CRM STRATEGY IN FACING CUSTOMER ENGAGEMENT POST-PANDEMIC SHIFTING FOR INDONESIAN PHARMACEUTICAL COMPANIES

STRATEGI DAN RENCANA IMPLEMENTASI CRM DALAM MENGHADAPI PREFERENSI PELANGGAN PERUSAHAAN FARMASI DI INDONESIA

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ABSTRACT

Customer Relationship Management in pharmaceutical industry is used to manage and maintain relationship with customers, most importantly healthcare professionals (HCP). Reassessing and improving customer engagement in light of the environment's shifting dynamics will inevitably lead to better access for patients as the final consumers of pharmaceuticals. Initially, covid-19 pandemic social restrictions created new engagement model that depended solely on digital engagement. However, covid-19 instances are declining, and pandemic recovery is accelerating. There are shifting engagement dynamic to be hybrid engagement in Indonesia HCP as well. This opportunity enables pharmaceutical companies to understand HCP's current preferences. This research aims to build CRM Engagement Strategy with understanding the customer's perspectives and moderated with internal stakeholders' capabilities and external forces during post-pandemic recovery using case-study approach. The primary research found that pharmaceutical companies have enabled hybrid model that aligns with flexible preferences of HCP that combine face-to-face and digital interactions that address data privacy concerns of HCPs. The result of this research is importance of building CRM arrangement strategy in light of post-pandemic HCP's preferences.

Keywords: *Customer Relationship Management, Pharmaceutical Companies, Post-Pandemic Recovery*

ABSTRAK

Manajemen Hubungan Pelanggan dalam industri farmasi digunakan untuk mengelola dan memelihara hubungan dengan pelanggan, terutama profesional kesehatan (HCP). Menilai kembali dan meningkatkan keterlibatan pelanggan mengingat dinamika perubahan lingkungan pasti akan mengarah pada akses yang lebih baik bagi pasien sebagai konsumen akhir obat-obatan. Awalnya, pembatasan sosial pandemi covid-19 menciptakan model keterlibatan baru yang hanya bergantung pada keterlibatan digital. Namun, kasus covid-19 menurun, dan pemulihan pandemi semakin cepat. Ada pergeseran dinamika keterlibatan menjadi keterlibatan hybrid di HCP Indonesia juga. Peluang ini memungkinkan perusahaan farmasi untuk memahami preferensi HCP saat ini. Penelitian ini bertujuan untuk membangun CRM Engagement Strategy dengan memahami perspektif pelanggan dan dimoderasi dengan kemampuan pemangku kepentingan internal dan kekuatan eksternal selama pemulihan pasca pandemi menggunakan pendekatan studi kasus. Penelitian utama menemukan bahwa perusahaan farmasi telah mengaktifkan model hibrid yang sejalan dengan preferensi HCP yang fleksibel yang menggabungkan interaksi tatap muka dan digital yang menangani

masalah privasi data HCP. Hasil dari penelitian ini adalah pentingnya membangun strategi pengaturan CRM mengingat preferensi HCP pasca pandemi.

Kata Kunci: Manajemen Hubungan Pelanggan, Perusahaan Farmasi, Pemulihan Pasca Pandemi

PENDAHULUAN

Healthcare Professionals (HCP) faces difficulties while prescribing medications since they have limited time to examine product information because of their regular administrative, academic, and clinical tasks (Watrous, 2020). The term "customer relationship management" (CRM) refers to a commercial product used to manage and maintain relationships with customers and other external stakeholders. CRM strategies that make it possible to draw in and keep customers by providing value, has become competitive advantages, particularly in the pharmaceutical sector where customers—in this case, doctors that have the ability to prescribe drugs—need to be informed about updates to drug information and are more likely to do so if they believe the medicine based on information they receive from CRM will help them treat their patients. The data and information captured and kept in the CRM system will also offer the pharmaceutical firm useful insights to help them plan their next plans.

Reassessing and improving customer engagement in light of the environment's shifting dynamics will inevitably lead to better access for patients as the final consumers of pharmaceuticals. Pharmaceutical companies must, according to Watrous (2020), establish a clear value proposition in their customer engagement, address local needs with locally relevant strategies, have digital capability, and have competent customer-facing/sales team members. Currently, COVID instances are declining, and pandemic recovery is accelerating in regard to advancements in medicine, economic growth, and global cooperation. Covid-19 exhibits updates and improvements in the information's accuracy, particularly in the healthcare sector, where pharmaceutical companies participate to hasten case resolution. The financial position is also gradually improving. This trend may be described as the present post-pandemic recovery phase.

The issues raised by this movement also present a wide range of unique opportunities and solutions (McKinsey, 2022). Social restrictions have influenced the pharmaceutical industry's way to embrace of technology globally to close the gap created by the restricted face-to-face interactions and to use an omni-channel approach that also matched HCP preferences. Many pharmaceutical businesses throughout the world have effectively implemented digital transformation. This has brought the pharmaceutical business with chances to stay competitive and adopt best practices in customer engagements.

According to a survey by McKinsey (2020), to pharma and medical product sector leaders across industries, they identified speed, productivity, and customer focus as the primary reasons to changes during pandemics. Along with quick drug delivery, the pharmaceutical business environment may also receive fast information in regard to relationships that prioritize efficiency and speed. Pharmaceutical firms operate in complicated environments where integrated CRM activities might help

with the pandemic problem (Corsaro et.al., 2021). However, the pharmaceutical sector typically encounters obstacles including rigorous laws, significant R&D expenditures, patient rights protection, and wide ethical considerations (Balakanski and Getov, 2019). These factors have an impact on how pharmaceutical businesses attempt to adjust and embrace innovative and successful consumer interaction strategies that are also in line with rules and ethical considerations in order to compete in the pharmaceutical industry.

HCP in Indonesia also preferred arrangement that combines face-to-face and virtual interactions, and they are receptive to the customer engagement strategy the business would employ. According to a study, 8 out of 10 HCPs favored email for customer interactions, and they also showed increasing interest in SMS and social media interactions (IQVIA, 2020). In a report compiled by Veeva (2021), a provider of customer engagement for pharmaceutical companies, Indonesian pharmaceutical companies focused on face-to-face interactions with healthcare professionals (HCP) prior to the pandemic, but virtual interactions increased by 143 times the rest of the year 2020.

According to the HCP preferences and engagement insights discussed above, virtual interactions primarily supported pharmaceutical firms' customer engagement in Indonesia during the epidemic. As we are currently in post-pandemic phase, Indonesian doctors may have a variety of preferences depending on their requirements and interests. Therefore, a new strategy plan to create a CRM structure in the post-pandemic period may be produced using the aggregate knowledge on preferences. This design

may accommodate different client preferences and prevent problems while also considering other essential elements when forming the CRM engagement strategy. The goals of this study are to gather customer preferences regarding post-pandemic recovery CRM interactions in the pharmaceutical industry, driving forces that affect post-pandemic recovery CRM in the pharmaceutical industry, and post-pandemic recovery strategy in the pharmaceutical industry.

In this study, we used CRM principle as a lens to explore further regarding underlying issue of the research. It has been proved that CRM has demonstrated to be a highly effective business management strategy as well as a potent business management technology solution that contribute to growth and expectations for the future (Guerola-Navarro et.al., 2022). This idea demonstrates that CRM as a tool and system management support business that utilized customer centric fundamental that supports multidisciplinary stakeholders, such as sales, marketing, and IT (Information Technology). CRM integrates internal and external aspect to gain profit (Buttle, 2009). In this case, we can examine internal capabilities of company and be aware and take advantage of external situations in order to have maximum utilization of the CRM system.

We have reviewed several models of CRM, and Payne and Frow's Five forces models display CRM which prioritizes customer acquisition and retention, is improved through Payne's Five Processes Model (Payne & Frow, 2006). In initial process, strategy development process aligns with research objective. Strategy development process divided into business strategy and customer strategy.

This research will explore further on both strategy that will enable cooperation within internal company (business strategy) and customer perspective (customer strategy).

Since the context of the research is related to CRM at pharmaceutical industry, we explore specific advantages of CRM for pharmaceutical companies according to Scheiner (2022) where it established customer relationship. Establishment comes from focus and understand the objective of the customer relationship, followed by the strategy and tactical to achieve the objective. CRM also provide data integration as the system is used by the whole of company. Therefore, there will be centralized system and data that supported by management of customer accounts. The general feature of CRM for pharmaceutical companies that can be valuable for the business according to Scheiner (2022) is on the automation campaign management from the digital system of CRM that allows simplify promotion activities.

List of CRM system brands that being used in pharmaceutical companies examples are (Gartner, 2022) are Veeva CRM, Indegene Omnipresence, Creatio Pharma CRM and Phyzii. Other than this specific pharmaceutical CRM brand, pharmaceutical company often uses virtual channels such as Zoom, WhatsApp, Line, etc. This various channel availability allows extensive choice in response to various preferences that HCP have by the sales representative.

Organizations and enterprises that can balance human and computer interaction with their customers is a major market strategy choice (O'Reilly & Paper, 2010). O'Reilly and Paper suggested a comprehensive approach to people, process, and technology as one of the main forces behind CRM innovation and development. Companies that balance their CRM initiatives online and offline are more likely to avoid the common errors and success barriers that have been encountered in previous practices. However, marketers must access and comprehend the full customer journey from awareness to conversion in order to add value to their efforts and reduce the gap between online and offline customer behaviours and experiences (Anshari et.al., 2019).

Changing preference of the way HCP interacts right now leans toward hybrid engagement. IQVIA (2022) has identified several critical challenges that pharmaceutical companies may face ahead of hybrid engagement model. First challenge is customer profiling and role play that based on variety of customers. Profiling can help pharmaceutical companies to have deeper understanding of HCP under specific group. By having those profiling group, pharmaceutical company will have easier approach in building and execute strategy. After having profiling approach strategy, sales can have thorough training, relevant material, and propositions gain deeper understanding in managing CRM and implement right arrangement. Those profiling can also derive appropriate and reasonable goals and targets. Having goals and targets triggered new mindset and behaviour to execute the strategy. On top of that, buy-in behaviours demonstrations from line managers and leaders helps is critical. By fostering an environment where certain change can be adopted, leaders play a crucial role in implementing and managing change in any organization (Abhas and Asghar, 2010).

Conceptual Framework

Figure 1 explained how customer profiling affect CRM strategy development. Customer profiling is the fundamental component of customer relationship management research, which focuses primarily on customer needs to accommodate and maintain the relationship management between pharmaceutical companies and their customers. Anshari et.al. (2019) proved that customer profiling becomes crucial for businesses to ensure that the CRM gives individualized and customized services so that each customer will have a unique experience that is tailored to their demands and interests. Customer profiling result will display the variety of customer-side-related data that is used as input for the creation of CRM strategies. Customer profiling is the result of categorizing various preferences and experiences of customers.
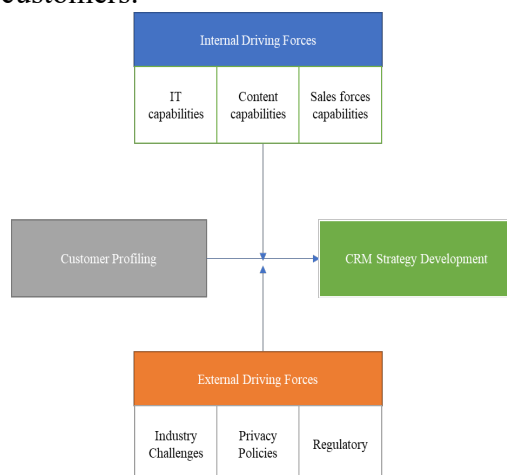

Figure 1. Conceptual Framework

CRM strategy as the result of the research will be used by pharmaceutical businesses in Indonesia during the post-pandemic recovery has been built from customer profiling. The relationship is moderated by two factors, Internal and External Driving Forces. Internal driving forces are made up of content capabilities, sales force capabilities, and IT skills. These 3 forces show

dominance internal aspect that often mentioned in the environment of Indonesia pharmaceutical companies CRM. The internal forces will be the internal factors for the CRM strategy's business solution that have an impact on how it develops.

External Driving Forces, which include industry challenge, privacy policies, and regulatory. In the setting of Indonesian pharmaceutical businesses CRM, these three forces have a dominant external element that is frequently discussed. The external factors will be considered for the business solution of the CRM strategy and will have an impact on how it develops.

METODE PENELITIAN

Since the existing published research are not yet focusing specifically on Indonesia's pharmaceutical CRM in the post-pandemic era, exploratory research allows researcher to understand the complex behaviour of customers and the pharmaceutical companies related to CRM. The research gaps of this research will be explored and addressed with information of the customer preferences and the internal capabilities of pharmaceutical companies. This research will use case study approach as the data gatherings came from stakeholders with various experience in the field and backgrounds.

The data collection process is gathered through semi-structured interview as the primary data from respondents that have related knowledges to Indonesia's pharmaceutical CRM. Semi-structured interview enables researchers to get comprehensive data and supporting evidence from respondents while taking the study's topic into account. In also more effective that unstructured

interview, since the direction is not fully taken into consideration and gives researchers the flexibility and adaptability to stay on course (Ruslin et.al., 2022). The respondents' various backgrounds aim to represent collective interests and needs of the stakeholders in CRM environment. Respondents must initially have knowledges on information that will be gathered and agree to be interviewed.

Table 1. Demography of HCP

Demographic	No. of Respondents
Area	
Primary City	3
Non-Primary City	3
Specialty	
General Practice	3
Specialists Doctors	3
Participants' Experience with Pharmaceutical CRM	
0 - 5 years	2
5 - 10 years	2
Above 10 years	2

The HCP interview result is gathered and developed into Customer Profiling. Demography of HCP is summarized in Table 1. The question guidelines for the interview are:
a. Current preferred engagement setting: Hybrid / F2F / Virtual and the reasons.
b. Type of engagements with pharmaceutical company the respondents wish to have and the details.
c. Content and engagement preferences of HCP from Pharmaceutical companies.

In order to gather information of the pharmaceutical companies, researcher interviewed several stakeholders from several companies and departments that involve in CRM to gather internal driving forces summarized in Table 2. The question guidelines are:

a. Information Technology Department. The interview shall address the existing capabilities CRM the company has right now and the desired capabilities that can be leveraged.
b. Sales Representatives Department. The interview shall address the existing and desire capabilities of sales team in CRM interactions.
c. Marketing Departments. The interview shall address the content and relationship strategy company has right now and the desired value needs to be delivered.

Table 2. Demography of Pharmaceutical Stakeholders

Demographic	No. of Respondents
Position	
IT	2
Marketing	2
Sales	2
Participants' Experience with Pharmaceutical CRM	
0 - 5 years	2
5 - 10 years	2
Above 10 years	2

The customer preferences regarding the CRM interactions post-pandemic recovery in pharmaceutical industry research objective will be addressed from the data collection exploration that will result wide and flexible primary research data collection using interview's guidelines to navigate the discussions as for this research. The driving forces that influence post-pandemic recovery in pharmaceutical industry CRM was addressed in the secondary research literature review and will be elaborated again later to support the main findings of the primary research.

In the analysis of the main findings, primary research results of the interviews will be transcribed to

identify main and critical keywords that were pointed out by the respondents. These keywords will also be analysed further to find the correlation with secondary research from literature reviews. Main findings analysis will be developed into a solution. The CRM strategy in pharmaceutical industry in the post-pandemic recovery will be addressed as the implication of research. The solution will be leveraged from main findings analysis which are developed from primary and secondary research's critical information analysis.

HASIL DAN PEMBAHASAN

From the interview, we did a manual and open coding procedure and found three major internal driving forces and three external driving forces. With open coding, various ideas and themes are sought after for categorization. Approaching the theme fragments and merging thoughts discovered during data collecting in an organized and systematic manner is essential to the success of open coding (Williams & Moser, 2019). The explanations will be discussed in the following subsections.

Customer Preferences

According to interview results from the HCP from various upbringings and experiences, there are several key findings from their remarks summarized in Appendix 1. The findings are categorized into several keywords to contextualize the remarks.
Arrangement Preferences
"Prefer to have hybrid engagement" – Q1.1, Q1.3, Q1.4, Q1.5, and Q1.5.

The majority preference to arrange via hybrid shows the flexibility of HCP that provide various engagement varieties and options to pharmaceutical company that can follow along. These arrangement

preference as the result of post-pandemic recovery situation which enable advancement of technology utilization and due to lower social restriction, there is a need to have face-to-face interactions.
"Prefer to have virtual engagement" – Q1.2

Due to accessibility in terms of HCP's location, their medicine information, and shortage numbers of HCPs, HCP wishes to have more close engagement. This HCP addresses CRM's one of the purposes to address healthcare disparity which enables full virtual and close engagement.

Arrangement Details
"Prefer to have F2F first, then phone call or emails are fine, however prefer messages reminders on WhatsApp since I easily missed emails and calls" – Q2.1

HCPs prefer to meet the sales rep in person face first, later they can exchange numbers and emails with mutual consents which the study case pharmaceutical companies' stakeholders are aware of according to the interview. Afterwards, HCPs agree to have hybrid engagement with sales rep for catch-up and reminding session sometimes. This shows how important it is to make a good first impression on someone first through mutual respect.

Content Preferences
"Clinical information and update on medicines, involvement in any medical event" - *Q3.1*, Q3.2, Q3.3, Q3.4, Q3.5, and Q3.6

Over the years, the advancement on technology in pharmaceutical companies allows rapid releases and development of new medicines that also in disease or therapy that already has prominent medicines. This information needs to be conveyed as updated information to the HCPs. Sales

representatives have critical role is the bridge between the management and customers.

Privacy Policy and Regulation
"Do not like to have rep that I do not know personally approached via virtual" – Q5.1

Aligned with the principles in pharmaceutical companies, HCPs are very much aware of protection on their data privacies. They do not want to be approached first by people they do not know via email or phone, which they always found the messages were mostly from pharmaceutical sales representative. During early and peak cases of covid, they can understand and allow this initial approach engagement, however as pandemic cases decrease, they demand for initial face to face interactions.

Industry Competition
"No issue since we will choose the right medications based on patient needs without lean more towards certain brands and those who can engage to us ethically" – Q6.4

HCPs also shows that they do not really care on commercial matter of the pharmaceutical companies but focus on the clinical and importance of the medicine to its patients. However, it was also found that most of them wanted to be reminded regularly but not too frequent for the sake of medicine engagement reminder. However, the medical and pharmaceutical advancements show critical for the pharmaceutical industry need to closely engage with HCPs to not give any spaces for competitors.

Internal Driving Forces
According to interview results from the internal stakeholders that related to pharmaceutical CRM, there

are several key findings from their remarks. The findings are categorized into several topic keywords to contextualize the interview results as summarized in Appendix 2.

Customer Relationship
"We tried as much as possible to keep in touch with HCP, especially during pandemic." – Q1.2

This remark shows endless effort from pharmaceutical company in response to changing environment that shifted drastically due to pandemic. Moreover, as pandemic also integrated digital and virtual interaction rapid enablement that changed people's interests on having virtual interactions make their lives easier. However, the lower social restrictions allow face-to-face interactions but does not make the HCP turn back fully to full face-to-face interactions.

Customer and Profiling Management
"We explored relevant customer profiling techniques that captured various HCP personalities, but not yet captured the latest one as we are doing other priority activities." – Q2.4
"However, the process is not frequent due to priority taken to another activities." – Q2.5
"We want to have easier approach in profiling customers." – Q2.6

However, there is need to update the strategy according to latest condition since the profiling they have based on the profiling during peak cases of pandemic which had digital engagement in majority. It was stated by the sales team that the management put other activities into priority. This area needs to have awareness to emphasize that CRM purpose to sustain on the business not only during pandemic, but also now where the situation is recovering

Channels

"We continuously explore new digital channels opportunity that relevant to market needs and comply to pharmaceutical legal and regulation aspects, in collaboration with marketing team." – Q3.1

Although regulations may limit the creativity for pharmaceutical industry to explore new way to accomplish strategy, they always dig further to new and relevant channels. This agile and resilient mindset is critical these days. It is also important that the availability of channels gives broader options to engage with HCP according to their preference.

Market Offerings

"We strive from unique personal value propositions to HCP, such as engagement flexibility and tailored-made approach for each of HCP." – Q4.2

This remarks also highlight agile and resilient mindset that will demonstrate flexible behavior to customers. This approach will enable maximum engagement completion due to flexibility in response to hybrid and various preferences of HCPs. This behavior is important in post-pandemic situations and rapid competitions in the industry.

Data Privacy and Regulation

"We facilitate consent approval system which allows HCP to acknowledged legal and privacy matters prior to engagement with our sales team." – Q5.2

"We always advise our sales team to seek for HCP consent prior to engagement and not easily store non-consensual personal information in our system." Q5.4

"However, there are limitations in explore to other channels due to long regulations." – Q5.5

They are all aware of the importance of data privacy and adhere to regulation as they in touch with the management's guidelines. Those mindsets also align to be opened to another opportunities, for example on to explore to another new channels. This capability aligns with HCPs concerns on having their privacy secured and acknowledged.

Pharmaceutical companies always careful on deploy new system since they are concerned of data privacy and possible misconducts that may happen. Therefore, this rigid environment limits pharmaceutical strategy and actions. Close commitment and actions are needed to pursue innovation and development in digital area that actively work with legal and regulatory team for guidance.

Digital Capabilities

"We enable digital CRM and relevant guidance and training to users." – Q6.2
"We are confident with our sales team mindset, however there are needs of continuous training and refreshment." – Q6.4

These demonstrates that pharmaceutical companies are aware of digital enablement in CRM. The stakeholders also have confidence on their existing content and digital capability. Pharmaceutical companies have invested heavily on digital channel enablement that also triggered by pandemic that initially as mitigation alternative which were transformed into various features and making customer engagement easier.

Industry Competition

"We see that in other companies, the sales team is really flexible on engage with HCP, but not sure whether the interactions complied with local regulations and data privacy." – Q7.3

"We were given insights from analytic companies about our milestones. If we go behind the industry benchmark achievement we will reevaluate, analyze, and propose new engagement plan." – Q7.4

External Forces

Pharmaceutical industry has continuous challenges over the years. According to leaders of pharma and biopharma companies opinions (Pharma's Almanac, 2022) the challenges within the industry that relate to CRM are:

1. The COVID-19 epidemic has also had an impact on the supply chain.
2. Sustainability business.
3. Healthcare disparity.
4. The reliance on manual and siloed processes across all areas.

In the pharmaceutical industry itself, there are regulatory policy and code of conduct which may vary in around the world. In Indonesia, generally the pharmaceutical industry will follow regulation from World Health Organization, Ministry of Health, Food and Drugs Authority, and Indonesia Pharmaceutical Association code of conducts. Each of the company also have their code of conducts from top management. Multinational pharmaceutical company adapts and adopts global conduct to local situation. It is critical to follow the regulations and procedure since there are several negative implications that will apply for any misconduct occurred, e.g., sanctions.

In applying digital-based strategies, there are issues and challenges arises around in healthcare industry that related to security and privacy issues (Sapra and Dhaliwal, 2021), which are data privacy, data and cyber security, and authentication. Those issues are critical since people are getting more aware of importance of having their data protected and not easily give them to anybody else.

According to the findings, CRM enables a solid customer relationship with HCP. Findings show that there are relations between content and engagement strategy, data privacy, customer profiles, and the customer acceptances from HCP.

"I agree that during initial interactions, sales representative can ask for my consent to reach and engage virtually" – Q5.3.

According to this finding, data privacy adherence allows HCP to choose to continue the relationship with HCP. The variety background of doctors indicates the customer profiling will also impact differently on the content and engagement strategy. Hybrid channel enablement and customer acceptance relate to the CRM engagement. The relationship has been visualized in Figure 2.
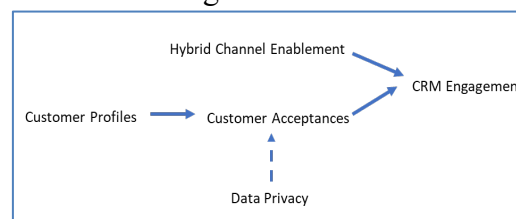

Figure 2. Findings

PENUTUP
Kesimpulan

Based on the analysis we have conducted, pharmaceutical companies have to focus on customer preferences that developed into certain profiling, data privacy, and enable hybrid channel engagement to obtain CRM engagement. HCP as the customers are willing to accept if their data privacies are priority and secured. Pharmaceutical companies need to transform their usual face-to face interaction into hybrid engagement strategies which fit post-pandemic recovery situations as the

customer strategy. Moreover, aligning with Payne and Frow principles, the strategy is not only based on customer strategy, CRM also needs to address business strategy which demonstrates internal capabilities to address and expedite the CRM's successful utilization. These capabilities can be seen from mindset to be agile and proper training.

This study contributes to the theory by integrating both internal and external factors. CRM strategies in literature previously do not discuss much about data privacy and hybrid engagement between company and HCP. The research study shows that HCPs are concerned with having their personal data used without prior consent. On top of that, the flexibility of HCPs as they tend to choose hybrid arrangement will also trigger adaptive response and action from the pharmaceutical companies. This study gathers important aspects based on customer strategy in the post-pandemic era which is not specifically addressed. According to time and data availability, the research is restricted as follow:

1. The research focused on the prescription medicines due to various challenges in the market competition, such as highly regulated environment.
2. The study objectives concentrated on studies variables that influence the direct-to-HCPs CRM in the pharmaceutical industry in general. The main primary focus will be doctor who is the primary customer and the main decision makers on patients and prescribe the medicines.
3. The internal stakeholders that directly face the customer in the pharmaceutical company is sales representative. Therefore, this research only focused on the sales representative's CRM.
4. The study focused on a general proposed strategy developed from primary and secondary data which shows influences on the Indonesia's pharmaceutical industry CRM that have been explored and gathered.

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Appendix 1 Interview Summary with HCPs and Keyword

HCP	Practice location and CRM pharma experience	Arrangement Preference	Arrangement Details	Content Preferences	Privacy Policy and Regulation	Industry Competition
1	Primary City and 0-5 years	"Prefer to have hybrid engagement"	"Prefer to have F2F first, then phone call or emails are fine, however prefer messages reminders on WhatsApp since I easily missed emails and calls"	"Clinical information and update on medicines, involvement in any medical event"	"Do not like to have sales rep that I do not know personally approached via virtual"	"No issue since we will choose the right medications based on patient needs without lean more towards certain brands"
2	Secondary City and 0-5 years	"Prefer to have virtual engagement"	"Prefer to have any virtual channels since I live in remote areas with frequent engagements since we have lot of patients with little to no information for pharma comp"	"Clinical information and update on medicines, involvement in any medical event"	"Would like to have deeper engagements since we are kind of out of reach here, if being approached from reps through virtual is fine however please those who give my phone numbers, please ask have my consent prior to messaging"	"No issue since we will choose the right medications based on patient needs without lean more towards certain brands"
3	Secondary City and above 10 years	"Prefer to have hybrid engagement"	"Initially I can be approached F2F once in a while, but for reminders can be virtual and frequent since I'm head of department with full responsibility"	"Clinical information and update on medicines, involvement in any medical event"	"I agree that during initial interactions, sales representative can ask for my consent to reach and engage virtually"	"No issue since we will choose the right medications based on patient needs without lean more towards certain brands. Although our area seems to not be potential for the pharma sales, I would like to stay engaged with pharma because sometimes we urgently need medications that I find hard to know which medicines can

HCP	Practice location and CRM pharma experience	Arrangement Preference	Arrangement Details	Content Preferences	Privacy Policy and Regulation	Industry Competition
						help""
4	Primary City and 5-10 years	"Prefer to have hybrid since I'm working mom"	"Initially can be F2F, later can be mixed of those according to my availability"	"Clinical information and update on medicines, involvement in any medical event"	"Please do not reach through my personal phone numbers, reach me through business phone numbers. I do not like to be approached by reps with ulterior motives that does not comply"	"No issue since we will choose the right medications based on patient needs without lean more towards certain brands and those who can engage to us ethically"
5	Secondary City and 5-10 years	"Prefer to have hybrid"	"Initially can be F2F, later can be mixed of those according to my availability and needs to have deeper conversation over medicines"	"Clinical information and update on medicines, involvement in any medical event"	"Please reach through my business number and be sincere on your approach to us to providing medical and medicines information"	"No issue since we will choose the right medications based on patient needs without lean more towards certain brands"
6	Primary City and above 10 years	"Prefer to have hybrid"	"Initially can be provide me brochure via email, later F2F for initial discussion, later can be mixed according to my needs"	"Clinical information and update on medicines, involvement in any medical event"	"Please do not try to do unethical things as these days, HCP are learning to be careful on the way we interact with pharmaceutical companies"	"No issue since we will choose the right medications based on patient needs without lean more towards certain brands"

Appendix 2 Interview Summary with Pharmaceutical Company Stakeholders and Keywords

Stakeholders	Keyword Topic						
	Customer Relationship	Customer & Profiling Management	Channels	Market Offerings	Data Privacy and Regulation	Digital Capabilities	Competition
Information Technology	"We provide valuable information from CRM report to the analyst team where they visualize and generate meaningful analysis of the activity trends."	"We facilitated customer profiling of HCP with assessment and segmentation that identified by marketing team. But it was gathered in 2021."	"We continuously explore new digital channels opportunity that relevant to market needs and comply to pharmaceutical legal and regulation aspects, in collaboration with marketing team."	"We captured and delivered marketing and sales team needs into CRM feature that also available by the CRM providers."	"We provide them trainings on dos and don'ts data privacy and regulation related matter applied in CRM system".	"We enable digital CRM and relevant guidance and training to users,"	"We don't really dig into other company's CRM capabilities."
					"We facilitate consent approval system which allows HCP to acknowledged legal and privacy matters prior to engagement with our sales team."	'We would like to have additional resources in providing sales team a digital capability training."	"We hope the cost allocation to CRM team is taken into account since we can explore other meaningful capabilities."
Sales Team	"We tried as much as possible to keep in touch with HCP, especially during pandemic."	"We analyze and do profiling assessment of our coverage HCP to understand what type of HCP they are, and it guide us on how to approach and engage them.	"We adjust our approach according to HCP's channel preferences as long as it complies company's regulation."	"We strive from unique personal value propositions to HCP, such as engagement flexibility and tailored-	"We gathered HCP approval on having their email and phone captured by our system and we keenly follow regulation and guidance."	"We have changed our mindset ever since pandemic started to be agile towards new initiatives, like digital which we were afraid of before."	"We see that in other companies, the sales team is really flexible on engage with HCP, but not sure whether the interactions complied with local regulations and data

Stakeholders	Keyword Topic						
	Customer Relationship	Customer & Profiling Management	Channels	Market Offerings	Data Privacy and Regulation	Digital Capabilities	Competition
		The last time we had profiling process was last year. "		made approach for each of HCP."			privacy"
		"However, the process is not frequent due to priority taken to another activities."	"However, there are limitations in explore to other channels due to long regulations. "			"We are really ready to be involved and execute in other digital-related activities'"	
Marketing	"We monitor the customer relationship activities of sales team based on insights given by the analyst	"We explored relevant customer profiling techniques that captured various HCP personalities, but not yet captured the latest one as we are doing other priority activities."	"We diversify our digital Channels's contents and continuously explore another channels and collaboration with digital health startup. "	"In line with customer profiling, we provide various content and approach that can fit various customer preference and needs.	"We always advise our sales team to seek for HCP consent prior to engagement and not easily store non-consensual personal information in our system.	"We are confident with our sales team mindset, however there are needs of continuous training and refreshment."	"We were given insights from analytic companies about our milestones. If we go behind the industry benchmark achievement we will reevaluate, analyses, and propose new engagement plan."
		"We want to have easier approach in profiling customers."	'We want to have recommended content feature capabilities to make the sales team easier"				