

The Future of Customer Engagement in Biopharma

An enhanced customer experience, built on mutual value exchange and enabled by connected engagement

The past three decades have seen a rapid rise in specialty drugs. Thirty years ago, roughly 10 were on the U.S. market; today, there are 671 FDA-approved biologics.¹ In 2023, the European Medicines Agency recommended 77 drugs for marketing authorization, including 39 new active substances and 17 orphan drugs supporting treatments for rare diseases.² The growth gives new hope to healthcare professionals (HCPs) and their patients who lack viable treatment options.

But progress doesn't come without challenges. As complex and expensive treatment options proliferate, so does the demand to demonstrate and communicate your product's value. Today's engagement strategies often fall short of getting relevant messages and offerings to market to influence better patient outcomes. Functional silos and traditional ways of working only make this harder, adding inefficiency and cost as well as reducing impact. It's time to re-examine your approach.

This paper explores future-proof customer engagement strategies and guides on how to strengthen relationships with HCPs, healthcare organizations (HCOs), payers, and patients to secure patient access and improve outcomes.



¹ [FDA at a Glance Fact Sheet](#), U.S. Food & Drug Administration, April 2023

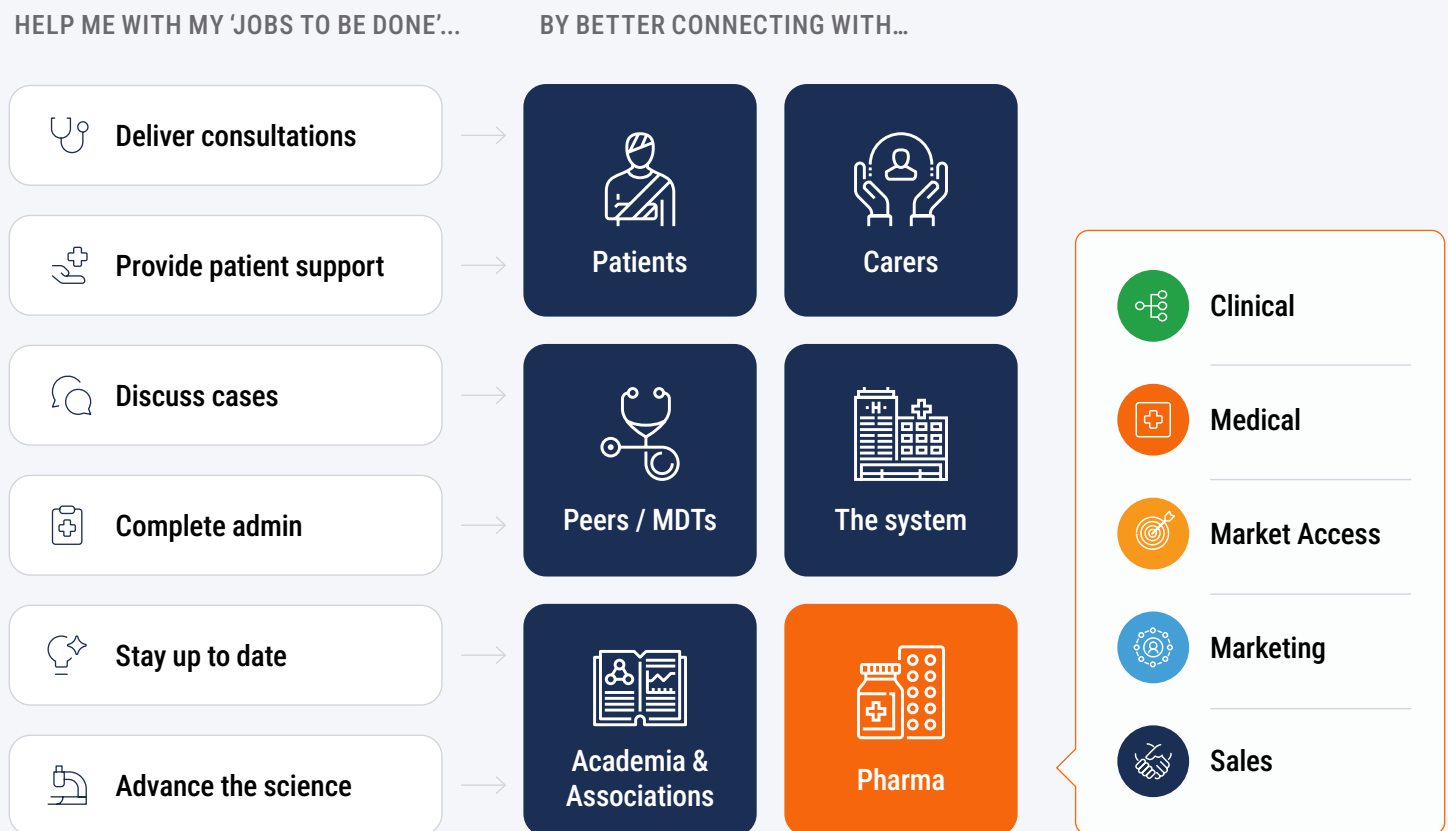
² [Human medicines: highlights of 2023](#), European Medicines Agency, January 2024

New customer needs and demands shape priorities

As you strive to prioritize your customers' needs, it may feel as though the ground below is shifting. Historically, having 'feet on the street' mattered greatly in winning share of voice and relaying key messages to HCPs. When the majority of drugs were blockbuster or population-based, the customers and decision-makers were evident. That's not always the case with specialty treatments.

Today's HCPs undertake multiple roles as they connect with stakeholders in and outside biopharma (**Figure 1**). Patient volumes are rising, clinicians are saddled with more administrative duties, and they are expected to adjust quickly to the often steeper learning curves that accompany new treatments, combinations, and diagnostics.

FIGURE 1:
HCP 'jobs to be done'



Undoubtedly, your organization is re-learning the best ways to engage with an increasingly diverse set of stakeholders who are harder to access and have higher expectations than ever (infographic). But there's good reason to be optimistic.

We saw a glimpse of the future during COVID-19 when digital, on-demand interactions with HCPs spiked. Caregivers needed immediate support on vaccinations

and continuing help with other medications, and biopharmas adapted rapidly during HCO lockdowns. The pivot didn't dilute the number or importance of in-person meetings when doors opened again. Instead, the digital, on-demand offerings increased the total volume of interactions and enabled the scalable customer-centricity biopharmas sought.³

INFOGRAPHIC:

Evidence of change among customers

More diverse customer base

The top 17 PharmaCo's engage with **125k** HCPs in the EU5 each year

130-150 unique HCPs seen per year by the average rep

80% GPs / **20%** specialists

800k KOLs in EU5
70% Publish
40% Speak at congresses
17% Active in clinical trials
13% Shape guidelines

5 Number of events the average HCP attends per year

Higher expectations

65% of HCPs restrict access to three or fewer biopharma

60% of accessible HCPs only do F2F

<20% of HCPs find messages are personalized to needs

20-30% of HCPs are not engaged through the channels they prefer (Stronger use of MCCP closed this gap)

44% of HCPs are satisfied with pharma engagement at launch

77% of field-approved commercial content is rarely or never used

20% more content created than last year

Harder to access

37 Average # of patients a GP sees per day within the UK

+75-100 pieces of secondary care correspondence

89% of EU5 doctors say they are more exhausted or burnt out than before the COVID-19 pandemic

53% HCP access rate in EU5

Using video extends HCP reach by **10-20%**

3x greater promotional response from video meetings when combined with F2F

~600 Average contacts from Pharma per year for a specialist HCP

Equivalent of being contacted **Every 3 hours**

Sources: Across Health, Veeva Pulse Field Trends data, Abelson Taylor & Veeva HCP survey

³ Veeva Pulse Field Trends data, Q3 2023

Finding high-value HCPs, inspiring them to take action, and maintaining their trust and confidence in the long term will require the precise application of resources and effort. The good news is that most HCPs see biopharmas and reps as an important source of treatment information and prescribing support. However, the industry must improve

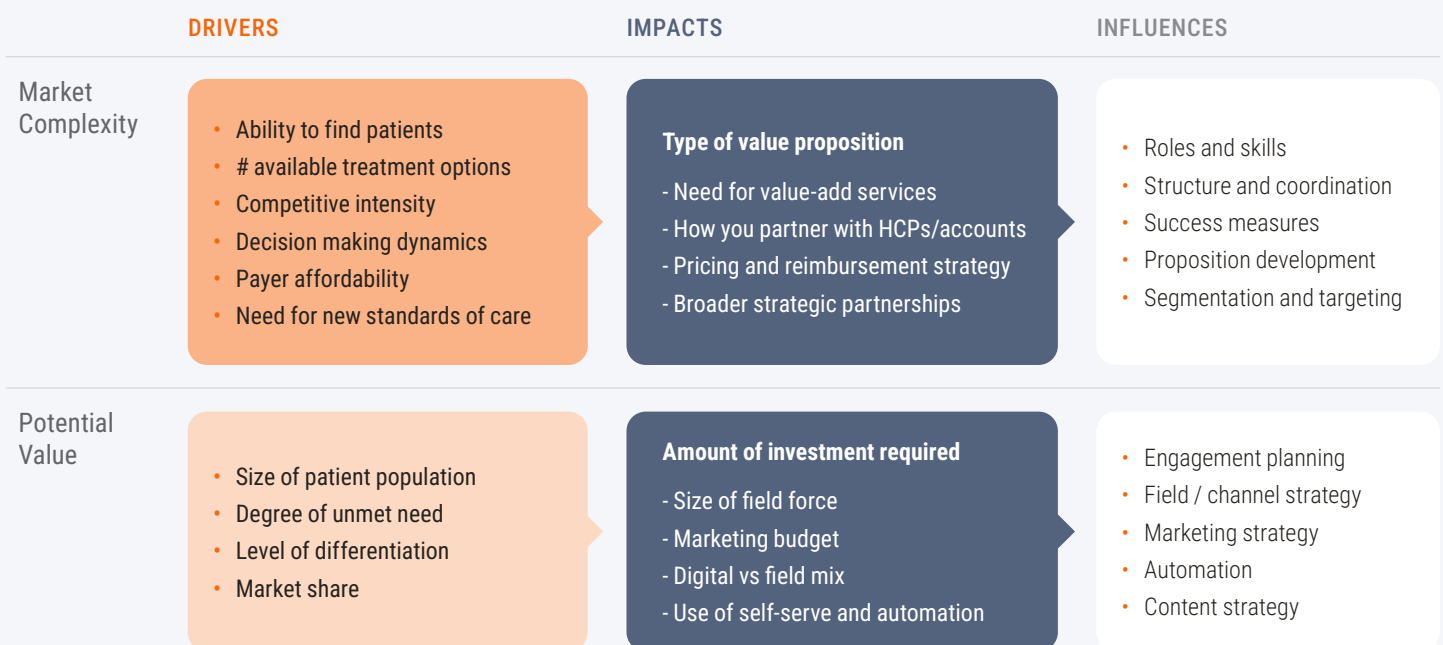
its ability to supply customers with timely information, guidance, and value-added services to foster a strong mutual dependence in reaching patients with the most acute needs. How well you communicate and deliver your value proposition to stakeholders will affect your success.

Shifting market dynamics and competitive positioning

A broad look at healthcare market dynamics, beyond HCP trends and drivers, shows that the market and ecosystem are evolving and facing significant pressures: Patients have an increasing number of treatment options available, yet it is often difficult to locate them, initiate therapy, and ensure medication adherence. Regulators, payers, medical associations, and HCOs seek to provide new, better standards of care, but affordability issues and complex approval and care pathways are hurdles.

These dynamics make it more complicated and costly to bring drugs to market for the patients who need them. However, resources are not infinite. Naturally, revenue expectations dictate how much to invest in a product's launch and subsequent customer engagement initiatives. Therefore, the best engagement strategy for a brand or portfolio will depend on the market complexity and potential value. In short, how difficult will it be to sell your product, and what is its potential value? The answers to these questions direct you to which combination of complementary engagement strategies to deploy (**Figure 2**).

FIGURE 2:
Market dynamics



Internal pressures add complexity

For many companies, **overcoming internal challenges** may be the most difficult part of engineering a future-proof, customer-centric organization. Large biopharmas, in particular, have relied on traditional engagement models, such as face-to-face, rep-driven interactions, to meet

goals. Mature and established functions, processes, and incentive structures are very good at reinforcing existing behaviors and ways of working. But, numerous factors are prompting broad and rapid reconsideration of commercial operations and engagement models:

1. Portfolios are diversifying:

With pipelines dominated by specialty medicines, companies are searching for new growth opportunities and strategic investments in emerging drug modalities. Gene editing and cell therapies, mRNA technology, and rare diseases represent a shift toward personalized, targeted, and high-precision treatments.

2. Therapies are more complex:

Targeted therapies for smaller patient populations are more challenging to commercialize. Treatments may initiate in one setting, be managed by multiple HCPs, and encompass numerous delivery modes. Many require changes to patient pathways or standards of care and face reimbursement challenges due to high costs.

3. The volume of launches is increasing:

As blockbuster products become rare, companies are managing more simultaneous launches or extensions into new indications to achieve their desired growth. Increased competition means getting the launch right is essential.

4. A product-first orientation persists:

Teams strive to give customers the personalized journeys they seek. However, commercial organizations

in biopharma are still structured mainly around brands and portfolios rather than customers, making true cross-functional coordination difficult to achieve.

5. Teams remain too siloed:

Companies inherently create functionally driven plans and execute them in silos, despite progress in enhancing teams' collaboration. Entrenched, disconnected ways of working are challenging to overcome.

6. Uncertainty lingers over the rep-centered model:

Biopharmas are questioning the role and value of the field team amid cost challenges, access restrictions, and HCPs' growing demand for digital interactions. Finding the right balance between push and pull models is critical and will require evolving the rep's role.

7. AI uses cases and ROI are still forming:

AI's promise makes it an essential investment. Yet, outside of the U.S., it's difficult to find use cases showing its scalable commercial value. As the industry invests and experiments, it risks losing focus on the factors that will unlock AI's value: operational excellence, applying better foundational customer data, measuring outcomes, and integrating AI into workflows and tools so users leverage insights to augment decision-making.

A brief window of opportunity

Evolving customer needs and preferences, shifting market dynamics, mounting internal challenges, and digital and AI advancements are forcing accelerated, large-scale change — and creating opportunities. For example, the return on R&D innovation is in decline as drug development costs have nearly doubled while peak sales average one-third lower than a decade ago. The next three to five years will shape the leaders in ever-more-competitive markets.

Preparing for the future of engagement requires new ways of working across sales, marketing, medical, market access, and services. The investment appears advantageous: There is mounting evidence that connected, well-coordinated, and

service-oriented teams extend the duration and frequency of conversations with HCPs and accounts⁵ and respond faster and more precisely to their needs.⁶

It is time to step back and determine whether there are disconnects among your teams that prevent you from operating as efficiently as possible to support customers optimally. A wait-and-see approach to building or reinforcing the necessary commercial capabilities equates to lost ground. Focused and sustained investment in coordinated engagement will promote success in serving your customers and accounts.

Customer centricity realized

Customer centricity isn't new. The term gained traction in the late 1990s and early 2000s with the rise of relationship marketing and customer relationship management (CRM). Companies began shifting focus from product-centered strategies to prioritizing customer needs and experiences. Digital transformation, the rise of patient empowerment, the increasing availability of 'big data,' and the emergence of value-based care fueled the movement.

Biopharma followed suit and has made progress in becoming customer-centric. However, product-centric models and workstreams remain, as do misaligned team incentives. Many commercial teams still operate in multi-channel, siloed, and fragmented ways, making decisions by hunch rather than based on data. When the pressure is on or performance dips, it's hard to resist the temptation to revert to familiar promotional push or 'spray and pray' models.

Your organization has likely made significant and necessary investments in customer centricity's underlying capabilities and enablers. Technology, data, and analytics platforms are now broadly used in most companies. The next, and perhaps most difficult, step is to use them and connect your teams effectively. Re-orienting around the common purpose of progressing a customer along their journey and backing it up with measures of experience, satisfaction, and impact can help drive the cross-functional alignment and coordination required for joint success.

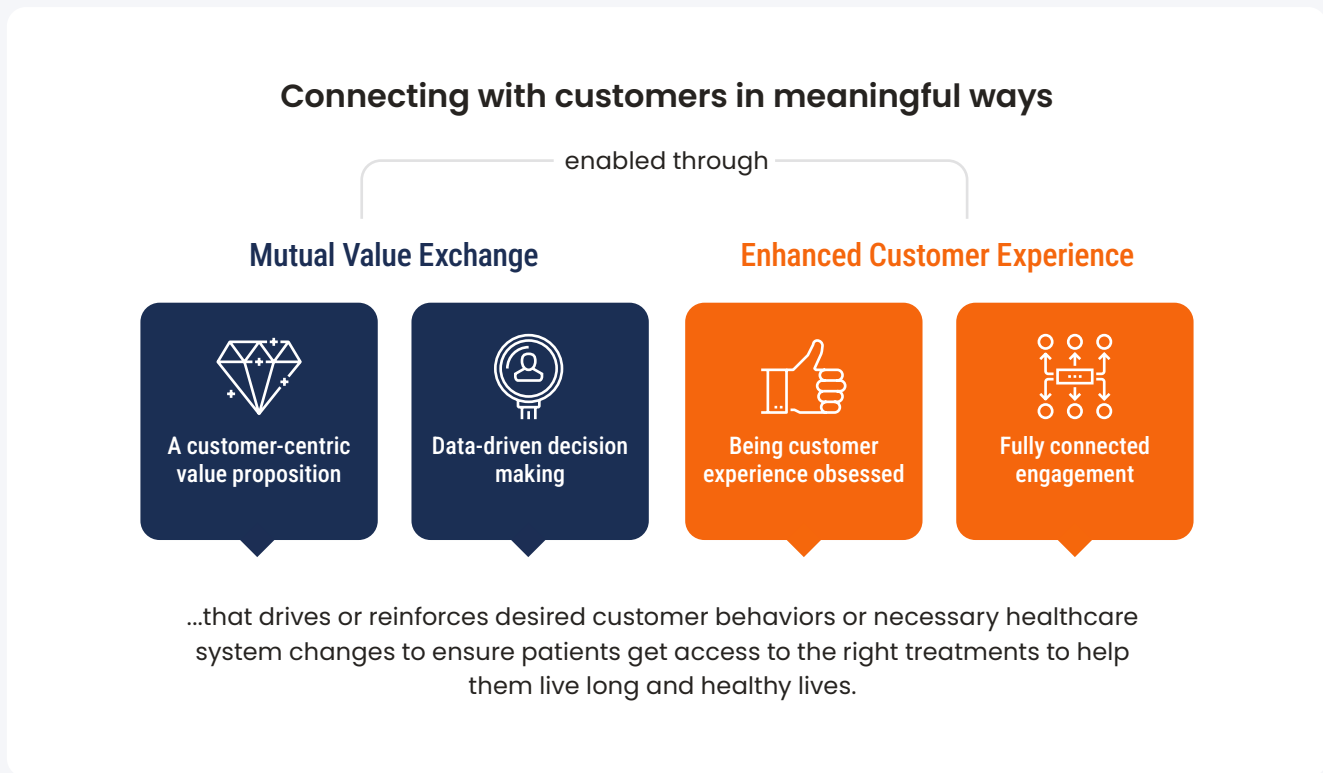
The future of what it means to be customer-centric is taking shape as 'connected engagement'. If customer centricity is a two-dimensional view concerned with how well biopharma services HCPs and their patients, connected engagement is multi-dimensional. **Figure 3** outlines a vision for this future world of connected engagement.

⁴ Veeva Pulse Field Trends data, Q3 2023

⁵ Veeva Pulse Field Trends data, Q2 2023; Veeva Pulse Field Trends data, Q4 2023

FIGURE 3:

A vision for the future of engagement



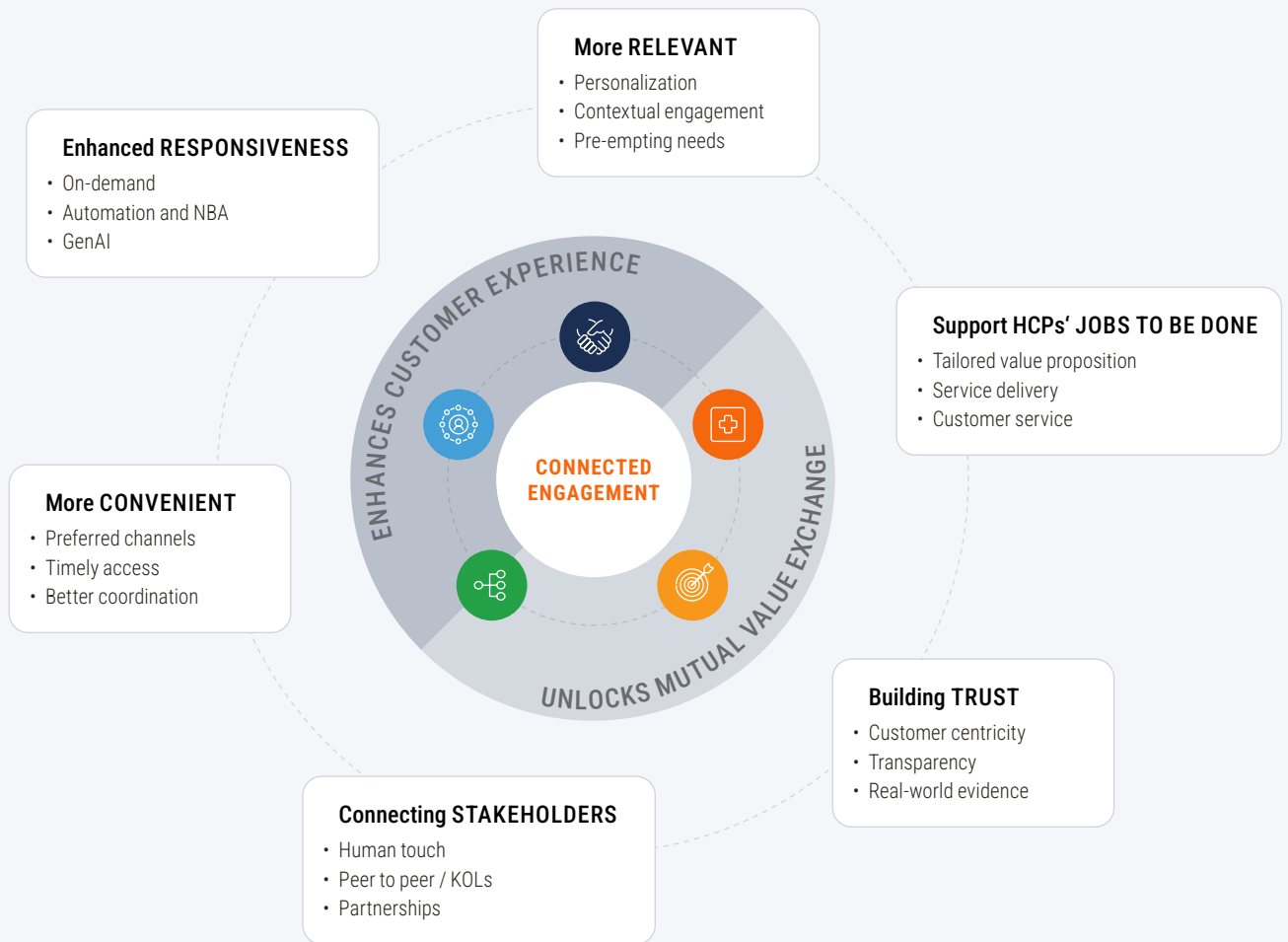
Two critical elements, mutual value exchange and enhanced customer experience, help define connected engagement. Mutual value is about what you do, and enhanced customer experience is about how you do it. The factors reinforce each other **(Figure 4)**.

For example, customers and reps who continuously gain value from one another can form sustainable relationships. Reps fulfill their role by staying focused on customers’

evolving ‘jobs to be done’ – the things they care about and are trying to achieve. Connected engagement helps build trust and ensures you are consistently there when customers need you. However, this state of operation – maintaining an enhanced customer experience – requires vigilance in being ever-relevant and responsive, engaging the customer on their terms.

FIGURE 4:

Two sides of the coin — enabling connected engagement

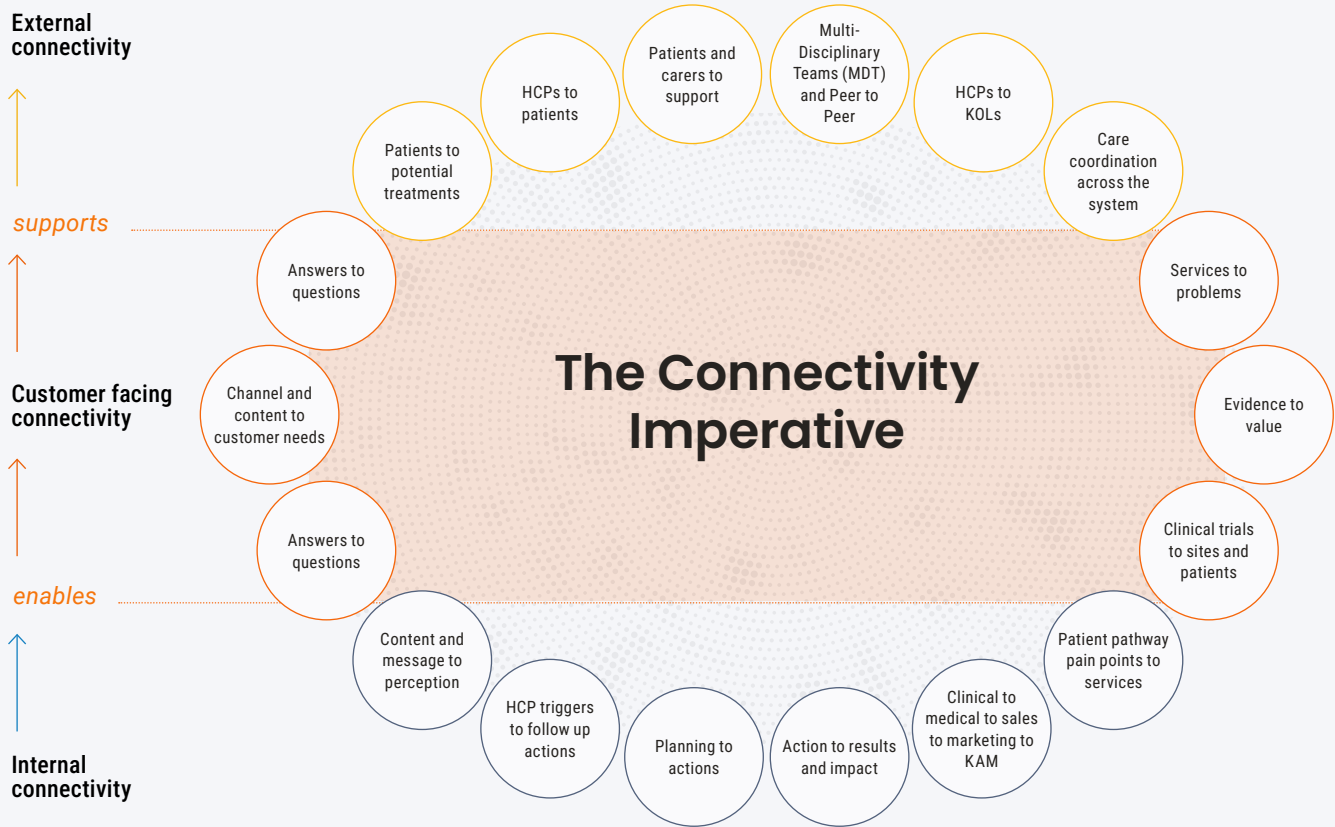


Why connected engagement matters

Customer connectivity is becoming a critical differentiator and a competitive advantage for companies that succeed at it. Connected companies predict, preempt, and coordinate relevant responses to customers consistently. Often, it requires the team within to mobilize resources around the right value proposition at the right time — from answering a question via text to participating in a shared-value initiative. These biopharmas become facilitators and connectors of stakeholders in the mission to provide treatments to patients who need them.

Figure 5 highlights the importance of connectivity and shows examples of it in play. Internal connectivity links teams or functions (e.g., value chains) in strategy and execution. It enables customer-facing teams to be there in the moment of need, armed with the correct information for a customer. HCPs, KOLs, and others in receipt of the data or materials gain time back to focus on the patient or challenge at hand. When amplified across the healthcare ecosystem, such connectivity can accelerate treatment for millions of patients.

FIGURE 5:
The strategic imperative of connectivity



Because customer journeys aren't linear, predictable, or bound by time frames, connected engagement requires you to understand a customer's unique journey, know where they are on the path to achieving their goal, and respond timely and effectively every time.

The sample customer journey in **Figure 6** shows key biopharma events or actions supporting an HCP's 'jobs to be done.' Value exchange occurs each time the HCP comes into contact with the biopharma, no matter the person, team, or channel. The bars show that value is not always uniform. At times, the interaction will deliver greater value to the HCP. These 'moments of truth' are essential connections you must get right. HCPs are accepting of interactions that

deliver more value for your organization if you've built trust and goodwill into the relationship. When teams succeed, they strengthen the relationship and the HCP's perception of your product and company to foster loyalty.

Connected engagement delivers significant business value. It requires precise coordination, making teams more efficient and cost-effective and eliminating wasted resources on unnecessary or redundant actions. Finally, connected engagement promotes customer conversion with the potential to change or reinforce desirable behaviors, which is critical to driving faster uptake at launch and, ultimately, growing sales and margins.

FIGURE 6:
Bringing it all together

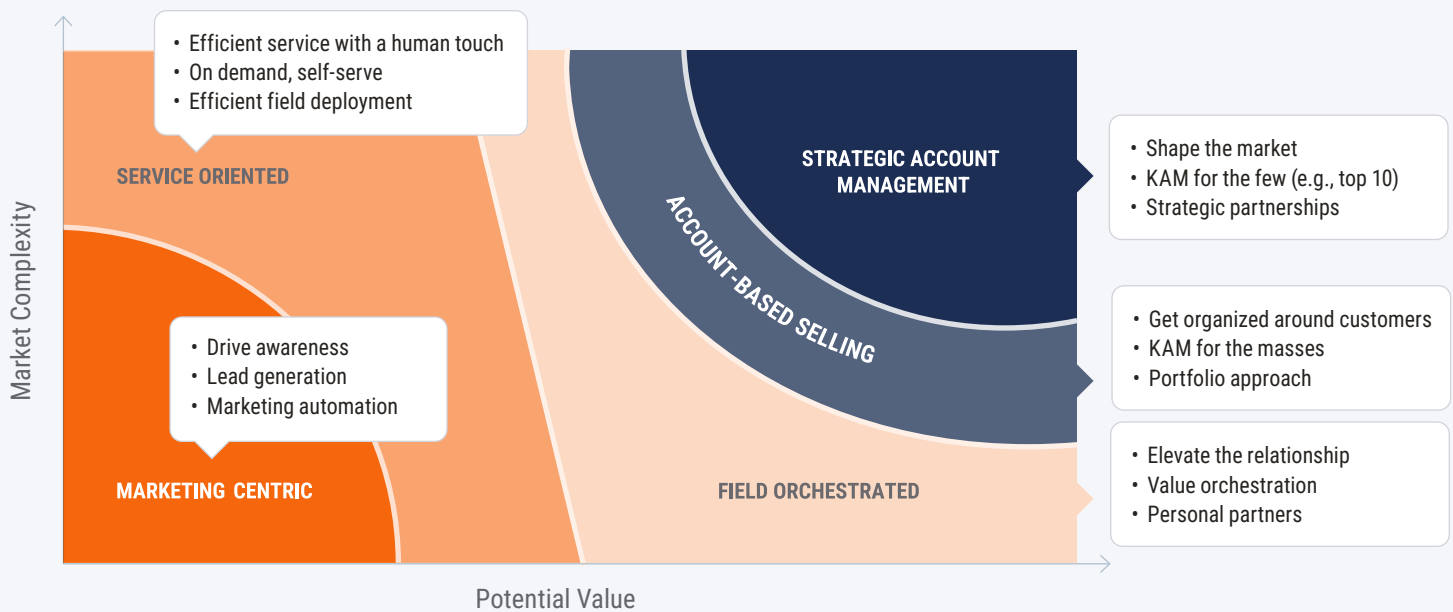


Five connected engagement strategies of the future

What is the 'right' strategy to engage customers with personalized offerings and deliver value every time? The answer is, it depends. Multiple factors influence how and when to select the best engagement model for a brand or portfolio, but market complexity and potential value rise to the top (as outlined in **Figure 2**). With these two elements

at the axes, we see five complementary strategies to engage HCPs and accounts optimally (**Figure 7**). Every biopharma will use a combination of strategies that build on and supplement each other. Most brands or portfolios will deploy at least two or three strategies simultaneously, and others use all five, depending on the product's lifecycle stage.

FIGURE 7:
Five engagement strategies of the future



Source: Veeva Business Consulting

Commercializing any brand or portfolio requires a solid marketing centricity and service orientation foundation. Combined, the two strategies provide the scale, reach, and efficiency to drive mass awareness and respond to customers. Their importance increases as your product matures and investment decreases.

Next, you'll build on that foundation when commercializing in complex markets or when your offering is highly valued. This step requires deploying more sophisticated engagement strategies that are field-driven, high-touch,

and personal. Field orchestration, account-based selling, and strategic account management (SAM) strategies typically come with higher costs because they involve customer-facing teams and a data-driven approach to drive meaningful engagement. Thus, companies reserve them for large, impactful initiatives. No matter what strategies you deploy, HCPs must receive a consistently excellent experience. Coordination, alignment, and fluidity are therefore crucial – the very essence of omnichannel. We explore each of the five strategies in detail.

1. Marketing centric: drive awareness and leads

Market centricity is about being where your customers are and driving awareness and lead generation using traditional marketing channels: web, social media, mass email, and events – and, in the U.S., above-the-line advertising. The market-centric strategy targets HCPs and accounts in the proper context with speed and relevancy across digital channels. Marketing automation and personalization technologies are essential.

Key drivers

Be where your customers are: Customers want access to unbiased information from trusted sources. Bring your content to the places they go.

Google it: Like everyone, HCPs turn to digital sources for fast answers. Optimize your online presence and use sound SEO practices to make it easy for them to find you.

Ask a friend: HCPs often ask colleagues for answers and advice. Understand relationships and influence across HCPs. Be a connector and facilitate the conversations.

Shape the narrative: With low trust in the media, credible influencers are important messengers. After careful vetting, leverage them and their channels, including social media.

Context is king: Engage customers in relevant and value-added ways to ensure HCPs are receptive to your messages and continue to grant their contact consent.

Implications for your marketing-centric strategy

Balanced digital presence: Balance your investment in owned, earned, and paid media. Be realistic about your portals' and web pages' role in engagement and the traffic they generate. Consider syndicating content to enable easy sharing.

Peer-to-peer collaboration and transparency: Maximize your influence by enabling peer-to-peer sharing and collaboration via your platforms and events.

An optimized content supply chain: Optimize your content supply chain to flow modular content to all channels. Automate MLR to speed content's time to market. Finally, **measure content effectiveness** to improve continuously.

Fit-for-purpose automation: Use a fit-for-purpose marketing automation technology that is accessible and easy for all teams. Support it with a comprehensive HCP consent/portal registration strategy.

HCP 360: Ensure sales, marketing, medical, market access, and services teams share technology and data that provides a complete and transparent view of HCPs.

Contextual analytics and next-best actions: Build a holistic view of the HCP based on their history, needs, preferences, attitudes, and behaviors to anticipate, plan, and sequence engagement based on expected responses.

Reimagine marketing: Elevate marketing's role, enabling these professionals to own more of the end-to-end customer experience and play a more significant role in pre-launch strategic planning and execution.

2. Service-oriented: efficient service with a human touch

The service-oriented model is the least mature of the five strategies but offers the potential to be a significant part of your channel mix in the future. The reason: Customers seek instant answers via virtual and self-service engagement tools yet still seek a human touch. For example, when an in-person meeting isn't ideal but compliant inbound chat is available, HCPs start conversations with reps 30% of the time, making the 'pull' model a reality.⁶ Likewise, outbound call centers extend the reach to more customers and enable the delivery of additional services.

Key drivers

Always on: Customers seek instant answers and real-time support in an on-demand world.

Virtual as expected: COVID-19 made virtual engagement the norm, and now many customers prefer it over in-person meetings. Video extends your reach and offers high-quality engagement between in-person meetings or until a rep can secure an initial meeting.

Self-serve: Digital services that are self-serve or delivered virtually will play a key role in adding value and generating customer pull.

End of the gatekeeper: Customer requests don't always require human interaction. It's unnecessary to force it if you can provide excellent service to the HCP another way.

AI goes mainstream: AI is changing how people interact with technology and find answers, making the exchange more like a dialogue with another person.

Implications for your service-oriented strategy

Inbound chat: Providing inbound chat makes it easy for HCPs to get answers and keeps your customer-facing teams 'in the room.' Use an industry-validated channel rather than building from scratch to avoid fragmenting and complicating the HCP experience.

Service center: Use outbound call centers to extend your reach, enable the delivery of more services, and enhance field efficiency.

Scalable, self-serve digital services: Self-service digital solutions that are asynchronously available in your CRM are always on for HCPs and won't fragment their experience.

AI: Explore using AI chatbots to automate and accelerate customer responses and help teams quickly find content and answers when serving HCPs.

Reconfigure the rep: As the field force's role diversifies, reps juggle more tasks. Preserve their effectiveness as a first-class marketing channel and realize greater efficiencies by 'unbundling' selected functions from the field team – for example, delivering more services via a call center.

⁶ Veeva Pulse Field Trends data, Q3 2023

3. Field orchestrated: elevate the relationship

Trigger this strategy when a product or portfolio's potential value justifies putting 'feet on the street.' While HCP access levels peaked at nearly 60% post-pandemic, they have returned to pre-pandemic levels of roughly 45%.⁸ Thus, field teams remain one of biopharmas' most essential channels. As HCPs become more selective, field teams require tools to provide fast, personalized, expert guidance. Field orchestration aims to elevate relationships so customers view reps as personal partners.

Key drivers

Do not disturb: HCPs are increasingly selective about the reps they see. The 'interruption' tactic of dropping by unannounced is no longer effective or tolerated.

Be there when I need you: If HCPs can't find what they need digitally or need tailored support, they have come to expect access to specialized expert advice quickly.

Be useful: Field teams require more tools as the HCP role becomes more complex and customers' demands grow. When reps provide valuable services, they create more pull.

Concierge model: Reps must become personal partners and go-to people for priority customers.

Orchestrating the rep: Unbundling the field force's roles and activities and reconfiguring how cross-teams engage customers demands a strong orchestration engine. Diligence is required to guide and govern the changes.

Implications for your field-orchestrated strategy

Rep cockpit: Arm field teams with the necessary tools to be responsive and relevant. A 'rep cockpit' provides direct, easy access to journey-driven insights so teams efficiently orchestrate plans and act quickly.

Next-generation field planning and execution: Bring a customer-centric approach to the field and leverage next-best actions with AI to drive dynamic planning and cycle plans based on touchpoints, message delivery, and conversion.

Engagement orchestration: Synchronize the experience across functions, roles, and activities and orchestrate an increasingly diverse set of specialized rep activities.

Enhanced value proposition: Shape and deliver a broader value proposition than simply providing promotional material.

New field competencies: Prepare field teams to be channel-fluid, insight-driven content curators with a service-oriented mindset, enabling them to be collaborative partners with customers.

Modernize medical: Medical teams play a critical role in customer engagement. Embrace new ways for sales, marketing, market access, and services to work with medical for a more significant impact.

⁸ Veeva Pulse Field Trends data, Q1 2024

4. Account-based selling: get organized around customers

The final two models are complementary yet distinct types of key account management (KAM). Organizations must differentiate between them and deploy both simultaneously or risk diluting their value, a common misstep. Account-based selling is a targeted, portfolio-centered approach that helps organizations coordinate their efforts around serving many accounts when multiple stakeholders are involved. A foundation of account-based selling has become table stakes for various reasons, including the widening circle of HCPs, stakeholders, and decision-makers involved in patient treatments, the growing complexity of accounts, and the volume of products competing for limited attention.

Key drivers

Balancing portfolios: As portfolios grow and shift, more products compete for limited attention among HCPs and accounts.

Stakeholder variety: Engaging a greater number and type of stakeholders requires more resources across sales, marketing, medical, market access, and services.

Who decides? Factors such as payer mandates, decreased HCP autonomy, an increased number of influencers, and centralized buying make decision-making more complex.

One company: Customers expect a seamless experience working with various representatives across your company. A series of separate and disjointed engagements erodes trust and decreases value.

Relieve teams' data burden: As markets, roles, and structures become more complex, the need for better-quality data and insights into account priorities, needs, dynamics, stakeholders, and performance grows. The staggering amount of details needed for connected engagement can't remain in the heads of the KAMs.

Implications for your account-based selling strategy

Simple account planning: Segment accounts to drive clear prioritization and keep account plans simple so teams can execute them at scale.

Streamlined account insights: A streamlined and structured ability to capture and share insights will make KAMs' jobs easier.

Design for collaboration: Make cross-functional execution easier by cultivating the right mindset and providing appropriate tools and incentives.

Visibility and connectivity: Encourage full cross-team adoption of KAM tools to ensure teams update and use technology to avoid information gaps, inefficiencies, and poor customer experience.

Portfolio strategy: Establish a clear portfolio strategy and embed it into account planning to ensure proper prioritization and clarity.

Clinical to commercial connection: Leverage clinical insights to shape early commercial strategy.

5. Strategic account management (SAM): shape the market

True SAM isn't sales version 2.0 but is a fundamentally different approach to partnering with your most important customers. Many organizations are executing on account-based selling, believing it is SAM. However, this strategy requires a different sales role profile with full ownership of accounts and new working methods that require additional investment. When applied correctly, companies use it for high-focus accounts — ideally the top 10 at most — because it is too costly to deploy broadly.

Key drivers

The influential few: A few key accounts set the standard and precedent for the rest of the healthcare system.

Top to top: Driving the system changes needed to serve HCPs optimally and improve patient outcomes requires true vision, senior partnership, commitment, and investment.

No pathway is the same: Biopharmas must identify and navigate the differences in local clinical practices and pathways to service HCPs' and patients' unique challenges.

Cost constrained: Severe cost and affordability constraints limit patient access.

Outcomes focused: Healthcare systems need more support to drive better patient and economic outcomes.

Implications for your SAM strategy

Enhanced account segmentation: Harmonize segmentation across the organization and segment based on value and needs.

Joint business planning: True partnerships require joint business plans, transparency over progress, and co-management of initiatives with clear mutual commitments.

Patient pathway mapping: Industrialize patient pathway mapping, insight capture, and data sharing by embedding it in the CRM and making it the 'beating heart' of your account plan.

Shared value management: Develop a scalable, cross-market, shared value framework to enable efficient sharing and delivery of shared value initiatives.

Innovative contracting: Access challenges require a greater focus on outcomes, value, and innovative contracting.

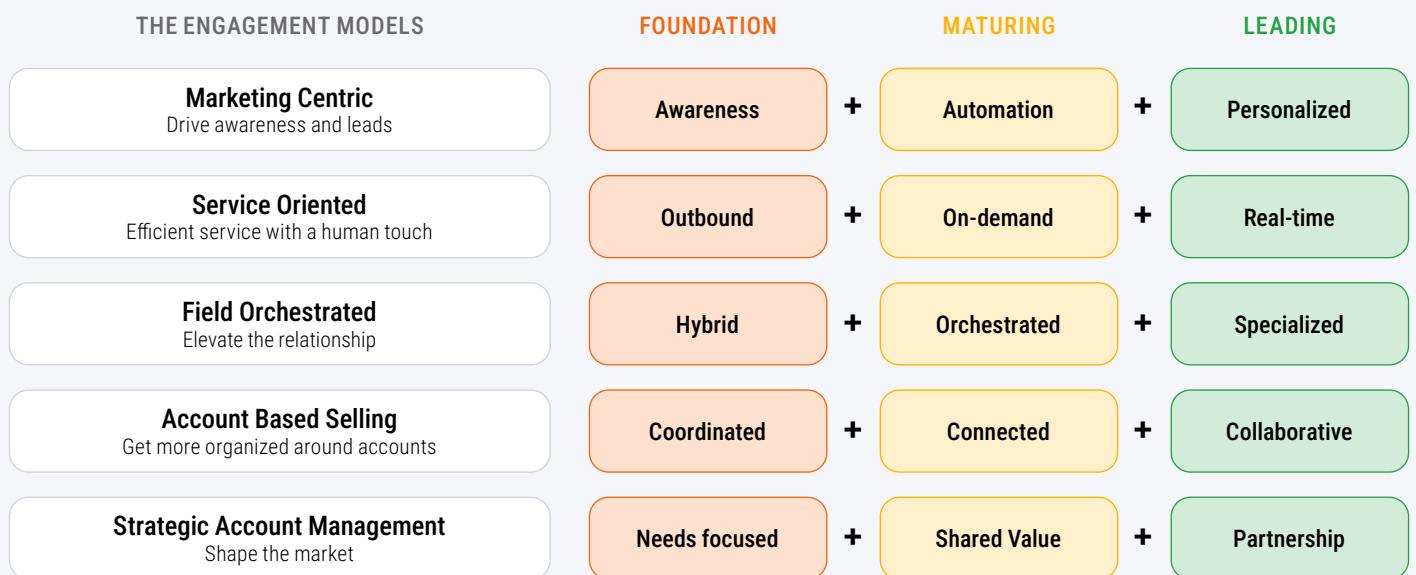
Elevate the role of the key account manager: True SAM isn't just 'dressed up' sales. Growing an account requires a different profile type, new working methods, and full ownership.

Biopharmas will be familiar with many of these engagement strategies. However, the possibilities and the stakes of succeeding with each one are shifting amid technology advancements and the maturation of data and analytics (Figure 8).

To dive deeper into the two KAM engagement strategies, read our white paper: **“Unlocking True KAM Transformation: Are You Ready?”**



FIGURE 8:
The evolution of the five engagement strategies



How AI fits into the 5 connected engagement strategies

There is no question about AI’s great potential in connected engagement strategies, and the hype is driving significant investment in use cases. However, a lack of caution and thoughtfulness in experimenting with the new technology is draining limited resources. AI is unlikely to lead to a sustainable competitive advantage in the medium to long

term as long as biopharmas train the applications on public data. We are seeing the first innovation cycle, or S curve⁹, of AI quickly reaching a plateau because AI-driven innovation that leverages public data alone will continue spreading rapidly across the market until its value diminishes.

⁹ **How History Shaped the Innovator’s Dilemma**, Harvard Business School working paper, 2020

AI's next great opportunity lies in the ability to mine your company's unique data and own your models rather than outsource, as many companies have done to start their AI journeys. Call reports, CRM data, customer feedback, and process metrics are rich data sources that can help transition AI to the next S curve and unlock additional value. Combining this with external data sources such as claims or industry call pressure data can turbo-charge your AI strategy. Connected engagement is critical because it becomes the fuel to scale AI use.

Numerous use cases are emerging in the commercial and medical spaces (**Figure 9**). Organizational readiness to implement them varies based on the availability and quality of data and the degree to which the companies have planned to integrate the tools and resulting insights into existing workflows. In cases where they are well integrated, employees can easily understand and act on the insights to augment decisions.

FIGURE 9:
AI use cases for the future of engagement



Organizational readiness*: ■ High ■ Medium ■ Low

*Six drivers of organizational readiness

1. Availability of data to input to AI models (especially 'outcome' data)
2. Ease of collecting the required data to fuel the models
3. The quality and completeness of the data
4. How established the key user interfaces are / quality of the UX to enable action
5. Whether there have been early signs of success via pilots etc.
6. People and organisational transformation required to successfully adopt solution

Source: Veeva Business Consulting

The critical capabilities of connected engagement

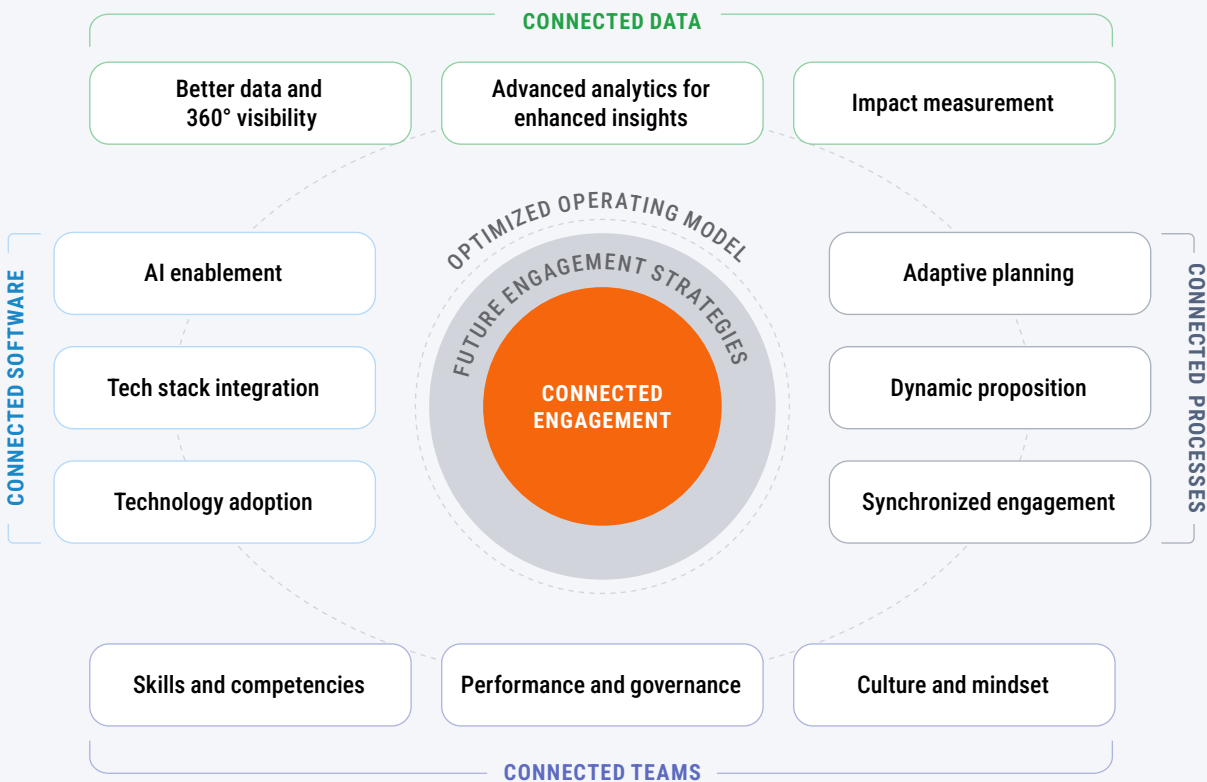
We've discussed the significant progress and investments biopharmas' have made in 'pieces of the puzzle' – the technology, data, and analytics platforms now broadly in place. But, the biggest challenge remains. Companies must create an integrated and connected platform that leverages AI and injects analytics into people's existing workflows instead of building complicated ways to apply the insights.

Early leaders will commit to building a change management culture that addresses knowledge and skills gaps among employees tasked with applying analytics and using data to leverage decision-making. Market leaders will continuously

partner with employees to drive the change required, train and retrain them, and measure and reward outstanding performance.

Most of the data they need to succeed is in place or accessible. But biopharmas must connect, leverage, and use it to learn and drive action. There is a greater need to modernize and optimize processes and ways of working to better connect teams and activities. Driving the change will require retraining 30+ years of muscle memory. That will take focus, effort, new skills, and different ways of measuring and rewarding performance.

FIGURE 10:
Connected capabilities



Future of engagement health check

How ready are you?

FUTURE ENGAGEMENT STRATEGIES

- Do you have a balanced marketing presence, and are you investing the right amount in various channels based on their impact?
- Do you have the channels to enable a pull model whereby customers can self-serve or connect with you quickly?
- Do you clearly understand the field force of the future and what this means for your organization?
- Does your organization distinguish between account-based selling and strategic account management?

CONNECTED PROCESSES

- Are you ready for next-generation planning driven by better-quality data, targeted customer journeys, enhanced insights, and predictive models?
- Do your teams have the tools to quickly and dynamically tailor and personalize content and messages?
- Are you connecting sales, marketing, and medical through one common customer journey designed for and enabled by CRM?
- Are you leveraging generative AI to enhance productivity?

CONNECTED TEAMS

- Have you clearly defined the skills and competencies each of your teams requires to compete and succeed in the future?
- Are you investing enough in change management to reinforce and embed new behaviors?
- Have you adapted incentive compensation models to reflect changing roles and ways of working?
- Have you embedded an agile culture where teams can experiment and are prepared to fail fast?

CONNECTED DATA

- Is your data fully connected and built on a common data architecture?
- Do you have a focused AI strategy that isn't getting lost in the hype or giving away a competitive advantage?
- Have you industrialized how you measure conversion and customer experience at scale to create better outcome measures?
- Have you mastered A/B testing to embed a culture of rapid experimentation?

CONNECTED SOFTWARE

- Do you have a set of fully integrated platforms to minimize bespoke and ad-hoc market-specific solutions that add complexity?
- Are your solutions designed around business processes and supported by clear operational standards around ways of working?
- Is your user experience optimized to make tools simple and easy to use?
- Have you established a robust governance process to manage tech requirements, updates, and value realization?

In conclusion

Innovation is driving excitement and opportunity in biopharma. The groundbreaking treatments becoming available offer hope for patients to live longer and healthier lives. But, ensuring patients benefit from them requires more than robust drug development pipelines. The industry acutely needs new, leading capabilities to take these medications to market in the fastest and most effective way.

Amid internal and external pressures and growing complexity at every level in the biopharma ecosystem, traditional engagement models must evolve to stay relevant and meet the growing needs of complex healthcare systems and HCPs. It will take time to build and mature. Assess where you are today and set a clear path forward.

AUTHORS



Aaron Bean

VP, Commercial Business Consulting Lead, Europe and Asia

aaron.bean@veeva.com



Ali Mersky

Practice Manager, Commercial Business Consulting Lead, U.S.

alison.mersky@veeva.com

Please get in touch to schedule a half-day executive workshop to explore the future of connected engagement and its implications for your company.



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Veeva Business Consulting combines commercial and medical expertise with Veeva's proprietary data and technology to deliver business-focused solutions for our customers. Our team of experts offers a suite of unique advisory offerings, including future engagement models, next-generation planning, KAM transformation, field excellence, product launch, marketing, and content excellence, all supported through unique HCP insights and analytics.

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