

White Paper

Evolving Customer Experience Measurement to Enable Actionable and Impactful Engagement

To truly lead in customer experience, there needs to be more effective measurement of customer experience that goes beyond satisfaction and connects to business results

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Introduction

Customer experience (CX) continues to be a very hot topic in the biopharma industry. Almost all organizations have a clearly stated ambition to be customer-centric and most have tried to move beyond simply embracing a mindset shift by making large investments to advance their capabilities in support of that philosophy. In fact, in a recent IQVIA survey of pharmaceutical executives, more than 40% of respondents identified innovative and personalized customer engagement models as their highest priority for the year ahead.

Over the past few years, the majority of players across the industry have been investing in more customer data, advanced analytic capabilities, marketing automation platforms, and developing digital engagement capabilities all with the intent of delivering more personalized and orchestrated healthcare provider (HCP) engagement. Companies are shifting towards engagement models where customer orchestrations are becoming more individualized rather than a broad-brush, decile-based approach.

However, with all the investment also comes an increased pressure to demonstrate value and impact. While there may be a growing recognition that shifting focus towards a customer-centric model isn't going to immediately result in script uplift within a single quarter, there is still a clear need to measure and demonstrate impact. CX leaders are being tasked with showing near-term and longer-term metrics that will build towards ROI and business impact.

Net Promoter Score (NPS) has become something of the preferred metric for many pharma organizations looking to measure CX, with many large organizations setting NPS goals to advance their customer-centric transformation journeys.



Reasons for adopting NPS as the measurement tool are its familiarity and use in many industries, simplicity in communicating results, and efficiency in capturing customer response data. An added benefit is that it gives companies a single metric for managing CX, serving as a proxy for advocacy, which studies have shown correlates with incremental business growth. However, NPS is not without its limitations, especially within a complex and B2B2C industry like pharmaceuticals. With the rush to show output and impact, too many organizations are falling into the trap of assuming NPS will be a silver bullet solution, that if you get it moving in the right direction, everything else will fall into place. Unfortunately, things are never that simple.

NPS has its benefits, but also has some clear limitations



MISSES WHAT'S WORKING AND WHAT ISN'T:

An NPS score is not an end in itself. It's just a reflection, at a given moment and for a physician, of their overall satisfaction in the brand and broader experience they receive. However, it doesn't tell you what is behind the score in terms of what they didn't like or, on the contrary, loved. This information is much more critical than the NPS score itself, because it allows you to act.



ADVOCACY NOT ACQUISITION FOCUSED:

NPS is typically focused on current customer base and is, therefore, a measure of their current satisfaction. It gives you the probability of keeping your current base, but will not give you any indication of the possibility of growing it. NPS doesn't give information about non-customers or ex-customers. However, these are areas where organizations can find significant growth opportunities.



DOESN'T CAPTURE COMPETITIVE CONTEXT:

NPS doesn't capture what is happening in the marketplace. Competitors' offers and the value perceived by physicians are not part of the equation, despite these being essential elements to anticipate customer advocacy. Understanding competitive dynamics and associated HCP will allow you to better drive engagement.



BIASES BETWEEN BRANDS AND BUSINESSES:

In intermediary B2B2C industries like pharmaceuticals, NPS can have limitations in terms of understanding the delineation between the efficacy and advocacy for an individual drug versus the engagement and experience that can come at an enterprise level. This can result in confusion as to what the NPS score truly reflects.

To overcome these inherent challenges, at IQVIA, we believe a more dynamic and integrated set of CX metrics are required for improving a brand or franchise's performance. Metrics that can drive understanding of customer satisfaction and advocacy, but also identify specific factors that explain excellent experience.

This set of metrics covers product experience, but also channel and content affinity, product access, and patient support components. The combination of these factors, along with more granular metrics, support more agile and precise decision-making for brand and commercial leaders.

IQVIA HCP CX metrics: Critical factors shaping a successful experience with biopharma brands

VALUE OF FIELD ROLES

- Quality of rep interactions
- Role specialization and variety
- Coordination engagement

CLINICAL INFORMATION

- Value of the brand's clinical data
- Quality of real-world data
- Frequency of updates

PATIENT SUPPORT

- Quality of resources offered to patients
- Patient compliance support
- Quality of patient communications



DIGITAL CHANNEL SATISFACTION

- Digital and virtual channel affinity
- Satisfaction with digital content and resources
- Clinical peers' information sharing

PRODUCT EXPERIENCE

- HCP satisfaction with the brand
- Feedback from patients
- Dosing convenience of the brand

PRODUCT ACCESS

- Satisfaction with coverage and affordability
- Ease of the prescribing approval process
- Ease of getting patients started on therapy

The path to more effective CX measurement requires a holistic and stepwise approach

To establish an effective and actionable HCP CX measurement program, we believe a comprehensive and stepwise approach is the best path. Focusing on brand-specific, HCP-level data is crucial for driving actionable insights and maximizing return on investment (ROI). Specific steps will likely include:

- **Evaluate your customer engagement model.** Begin by analyzing your customer engagement model to identify new or evolving components that need measurement for performance enhancement. Brands are now prioritizing the timely, convenient, and personalized delivery of information and resources to HCPs. This includes a broader range of information, encompassing traditional product, clinical, patient, and cost data, as well as access to experts facilitating patient onboarding. The variety of channels through which information is disseminated has also expanded, emphasizing on-demand and self-support options.

- **Assess and address data gaps.** Document the CX data collected across the enterprise and identify gaps concerning the evolving customer engagement strategy. Establish a cross-functional CX team to collect data from various touchpoints with customers. This team should identify systems producing data for measuring engagement performance, including primary research studies, NPS measurements, customer feedback from meetings and events, and sales force effectiveness metrics such as sales representative and medical science liaison value. Additionally, explore activity data for advanced analytics to determine CX performance drivers and prioritize key performance indicators for improvement.
- **Leverage integrated datasets.** Utilizing an integrated cross-functional and enterprise dataset at the HCP level as the foundation for analysis, reporting, and action planning can help to accelerate insights. Furthermore, integrating internal data sources with syndicated and secondary HCP-level data related to experience and behavior drives a richer insight base. Measurement gaps can be addressed using primary-sourced data such as HCP panels or surveys, providing essential metrics on the core dimensions of customer experience.

- **Develop a standardized scoring methodology.**

Utilizing the aforementioned integrated CX datasets and performance metrics can support the creation of standardized analytics methodology for scoring the holistic experience. Advanced analytics can then be leveraged to identify key drivers of CX and prioritize these metrics as drivers of performance improvement. Input variables can be created to represent CX in a brand's promotion mix model and other campaign plans, guiding resource allocation and brand actions.

- **Foster cross-functional collaboration.** Form a cross-functional CX measurement team comprising representatives from marketing, digital, medical, sales, market access, and patient services teams. Regularly review CX performance metrics against competitors and identify actions for the relevant functions to implement. Document and monitor these actions, evaluate their impact on performance metrics quarterly, and adjust strategies accordingly.

If you're considering working with a partner to execute on your customer experience strategy, IQVIA helps our customers define and implement CX measurement plans, driving to better actions and bigger impact. We can help you design your commercial model, provide you with the data and technologies to accelerate and operate your commercial model, and help you measure the things that matter.

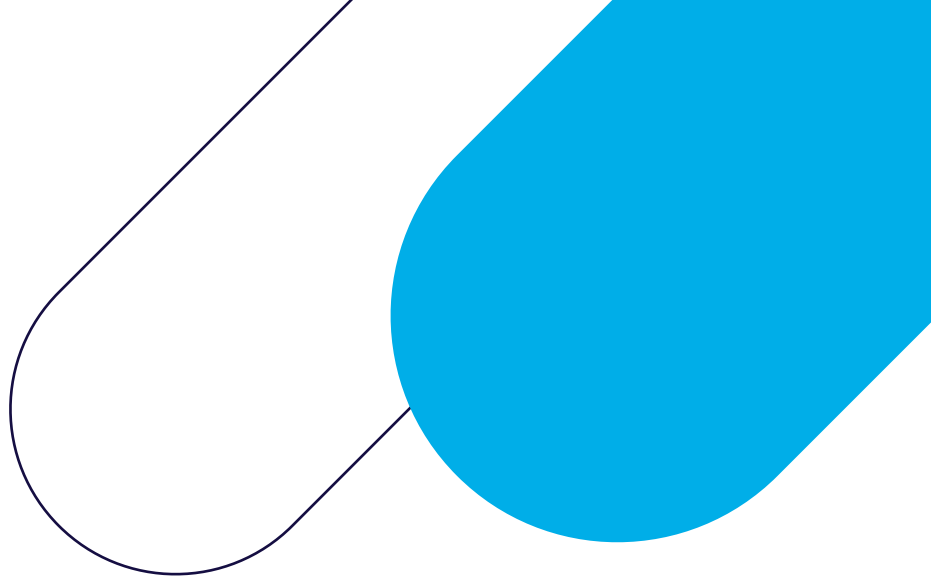
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