

Outstanding Physician **Experience...**

———— EXTENDED VERSION ————

... to boost **Brand Preference**

The Smart Manager *Series* (#6)

Position Paper

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“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 physicians¹, and we propose a methodology and tools to help pharma companies offer outstanding physician experience

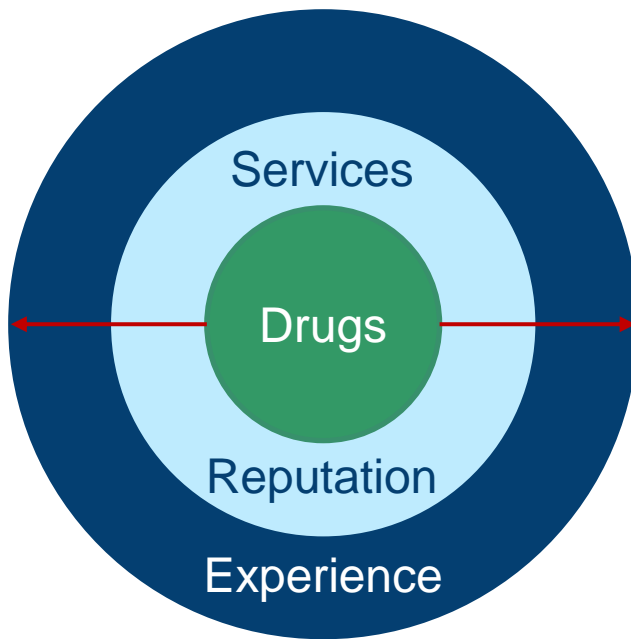
“Managing customer experience bolsters your brand” – Stan Phelps

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)

Evolution of the drug prescribing model



- 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 company¹ 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

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

Case Study



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

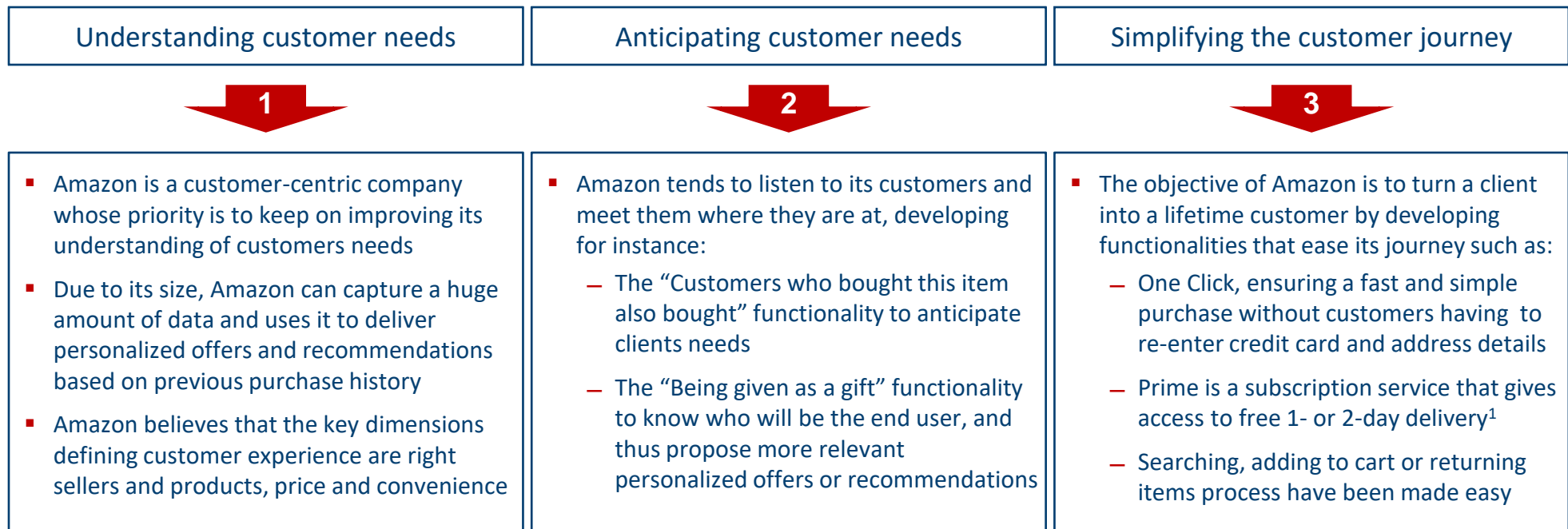
1. Introduction

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

Case Study



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

AIRFRANCE 

Air France Customer Excellence Strategy

Case Study



Air France uses technology and innovation to develop customer intimacy¹
to create superior customer experience

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



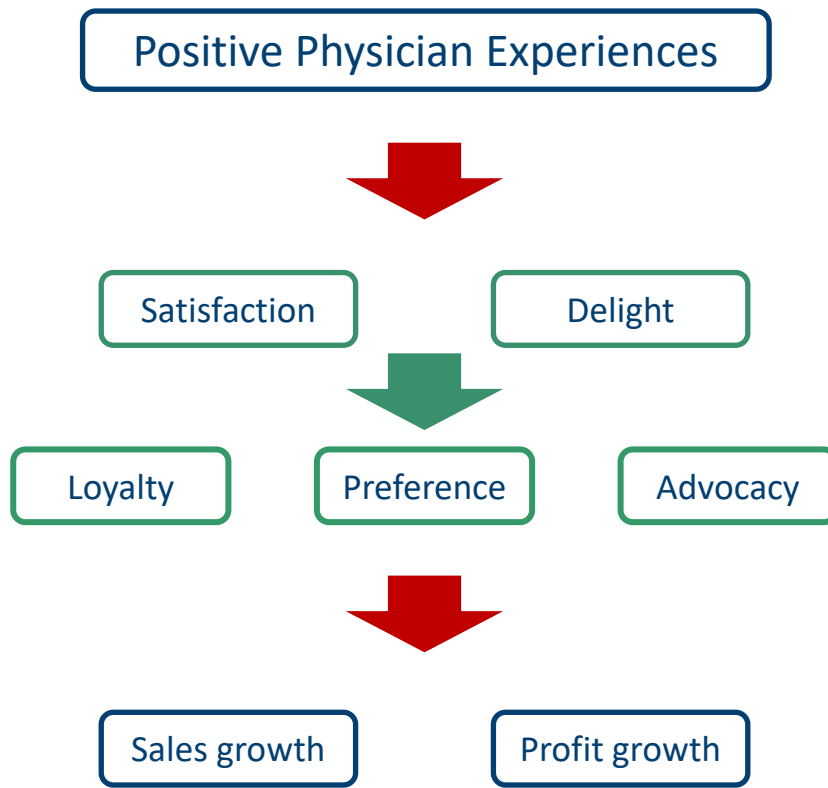
*“It is no longer enough to satisfy your customers,
you must delight them” – Philip Kotler*

- 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

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

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**]

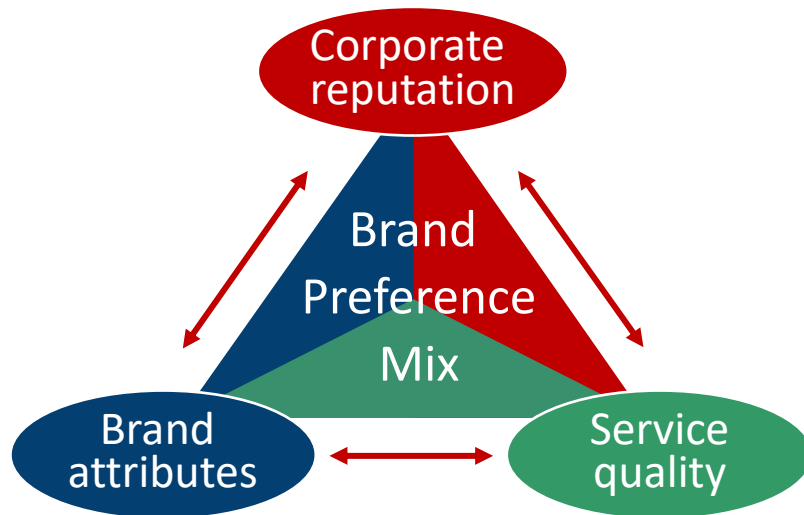
But **limited by**:

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

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

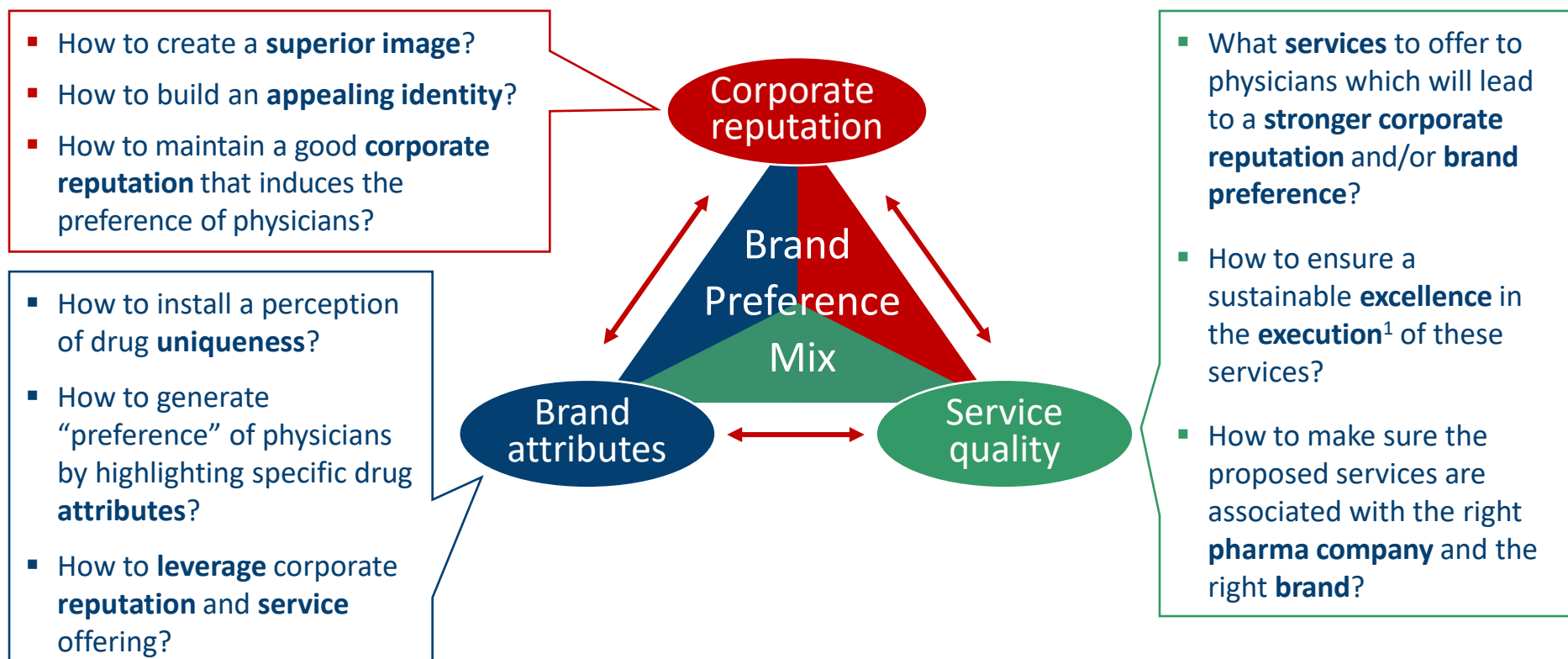


- One of the pharma companies biggest challenge is to increase physician preference for their brands (drugs) to gain prescription share with each of them
- To reinforce the preference of physicians, pharma companies must optimize their Brand Preference Mix:
 - The perceived value of their brand attributes
 - 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

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



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

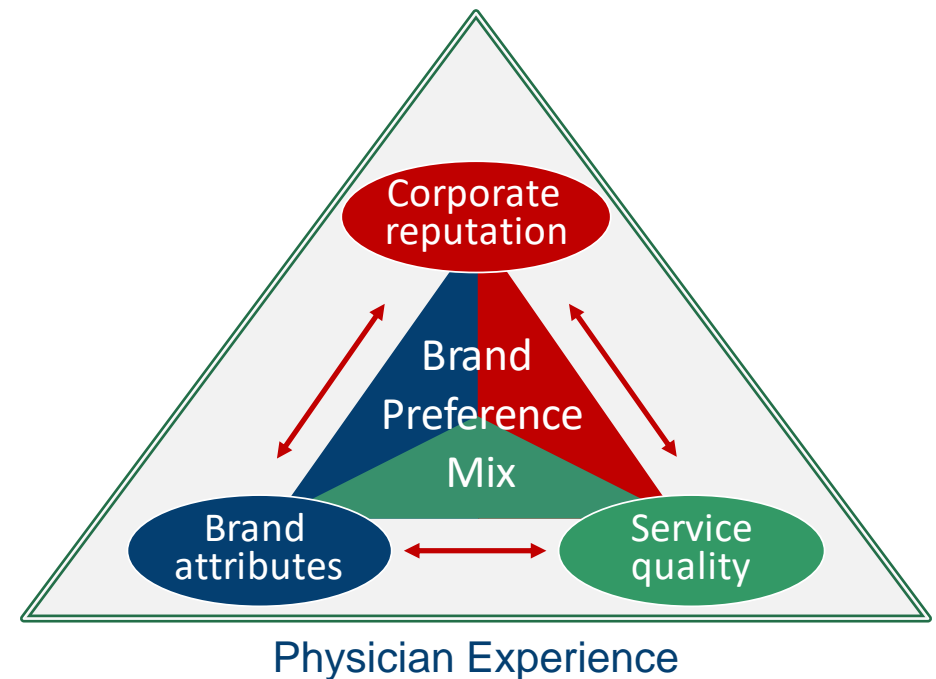
¹ See the position paper “Excellence in Execution Applied to Pharma Companies” on Smart Pharma Consulting website

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

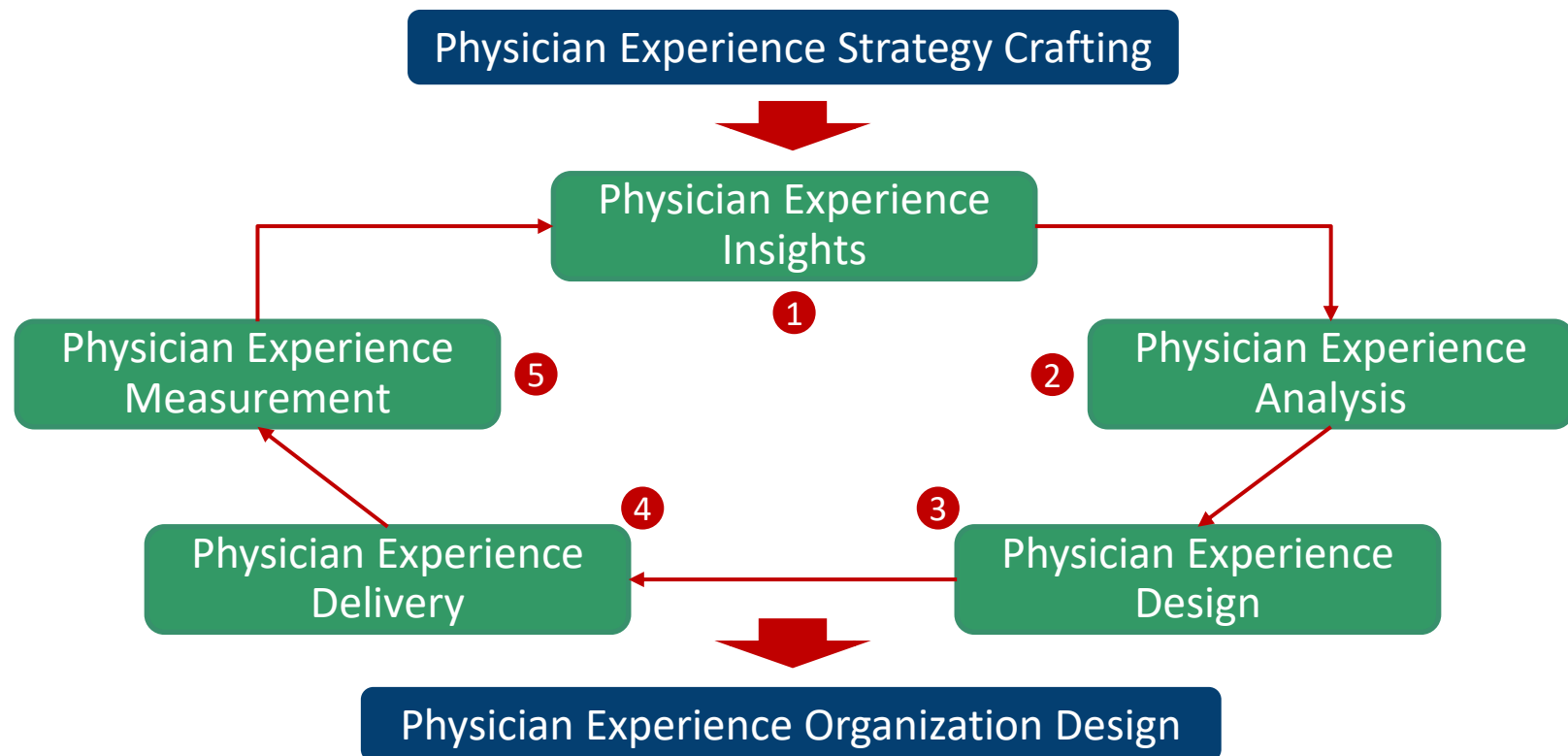
- To deliver an outstanding Physician Experience, Pharma companies must have a clear value proposition based on the three components of the Brand Preference Mix and an intimate understanding of individual physicians' “needs”, “wants” and “fears”
- Physician Experience strategy should be holistic, considering the:
 - Cognitive (the fact to know, to be exposed)
 - Affective (the fact to appreciate, to prefer)
 - Conative (the fact to prescribe, to recommend)
 perspectives of the experience



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



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 square¹ 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

① 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 points¹
- 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 ahead²”

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

2 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.



Physician ID Cards Illustrative

• Name:-----

• Medical degree:-----

• Workplace:-----

• Medical position :-----

Expertise / Field of Interest	Awareness
Key priorities	Key challenges
Opinion / Emotion / Behavioral re. company, its products and services	Expectations from company, its products and services
Preferred communication channels	

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

② Physician Experience Analysis (2/10)

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?

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

② Physician Experience Analysis (3/10)

Physician journey mapping – In practice (1/2)

- The 1st step will consist in identifying the most important¹ 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

Sources: Smart Pharma Consulting, "The Truth about Customer Experience" by A. Rawson et al., HBR (2013)

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.

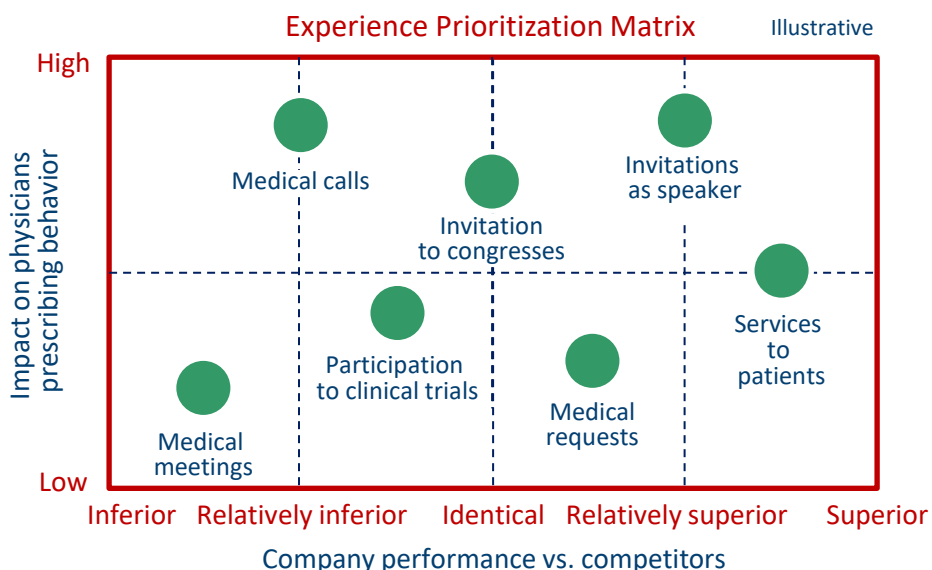
4. The Smart Physician Experience Model – Approach

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

② 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



- 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

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 expensive² 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

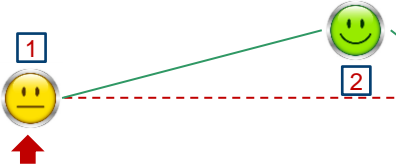
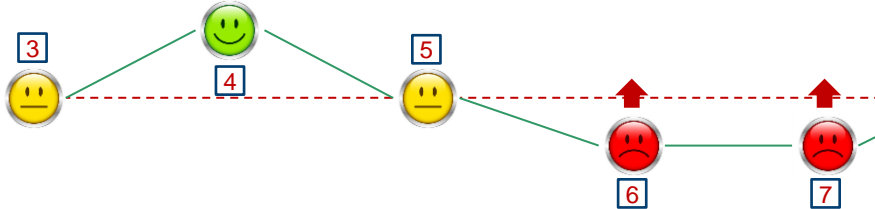
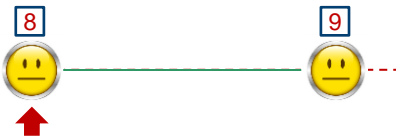
4. The Smart Physician Experience Model – Approach

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

② Physician Experience Analysis (6/10)

Simplified illustration

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

	Pre-call	Call	Post-Call
Touchpoints ¹	1. Next call planning w/ the med rep 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
Emotions ²			
Opportunities	1. Determine, in agreement with the physician, a topic to be covered during the next call to be planned	6. The physician does not want to be asked by the med rep to prescribe the brand he promotes. Alternative approaches should be implemented to engage the physician to extend his usage of the brand 7. Better manage the call duration and determine what could have made the physician more interested by the content of the call	8. The process should be rethought so that the physician feels delighted by the way his demand is fulfilled

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

② 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 cost¹ 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

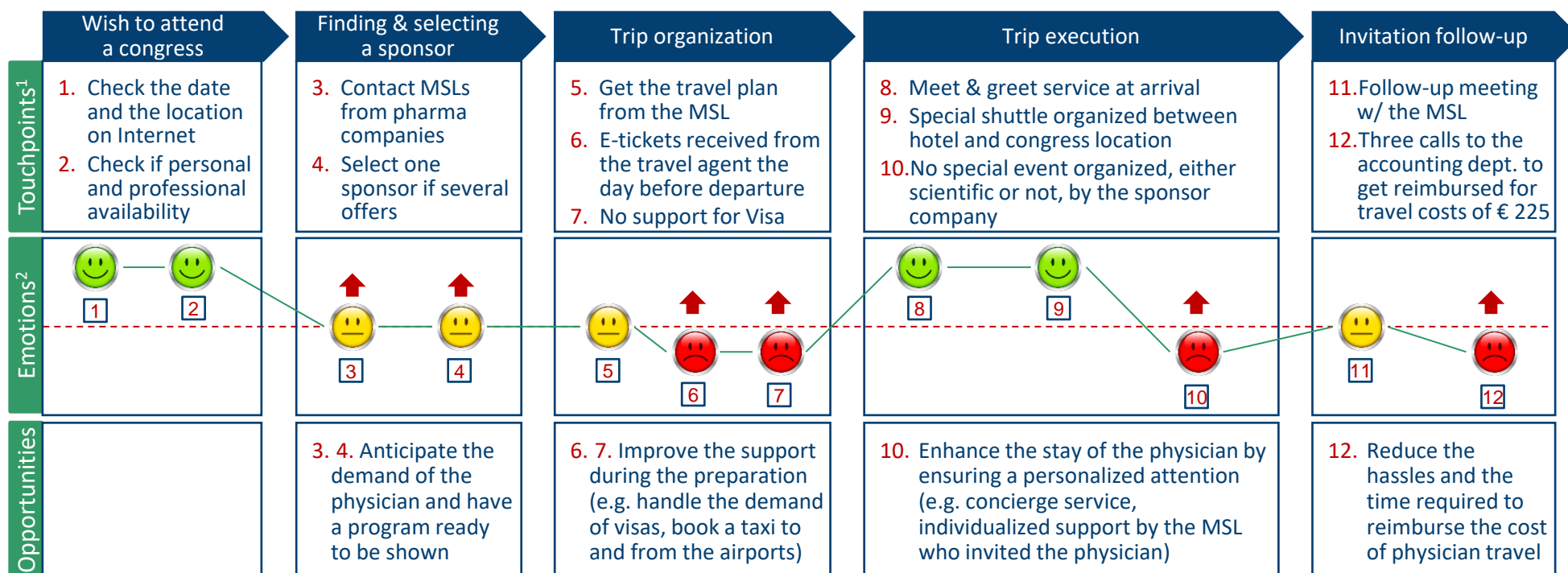
4. The Smart Physician Experience Model – Approach

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

② Physician Experience Analysis (8/10)

Simplified illustration

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



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

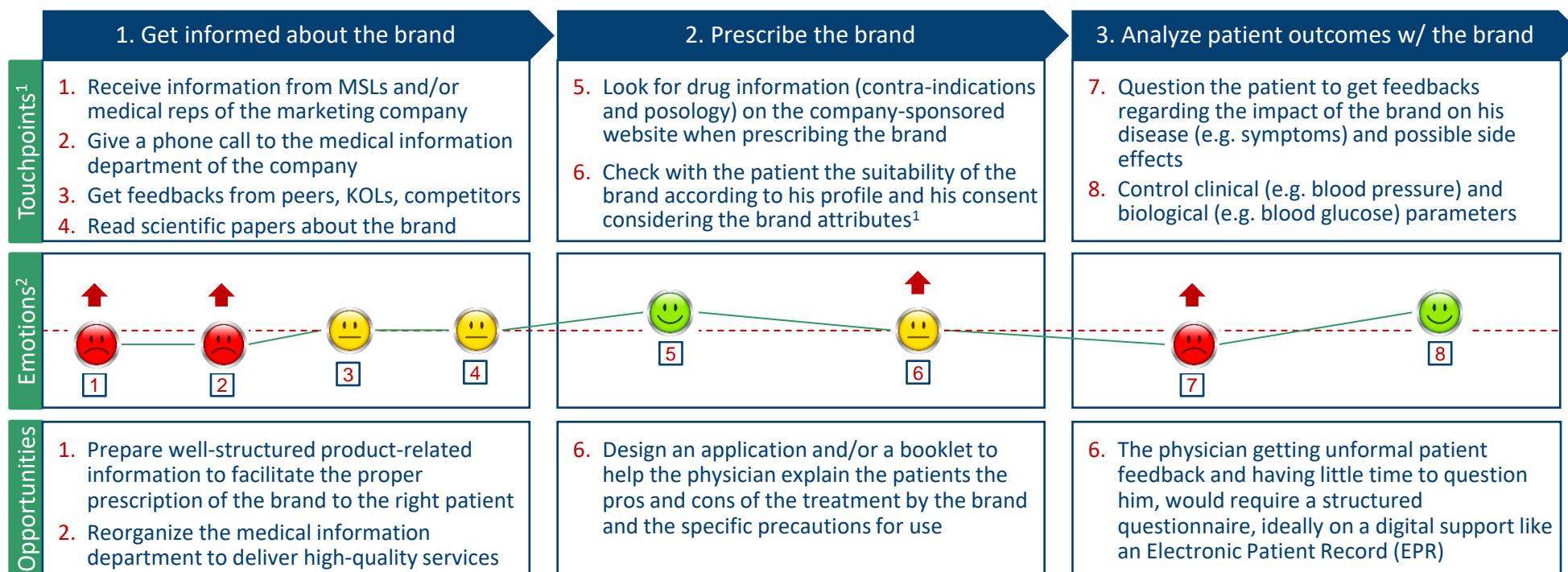
4. The Smart Physician Experience Model – Approach

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

② Physician Experience Analysis (10/10)

Simplified illustration

Physician journey mapping – Brand experience (2/2)



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**

3 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

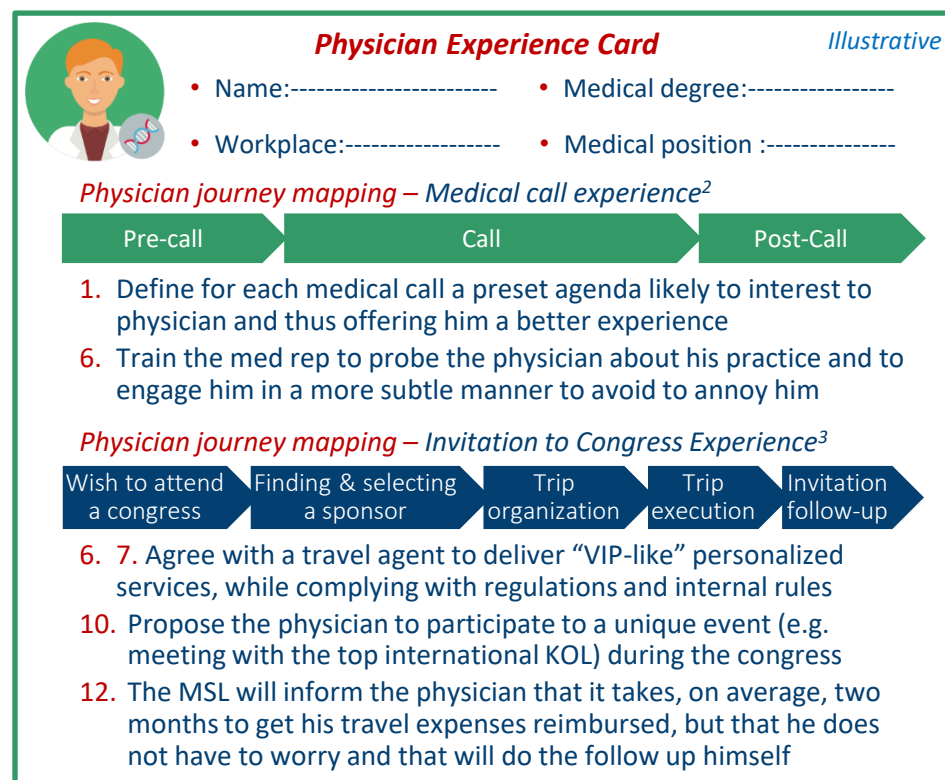
4. The Smart Physician Experience Model – Approach

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

3 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 Physician¹ 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



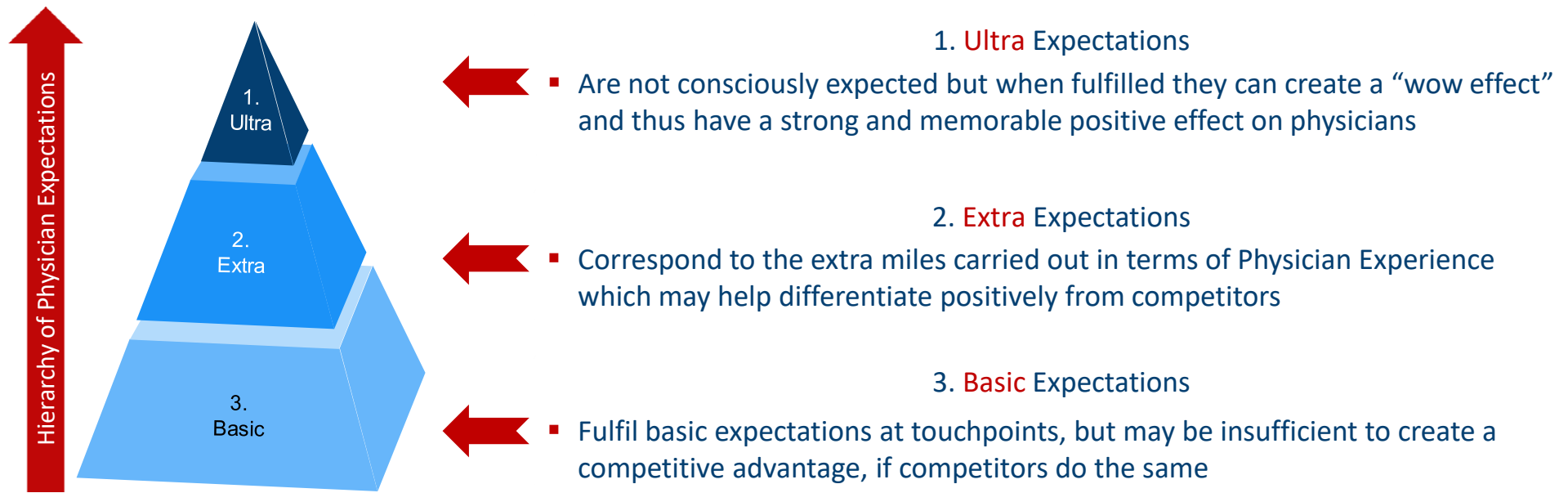
4. The Smart Physician Experience Model – Approach

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



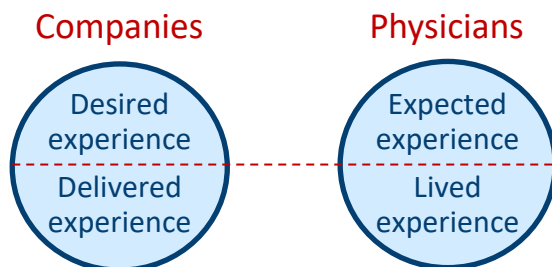
4. The Smart Physician Experience Model – Approach

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

④ 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 experience¹
- 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 delivery², 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



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

5 Physician Experience Measurement (1/4)

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
- To uncover deeper insights, ethnographic¹ 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

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

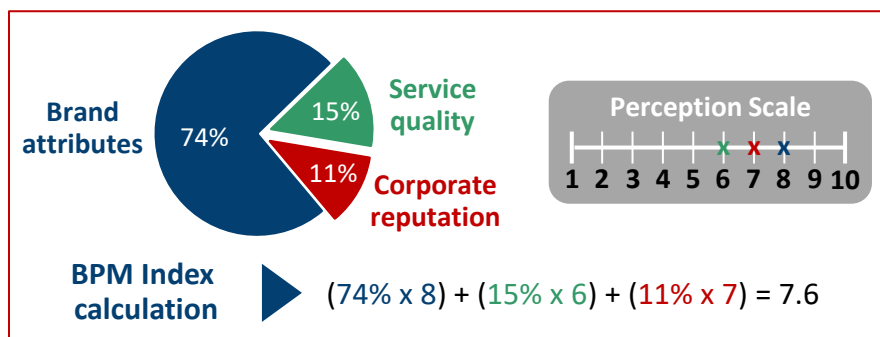
4. The Smart Physician Experience Model – Approach

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)

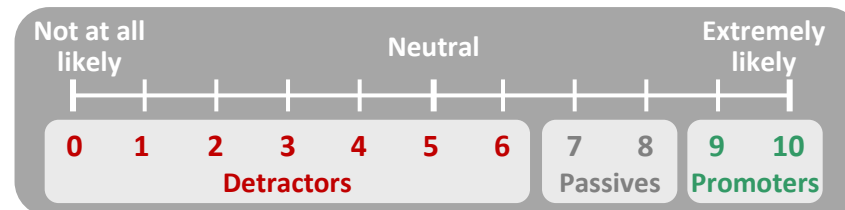
- The BPMI measures, physician by physician:
 - The importance of the 3 components of the BPM
 - His perception of each of them on a 10-point scale



- 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

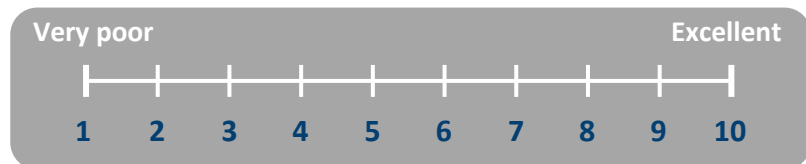
4. The Smart Physician Experience Model – Approach

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

5 Physician Experience Measurement (3/4)

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



- 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:



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

5 Physician Experience Measurement (4/4)

BPMI

(Brand Preference Mix Index)

- It measures overall and specific experiences...
- ... including rationale and suggestions of improvement
- It enables comparisons vs. competitors

NPS

(Net Promoter Score)

- The NPS focuses on overall experiences
- It is a long-term satisfaction metric
- It measures how many physicians are likely to advocate the brand

CSAT

(Customer Satisfaction Score)

- The CSAT is adaptable² to the context of the survey
- It is easy to implement
- CSAT results can be compared to competitors ones

CES

(Customer Effort Score)

- The CES focuses on specific interactions
- It gives actionable data to reduce the efforts
- The “effort” is a strong predictor of future physician behavior

Pros

Cons

- 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 theoretical¹
- 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

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

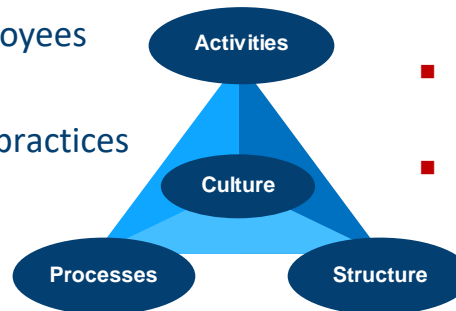
Physician Experience Organization Design

Culture

- Nurture a culture of superior Physician Experience
- Develop a powerful vision to connect¹ employees
- Install a participative culture²
- Encourage creativity, experiment and best practices sharing to enhance Physician Experience

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 together³ 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



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

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

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

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

- | | |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| 9:00 | Introduction to the program |
| 9:10 | Definitions, concepts, methods, tools related to Experience |
| 10:40 | <i>Break</i> |
| 11:00 | Exercises: Defining a shared vision & ambition
– Crafting a strategy – Mapping physician journeys and selecting the most relevant |
| 12:30 | <i>Lunch</i> |
| 13:30 | Case study #1: Rethinking medical calls experiences |
| 15:00 | <i>Break</i> |
| 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

Consulting firm dedicated to the pharmaceutical sector operating
in the complementary domains of strategy, management and organization

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)

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"

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