

Reimagine customer  
engagement

empower  
engagement

 The webinar series

# Omnichannel Launch Excellence in the Never Normal

November 30<sup>th</sup>, 2021



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# Meet Ruud Kooi

SVP

NATIONALITY: DUTCH

LANGUAGE(S): DUTCH, ENGLISH, GERMAN



 *Ruud started his career in pharma in 1995, working for Janssen (J&J) as part of the first digital and e-business teams. As co-founder of Across Health, Ruud leads a multiple award-winning account team and is responsible for leading global accounts. Ruud specializes in creating company-wide digital and omnichannel strategy roadmaps, translating global blueprint models into country-specific campaign implementation successes, as well as the company-wide upskilling required to make these successes sustainable.*



## PROFESSIONAL EXPERIENCE (EXTRACTS)

**Company-wide omnichannel strategy:** definition of global omnichannel strategies including local tailoring of omnichannel programmes & roadmaps for leading pharma companies.

**Multi-country strategy implementation:** Guiding organizations and local brand teams into the first omnichannel implementation successes, aiming to create local sustainable self-steering implementation teams.

**New commercial models:** Designing and testing new commercial go-to-market models including digital first components.

**Publication:** Co-author of "Evidence-based Multichannel: delighting pharma customers in the omnichannel age."



## CORE SKILLS

- Omnichannel strategy for commercial & medical
- Company wide upskilling & change management
- New commercial models
- Risk share digital campaigns



## EDUCATION

- MSc Industrial Engineering & Management Science - TU/e (Netherlands)
- Project Management Professional (PMP)




# Meet Luisa Schirm

Senior strategy consultant

NATIONALITY: GERMAN

LANGUAGE(S): GERMAN, ENGLISH, SPANISH



 *Luisa joined Across Health in 2015 and is one of our Senior Strategy Consultants. She brings with her extensive experience in the set-up and implementation of global omnichannel engagement programmes across multiple TAs. As a part of the capability building, she has facilitated 80+ omnichannel strategy & training workshops for both the commercial and medical fields on almost every continent. She relies on a broad knowledge of project and change management.*

## PROFESSIONAL EXPERIENCE (EXTRACTS)

**OCE strategy formulation:** Supporting pharma companies in their OCE strategy and roadmap formulation.

**OCE strategy execution:** Helping pharma companies in managing worldwide engaging and impactful execution programs.

**OCE capability building for commercial and medical teams:** Setting up workshop sessions and managing throughout all stages, from preparation to facilitation onsite and output generation.

**OCE implementation guides:** Developing brand-specific playbooks to educate and help local teams on OCE implementation and execution.

## CORE SKILLS

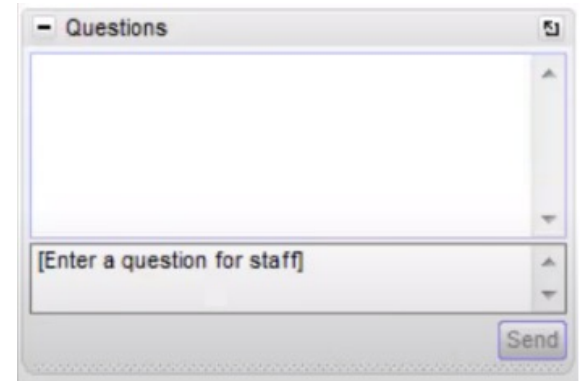
- Omnichannel engagement strategy & execution
- Education on OCE brand strategy & market insights
- Digital transformation
- Project management

## EDUCATION

- MA Business Consulting (DE, EN) – University of Applied Science Harz (Germany)
- BA International Business Management (EN, ES) – Berlin School of Economics (Germany)  
Universidad de Zaragoza (Spain)

# Ground rules

- This webinar will take around **45 minutes**, followed by questions
- You can submit **questions** at any time via the “**Questions**” box
- **Please give us your feedback!**
  - Right after the webinar a short satisfaction survey will be launched. We would love to know your opinion!
- The webinar will be recorded and made available after the session. We will send you an email with the details



Reimagine customer  
engagement



**How essential is omnichannel for launch excellence?**

# Launch trajectory in the first 6-12 month is predictive for peak sales

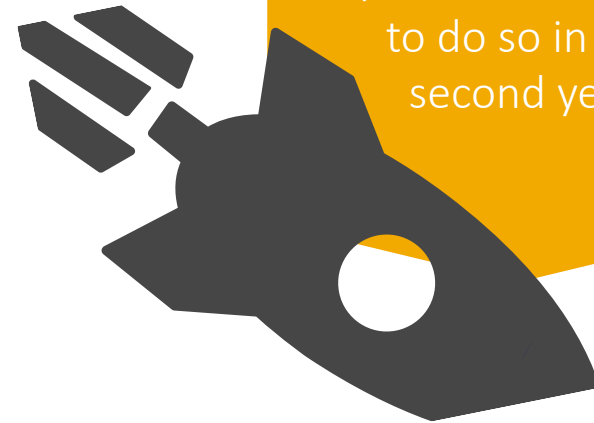
65%

of launches that exceeded forecast in year 1, continued to do so in the second year



78%

of launches that lagged forecast in year 1, continued to do so in the second year



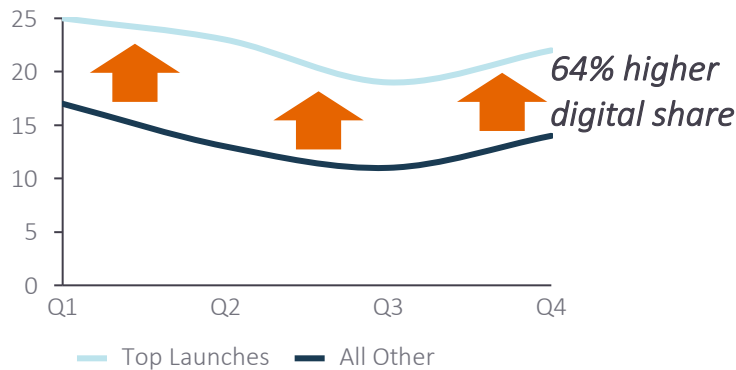
Source: EvaluatePharma/McKinsey analysis



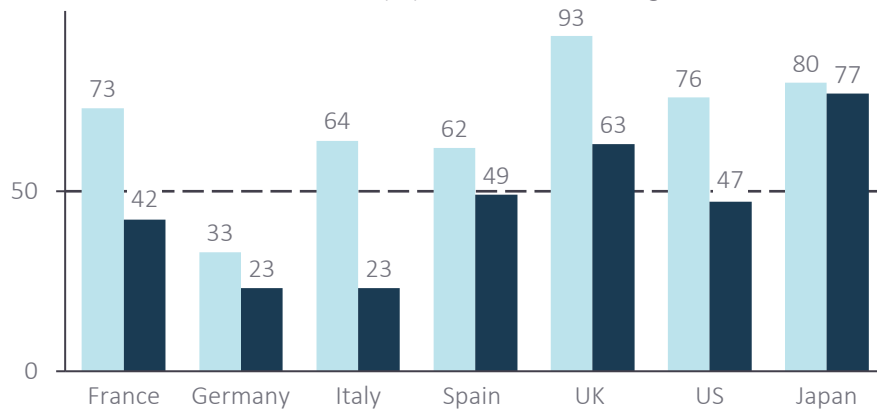
**‘Like launching a rocket –  
there is only one chance  
to get it right’**

# Top launches show a higher share of digital engagement but also more sustained digital activities throughout critical launch period

Average digital share (%) of promo volume



Share of launches (%) with sustained digital efforts



## Key findings



International top launches have a higher share of digital engagement throughout the critical first year of launch across all key countries.



Launch-excellent biopharmaceutical companies tend to have a more sustained approach towards digital, committed to the conviction that augmented digital engagement improves launch performance.



Top launches leveraging a richer mix of digital channels (3 or more) during the first year after launch.

**BUT**

*Channels are empty vessels unless you put really good, engaging and relevant content for your target audience*

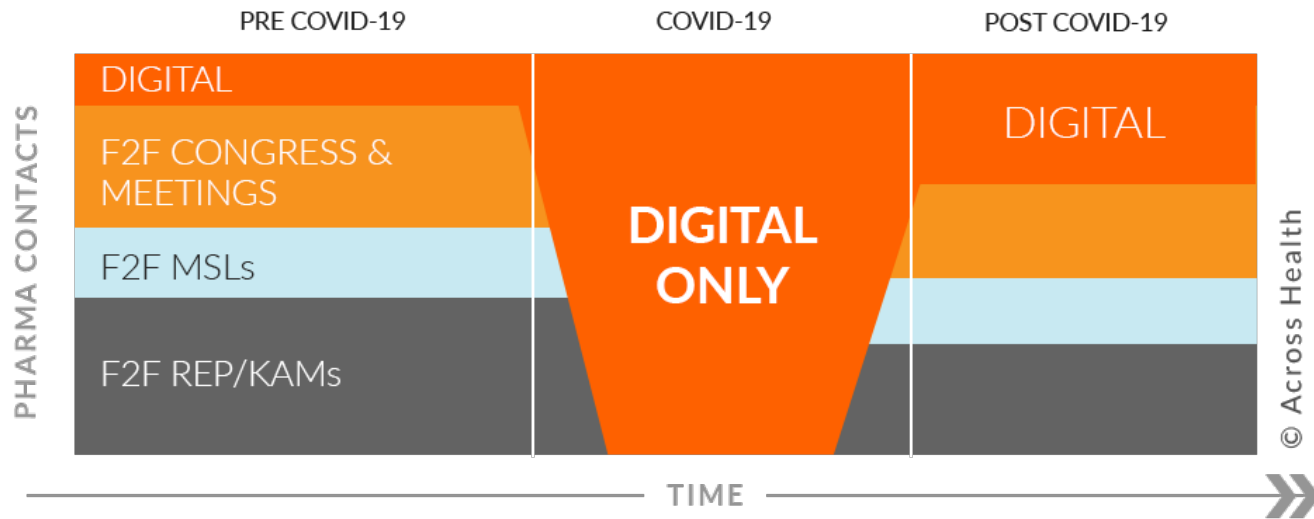


**BC ⚡ AC**

**BEFORE  
CORONA**

**AFTER  
CORONA**

# Biopharma industry needs to reimagine customer engagement for the post-C19 world – with the customer in mind



*“Pump up the digital volume” without customer focus is a dangerous strategy”*

(Across Health 2021)

*“Doctors disappointed in pharma’s digital pandemic efforts”*

(Fiercepharma 2021)

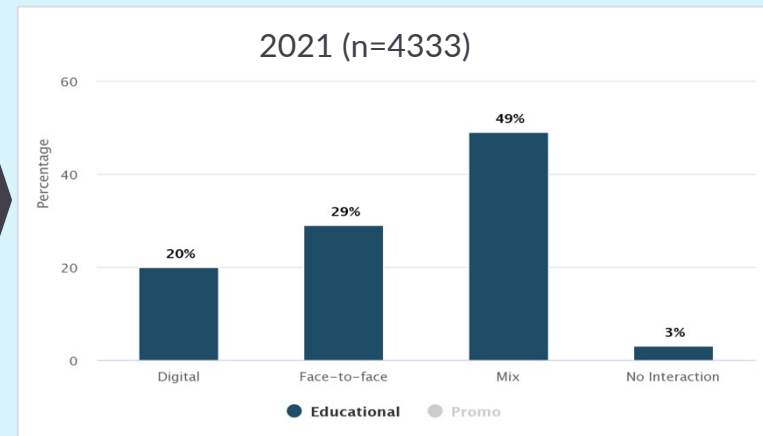
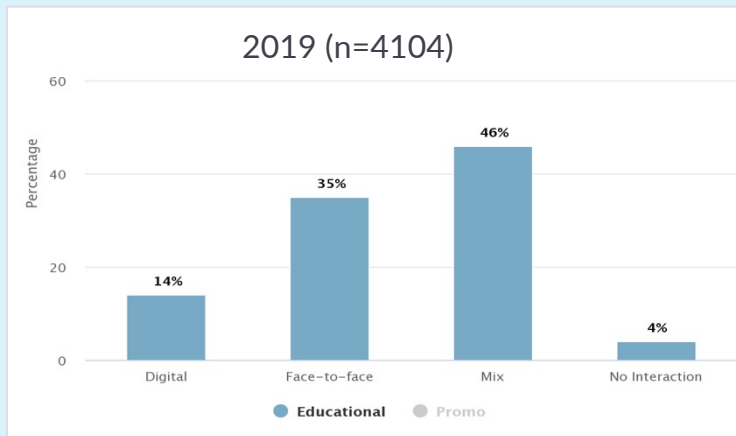
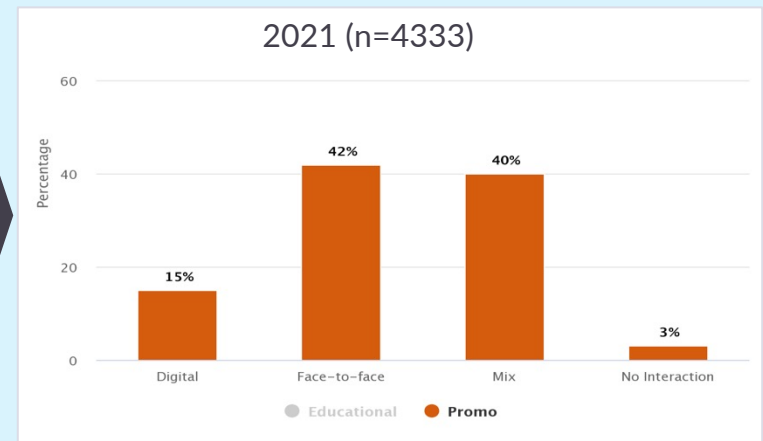
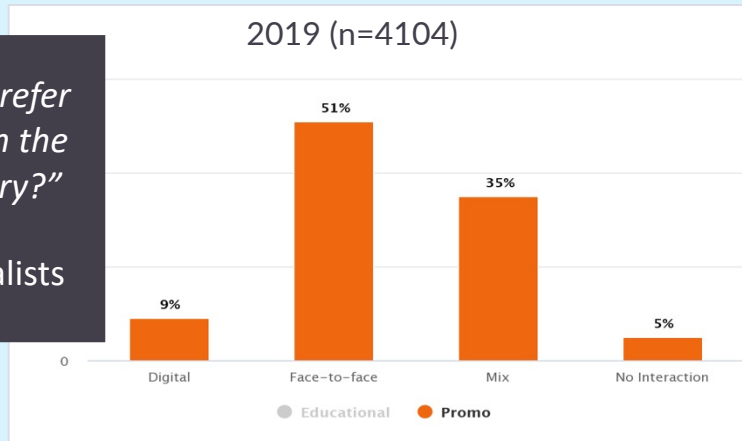
*“Promotional models are obsolete”*

(Iqvia 2021)

# COVID has accelerated customers' preference for digital as a key part of the communication mix, for promo and especially for education

*"How do you prefer to interact with the pharma industry?"*

EU4+UK Specialists

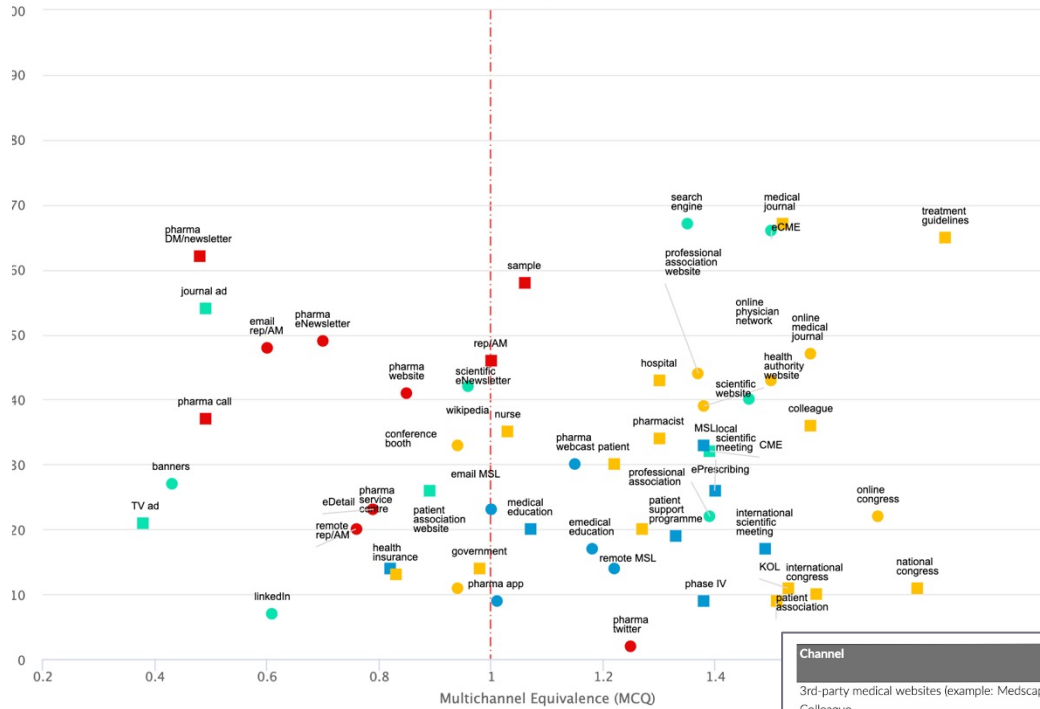


# Select your ideal launch channels using Navigator365™ insights

Add brand objectives, launch type and digital maturity to the selection criteria

Channel equivalence map

Demorologist | Futuropia | n=100



Channel	Launch of a complex, innovative product with a high unmet need	Launch of a new product with a well-known MOA	Mature, well-known brand
3rd-party medical websites (example: Medscape)	5.8	5.4	5.3
Colleague	2.7	5.6	4.8
International conference	14.1	11.8	9
Journal (online or paper-based)	14.8	16.1	15.4
KOL	6.8	3.9	4.2
MSL	10.1	9.3	10.4
Other	1.5	0.1	0.3
Pharma e-newsletter	1.4	2.3	3
Pharma local scientific meeting	6.6	6.9	6.2
Pharma website	2.4	3.2	5.4
Rep	19.9	19.5	19.2
Search engine	2.4	2.4	4
Webinar	11.5	13.5	12.8

HCPs were asked to distribute 100 points among their top 3 choices  
Score = sum of points averaged among HCPs

N=101

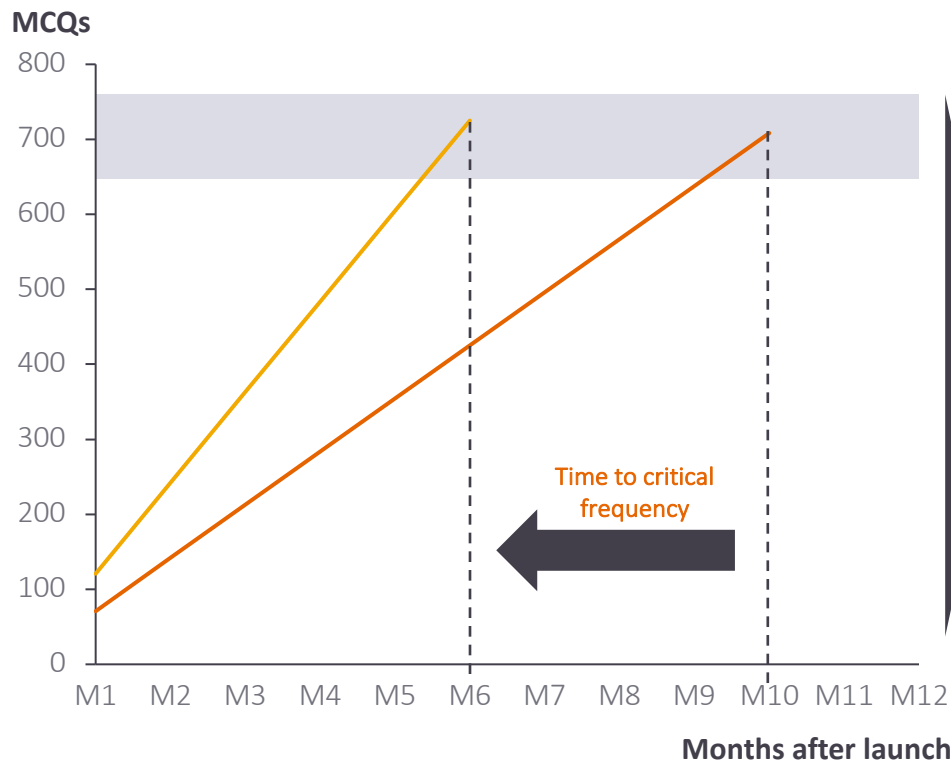


# Reduce the time during launch to critical reach and frequency, by increasing quality SOV and Cx

**Assumption:** 100 HCPs per rep/KAM

— 7 F2F engagements within 12 months (5 calls per day, 170 WD)

— adding 0,5 MCQ per HCP per month



- Shorten **time to critical frequency** to meet 6–12 months critical launch window.
- Increase **reach** of customer facing roles by augmented digital interactions.
- Increase time HCPs spend to understand the **product value proposition** and its position in their armamentarium to **drive adoption and patient access** to medicine.
- Capture **behavioural data** across channels faster and continuously optimize engagements for higher **impact**.

Well ok, digital is important,  
but is digital omnichannel?



# Omnichannel includes content...

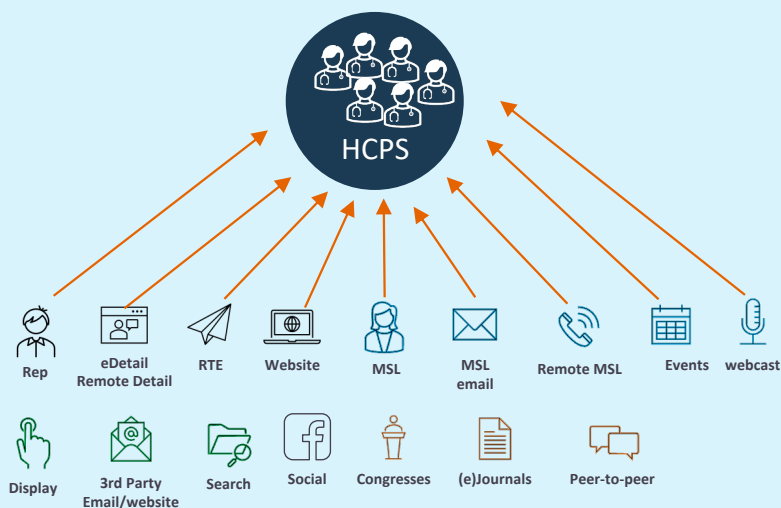
*“Omnichannel engagement strategy  
addresses the messages based on the customers’ perspective.*

*We don’t “just” publish our content, we walk into your audience’s shoes  
and try to create a message based on  
their views and interests”*



## MULTICHANNEL

All touchpoints are available, but not coordinated and one-way; campaigns are brand/company-centric  
Subpar customer experience & engagement

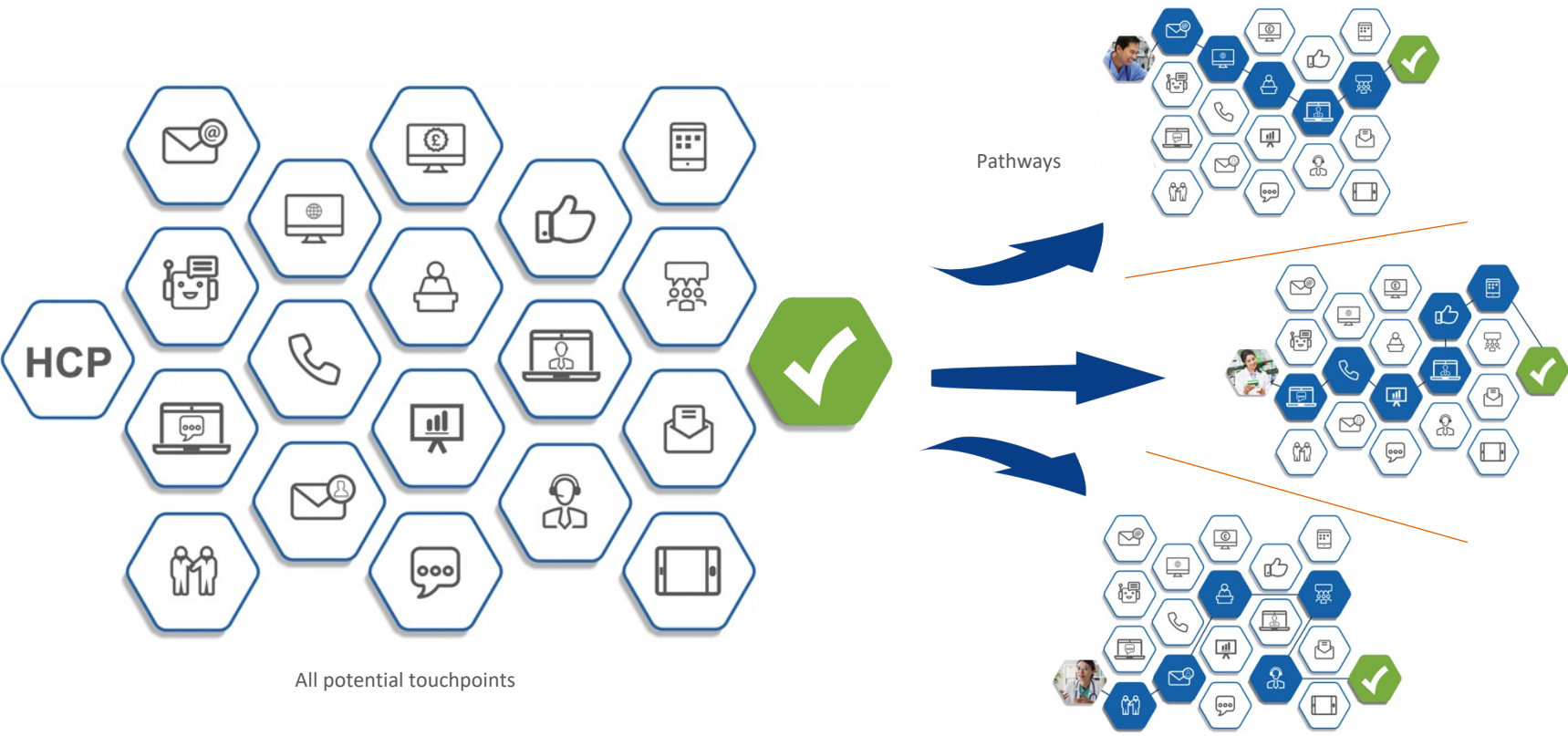


## OMNICHANNEL “NORTH STAR”

All touchpoints are available, coordinated across channels (“closed-loop” and “two-way”); customer-centric/personalized approach  
Superior customer experience & engagement



# Omnichannel and resulting personalization results into individual journeys through all potential touchpoints

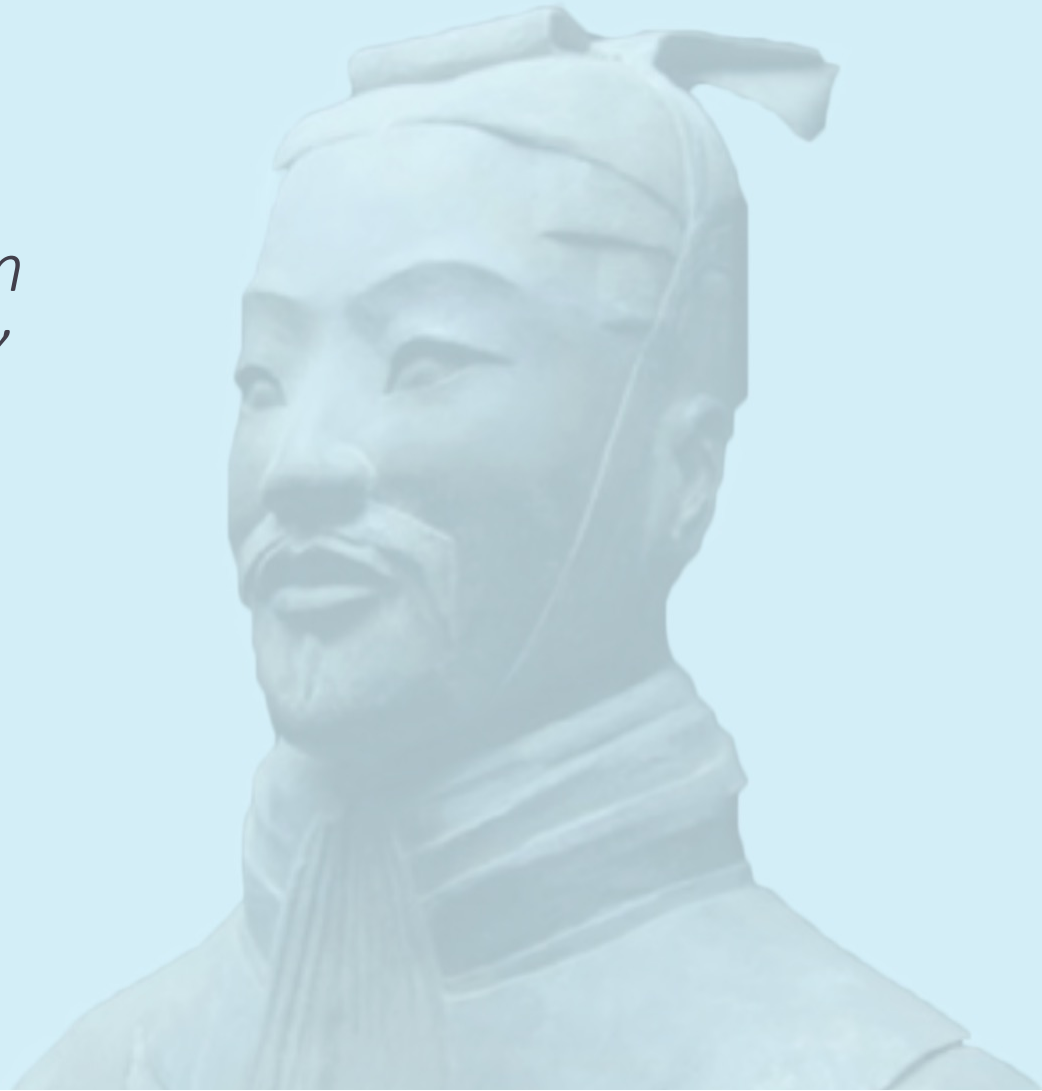


# When should I start my OCE launch preparations?



*“Every battle is won  
before it is fought”*

Sun Tzu



# Launch success is prepared pre-launch

PRE-LAUNCH

LAUNCH

Anything OCE campaign starting at LAUNCH is simply too late

At minimum T-12 months PRE-LAUNCH

6-12 months LAUNCH

But even better start already at T-60 months with your PRE-LAUNCH

# About 50% do not start digital efforts before launch, missing the important opportunity of getting a head start in the market

*“When does your company normally start with digital activities to support the launch of a product?”*

Significantly ahead of launch (e.g 10-18 months prior) to shape the market and increase awareness for disease/new treatment category

44,7 %

At commercial launch of the product

38,5 %

Several months post launch

6,7 %

Depends – digital is not part of our standard launch excellence approach

10 %

Source: Across Health Maturiometer, Q2 2021

EU Biopharma n=135  
US Biopharma n=13

LATAM Biopharma n=13  
APAC Biopharma n=12

# Launch success is prepared pre-launch

## PRE-LAUNCH

1. Plan & build the medical knowledge levels &
2. Create an optimal launch scenario by knowing who to visit first (work with identified leads!)

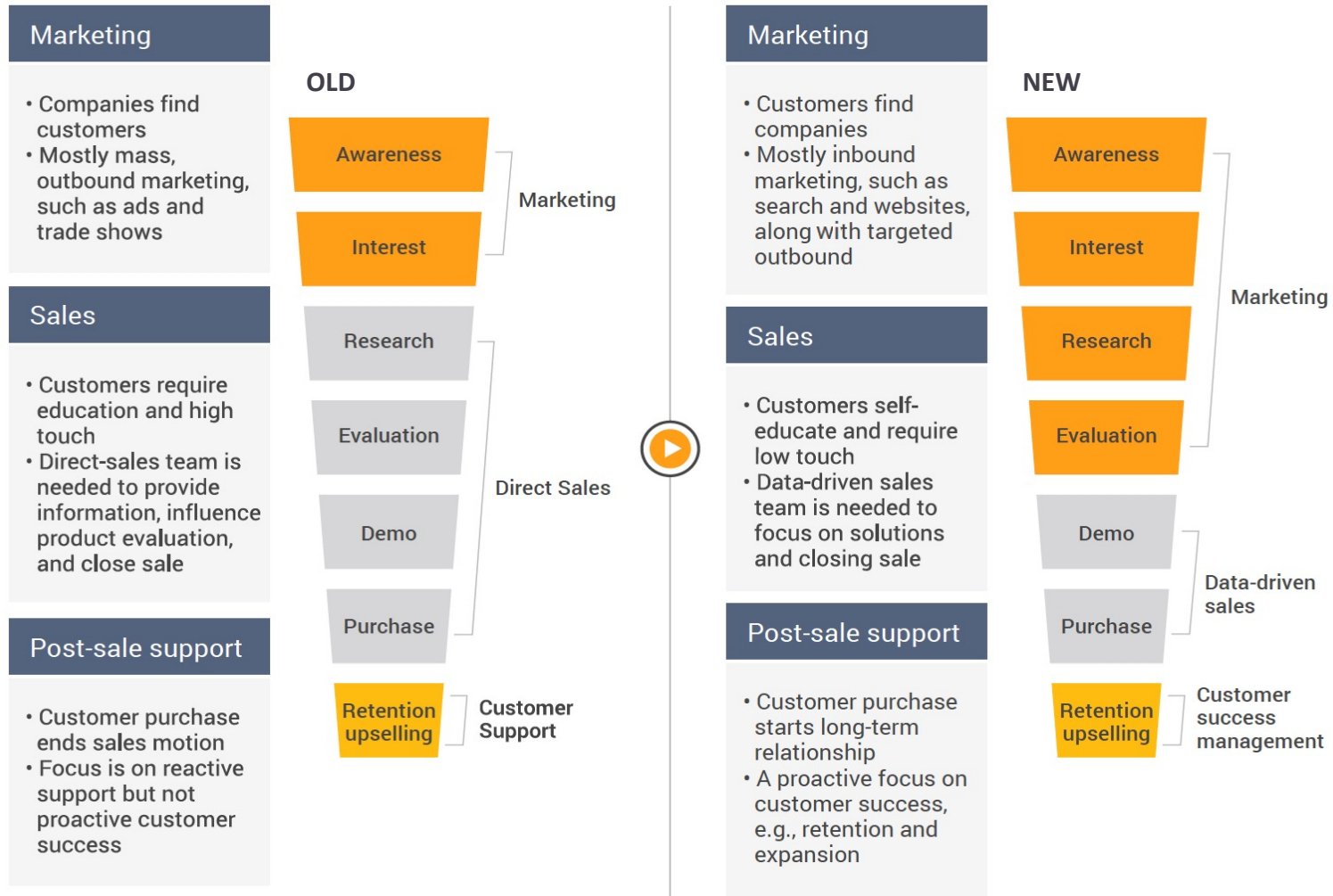
## LAUNCH

Maintain medical knowledge building

Disease state awareness

Commercial launch messaging

# Integrated marketing and sales B2B, old vs new model



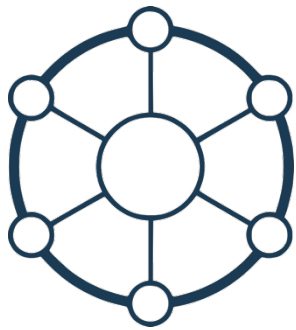
Source: BCG



# Use your pre-launch (medical) interactions for lead identification



# Basic lead scoring – profiling approach



Reading an email  
+0,2



Read a webpage  
+0,4



Call accepted  
+0,2



Watch video  
+1,1



Act upon DM  
+0,7



Watch webinar  
+1,2



Omnichannel campaign



Scoring algorithm



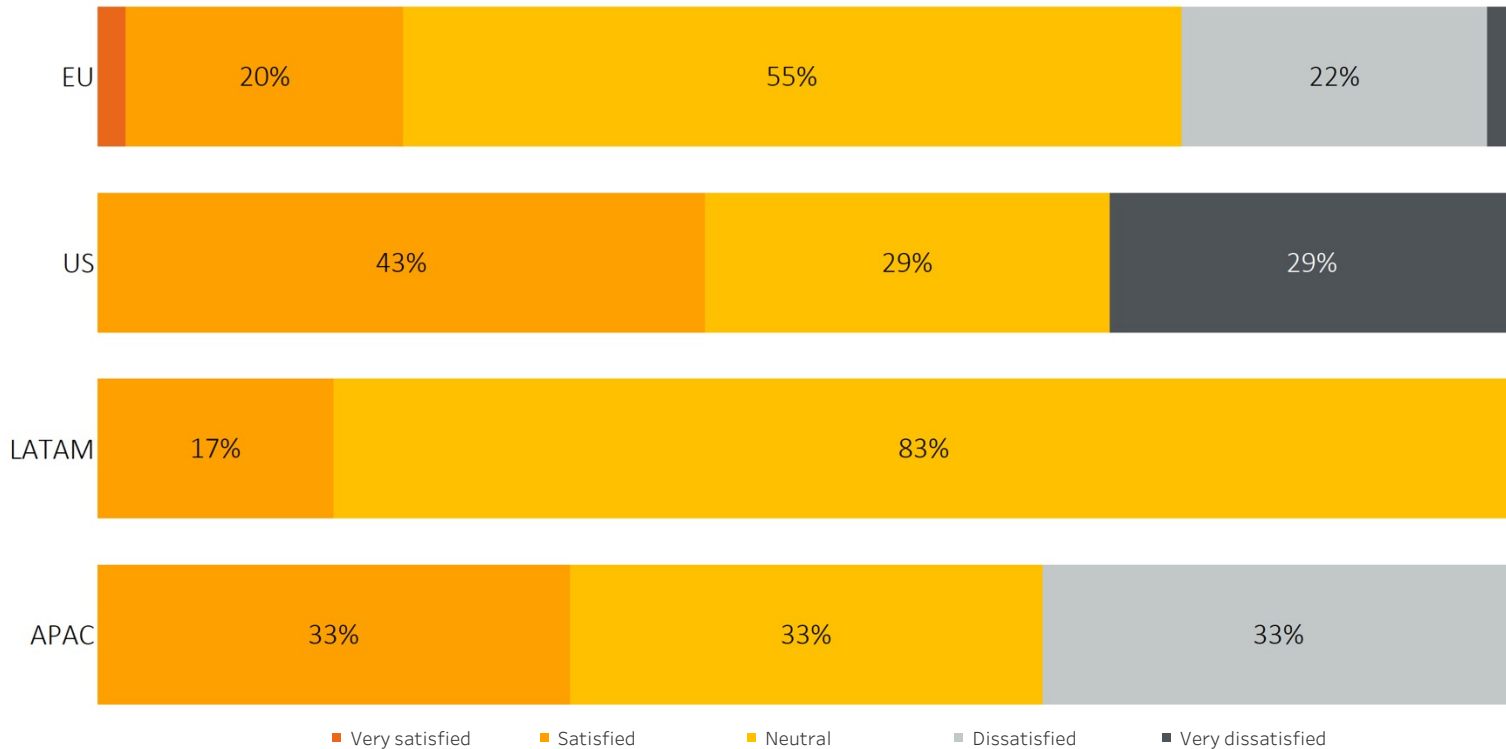
Identified lead



# 3<sup>rd</sup> party media helps to drive traffic to the top of your funnel

But despite high spend levels, satisfaction with 3<sup>rd</sup> party media is relatively low

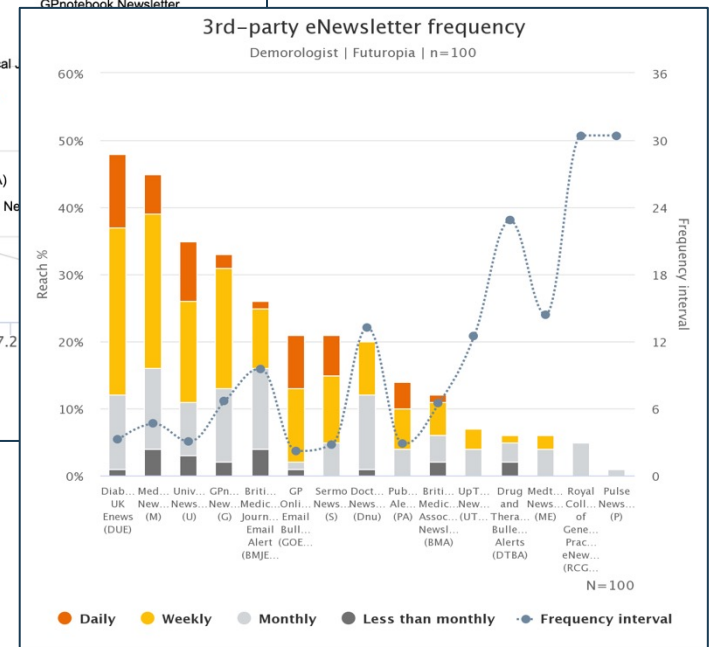
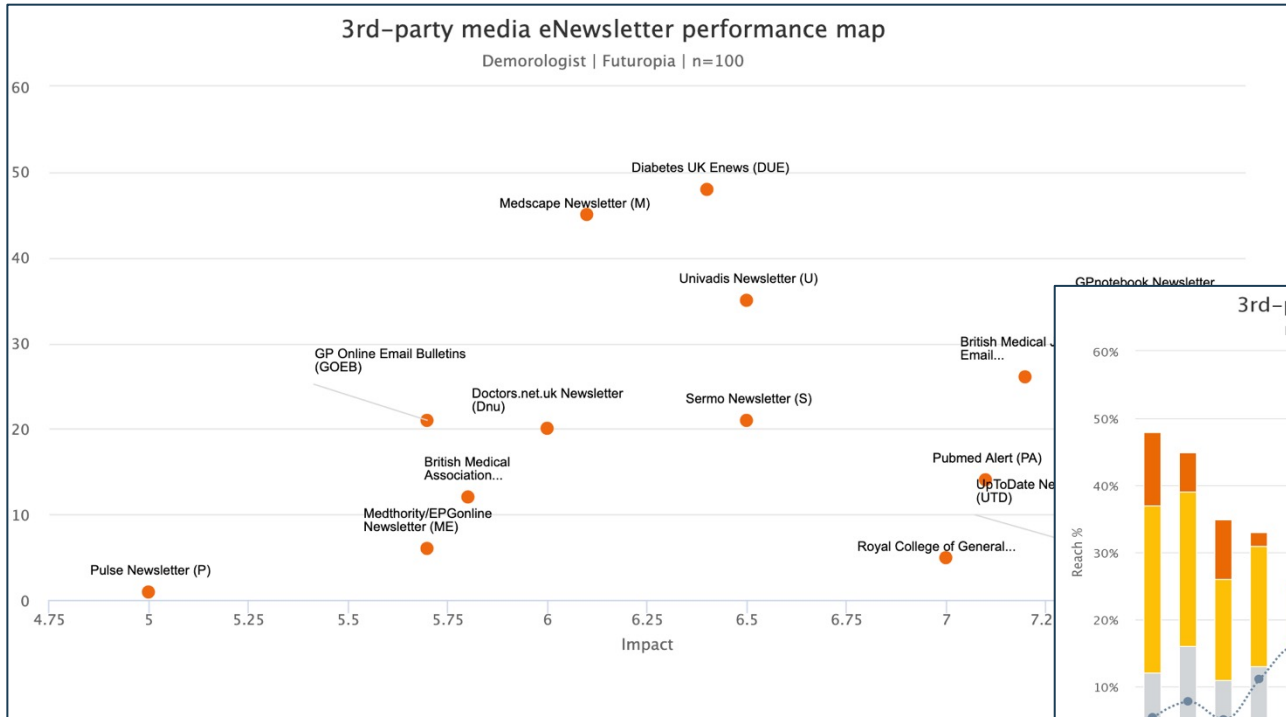
## Are you satisfied with the budget you typically spend on 3<sup>rd</sup> party media?



Source: Across Health Maturity Meter, Q2 2021

# Optimize your media buying by selecting the right partners

Look at reach, impact, frequency, costs & willingness to partner



# What is my part in omnichannel launch excellence?



# Global to local



# The disconnect between HQ and local is from all times...

**13%** of local marketers use over 50% of HQ launch content

**43%** of them find HQ launch support very relevant to their local efforts



# How to maximize alignment between local & HQ?

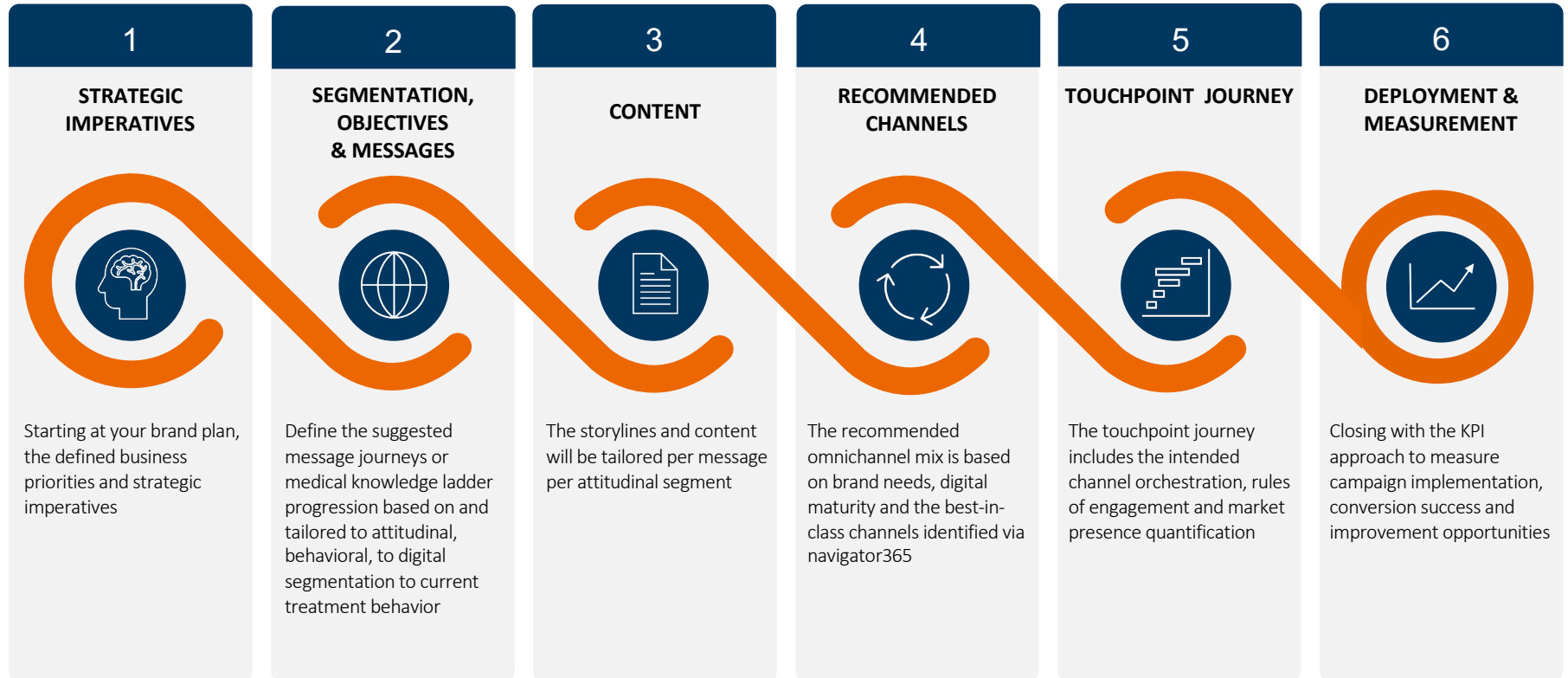
So, what is the preferred HQ-local engagement mode for launch<sup>1</sup>?

1. Co-create blueprint campaigns and assets (47%)
2. Second option: central blueprint + local WS afterwards (26%)

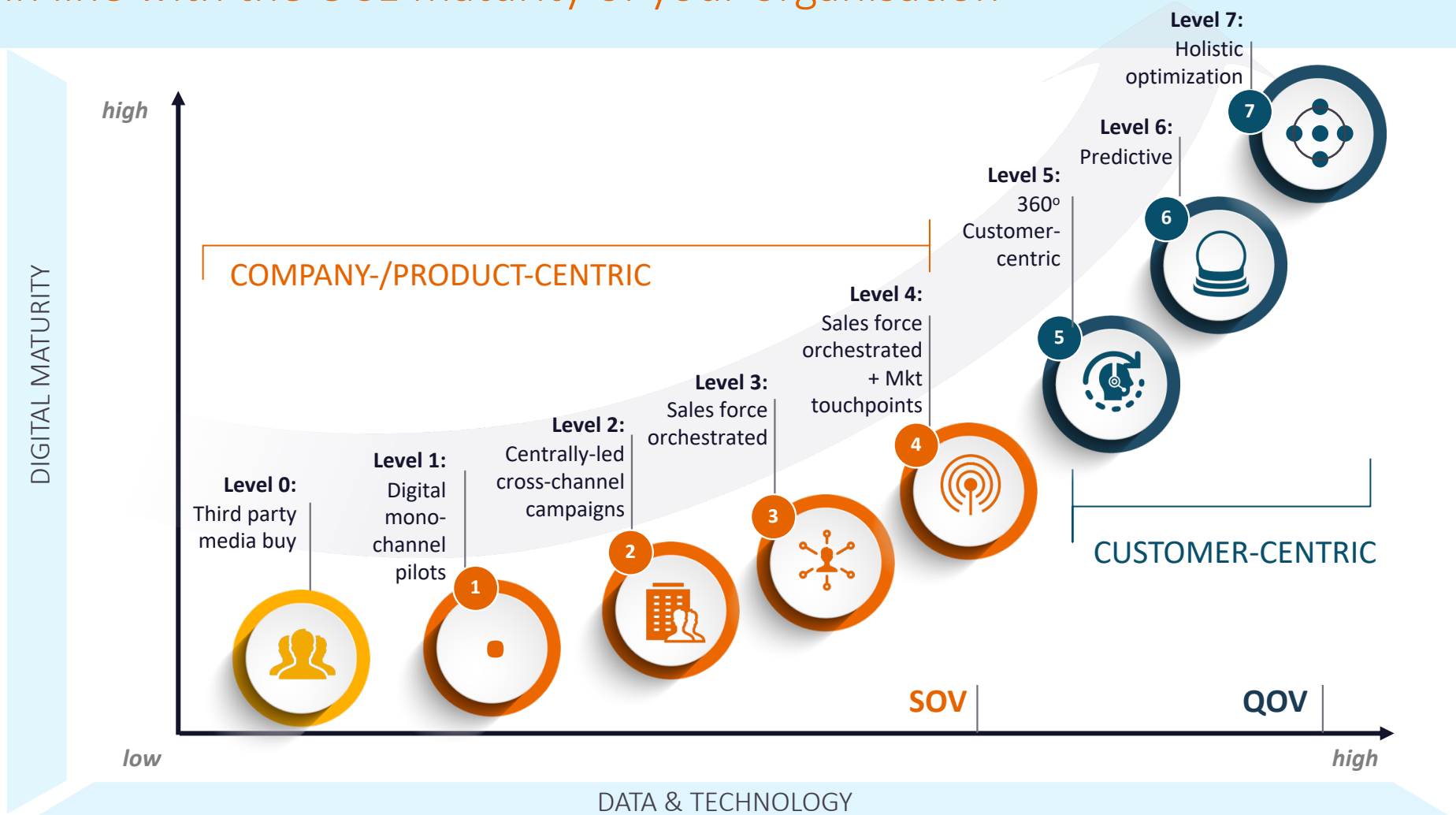
To maximize buy-in and success, the following parameters are key:

1. Start **EARLY** – i.e., way before the first markets need to get ready for their local launch – to minimize parallel efforts
2. Use **LOCAL data** on reach, impact, frequency, content, media, competition, not AVERAGES
3. Ensure **LOCAL DIGITAL MATURITY AND F2F PLAN** is known to ensure a pragmatic mix and go-to-market model can be proposed...
4. Run local and HQ-local **VIRTUAL & F2F SESSIONS** frequently

# Follow the 6 step omnichannel launch excellence model



# Be ambitious, but realistic. Tailor your OCE launch strategy in line with the OCE maturity of your organisation



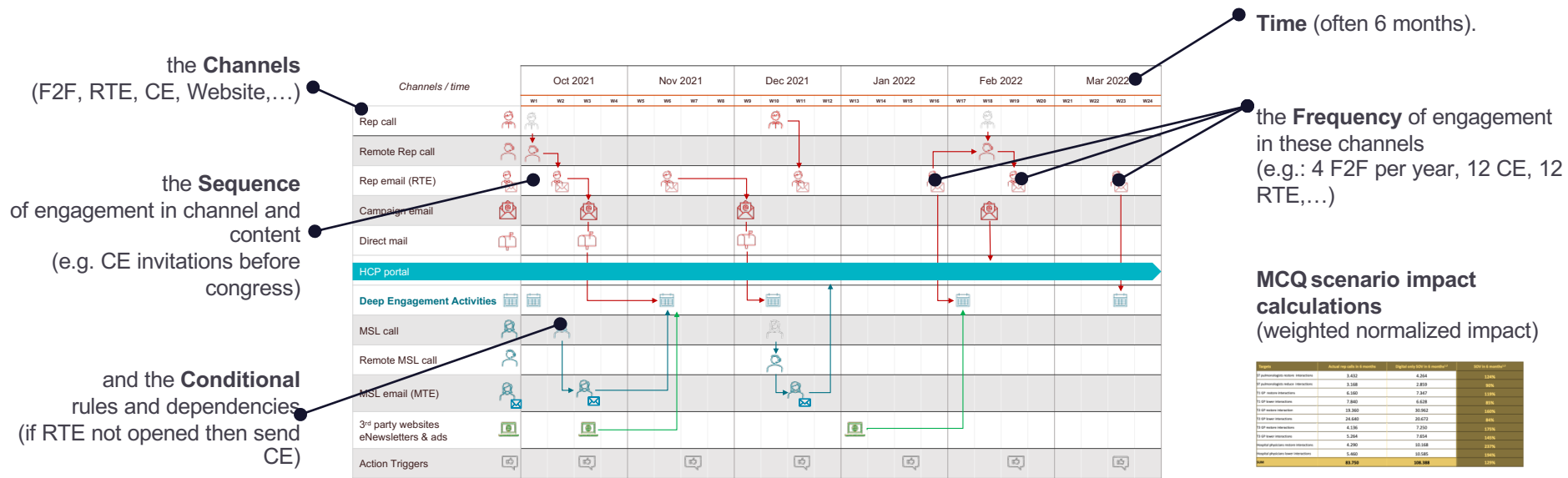
# The global team defines the strategy blueprint, the *playing field*

Covering 10 key strategy deliverables

Insight	1	Introducing the brand, the treatment and the strategic imperatives
	2	Navigator365™ insights
OCE strategy	3	Targeting & segmentation (tiers & attitudinal)
	4	Medical topics & commercial messages
	5	Problem statements & campaign objectives
	6	Content planning
	7	Channel selection & touchpoint journey
	8	Business cases; quantification of SOV in MCQs
	9	KPIs; strategy, identification & performance review cycle
	10	OLE strategy playbook

# Countries define their local launch campaign, the *game plan*

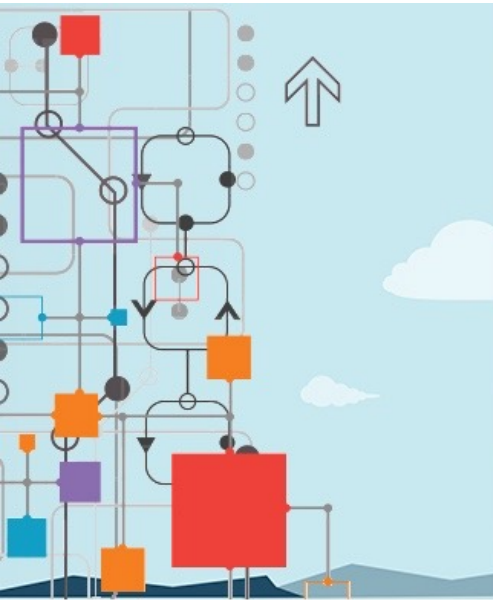
Including a locally optimized touchpoint journey & content strategy



**Content plan**  
/ planning requirements



# How do I get my team ready?



“

*“We have flipped the situation from our customer engagement model being limited by technology to having ‘too modern’ technology and not knowing how to best leverage it. Now it is about organizational change, vision, strategy, and roadmap.”*

”

***Affiliate Commercial Excellence Lead, Mid-sized Pharma***

Source: Strategy& (2021)

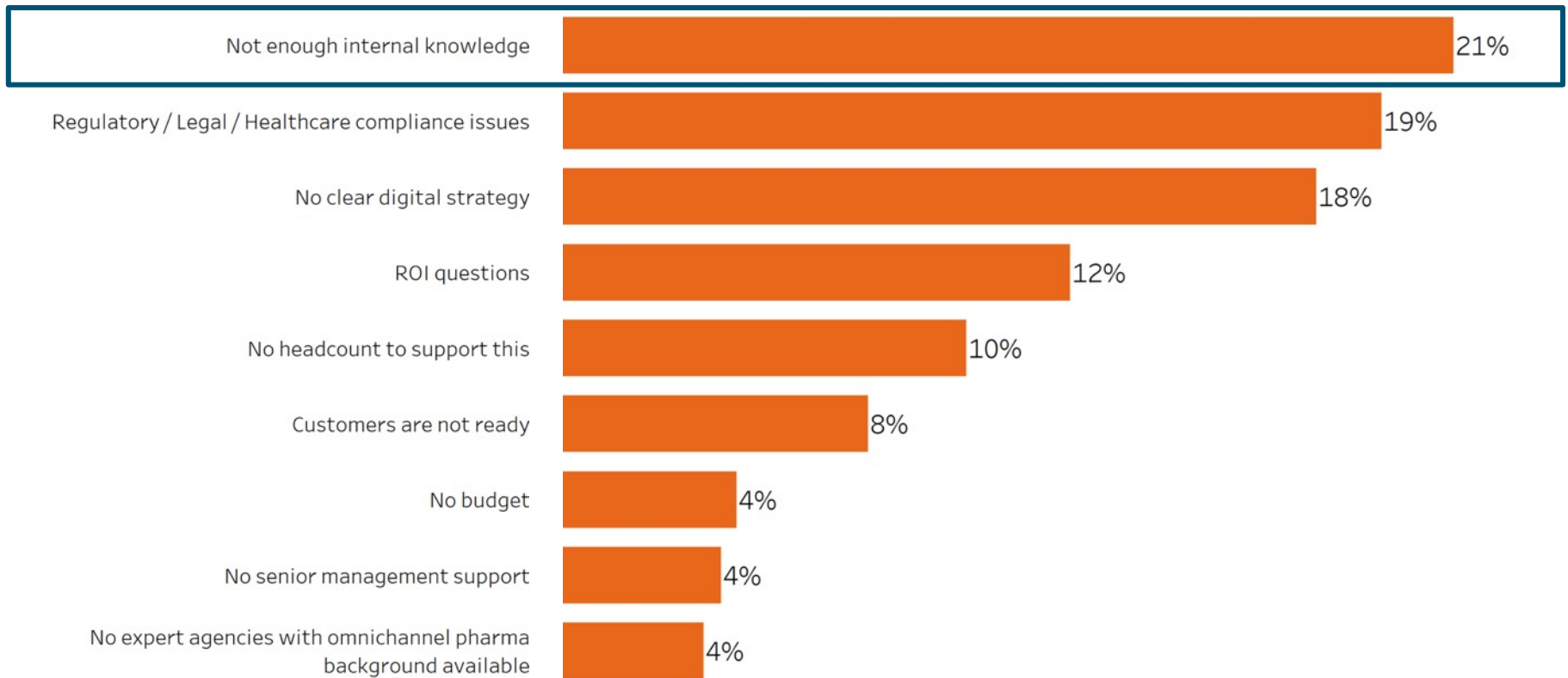
# Team readiness is mostly about change management, capability building and supporting the first steps





# With digital having a more prominent role, the pain of not having enough internal knowledge was felt


Please allocate 100 points over these potential bottlenecks for digital in your organization



‘ Knowledge comes from knowing,  
wisdom comes from doing. ’

Anthony Douglas Williams



 Scala365™ Game

 Scala365™ Game Medical



# Navigator365™

An integrated product suite

## Navigator365™



### Navigator365™ Core

Power your OCE strategy with truly actionable insights

1

HCP Insights



### Navigator365™ Planner

Translate your OCE strategy into a robust plan

2

OCE Planning



### Navigator365™ Tracker

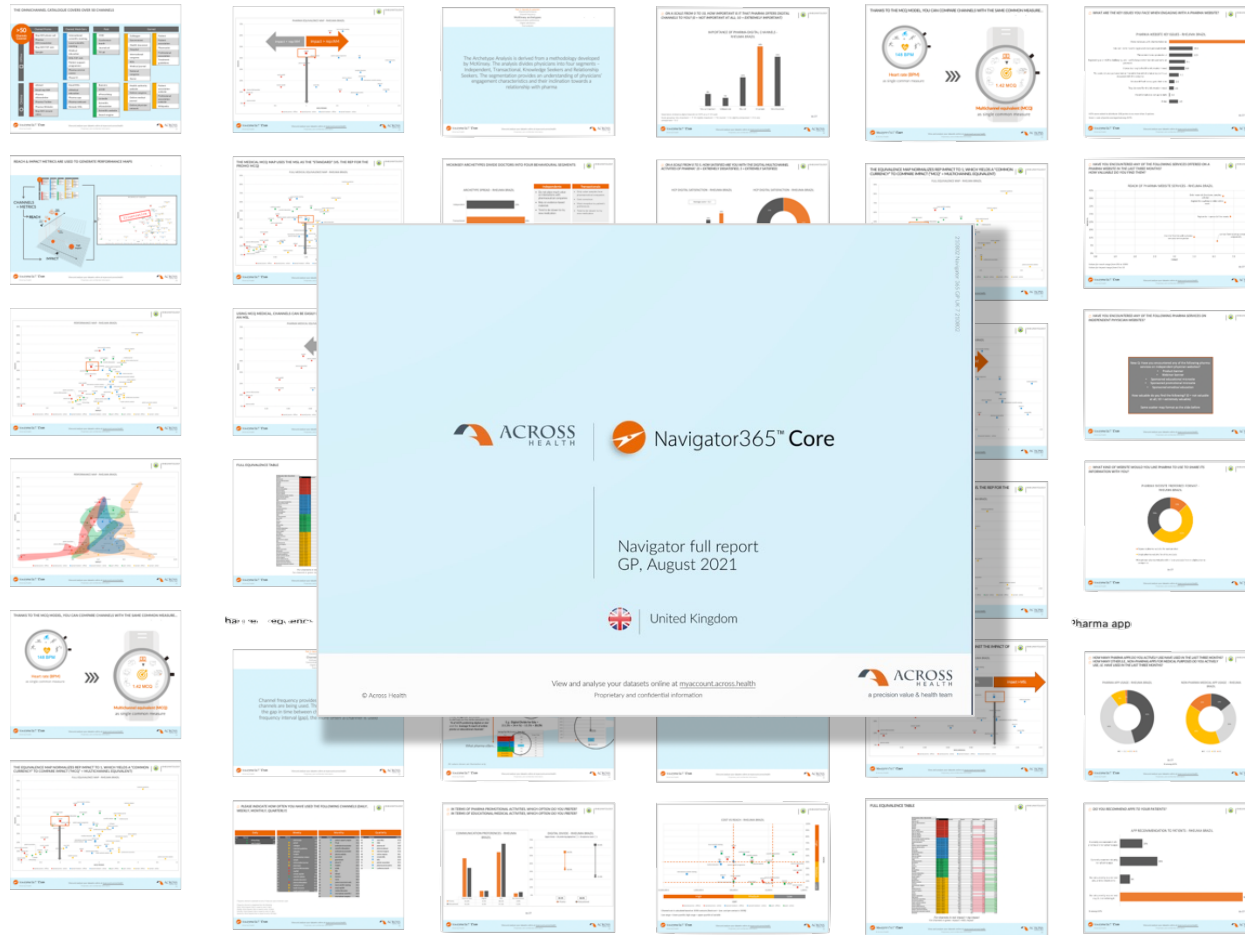
Track your OCE campaign for high impact

3

Campaign impact tracking

# Navigator365™ Core

## HCP actionable insights



Navigator365™ Core

Power your OCE strategy with truly actionable insights

Up to 200 pages of highly actionable insights in PDF and PPT format

Individual specialty and market level

But there is much more to Navigator365™!

# Navigator365™ Planner

Rebuilt for the future – aligned with our proven strategic approach

1 Parameters  
2 Segmentation  
3 Key messages  
4 Channel mix  
5 Planning  
6 Summary

New: define your campaign key messages/topics

Vastly increased performance

Support for regional plans

Define, assign and filter your plans based on key campaign topics

Consolidated reports

Powered by Navigator365 Core

**Navigator365™ Planner**

Channel	Frequency & planning						MCQ	Total size	Touch points	Total MCQ				
	A	M	J	J	A	S					O			
Pharma webcast	●	●	●	●	●	●	1.36	128	62.72	85.30	60,000.00	956.63	60,000.00	703.41
National congress	●	●	●	●	●	●	1.96	256	110.08	215.76	400,000.00	4,133.72	455,040.00	2,109.04
May	●	●	●	●	●	●		32	13.76	26.97	50,000.00			
May	●	●	●	●	●	●		32	13.76	26.97	50,000.00			

Costs: Fixed cost 50000, Cost per touchpoint 500

Add key messages: Select key message

Segment	Include	Audience size	Reach	Touch points	MCQ
Segment 1	●	10	43 %	4.30	8.43
segment 2	●	2	43 %	0.86	1.69
segment 3	●	20	43 %	8.60	16.86
		32		13.76	26.97

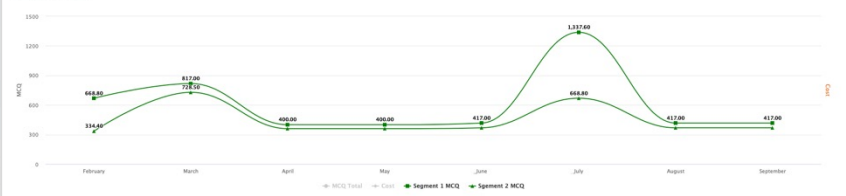
June: 32, 13.76, 26.97, 50,000  
July: 32, 13.76, 26.97, 50,000  
July: 32, 13.76, 26.97, 50,000

MCQ plan versus target

Segment name	No. of HCPs in segment	Planned F2F frequency per HCP	Desired overall MCQ per HCP	Total MCQ via F2F	Total desired MCQ	Total MCQ 'gap'
Segment 1	1,000	2.00	7.00	2,000.00	7,000.00	-5,000.00
Segment 2	500	1.00	4.00	500.00	2,000.00	-1,500.00
<b>MCQ Total</b>				<b>2,500.00</b>	<b>9,000.00</b>	<b>-6,500.00</b>

Key message breakdown

Key message	Planned n° of touchpoints	Planned MCQ	Planned budget allocated
Seminar 1	750	786	129,000
Print out	30	26	15,000



Campaign planning - total

Channel	Frequency & planning	MCQ	Total size	Touchpoints	Total MCQ	Fixed cost	Cost / touchpoint	Total cost	Cost / MCQ
RegiAM	●●●●●●●●	1.00	10,500	5,320.00	5,300.00	0.00	150.00	798,000.00	150.00
eDetail	●●●●●●●●	0.85	6,000	120.00	102.00	60,000.00	500.00	60,000.00	588.24
Pharma webcast	●●●●●●●●	1.52	4,500	1,980.00	3,009.60	45,000.00	22.73	45,000.00	14.95
<b>Total</b>			<b>21,000</b>	<b>7,420.00</b>	<b>8,411.60</b>	<b>105,000.00</b>		<b>903,000.00</b>	<b>107.10</b>

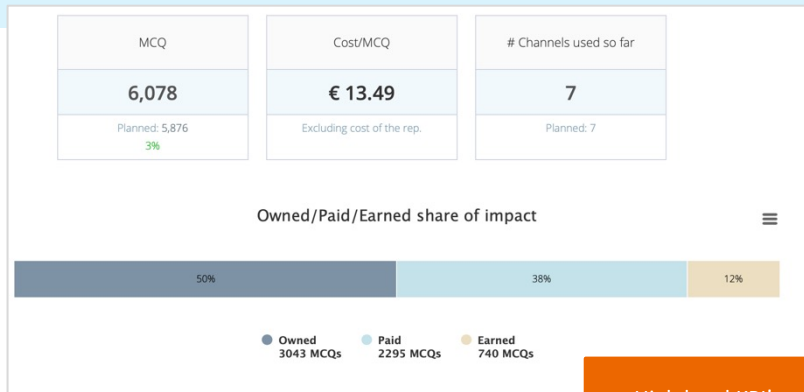
Campaign planning - Segment 1

Channel	Frequency & planning	MCQ	Total size	Touchpoints	Total MCQ	Fixed cost	Cost / touchpoint	Total cost	Cost / MCQ
RegiAM	●●●●●●●●	1.00	7,000	2,800.00	2,800.00	0.00	150.00	420,000.00	150.00
eDetail	●●●●●●●●	0.85	4,000	80.00	68.00	30,000.00	375.00	30,000.00	441.18
Pharma webcast	●●●●●●●●	1.52	3,000	1,320.00	2,006.40	22,500.00	17.05	22,500.00	11.21
<b>Total</b>			<b>14,000</b>	<b>4,200.00</b>	<b>4,874.40</b>	<b>52,500.00</b>		<b>472,500.00</b>	<b>96.94</b>

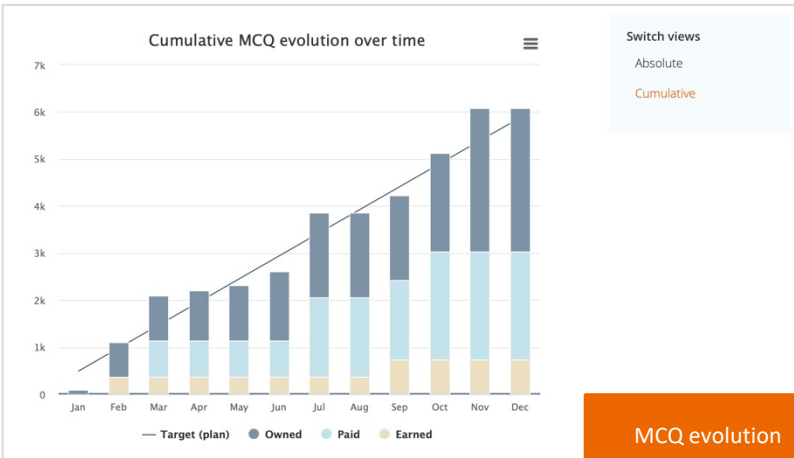


# Navigator365™ Tracker

Track your campaign performance – out of the box



High level KPI's



MCQ evolution



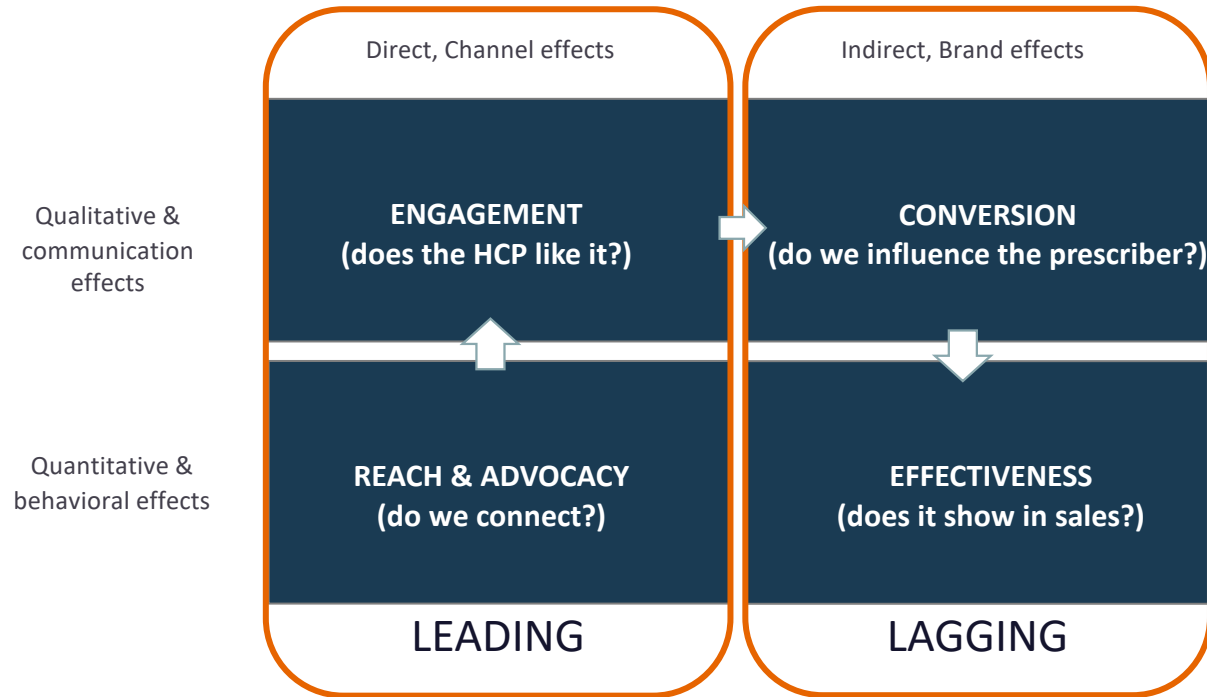
Channel level dashboards

# How to measure my launch excellence success?



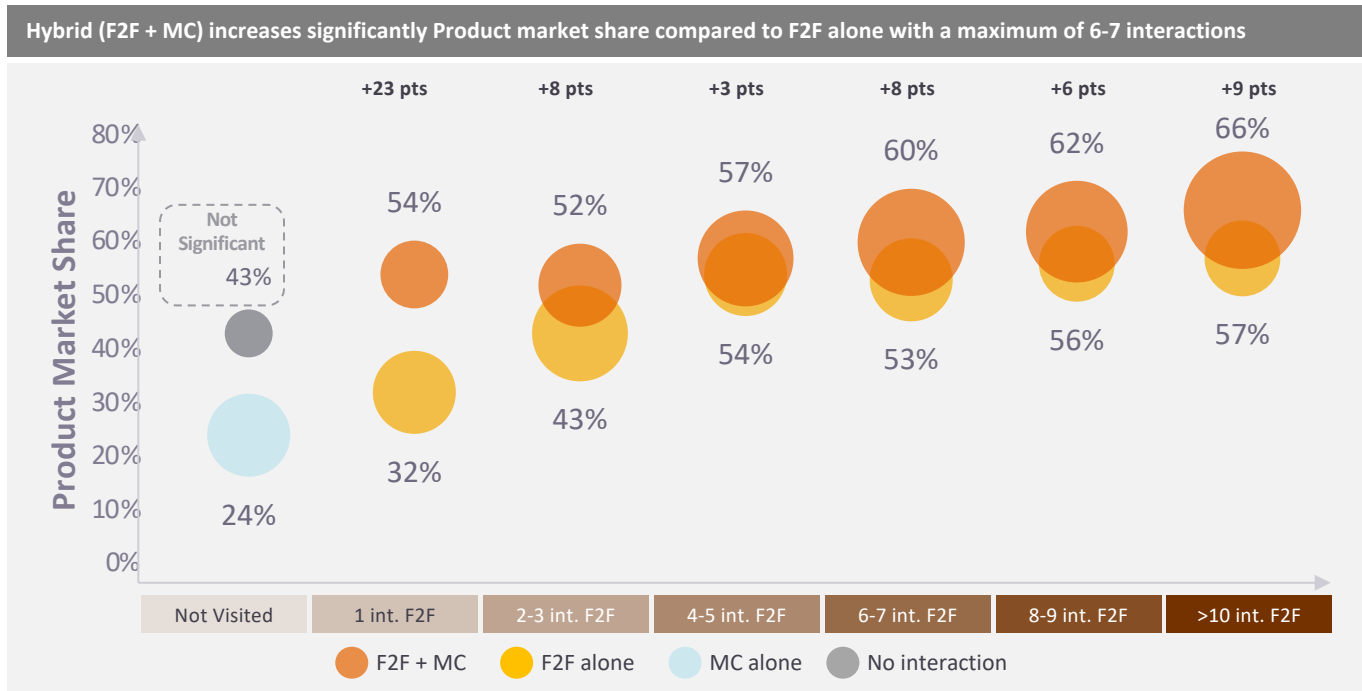


# Measure SOV & its impact using the 4 KPI quadrants



# And build your internal business cases

Vaccine's growth brand, GP, France, 2019





a precision value & health team

## FEEL INSPIRED?

Want to find out more about omnichannel launch excellence and our offerings?

Get in touch and we will happily discuss your specific needs and ambitions. Looking forward to it!

or visit [www.across.health](http://www.across.health)



**Get in touch and we will figure it out!**

Your feedback is very important to us! Thank you for taking a moment to complete our post-webinar survey!



THANK YOU

