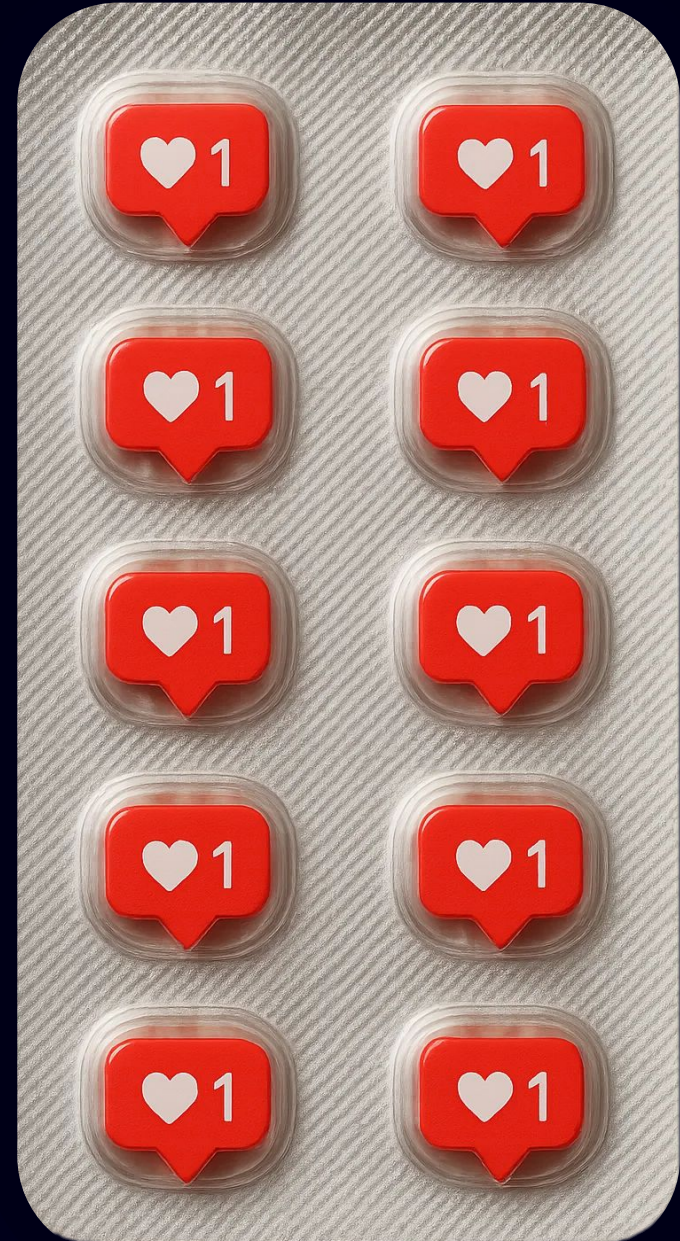


# Experience as a (EaaM) Medicine

Richard Schwartz



# What is Your Most Memorable Customer Experience



“ Being heard  
is so close to being loved  
that for the average person, they  
are almost indistinguishable. ”

- David Augsburger



**Do YOU Expect OF Yourself**  
**What YOU Expect FOR Yourself**



# UNCERTAINTY

*“ How do you know  
that you’re on your path?  
Because it disappears.  
That’s how you know. ”*

- David Whyte





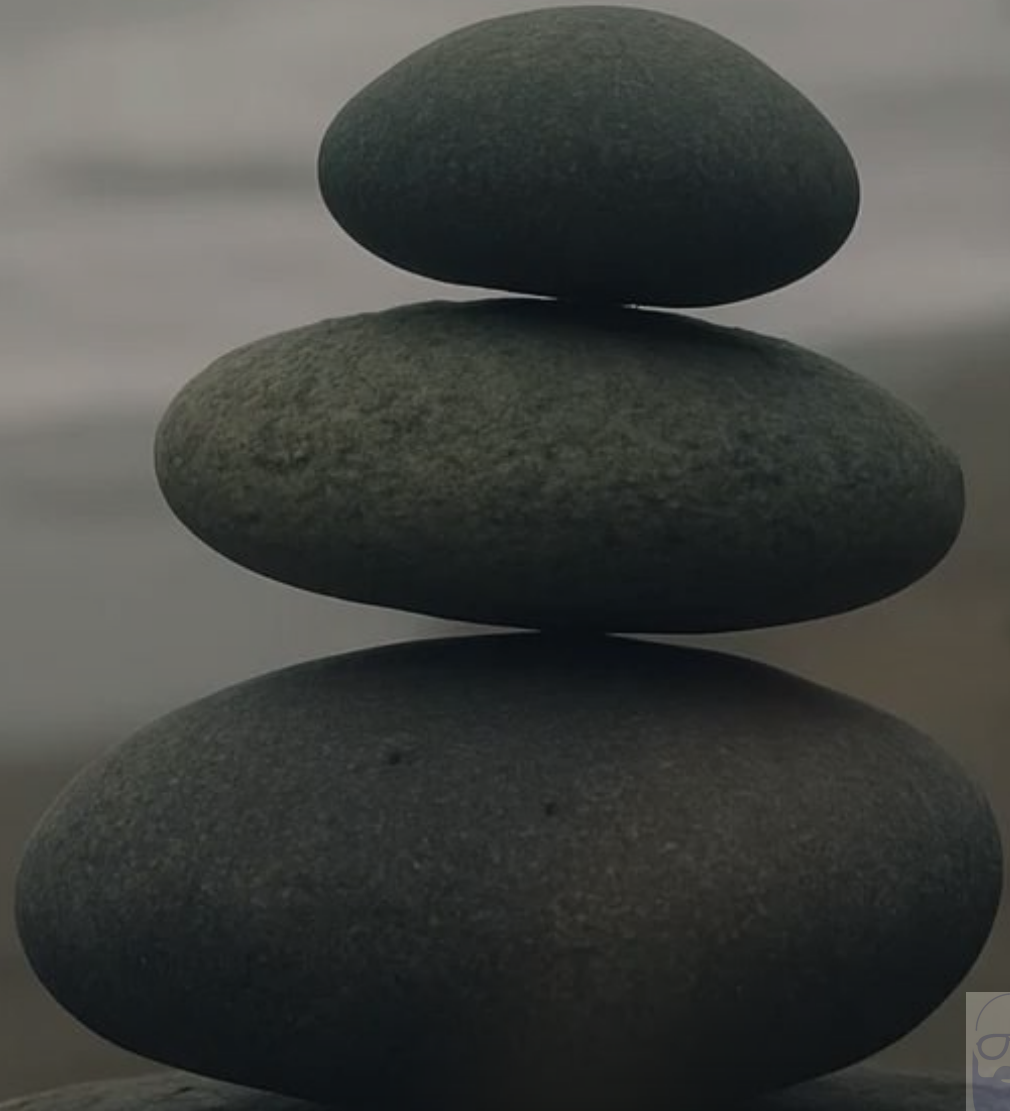
# UNCERTAINTY

## And My Path Disappeared



# UNCERTAINTY IS A GIFT —

And led me to three  
connected places



Rx4CX

# Moral Beauty is Alive and Well

“exceptional virtue, character, and ability, marked by a purity and goodness of intention and action.

Over 95% of the moral beauty that stirred **AWE** worldwide was in actions people took on behalf of others.”

– Dacher Keltner





In Life Sciences & Healthcare,  
Experience isn't a Metric.  
Experience is a **MEDICINE**.



2



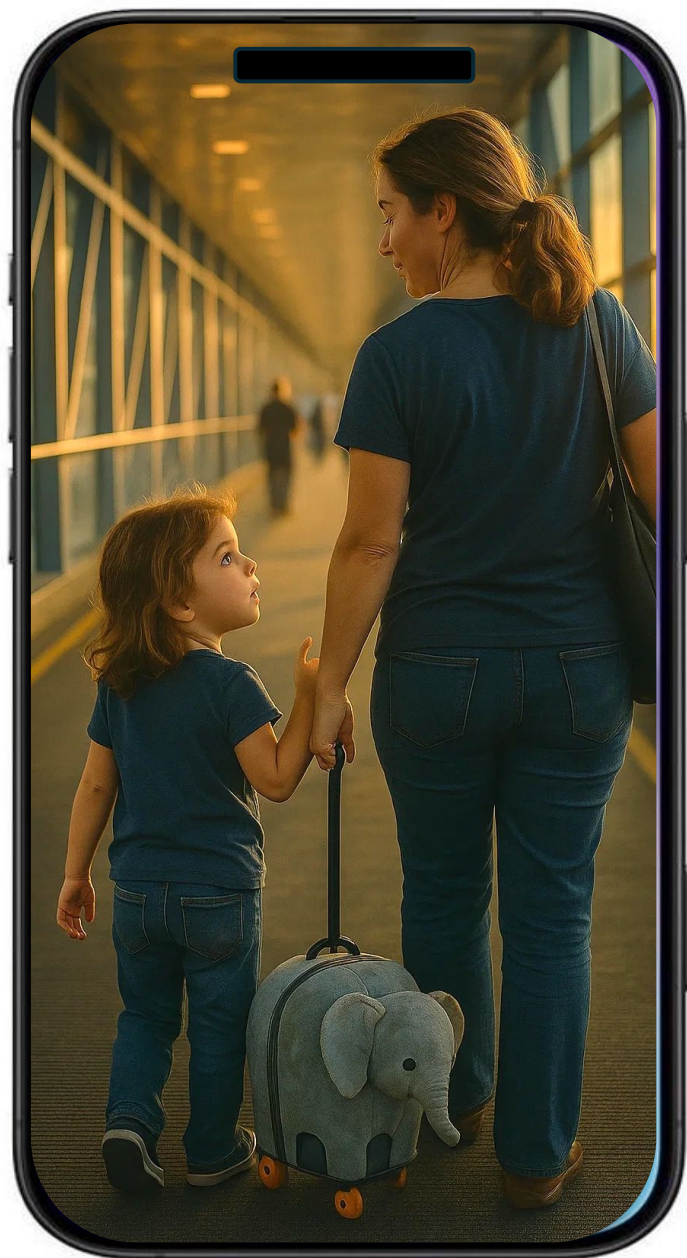


# When Your Path Disappears,

A High CQ [Curiosity Quotient]  
Is More Valuable than a High IQ

3





# UNCERTAINTY MEETS CURIOSITY



And I Was Working in a





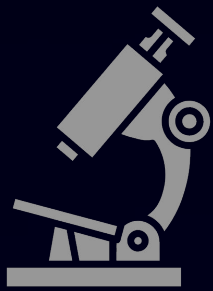
“ *The most interesting situations can usually be expressed as a **What-if question.***

- Stephen King

”





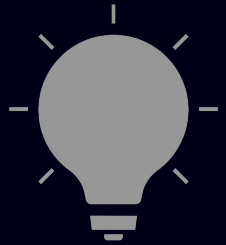


# What If *Making* and *Selling* Great Medicine Were Only Part of the Miracle?

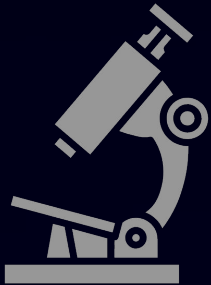


# What If?

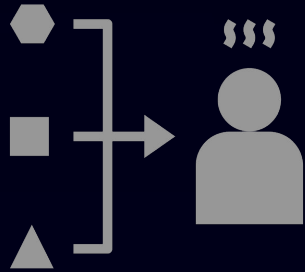
Experience Was as **Miraculous** as **Medicine**  
From the Research Bench to the Patient Bedside



IDEA



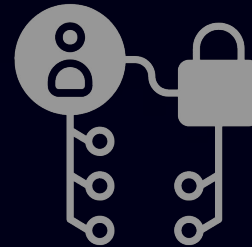
DISCOVERY



TRIALS



LAUNCH



ACCESS



SALES



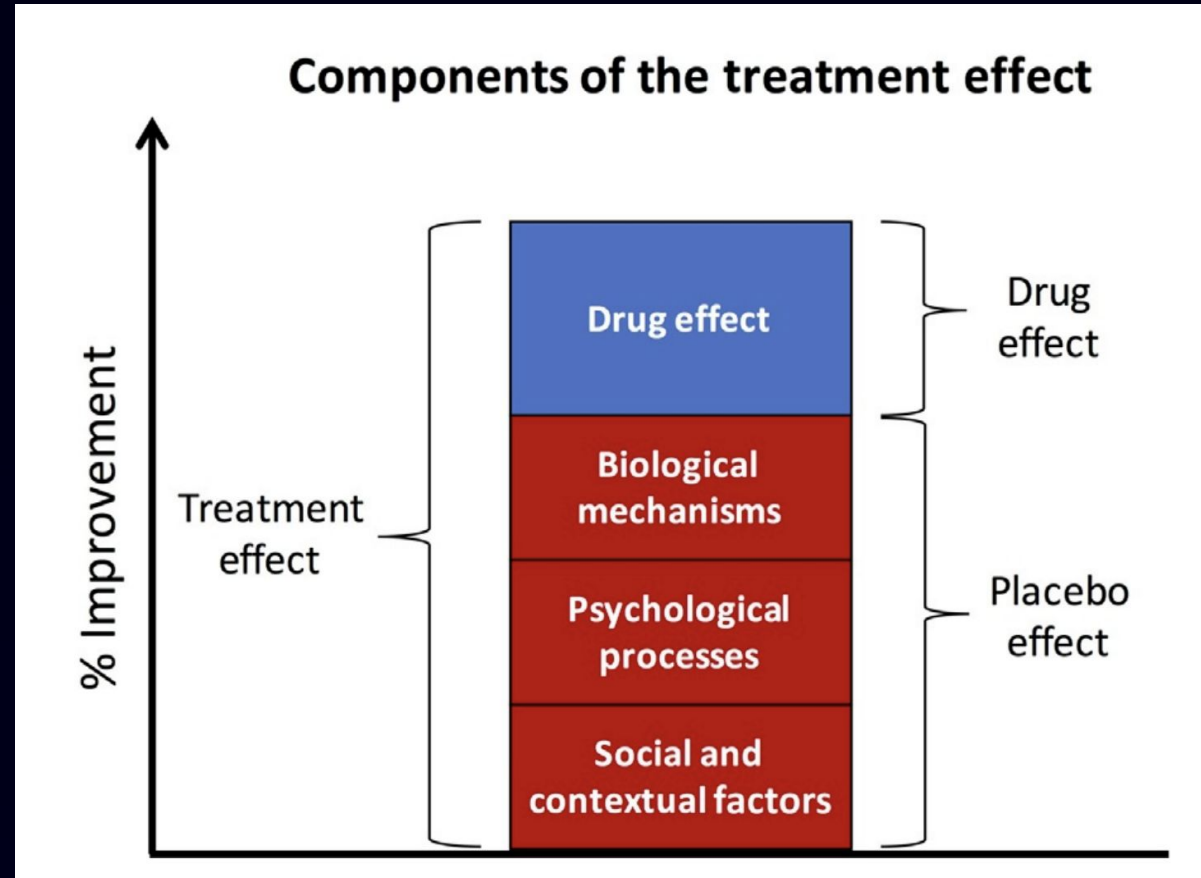
OUTCOMES



# The Experience Effect

Our perceptions change our physiological response to treatment – they shape our biology.

Side Effects. Efficacy. Adherence are all modulated by expectations being met and missed.



# When Science is on Everyone's Side - Experience is the Battleground

*"How important were these aspects to how you make prescription decisions?"*



**35%**

Customer  
Experience



**15%**

Company Reputation



**50%**

Product Features

Base: 6,100 healthcare professionals in 13 countries and eight specialty areas

© 2024 DT Consulting, an Indegene company

**But we spend  
our HCP efforts  
on the things we  
needed to simply  
be on the  
market!**



# Getting GROUNDED in Experience Across Healthcare

[Pharma, device, system, payer, diagnostics, biotech, govt.]



## BATTLE GROUND

*When Science is on Everyone's Side  
- You Win and Lose at the Customer Interface*



## COMMON GROUND

*Everyone surrounding the delivery and receipt of care must be better.  
IT IS SHOWING UP IN NEGOTIATIONS*



## PROVING GROUND

*Innovating in the absence of Voice of Customer and Colleague is Guessing*





# Experience as a Medicine is a Business Approach



EXPEDITE  
ADOPTION



EFFICIENCIES AND  
EFFECTIVENESS IN  
CAC/RAC



REDUCE THE  
COST TO SERVE



REDUCE  
CHURN

One Month Sooner > One Month Longer

IT DEMANDS

That We Know and Act on  
The Customer's **Uncertainty**



# Customers Want a Better Version of Themselves

This isn't what  
your business  
makes



+



=



This Is

Person who's a  
potential customer

Your product

Awesome person  
who can do rad shit!



# The Feedback to Impact Framework is Simple



## MINDSET

WRITE YOUR  
– **CSFTF**  
**CASE STUDY**  
**FROM THE FUTURE**



## SKILL SET

RUTHLESSLY  
ASSESS AND  
ADDRESS  
YOUR READINESS  
GAPS



## TOOL SET

INVITE PARTNERS  
WHO SHARE YOUR  
MINDSET,  
COMPLETE YOUR  
SKILL SET  
AND BRING G.A.S.



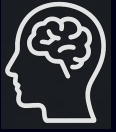


# So, What Gets in the Way?

“The problem is not  
the problem;  
the problem  
is your attitude  
about the problem.”

– Captain Jack Sparrow





# What We Do Works

## And Everything Works Until it Doesn't

Subsidizing inefficiency with growth dollars is not a strategy.

~ Industry SG&A  
over Sales  
= 24 %

> **Double** the  
SG&A ratio seen in  
many tech or  
industrial sectors

> Industry spent  
\$46M on  
advertising and  
promotion  
(US was the majority)

(2024 – field sales, journals)





# What If . . . .



**Customer Broke Ties  
Not HIPPOs?**







# CUSTOMER FEEDBACK IS A CURIOSITY FACTORY



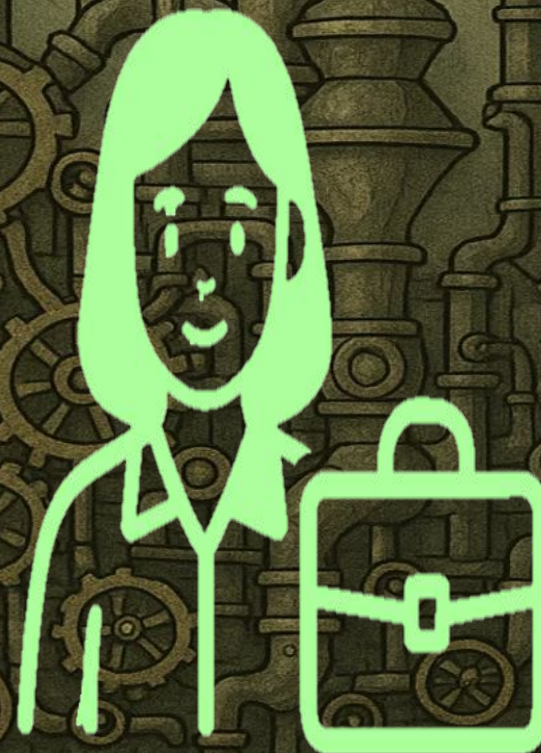
MEDICAL  
CONFERENCES



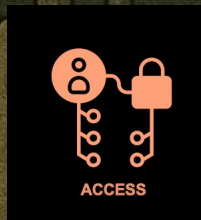
CALL CENTER



WEBSITE



TRIALS



ACCESS



LAUNCH



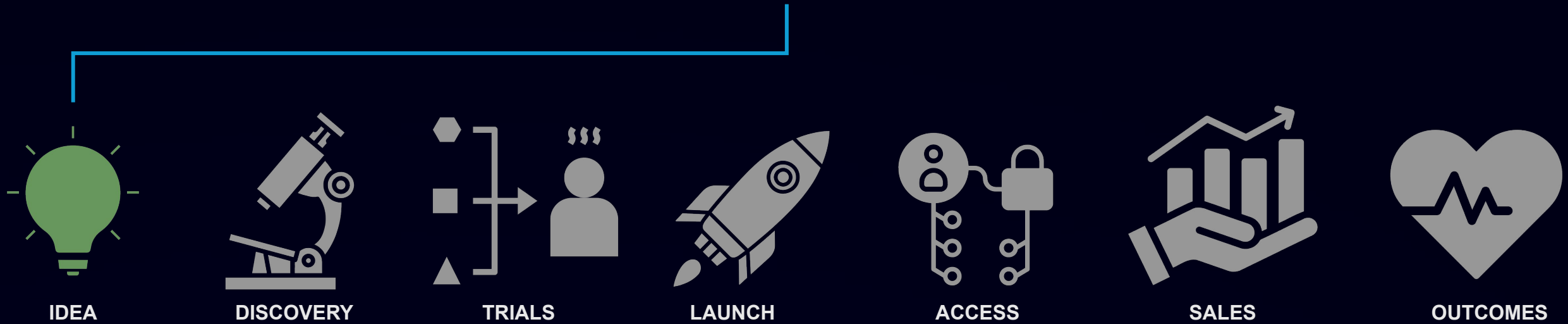
SALES





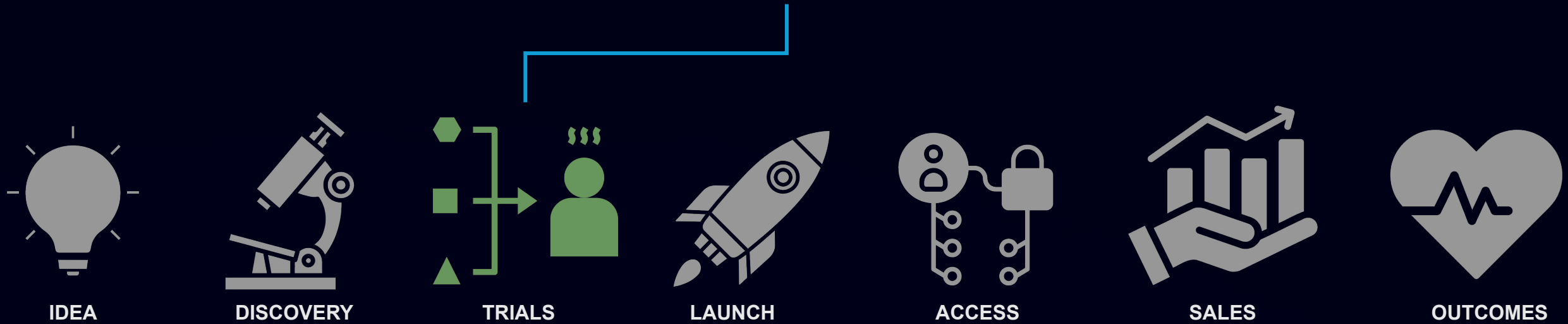
# What If...

Every Idea for Every New Drug  
Was Informed by Customer's Desired Experiences?



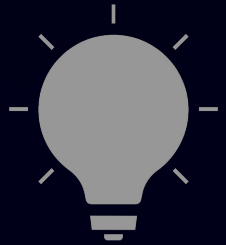
# What If...

## We Studied the Impact of Experience Inside of Clinical Trials?

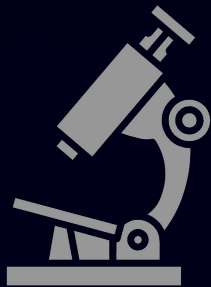


# What If...

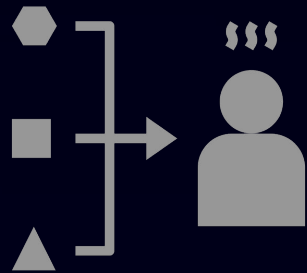
## Experience Data Informed, Validated, and Expedited Launch Strategies?



IDEA



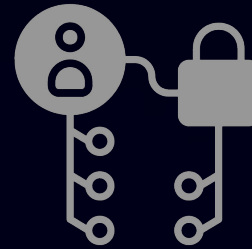
DISCOVERY



TRIALS



LAUNCH



ACCESS



SALES



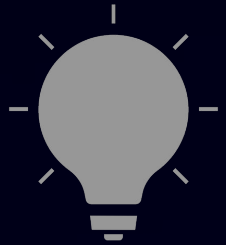
OUTCOMES



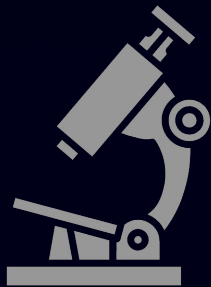


# What If...

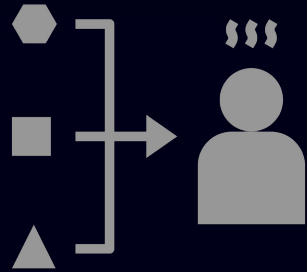
**Our Field Teams Understood and Resolved  
Physician Inhibitors to Action?**



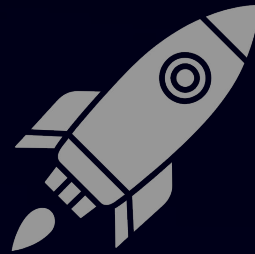
IDEA



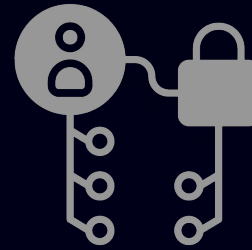
DISCOVERY



TRIALS



LAUNCH



ACCESS



SALES



OUTCOMES





It is the Experience **THEY** Need Not What **YOU** Want

# FIELD SALES



“

*This is the  
Fastest We  
Have Ever  
Gone —  
and It Is the  
Slowest We  
Will Ever Go  
Again.*

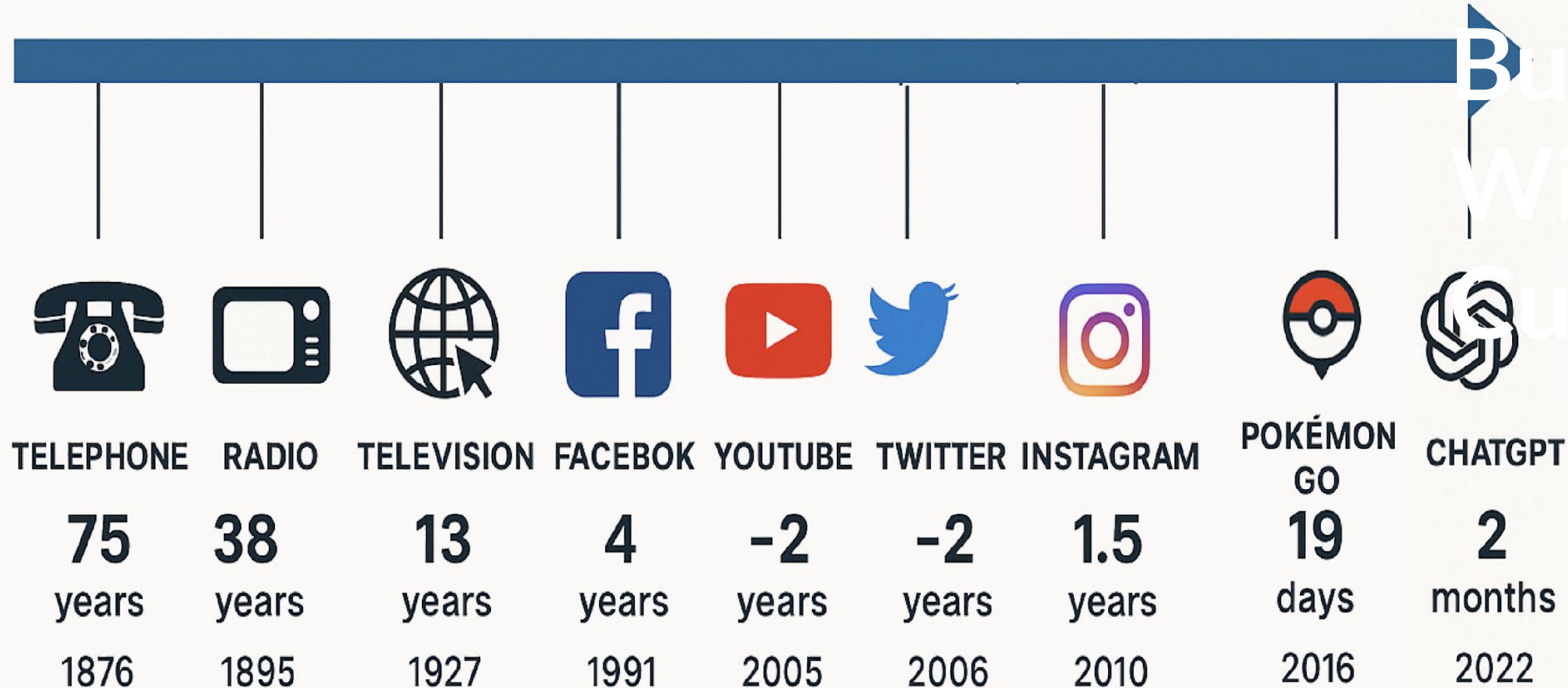
- Justin Trudeau

”



# Fastest Technology Adoptions in History

(Time to Reach 50 Million Users)



The AI  
Bubble is  
Bursting  
With  
Curiosity



ACCELERATING INQUIRY

AUTHENTIC INTERACTION





01010101  
01001010  
001001010  
0101001010  
0000100101  
0010010010  
0101010101  
0010101010

○ ○ × ○  
× ○ ×  
○ × ○  
× ○ ×  
○ × ○  
× ○ ×  
○ ○ × ○  
○ × ○ ×



You Do Not Have  
A Compelling  
Reason To Not  
Listen To  
Customers

**GAINING  
PEOPLE'S  
TRUST**

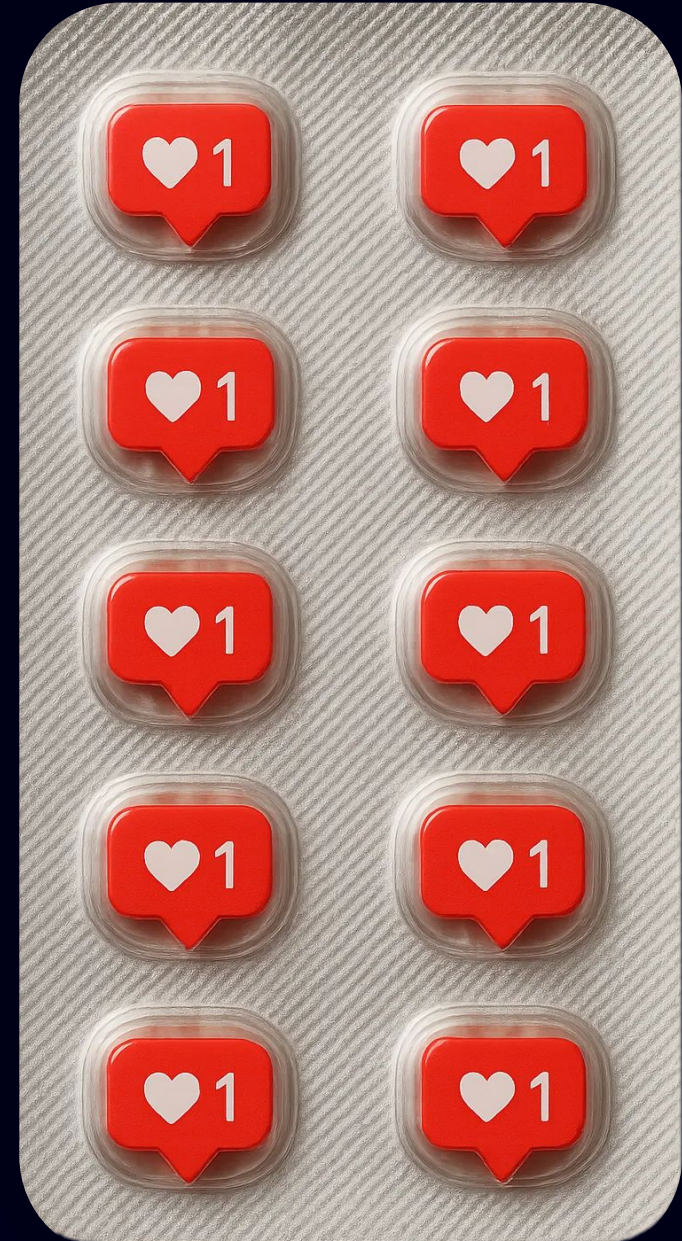




# Experience As A Medicine

**“It’s going to seem backwards  
— even barbaric  
that our solution to everything  
was just giving out pills.”**

Vijay Pande, Andreessen Horowitz, 2017





... Find Me



C \* R \* E \* A \* M  
Customers Rule Everything Around  
Me







# CUSTOMER EXPERIENCE IS THE NEXT BLOCKBUSTER

***"If patient (and HCP) engagement  
were a drug, it would be the  
blockbuster of the century  
and malpractice not to use it."***

- Leonard Kish, 2012.

- I added this

