
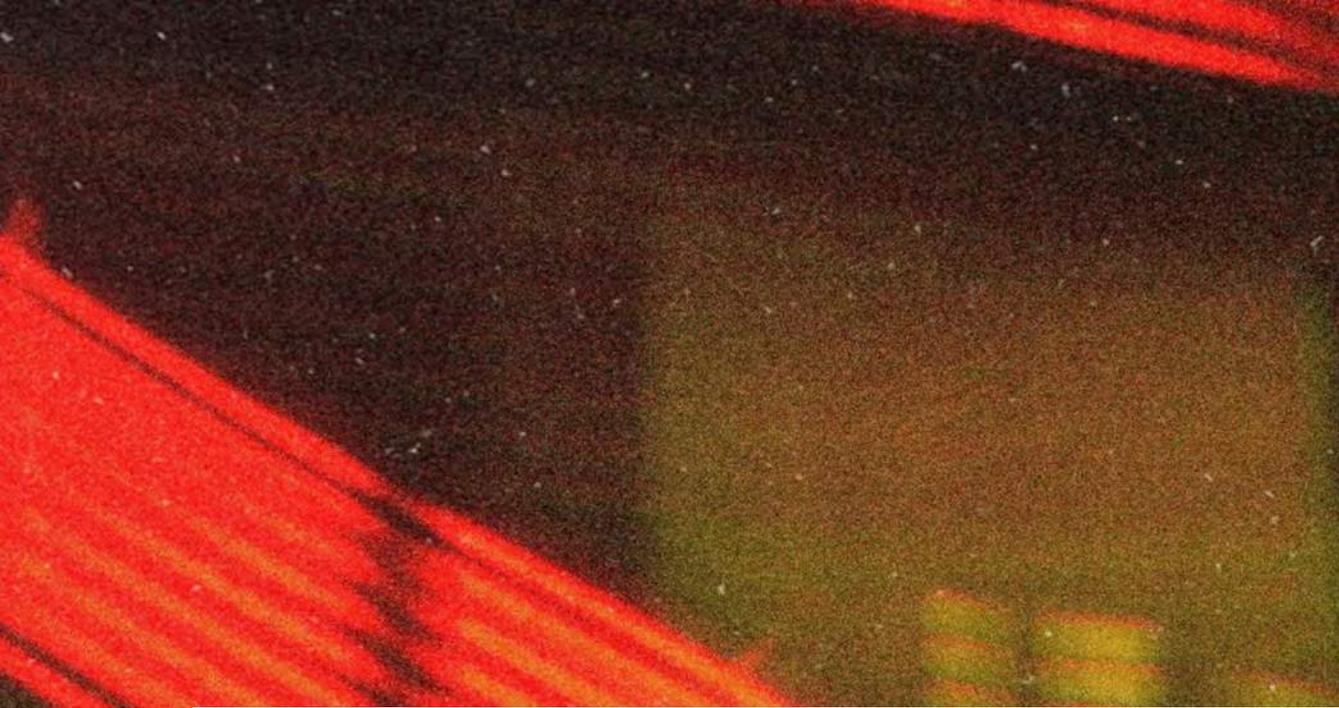
49%

of centralized customer experience organizations

A CASE FOR CENTRALIZATION

Centralizing teams brings together critical skills needed to quickly respond to customer experience needs and ensures that the organization can fully implement an omnichannel approach to compliant delivery of information across multiple teams. By combining several critical high-touch operational functions such as product development, customer experience design, digital engagement, omnichannel delivery and market access, ultimately supporting teams that engage with patients, providers, and caregivers. Furthermore, it creates a governing body and mechanism for establishing policies, monitoring, sharing best practices and enhancing the prosperity of the organization.

[24]7.ai, Inc., a recognized leader in conversational AI for both voice and digital customer engagement, released research in March 2021 that finds that centralizing responsibility for customer experience has a provable positive impact on the organization. Nearly half of all centralized customer experience organizations (49%) say that their role as an experience leader has become more data driven over the past few years, compared to just 31% of distributed customer organizations who say the same thing.⁸ By having a single person or team responsible for improving customer experience, the organization leverages their experience to align organizational outcomes to customer-first decisions, increasing customer satisfaction and improving the bottom line.



% of companies with a customer-focused CEO are often far more profitable than companies that lack organizational-level CX¹¹

LEADERSHIP THROUGH LEADERSHIP

While there has been an influx in the staffing of Chief Digital Officers in life sciences organizations, only 11% of these organizations have any kind of chief customer officer, compared with 21% of health care providers and payers.⁹ Additionally, more than three quarters of life sciences companies agree that their organizations require new leaders to succeed in the digital age.¹⁰ While digital-specific leadership roles add value, vested interest in customer experience and engagement should not be limited to the role of CDO. Forward thinking life sciences leaders and CEOs who fully support customer experience are those that implement it as a core component of the brand and business strategy and make it a top-down priority. The numbers make this strategy even more compelling - 64% of companies with a customer-focused CEO are often far more profitable than companies that lack organizational-level Customer Experience (CX).¹¹

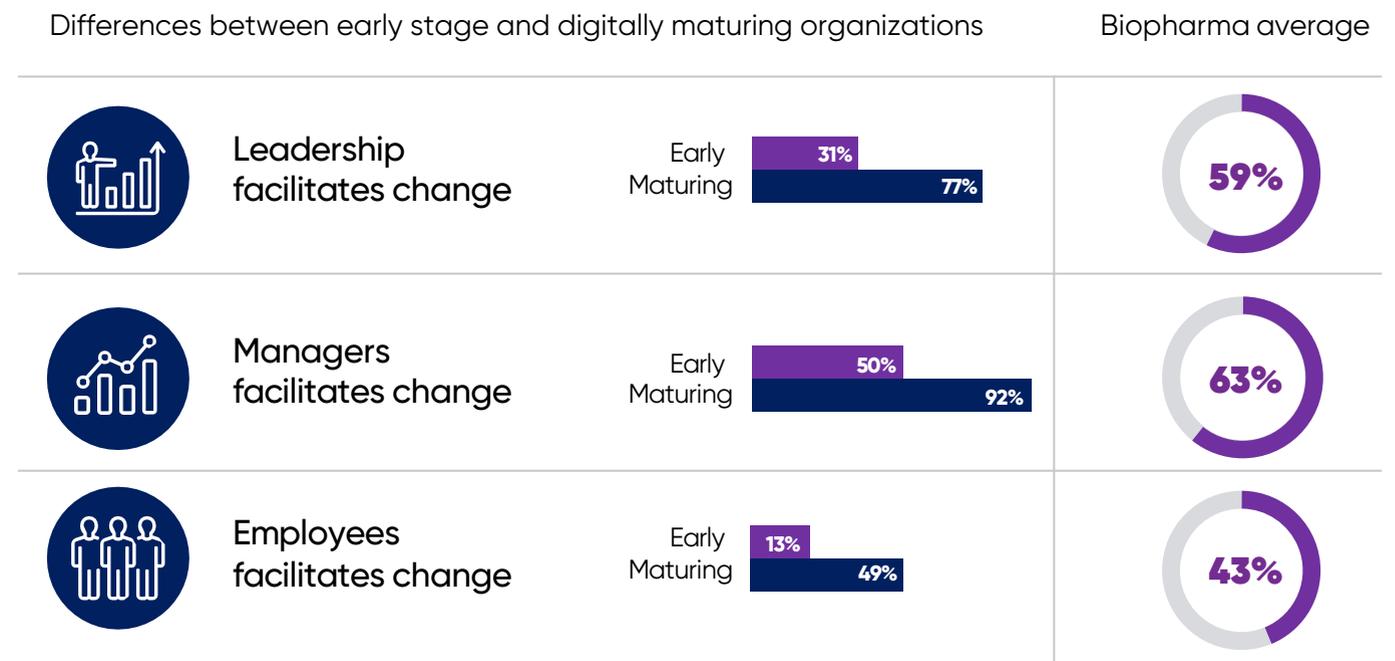


ENGAGING COMPETENCIES

Agile operating models are critical to ensure that ideas are turned into interventions quickly, and that feedback loops for testing effectiveness and informing revisions are maintained. These models help create greater collaboration across functions such as marketing, medical and patient services, provide dedicated resources with appropriate skills in IT, analytics, legal, compliance, privacy and other vital areas, while easing coordinated execution across all channels.

AT DIGITALLY MATURING COMPANIES, EMPLOYEES AT ALL LEVELS ARE MORE LIKELY TO FACILITATE CHANGE THAN TO INHIBIT IT

Figures denote percentage of respondents that agree that:



Source: Deloitte Center for Health Solutions Analysis of MIT SMR and Deloitte's 2018 Digital Business Global Executive Survey Data ¹²

TAKING ACTION

ORGANIZATIONAL BUSINESS MODELS

- Develop reusable services and customer experience best practices to progressively evolve value.
- Securely democratize data across the organization to allow Business Model exploration.
- Provide organizational flexibility to allow business leads to focus on their own value creation to the broader organization.

OPERATIONAL STRUCTURE

- Establish Top-Down and Bottom-Up business commitment to a transformation roadmap, including decision-making, investment strategies, and change management.
- Embark on a Capabilities Development program to deliver the right capabilities for the right maturity level through right-sourcing, upskilling, and reskilling.
- Develop a common understanding in agility across the organization, such as the Scaled Agile Framework (SAFe).

ENGAGEMENT STRATEGY 4

BUILDING A TOOLS + TECHNOLOGY KIT



BUILDING A TOOLS & TECHNOLOGY KIT

The COVID-19 pandemic has set an expectation for companies to develop health solutions for their customers more quickly and deliver them in a simplified manner that melds with the 'new normal'. This is made possible by investing in the right technologies and tools and having an effective data flow between various systems. Furthermore, accelerated digitization of platforms and tools have unlocked new points of care and collaboration for patients and providers alike. A unified platform approach can play an important role in ensuring data flows seamlessly across front-end and back-end tools and trigger necessary actions.

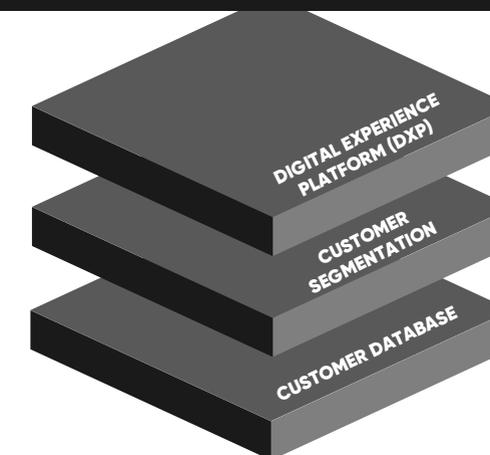
A COMPOSABLE CORE TECHNOLOGY STACK, BUILT WITH MICROSERVICES, APIS, DATABASES & HEADLESS PLATFORMS PROVIDES AGILITY & POWER TO CREATE & ORCHESTRATE THE CUSTOMER EXPERIENCE



FRONT END - DECENTRALIZED

EXPERIENCE MANAGEMENT & DATA WAREHOUSING

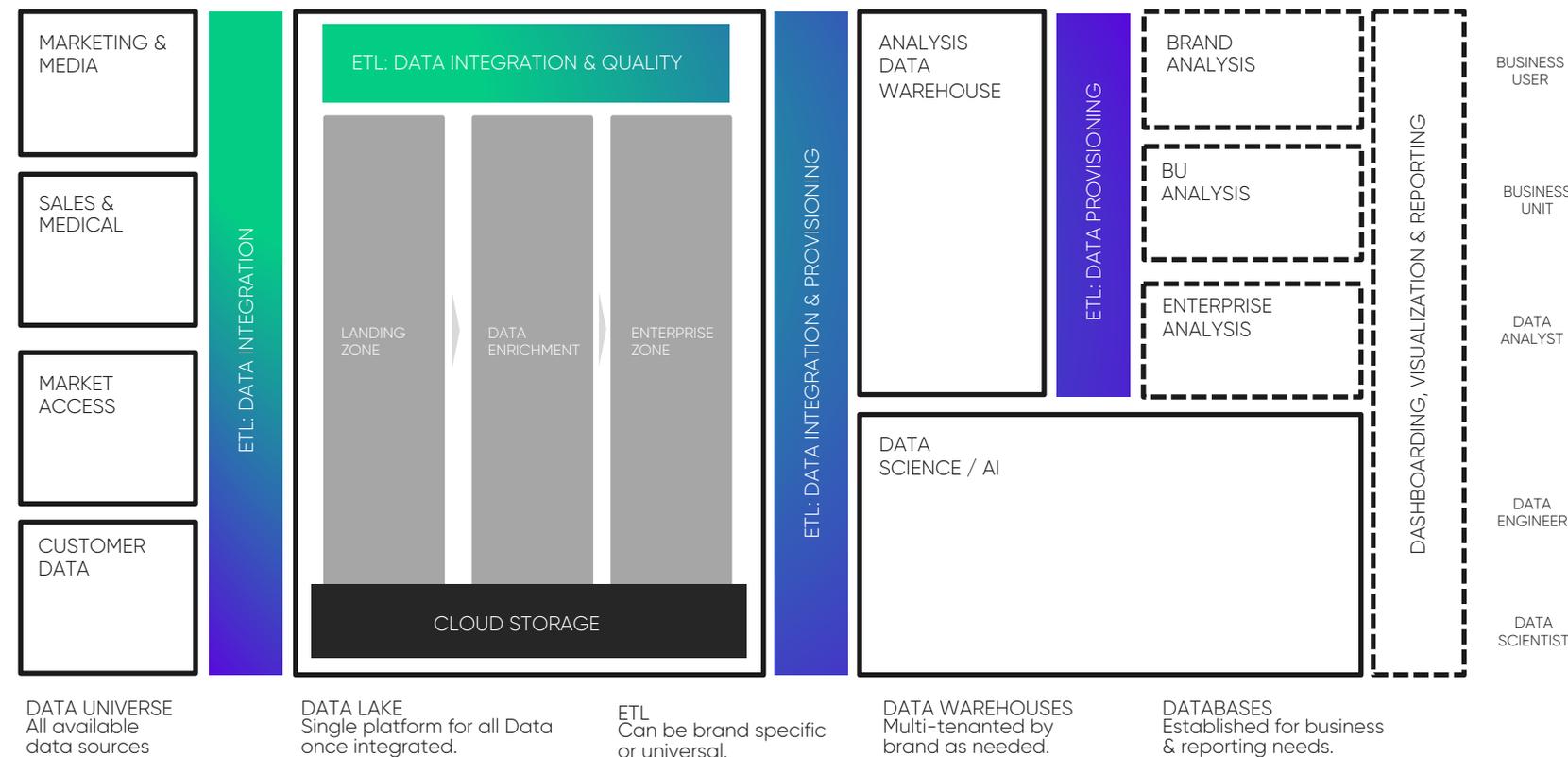
BACK END - CENTRALIZED



CENTRALIZED DATA ARCHITECTURE

Data silos and disconnected systems are a common barrier among life sciences organizations. While different regulations apply to clinical operations, patient services, medical, traditional sales and marketing and market access, when life sciences organizations engage with patients and HCPs alike, it is possible to achieve alignment and interoperability of data. Leading life sciences organizations prioritize and deploy consistent structured data sets that reveal customer experience and preferences combined with their expertise in a way that can be mined and optimized for Next Best Actions, business planning or even insight for product development and launches.

MAPPING DATA FLOW, CONSOLIDATION & PROVISIONING ALLOWS DIGITALLY MATURE COMPANIES TO SUCCEED IN DATA USAGE, GOVERNANCE, SECURITY, VISUALIZATION, DECISION MAKING &, ULTIMATELY, CUSTOMER EXPERIENCE



An optimal centralized data architecture leverages a data lake, data warehouse and ETL to create a cohesive data exchange across sources and analytics tools that is supported by a secure cloud.



PREDICTION & PERSONALIZATION

Automation focuses primarily on the increasing engagement with prospects, patients, and providers as they traverse the entire patient lifecycle. Attracting, nurturing, and tracking customers requires rethinking the way that existing marketing, sales, medical, and market access resources relate to one another to create an engaging flow of messaging for each segment and customer. Within healthcare and life sciences, the expectations are no different than any other industry. Patients and providers seek experiences that are more personal and tailored to their needs. Leading organizations that are rising to the challenge to make this a reality are doing so with the help of the cloud – specifically cloud-based machine learning and artificial intelligence technologies. Machine learning has the ability to develop simple and responsive tools for patients to take control of their health care and data and allow physicians to leverage this data to build more personal meaningful relationships with those patients, enabling shared decision making.

To achieve personalization at scale and to deliver predictive Next Best Actions, Leaders are enabling Machine Learning and Artificial Intelligence to do the heavy – and compliant – lifting.

TAKING ACTION

COMPOSABLE DIGITAL EXPERIENCE PLATFORM

- Develop composable digital experience tools that brand, marketing, and department leaders can develop their ideal experience with a common, secure, and centralized back-end infrastructure.
- Establish a common core of a business intelligence stack, a digital experience stack, and a customer database stack.

TRUSTED INTELLIGENCE SYSTEM

- Enable a data flow strategy that focuses on the capture, secure, use, and deployment of the data.
- Establish relationships with regulators to proactively build a secure and trustworthy framework for data exchange and algorithm development.

EMERGING TECHNOLOGIES

- Develop a holistic view of the customer by collaborating outside the health sector to capture data.
- Establish an approach to AI for the organization, then work with organizational stakeholders to deliver personalization at scale.

CONCLUSION

PREPARING FOR 'WHAT'S NEXT'



SET THE STAGE

Understanding the core personas and their journeys across all audience types.

HOW

Define and document persona descriptions and characteristics. Then map their customer journey for information, care, and engagement.

WHY

Gain a clear picture of who you're building a relationship with and what their expectations are throughout the journey.

WHERE TO START

Picture Your Current State

Use the data that you have to plot out your customers (HCPs, Patients, Caregivers). Then find what makes them unique.

DESIGN THE EXPERIENCE

Using personas and journeys, design the experiences they require to solve their 'jobs to be done.'

HOW

Prioritize 'jobs to be done' to solve the pain points found in persona journeys. Then build experiences that eliminate the pain point and exceeds expectations.

WHY

Continuously removing pain points is the key to evolving relationships with customers – steadily easing transactions.

WHERE TO START

Creating New Value Exchange

Pain Point reduction and interaction across the customer journey creates new areas of value creation for both the customer and your business.

ENGINEER RELATIONSHIPS

Healthcare is all about personal relationships. Understanding how they mature is crucial for growth.

HOW

Leverage IT and Operational Investments to build data and technology tools to execute experiences and maintain relationships with customers.

WHY

Thriving companies have an investment strategy as it relates to technology – knowing it will power the future.

WHERE TO START

Think Beyond Today

With so much change happening in the Life Sciences industry, there is no telling what the future holds. Leaders invest in platforms and cultures that engineer the future.



PREPARING FOR WHAT'S NEXT

SETTING THE STAGE

ASKING QUESTIONS IS IMPORTANT TO UNDERSTAND, DEFINE, AND MODEL YOUR CUSTOMER.

ASK: Who are they? Where are they? What do they care about? How do they make decisions? What makes them unique? Leverage data to create personas and keep asking questions.

Stakeholder Name	Confirmed	2/24	2/25	2/26	3/1	3/2	3/3	3/4
	Yes	1-130						
	Yes	130-1						
	Yes	4-432						
			1-130					
			530-2					
	Yes		230-33W					

Amanda Robinson
Career Seeker, 28, NY

I need a job that lets me explore something new every day.

GOALS & NEEDS
Wants to feel proud of the work she's doing and see the impact of her efforts.
Wants to explore other industries and other types of business models.
Looking for a culture of learning and exciting work opportunities.
Needs a company that is up to date on trends within technology.

FRUSTRATIONS & PAIN POINTS
Lacking employee stories, and/or testimonials on company culture and career growth.
Not details about the company's achievements, business impact or awards.
No easy way to sort & navigate to past work & experience in different industries.
Can't find the company's positioning and frequency on trends or current events.

	TYCO	AVIGILON	MILESTONE	GENETIC	OPENPATH	AXIS	LENEL
Distributors	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Dealers	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Consultants (ASE)	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Integrators	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
End-Users	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Direct To Consumer	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●

Michael Anderson
Vice President, 43, NJ

We need to come up with a way to change the landscape of Real Estate.

GOALS & NEEDS
Needs to be able to browse on the go, easily find contact information.
Would like to work with a company that has a big name in the industry.
Needs to easily see past work accomplished by the company and its business impact.

FRUSTRATIONS & PAIN POINTS
Responsiveness is an issue when getting to contact information.
Non-existent blog and articles, content creation is infrequent.
Has to dig deep to find previous case studies that present the business impact of the company.

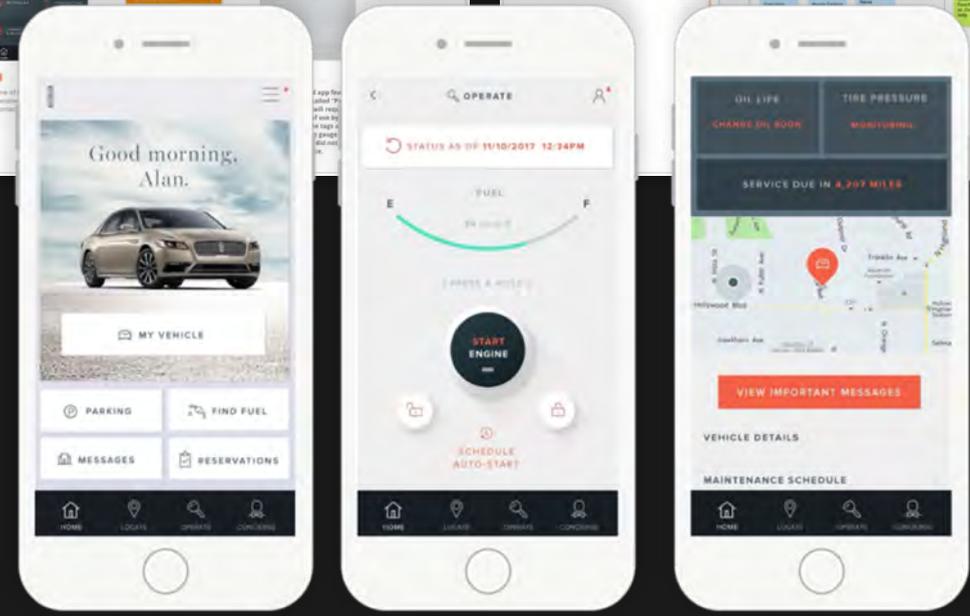
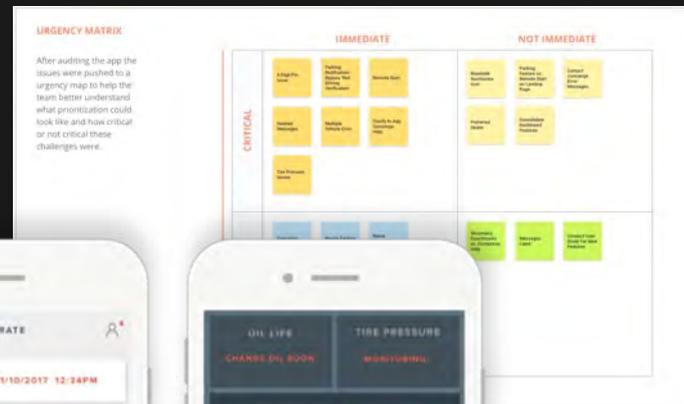
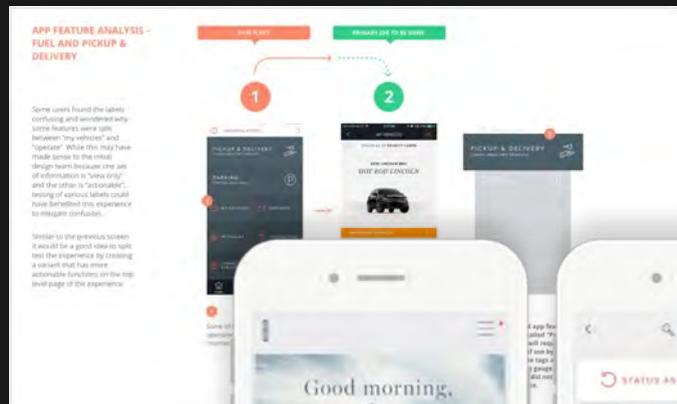
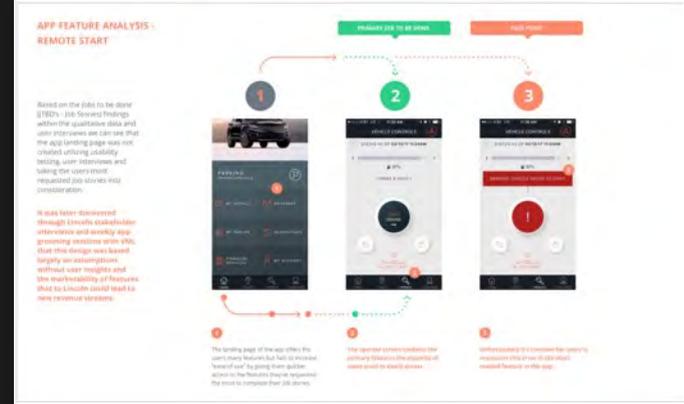
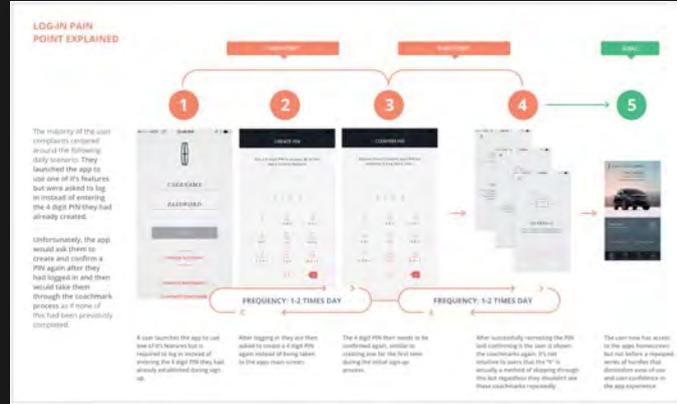


PREPARING FOR WHAT'S NEXT

DESIGN THE EXPERIENCE

EXPERIENCES START WITH THE CUSTOMER. THEN YOU SET OFF TO SOLVE PAIN POINTS OR CELEBRATE JOY.

Create customer experience journey maps, and with the full journey in mind, develop unique experiences that will surprise and delight. Leveraging 1P/2P/3P data will help you further uncover new opportunities, segments and pivots.

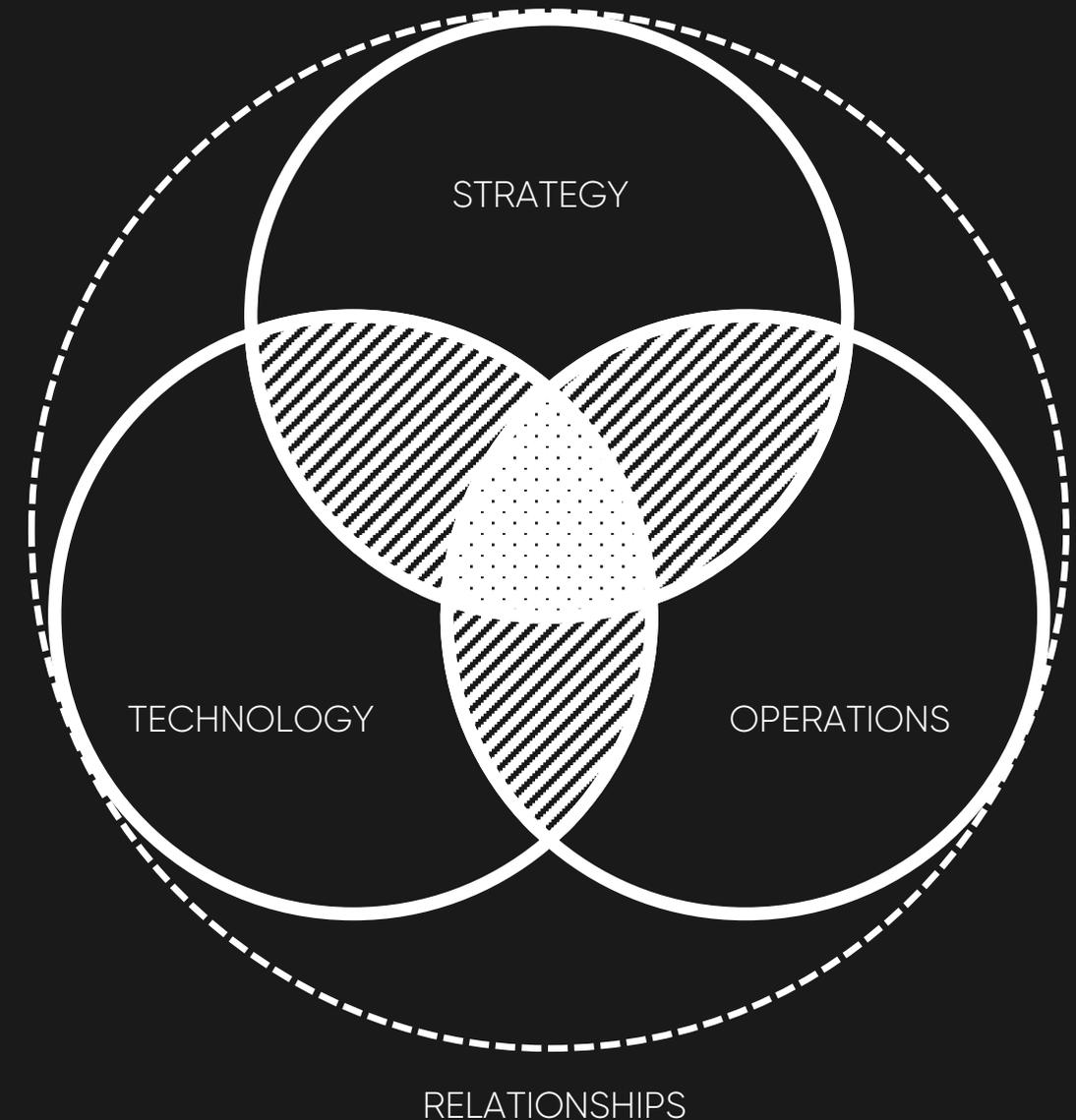


PREPARING FOR WHAT'S NEXT

ENGINEER RELATIONSHIPS

RELATIONSHIPS AREN'T A TRANSACTION. THEY GROW OVER TIME WITH TRUST, INTERACTION, AND INTIMACY.

Developing a clear vision as the first step in pursuing organizational change for the way your business provides services to its customers, one that employees across functions can align with.



WHAT'S NEXT

LIFE SCIENCES LEADERS AREN'T WAITING TO SEE WHAT'S NEXT.
THEY ARE CREATING IT EACH DAY WITH THEIR CUSTOMERS.

As we enter a new Post-Pandemic era, where customer engagement will be a hybrid of analog and digital, of face-to-face and device-to-device, we embark on a transformative journey to the souls of our organizations. The relationships we must build and the responsibility we have to our customers' lives are rooted in empathy and technology.

Leaders in Life Sciences have become customer-centric and have empowered their organizations with the latitude and the tools to build lasting, engaging, and empathetic relationships – connecting the right strategy with the right technologies and the right capabilities.

The right solution is a whole-of-organization approach to the customer.



WHO WE ARE

ABOUT ICREON

WHAT'S NEXT

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OUR FOUNDING

Y2K

AND THE FOUNDING OF

ICREON

While we were started when the internet was supposed to collapse during the year 2000, we didn't see it as a major issue. But what if that happened today? Total meltdown.

It's not that technology is better today (which it is) but it's the role that it plays in each one of our lives. Technology has a symbiotic relationship to our behaviors that can be used for good, or for bad. But navigating that tension is where tremendous growth can happen for brands.

That's where Icreon comes in.

Our story isn't one of technology, but one of compassion and growth.



OUR SOLUTIONS

ACCELERATING MEMBER ENGAGEMENT

TECHNOLOGY

BEHAVIOR

RELATIONSHIP

CHANNEL

CONTENT

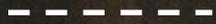
WHAT'S NEXT

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OUR PURPOSE

(It's not just a communication message anymore)



ENGINEERING GROWTH

FOR

WHAT'S NEXT



(We must always be prepared for change)



RELEVANT CLIENTS

LIFE SCIENCES + HEALTHCARE



TEMPUR+SEALY



BRANDS



David Zwirner



ABOUT THE AUTHORS



NANDINI DASGUPTA

Digital Strategy Consultant

NANDINI.DASGUPTA@ICREON.COM

Nandini DasGupta is the Digital Strategy Consultant at Icreon. She excels at building progressive omnichannel strategies and creative solutions aimed to engage customers and deliver incremental business impact. In the last 10 years, she has worked across distinct industries ranging from FMCG, eCommerce, luxury and media to sports, public policy, and non-profit. Her illustrious client list includes P&G, Unilever, S.C. Johnson, Kellogg's, LVMH, Vice, Giphy, James Perse, WeightWatchers, Opening Ceremony, Jazz Pharmaceuticals and Diligent.

Prior to joining Icreon, DasGupta worked at organizations like Gartner, General Mills, and SportEngine/NBCUniversal. An avid reader and news junkie, she completed her bachelor's in economics from the University of Minnesota and is currently pursuing an MBA from Duke University's Fuqua School of Business.

A DEAI champion in professional, civic, and social arenas, DasGupta is the proud co-founder and Head of Marketing & Strategy of South Asians Vote, a not-for-profit, volunteer-run organization empowering civic engagement and education within the South Asian diaspora.

Outside of the office, Nandini transforms into a culinary nomad who looks for secret recipes at the best restaurants across New York City and Brooklyn.



PAUL MISER

Chief Strategy Officer

PAUL@ICREON.COM

Paul Miser is the Chief Strategy Officer of Icreon. He is also the author of *Digital Transformation: The Infinite Loop – Building Experience Brands for the Journey Economy*. Working on clients like Lincoln Motor Company, Novartis Healthcare, Colgate-Palmolive, LG & Xerox, Miser's work has been recognized globally by Cannes Lions, the Clios, the Webby's, the One Club and the Effie Awards.

Miser joined Icreon after they acquired his growth strategy agency, Chinatown Bureau – where they focused finding growth opportunities at the intersection of strategy + technology. Chinatown Bureau helped Fortune 500 companies and late-stage startups, build go-to-market strategies and consumer experiences to connect with consumers in new ways.

Prior to starting Chinatown Bureau, Miser spent his career in advertising firms – VMLY&R and Hudson Rouge where he built multi-million-dollar business units innovating, establishing, and operationalizing digital and technology for business growth. These businesses included an outsourced digital marketing agency, an innovation and emerging media lab, a brand content publishing organization, and a consumer experience and product development accelerator.

Miser lives in Brooklyn with his wife and daughter. He received his MBA at Northwest Missouri State University in Maryville, Missouri.



ICREON

Icreon is an advanced digital solutions agency - built for challengers who need to get to 'What's Next', first. They help businesses define the future of their customer experiences, then enable them through technology engineering and the power of digital. These robust experiences guide customers to, through and beyond a commerce transaction and into a continuous and ongoing relationship with client brands. Founded in 2000, Icreon has been helping businesses of all sizes, from Fortune 500s and mid-markets, usher in a new age of digital maturity resulting in more efficient and powerful brands.

Headquartered in New York City, Icreon's global capabilities expand across offices in Washington D.C., Philadelphia, New Delhi and Pune. Companies such as GSK, Novartis, Jazz Pharmaceuticals, New York Road Runners, Lincoln and more, partner with Icreon to fulfill their digital transformation needs.

With over 350 technology experts across engineering, digital strategy, and user-experience design, Icreon is the preferred digital transformation agency equipping growth-brands for the now and next.

Their Acceleration Studio is the innovation lab of Icreon that was built to bring organizational speed to client projects to get to 'What's Next,' now.

www.lcreon.com



NOTES & LINKS

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Onward.
Thank you.

ICREON