

# Inside Digital Transformation for Consumer Health

*29 November 2022*

# Speakers



**Hartmann Estruch**

*Business Operations & Digital Director,  
Zambon*



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**The future  
of engagement  
is digital**





## The future we see...



### Ubiquitous

Engagement with HCPs and consumers will happen everywhere and at anytime



### Evolutionary

Everything evolves, so, you need to as well. Lead the way into the future through constant innovation



### Personal

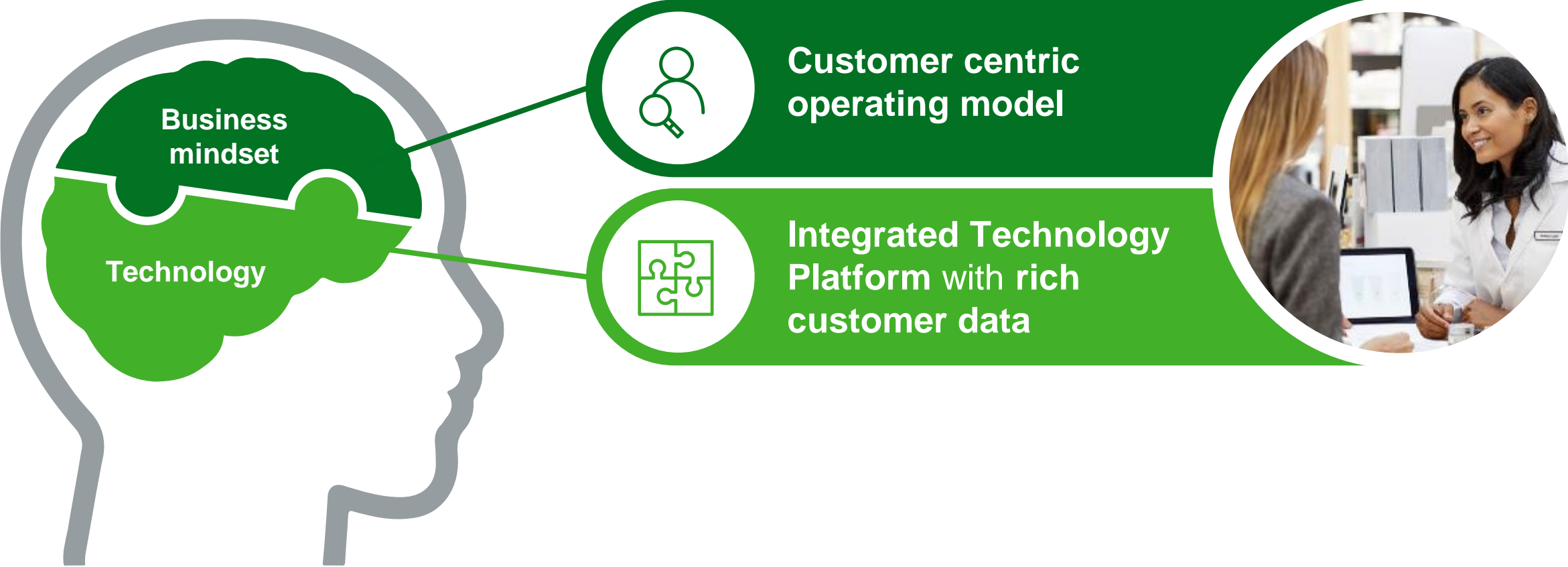
You will treat every customer in a unique way – like you've known them forever



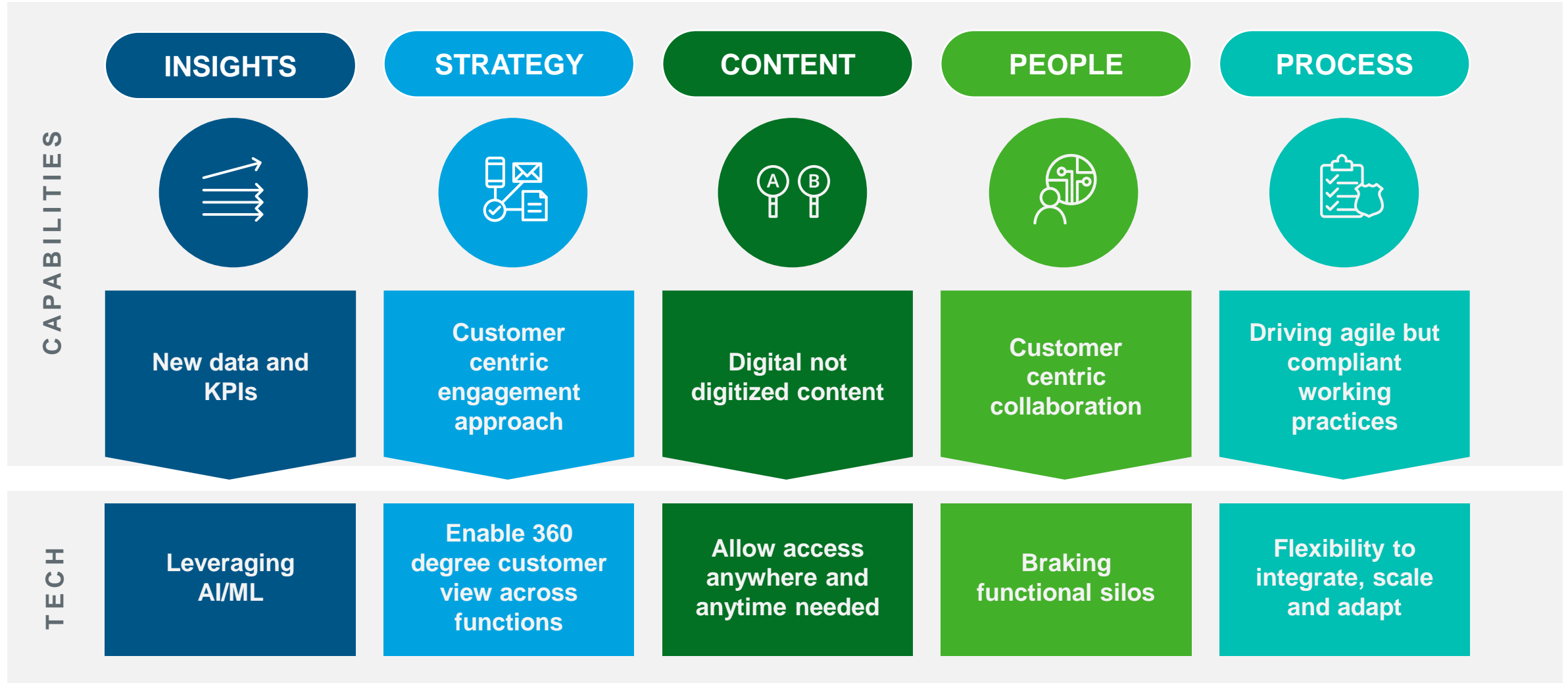
### Impactful

All intelligence about your customer, your company, your products is at your fingertips to help improve consumer's lives

# Future customer engagement requires the combination of the right business mindset with the right technology...



# ... and demands new aligned operating capabilities & technology enablers

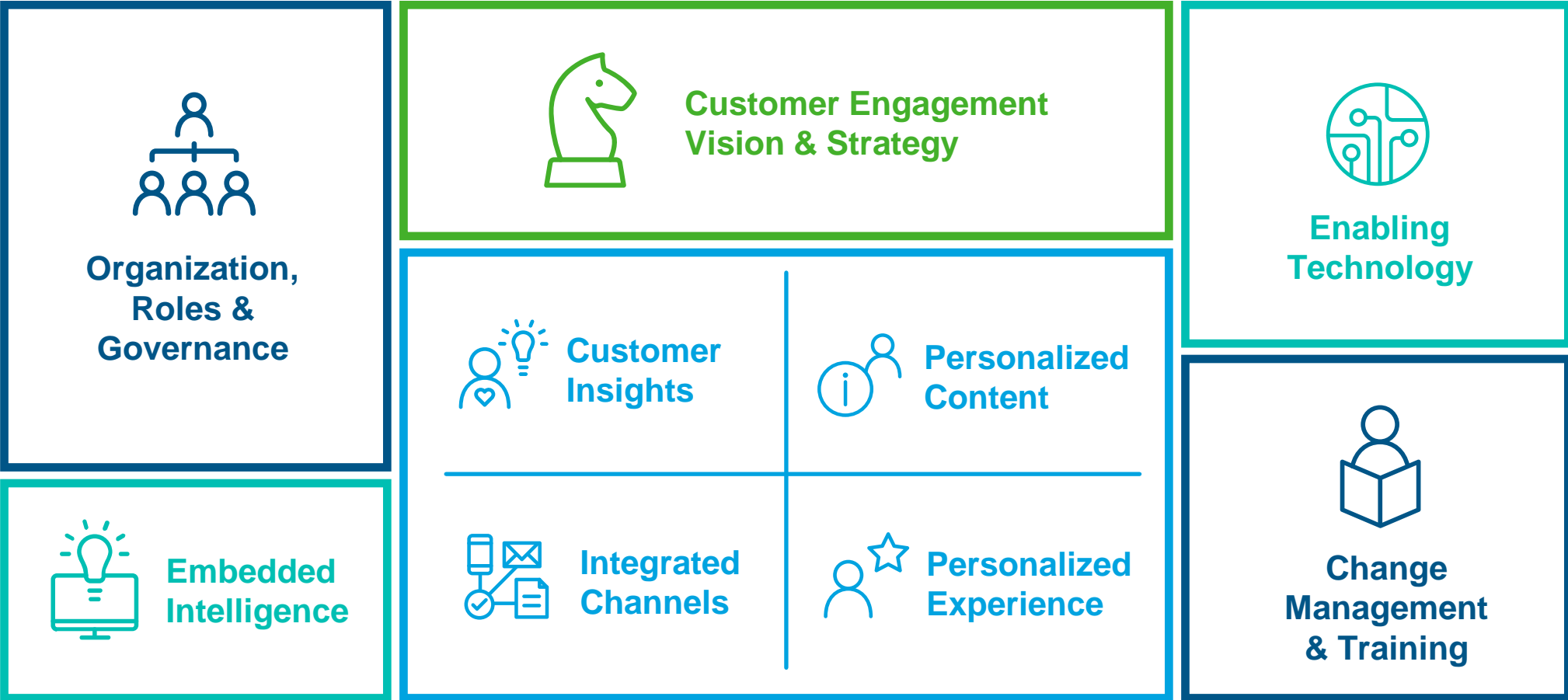


# Has your engagement model changed in the past 3 years?

*Poll results taken from the live broadcast audience*

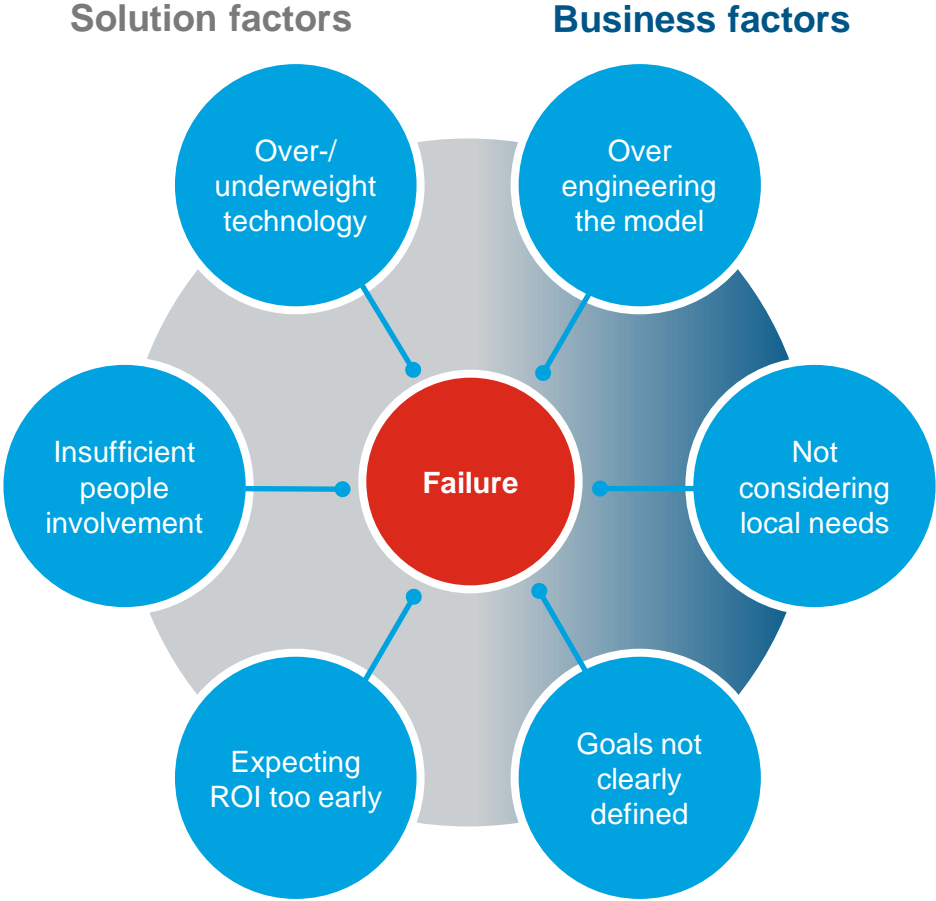
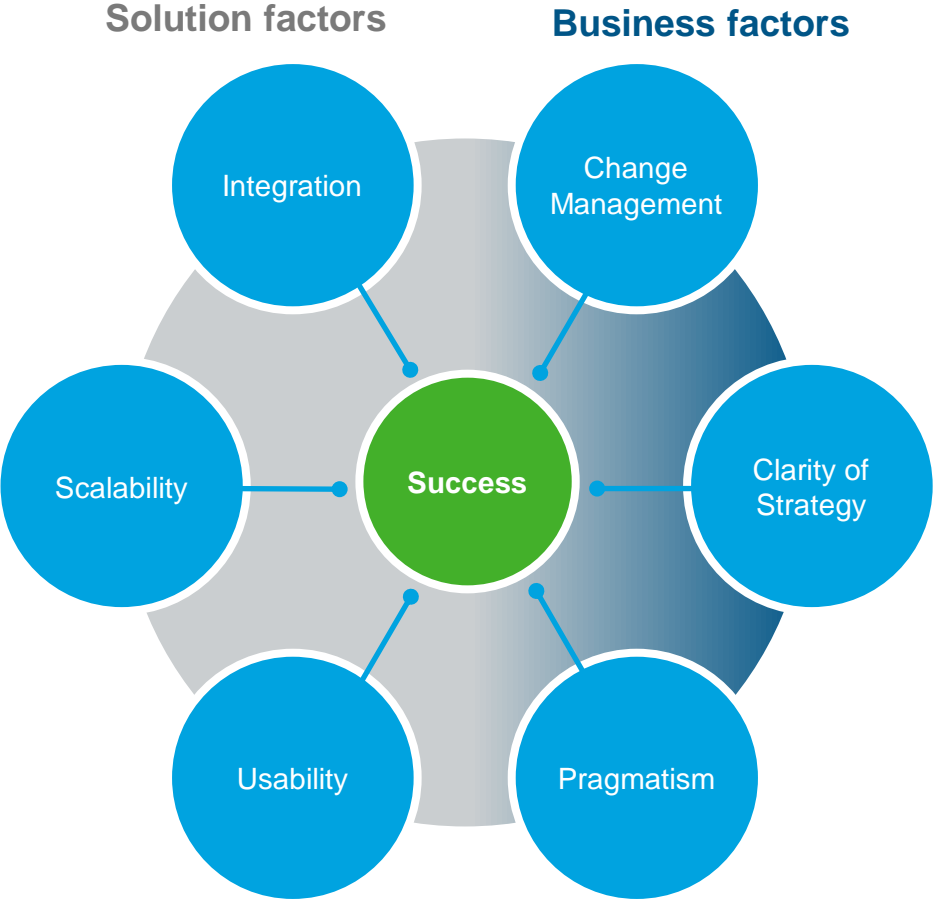


# There are several elements to be considered to achieve true customer engagement transformation

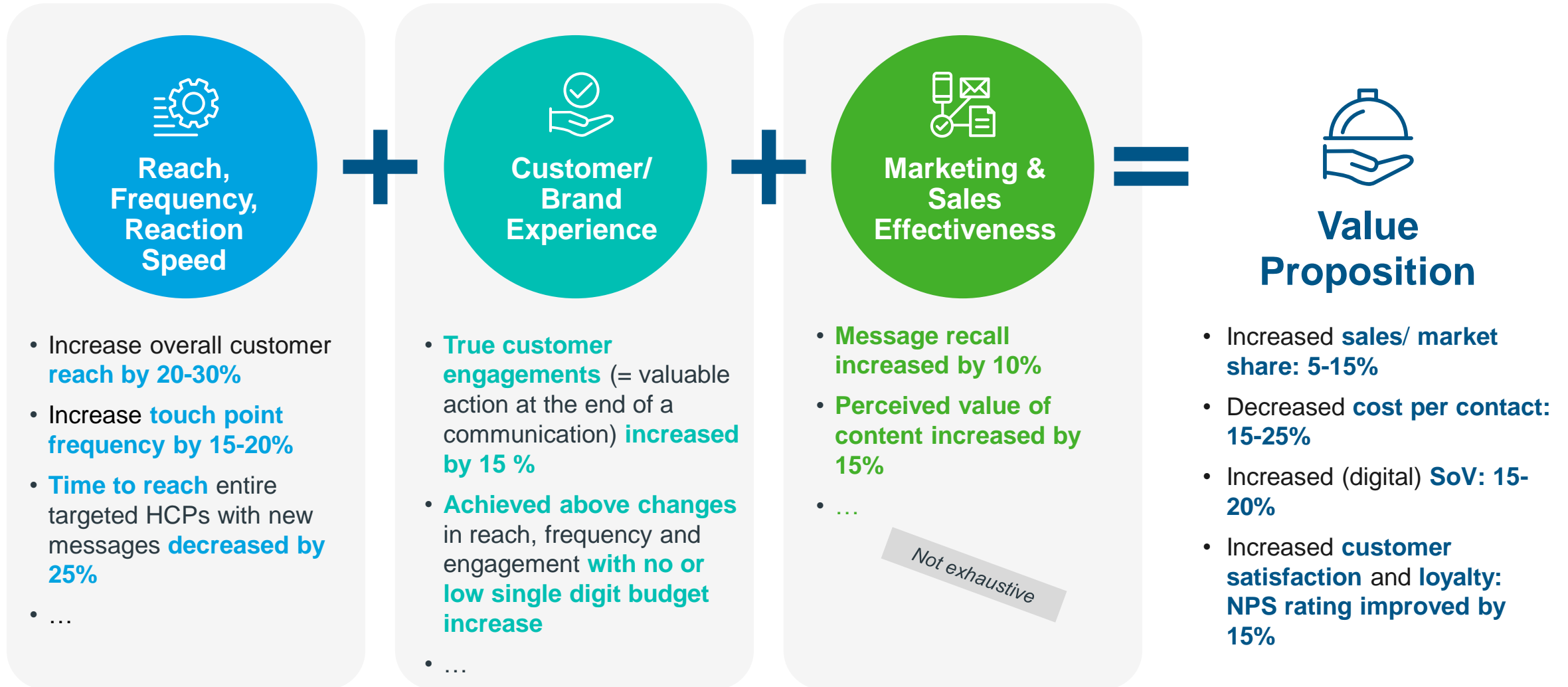




# Along the journey to Digital/ MCM excellence several companies succeeded or failed for some repeating reasons



# And it is already paying off – driving value in the real world



# Zambon - Making Digital Transformation a Reality



Zambon is a **chemical-pharmaceutical company** founded in **Italy in 1906**



**4 PRODUCTION PLANTS**  
Switzerland, Italy, China and Brazil



**23 AFFILIATES**  
located in strategic countries including  
South America, Europe and Asia



Commercialization in  
**87 COUNTRIES** worldwide

## THERAPEUTIC AREAS



COVID-19 drastically accelerated the digital transformation process...

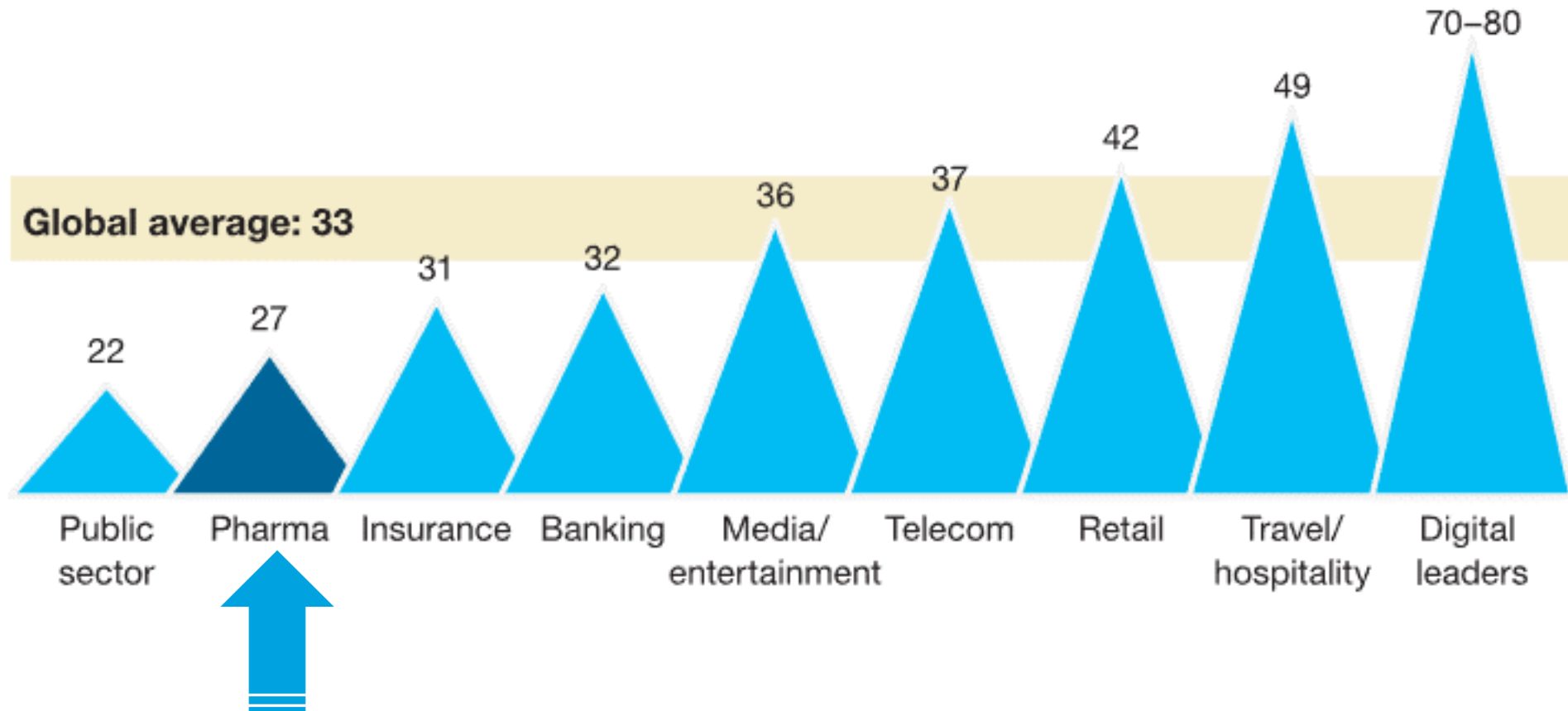


© marketoonist.com

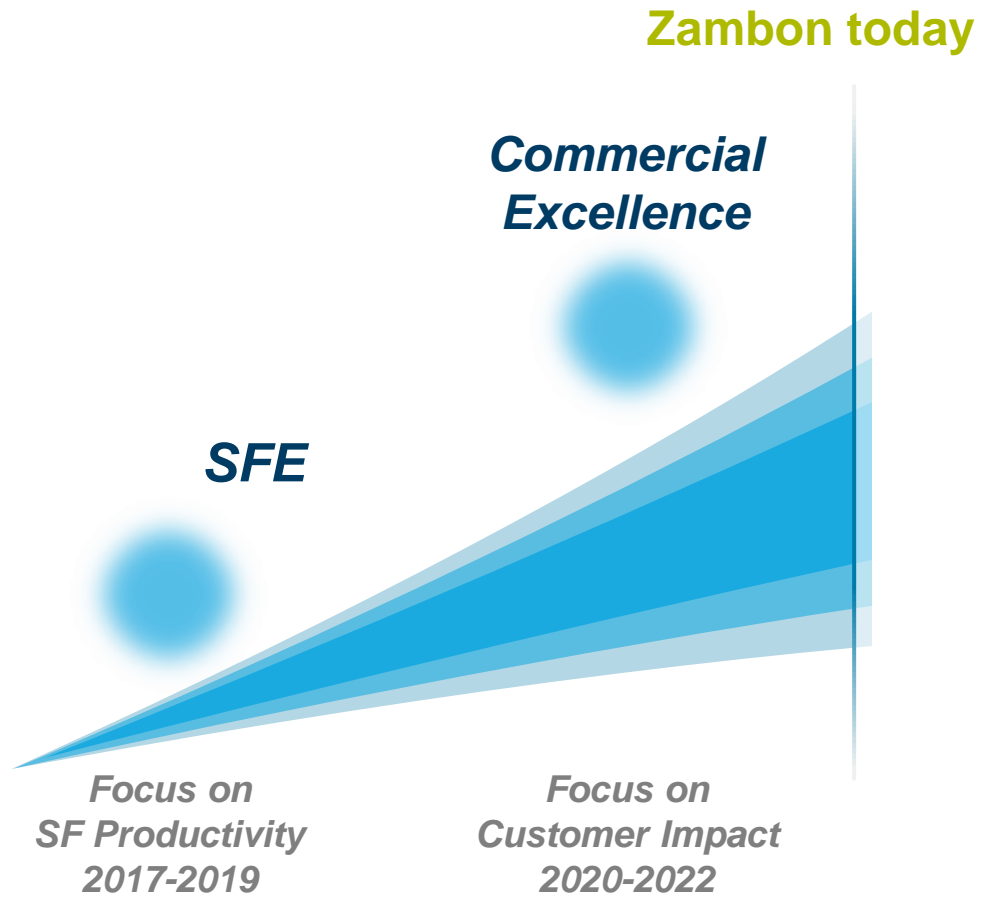
TOM  
FISH  
BURNE

...in a sector with a clear gap in digital maturity, and focused on a F2F model:

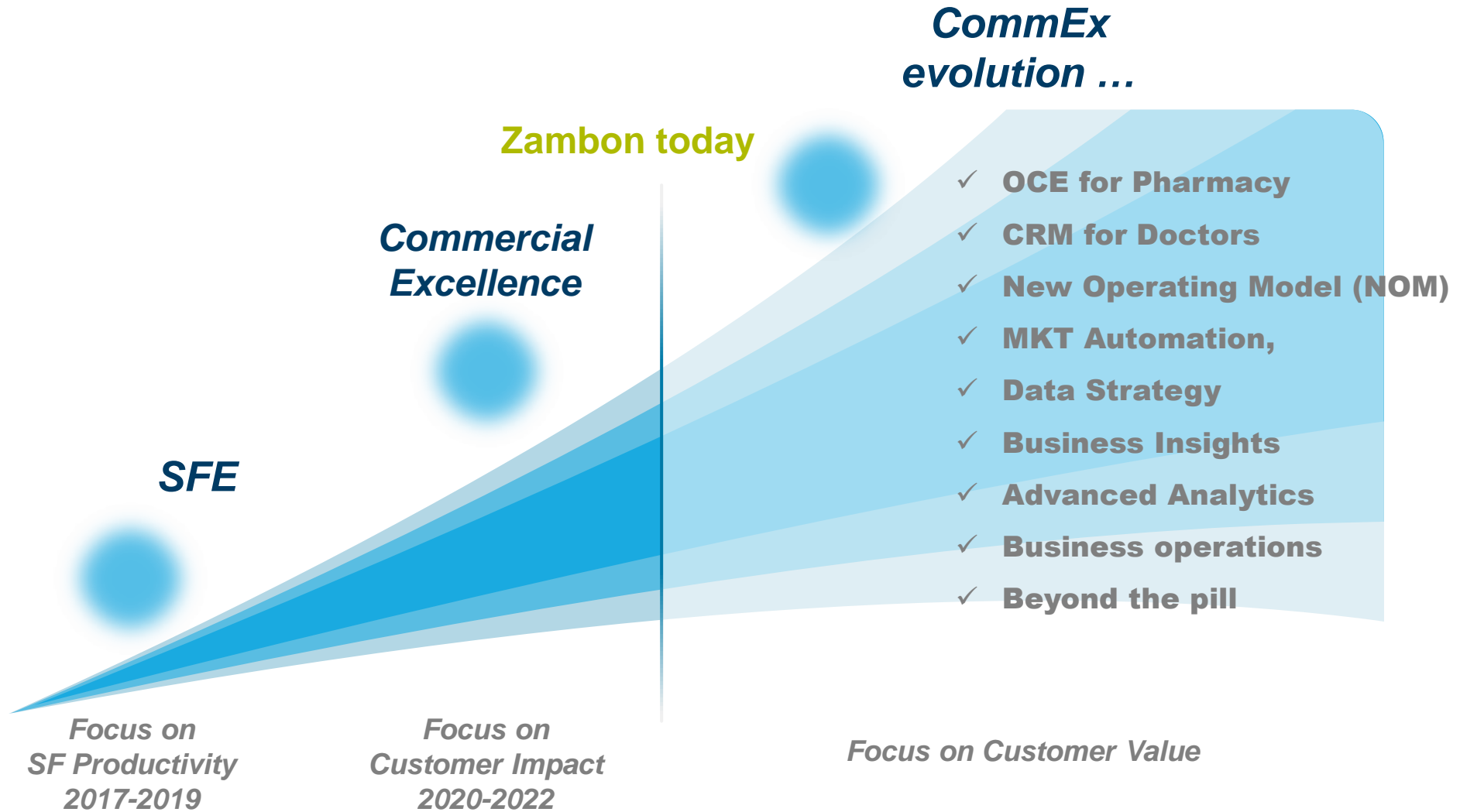
Distribution of Digital Quotient score by industry (global), points, out of 100



# WALKING WITH STEADY STEPS TOWARDS THE FUTURE



# WALKING WITH STEADY STEPS TOWARDS THE FUTURE





# Zambon New Operating Model framework as backbone for this journey

« Advance **KPIs** and data analysis to **gain more insights** »

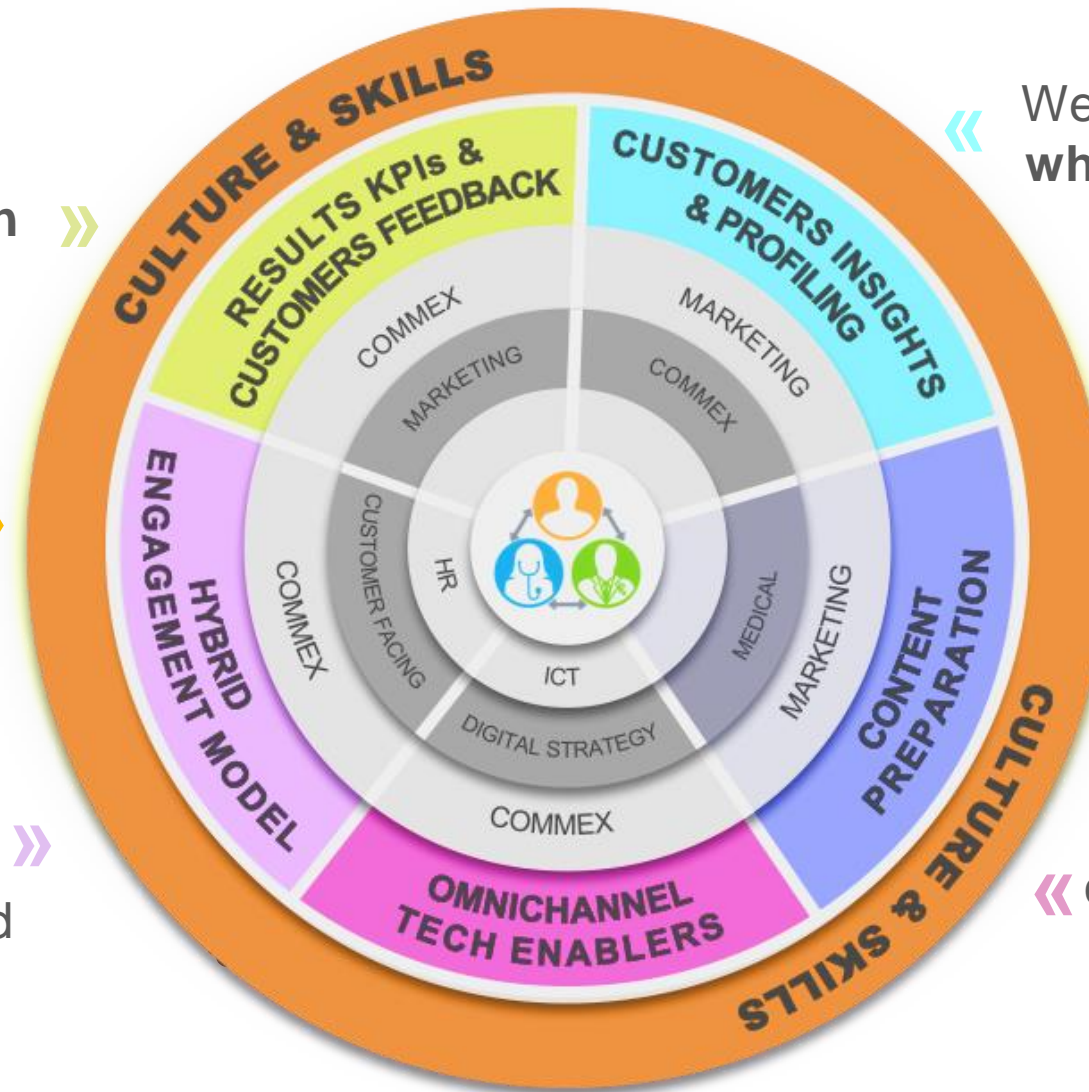
« We need to understand what **customers want** »

« **Upskill our sales force** towards omnichannel »

« **Content itself is crucial** for digital activities »

« Find the most efficient and profitable **mix** among **traditional and digital** »

« Evolve **CRM platforms** to be closer to customers integrating other **digital touchpoints** »



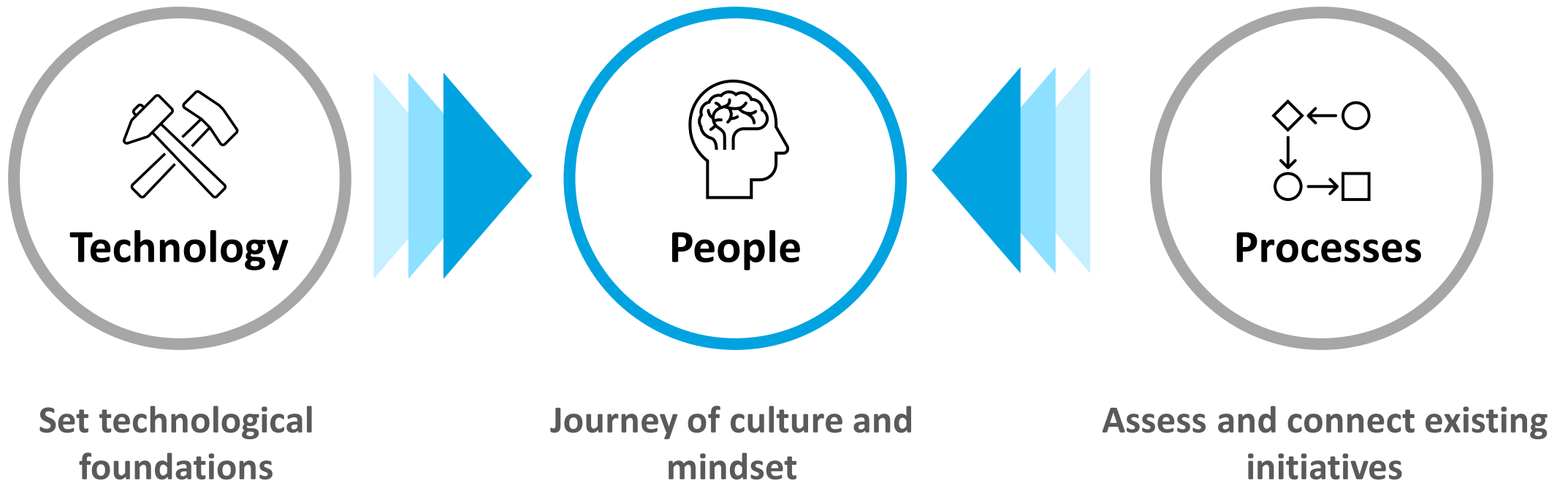
Commercial Excellence took on the challenge to make the wheel turns...



.. providing not only technological assets, but **also coordination and guidelines:**



Omnichannel and technological enablers are made for people:



# Set TECHNOLOGICAL foundations



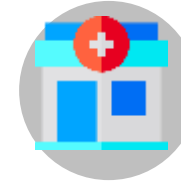
DOCTORS



CONSUMER



PHARMACIES



PORTALS



MARKETING  
AUTOMATION



REMOTE  
DETAILING



WEBINAR



CONTACT CENTER



CONTENT

CRM



ORDER ENTRY  
AUTOMATION



ERP

- Local initiatives vs global initiatives
- Integration is the key
- Automation / robots / optimization important, but keeping flexibility

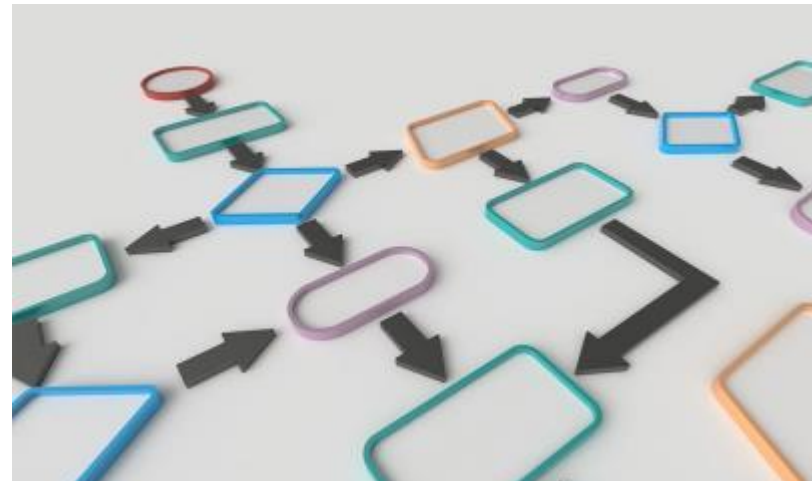
It's not only about technology...we needed processes



### Webinars invitation

New launches

Order entry



Marketing journeys

Commercial policies

### Content Generation & workflows

It's not only about technology...we needed processes



## PORTFOLIO OF NOM PROJECTS

Explore all the data related to **NOM** projects.

<b>30</b>	<b>1</b>	<b>1</b>	<b>14</b>	<b>1</b>	<b>13</b>
# Project	NotStarted	Planning	Development	Consolidation	Closed

[START →](#)

### Highlight (Last 30 days)

Date	Highlight (Last 30 days)
30/06/2022	Avance Segmentación Farmacias: 59% (España) 52% (Portugal)
07/07/2022	CRM OCE: inicio de las pruebas de usuario
01/07/2022	Inicio del proyecto de Segmentación de Neumólogos
11/07/2022	Lanzamiento del nuevo Dashboard de proyectos NOM
12/07/2022	Próximo lanzamiento encuesta NPs sobre Farmacias

Technology and processes do not make sense without....





What is not measured, cannot be improved... lets talk about results:



Customer profiling

Potential Adoption



Potential Adoption  
Behaviour  
Digital



Content  
personalization

One fits all



Personalized by  
Doctor Persona



Channels and portals

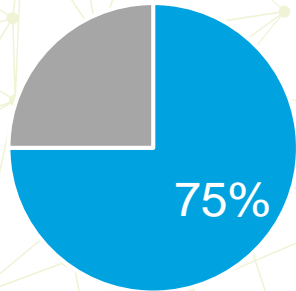
99% F2F



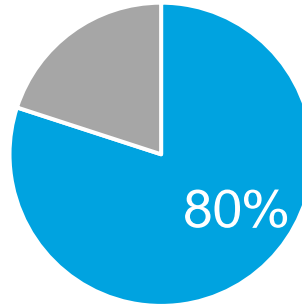
80% F2F

# Some results and examples: customer profiling

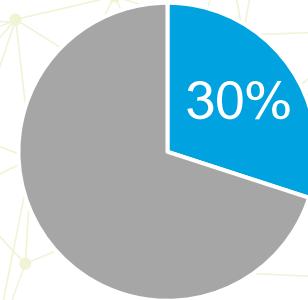
## E-CONSENTS



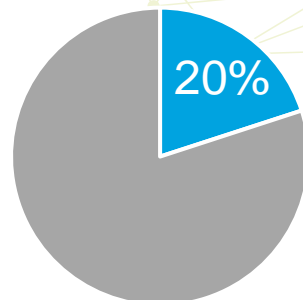
## BEHAVIOUR (CUSTOMER PERSONA)



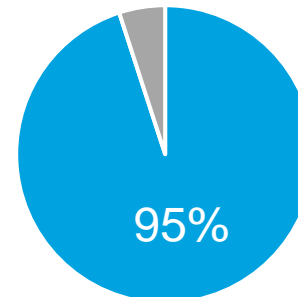
## DIGITAL PROFILING



## CUSTOMER ENGAGEMENT PLAN



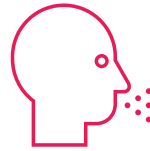
## MKT AUTOMATION BEHAVIOUR



# Some results and examples: content customization



Advisor



Client focused



Manager

**FLUIMUCIL** eficacia, confianza y **protección pulmonar**  
Acetilcisteína

**Cómo ejerce N-Acetilcisteína su efecto protector antioxidante\***

**Efecto antioxidante indirecto** (regenera de GSH)

**Efecto antioxidante directo** Neutralización directa de algunos oxidantes

**Regenera de los puntos débiles** (Disminuyendo niveles oxidantes y potenciando la acción de GSH)

**Efecto antioxidante directo** mediante de enzimas antioxidantes

**Pre-S-S-Cys**

**NAC-Cys-Pre-SH**  
**Cys-Pre-S-NAC**

**Se habilita nuevamente de oxidante** ya que esta es oxidada a cisteína y antioxidante que comienza la función regeneradora.

PCB, Healthline Group España. Búsqueda realizada del copyright.

**FLUIMUCIL** eficacia, confianza y **protección pulmonar**  
Acetilcisteína

**Molécula más avalada,** demostrando su eficacia mucolítica y su poder antioxidante: **más de 183 estudios**.

La Acetilcisteína es la molécula más prescrita por el médico\* **FLUIMUCIL es la marca con acetilcisteína más prescrita\***

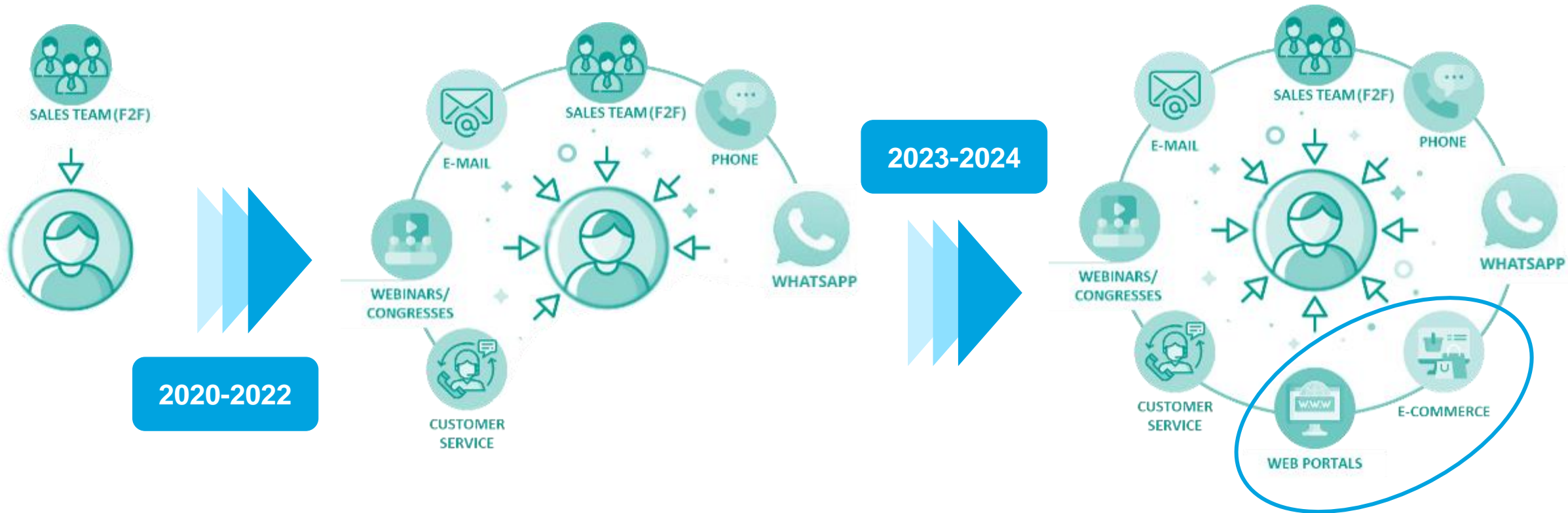
**NAC LA MOLECULA MAS PRESCRITA\***

**FLUIMUCIL Jarabe**  
Acetilcisteína

**Flumucil aporta mayor rentabilidad**

	PVL	DTO	PVL con DTO	PVP IVA	PVP IVA-PVL con DTO
<b>Flumucil Jarabe 4%, 200 ml</b>					
Mucosan jarabe 200ml					
Mucosan jarabe 250ml					
Bisolvon mucolítico jarabe 200ml					
Actifliol mucolítico ant 200ml					
Cinlamucol carbodi 200ml					
Iniston 200ml					
Prospan 200ml					
Bronchoskop 200ml					

# Some results and examples: channels and portals



- ✓ Complete the Wheel with new Portals strategy
- ✓ Speed up the Wheel...with Mindset

## Our learnings

**Technology** is a must (believe and invest)

**Coordination** is (more than) needed

**Processes & methodologies** are convenient

.... but in the end....

... **SUCCESS** all is about **PEOPLE**

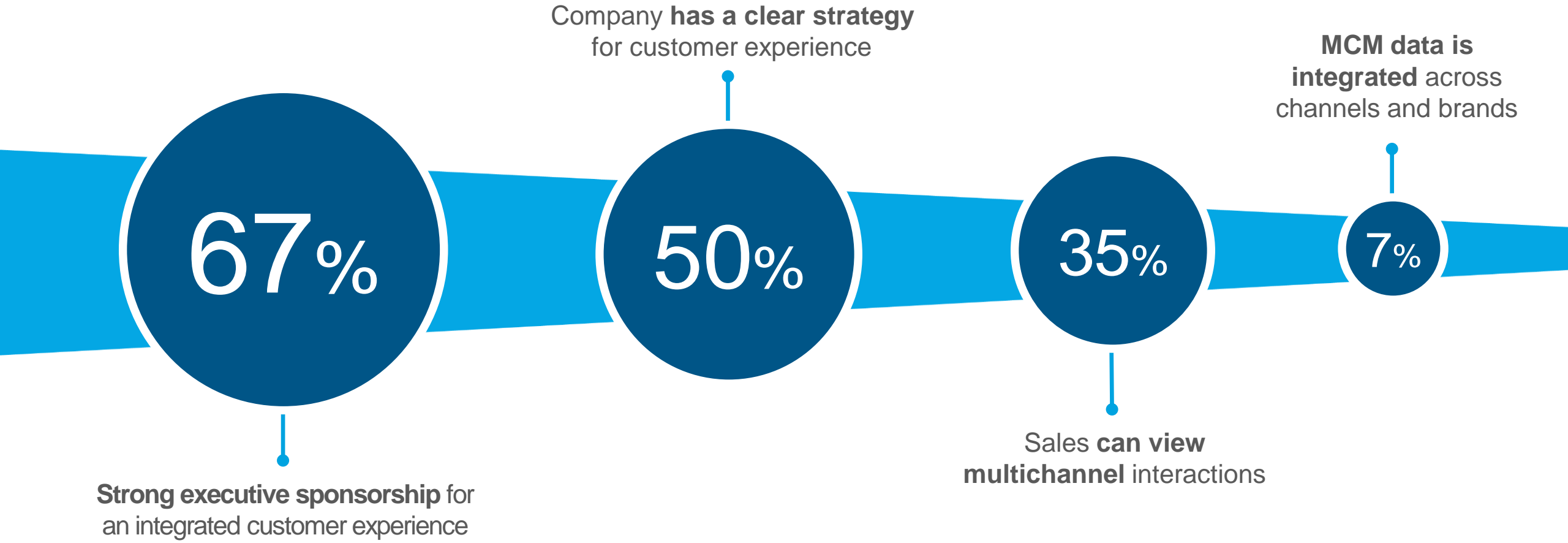


# Enabling digital transformation

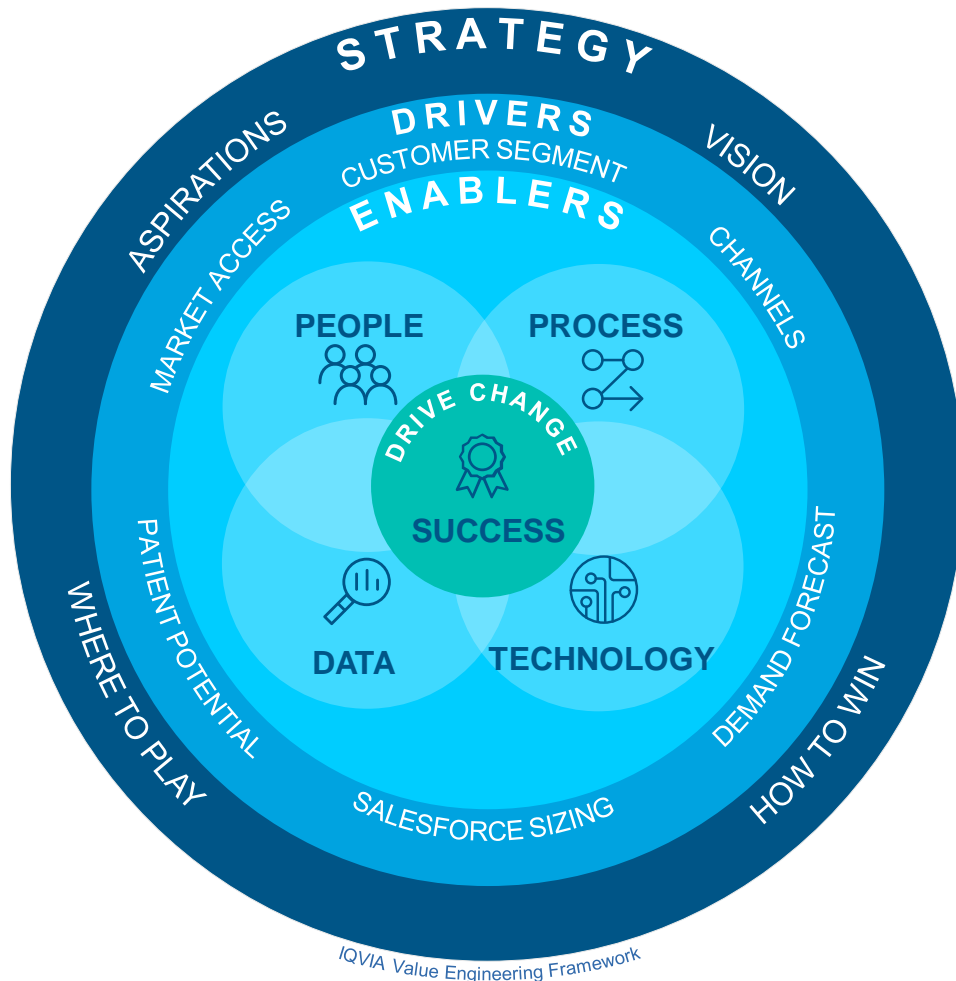


# Everyone will experience challenges on the way to transforming their customer engagement activities

## Customer engagement challenges



# Consider four layers to succeed



Four layers to consider to serve your success:

1

Strategy layer

2

Strategic driver layer

3

Enabler layer

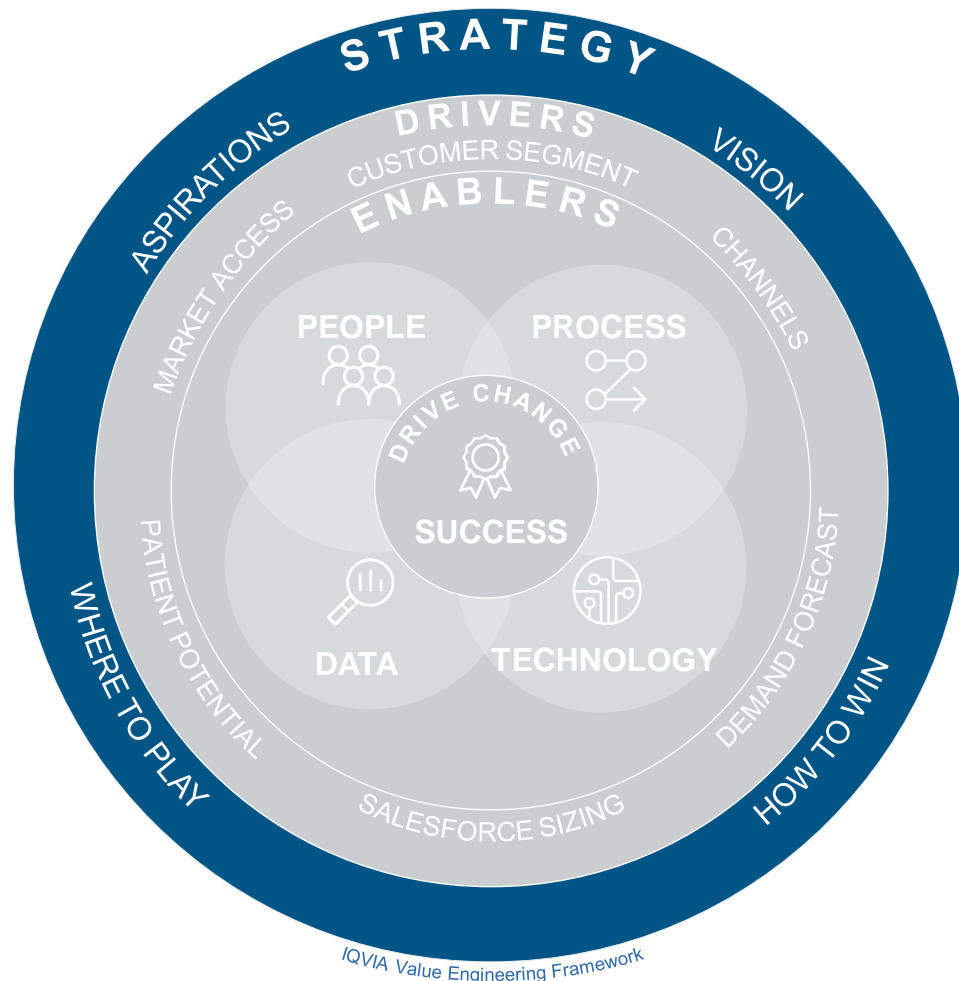
4

Drive the change layer



# Consider four layers to succeed: Strategy

*The foundational layer that represents our client aspirations, vision and where they expect to play and their way to win*



Define, refine, understand the strategy

## GUIDING QUESTIONS:

1

What are our goals and aspirations?

2

Where will we play?

3

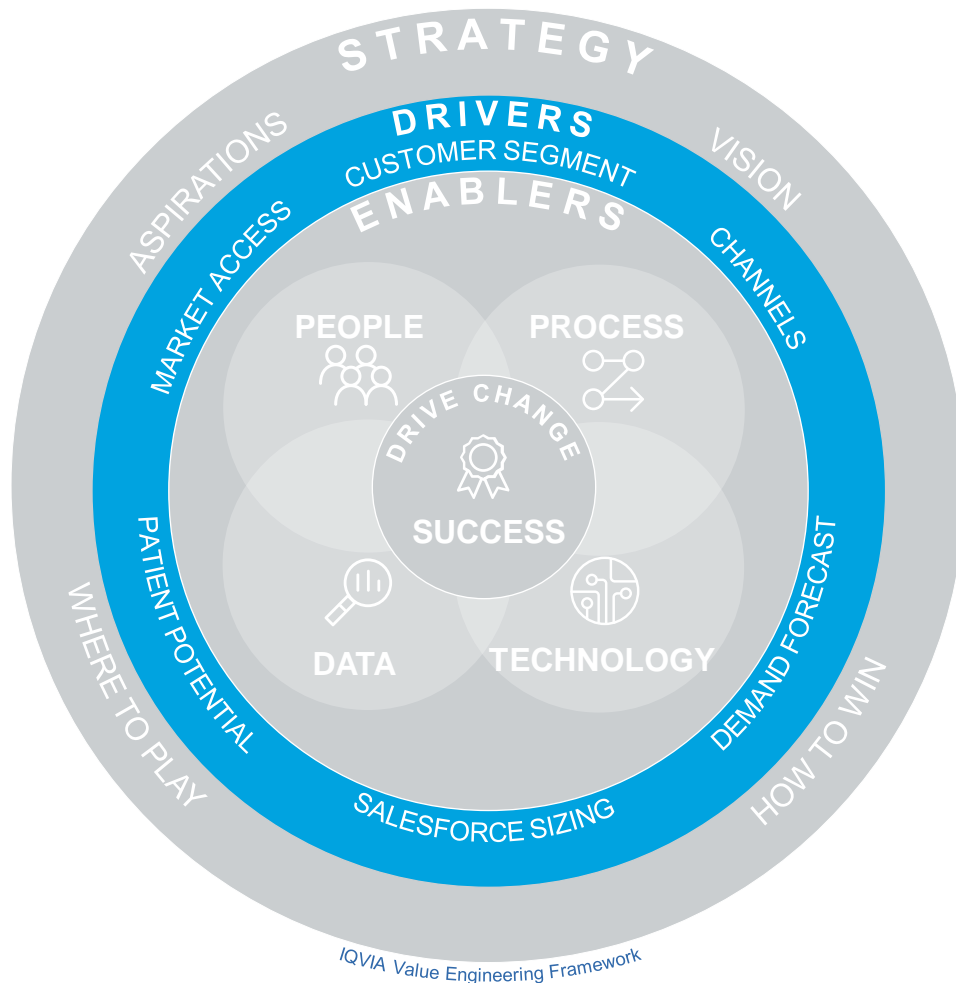
How will we win in chosen markets?

4

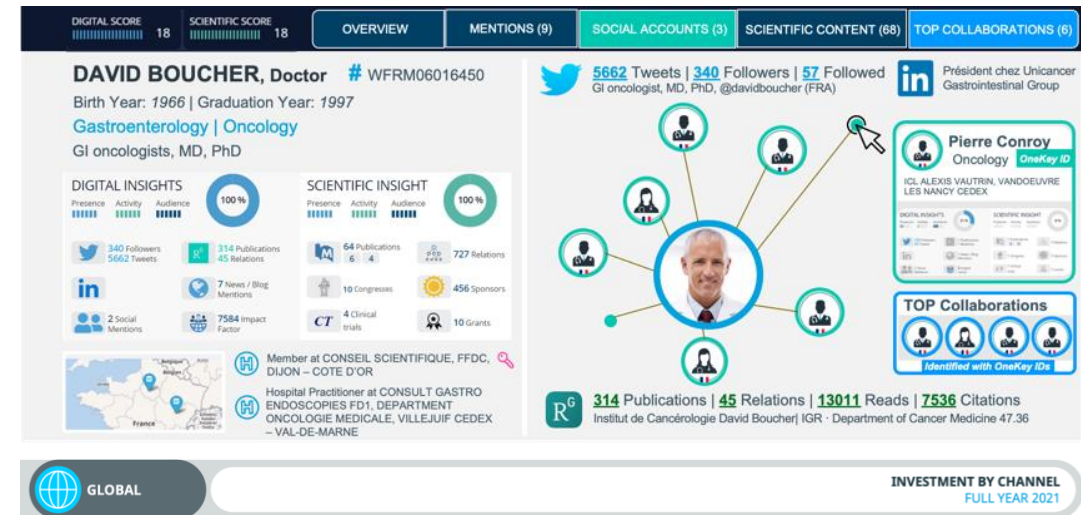
What capabilities and systems must be in place?

# Consider four layers to succeed: Strategic drivers

Represents the key data dimensions that support your strategy definition and guide its 'operationalization'



## Supported by key data sources



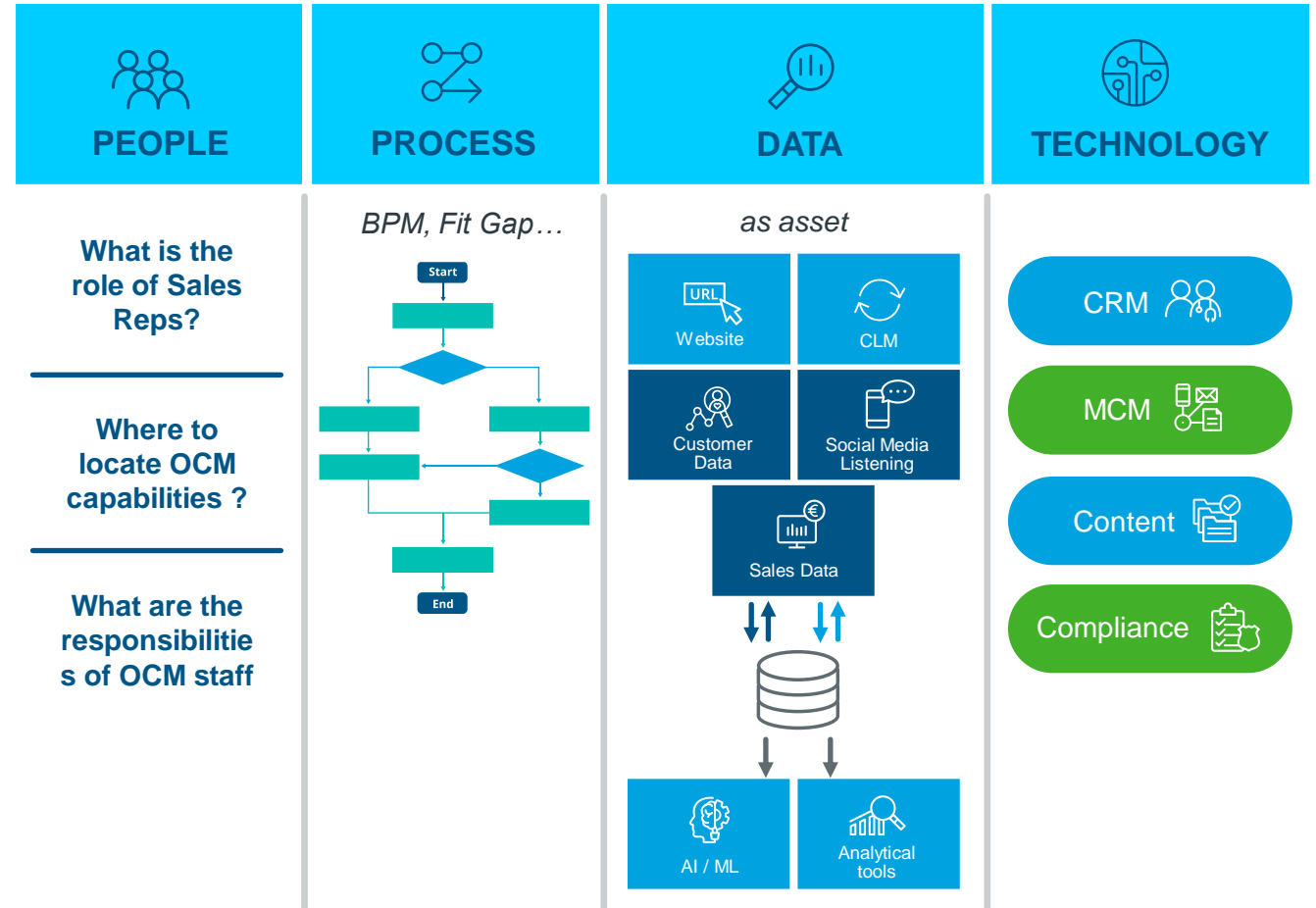
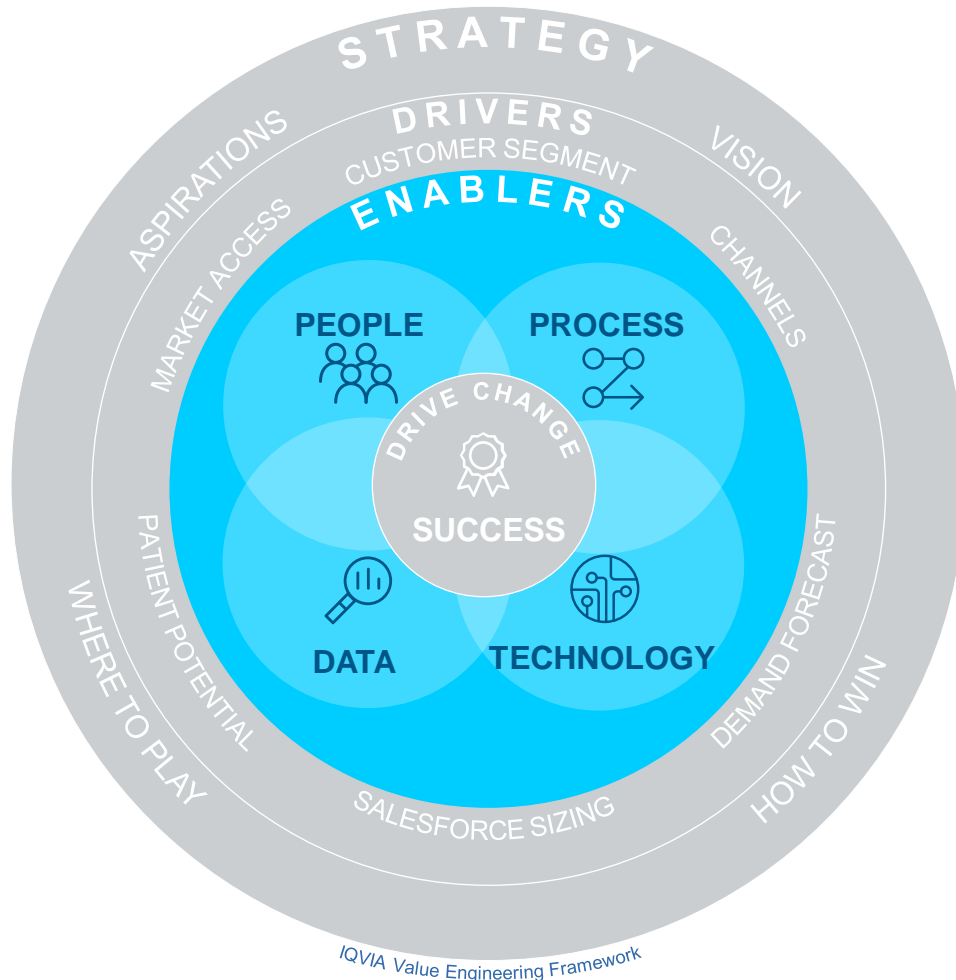
Total investment  
+9.2% vs 2020



	Total investment \$bn	% by channel	% change
Sales force detailing (face-to-face)	23.1	45.4%	+13.6%
Sales force detailing (remote with rep)	3.3	6.4%	-8.7%
Conference (on site meetings & events)	2.4	4.6%	-1.0%
Conference (on demand meetings & events)	0.7	1.4%	+8.3%
Conference (live webinar)	3.6	7.2%	+18.5%
E-Detailing (on demand web portal)	2.6	5.2%	+11.8%
Journal advertising (print)	0.2	0.5%	+3.7%
Digital (other)	0.5	0.9%	+2.8%
Email (messaging & texting)	0.2	0.4%	+1.9%
Mail (postal)	0.2	0.3%	-2.3%
DTC*	6.4	12.5%	+1.0%
Samples	7.4	14.5%	+13.4%

# Consider four layers to succeed: Enablers

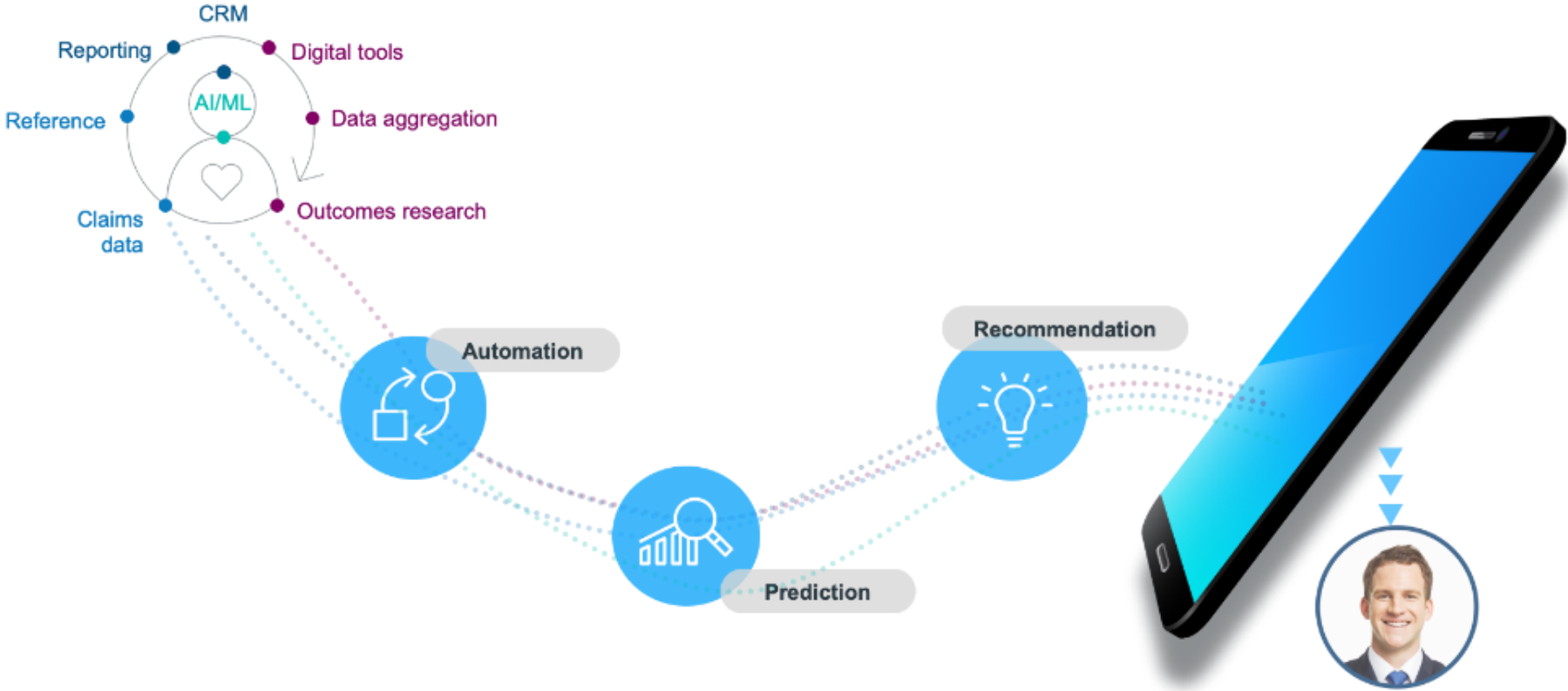
Key elements that represent the way our client organizations need to operate to ensure an holistic approach and to drive change



# AI / ML to enable connected intelligence

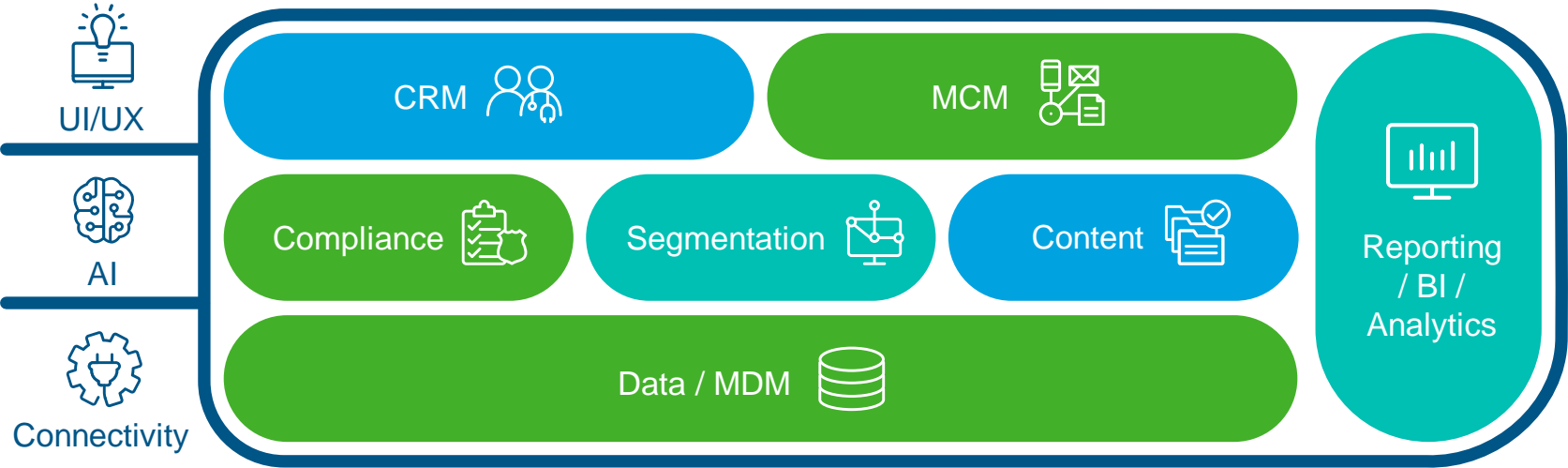
CH Algorithms Examples
Best order
Pharmacies dynamic segmentation
Next Best pharmacy
Next order date
Price suggestion
...

## Next Best action algorithm example



# Tech has to be built from multiple elements not one fixed idea

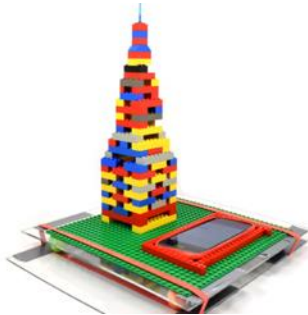
*Orchestrated customer engagement – Technology*



From monolithic...



...to composable



# and consider technology to be driven by business topics

## Orchestrated customer engagement – Technology

### Orchestration & Hybrid Field Rep

CRM 

- CRM
- Marketing
- Content
- Multi-Persona
- Consumer
- HCP
- Empathy Map

### Advanced Digital Enablement

MCM 

- Marketing
- Consent Mgmt
- Content Strategy
- Customer Segment
- Cookie less
- Digital Factory
- Brand Manager

### Omnichannel Analytics

Reporting / BI / Analytics 

- KPIs
- Data lake
- Integration
- Personnas
- Omnichannel

# and consider technology to be driven by business topics (cont.)

## Orchestrated customer engagement – Technology

### Performance Management

Segmentation



- Incentive comp.
- Territory Mgmt
- Account strategy
- Forecast
- Approval process

### Content Management

Content



- Digital Asset Mgmt
- Content Authoring
- MLR
- Content Factory
- Content strategy

### Insight driven Organisation

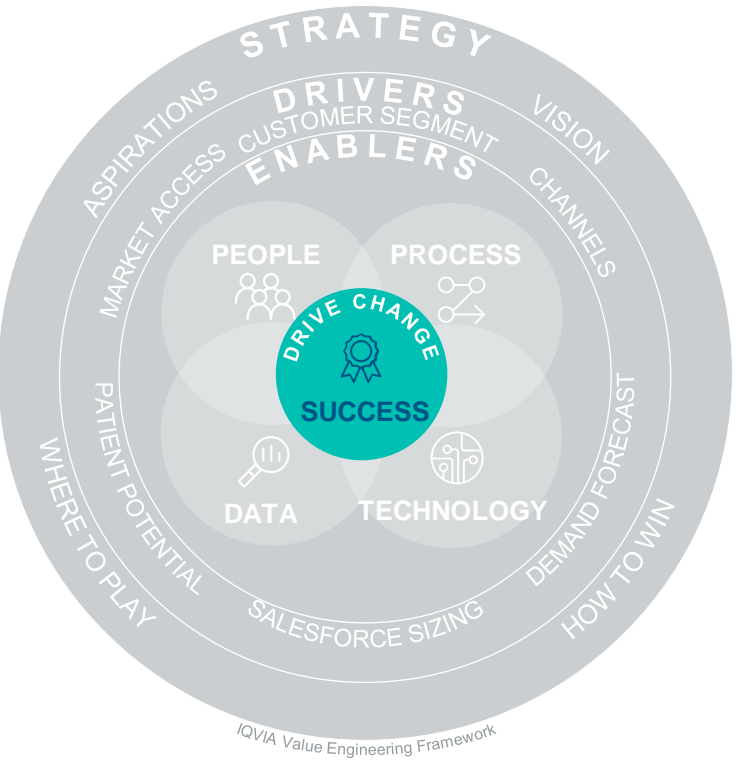
Data / MDM



- Connected systems
- Algorhythm
- KPI
- Data Mgmt
- Data Scientist
- Multi-Domain
- Next Best...

# Consider four layers to succeed: Drive the change

To ensure any change in client operating models can be easily adopted



## Transformation Journey to achieve commercial excellence





# Taking action on digital transformation



# Key actions for a successful digital transformation



# Your IQVIA Consumer Health Contacts



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# Thank You

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