



CLIENT SITUATION

A strong vision and brand purpose forge an important link between a brand and its CX, inspiring employees to elevate the experiences they deliver and drive higher value beyond the transactional benefits of a product or service. Our client lacked the visionary direction it needed to embed patient and provider-focused customer centricity as the guiding core of its marketing strategy and operations.

The organization had successfully adopted advanced ways of working, applying Agile methodologies and digital capabilities. It had also prioritized several standalone customer-centric initiatives; however, it lacked an overarching CX vision and strategy that permeated every area of the business. The company enlisted us to articulate a long-term CX vision, establish a CX strategy rooted in patient- and provider-centricity, assess its current CX capabilities, and produce a prioritized roadmap of activities that would drive shareholder value.

► **Our approach kept teams aligned so they could move more quickly to create value.**

NORTH HIGHLAND TEAMED UP WITH A TOP-10

global pharmaceutical company to transform its U.S. Marketing organization to be more customer-centric. Building from that vision, we partnered with the business to develop a corresponding strategy and roadmap that unlocked the potential of its customer experience (CX) aspirations. Our scenario and design thinking-led approach resulted in a robust understanding of customer needs, alignment on customer and business-focused value drivers and priorities, and a sustained engine for ongoing innovation and iteration. The result? A CX vision and strategy designed for maximum value to shareholders and stakeholders.

OUR APPROACH

Our three-part approach culminated in a CX roadmap and actionable next steps that would help the client maximize the value of its vision.

CX vision and strategy: Through a series of stakeholder interviews and visioning workshops, we helped the client define its CX aspirations in the context of its customers' needs, business strategy, emerging trends, and differentiators. We focused on building a shared understanding of customers and their needs across key segments, including patients, providers, employees, and payors. Then we developed hypotheses around the vision and design guardrails. In co-creating with patients, our team iterated on the vision and guardrails, designing people-centric solutions to address their greatest pain points. This process resulted in a final vision and set of CX design principles. Our team then used these insights to produce current and future patient journey maps, inclusive of patients' moments-that-matter and key friction points.

CX capability: Our team assessed competencies across six core capabilities essential for strong CX design and delivery, including customer understanding, prioritization, design, delivery, measurement, and culture. We pinpointed maturity gaps and reframed them as potential investment opportunities that were eventually filtered through the prioritization process.

CX value: Through our workshops, stakeholder interviews, capability assessment, ecosystem and emerging trends analysis, and the client's existing documents, we derived a series of potential CX initiatives that fell into six key categories, including CX organization, alliances and partnerships, customer engagement, and more. Then, we filtered these opportunities through a multi-faceted prioritization model that considered business value (viability), customer value (desirability), and operational impact (feasibility). Our team also mapped opportunities against industry change drivers to surface the activities that would best solve patient pain points along the care journey.

CUSTOMER STRATEGY CASE STUDY



OUR APPROACH (CONTINUED)

As an output, we prioritized internal and external CX activities visualized in a three-year roadmap that aligned to the company's CX vision and strategy. To align the rest of the business around these priorities and the path forward, our experts also created a value story that highlighted the benefits of patient-centered CX.

VALUE DELIVERED

Our work culminated in a distinct CX vision, design principles, and a prioritized roadmap built to meet patient and provider needs, cultivate lasting relationships, and drive shareholder value. By engaging multiple stakeholders to build the prioritization model and determine value drivers, our approach kept teams aligned so they could move more quickly to create value. Along the way, we ensured that the customer vision and strategy aligned with the organization's overarching business strategy, so that all efforts fed the growth vision for the company.

Throughout the engagement, we infused scenario and design thinking principles and tools. These techniques ensured solutions were grounded in patient and provider needs, accelerated innovation and iteration for quicker customer responsiveness, and increased cross-functional visibility through co-creation. We also created a canvas-based playbook of design thinking tools, leaving the client with the resources it needs to implement and sustain customer-centric capabilities and ways of working beyond the confines of our engagement.

TYING AMBITION TO ACTION ON THE TRANSFORMATION JOURNEY

ABOUT US

NORTH HIGHLAND MAKES CHANGE HAPPEN, HELPING BUSINESSES TRANSFORM

by placing people at the heart of every decision. It's how lasting progress is made. With our blend of workforce, customer and operational expertise, we're the world's leading transformation consultancy. We break new ground today, so tomorrow is easier to navigate.

Founded in 1992, North Highland is an employee-owned firm—regularly named one of the best places to work. We have more than 5,000 consultants worldwide and 65+ offices around the globe. Meanwhile, we're a proud member of Cordence Worldwide (www.cordence.com), an international consulting alliance.

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