

TRANSFORMING MEANS OF INTERACTION

Life Sciences Case Study

CLIENT SITUATION

Pharmaceutical companies have traditionally compensated healthcare providers (HCPs) to speak to patients about products on their behalf – a practice causing patients and third parties to question the motives behind treatment recommendations. The client envisioned new means of provider interaction and information delivery that would solidify the company's position as a trusted advisor on its medications and treatment options. To this end, the organization developed a global initiative to re-imagine its interaction strategy with HCPs.

With the organization's vision in place, lack of an integrated plan across platforms and workstreams – including testing, training, and deployment – put the organization at risk for delayed implementation and compromised the value of the new capability for the company and its HCP stakeholders.

North Highland helped a leading pharmaceutical organization execute an enterprise-wide digital transformation. This initiative enabled better-informed decisions through insight into healthcare providers' (HCPs') preferences around how they interact with, and receive information from, the organization.

OUR APPROACH

North Highland tackled the project with a team of 11 consultants focused on project management, process mapping, user acceptance testing development and coordination, and strategic guidance. The team assigned experienced operators to each of these focus areas, with representation across multiple sites and countries, to ensure integration across the enterprise.

Prior to North Highland's involvement in the initiative, the full-time employees and contractors staffed on the project viewed it primarily as an IT platforms upgrade, with siloed development plans. The North Highland team introduced integrated ways of working that re-oriented the organization's perception of the initiative and helped to deliver the new capabilities, inclusive of the IT systems and infrastructure, efficiently.

North Highland's change agents were skilled in process mapping to document the current state and map the desired future state. The team oversaw day-to-day operations as the client developed its new platform capabilities, established new vendor service partnerships, and helped to build the underlying organization and staff needed to operate and sustain the new capabilities.

North Highland's approach was anchored in project management best practices, including:

- A master project plan across all platforms and workstreams to quickly identify the project critical path and key inter-workstream dependencies
- Consistent usage of a Risks, Assumptions, Issues, and Dependencies (RAID) log to track open risks and issues
- Management of cross-workstream and individual workstream meetings

TRANSFORMING MEANS OF INTERACTION

VALUE DELIVERED

North Highland successfully helped re-imagine the new capabilities to support HCP interaction, and embedded integrated ways of working by aligning IT development with business strategy. This work brought new ways and channels of interaction with HCPs, as well as new capabilities in content and asset management.

To support the ongoing operation of these capabilities, North Highland also delivered new tools—including a new enterprise taxonomy, metadata models, implementation plans, design plans, communications, and service model designs.

Beyond platform integration, North Highland helped to instill an ongoing appreciation for human-centric principles in systems, operations, and platforms. The team's work helped to fundamentally re-orient the organization's thinking around the HCP

journey, nurturing an increased focus on Customer Experience (CX) and, ultimately, the creation of an ongoing internal CX function.

Most importantly, North Highland's work empowered the client to fundamentally reshape its approach to HCP interaction: a strategy that continues to enable high-value, transparent medical conversations that solidify the organization's position as a trusted advisor to providers.

BEYOND PLATFORM INTEGRATION, NORTH HIGHLAND HELPED TO INSTILL AN ONGOING APPRECIATION FOR HUMAN-CENTRIC PRINCIPLES IN SYSTEMS, OPERATIONS, AND PLATFORMS.

ABOUT NORTH HIGHLAND

North Highland is a global management consulting firm known for helping clients solve their most complex challenges related to **customer experience, performance improvement, technology and digital, and transformation**. We add value and support our clients across the full spectrum of consulting, from strategy through delivery. We bring the big ideas, then we make them real.

North Highland is an employee-owned firm, headquartered in Atlanta, Ga., with more than 3,000 consultants worldwide and 60+ offices around the globe. The firm is a member of [Cordence Worldwide](#), a global management consulting alliance. For more information, visit and connect with us on [LinkedIn](#), [Twitter](#) and [Facebook](#).