

Part II: Mastering the art of journey mapping in pharma

Part Two of MERGE's seven-part series on omnichannel marketing discusses the importance of understanding the thoughts, feelings, and behaviors of segmented target audiences as they move through their journey of discovery.

The importance of maximizing “thinking, feeling, doing” methodology

Creating a customer journey map requires the amalgamation of several different components to provide a comprehensive interpretation of the customer experience, which can involve mapping for a span of years or even decades. For Priyama Barua, VP Customer Experience Strategy Leader at MERGE, the components primarily consist of understanding what customers are thinking, feeling, and doing.

“Typically we start with the doing, which is the actions and steps that a customer is taking, or what they're experiencing,” says Barua. “The thinking piece helps us understand where there is confusion, where they might go looking to other sources, where they might be making assumptions...it helps us understand what we call the ‘mental model,’ which is the series of cognitive processes any individual goes through to take actions and arrive at decisions.

“The feeling piece is very critical to our work because if a person feels terrible in an experience we've designed for them, they will likely want to leave that experience and switch to a product that provides a better experience. Additionally, patients are often feeling anxious and vulnerable when newly diagnosed. If we can design experiences that make them feel supported and well understood, we can win their hearts and minds.”

In pharma, specifically, many of the customer journey issues that organizations attempt to solve involve individuals who are facing difficult, sometimes life-altering, conditions. With that, the goal of creating a seamless customer journey takes on even more importance and demands even more consideration.

Good journey mapping can help address common barriers to effective treatment. Issues such as delayed diagnosis, patient support, provider-patient communication, understanding treatment options, ongoing condition management, and better adherence while living life as usual are all topics that can be identified and solved as a result of the journey-mapping process.

Business Goals
 Business Objectives
 Key Performance Indicators (KPIs)

Stages
 Lens

Actions & Events

Influencers

Thoughts & Feelings

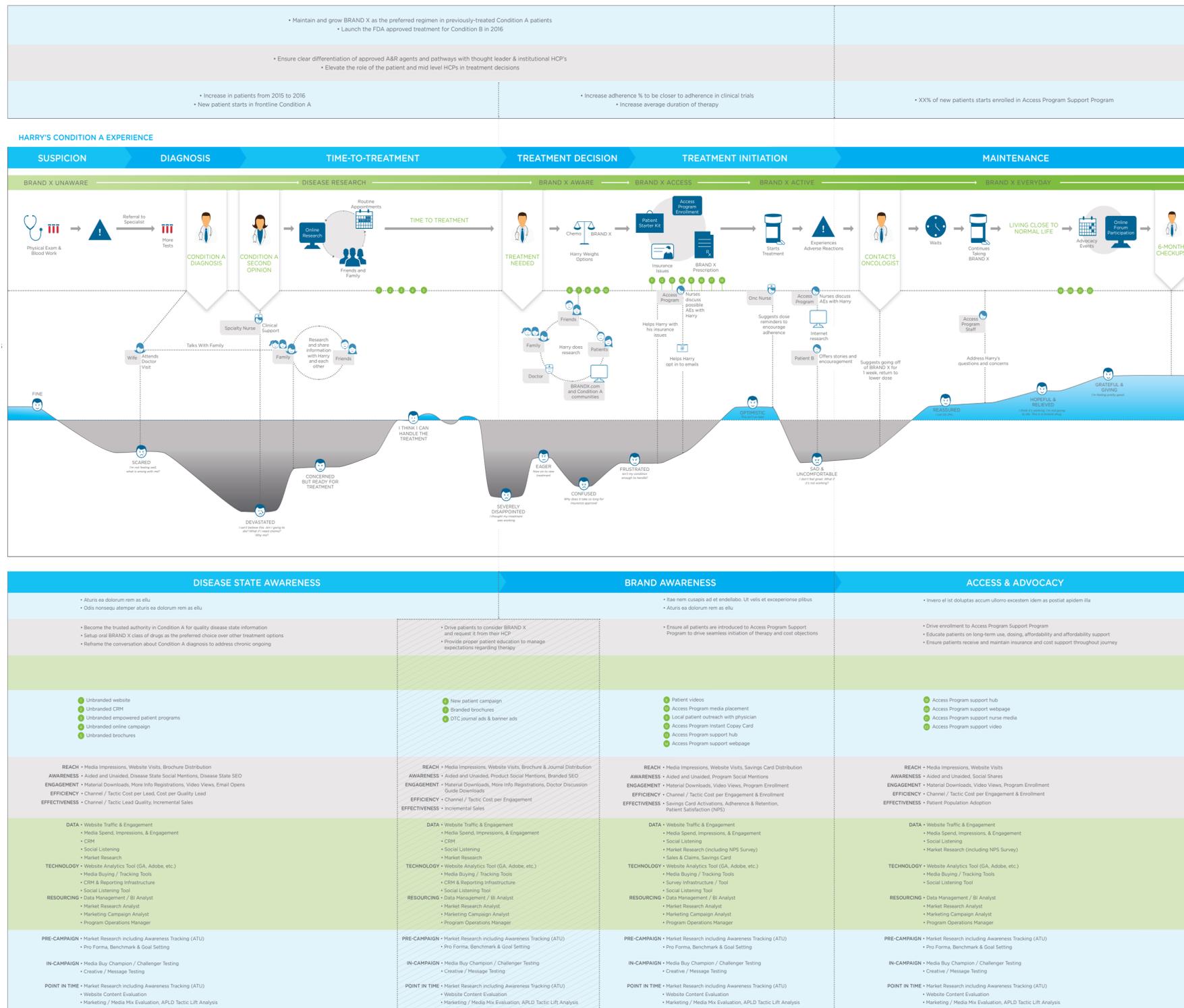
Strategic Imperatives
 Communication Strategies
 Key Messages

Touchpoints & Tactics

Research & Metrics
 (Measure of Success/Metrics)

Operational Enablement
 Data, Technology, Resourcing

Optimization (Cause & Effect)
 Customer Experience, Spend, A/B Testing



MEET HARRY

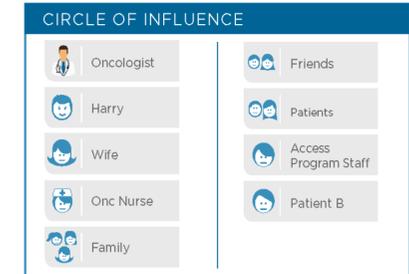
- 71 years old
- Retired restaurant owner
- Lives in Chicago, IL
- Wife, 2 daughters

After being diagnosed with Condition A in 2013, Harry was in a watch-and-wait mode. But increased fatigue and frequent night sweats convinced him to call his oncologist before his scheduled 6-month checkup. Tests revealed what he feared most: his cancer needed treatment.

His oncologist discussed 2 treatments he could try: chemo or BRAND X. They both decided that BRAND X was the best option.

Harry had a few hurdles getting insurance to cover BRAND X initially (he's on Medicare). But BRAND X Access Program helped him get the drug within a week and supported him with other resources.

Initially, frequent headaches required adjustments in dosage. But now Harry is back on track, his blood tests are strong, and he feels like he has his life back.



- JOURNEY AGNOSTIC TACTICS**
- Live call to advocacy
 - Advocacy education press release
 - Date and regular milestones
 - MSL follow-up to advocacy
 - Condition A Awareness Month
 - Condition A Awareness Day

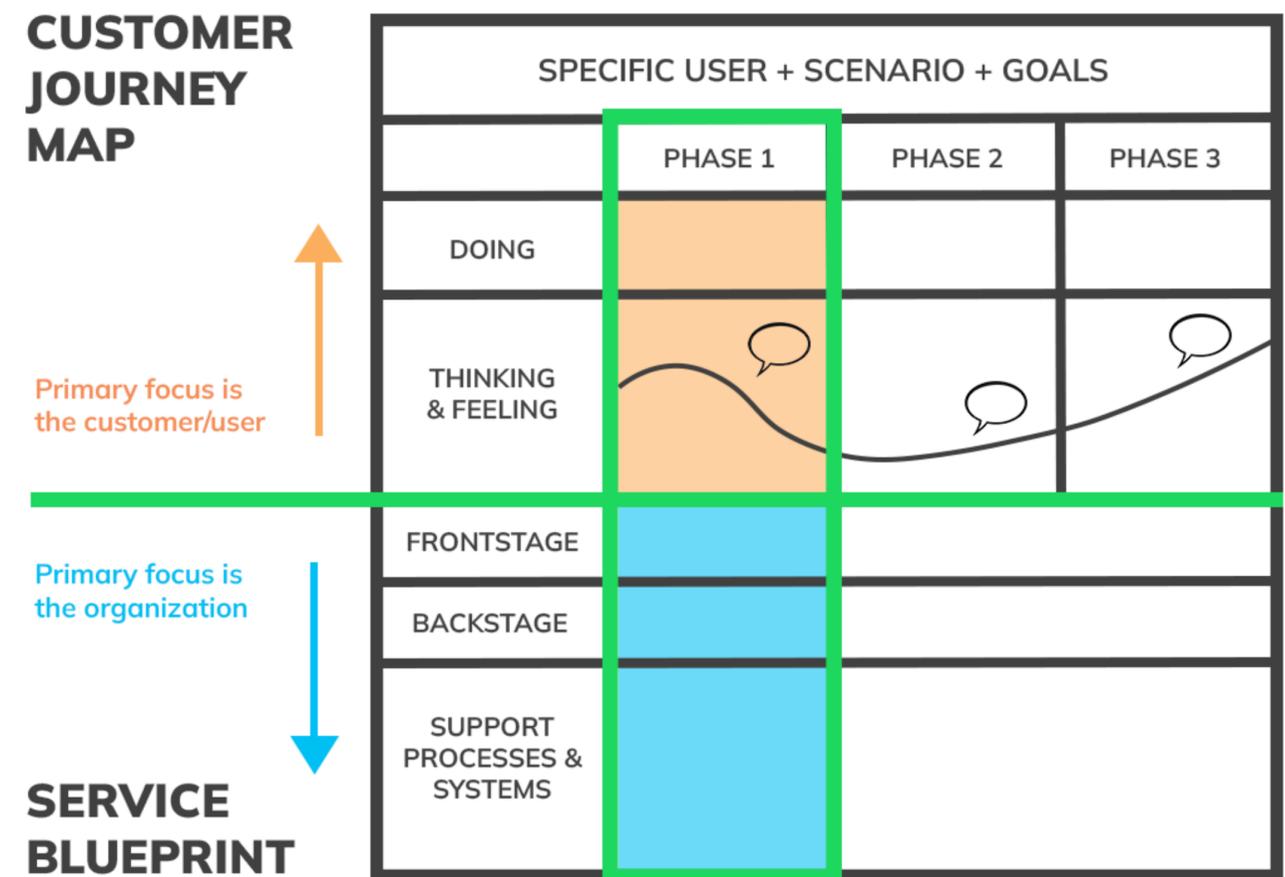
Sample Cancer Patient Journey Map

Designing meaningful solutions requires asking probing questions that strike at the heart of the problems facing customers along their journey. Organizations should want to know things such as where their patients are going for information on their conditions, who their trusted sources are, as well as what information they are not getting and what gaps need to be filled. If it's information that's creating obstacles during the customer journey, perhaps action can be taken to deliver the information in a clearer, more succinct way.

“One of the missteps I commonly see in pharma is writing at a reading level that is too high for a typical patient or caregiver,” says Barua. “When the average American is reading at a sixth-grade level, it is a critical consideration for effective communication. Simplifying by using graphs and other visuals is important in order to help people better understand the content.”

“In this instance, it’s really about connecting with people on a human level. Sometimes all patients really want is someone to talk to and make them feel reassured. These are more downstream places where we can use journey mapping to improve the customer experience.”

When it comes to actually constructing and delivering on the ideal state customer journey, the service design blueprint is an important concept to understand. The service design blueprint marries personnel function with technology systems and content generation in order to operationalize the needs of the customer journey. Or, as Barua puts it, “people, systems, and artifacts.”



Service Blueprints work in tandem with Journey Maps to activate ideal experiences.

In this case, *People* are defined as any active participants who have a hand in crafting the customer journey. For example, if the marketing team is playing a role in one area of the customer experience, while the sales team and data analytics team own other parts of the journey, their ability to come together, understand each other's roles, and work in concert with one another can be a catalyst for success.

Systems are another key component to curating a model journey for customers. Imagine you're a patient access specialist. Do the systems you use match up with the systems that your team members in sales and marketing are using? Do they get the data from what you're entering into your system, and vice versa?

"It's about making sure there's a unified profile of the customer in order to avoid them having to explain themselves over and over," says Barua. "Having systems that allow the organization to really know the customer and their particular situation by virtue of those people that they end up talking to at different points during the journey. And if it's not people, then the artifacts that they end up using."

Artifacts can be defined as a website, newsletter, or any other piece of content that customers interact with, which can be tracked and used to round out that unified profile of the customer. This is the final component when it comes to forming a streamlined customer journey, though no less important.

"Making sure there's a system in place where you are getting the maximum value out of any content piece that is generated is fundamental," says Barua. "Sending [content] out to all of your channels and tracking back the metrics to determine what's successful, what's missing, what needs to be addressed, etc., is so important. Oftentimes, companies end up investing so much in content that isn't optimized, either because it wasn't promoted, or because it wasn't crafted with the customer's needs in mind."

As important as gathering data and gleaning customer insights are, knowing what to do with the information is just as integral. When employing an omnichannel strategy, being able to orchestrate the people, systems, and content in service of the journey is critical to success. Journey mapping has proven to be an essential first step in helping organizations develop clear protocols and next best actions tailored to improve the experience for the patients and HCPs they serve.

Reach out to Pat McGloin to learn more about our approach to journey mapping and how that can help power more effective omnichannel activation.



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