

# Acting Insights



The Acting on Insights Series from Cramer looks at studies from influential consulting firms like McKinsey, Deloitte, Bain, and Accenture, and offers practical ways to act on their insights in the real world.

## IN THIS EDITION

*“A Prescription for the Customer-Centric Commercial Model in Pharma”*

*from Bain & Co.*



*“A Prescription for the Customer-Centric Commercial Model in Pharma” explores a Bain survey that uncovered disparities between what physicians want and what sales reps **think** they want. We highly recommend reading it in its entirety.*

*In this edition of Acting on Insights, we focus on the services Bain identifies as bringing the greatest value and look at ways to implement those recommendations in the real world.*



*Our survey results indicate a fundamental gap between what sales reps think doctors want from them and what doctors truly want from them, with sometimes a two-to threefold difference...*



Considering that sales is the function generally perceived as most in tune with customer needs, Bain's survey results are a true wake-up call.

Bain [notes](#) "While both parties are aligned on physicians' basic needs, sales reps vastly overestimate the appetite for certain services.."

Bain makes the case that correcting this gap can enhance the customer experience and increase loyalty. In turn, this should lead to greater physician advocacy ([40% of physician advocacy](#) for drugs is directly linked to customer experience and loyalty), which Bain considers key to capturing the full potential of products.

Bain asked HCPs “What are the top three improvements pharma companies need to make in order to make your interactions with them more valuable for you?; US pharma sales reps were asked “Which of the following initiatives would have the greatest positive impact on the physicians you interact with?” **The disconnect in priorities is clear.**

*US healthcare providers rank as valuable*

1. Provide more targeted patient support programs
2. Provide single source of content
3. Cultivate stable long-term relationships with physicians
4. Respond faster
5. Provide on-demand information

*Pharma sales reps rank as valuable*

1. Cultivate stable long-term relationships with physicians
2. Provide single source of content
3. Provide more targeted patient support programs
4. Provide on-demand information
5. Respond faster



*Doctors care about services that lighten their loads and assist in meeting patients' needs. They want... companies to provide the linkages to patient support programs and to make their lives easier through access to a single source of content.*



# Three approaches to bring value to HCPs

## 1. Digital Patient Services

### INSIGHT

*60% of healthcare providers say digital tools to support patient education, provide physician support, and manage patient care are important when they consider working with a pharma product manufacturer.*

### ACTION

Technology has redefined the way we all communicate. In healthcare, the pandemic accelerated wide-spread adoption digital interactions. A recent study showed patients believe text and email are highly effective during different stages of the patient journey (including scheduling, follow-up care, financial transactions, and educational outreach). The possibilities for leveraging digital tools range from those basic channels of text and email to custom apps and interactive experiences. However, one thing is essential in any digital initiative – it has to be easy to find, easy to use, and built with outcomes in mind. For example, HCPs concerned with medication compliance would find value in patient education that addresses specific barriers to adherence.

# Three approaches to bring value to HCPs

## 2. Internal Coordination

### INSIGHT

*Top companies... equip the field with codified lessons from across siloes within the broader organization.*

### ACTION

One of the true lost opportunities within large corporation to leveraging knowledge and assets across the organization. Many companies experience duplication of efforts among brands, inconsistency within a single brand's communications, and unrecorded insights. While not only a loss for the company, fragmented resources and interactions can impact the physician relationship. A first step in correcting this is to conduct a complete audit of digital sites and assets, as well as the physician and patient journey. Second is to compare those findings to other programs both within the organization and among competitors to uncover gaps and best practices. Cramer has worked with clients to conduct assessments and bring together learnings. Building on that work, companies can establish regular reviews and information-exchange forums to stay current and tap into institutional insights.

# Three approaches to bring value to HCPs

## 3. Faster Response

### INSIGHT

*Beyond digital tools, leading companies also will build speed and repeatability into their commercial toolkits.*

### ACTION

One of the more glaring gaps between HCP and sales perception revealed in the Bain survey was around response time. Doctors are 12.5 times more likely than sales reps to cite faster response times as a key opportunity for pharma companies to add value. Helping reps to move faster takes proactive thinking. For example, a library of compliant, preapproved content would help bypass regulatory delays. Cramer has worked with clients to uncover common themes by interviewing a variety of stakeholders, including reps, physicians, case managers, and patients. Armed with a more inclusive picture, we are able to develop effective assets around meaningful topics.





## *Summary*

Bain's look into the realities of the physician experience is a wake-up call. Companies have the tools to create better connections through strategy, content, and technology. As the authors note, "The next generation of industry-leading pharma companies will be those that help physicians serve patients through a seamless, hassle-free experience." A powerful way to act on this insight is to create relevant, accessible tools that can be deployed quickly and measured against the value they bring to helping physicians support patients.

A photograph of a modern office interior. On the left, a bright orange wall features a white rectangular sign with the word "CRAMER" in orange capital letters. Two people are walking in the background, blurred to suggest motion. The floor is made of large, dark grey tiles. On the right, there are several vertical wooden slats or partitions. The lighting is warm and modern.

# *Ready to take action?*

This is an amazing moment to be in healthcare. Cramer has decades of experience helping our clients create experiences people love with strategic campaign, virtual, and video solutions.

Reach out to us at [theteam@cramer.com](mailto:theteam@cramer.com) to get the conversation started. And be sure to visit [cramer.com](https://cramer.com) for more insights.