

White Paper

# How To Unlock the Potential of Hybrid Healthcare Professional Engagement With Content That Exceeds Expectations

*Why hybrid HCP engagement needs to be considered a separate entity to face-to-face interaction.*

**SILVIA PELLEGRINI**, Content Strategy expert, IQVIA Centre for Excellence in HCP Engagement



# Table of contents

<b>Introduction</b>	<b>3</b>
<b>The shift has started</b>	<b>3</b>
<b>Adopt a forward-thinking focus to avoid comparison</b>	<b>4</b>
<b>New ways to engage are being embraced</b>	<b>4</b>
<b>Dedicating quality time</b>	<b>6</b>
<b>Reframe to realize new potential</b>	<b>7</b>
<b>6 principles of good proposition and content for remote and hybrid engagement</b>	<b>7</b>
<b>Creating a fit-for-purpose proposition and content</b>	<b>10</b>
<b>References</b>	<b>10</b>

# Introduction

In today's world, adaptability and flexibility when it comes to how we interact is a necessity. The impact of the pandemic has left professional engagements in a unique position. Gone are the days where only face-to-face interactions are deemed acceptable to show professionalism and commitment. Instead, we now live in a world where the true show of innovation comes through how we connect with each other in the most practical, efficient and rewarding way for all parties. Rather than trying to emulate the benefits of face-to-face, now is the time to look forward and unlock new potential and benefits found in more holistic engagement models.

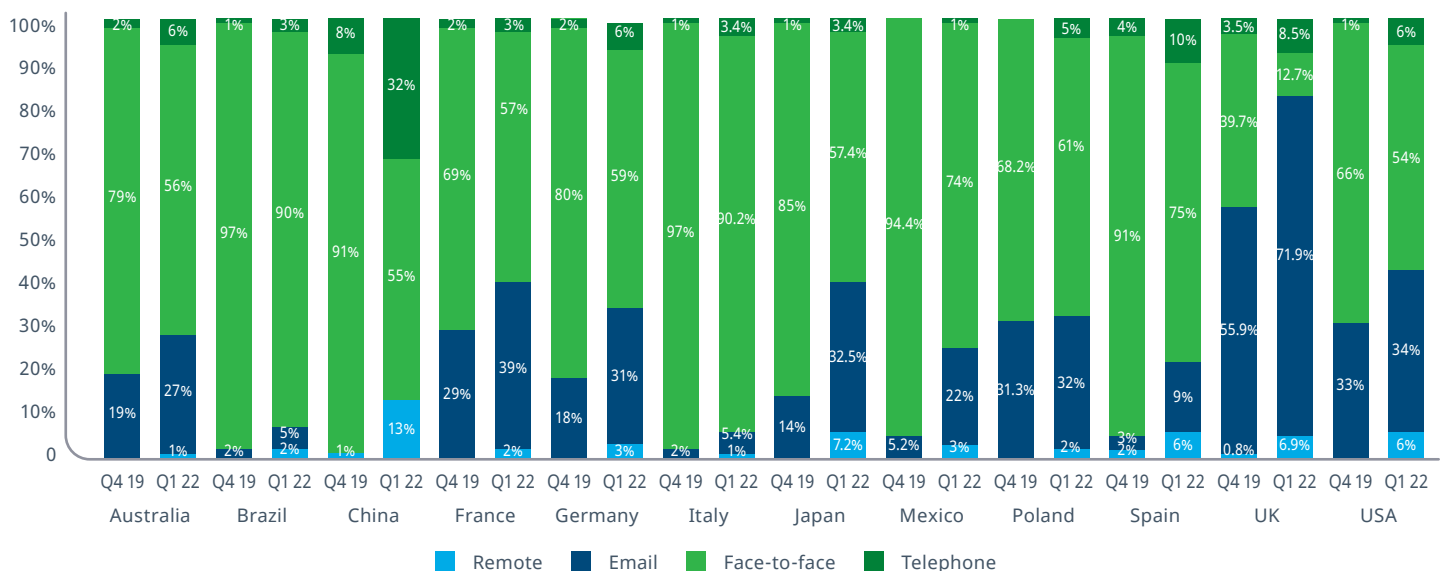
## The shift has started

IQVIA ChannelDynamics© research shows that dedicated remote, or remote in combination with face-to-face engagement (also defined as hybrid engagement), is already becoming an established way to engage with HCPs thanks to its flexibility, convenience and efficiency.

While face-to-face has traditionally been the pinnacle when measuring idealistic interactions, life science companies are beginning to find that remote and hybrid engagement can be a rewarding and successful addition to the ways of working with HCPs.

**Figure 1: Percentage of channel mix**

Quarter 4 2019 vs Quarter 1 2022



Source: IQVIA ChannelDynamics©



## Adopt a forward-thinking focus to avoid comparison

For companies making a transition to remote and hybrid engagement models for the first time, trying to translate the face-to-face experience into a virtual setting is a common pitfall. Approaching it in this way will only serve to highlight any areas where remote engagement can't emulate face-to-face interactions, and emphasize its limits. Instead, it's much more beneficial to focus on finding a whole new set of possibilities, unlocking what you can do with a hybrid approach that you couldn't previously, and addressing any unmet needs for HCPs better than ever before.

## New ways to engage are being embraced

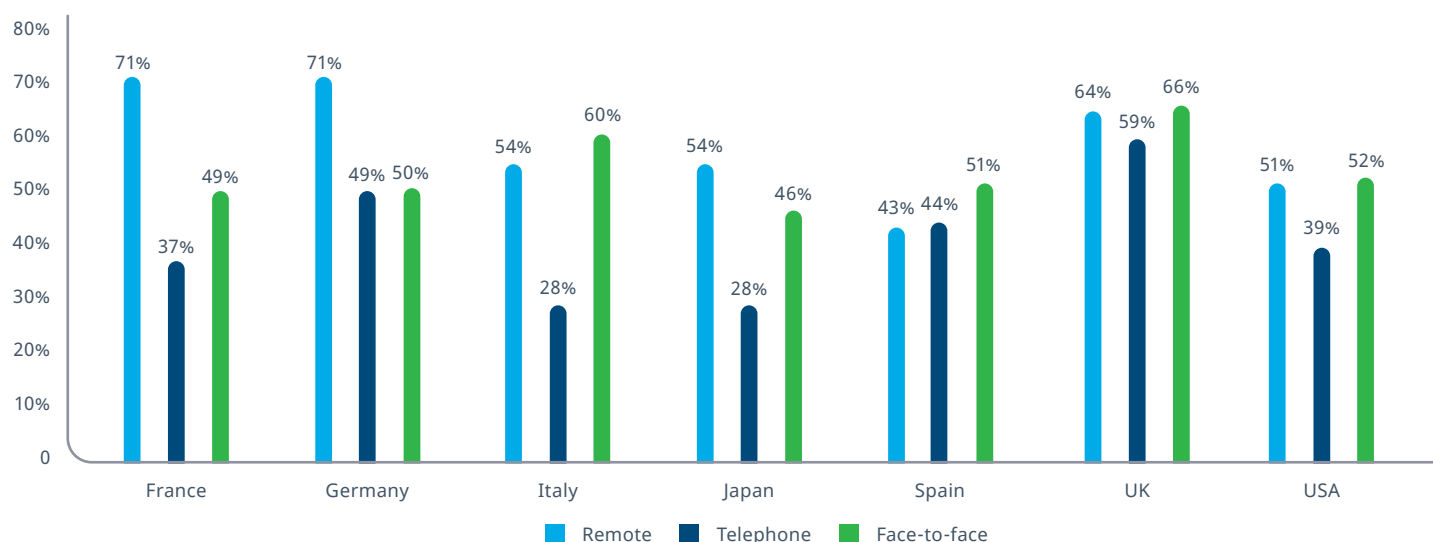
While there is a belief that a dedicated remote or hybrid model is an "inferior version" of face-to-face engagement, our experience and insights tell us that remote is equal or better on several dimensions. Let's start with the impact found on intent to prescribe, based on IQVIA ChannelDynamics® data, as shown in figure 2.

Here, you can see that remote and hybrid engagement can yield the same, or better, impact on intent to prescribe than face-to-face.

This positive embracement can be due to a number of reasons, including rarely visited HCPs reporting that they now have a chance to be 'heard and seen' by representatives who can't travel to their area.<sup>1</sup>

**Figure 2: Intent to prescribe, 2021**

Share of contacts resulting in increased intent to Rx 2021



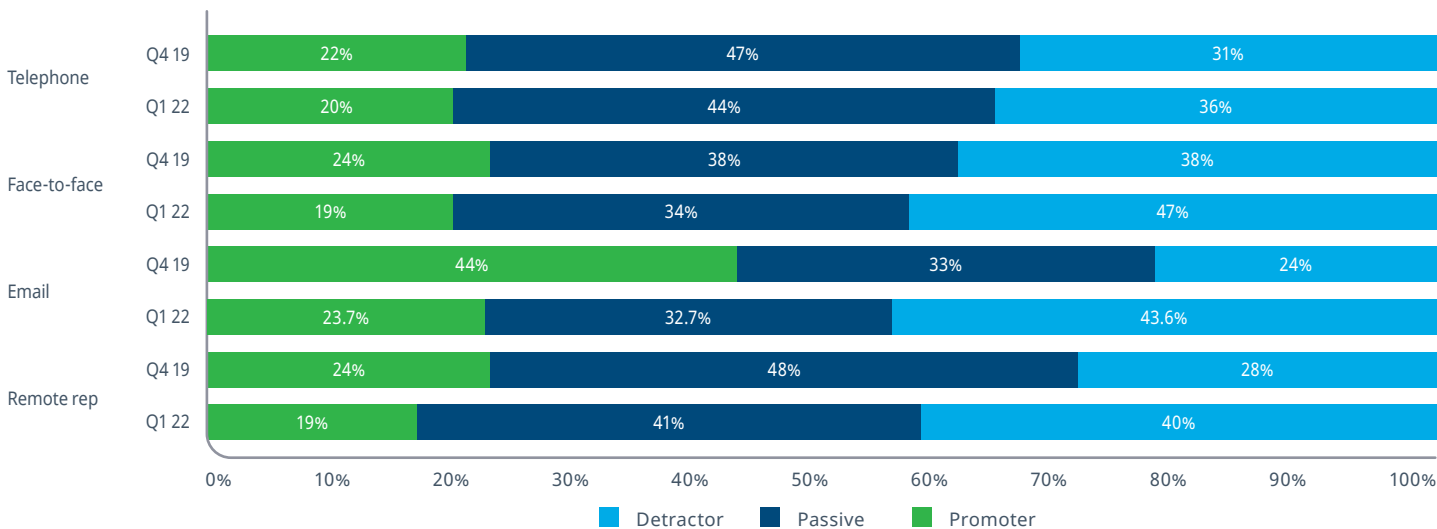
Source: IQVIA ChannelDynamics®



Our ChannelDynamics® data also shows that due to positive experiences during the pandemic, HCPs are shifting their preference towards remote and hybrid engagement, with younger HCPs being open and comfortable with remote interactions.

**Figure 3: Net Promoter Status**

Quarter 4 2019 vs Quarter 1 2022



Source: IQVIA ChannelDynamics®



## Dedicating quality time

Face-to-face engagements require spending time making travel arrangements, not to mention the time required to travel to and from the engagement, too. All that time could be better spent dedicated to speaking and listening to HCPs.

Our ChannelDynamics© research also shows that remote engagement calls tend to last longer, as shown in figure 4. Longer engagement calls comes with a number of benefits:

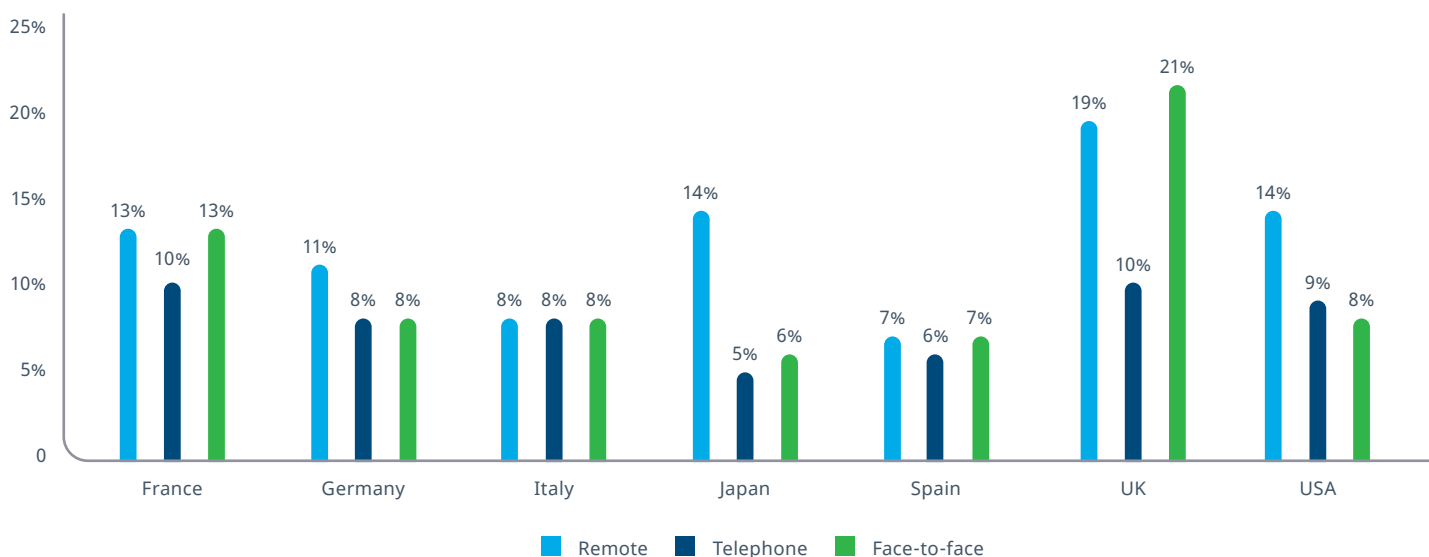
- More time dedicated to the matter at hand can lead to more in-depth and stimulating discussion, which naturally helps to build rapport and achieve better outcomes for all involved.<sup>2</sup>

- The delivery of a remote call often sees the involvement of more stakeholders beyond the HCP, extending the level of engagement with the clinic staff or HCP’s peers.<sup>1</sup>
- The planning and technology involved in each call opens the opportunity for a flawless execution of individual customer journeys that include connected touchpoints before, during, and after each call.

*More time dedicated to the matter at hand can lead to more in-depth and stimulating discussion.*

**Figure 4: Top 7 markets**

Average detail duration



Source: IQVIA ChannelDynamics©

Understanding the specific organizational model and advantages of remote and hybrid engagement presents you with an opportunity to build a suitable and personalized customer experience, in which proposition and content play an important role to increase HCP satisfaction. Let’s take a closer look at what we mean by that.

# Reframe to realize new potential

At IQVIA, we have identified seven critical success factors for remote and hybrid engagement.

## CHANGE MANAGEMENT

- Align with other organizational strategies and supporting functions.
- Leader buy-in.

## PERFORMANCE MANAGEMENT

- Initial close management and coaching to establish new expectations.
- To learn and evolve.

## MEASUREMENT AND INSIGHT

- New and adapted measures to enable the right behaviours and optimal outcomes.
- Advanced data management.



- Define and agree ways of working.
- Led and delivered by people with required attributes.

## AUDIENCE AND CHANNELS

- Optimal use of preferences and data to define best channels and times for engagement.

## PROPOSITION AND CONTENT

- Proposition and positioning must be relevant to the HCP.
- Evolving channel relevant content.

## SEAMLESS TECHNOLOGY

- Easy experience for HCP and engagement specialists enabling platform usage.
- Flexible and connected technologies.

Below, we share with you some of our tried and tested recommendations in terms of proposition and content, to reframe hybrid HCP engagement as a model on its own, rather than being a model that is directly compared to face-to-face engagement.

## 6 principles of good proposition and content for remote and hybrid engagement

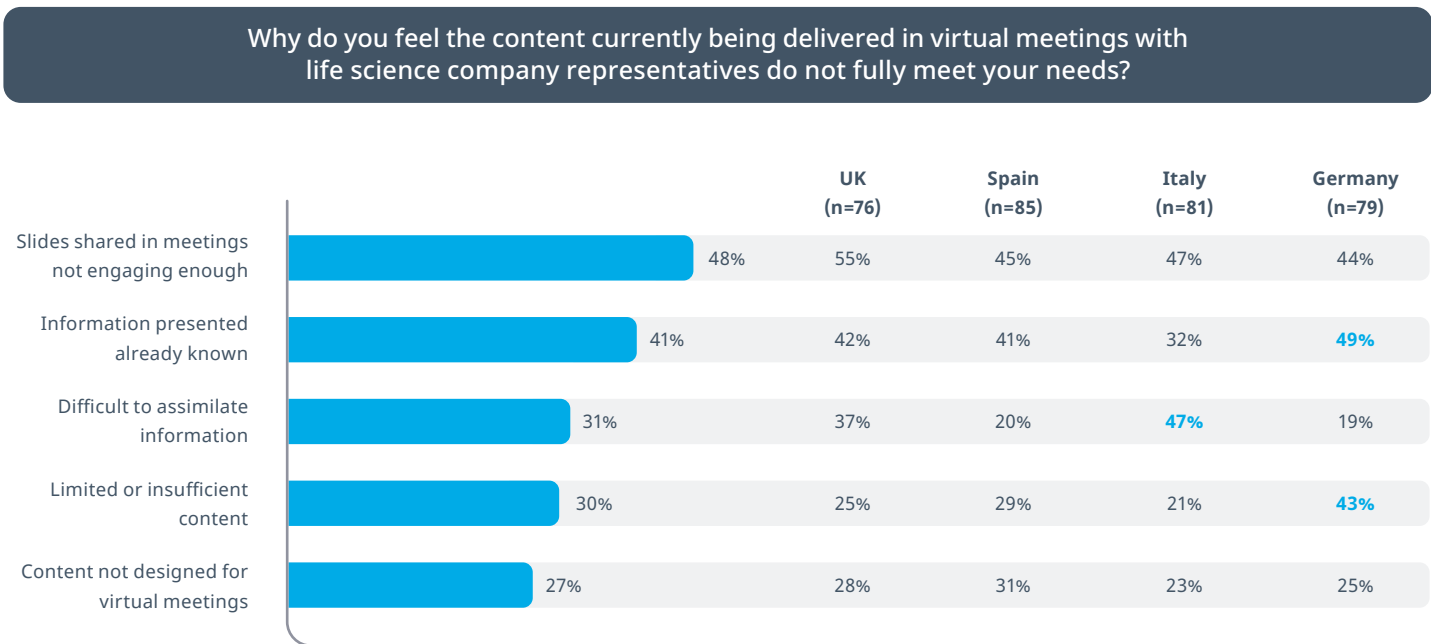
IQVIA market research conducted in Q1 2022 indicates that only 23% of HCPs said that remote content 'completely satisfies' their needs.

**Almost half of physicians found that content used in remote calls either fails to engage them, or contains information that they already knew.** One in three consistently reported that the information is either difficult to understand, too limited, or not designed to work for remote meetings.



**Figure 5: HCP satisfaction with the content of virtual meetings**

HCPs most frequently report content delivered during virtual meetings do not fully meet their needs due to slides shared not being engaging enough.



Base = 321 HCPs reporting content delivered in virtual meetings does not fully meet their needs  
 Source: Market research with primary and specialist physicians conducted by Synergy on behalf of IQVIA (Germany, Italy, Spain, UK; January–March, 2022)

These issues are consistent with findings reported by IQVIA engagement specialists<sup>1</sup> — medical science liaisons, sales representatives or key account managers — who also recommend that specific proposition and content needs to be created to better engage with the “gatekeeper”. Typically, this would be a nurse or admin coordinator who manages remote access to the targeted HCP.

***“Based on HCP needs and our experience at IQVIA, we’ve identified six principles linked to ‘proposition and content’ that can collectively contribute to remote and hybrid engagement success.”***

— Silvia Pellegrini





## 6 PRINCIPLES OF GOOD PROPOSITION AND CONTENT FOR REMOTE AND HYBRID ENGAGEMENT

### ADD VALUE WITH PROPOSITIONS

A common barrier to remote and hybrid HCP engagement is scheduling the initial appointment. The engagement specialist — whether that be the remote or hybrid sales representative, MSL or KAM — often goes through a gatekeeper before being able to schedule the appointment. A strong customer-oriented proposition can lower this barrier by allowing the engagement specialist to succinctly explain the value or benefit that the HCP is going to get out of engaging with a specialist. This principle equally applies to the intended audience and to the gatekeeper/additional stakeholders the engagement specialist interacts throughout the engagement process.

### ENSURE VISUAL APPEAL

On calls, HCPs can access content throughout, which means nice-looking presentations with well-signposted messages can help draw and retain the viewer's attention. **Good presentations should contain clean slides featuring a reduced number of messages, large graphs, large fonts, pictures, good color contrast and infographics.** This allows the HCP to quickly grasp the key contents and messages presented on a remote platform while discussing with the engagement specialist.

### ENCOURAGE INTERACTIVITY

As humans, we find pleasure in engaging in two-way conversations. **However, technology can sometimes favor one-way presentation modes that don't support the conversational nature of a scientific exchange.** When this happens, HCPs can feel unheard, taking away from building trust and a relationship. To avoid the feeling of being 'presented to', presentations should incorporate systems to facilitate a dialogue. For example, give the HCP opportunities to answer questions or choose relevant topics and participate in the dialogue. This will help generate information that can personalize the content journey. Using or directly re-purposing content

developed for face-to-face engagements for this type of interaction is insufficient as it often won't include the expected level of interactivity.

### PROVIDE DEPTH

As data shows that remote calls are often longer than face-to-face, there's an opportunity to go deeper on the subject. We recommend providing additional layers of information to answer questions in real-time. These additional layers don't necessarily have to be part of the core story flow, but should be available for quick reference and display. Good examples can include additional data sub-set analysis, additional real-world evidence, comparative trial information, and extensive trial overview with supporting literature.

### OFFER VARIETY

Content variety helps maintain engagement over time by keeping it fresh. IQVIA engagement specialists report that due to the longer average call duration and the unidirectional presentation mode, they can cover more ground in a single call, reducing the amount of new information they can use in subsequent calls. In addition to depth, we recommend to design a call plan that includes topics that are generally not addressed in face-to-face situations due to lack of time, such as disease state education, patient support programs, event highlights and access to educational opportunities.

### BE PERSONAL

A hybrid approach gives you the opportunity to select content that resonates with the individual HCP's interests. Engagement specialists are skilled at uncovering HCP insights, interests and needs, and are trained to use this information to orchestrate personalized content journeys. Make sure you have two or three different content journeys to enable the engagement specialist to address individual customer needs with meaningful messages, resources and activities. As a result, you can increase trust and build a stronger relationship

## Creating a fit-for-purpose proposition and content

Getting the proposition and content right is a critical success factor for hybrid HCP engagement. It's important to avoid lifting them directly from the face-to-face experience, as remote channels offer specific engagement opportunities that need to be leveraged in order for the approach to be successful.

At IQVIA, we've delivered remote and hybrid engagement solutions to over 90 life science companies in 30 countries, for over 20 years. Our mission is to help you excel at innovative approaches and support you in your engagement transformation journey through knowledge, expertise and best practices. All opportunities and best practices mentioned in this article come from IQVIA's extensive experience and are confirmed by research with HCPs.

*For further assistance in optimizing proposition and content for remote and hybrid engagement, speak to the IQVIA experts at the Centre for Excellence in HCP Engagement*



**Liz Murray**

Head of Centre for Excellence in  
HCP Engagement

Contract Sales and Medical Solutions

[liz.murray@iqvia.com](mailto:liz.murray@iqvia.com)



**Silvia Pellegrini**

Global Content Strategy, Centre for  
Excellence in HCP Engagement

Contract Sales and Medical Solutions

[silvia.pellegrini@iqvia.com](mailto:silvia.pellegrini@iqvia.com)

## References

1. Interviews with IQVIA engagement specialists (Germany, Spain, the Netherlands, U.S., UK; March–April, 2022)
2. Market research with primary and specialist physicians conducted by Synergy on behalf of IQVIA (Germany, Italy, Spain, UK; January–March, 2022)

---

**CONTACT US**  
[iqvia.com](https://iqvia.com)

