BIOPHARMA MARKETING
HARNESSING CHANGE FOR GROWTH

Accenture Life Sciences
Patient Inspired. Outcomes Driven.
Customer centricity is increasingly complex, yet it’s key to profitable growth.

As trends such as New Science (see sidebar) and changing expectations impact biopharma, scientific innovation alone won’t necessarily guarantee commercial success. Biopharma marketers need to deeply understand the changing ecosystem of patients, providers, payers, and new entrants. Marketers who act swiftly to identify and respond to, and even anticipate, changing customer needs can help position their companies to thrive.

New Science is solving for unmet needs and is often fast-tracked through regulatory approval. At the same time, customers’ expectations are shaped by their many everyday experiences across industries and environments where real-time personalization is increasingly the norm. Healthcare is no exception—in fact, it can be where customers most want and need great customized experiences.

For years, biopharma companies have celebrated their “patient-centricity”, yet only 35% of patient groups say that the industry is “excellent” or “good” at putting patients first. This disconnect will likely expand as expectations for personalized care and experiences are evolving faster than most companies can adapt.

What is New Science?²

- Solves for a clear unmet need through a new mechanism or modality.
- Often requires a new technology device or diagnostics for development or as a companion to treatment.
- Could be technology alone (a small but rapidly growing segment).

54% of sales between 2017 and 2022 are expected to be driven by New Science, up from 47% between 2012 and 2017. 50% higher probability of technical and regulatory success (PTRS) with New Science compared to other treatments.

Biopharma marketing: Harnessing change for growth
The remit for marketing executives: use change to fuel growth

We surveyed 40 biopharma CEOs and marketing leaders and found a concerning contradiction: biopharma CEOs increasingly hold their marketers accountable for anticipating and understanding customers to drive growth. Yet...

That’s a problem: approximately half of biopharma marketing executives say they lack a basic ingredient for growth, which is to more deeply understand their customers’ needs.³ This is corroborated by patients: almost half surveyed in a different study said they don’t feel biopharma companies understand their emotional, financial and treatment needs well enough to help them best manage their condition.⁴

To change this, biopharma marketers must become customer obsessed, finding new insights to enable experiences that meet individual customer needs. And evolve those experiences as customer needs evolve. All, of course, through an economic model that delivers business value.

Biopharma marketing executives can be the catalysts for their organizations to become “living” businesses. This means continually innovating and adapting to changing customer needs with speed and scale to deliver hyper-relevance.

Here is how biopharma marketers can do it.
Three ways to drive commercial growth

1. ORIENT YOUR COMMERCIAL MODEL AROUND OUTCOMES
Adapt your go-to-market model to meet changing customer needs

2. ARCHITECT A NEW MARKETING ORGANIZATION
Shift ways of working, mindsets, and skillsets to grow

3. EMBRACE DATA AS AN ENABLER OF EVERYTHING
Analyze customer insights in real-time, all the time
Biopharma companies have a long history of bringing products to market, but the product alone often doesn’t deliver the desired patient outcome. Increasingly, payers are more heavily scrutinizing how the treatment actually improved the patient’s health.

As science and technology converge, leaders in New Science are investing 6-7x’s more in digital, data and genomics than their peers to meet rising demand for proof of improved outcomes. Marketing leaders will play a fundamental role as the commercial model shifts to become patient- and customer-outcome centric in a way it has not historically been.

To bring an outcome to market, biopharma companies need to find ways to deeply understand their customers needs and glean more meaningful insights from interactions. Advanced analytics can substantially increase understanding.

Deep customer insight is the foundation for improved outcomes, but remains elusive:

87% of biopharma CEOs think their marketing leaders should be developing continuous, actionable customer insights to improve marketing impact.

~2/3 of biopharma marketing execs say customers are becoming more unpredictable, and this has a large impact on their marketing strategy.
Marketing leaders will also need to drive value by collaborating outside of their organizational walls via partnerships with payers, providers, advocacy groups, and new entrants. This deep collaboration goes far beyond traditional solutions (i.e., developing a joint mobile app). It involves engagement that produces personalized outcomes such as digital therapeutics.

Pioneering Marketing executives are not just exploring these new directions, they’re actively rethinking their own roles.

They are expected to move beyond traditional direct-to-patient touchpoints, coordinating with other parts of the healthcare system that patients interact with to more deeply understand all factors patients contend with as they manage their condition.

New insights and partnerships, paired with new, more flexible commercial teams, can fuel a living business that continuously evolves to meet customers’ changing needs and contexts.
2. Architect a new marketing organization

In 2014, when asked about marketers’ skills within their organization, only 32% of biopharma marketing leaders believed that they and their teams were very well prepared to deliver the performance objectives expected of them.

In 2018, that number dropped to 13%.

It is time for a new operating and competency model to drive growth. Marketing leaders are uniquely positioned to guide their organizations to adopt:

- new ways of working and influencing through cross-functional teams
- new marketing skills and competencies
- new team behaviors to create relevant customer and patient experiences
Driving growth through new ways of working

Even though biopharma marketers are expected to drive growth, marketing leaders feel they have less control or influence over changes in marketing than they did two years ago.

The future requires increased cross-functional collaboration where marketers:

- Forge tighter collaborations—including partnering inside and out of the organization in an ecosystem model.
- Take an entrepreneurial approach, with a “business owner” mindset, new incentives and new measures of success.

90% of biopharma CEOs believe dynamic orchestration of more complex ecosystems will become a core activity of the marketing executive.

82% of biopharma marketing execs believe they need to work closely with CEOs to impact business priorities and strategy.
## The New Marketer

Pioneering CMOs are those who deliver hyper relevance and greater shareholder returns than their peers. That small subset of cross-industry CMOs surveyed (17%) recognize the value in new roles, competencies and skills. Here are some of the new roles they envision might be needed to thrive in the near future.

### Percentage who said they would rely on these roles to a large extent:

<table>
<thead>
<tr>
<th>Role</th>
<th>Pioneering CMOs</th>
<th>All Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immersive Experience Designers</td>
<td>87%</td>
<td>65%</td>
</tr>
<tr>
<td>Growth Hackers</td>
<td>82%</td>
<td>64%</td>
</tr>
<tr>
<td>Chief Storyteller</td>
<td>81%</td>
<td>66%</td>
</tr>
<tr>
<td>Marketing Monitors</td>
<td>81%</td>
<td>65%</td>
</tr>
<tr>
<td>Customer Experience Curators</td>
<td>80%</td>
<td>67%</td>
</tr>
<tr>
<td>Futurologists and Trend Setters</td>
<td>80%</td>
<td>67%</td>
</tr>
<tr>
<td>Reality Checkers</td>
<td>80%</td>
<td>67%</td>
</tr>
<tr>
<td>Trust Leaders</td>
<td>80%</td>
<td>66%</td>
</tr>
<tr>
<td>Cause Matchmakers</td>
<td>78%</td>
<td>63%</td>
</tr>
<tr>
<td>Artificial Intelligence Designers/Consumer Psychologists</td>
<td>77%</td>
<td>65%</td>
</tr>
</tbody>
</table>

**Immersive Experience Designers**
who connect digital strategies to physical experiences for a connected customer experience.

**Growth Hackers**
who lead rapid and relentless experimentation across marketing channels and product development to optimize activity and unlock growth.

**Chief Storyteller**
who masters storytelling in ways that drive deeper emotional connections with customers.

**Marketing Monitors**
or Ombudsmen who ensure automated outputs from bots or Artificial Intelligence systems do not conflict with brand values or mistakenly create public relations problems.

**Customer Experience Curators**
and empathists who design ways to connect customers to brands in hyper-personalized ways.

**Futurologists and Trend Setters**
whose responsibilities will include the early identification/anticipation of new opportunities for the company based on current and future customer trends.

**Reality Checkers**
outside people (including consumers) who are constantly feeding in insights into the organization to keep companies grounded.

**Trust Leaders**
who protect customer data and oversee the design of safe customer experiences that leverage personalized information but don’t risk data breaches or overstepping the trust line with customers.

**Cause Matchmakers**
an evolution of sponsorship leaders who identify a broad range of opportunities to do good and deliver something back to customers, employees and stakeholders.

**Artificial Intelligence Designers/Consumer Psychologists**
who help engineer robotics and help voice enabled assistants to be more human.
## Mindset and behavioral shifts

Capturing the growth potential from new team members, new roles, and new ways of working will enable biopharma marketers to change their perspectives and behaviors. This will allow them to create more impactful experiences for patients and other customers.

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>thinking about payers as gatekeepers...</td>
<td>...partnering with them to balance the quality of care, outcomes and costs in an increasingly complex, expensive ecosystem</td>
</tr>
<tr>
<td>selling products to healthcare providers...</td>
<td>...enabling them to deliver better health outcomes</td>
</tr>
<tr>
<td>thinking about patients as a series of medical milestones...</td>
<td>...treating them as people who have changing medical, emotional and social needs</td>
</tr>
</tbody>
</table>
3. Embrace data as the enabler of everything

Leading biopharma companies must embrace and invest in better marketing intelligence to secure data-driven insights.

Often, the biggest capability gap is analytics. Hyper-relevance begins with deeply understanding your customers. Marketers don’t need to be data scientists, but they need to be able to form hypotheses and understand insights to make evidence-based decisions.

This means exploring internal and third-party data sources, including RWE and broader consumer data. When combined, these data can help construct a multi-dimensional picture of customers and patients.

Biopharma companies must also find new approaches to securing data, rather than allowing third party vendors to own and manage disparate pieces.

This includes building a wide spectrum of capabilities, from automation to Artificial Intelligence, data to analytics. Marketing leaders will need to develop in-house skills and toolsets, as well as complement them with those gained through strategic partnerships.

92% of biopharma CEOs expect their marketing lead to use technology to improve marketing impact—13% more than the cross-industry average.

60% of biopharma companies think their analytical and modeling skills are strong or somewhat strong.
The challenge is not just data access but rather applying analytical insights to the business.

57% of biopharma marketing leads have more access to data but struggle to make better decisions.

Increasing focus on data-fluency and data-driven decision making will allow marketers to iteratively build, test, and refine hypotheses around engagement and impact. In addition to building new capabilities within marketing, leaders must forge stronger relationships with the business insight and operations teams to understand customers and collectively meet their needs.

Biopharma marketing leaders recognize that Artificial Intelligence (AI) can enable greater customer insights. Several companies are making big bets in AI. Importantly, many recognize that business impact is dependent not just on technology, but also on their teams’ ability to harness and benefit from AI.

75% strongly agree that Artificial Intelligence will change customer interactions.

60% say their marketing organization isn’t ready for Artificial Intelligence.
Three steps to get started

The pace of change in biopharma shows no sign of slowing, and the role of marketing has evolved to serve as the connective tissue internally and externally. Marketing leaders must focus now on creating customer relevance through building an agile, living marketing organization. A few key steps can accelerate the journey:

1. Be customer-obsessed to deliver on the moments that matter.

Life sciences companies must spend more time getting to know their customers holistically, as humans, to improve outcomes.

Move beyond traditional market research and focus on new methods to gather insight (such as ethnography) to understand patients and customers, and uncover unmet needs.

2. Breathe new life into your marketers’ mindset, skillset, and toolset.

Digital technologies and advanced analytics have the potential to allow an unprecedented level of customer intimacy.

Start capturing this potential by identifying new ways of working that bring together different skills and experience from across the organization.

Marketing leaders must also identify future talent needs, including new roles not yet part of the organization.

3. Make better use of data across the organization—and outside of it.

The majority of marketing executives understand that data is a key strategic asset. Artificial intelligence and analytics—combined as Applied Intelligence—can fuel growth opportunities and breakthrough innovation.

Marketing executives need to champion investments in AI and foster new partnerships internally and externally to consistently deliver the types of experiences that define a living business.
No single player, independently, will fully disrupt or transform the biopharma industry. Instead, continual change is occurring from scientific and technology advances and more engaged, informed consumers.

To lead in this new environment, biopharma marketers must embrace new mindsets, skillsets, and toolkits. They need to increase their companies’ relevance to customers, patients, and partners across the ecosystem. As an insight- and innovation-engine for the organization, marketing can help deliver outcomes in an economically viable way.

And that sounds like an equation for lasting growth.
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References


3. Accenture Top Marketing executives and CEO research, 2018-19. All data in this report is from this study, unless otherwise noted.

About the Research

A combination of online surveys and interviews, this Accenture research is based on the responses of 935 CMO/lead marketing executive and 564 CEO participants across industries, including 40 executives from biopharma companies.

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