Outstanding Physician Experience...

... to boost Brand Preference

EXTENDED VERSION
Table of Contents

1. Introduction p. 3
2. Why is Physician Experience so Important? p. 9
3. The Smart Physician Experience Model – Concept p. 11
4. The Smart Physician Experience Model – Approach p. 15
   - Physician Experience Strategy Crafting p. 16
   - Physician Experience Insights p. 17
   - Physician Experience Analysis p. 19
   - Physician Experience Design p. 29
   - Physician Experience Delivery p. 31
   - Physician Experience Measurement p. 33
   - Physician Experience Organization Design p. 37
5. Conclusion p. 38
6. Smart Pharma Service Offering p. 39

“Good Physician Experience does not happen by chance but by design”
1. Introduction

Offering outstanding Physician Experience is a source of competitive differentiation likely to boost their brand preference

Forward

- The search of outstanding customer experience should be the overarching priority of R&D-based pharmaceutical companies
- Indeed, numerous studies, in various industrial sectors, have shown that delightful customer experience is a powerful means to create and maintain privileged relationships and induce customer preference for their related products (or services), leading to market share growth
- By offering outstanding experiences to physicians, pharma companies are more likely to:
  - Keep on interacting with them
  - Differentiate positively their products from competition
  - Optimize their market share evolution
- In this position paper, we have adapted the concept of “customer experience” to physicians, and we propose a methodology and tools to help pharma companies offer outstanding physician experience

“Managing customer experience bolsters your brand” – Stan Phelps

Sources: Smart Pharma Consulting

1 Pharmaceutical companies must deal with other customers such as regulators, payers, distributors, patients, patient advocacy groups who will not be covered in this position paper
1. Introduction

The purpose of Physician Experience is to urge pharma companies to provide physicians not only with products and customized services but to enrich their life with memorable events.

Physician Experience (PX) – Definition (1/2)

- Innovative drugs and related services are key to success, but too quickly copied to create a sustainable competitive advantage.
- Delivering experiences, delighting physicians, is a powerful means to cope with product and service commoditization.
- Physician Experience is the perception (physical, rational, emotional, sensorial, etc.) resulting from interactions with a product, its associated services and the people of the companies involved in selling and/or delivering them.
- Thus, experiences may be different from one physician to another.
- Experience-related events either before, during or after a drug prescription, a service delivery, an exchange with the company\(^1\) determine the degree of physician delight.
- Remarkable Physician Experience enables to differentiate positively drugs from competition by enriching physicians’ life.

Sources: Adapted by Smart Pharma Consulting from “Welcome to the Experience Economy” by B. Joseph Pine II and James H. Gilmore, HBR (1998)

\(^1\) Its collaborators or representatives
1. Introduction

Physician Experience must be defined as the physician end-to-end journey, not just at key touchpoints

Physician Experience (PX) – Definition (2/2)

- Physician Experience should not be limited to key touchpoints or critical moments – also called moments of truth – when physicians interact with a brand (drug), its related services and/or the company marketing it.
- Physician Experience is the accumulated effect of multiple touchpoints over time, which can lead, if positive and consistent, to a strong relationship feeling and intimacy between physicians and brands.
- Physician Experience needs to be extraordinary, memorable and compelling in order to generate a competitive advantage.
- Physician Experience is not fully under the control of the pharma company marketing a brand; it is also impacted by various indirect elements and stakeholders (i.e. bad buzz on social media, word-of-mouth, advocates, detractors, distributors, etc.).

“People will forget what you said, what you did, but not forget how you made them feel” – Maya Angelou

Sources: Adapted by Smart Pharma Consulting from “The Truth about Customer Experience” by A. Rawson et al., HBR (2013)
1. Introduction

Zappos key strategy to retain its customers consists to create a “wow” effect on every call so that customers feel delighted of their interaction with the employees

Zappos Customer Excellence Strategy

- Delivering wow customer service
- Designing enabling organization & tools
- Selecting the right service metrics

- It can be defined as a service going beyond fulfilling basic expectations in a creative and unexpected way
- Employees attempt to distinguish the service experience for every customer each time they interact with them
- For so doing, they connect over the details of the order, a question or a difficulty, and create a special emotion by using the right words, transcending the transaction

- Zappos has set up a decentralized management model\(^1\), called holacracy, to help staff remain focused on delivering wow customer services
- Personalization of services, requiring to know and understand what customers want and need, is supported by AI\(^2\)
- Call center employees are trained for four weeks on how to make customers happy, by creating Personal Emotional Connections

- Customer-facing staff is expected to spend 80% of their time interacting with clients, whatever the number of clients
- Zappos measures the quality of contacts with a 100-point scale:
  - Did the agent try twice to make a PEC\(^3\)?
  - Did he keep the rapport going after the customer responded to its attempt?
  - Did he address unstated needs?
  - Did he provide a “wow experience”?\(^4\)

If Zappos sells average products at average prices, it delivers unique services, second to none

Sources: Forbes.com (09/2018) – CMO.com (05/2018) – Smart Pharma Consulting

\(^1\) This model is of interest in situations requiring flexibility, adaptability, responsiveness and empowerment. Responsibilities are distributed throughout self-organizing teams

\(^2\) Artificial Intelligence, especially to better predict the best size of shoes and clothes for customers

\(^3\) Personal Emotional Connection

\(^4\) Those having less than 50-point average at the end of the month, will receive extra training
1. Introduction

The key lesson to learn from Amazon.com is their continuous experience improvement strategy with a special focus at making the customer life as easy as possible.

Amazon Customer Excellence Strategy

1. Understanding customer needs
   - Amazon is a customer-centric company whose priority is to keep on improving its understanding of customers needs
   - Due to its size, Amazon can capture a huge amount of data and uses it to deliver personalized offers and recommendations based on previous purchase history
   - Amazon believes that the key dimensions defining customer experience are right sellers and products, price and convenience

2. Anticipating customer needs
   - Amazon tends to listen to its customers and meet them where they are at, developing for instance:
     - The “Customers who bought this item also bought” functionality to anticipate clients needs
     - The “Being given as a gift” functionality to know who will be the end user, and thus propose more relevant personalized offers or recommendations

3. Simplifying the customer journey
   - The objective of Amazon is to turn a client into a lifetime customer by developing functionalities that ease its journey such as:
     - One Click, ensuring a fast and simple purchase without customers having to re-enter credit card and address details
     - Prime is a subscription service that gives access to free 1- or 2-day delivery
     - Searching, adding to cart or returning items process have been made easy

Amazon was one of the first companies to invest in technology and infrastructure, and to leverage data collection to enhance the customer experience.

Sources: Joe Coleman CRM Magazine (2018) – Smart Pharma Consulting

1 The annual subscription which costed €49 in France and $119 in the USA in 2019, gives members access to a variety of additional perks such as: exclusive deals, streaming titles on Amazon Video, 2 million titles on Amazon Prime Music, etc.
# 1. Introduction

Air France customer experience strategy is supported by an integrated CRM system enabling the delivery of excellent human interactions, along the customer journey.

## Air France Customer Excellence Strategy

<table>
<thead>
<tr>
<th>Understanding customer needs</th>
<th>Delivering personalized experiences</th>
<th>Simplifying the customer journey</th>
</tr>
</thead>
</table>
| ▪ By better knowing its customers, Air France expects to better serve them | ▪ Air France has developed, over the years, tools to propose personalized services to its customers, such as:  
  ‒ Algorithms to offer promotional fares to their next favorite destinations, according to the pages they have consulted on Air France website  
  ‒ iPad for its front-line staff to enhance its face-to-face service | ▪ Air France aims at simplifying customers lives by developing tools such as:  
  ‒ Electronic bag tags and tracking devices as well as bag drops in order to facilitate customers travels  
  ‒ Geolocation and chatbots tools are also explored to let Air France be present where its clients are (e.g. clients can receive their boarding cards on Facebook Messenger) |

Air France uses technology and innovation to develop customer intimacy<sup>1</sup> to create superior customer experience.

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<sup>1</sup> Consists in getting closer to customers to better know and understand their needs and wants and to better fulfil or anticipate them.

2. Why is Physician Experience so Important?

Offering outstanding Physician Experience is a strong driver to generate positive memories in highly competitive markets where products and services are most often undifferentiated.

Physician Experience Objective – Part 1

“It is no longer enough to satisfy your customers, you must delight them” – Philip Kotler

- To grow, it is not anymore enough for pharma companies to:
  - Market effective, safe and convenient drugs
  - Deliver good quality associated services

- To modify the opinion and then the behavior of physicians in favor of their marketed drugs, pharma companies must go beyond product and service functionalities

- Thus, pharma companies must offer, along with drugs and services, consistent, intentional, differentiated and valuable experiences, that physicians will positively remember

Sources: Smart Pharma Consulting
2. Why is Physician Experience so Important?

Providing positive experiences to physicians will increase their loyalty and preference for the brand, while turning them into advocates, which will drive sales and profit growths.

Physician Experience Objective – Part 2

- Positive Physician Experience will lead to:
  - Satisfaction and positivity
  - Delight and happiness

- Physicians that are satisfied and delighted by experiences with a brand (drug), the associated services and/or the interactions with the company marketing that brand, will:
  - Be more loyal, increasing the retention rate
  - Show a stronger preference
  - Be inclined to recommend

- Thus, positive Physician Experience will drive:
  - Sales growth mainly through the impact on brand preference and advocacy
  - Profit growth mainly through higher retention

Sources: Smart Pharma Consulting
3. The Smart Physician Experience Model – Concept

The features of the Brand Preference Mix components should offer meaningful benefits and delightful experiences to physicians to strengthen their preference.

**Introduction**

- The features of the three components of the Brand Preference Mix must be activated in a way...
- ... that brings **superior benefits** and **experiences** to physicians than competitors do
- Pharma companies must **promote** these **benefits** and **offer experiences** to physicians to **convince** them to **prescribe** more and to **recommend** the **brand**

**Physicians preference is driven by:**
- **Needs:** “I need a treatment for this disease that is effective and safe” [rational-based]
- **Wants:** “I want to prescribe this treatment because I feel more secure” [emotional-based]

**But limited by:**
- **Fears:** “I am used to another treatment and do not wish to change my habits” [rational- and emotional-based]

**Sources:** Smart Pharma Consulting adapted from “Value Proposition Canvas” by Peter J. Thomson (2013)
3. The Smart Physician Experience Model – Concept

The Brand Preference Mix determines the key drivers that can be activated to enhance prescriber preference and thus optimize market share

The Brand Preference Mix

- One of the pharma companies biggest challenge is to increase physician preference for their brands (drugs) to gain prescription share with each of them

- To reinforce the preference of physicians, pharma companies must optimize their Brand Preference Mix:
  - The perceived value of their brand attributes
  - The perceived quality of the services they offer and deliver to physicians
  - Their corporate reputation

- The links between the three components of the Brand Preference Mix should be well-established in the mind of the prescribers

Sources: “Building prescriber loyalty”, J.-M. Peny et al., SCRIP Magazine, September 1993 – Smart Pharma Consulting
3. The Smart Physician Experience Model – Concept

To activate the Brand Preference Mix components of their drugs, pharma companies should address the following key issues

The Brand Preference Mix levers

- How to create a superior image?
- How to build an appealing identity?
- How to maintain a good corporate reputation that induces the preference of physicians?
- How to install a perception of drug uniqueness?
- How to generate “preference” of physicians by highlighting specific drug attributes?
- How to leverage corporate reputation and service offering?
- What services to offer to physicians which will lead to a stronger corporate reputation and/or brand preference?
- How to ensure a sustainable excellence in the execution of these services?
- How to make sure the proposed services are associated with the right pharma company and the right brand?

Sources: “Building prescriber loyalty”, J.-M. Peny et al., SCRIP Magazine, September 1993 – Smart Pharma Consulting

1 See the position paper “Excellence in Execution Applied to Pharma Companies” on Smart Pharma Consulting website
3. The Smart Physician Experience Model – Concept

The Brand Preference Mix determines the key drivers that can be activated to enhance prescriber preference and thus optimize market share

The Physician Experience Level

- To deliver an outstanding Physician Experience, Pharma companies must have a clear value proposition based on the three components of the Brand Preference Mix and an intimate understanding of individual physicians’ “needs”, “wants” and “fears”

- Physician Experience strategy should be holistic, considering the:
  - Cognitive (the fact to know, to be exposed)
  - Affective (the fact to appreciate, to prefer)
  - Conative (the fact to prescribe, to recommend)

Sources: “Building prescriber loyalty”, J.-M. Peny et al., SCRIP Magazine, September 1993 – Smart Pharma Consulting
4. The Smart Physician Experience Model – Approach

The following 5-step approach will help pharma companies deliver a consistently outstanding experience to physicians whose expectations keep on rising.

**Introduction**

1. **Physician Experience Insights**
2. **Physician Experience Analysis**
3. **Physician Experience Design**
4. **Physician Experience Delivery**
5. **Physician Experience Measurement**

**Physician Experience Strategy Crafting**

**Sources:** Smart Pharma Consulting
4. The Smart Physician Experience Model – Approach

Physician Experience must move to the strategic agenda of pharma companies as patient-centricity did for most organizations

Physician Experience Strategy Crafting

**Step 1**
- Experience strategy crafting should start by defining a clear vision, formalized, communicated and bought in by collaborators

**Step 2**
- Strategy and tactics should be based on co-creation, involving physicians and collaborators across the company

**Step 3**
- Experience strategy should be integrated into the brand strategy, considering the brand preference mix

- Physician Experience strategy crafting should consider the following key factors:
  - PERSONALIZATION: apply individual insights gathered at each touchpoint to create delighting interactions
  - CONVENIENCE: offer services that are convenient from the physicians' perspective
  - ACCESSIBILITY: ensure that physicians have an easy and quick access to pharma companies' collaborators to fulfill their needs (e.g. information, pharmacovigilance, issues to be addressed)

“Physician Experience Strategy needs to be aligned with the strategic square of the company”

4. The Smart Physician Experience Model – Approach

One should understand why each physician is disappointed, satisfied or delighted by each moment of truth between him, the company, its marketed brands and offered services.

Physician Experience Insights (1/2)

Why to gather data?

- To hone their strategy, Pharma companies must engage with physicians to understand what are their expectations, motivations, frustrations, pain points.
- The ultimate objective is to maintain a continuous updating of data.
- The value of these data depends on the insights (knowledge and understanding) they will bring.
- Specific data, from every physician touchpoint, should be captured to understand which interactions increase engagement and which hurt it; and why.
- Then, Pharma companies will define the actions to be carried out to drive a positive change in physician opinion and behavior.

What data to gather? – Small data

- Highly specific and individualized data – small data – are the starting point to improve Physician Experience.
- They enable to choose a specific initiative to be implemented for a specific physician.

What data to gather? – Big data

- Big data have more to do with strategic decisions and can be useful to define strategic directions.
- At tactical level, when small data are missing, big data can be used to feed algorithms to predict Physician Experience issues or the type of solutions to propose.

“Physicians expectations are also set by their experience in other sectors which are far ahead”

Sources: Smart Pharma Consulting

1 Pain points are specific problems that physicians experience – 2 Such as banking, retails, etc.
4. The Smart Physician Experience Model – Approach

The challenge is to transform data into an enhanced Physician Experience by investing in understanding what drives physicians opinion, emotion and behavior

1. Physician Experience Insights (2/2)

How to gather data?

- Amongst the broad range of data to be collected to develop insights, the following ones are important:
  - Medical specialties
  - Fields of interest
  - Opinion and emotion on various subjects
  - Behaviors re. diagnosis, prescriptions, patients follow up, etc.
  - Unmet needs
  - Specific wants
  - Major fears
  - Key habits
  - Interaction histories
  - Etc.

- To devise the actions to be carried out to enhance individual Physician Experience, data should be continuously updated

- Multiple sources of information can be used to keep an updated and precise portrait of physicians

- In-fields collaborators (e.g. MSLs, med reps, area managers, etc.) are the best positioned to do so

- Harvesting feedbacks from C-suite to physician-facing employees; and analyzing this information can help create superior experiences for physicians

“The emotional component of experiences is essential when products and services are undifferentiated”
4. The Smart Physician Experience Model – Approach

Personas or individual ID cards are commonly used to help design an optimal experience model to meet/exceed individual expectations and thus achieve a sustainable competitive advantage

Physician Experience Analysis (1/10)

**Personas & Physician ID Cards**

- The Physician Experience should be analyzed from the outside in
- For so doing, it is possible to create personas which represent models (archetypes) of physicians, including their characteristics and their emotional needs
- However, individual portraits (ID cards) of physicians, based on real data, would be preferable to personas, because they enable to determine, for each physician:
  - Who are they?
  - What are their opinions, emotions, behaviors?
  - What is their historical experience with the company, its products and services?
  - What do they want, need, fear?
  - Etc.

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**Physician ID Cards**

<table>
<thead>
<tr>
<th>Expertise / Field of Interest</th>
<th>Awareness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:------------------------</td>
<td>Medical degree:-----------------</td>
</tr>
<tr>
<td>Workplace:------------------</td>
<td>Medical position:---------------</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key priorities</th>
<th>Key challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opinion / Emotion / Behavioral re. company, its products and services</td>
<td>Expectations from company, its products and services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Preferred communication channels</th>
</tr>
</thead>
</table>

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*Sources: Smart Pharma Consulting*
4. The Smart Physician Experience Model – Approach

Physician journey mapping will complete personas or individual ID cards to evaluate physician practical and emotional degree of satisfaction at each touchpoint

Physician journey mapping – Introduction

- The experience of individual physicians is so complex that its analysis requires its deconstruction into journeys which are visualized in a flow of interactions, called “touchpoints”
- Physicians journey mapping enables to understand:
  - What are their touchpoints?
  - How do they interact with the company, its brands and associated services at these touchpoints?
  - The emotional connection they feel at each interaction across all touchpoints, so that to explore how to eliminate current “pain points” and reinforce “delight points” to create an emotional attachment to the brands

- Thus, it is possible to find solutions, and enable an end-to-end redesign of the physician journey
- The audit of current practices and capabilities, as well as a mapping of existing Physician Experience, will raise important questions, such as:
  - Where are the current pain and delight points?
  - Is there a clear understanding of how physicians feel about existing processes?
  - What ideas do in-field collaborators have to enhance experience of physicians?
  - What key learnings can be applied?
  - Which channels do physicians prefer?

Sources: Smart Pharma Consulting
4. The Smart Physician Experience Model – Approach

In practice, the most important journeys should be selected, and their respective pain points addressed, physician by physician, through a cross-functional contribution of collaborators

Physician Experience Analysis (3/10)

Physician journey mapping – In practice (1/2)

- The 1st step will consist in identifying the most important journeys and the associated pain points through a dual approach:
  - Top-down, judgement-driven evaluations
  - Bottom-up, data-driven analyses

- During the 2nd step, the selected journeys will be examined in detail to pinpoint the touchpoints between the physician, the brand, the company which markets it and the services it proposes

- A 3rd step will evaluate the positive or negative perceptions of the physician at each touchpoint and their root causes; and the likely impact on its behavior, knowing that certain poor experiences do not necessarily lead to a negative behavioral change

- Ideally, the physician journey mapping should be carried out, physician by physician, so that to obtain a precise diagnosis of the situation from which a redesign of physician interactions will start

- The production of a robust physician journey mapping requires:
  - The contribution of different departments of the company (i.e. physician-facing collaborators as well as collaborators from support functions having a direct or indirect impact on physician experience)
  - The input of physicians (through interviews, focus groups, etc.) to make sure all key touchpoints have been selected, the internal performance assessment and their related causes are valid


1 The most important journeys are those having the greatest impact on physician positive or negative opinion and behavior vis-à-vis the brand. They can vary according to the physician, the country, etc.
4. The Smart Physician Experience Model – Approach

The redesign of journeys should have an important impact on the physician’s prescription and offer opportunities for significant improvements

Physician Experience Analysis (4/10)

Physician journey mapping – In practice (2/2)

- The following matrix can be used to select the journeys that should be redesigned – in priority – to improve physicians experience

<table>
<thead>
<tr>
<th>Experience Prioritization Matrix</th>
<th>Illustrative</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Medical calls</td>
<td></td>
</tr>
<tr>
<td>Invitation to congresses</td>
<td></td>
</tr>
<tr>
<td>Services to patients</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td></td>
</tr>
<tr>
<td>Medical meetings</td>
<td></td>
</tr>
<tr>
<td>Participation to clinical trials</td>
<td></td>
</tr>
<tr>
<td>Medical requests</td>
<td></td>
</tr>
<tr>
<td>Services to patients</td>
<td></td>
</tr>
</tbody>
</table>

- The two recommended criteria to be considered are:
  - The journeys having most impact on physician’s prescription, beyond the attributes of the product
  - The performance of the pharma company

- The performance should be evaluated in comparison with competitors, because the objective is to offer physicians a greater experience than competitors do

- The feasibility (organizational, technical, financial, legal, etc.) should also be considered for prioritization

- The matrix can be used by physician or groups of physicians, knowing that results can vary significantly by individual, by therapeutic area, by country, etc.

- In this illustrative case, “medical calls” and “invitations to congresses” are priorities for redesigning

Sources: Smart Pharma Consulting
4. The Smart Physician Experience Model – Approach

Medical call experiences are generally considered by physicians as having a limited value, which explains their dissatisfaction and their reluctance to meet medical reps

2 Physician Experience Analysis (5/10)

Physician journey mapping – Medical call experience (1/2)

Current situation
- Access of medical reps to physicians is declining and calling time reducing
- Physicians do not want to waste time for medical calls (51% say they already know the information shown)\(^1\)
- Digital alternatives (i.e. e-mails, text messages, phone calls, webinars) are in general ignored by physicians
- Physicians are ready to give medical reps some time, provided the interaction during the medical call is:
  - Interesting
  - Useful
  - Well executed
- Physicians want to have a good time

Objective of the journey mapping
- If face-to-face contacts with physicians are expensive\(^2\) they are also the most effective promotional means to influence the physician’s prescription
- In this context, physician medical call experiences should be analyzed to identify the pain points and find solutions to maintain a regular access with them
- These solutions should ensure that during medical calls, physicians:
  - Receive relevant, trustworthy and up-to-date information
  - Are offered useful services (for them or their patients)
  - Have enjoyable interactions

\(^1\) Based on a survey of 1,814 US practicing physicians across 25 specialties, carried out in 2017 by Decision Resources Group
\(^2\) Estimated cost per contact: from €130 to €200 in western countries
4. The Smart Physician Experience Model – Approach

This journey map depicts the medical call made to a physician to identify the pain points and neutral points that represent opportunities of transformation into delight points

Physician Experience Analysis (6/10)

Physician journey mapping – Medical call experience (2/2)

<table>
<thead>
<tr>
<th>Pre-call</th>
<th>Call</th>
<th>Post-Call</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Touchpoints</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Next call planning w/ the med rep</td>
<td>3. Introduction by the med rep who indicates the objective of the call</td>
<td>8. Reception of a reprint from the medical department, following a specific demand during the call</td>
</tr>
<tr>
<td>2. Call to the med rep to clarify the program of a symposium the physician is considering to attend</td>
<td>4. Answer to questions asked to the med rep during previous calls</td>
<td>9. Reception of an e-mail with a link to a webinar</td>
</tr>
</tbody>
</table>

| **Emotions**<sup>2</sup> | | |
| 1 | 3 | 5 |
| 2 | 4 | 6 |
| 7 | 8 | 9 |

| **Opportunities** | | |
| 1 | 6 | 8 |
| 2 | 5 | 9 |
| 3 | 7 | |

1. Determine, in agreement with the physician, a topic to be covered during the next call to be planned
2. Call to the med rep to clarify the program of a symposium the physician is considering to attend
3. Introduction by the med rep who indicates the objective of the call
4. Answer to questions asked to the med rep during previous calls
5. Detailing of the promoted brand by the med rep
6. Questioning by the med rep re. the number of patients under his brand
7. Overall call perceived as too long and not very interesting
8. Reception of a reprint from the medical department, following a specific demand during the call
9. Reception of an e-mail with a link to a webinar

1. Interactions of the physician – 2. What does the physician feel and think?

Sources: Smart Pharma Consulting
4. The Smart Physician Experience Model – Approach

Invitations to congresses are generally viewed by invited physicians as a commodity and therefore does not represent a preference driver for the brands, despite the high cost.

Physician Experience Analysis (7/10)

Physician journey mapping – Invitation to congress experience (1/2)

Current situation

- The great majority of physicians is interested to attend medical congresses to remain informed about the latest medical progresses and to meet their peers.
- For key opinion leaders (KOLs), congresses are an opportunity to present the outputs of their researches.
- Their registration, transportation and accommodation costs are in general subsidized by pharma companies.
- Most physicians are satisfied to have been invited, but rarely delighted.
- They consider this “service” as a commodity; having no preference regarding the company inviting them, and it is not rare that, after a few months, they do not remember by whom they have been invited.

Objective of the journey mapping

- Invitations of physicians to congresses represent a significant cost for pharma companies.
- Pharma companies inviting physicians to congresses should analyze the overall invitation journey to identify the ways to offer them a positive experience that will be memorable over time.
- Physicians want not only a service of quality but also a peace of mind.
- The analysis of key touchpoints should enable to identify where to make improvements so that the overall invitation to congress experience is considered as unique and become a source of positive differentiation vs. competitors.

Sources: Smart Pharma Consulting

1 Invitations of physicians practicing in Europe to national, European and American congresses cost per physician in the range of €1,500, €2,500 and €7,000 respectively.
### 4. The Smart Physician Experience Model – Approach

This example of a journey map relative to the invitation of a physician to a congress highlights the key touchpoints that should be redesigned to offer him a unique experience.

![Simplified illustration](image)

#### Physician journey mapping – Invitation to congress experience (2/2)

<table>
<thead>
<tr>
<th>Touchpoints</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Check the date and the location on Internet</td>
</tr>
<tr>
<td>2. Check if personal and professional availability</td>
</tr>
<tr>
<td>3. Contact MSLs from pharma companies</td>
</tr>
<tr>
<td>4. Select one sponsor if several offers</td>
</tr>
<tr>
<td>5. Get the travel plan from the MSL</td>
</tr>
<tr>
<td>6. E-tickets received from the travel agent the day before departure</td>
</tr>
<tr>
<td>7. No support for Visa</td>
</tr>
<tr>
<td>8. Meet &amp; greet service at arrival</td>
</tr>
<tr>
<td>9. Special shuttle organized between hotel and congress location</td>
</tr>
<tr>
<td>10. No special event organized, either scientific or not, by the sponsor company</td>
</tr>
<tr>
<td>11. Follow-up meeting w/ the MSL</td>
</tr>
<tr>
<td>12. Three calls to the accounting dept. to get reimbursed for travel costs of € 225</td>
</tr>
</tbody>
</table>

#### Emotions

1. Wish to attend a congress
2. Finding & selecting a sponsor
3. Trip organization
4. Trip execution
5. Invitation follow-up

<table>
<thead>
<tr>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Anticipate the demand of the physician and have a program ready to be shown</td>
</tr>
<tr>
<td>4. Improve the support during the preparation (e.g., handle the demand of visas, book a taxi to and from the airports)</td>
</tr>
<tr>
<td>5. Enhance the stay of the physician by ensuring a personalized attention (e.g., concierge service, individualized support by the MSL who invited the physician)</td>
</tr>
<tr>
<td>6. Reduce the hassles and the time required to reimburse the cost of physician travel</td>
</tr>
</tbody>
</table>

**Sources:** Smart Pharma Consulting

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1. Interactions of the physician – 2. What does the physician feel and think?
4. The Smart Physician Experience Model – Approach

There is no regular interactions between physicians and pharma companies before, during and after the prescription of their brands to a given patient

② Physician Experience Analysis (9/10)

Physician journey mapping – Brand experience (1/2)

Current situation

- Physicians looking for information about a brand prefer company-sponsored websites and to a lesser extend face-to-face meetings with medical reps or MSLs
- However, they often complain about the difficulty to have access to the right medical information...
- ... and about the information they consider as:
  - Incomplete
  - Irrelevant
  - Skewed
- Physicians are not in a regular contact with pharma companies before, during and after they have prescribed their brand

Objective of the journey mapping

- Determine the information physicians need to get to feel comfortable prescribing the marketed brand
- Facilitate access of physicians to reliable and well-structured information about the brand attributes and its prescribing conditions (i.e. indications, patient profile, contra-indications, side effects, dosage and treatment duration)
- Encourage physicians to share with medical departments of pharma companies the experience of patients treated by the brand
- Thus, the company marketing the brand will be able to send information and/or give advice to physicians to enhance their patient experience under the brand

### 4. The Smart Physician Experience Model – Approach

The journey map of a Physician Experience relative to the prescription of a brand may help discover touchpoints for which improvements could be proposed

#### Physician Experience Analysis (10/10)

#### Physician journey mapping – Brand experience (2/2)

<table>
<thead>
<tr>
<th>Touchpoints</th>
<th>Emotions</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Get informed about the brand</td>
<td>1. Prepare well-structured product-related information to facilitate the proper prescription of the brand to the right patient</td>
<td>1. Receive information from MSLs and/or medical reps of the marketing company</td>
</tr>
<tr>
<td>2. Prescribe the brand</td>
<td>2. Reorganize the medical information department to deliver high-quality services</td>
<td>2. Give a phone call to the medical information department of the company</td>
</tr>
<tr>
<td>3. Analyze patient outcomes w/ the brand</td>
<td>3. Get feedbacks from peers, KOLs, competitors</td>
<td>3. Get feedbacks from peers, KOLs, competitors</td>
</tr>
</tbody>
</table>

1. **Touchpoints**
   - 1. Receive information from MSLs and/or medical reps of the marketing company
   - 2. Give a phone call to the medical information department of the company
   - 3. Get feedbacks from peers, KOLs, competitors
   - 4. Read scientific papers about the brand

2. **Emotions**
   - 1
   - 2
   - 3
   - 4

3. **Opportunities**
   - 1. Prepare well-structured product-related information to facilitate the proper prescription of the brand to the right patient
   - 2. Reorganize the medical information department to deliver high-quality services

---

**Sources:** Smart Pharma Consulting

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1. *Such as the most serious and common side effects, the mode of administration (injectable), the frequency of administration*
4. The Smart Physician Experience Model – Approach

The way services are delivered is more important than the service itself, knowing that emotions shape the attitudes which drive decisions

Physician Experience Design (1/2)

Physician Experience design to leave an enjoyable footprint

- The design of Physician Experience refers to the creation of a sequence of touchpoints which are concrete and controllable elements that can be identified, crafted and integrated
- While designing or redesigning a Physician Experience journey, pharma companies should aim to deliver at each touchpoint:
  - Better interactions
  - Integrated and coherent experiences
- The level of customization and the breath of offering should be defined and adjusted by individual physician
- A Physician Experience plan should be elaborated and integrated to each brand plan, ensuring it supports the brand, efficiently

- The challenge is to create an emotional connection with physicians at touchpoints by:
  - Addressing pain points
  - Creating good content that will meet their needs and lead to positive feelings about the brand
  - Empowering physician-facing collaborators

Zappos story

A customer was late on returning a pair of shoes due to her mother passing away. When Zappos found out what happened, it took care of the return shipping and had a courier pick up the shoes without cost. The next day, the customer received at home a bouquet of flowers with a note from the Zappos customer service team who sent their condolences

Sources: Smart Pharma Consulting
4. The Smart Physician Experience Model – Approach

The initiatives designed to enhance the experience of individual physician should remove hassles and offer delightful interactions

Physician Experience Design (2/2)

Physician Experience Card

- The Physician Experience Card formalizes a specific action plan, for each individual physician, to enhance his experience with the company, its products and services.
- To do so, the key learnings from individual Physician\(^1\) and from the mapping of his journeys will be used.
- To select the touchpoints of the journeys that should be redesigned, it is important to categorize each of them:
  - The “musts” are essential to meet physician basic expectations
  - The “pluses” lead to physician preference because there are particularly useful and well executed
  - The “minuses” lead to physician negative feelings and possibly behavior due to poor experience
- It is recommended to focus on touchpoints having the most important impact on the physician experience and that are the easiest to enhance.

Physician Experience Card

<table>
<thead>
<tr>
<th>Name: --------------</th>
<th>Medical degree: --------------</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace:----------</td>
<td>Medical position:-------------</td>
</tr>
</tbody>
</table>

Physician journey mapping – Medical call experience\(^2\)

1. Define for each medical call a preset agenda likely to interest to physician and thus offering him a better experience
6. Train the med rep to probe the physician about his practice and to engage him in a more subtle manner to avoid to annoy him

Physician journey mapping – Invitation to Congress Experience\(^3\)

1. Wish to attend a congress
2. Finding & selecting a sponsor
3. Trip organization
4. Trip execution
5. Invitation follow-up
6. Agree with a travel agent to deliver “VIP-like” personalized services, while complying with regulations and internal rules
10. Propose the physician to participate to a unique event (e.g. meeting with the top international KOL) during the congress
12. The MSL will inform the physician that it takes, on average, two months to get his travel expenses reimbursed, but that he does not have to worry and that will do the follow up himself

Sources: Smart Pharma Consulting

\(^1\) As gathered in the Physician ID Card – \(^2\) See illustration p.24 – \(^3\) See illustration p.26
4. The Smart Physician Experience Model – Approach

Physician Experience delivery must attempt to create delight by adding positive and memorable emotions at each touchpoint to strengthen physician preference

4 Physician Experience Delivery (1/2)

**Excellence in execution (1/2)**

- Outstanding Physician Experience requires to define the best way to manage each touchpoint with the company, its brands and services to exceed physician expectations, and even to delight him

1. **Ultra Expectations**
   - Are not consciously expected but when fulfilled they can create a “wow effect” and thus have a strong and memorable positive effect on physicians

2. **Extra Expectations**
   - Correspond to the extra miles carried out in terms of Physician Experience which may help differentiate positively from competitors

3. **Basic Expectations**
   - Fulfil basic expectations at touchpoints, but may be insufficient to create a competitive advantage, if competitors do the same

**Sources**: Smart Pharma Consulting
4. The Smart Physician Experience Model – Approach

Delivering outstanding experience requires to meet or exceed physician expectation, the promised value proposition and a particularly positive emotion

Physician Experience Delivery (2/2)

Excellence in execution (2/2)

- To deliver excellent Physician Experience, pharma companies must develop an intimate understanding of physician journeys and mindsets; and craft accordingly an adjusted value proposition
- The challenge is to deliver consistently a great experience, as Apple or Virgin companies do
- In a study carried out by Bain & Company, 80% of companies think they deliver a customer experience while 8% of customers feel they live a customer experience

<table>
<thead>
<tr>
<th>Desired experience</th>
<th>Expected experience</th>
<th>Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivered experience</td>
<td>Lived experience</td>
<td>Physicians</td>
</tr>
</tbody>
</table>

- The experience designed and delivered by pharma companies should be as close as possible to the experience expected and lived by each physician
- To guarantee the excellence in the experience delivery, pharma companies should comply with the following key principles:
  - Offering unmatched Physician Experience should be a core value and ...
  - Integrated in the brand strategy and its corresponding tactics
  - The entire organization should be designed to ensure an optimal delivery of Physician Experience
  - All employees should be engaged and passionate to deliver superior Physician Experience

Sources: Smart Pharma Consulting

1 “What it takes to win with customer experience” by T. Springer, Bain & Company (2011) –
2 See our position paper “Excellence in Execution” published in 2019 and available on our website
4. The Smart Physician Experience Model – Approach

Measuring Physician Experience is essential to evaluate the pharma company, its brands and related services; and fill potential gaps

Key points

- Measuring Physician Experience is essential to evaluate the pharma company, its brands and related services proposed, compared to competitors
- Physicians feedback should be captured in real time, or at least soon after the moment of truth
- These information being evolutive, it is essential to organize permanent data gathering...
- ... and to regularly control their quality (reliability and specificity)
- Surveys and focus groups can be carried out, but will give a surface view of the opinion, emotion and behavior of physicians

“*If you cannot measure it, you cannot improve it*”

- To uncover deeper insights, ethnographic methods will be more appropriate to identify the pain points of the key physician journeys that should be addressed
- One should focus on measuring data that will give insights on Physician Experience with metrics such as:
  - The Brand Preference Mix Index (BPMI)
  - The Net Promoter Score (NPS)
  - The Customer Satisfaction Score (CSAT)
  - The Customer Effort Score (CES)
- These different metrics can be combined to measure the quality of execution of the different interactions / experiences between the physician and the company

Sources: Smart Pharma Consulting

1 Ethnographic market researches such as on-site study, help understand cultural trends, lifestyle factors, attitudes and social context which influence brand selection and usage
4. The Smart Physician Experience Model – Approach

The Brand Preference Mix Index makes it possible to measure the evolution of individual Physician Experience compared to competitors at a given point of time and overtime.

5. Physician Experience Measurement (2/4)

**Brand Preference Mix Index (BPMI)**

- The BPMI measures, physician by physician:
  - The importance of the 3 components of the BPM
  - His perception of each of them on a 10-point scale

  \[
  \text{BPM Index calculation} = (74\% \times 8) + (15\% \times 6) + (11\% \times 7) = 7.6
  \]

- The BPMI enables to determine:
  - The root-causes underlying the commitment of physicians for a brand
  - Actions to strengthen his attachment to the brand

**Net Promoter Score (NPS)**

- The NPS measures the degree to which physicians will recommend a brand, a service or a company to another healthcare professional

- The NPS can be used to evaluate a touchpoint at a given moment or the overall physician experience

- The NPS is the % of promoters minus the % of detractors

- By asking customers why they would be likely or not to make a recommendation, it is possible to identify solutions to convert detractors into promoters

Sources: Smart Pharma Consulting – “The One Number You Need to Grow”, F. F. Reichheld, HBR, December 2003
4. The Smart Physician Experience Model – Approach

The main advantage of the CSAT is to be easy-to-implement and of the CES is to be predictive of the customer loyalty behavior

Customer Satisfaction Score (CSAT)

- The Customer Satisfaction Score measures how satisfied a physician is with a recent interaction on a rating scale
- This experience metric is used to measure directly the physician satisfaction level by asking him how was his experience on a 5-, 7- or 10-point scale

  
<table>
<thead>
<tr>
<th>Very poor</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2 3 4 5</td>
<td>6 7 8 9 10</td>
</tr>
</tbody>
</table>

- CSAT surveys can be carried out to evaluate the perception of a physician regarding a global experience (e.g. attendance to a congress) or a specific touchpoint (e.g. invitation proposed by the MSL)

Customer Effort Score (CES)

- The Customer Effort Score (CES) measures the ease of interactions with a product, a service, a company
- It helps uncover and address concrete pain points
- The CES has shown to outperform CSAT and NPS in predicting loyalty behavior
- The CES is measured by asking questions like:
  
  “How easy was it to handle your request?”

- It can be scored on a 5-, 7- or 10-point scale, using:

<table>
<thead>
<tr>
<th>Emojis</th>
<th>Likert’s scale</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>Somewhat disagree</td>
<td>Agree</td>
</tr>
<tr>
<td>Undecided</td>
<td>Strongly agree</td>
<td>1 2 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4 5 6 7</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>Agree</td>
<td>8 9 10</td>
</tr>
</tbody>
</table>

4. The Smart Physician Experience Model – Approach

The BPMI, specifically designed to measure physician opinion, is the most complete indicator but it could be advantageously complemented by the NPS

<table>
<thead>
<tr>
<th>BPMI (Brand Preference Mix Index)</th>
<th>NPS (Net Promoter Score)</th>
<th>CSAT (Customer Satisfaction Score)</th>
<th>CES (Customer Effort Score)</th>
</tr>
</thead>
<tbody>
<tr>
<td>It measures overall and specific experiences…</td>
<td>The NPS focuses on overall experiences</td>
<td>The CSAT is adaptable(^2) to the context of the survey</td>
<td>The CES focuses on specific interactions</td>
</tr>
<tr>
<td>... including rationale and suggestions of improvement</td>
<td>It is a long-term satisfaction metric</td>
<td>It is easy to implement</td>
<td>It gives actionable data to reduce the efforts</td>
</tr>
<tr>
<td>It enables comparisons vs. competitors</td>
<td>It measures how many physicians are likely to advocate the brand</td>
<td>CSAT results can be compared to competitors ones</td>
<td>The “effort” is a strong predictor of future physician behavior</td>
</tr>
</tbody>
</table>

Pros

- BPMI being a holistic metric (incl. brands, companies, services), it may be perceived as complex to implement
- Not yet broadly known and used, unlike NPS, CSAT and CES
- Promoters, detractors and passives segments are theoretical\(^1\)
- The single question asked does not enable to define the actions to be taken to correct or reinforce the situation
- It reflects short-term physician sentiment
- “Satisfaction” is a very subjective and evolving feeling
- Satisfaction does not correlate with loyalty
- CES does not give the reasons why efforts are either high or low
- It misses information about overall physician satisfaction re. the brand, the company and the services

Cons

- They do not necessarily reflect the really of the customers behavior. One customer can evaluate a brand with a “8” and talk positively about a product and another one with a “10” may not talk about the brand, either positively or negatively – \(^1\) They do not necessarily reflect the really of the customers behavior. One customer can evaluate a brand with a “8” and talk positively about a product and another one with a “10” may not talk about the brand, either positively or negatively – \(^2\) Type and number of questions, indicators like scales, stars or emojis

Sources: Smart Pharma Consulting
4. The Smart Physician Experience Model – Approach

The organization should be designed based on an “outside-in” view of Physician Experience to ensure a consistency in the quality of interactions along the key journeys

**Physician Experience Organization Design**

**Culture**
- Nurture a culture of superior Physician Experience
- Develop a powerful vision to connect\(^1\) employees
- Install a participative culture\(^2\)
- Encourage creativity, experiment and best practices sharing to enhance Physician Experience

**Activities**
- Focus on activities that best support the Physician Experience strategy
- Develop the hard and soft skills of collaborators involved in delivering high quality experiences
- Carefully plan and monitor the execution of key interactions with Physicians

**Processes**
- Put in place a continuous and cross-department feedback system to capture physician emotions at touchpoints during their key journeys
- Physician journeys being cross-functional, all functions need to work together\(^3\) to collect insights and redesign enhanced interactions to delight physicians
- Design simple and easy processes for physicians to benefit from services offered by the company

**Structure**
- Design an agile structure that can be adjusted to better fulfil or exceed physician expectations
- Set up flat and lean organizational chart, around physicians, to favor reactivity and pro-activity
- Having a shared platform with qualitative and quantitative insights, regarding physicians’ opinion, behavior and emotion is a must to deliver unique –second to none - experience

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1. Set clear performance expectations, hold them accountable, give them regular feedbacks, reward their performance, share outcomes, etc.
2. Solicit ideas and inputs, listen to people, select and implement their most appropriate suggestions to improve Physician Experiences
3. Medical affairs, marketing, sales, market access, digital, compliance, etc.
5. Conclusion

A superior valued-added experience leads to physicians’ preference over competitors offer but requires to recruit talented and passionate people to offer moments of exception.

Key Success Factors to Deliver Awesome Physician Experience

**Vision & Ambition**

Vision and ambition regarding Physician Experience should be set by the CEO and shared with all collaborators.

**Strategy**

- The strategy should be crafted to consistently meet or even exceed physicians’ expectations across their journeys.
- Greater Physician Experience creates stronger engagement, positive opinion and thus enhance brand preference.
- To get preferred by physicians, compelling stories and experiences must be delivered with strong contents through conventional and digital channels, in a coordinated manner.

**Tactics**

- Mapping journeys helps select the most important ones, i.e. those influencing the most physician’s prescription.
- Journey maps are essential to develop actions based on individual physician emotion, opinion and behavior.
- Physician Experience is not limited to one-to-one interactions with in-field collaborators, it includes also office-based collaborators, and digital interactions.

**Organization**

- Physician Experience is a holistic approach requiring the engagement of everyone from the company.
- An integrated approach should be designed to ensure the congruence in the messages conveyed and the consistency in the quality of interactions, while making access to proposed services as easy as possible for physicians.
- A continuous system should capture Physician Experiences and collaborators be empowered to improve these experiences.

Sources: Smart Pharma Consulting
6. Smart Pharma Service Offering

How to implement a Physician Experience Program?

**Consulting Services**

- Smart Pharma Consulting is well-known for its ability to link strategy and tactics
- Thus, we can help pharma companies:
  - Define a vision and set an ambition
  - Write a communication plan to ensure the Physician Experience Program will become part of the company culture and be adopted by most of the collaborators
  - Craft a Physician Experience strategy
  - Select the key tactics to be implemented to best support the Physician Experience strategy
  - Rethink the organization (i.e. activities/competences, structure, processes and culture)

**Conferences & Seminars**

- We give lectures and organize workshops for Management Committees, Operational Committees, Market Access, Medical, Market, Sales,... departments
- We share concepts, methods and tools, easy to implement
- We use examples, exercises and case studies to facilitate adoption

**Training Program**

**Example of a One-Day Program**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00</td>
<td>Introduction to the program</td>
</tr>
<tr>
<td>9:00</td>
<td>Definitions, concepts, methods, tools related to Experience</td>
</tr>
<tr>
<td>10:40</td>
<td>Break</td>
</tr>
</tbody>
</table>
| 11:00 | Exercises: Defining a shared vision & ambition  
- Crafting a strategy – Mapping physician journeys and selecting the most relevant |
| 12:30 | Lunch                             |
| 13:30 | Case study #1: Rethinking medical calls experiences |
| 15:00 | Break                             |
| 15:20 | Case study #2: Rethinking medical meetings |
| 16:50 | Conclusion and key takeaways       |
| 17:30 | End of the program                 |

(The program content can be customized)

**Target Audience**

- Any collaborators from pharmaceutical companies, whatever their level of responsibility and seniority
- Participants can be part of the medical, marketing, commercial, market research, strategic,... departments

Sources: Smart Pharma Consulting
The Smart Manager Series

- This series intends to provide practical recommendations to enhance the efficacy and efficiency of executives in order to help them become or remain Smart Managers
- The five previous issues of this series are dedicated to:
  - #1: Time Management (2017)
  - #2: Project Management (2018)
  - #3: Key Performance & Key Execution Indicators (2018)
  - #4: Excellence in Execution (2019)
  - #5: Storytelling in business (2019)

Smart Pharma Consulting Editions

- Besides our consulting activities which take 85% of our time, we are strongly engaged in sharing our knowledge and thoughts through:
  - Our teaching and training activities
  - The publication of articles, booklets, books and expert reports
- As of today, more than 80 publications in free access can be downloaded from our website
- Since the beginning of 2012, we have published:
  - 18 business reports (e.g. The French Pharma Market – The French Generics Market, incl. Biosimilars)
  - 6 position papers in the “Smart Manager Series”
  - 9 position papers in the “Best-in-Class Series”
- Our research activities in pharma business management and our consulting activities have shown to be highly synergistic
- We hope that this new publication will interest you and we remain at your disposal to carry out consulting projects or training seminars to help you improve your operations

Best regards
Jean-Michel Peny

Issue #6: Outstanding Physician Experience… to Boost Brand Preference

- Attempting to make each interaction between physicians and pharma companies relevant, seamless, hassle-free and delightful will place as a differentiator leading to brand preference
- This sixth issue explains the concept of Physician Experience and proposes a method, practical examples and ready to use tools

“Physicians experiencing unique interactions are excellent promoters”