



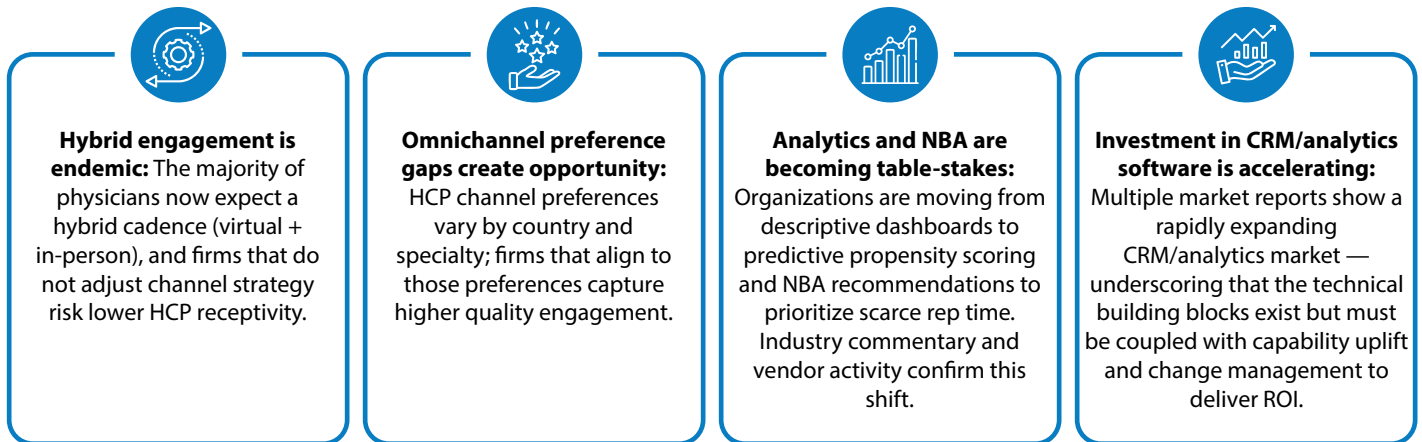
UNLOCKING NEXTGEN HCP TARGETING IN LIFE SCIENCES THROUGH DATA AND ANALYTICS

Introduction — The Need for a New Targeting Approach

The Life Sciences commercial model has moved decisively from volume-and-coverage to relevance-and-outcomes. HCP expectations, payer demands for value evidence, and the permanent rise of hybrid engagement mean that “more calls” no longer equals “more impact.” Instead, companies must answer three questions in near real-time: Who to prioritize, what to deliver, and how to measure impact. That requires an integrated data backbone, robust analytics, and operational processes that turn insight into action at the time of engagement. 84% of physicians say they prefer to maintain or increase the share of virtual interactions (i.e., hybrid engagement is now the norm).

Key Industry Trends Shaping Targeting

A modern Targeting operating model must be built for these enduring shifts:



Common Challenges

Even with substantial CRM and analytics spend, Life Sciences teams face recurring problems:

Fragmented HCP view: CRM, claims/prescribing, digital engagement, medical inquiries and payer signals often live in silos — producing incomplete or stale insights at the point of decision. Market research shows widespread disappointment with CRM-enabled HCP engagement: ~80% of surveyed industry leaders report CRM outputs do not meet expectations and ~40% give their CRMs a failing grade for insight quality.

01

02

Misaligned channel mix and digital fatigue: Companies often persist with a single-channel (or legacy channel) playbook while HCPs prefer mixed interactions; surveys indicate high levels of digital overload (e.g., ~64% of HCPs report receiving too much digital content). That misalignment reduces engagement quality and wastes rep time.

Static segmentation and low predictive maturity: Many organisations still rely on historical Rx tiers; few have productionized propensity models or Next-Best-Action (NBA) engines that dynamically re-rank HCP opportunities. This results in low uplift per engagement and wasted coverage.

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Tool adoption and usability gaps: Large CRM/analytics budgets do not automatically translate to field adoption — the market for pharma CRM software is growing rapidly, yet dissatisfaction and under-use persist, signalling a people + process challenge alongside technology. Market sizing and growth reinforce the investment trend.

Recommendations - Building a Data-Led Strategy (practical, prioritized, measurable)

Principle: Move from “reports” to “relevance”: the analytics thread must produce prioritized actions the field can execute within their workflow.

1. Establish a single, governed HCP 360 (data layer):

- Ingest: Veeva/Salesforce CRM, IQVIA/Symphony prescribing, digital engagement logs, medical enquiry systems, claims/EHR where feasible.
- Platform: cloud data warehouse / lakehouse (Snowflake, Databricks, Azure Synapse) + Master Data Management (MDM) to preserve identity, relationship graphs and consent metadata.
- Target metrics: % of target HCPs with a “complete” 360 profile; data latency (source - insight) < 24 hrs.

2. Operationalize intelligent segmentation and propensity scoring:

- Methods: unsupervised clustering (cohort discovery) plus supervised propensity models (propensity to prescribe, to switch, to engage). Include temporal features (recent prescribing velocity) and channel preference signals.
- Measurement: lift in prescribing / contact conversion for model-targeted HCPs vs control (A/B test), coverage ratio of high-potential HCPs.

3. Implement a Next-Best-Action (NBA) engine embedded in the rep workflow:

- Inputs: HCP 360 signals, recent engagement outcomes, competitor activity, stock/availability, patient-level prevalence signals.

- Execution: expose ranked recommendations inside CRM and mobile dashboards; surface content modules (pre-approved) and preferred channel.
- Success metrics: % of rep interactions driven by NBA suggestions; conversion uplift; reduction in low-impact visits.

4. Adopt dynamic territory and quota optimization:

- Tools: Anaplan / Xactly or custom optimization routines (linear programming / heuristics) that incorporate real-time HCP potential and resource constraints.
- KPI: territory productivity (revenue per rep), variance reduction across territories, improved forecast accuracy.

5. Deliver field-grade analytics and coaching:

- Design role-specific, mobile-first dashboards (Power BI / Tableau / embedded CRM dashboards) that replace static reports with prescriptive prompts (coaching nudges, priority HCP lists).
- Embed micro-learning and “in-call” guidance to improve quality of interactions. Measure adoption (active sessions / rep) and coaching ROI (performance delta post coaching).

6. Adopt a phased, evidence-driven rollout:

- Pilot (one brand/geography) → Measure (A/B impact on conversions, efficiency) → Scale (iterative build) → Institutionalize (operating model and governance).

Infosys Consulting's Offerings

Infosys Consulting combines domain depth, analytics engineering, and change execution to deliver measurable outcomes:

Maturity Assessment and Roadmap: Rapid diagnostic across data, analytics, operating model, tooling and adoption. Benchmarks vs peers and a prioritized 12–18-month roadmap.

Data Engineering and MDM: Source integration (Veeva, Salesforce, IQVIA, digital platforms), Lakehouse design (Snowflake/Databricks/Synapse), MDM and consent/compliance frameworks to create the HCP 360.

Advanced Analytics and NBA: Productionized propensity models, NBA engines (explainable models and feedback loops), uplift evaluation and model governance to manage drift.

Territory/Quota Optimization: Scenario modelling using Anaplan/Xactly or custom solvers; rebalancing playbooks and incentive realignment to reinforce desired behaviours.

Embedded Reporting and Coaching: Role-based Power BI/Tableau and embedded CRM widgets with prescriptive workflows; manager coaching toolkits and adoption playbooks.

Change Management and Adoption: Behavioural design to improve field adoption—nudges, gamification, champions, training and regulatory pre-approval processes to accelerate compliant content delivery.

IMPACT

- 20–30% fewer low-impact visits through NBA prioritization; 10–20% lift in prescription conversion for NBA-targeted HCPs (pilot objective).
- Data latency: event → insight pipeline under 24 hours.
- CRM/dashboard active usage > 75% of field managers; measurable coaching impact on rep productivity within 3 months of deployment.

Authors



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Business Consultant with over 7.5 years of experience partnering with senior executives to deliver strategic value through data-driven insights. Skilled in leveraging predictive and prescriptive analytics to solve complex business challenges and enable informed decision-making. Proven track record in managing analytics teams, leading digital transformation initiatives, and driving operational excellence across Life Sciences, Automotive, and Engineering domains. Additionally, brings consulting expertise in product and project management, with hands-on experience in client engagement and solution design for global organizations.



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ABOUT INFOSYS CONSULTING

Infosys Consulting is a next-generation consulting partner that bridges strategy and execution. With an AI-first mindset, deep industry knowledge, and the combined strengths of business and technology consulting, it helps enterprises turn bold vision into tangible outcomes, faster, smarter, and at scale. Infosys Consulting is helping some of the world's most recognizable brands transform and innovate. Our consultants are industry experts that lead complex change agendas driven by disruptive technology. With offices in 20 countries and backed by the power of the global Infosys brand, our teams help the C-suite navigate today's digital landscape to win market share and create shareholder value for lasting competitive advantage.

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