Welcome.
The webinar will begin soon.

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The customer-centric disruption of life sciences

How CX leaders are embracing the change

Part 2

2020

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A shifting landscape

Disruptive trends in life sciences

Adapting to new sales modes
Consolidation trends coupled with a shift to account-based selling are exacerbating known **accessibility challenges** for reps

Digital acceleration
Software-driven disruption intensifies with digital touchpoints exploding & companies testing **new behavioral interventions**

The rise of AI
Companies are recognizing the imperative of **moving beyond data harmonization** to find new insights with **AI & Deep Learning**
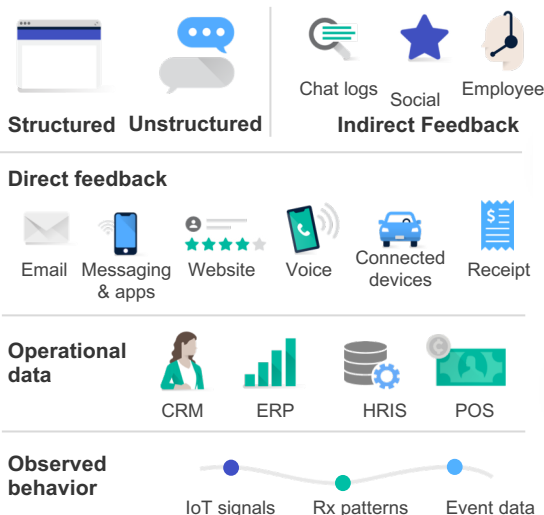
Knowing the end customer
Patients are increasingly in the driving seat as companies look to **direct engagement** with the end customer through **CDPs, etc.**
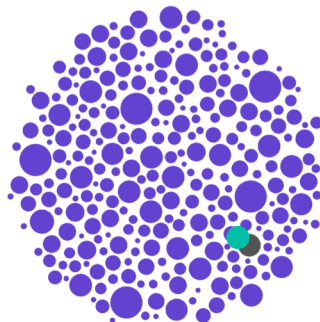
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Accelerating impact from signals to action

Capture every signal

Structured **Unstructured**

Chat logs   Social   Employee

Indirect Feedback

Direct feedback

Email   Messaging & apps   Website   Voice   Connected devices   Receipt

Operational data

CRM   ERP   HRIS   POS

Observed behavior

IoT signals   Rx patterns   Event data

Analyze & predict

AI & Deep Learning

Theme exploration

Journey analytics

Statistical analysis

Transform experiences

Product Idea   Congratulations

Process Change   Escalate

Reply

Alerts & closed-loop assignments

Workflows & case management

Messaging-based assistance

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From eye charts to live-time customer lens

MARKETING RESEARCH

Historical, focused, point-in-time research, with significant lag time, that is not shared broadly
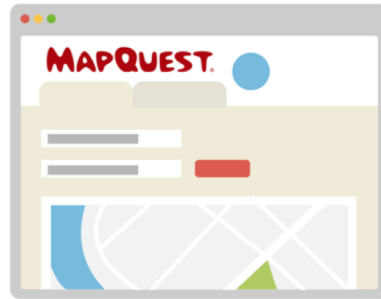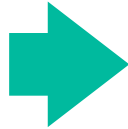
CUSTOMER FEEDBACK

Feedback collected faster, but not shared with folks who can benefit most from customer praise & coaching

OCEM
Operational Customer Experience Management

Engaging, real-time, role relevant feedback across the client's entire journey(s) shared with those who are delivering experiences

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Today's speakers

Christopher Colley

Global Principal, Life Sciences
Medallia Solutions

Tami Salmi

Expert Advisor, Life Sciences
Medallia Professional Services

Fondas Tsigris

EMEA CRM Business Manager
*The Janssen Pharmaceutical
Companies of Johnson & Johnson*

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Our discussion

1. **Medallia** *Who we are, what we do*

2. **The art of the possible** *Mapping to CX outcomes*

3. **Program roadmap** *Evolving your CX benefits over time*

   ○ **Lay the foundation**

   ○ **Engage the business**

   ○ **Transform the organization**

4. **Client guest speaker: Janssen** *Fondas Tsigris*

5. **In summary** *Our key takeaways for you*

6. **Your questions** *…answered*

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The art of the possible

Why Medallia now?

IBM

>**300** Products tracking NPS
>**365K** pieces of feedback in first year

Hilton

>**54,000** active Medallia Users across >**4,000** locations

verizon

$195M+ at risk revenue identified & prioritized

janssen | PHARMACEUTICAL COMPANIES OF **Johnson&Johnson**

COVID Response

>**6,500 HCP** Responses over a two-week period Across **44** countries

Thermo Fisher SCIENTIFIC

$150M+ annual savings via practical process improvements

ZURICH

Promoters **spend 27% more** than detractors and are **5x less likely to leave**

PayPal

Eliminated **40M customer incidents**

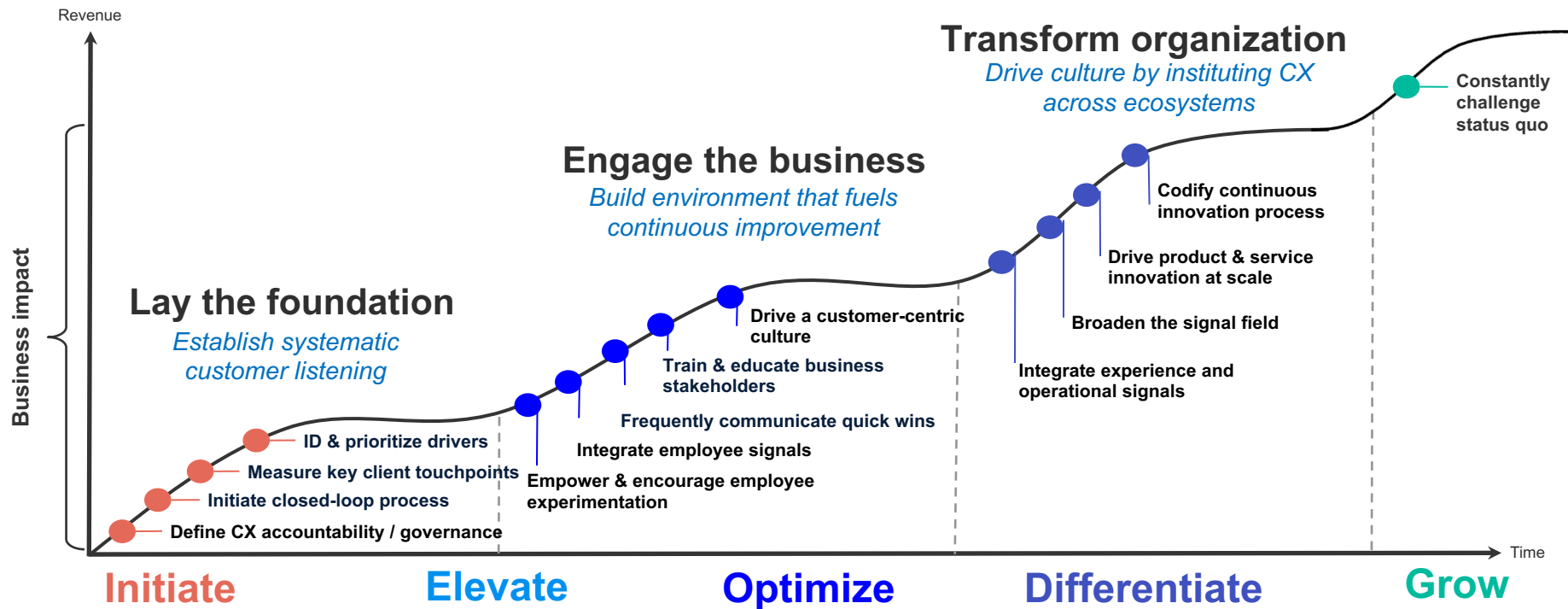**Grew transactions $2B** with flat headcount

COMCAST

20 point increase in employee NPS driving increased customer NPS too
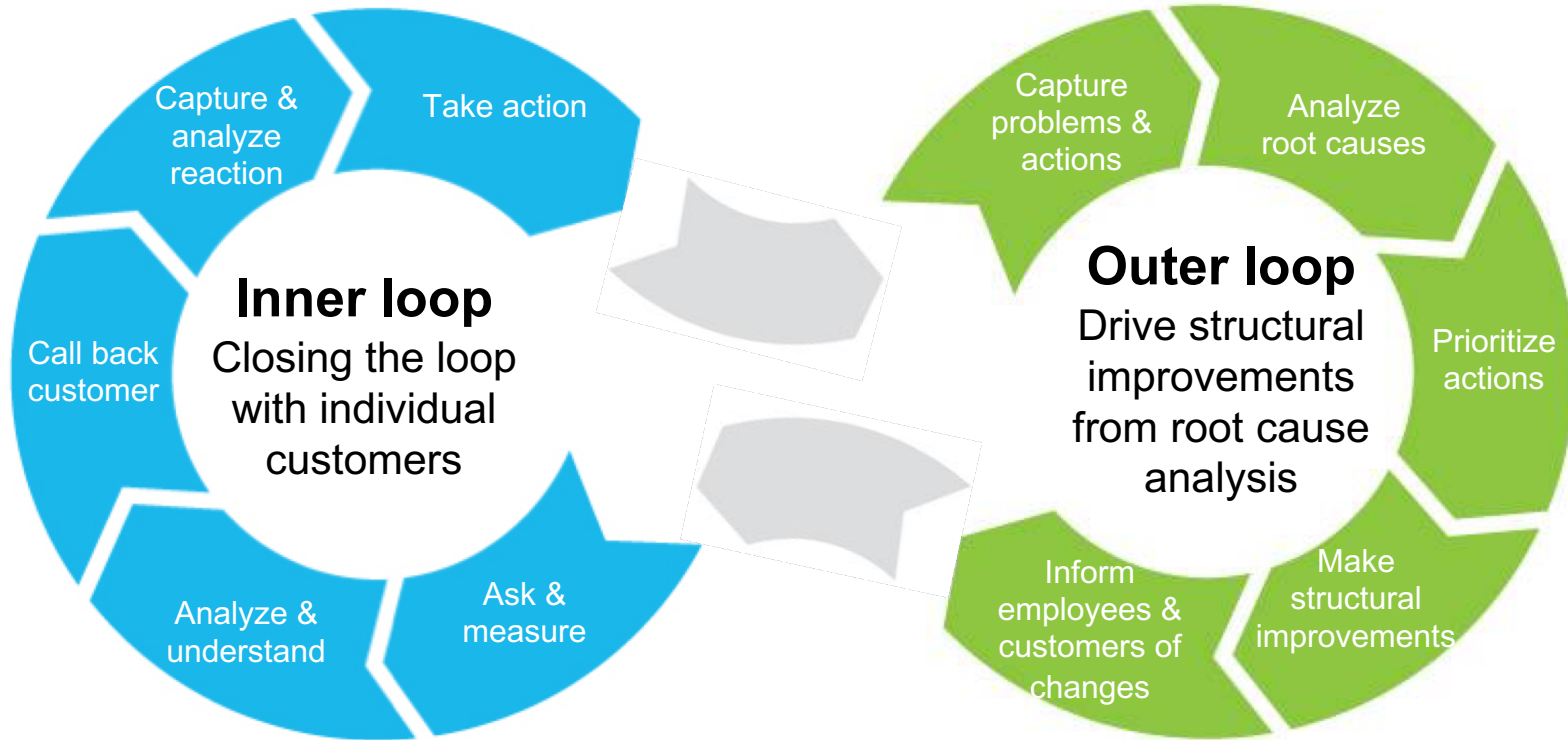
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How do you get there?

Experience transformation
From laggard to leader

Revenue

Business impact

Transform organization
Drive culture by instituting CX across ecosystems

Constantly challenge status quo

Engage the business
Build environment that fuels continuous improvement

Codify continuous innovation process

Drive product & service innovation at scale

Broaden the signal field

Lay the foundation
Establish systematic customer listening

Drive a customer-centric culture

Train & educate business stakeholders

Integrate experience and operational signals

Frequently communicate quick wins

ID & prioritize drivers

Measure key client touchpoints

Integrate employee signals

Initiate closed-loop process

Empower & encourage employee experimentation

Define CX accountability / governance

Time

Initiate　**Elevate**　**Optimize**　**Differentiate**　**Grow**

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Lay the foundation:
Closed-loop feedback

What is closed loop CX management?

Inner loop
Closing the loop with individual customers

- Take action
- Capture & analyze reaction
- Call back customer
- Analyze & understand
- Ask & measure

Outer loop
Drive structural improvements from root cause analysis

- Capture problems & actions
- Analyze root causes
- Prioritize actions
- Make structural improvements
- Inform employees & customers of changes

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Source: Bain & Company

How will you benefit?

Your organization

- **Prevent unhappy customers** from turning into detractors, or worse, **churning**

- Turn **passive customers into promoters**

- **Reduce customer cost-to-serve** / handle time

Your employees

- Give employees a way to **view interactions directly** through the customer's eyes

- Enhance your employee engagement by **empowering people to take action**

- Learn from listening: **identify trends** in customer issues & **take action on improvement areas**

Your customers

- Signal to customers that they are **being heard**, and their **input is valued**

- Increase brand loyalty by **building credibility** with customers

+23NPS

for companies that close the loop vs. companies that don't.

Source: Medallia Institute, 2017, "The Missing Piece of the Customer Experience Puzzle: Customer-Centric Employees"

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Considerations

When establishing a closed loop process

- Establish *who* is responsible for taking on this endeavor

- Determine *what type* of feedback (positive, negative, passive) warrants a response

- Institute a defined timeframe for *when* follow-up with a customer is initiated

- Define *how* you'll follow-up with customers: a conversation, an email, or even an online response

- Set clear service-recovery rules as to *what action* can be taken (or provided) to unsatisfied customers and outline escalation paths for complex cases

- **Create a tracking system** to conduct root cause analyses and identify insights

Closing the loop can be enabled in a scalable and flexible way with technology:

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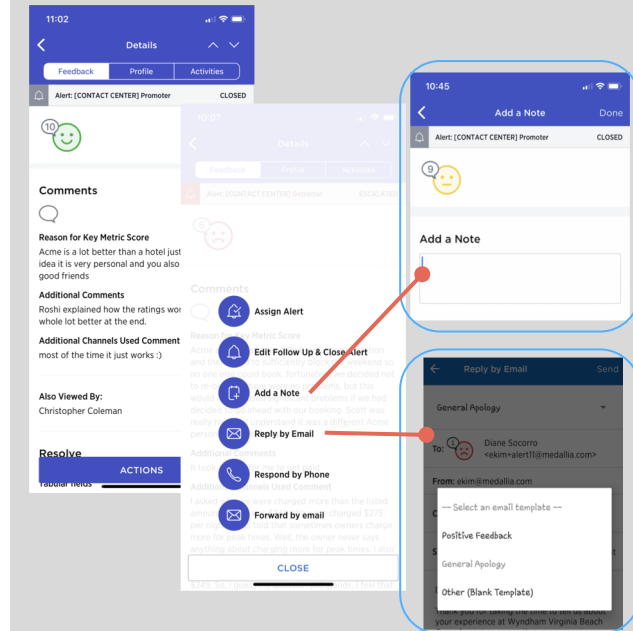
Engage the business:
Integrate employee signals

Employee experience
Listen & act on the voice of your people

- Actively and passively collect team member experience signals:

  - **The organizational view**
    - Employee engagement
    - Employee lifecycle

  - **The personalized view:**
    - Micro-pulse surveys (e.g. burnout assessment)
    - Event-based pulse surveys (e.g. COVID-19)

  - **The organic view:**
    - "Always on" feedback
    - Employee crowdsourcing

EX is a CX multiplier

Relative impact on revenue

Customer experience		
High	1.8 → 5.2	
Low	1.0	1.8

Low ← **Employee experience** → High
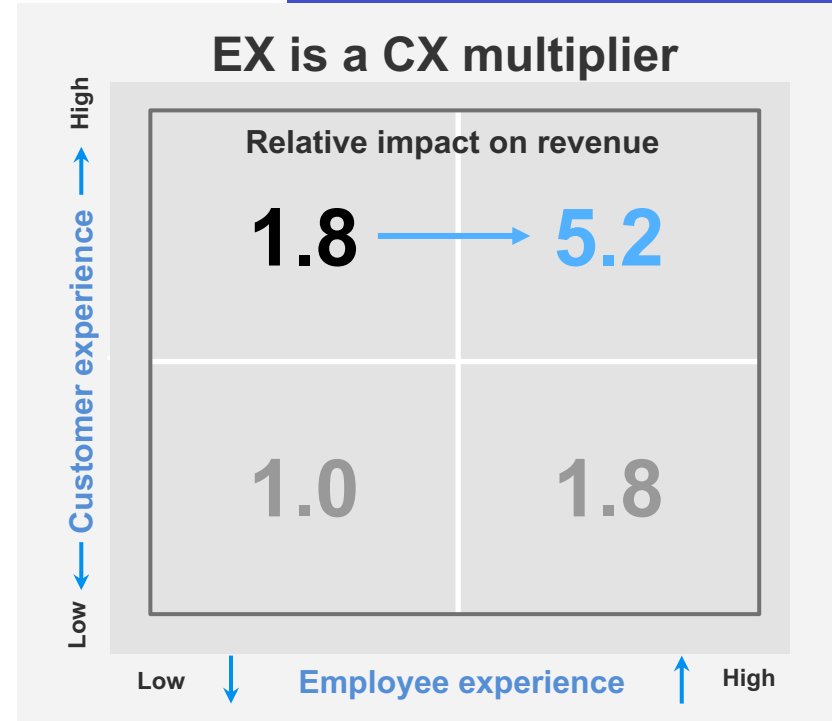
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Medallia Crowdicity

Drive sustained differentiation through innovation

Helping you #TakeCare
Calling all ideas, innovations and insights
In partnership with Ipsos

Challenges

- Tap into the collective wisdom of your team members

- Build a loyal, dynamic and empowered community

- Create a continuous insights and innovation feedback loop

  - Open innovation & crowdsourcing
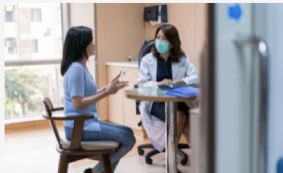 - Co-creation
  - Innovation competitions and hackathons

https://healthcare.ideas.medallia.com/

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Key practices

For successful employee feedback systems

- **Focus on continuous listening** and ask questions that are both relevant and actionable

- Communicate the purpose of employee surveys, their results, and the **actions to be taken**

- Go beyond ratings and scores - **create a dialogue** between employees and leadership

- Give employees a voice and **listen to their suggestions** when designing broader system improvements - invest in those with the greatest impact!

- **Continuously track the effect** of improvements (or declines) in customer experience on performance drivers and, ultimately, revenues and costs

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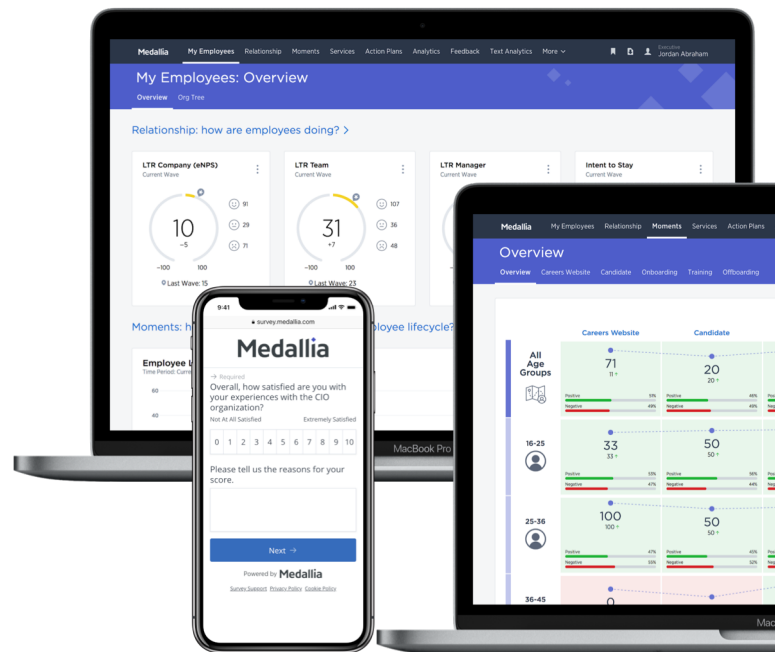
Transform the organization:
Broaden the signal field

Engage every customer

On customer feedback & behaviors, e.g. call notes...

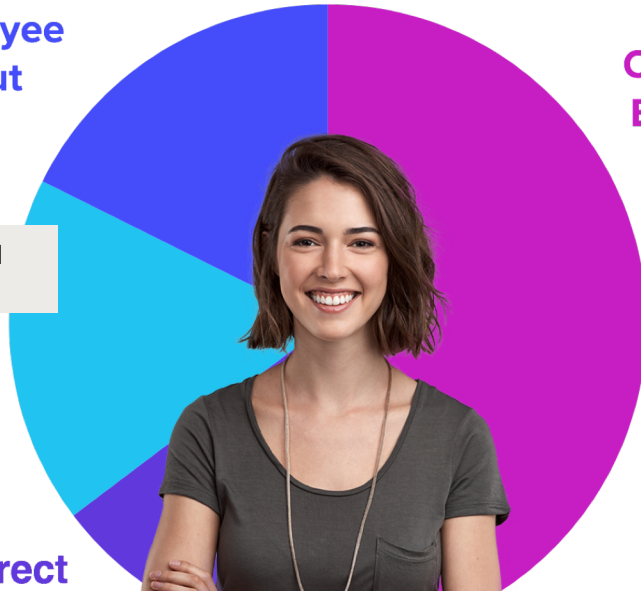**Employee Input**

I.e. about purchases, interactions, preferences...

Observed Behavior

Online reviews, social media...

Indirect Feedback

= 100%

of customer base

Direct Feedback

Surveys, web intercepts, chat conversations...

Predicting CX: How it works

Use regression techniques to predict customer experience and future behavior for all customers

Non-respondent

Looks a lot like…

Jane Doe
Detractor

Usually behaves like…

Renewal

- Used Product X
- Been a customer for 8-10 years
- Female
- 23-35 years old
- Spent $300-400 last year

- Used Product X
- Been a customer for 8-10 years
- Female
- 23-35 years old
- Spent $300-400 last year

- Decrease purchase by 5-9%
- 75% probability of churning
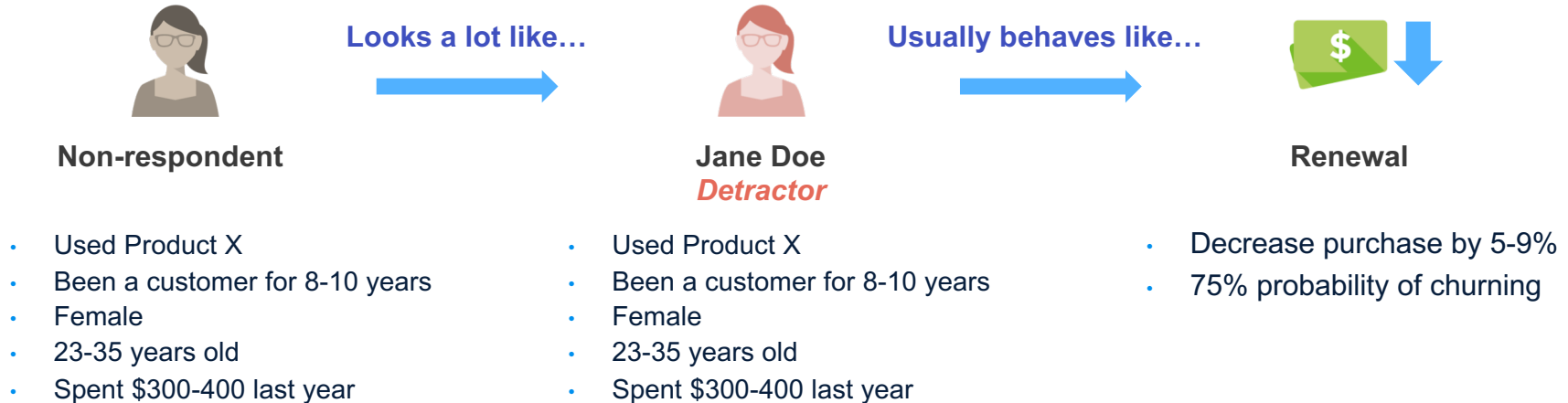
Regression modeling is like finding all other customers who are like the non-respondent (in this case survey-respondent Jane) and predicting future behavior based on previous observations

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Predicting at-risk customers

100k+ feedback records evaluated using existing detractor alerts & Medallia Athena

Matched
Same diagnosis across both models
84.7%

Overlooked
At-risk records missed by Athena
0.2%

Newly identified
At-risk records predicted by Athena
15.1%

Experience signals are everywhere
Structured and unstructured data across channels

Data Types

Structured   Unstructured

Direct Feedback

Email   Messaging   Voice   Video   Web & App

Indirect Feedback

Chat Logs   Social   Employee

Observed Behavior

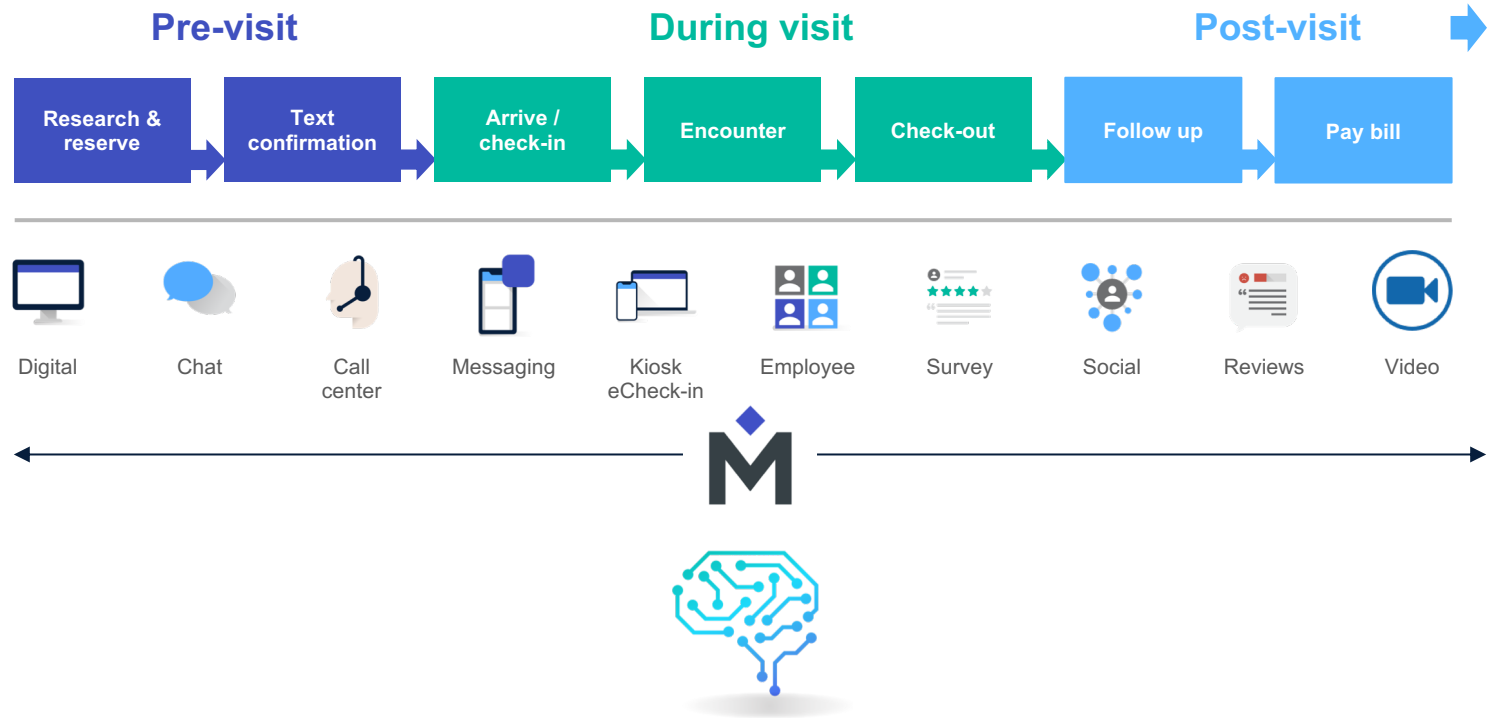IOT Signals   Visit Patterns   Event Dates

Operational Data

CRM   ERP   HRIS   POS   IOT

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A single view with Medallia

Pre-visit   **During visit**   **Post-visit**

Research & reserve	Text confirmation	Arrive / check-in	Encounter	Check-out	Follow up	Pay bill

Digital   Chat   Call center   Messaging   Kiosk eCheck-in   Employee   Survey   Social   Reviews   Video
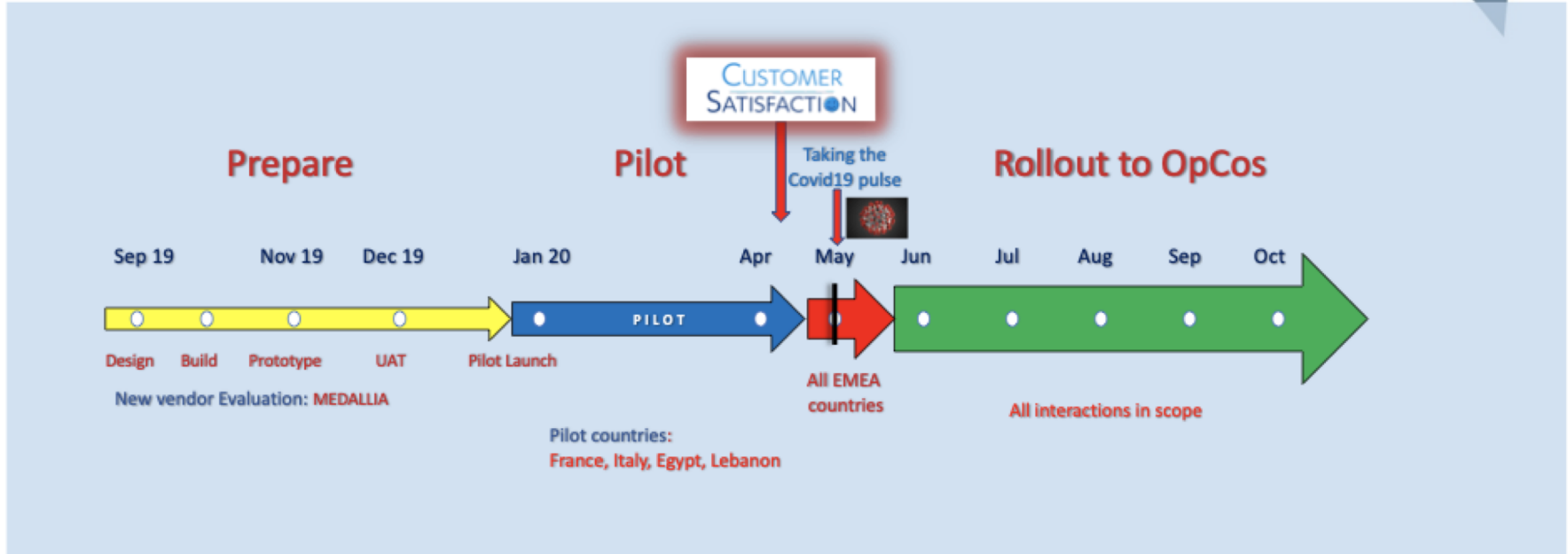
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Introducing

Fondas Tsigris

EMEA CRM Business Manager
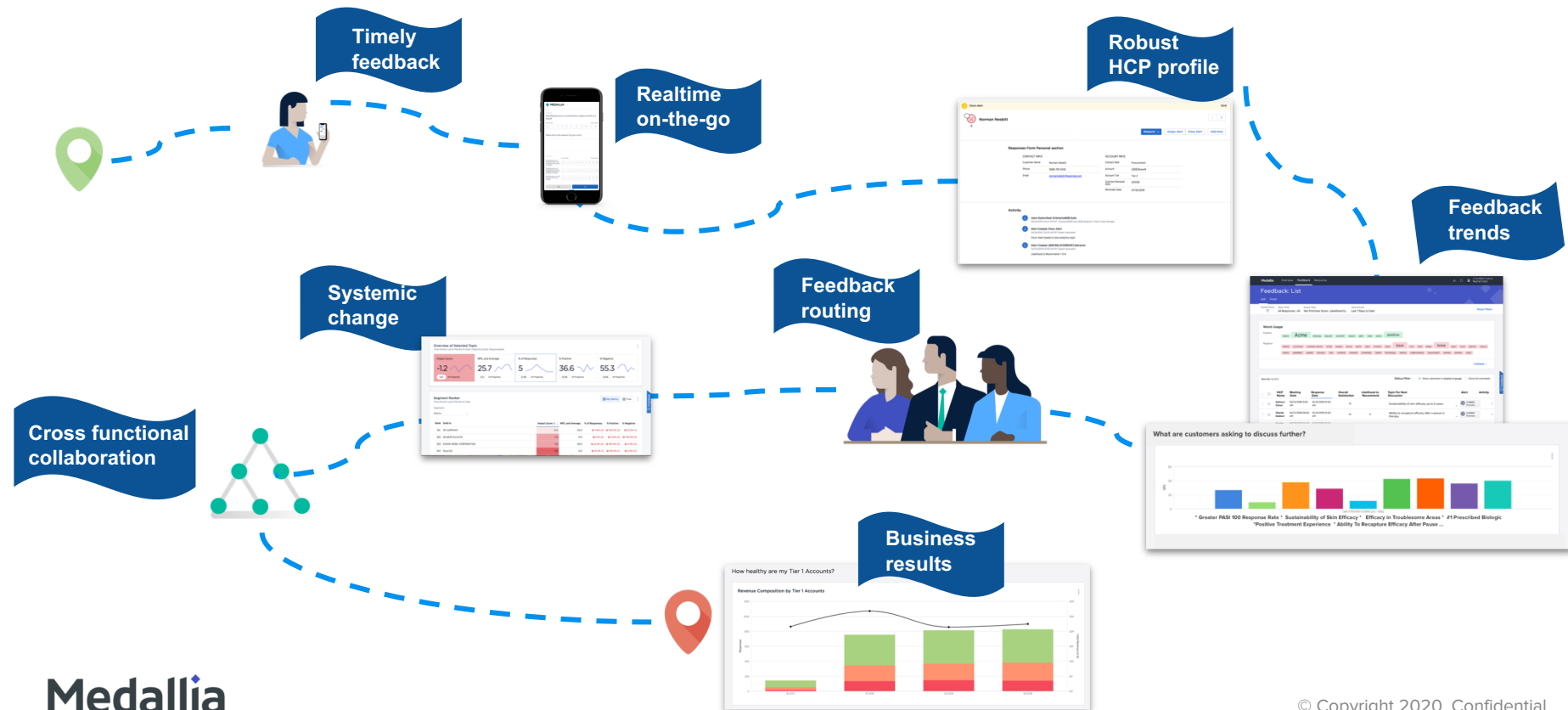*The Janssen Pharmaceutical Companies of Johnson & Johnson*
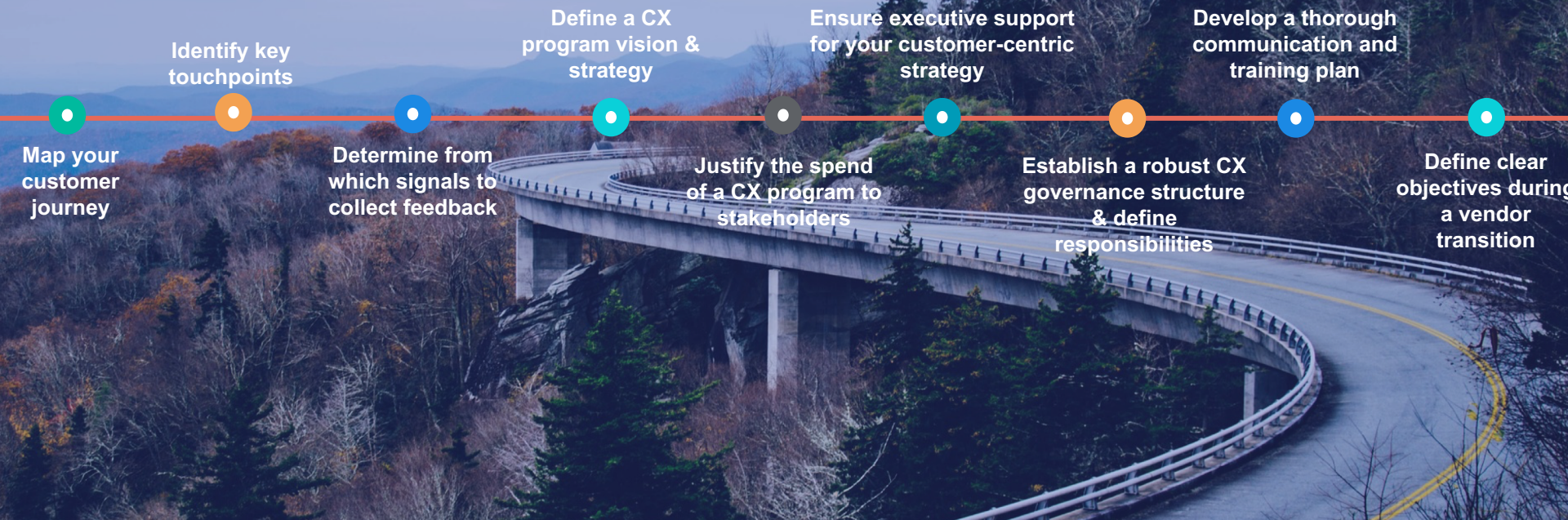
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Project Customer Satisfaction
Roll-out plan

Bringing it all together

CX solution: HCP experience

Diagnose your readiness

Map your customer journey

Identify key touchpoints

Determine from which signals to collect feedback

Define a CX program vision & strategy

Justify the spend of a CX program to stakeholders

Ensure executive support for your customer-centric strategy

Establish a robust CX governance structure & define responsibilities

Develop a thorough communication and training plan

Define clear objectives during a vendor transition

Common pitfalls in Customer Experience strategy

You think your customer experiences are "good enough"

You're not sure which touchpoints don't work and why

You have too many touchpoints...or not enough

You have a touchpoint that is driving customers away

You're investing in touchpoints that customers don't value

You don't have a vision for your CX Program

You don't have internal support behind your CX Initiative

You aren't validating ROI or taking action on identified drivers

Q&A

Thank you