

Outstanding Physician **Experience...**

————— SHORT VERSION —————

... to boost **Brand Preference**



The Smart Manager *Series* (#6)

Position Paper

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1. Introduction

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

Forward



- By offering outstanding experiences to physicians¹, pharma companies are more likely to:
 - Keep on interacting with them
 - Differentiate positively their products from competition
 - Optimize their market share evolution
- For so doing, we propose a methodology and tools to help pharma companies

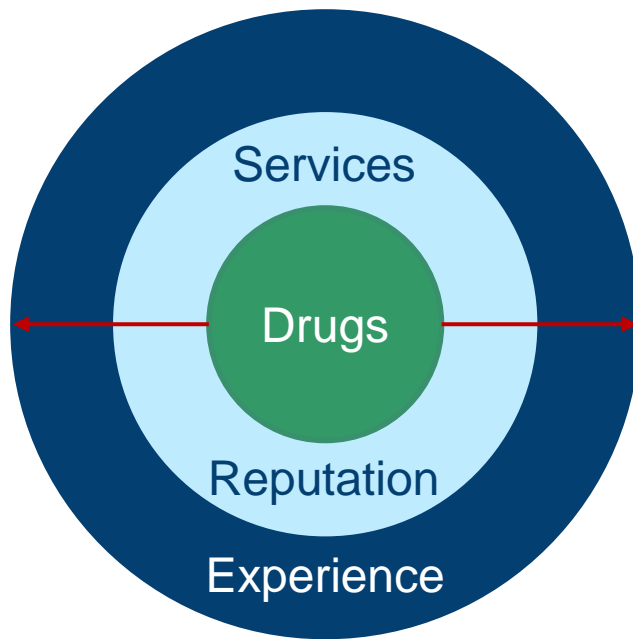
“Managing customer experience bolsters your brand” – Stan Phelps

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 – Definition

Evolution of the drug prescribing model



- Delivering experiences, delighting physicians, is a powerful means to cope with product and service commoditization
- Experience is the perception resulting from interactions with a product, its associated services and the company
- Physician Experience needs to be extraordinary, memorable and compelling to generate a competitive advantage

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



- Positive Physician Experience leads to:
 - Satisfaction and positivity
 - Delight and happiness
- Satisfied and delighted physicians by experiences will:
 - Be more loyal, increasing the retention rate
 - Show a stronger preference
 - Be inclined to recommend

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



- Brand Preference Mix must be activated to bring **superior benefits** and **experiences** to physicians than competitors do...
- ... so that to **convince** them to **prescribe** more and to **recommend** the **brand**

Physicians preference is driven by:

- **Needs** [rational-based]
- **Wants** [emotional-based]

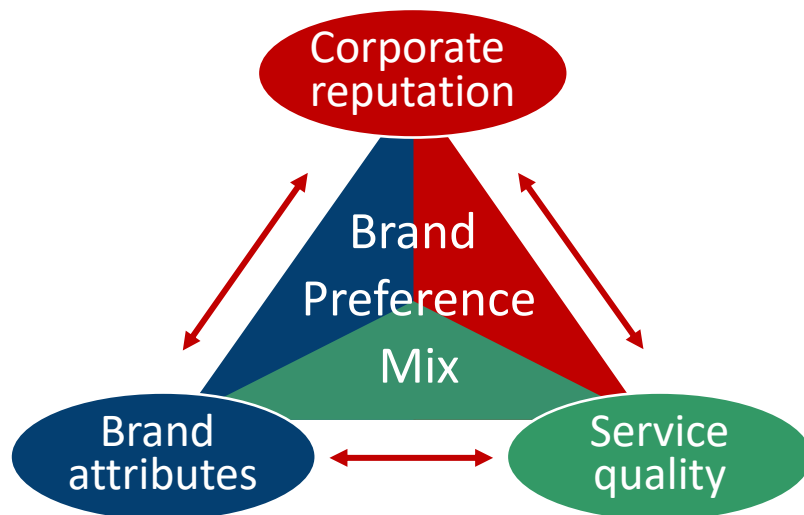
But **limited** by:

- **Fears** [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

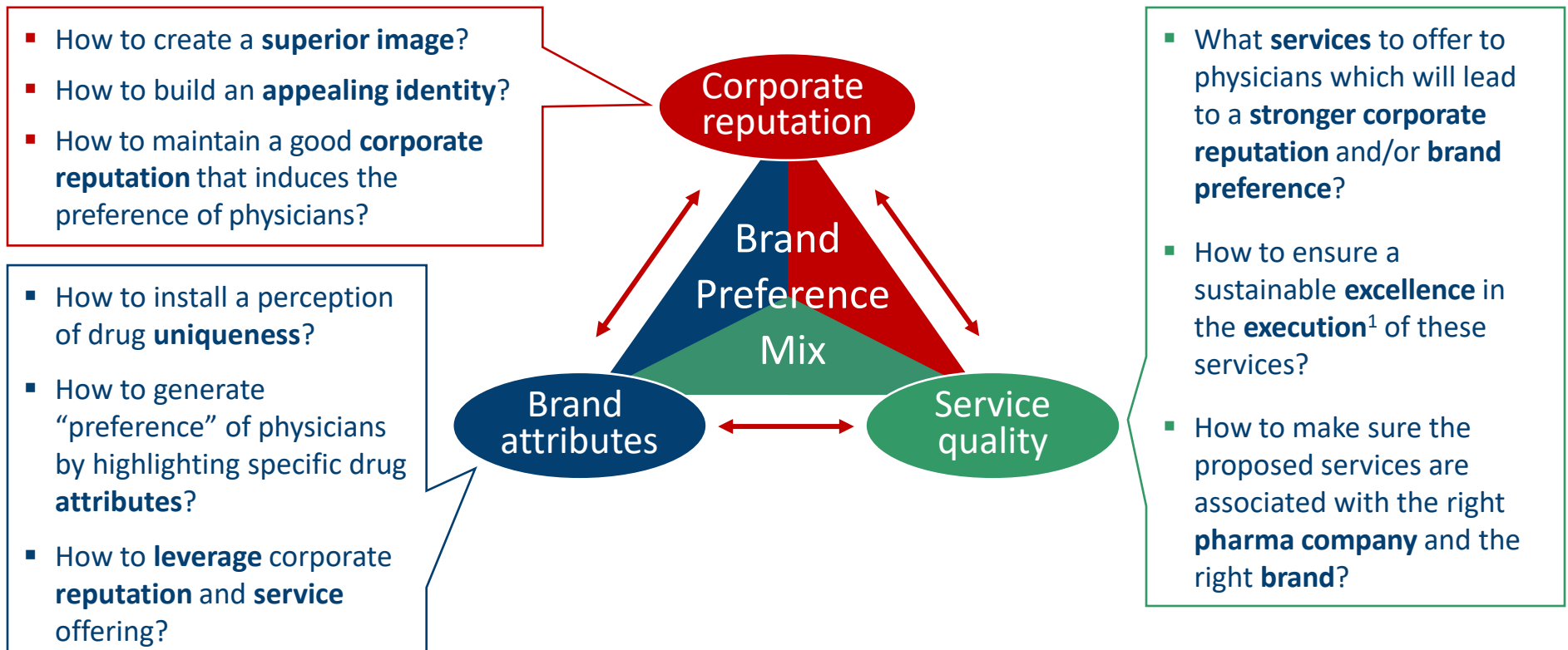


- To increase physician preference for brands to gain prescription share ...
- ... Pharma companies must optimize the three components of the Brand Preference Mix:
 - The perceived value of their brand
 - The perceived quality of the services they offer and deliver to physicians
 - Their corporate reputation
- These three components must be strongly linked 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

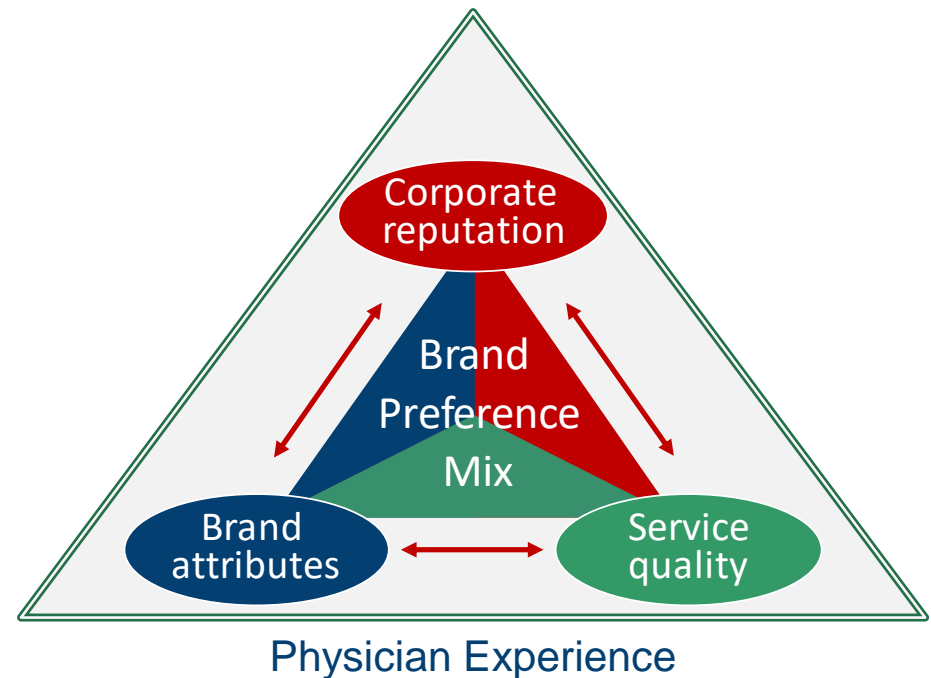
¹ See the position paper “Excellence in Execution applied to Pharma Companies” on Smart Pharma Consulting website

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

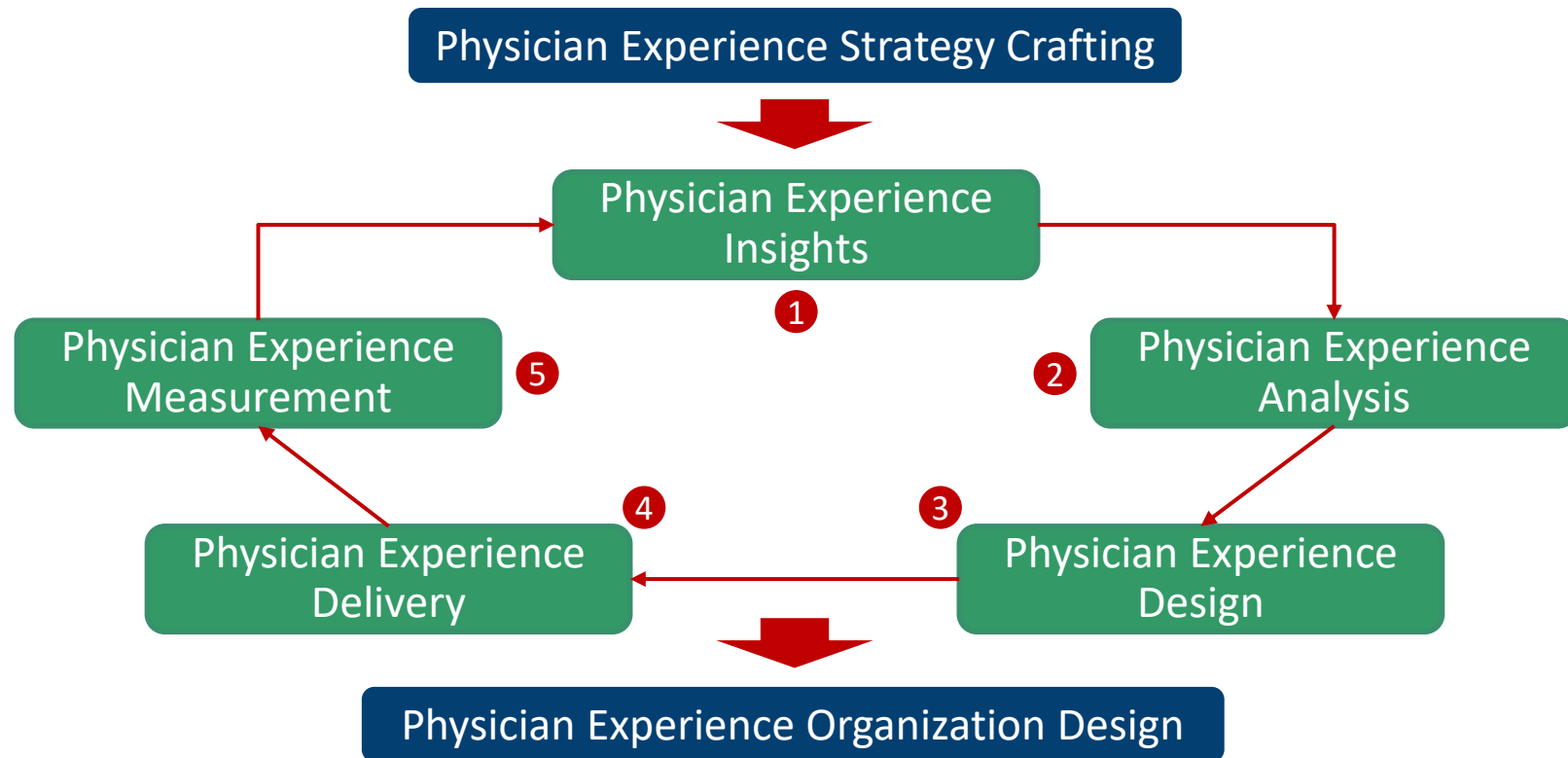
- Delivering an outstanding Physician Experience requires:
 - A clear value proposition based on the Brand Preference Mix
 - An intimate understanding of individual physicians' “needs”, “wants” and “fears”
- Physician Experience should consider:
 - Cognitive (knowledge, exposure)
 - Affective (appreciation, preference)
 - Conative (prescription, recommendation) 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

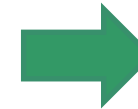
Step 1

- Define a clear vision, bought in by collaborators



Step 2

- Involve physicians and collaborators across the company to craft strategy and tactics



Step 3

- Integrate experience strategy into the brand strategy

- Physician Experience strategy crafting should be:
 - PERSONALIZED: apply individual insights gathered at each touchpoint
 - CONVENIENT: offer convenient services to physicians
 - ACCESSIBLE: ensure an easy and quick access to collaborators to fulfill their needs

“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

Why to gather data?

- Engage with physicians to better understand them¹
- The value of these data depends on the insights they will bring
- Data relative to every touchpoint should help understand which interactions increase engagement and hurt it; and why
- Define the actions that will drive a positive change in physician opinion and behavior

What data to gather? – Small data

- Specific and individualized data are the starting point to improve 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 directions
- At tactical level, big data can be used to feed algorithms to predict Physician Experience issues or 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

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 (1/5)

Personas & Physician ID Cards

- Experience should be analyzed from the outside in with the help of personas¹
- Individual portraits (ID cards) based on real data, would be preferable 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?



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	

Sources: Smart Pharma Consulting

¹ Including the characteristics and the emotional needs of physicians

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 (2/5)

Physician journey mapping – Introduction

- Physicians journey mapping enables to understand:
 - What are their touchpoints?
 - How do they interact with the company, its brands and services?
 - The emotional connection they feel at each interaction across all touchpoints, to explore how to eliminate “pain points” and reinforce “delight points” to create an emotional attachment to the brands
- Thus, it is possible to enable an end-to-end redesign of the physician journey
- Audit of practices and capabilities; and mapping of existing Physician Experience will raise important questions, such as:
 - Where are the 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 (3/5)

Physician journey mapping – In practice (1/2)

- 1st step: identify the most important¹ journeys and pain points through:
 - Top-down, judgement-driven analyses
 - Bottom-up, data-driven analyses
- 2nd step: pinpoint the touchpoints between the physician, the brand, the company and the services it proposes
- 3rd step: evaluate the physician' perceptions at each touchpoint, their root causes and the likely impact on its behavior
- The journey mapping should be carried out, physician by physician, to obtain a precise diagnosis to redesign interactions
- A robust journey mapping requires:
 - The contribution of different departments²
 - The input of physicians 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. – ² I.e. physician-facing and support functions collaborators having a direct or indirect impact on physician experience

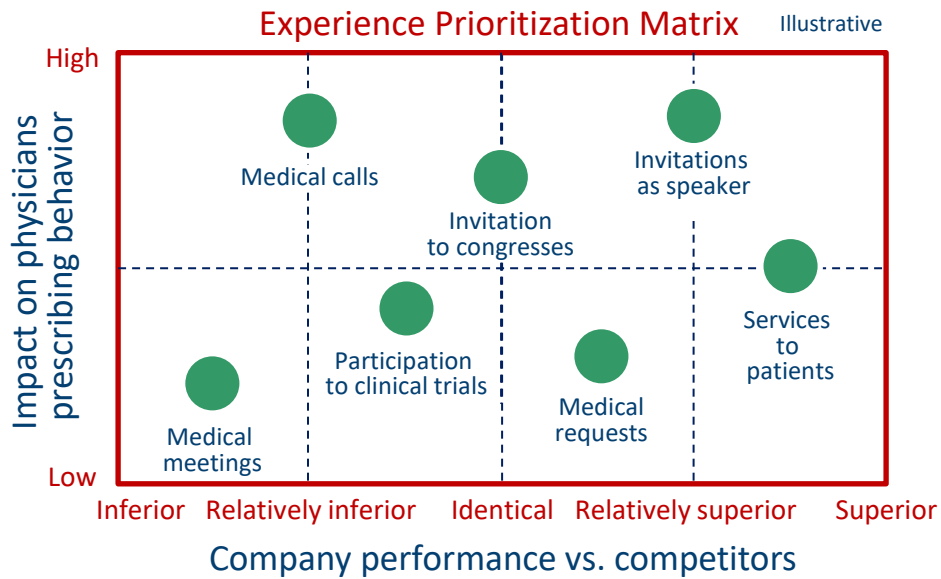
4. The Smart Physician Experience Model – Approach

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

2 Physician Experience Analysis (4/5)

Physician journey mapping – In practice (2/2)

- This matrix helps select journeys that should be redesigned to improve experience



- The matrix considers two criteria:
 - The most impactful journeys on physician's prescription, beyond product attributes
 - The performance of the company, relative to competitors
- Feasibility (organizational, technical, financial, legal, etc.) should be considered
- The matrix can be used for individual or groups of physicians, by therapeutic area, by country, etc.

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 (5/5)

Simplified illustration

Physician journey mapping – Medical call experience

	Pre-call	Call	Post-Call
Touchpoints ¹	<ol style="list-style-type: none"> Next call planning w/ the med rep Call to the med rep to clarify the program of a symposium the physician is considering to attend 	<ol style="list-style-type: none"> Introduction by the med rep who indicates the objective of the call Answer to questions asked to the med rep during previous calls Detailing of the promoted brand by the med rep Questioning by the med rep re. the number of patients under his brand Overall call perceived as too long and not very interesting 	<ol style="list-style-type: none"> Reception of a reprint from the medical department, following a specific demand during the call Reception of an e-mail with a link to a webinar
Emotions ²			
Opportunities	<ol style="list-style-type: none"> Determine, in agreement with the physician, a topic to be covered during the next call to be planned 	<ol style="list-style-type: none"> 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 Better manage the call duration and determine what could have made the physician more interested by the content of the call 	<ol style="list-style-type: none"> The process should be rethought so that the physician feels delighted by the way his demand is fulfilled

Sources: Smart Pharma Consulting

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

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

- Physician Experience design refers to the creation of touchpoints which are concrete and controllable elements that can be identified, crafted and integrated
- Designing or redesigning experience should aim to deliver, at each touchpoint:
 - Better interactions
 - Integrated and coherent experiences
- The level of customization should be adjusted by individual physician
- A Physician Experience plan should be elaborated and integrated to each brand plan, ensuring it supports the brand
- 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
 - Empowering physician-facing collaborators


4. The Smart Physician Experience Model – Approach

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

3 Physician Experience Design (2/2)

Physician Experience Card

- This card formalizes a specific action plan to enhance each physician experience
- Key learnings from individual physician¹ and from the mapping of his journeys will be used
- To select the touchpoints to be redesigned, they should be categorized as follows:
 - The “musts” requiring to meet expectations
 - The “pluses” leading to preference
 - The “minuses” inducing negative feelings and behavior due to poor experience



Physician Experience Card

Illustrative

- Name:-----
- Medical degree:-----
- Workplace:-----
- Medical position :-----

Physician journey mapping – Medical call experience²

Pre-call

Call

Post-Call

1. Define for each medical call a preset agenda likely to interest the physician and thus to offer 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 annoying him

Sources: Smart Pharma Consulting

¹ As gathered in the Physician ID Card – ² See illustration p.24

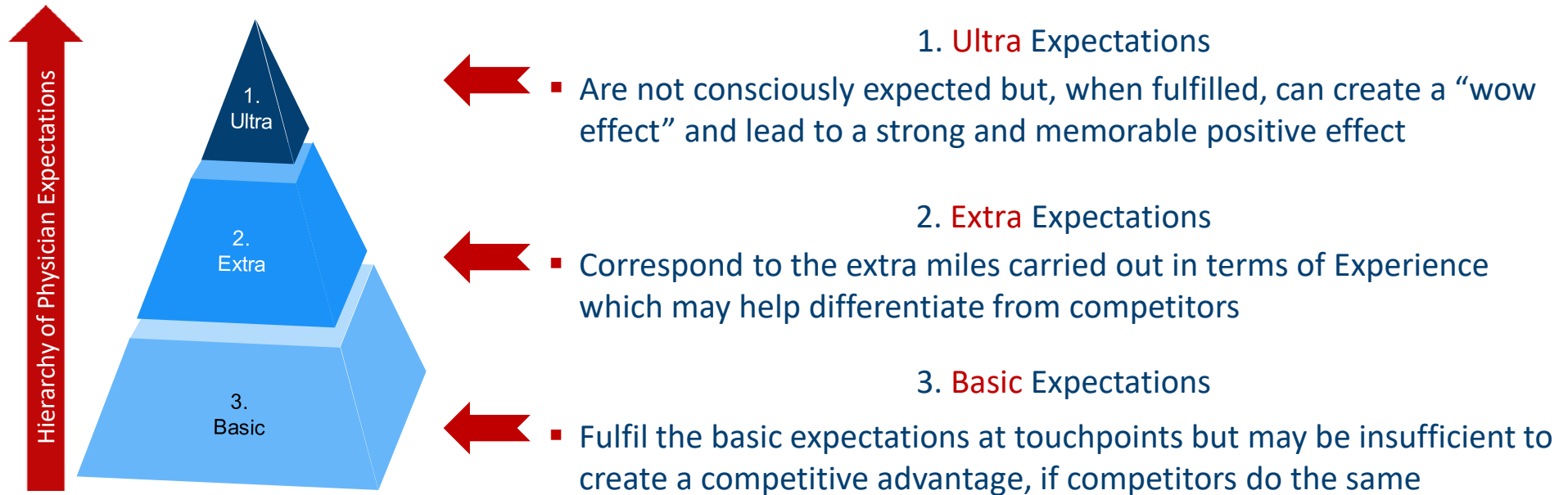
4. The Smart Physician Experience Model – Approach

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

Excellence in execution

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



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

Key points

- Measuring Experience is essential to evaluate the pharma company, its brands and related services proposed
- Physicians feedback should be captured in real time, or soon after the interaction
- These information being evolutive, permanent data gathering...
- ... and regular control of their quality should be organized
- One should measure 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 metrics can be combined to measure the quality of execution of the different interactions

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

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

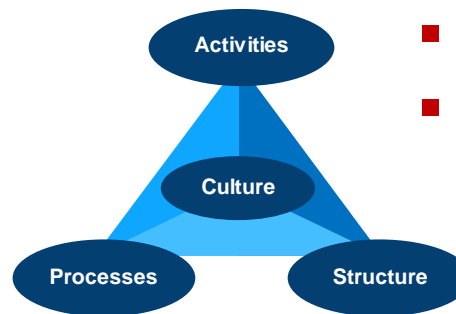
Physician Experience Organization Design

Culture

- Nurture a culture of superior Experience
- Develop a powerful vision¹
- Install a participative culture²
- Encourage creativity, experiment and best practice sharing

Activities

- Focus on activities that support Physician Experience strategy
- Develop skills of collaborators
- Carefully plan and monitor the execution of key interactions



Processes

- Introduce a continuous and cross-department system to capture physician emotions
- Ensure all functions work together³
- Design simple and easy processes

Structure

- Design an agile structure
- Set up a flat and lean organization
- Have a platform with physicians’ opinion, behavior and emotion data

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 should be set by the CEO and shared with all collaborators

Strategy

- Should be crafted to consistently meet or even exceed physicians' expectations across their journeys
- Greater Experience creates stronger engagement, positive opinion and thus enhances brand preference
- Deliver compelling stories and experiences with strong contents through conventional and digital channels

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 includes interactions with in-field and office-based collaborators, and digital interactions

Organization

- Physician Experience is a holistic approach requiring the engagement of everyone from the company
- Design an integrated approach 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

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 *Break*
- 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

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