

PANEL 1

MODERATOR
TIM VAN TONGEREN
 DT Consulting



PANEL MEMBERS

**NINA (CHRISTIANE)
 BELLY**

Global Medical
 Affairs Information
 Transformation
 and Capability
 Realization Lead, MSD



**DAVE
 TANG**

VP, Global
 Medical Office,
 Allergan



**MICHELE
 HOLCOMB**

EVP, Strategy
 and Corporate
 Development,
 Cardinal Health



**JEFF
 FRENCH**

Chief Digital Officer,
 ViiV Healthcare



**MARC
 SCHWARTZ**

Global Multi-Channel
 Marketing Lead, Sanofi



Customer Experience Transformation – Organizational Mindset Shift

Summary:

The first panel discussion on driving organizational mindset shift toward customer experience started with how to define customers in pharma and highlighted the key challenges and opportunities for leaders in embracing this definition. In every business scenario, customers mean different entities to different functions. However, as we operate in a connected world, every stakeholder involved in delivering better patient outcomes is to be holistically viewed as a customer.

The panel agreed that the first step toward a great experience is to articulate what customer experience is and then sensitize the articulation within the organization. For example, a great customer experience could be better accessibility to credible information from medical affairs' point of view. As an industry, we need to figure out a common language around customer experience for multiple groups, create a shared vision on what it could feel like, and have some tangible value associated with the vision. The way we have operated traditionally needs to be disrupted, which will require buy-in from all stakeholders. Just having the technology is not enough, it's how we utilize it to plan the various stages of a good connected experience.

One of the effective ways of mitigating risks in customer experience transformation is deciding when to highlight risks and providing a mitigation plan during the journey. Often, teams don't explicitly talk about the risks during

collaborative discussions due to fear of pushback to their ideas. As CX leaders, we need to make sure that all risks and facts are brought to the table as early as possible and mitigation plans are put in place. To develop a new mindset around CX, as an industry, we need to challenge ourselves to think differently. From an advocacy point of view, we need top-down support to promote a customer experience-driven culture.

In terms of the opportunities ahead, data-driven marketing will become increasingly important to drive change across the organization. For pharma leaders, leveraging data and insights ahead of time and mapping customer journeys can play a crucial role in delivering a connected customer experience. From a medical affairs' point of view, streamlining the dissemination of credible information to stakeholders, understanding trends, and helping patients/HCPs find information quickly, is important for customer experience.