

PHARMAFUTURE™

**DIGITAL  
COUNCIL**

A Global Industry Advisory Board for Life Sciences

DECODING  
**THE POWER OF  
DIGITAL EVOLUTION**

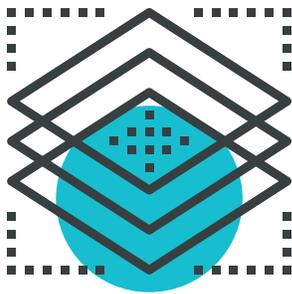
Executive Summary From Digital Council's  
1<sup>st</sup> Roundtable Discussion 2018-19

[www.digitalcouncil.pharmafuture.org](http://www.digitalcouncil.pharmafuture.org)

# Decoding the Power of Digital Evolution

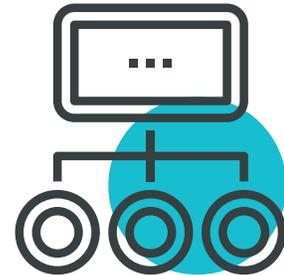
Pharmaceutical organizations are sprinting to keep pace with the changes brought about by digital technology. Artificial Intelligence, Machine Learning, Social Media, Mobile, and Cloud are some of the disruptive innovations that are starting to transform the healthcare industry, making it imperative for pharma organizations to identify the right digital initiatives to scale and evolve and, as a result, delight their customers. Interestingly, customer expectations are not being set by the pharma industry any more but by global companies like Apple, Google, and Amazon. The pharma industry is now getting better at creating customer journeys, but it needs to accelerate its digital evolution to achieve a whole new level of customer experience.

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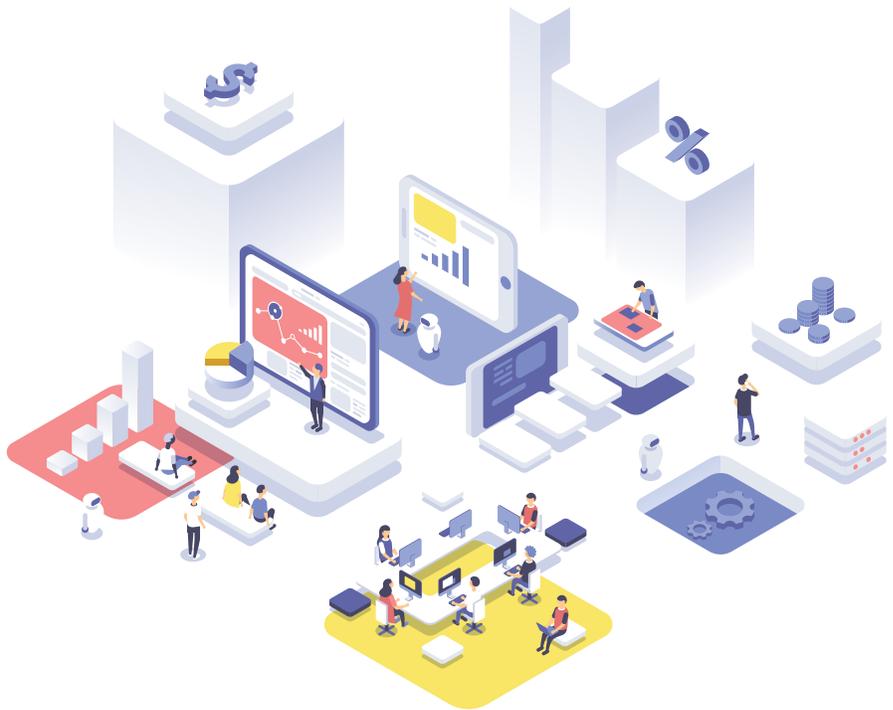
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# Multichannel Marketing Maturity – Driving Change in Mindset

## Rethinking Digital Marketing

The marketers in the life sciences space need to move away from the thinking that multichannel marketing is an IT project or a commercial project. The key learning from outside the pharma industry is that it is all about customer experience and service design of information and products where 99% of channels happen to be digital. Hence, it is not digital or multichannel and it is not really digital marketing but just marketing.



*Think of multichannel organizations as digital service organizations that go above the brand and market because once you get into the brand, you get poisoned by “I just want to sell more of it” as opposed to “I want to serve the people who are taking my medicine.”*

- A council member

## Moving Beyond the Commercial Mindset

As many organizations mature from adoption and enablement aspects of their content to data-driven personalization, there is an urge among digital leaders to go beyond the commercial focus and restructure their organizations to bring data from all stages of the value chain into one place, for a centralized enterprise view of content in the right context.

## Achieving a New Level of Customer Experience

The next level of multichannel marketing is to delve into customer experience at every touchpoint and optimize it. The focus on customer experience should be institutionalized, rather than just educating a set of people, and their needs should be supported by a well-crafted customer experience strategy.

# Data and Analytics

## – Embedding It in the Process



### Building Capabilities for Standardization

There are plenty of data but limited structure or models to standardize them. Accurate data are the backbone of analytics, and an analytics-driven model can be put to good use only when the team has access to structured data. Every interaction, every brand, and every outcome could be captured within the data model if there is a basic infrastructure in place to drive standardization.

### Global Harmonization of Data

Any strategy, be it digital enablement or analytics, needs to converge at a central level for it to work successfully. Marketing organizations have solved some of their data challenges by building consistent capabilities and adopting enterprise-wide business insights and partnering with analytics groups that share the same mindset.

### Defining the Scope of Analytics:

A sound analytics system could ideally include three components: the global guidance group (who define dashboards), analytics group (who do operational reporting), and advanced analytics group (who measure impact, ROI, etc.). Since marketers across the enterprise deal with hundreds of agencies, it is important that they minimize their spend on redundant activities and instead allocate resources for strengthening analytics capabilities.

# Change Management – Start at the Top

## Digitally Focused Leadership

The resistance to digital shift lies not in the lack of understanding the need to evolve, or the technology, or the customer journey, but in the fear of the impact of these changes on business. Digitally focused leadership that facilitates change management and infrastructure development is the need of the hour, otherwise convincing leaders for every single digital initiative will significantly slow down the digital evolution.



*If you were to design a pharma company today, you wouldn't design it the way the most of our companies are structured. The silos and level of bureaucracy, the pace at which we move, and the approval of some of those contingencies we need to have in our system are a few reasons for the change.*

- A council member

## Aligning Objectives Within Sales and Marketing

While sales ops may be focused on measuring incentives, core planning, targeting, and segmentation, a commercial, multichannel, or customer experience-focused organization might view the customers very differently. To meet the next level of customer expectations, leadership needs to align to these objectives.

## Driving Toward Operational Maturity

One essential reflection of the organizational, cultural, and infrastructural degree of maturity is to have an organizational anchoring in the hubs and P&L centers to make the entire system work. A high level of operational maturity allows the organization to modify operations quickly and sustainably within the hubs and stay self-funded from the revenue it generates.

# In Conclusion: Digital Leap of Faith Is the Need of the Hour

The future lies in pivoting life sciences sales and marketing as well as commercial operations organizations around a digital service organization mindset. This type of mindset allows to create lasting customer experiences by evolving digital projects and siloed pockets of excellence into an enterprise-wide digital information business.

## Background

The thoughts in the document have been derived from the perspectives shared by the members of the **PharmaFuture™** Digital Council, a platform dedicated to the open exchange of insights and ideas among senior pharma leaders, during the council’s first meeting held in New York on September 4, 2018. The speakers shed light on the current state of digital evolution in life sciences, best practices for integrating digital practices into the ecosystem, and what it means for the organization in the long run.

## Digital Council Members

 <p><b>CHRISTINE YEH</b> <b>ALLERGAN</b> VP, Marketing Innovation &amp; Operations </p>	 <p><b>RAAKHI K SIPPY</b> <b>GLAXOSMITHKLINE</b> Global Commercial Transformation </p>
 <p><b>JASON GEORGE</b> <b>BAYER</b> Head, Integrated Multi-Channel Marketing </p>	 <p><b>TARA STEWART</b> <b>BRISTOL-MYERS SQUIBB</b> Worldwide Head, Multi-Channel Hub </p>
 <p><b>JEFF FRENCH</b> <b>VIIV HEALTHCARE</b> VP and Chief Digital Officer </p>	 <p><b>TINA GOYAL</b> <b>NOVARTIS</b> Global Head Market Development </p>
 <p><b>JOHN MCCARTHY</b> <b>PARALLEL THINKING LLC</b> President and Founder </p>	 <p><b>UWE DALICHOW</b> <b>BAYER</b> Head of Global Marketing Operations </p>
 <p><b>MARC SCHWARTZ</b> <b>SANOFI</b> Global Multi-Channel Marketing Lead </p>	 <p><b>THOMAS T. TERP</b> <b>NOVO NORDISK</b> Vice President, Commercial Operations </p>

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## ABOUT PHARMAFUTURE™

**PharmaFuture™** ([www.pharmafuture.org](http://www.pharmafuture.org)) is a global thought leadership forum for senior pharmaceutical executives. Its objective is to present the market realities through credible market research and bring together senior leaders of the industry in an interactive setting to discuss key challenges facing the industry, to share experiences, and to brainstorm ideas and solutions to drive better health and business outcomes.

**PharmaFuture™** is an initiative of Indegene—a leading global healthcare solutions company that integrates medical/pharma expertise, technology, analytics, and operational excellence to address some of the big challenges in the industry.

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