Enabling efficiency, effectiveness, and compliance in life sciences through intelligent multi-channel customer experience operations

Organizations in the life sciences industry are undergoing rapid transformation to keep pace with healthcare reforms, shifting market demands, and increased regulatory pressures. At all levels of the life sciences healthcare delivery chain, stakeholders are charged with delivering higher-quality care with better therapeutic benefits, while reducing the operating costs and attaining a greater degree of transparency at the same time.
In this context, successful transformation will hinge on the ability of enterprises to balance stakeholder necessities with the need for innovation, and to create high-quality customer experiences while improving the operational efficiency.

**Evolving market and customer dynamics lead to a need for improved engagement at reduced costs**

In the current scenario, life sciences organizations face unprecedented cost pressures. The affordable care act requires wider demographic coverage of lower-cost medicines; while regulatory changes place new constraints on sales and marketing practices, the industry landscape appears to be shifting toward emerging markets. Patients, who have become more and more involved in healthcare decision-making, are expecting higher levels of engagement than ever before.

This growth—both in the volume and salience of customer interactions—must be managed, monitored, and meaningfully analyzed across multiple channels, including social media, so that it can be re-integrated with upstream and downstream processes as part of a superior customer experience.

To remain relevant, life sciences organizations must adopt integrated customer contact processes across channels, harnessing insights from data to foster customer loyalty, drive brand recognition, detect safety signals, ensure compliance, and curb operating costs by identifying and eliminating inefficiencies.

**Reimagine customer touch points with integrated, collaborative solutions supported by analytics and technology**

We help life sciences enterprises reimagine customer touch points across the life cycle by
enabling actionable insights through analytics solutions that can integrate and analyze customer, brand, and interactions data from multiple sources.

The result, Intelligent Operations℠, accelerates enterprise transformation and supports continuous learning.

By leveraging four critical sub-processes, our approach enables an integrated customer touch strategy across channels (Figure 1):

1. **Engage** the customers by using multiple touch points through seamless multi-channel delivery on the back of a global operational footprint and operation hubs

2. **Measure** the customer data acquired through these channels with advanced analytics to generate meaningful and impactful insights

3. **Transform** the business by providing decision-makers with actionable insights that enable them to drive strategic operational initiatives and implement change across the enterprise

4. **Improve** business functions through continuous and lasting improvements to the overall business performance

**Customer-centric multi-channel contact processes support compliance, drive revenue growth, and reduce costs**

**Sales and marketing support** enables pharma companies to reach their target customers while optimizing per-interaction costs:

- Tele-detailing (B2B)
- Promotional product information (B2C)
- Sales support/lead generation
- Inbound and outbound campaigns
- Order management

Medical information and patient-support solutions improve safety, enhance compliance, and increase customer satisfaction through interaction-centered data and insights.

- Adverse event and product quality complaint reporting
- Patient support and adherence programs
- Product information (Over the counter consumers, Rx patients, healthcare professionals)

**Reimagine customer engagement across channels with technology and analytics that work, for positive patient outcomes and brand advocacy**

Genpact has a best-in-class global delivery model, in-depth knowledge of regulatory compliance, and proven domain, process, analytics, and technology expertise. We enable life sciences companies to reduce operating costs, gain customer loyalty, and enhance safety and compliance programs, while also promoting the core agility of the enterprise going forward.

- **Reduced cost of operations**
  - 5%–7% reduction in per-contact costs on a year-over-year basis
  - Substantial reduction in the cost of sales and campaign improvements through complementary field sales and support activities

- **Increased customer loyalty**
  - Customer-centric processes boost loyalty and increase engagement
  - Proactive patient support ensures adherence and drives revenue growth

- **Improved safety and compliance**
  - Active detection of, and response to, adverse events enables seamless resolution of product quality issues across channels

- **Greater agility**
  - Timely, actionable insights into product development, marketing, and brand strategy
A Fortune 500 global pharmaceutical company suffering from sub-optimal customer experiences and a dearth of “brand love” partnered with Genpact to design and roll-out an integrated, insight-driven, multi-channel consumer experience operation, enabled by Intelligent Operations℠, in 145 countries, and fully integrated with local languages, regulations, and customer needs.

**Challenge**

Fragmented data and siloed CRM were creating poor data visibility across the client’s enterprise, resulting in inaccurate insights, inadequate understanding of customer needs, and sub-optimal customer experiences. This was complicated by an inconsistent global customer contact operations experience, as well as the organization’s inability to capture and harness customer feedback generally.

**Solution**

By identifying key business metrics and outcomes, Intelligent Operations℠ enabled the client to transition from siloed information systems and fragmented data to a global CRM enabled by Genpact’s Intelligent Process Insights Engine (IPIE) analytics platform. Subsequent process redesign created a consistent consumer experience with best-in-class processes to support customer relations, medical affairs, compliance, training, fulfillment, and commercial excellence (including custom initiatives, such as SOP changes, IVR flows, social media interaction guidelines, and data model and reporting enhancements).

**Impact**

By effective use of analytics, the customer was able to integrate data from multiple sources including social media, to tap consumer insights and enable customer experience that enhanced brand recognition and fostered higher “brand love”.

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**2 Run Data-to-Insight**

- Global CRM
- Analytics CoE for consumer experience, social media, brand/ad research

**3 Improve execution practices**

- Command center to control consumer hubs
- Social media engagement playbook
- Process and IVR improvements

**4 Continuous learning:**

- Improve product portfolio
- Brand, channel strategy, marketing and promotional effectiveness
- New research, data sources, analytics models, and SOPs

**Identify target outcomes:**

- Customer engagement, brand love, revenue growth

**Identify metrics:**

- Customer satisfaction score, turn around time, call volume
**About Genpact**

Genpact (NYSE: G) stands for “generating business impact.” We design, transform, and run intelligent business operations including those that are complex and specific to a set of chosen industries. The result is advanced operating models that support growth and manage cost, risk, and compliance across a range of functions such as finance and procurement, financial services account servicing, claims management, regulatory affairs, and industrial asset optimization. Our Smart Enterprise Processes (SEP℠) proprietary framework helps companies reimagine how they operate by integrating effective Systems of Engagement™, core IT, and Data-to-Action Analytics℠. Our hundreds of long-term clients include more than one-fourth of the Fortune Global 500. We have grown to over 68,000 people in 25 countries with key management and a corporate office in New York City. Behind our passion for process and operational excellence is the Lean and Six Sigma heritage of a former General Electric division that has served GE businesses for more than 16 years.

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