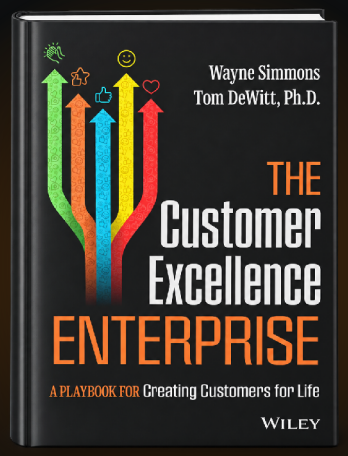
GET TO KNOW THE BOOK.

CONCEPT 11

The Pharma Commercial Leaders' Guide to Helpfulness





Promotion drives intent. Experience unlocks value.

$$(\text{Brand} \times \text{Product} \times \text{Experience})^{\text{Culture}} \times (1 - \text{CVaR}) = \text{Realized Value}$$

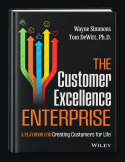
Conceptual model. Promotion = Brand × Product. Culture amplifies the system.

CVaR in the formula is the share of earned value at risk, expressed from 0 to 1.

Experience supports fulfillment and adherence. Helpful interventions address barriers to appropriate care and value realization.

“

The Customer Excellence Enterprise leans on the timelessness and elegant simplicity of helpfulness, a quality inherent to the human condition, alive in every one of us, and by extension present in the potential of every company and how they interact with, treat and value their customers.



Introduction · The Customer Excellence Enterprise
Wayne Simmons and Tom DeWitt · Wiley

Promotion × Experience

Helpfulness opens a world of engagement possibilities.



Promotion drives intent.
Experience unlocks value.

Concept 11 | Helpfulness Is the Operating System.

A shared purpose.
A company predisposed to help.

Promotion drives intent.
Experience unlocks value.

Pharma has engineered its commercial model to create prescribing intent. The book argues that the enterprise must also be designed to help customers succeed. A shared ethos connects promotion and experience across the patient journey.

Part I

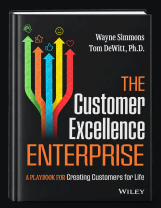
Helpfulness as an Organizing Principle, pp. 9 to 103

Part II

Helpfulness as an Operating System, pp. 105 to 227

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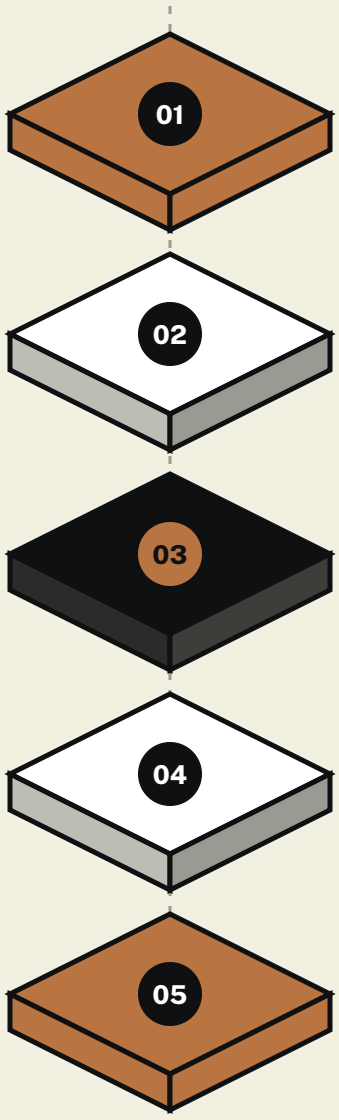
The concept of helpfulness as an organizing principle fulfills this role by serving as a shared frame of reference from which everything else in a company can derive purpose, meaning, and context.



Chapter 4, Helpfulness as the Hero, p. 57
The Customer Excellence Enterprise, Wiley

Concept 11 | Helpfulness Is the Operating System.

Strategic Reframe.



The job is not selling more stuff. It is helping customers succeed. In pharma that reads: help HCPs help patients. (p. 61)

Helpfulness connects the enterprise. It runs through leadership, organizational, operational and commercial DNA, including promotion. (pp. 57 to 58)

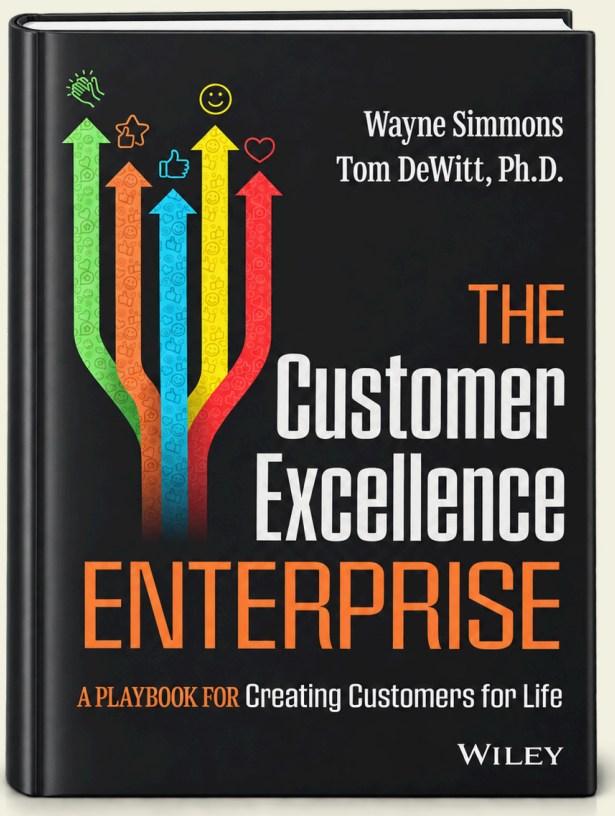
Programs end. Systems compound. Stop selling temporary CX programs and build experience delivery systems optimized for value and continuous improvement. (p. 105)

Functions become value drivers. As an operating system, helpfulness turns customer experience, success and care from capabilities into the mechanism by which value is realized. (p. 106)

First among equals. Helpfulness is the antidote to positivity bias, the condition in which every brand in the class looks the same to the HCP. (pp. 65 to 66)

Concept 11 | Helpfulness Is the Operating System.

The structure of the book.



Wayne Simmons and Tom DeWitt
Wiley, 2024

PART I

Helpfulness as an organizing principle.

A shared purpose that shapes the value proposition and the experiences that build loyalty and preference.

Pages 9–103

PART II

Helpfulness as an operating system.

Embed helpfulness in leadership, organizational, operational and commercial DNA through standards, responsibilities and everyday decisions.

Pages 105–227

“Helpfulness is the new TQM.”

Chapter 4, p. 60 · The Customer Excellence Enterprise

Concept 11 | Helpfulness Is the Operating System.

Consumer-Grade in Pharma.

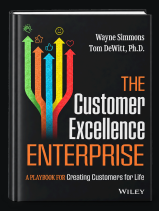
Remove friction to enable appropriate care. Across prescribing, fulfillment and adherence, ask: “Did we help the patient move forward?” These illustrative examples apply principles from consumer-grade operating systems to pharma.

✕ PHARMA BY DEFAULT	VS	✓ CONSUMER-GRADE
The right content reaches the right person at the right time, yet the prescription remains unfilled.		Amazon Customer Excellence System. Apply its customer focus by measuring progress toward the customer’s outcome.
A prior authorization stalls for nine days and the rep learns of it from the office manager.		**Ritz-Carlton Gold Standards.** Whoever hears the problem owns it until it is resolved.
Field, hub and medical each helped, in three systems, and nobody knows whether the patient started.		Toyota Production System. Apply its process discipline by making handoffs visible and addressing stalled steps.

Further reading: The Pharma Front Door · Closing Pharma's Intent-to-Impact Gap · Practice notes and insights at cxedna.com/blog

“

When connecting the optimal customer-company value exchange for experiential commerce today with the sweeping structural and systemic impact that total quality has had on customers and companies alike, we conclude that helpfulness is the new TQM.

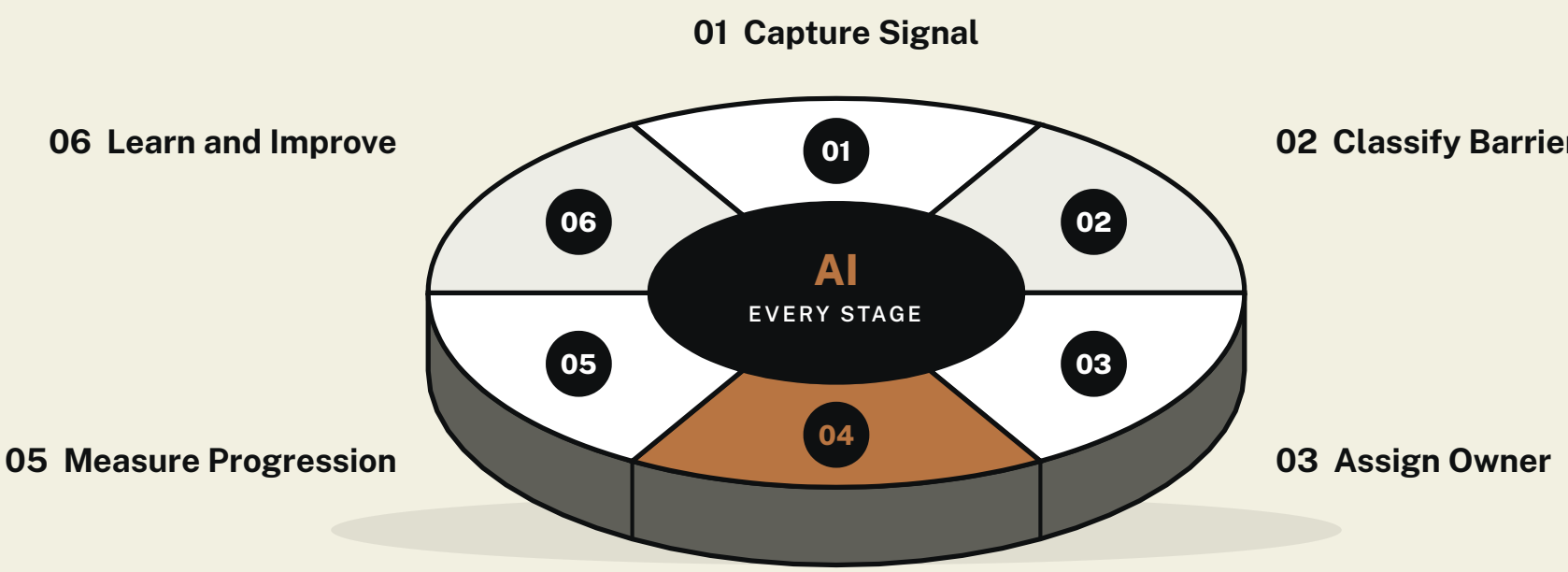


Chapter 4, Helpfulness: The New TQM, p. 60
The Customer Excellence Enterprise, Wiley

Concept 11 | Helpfulness Is the Operating System.

Make helpfulness operational.

The book describes ACES at Amazon and the Gold Standards at The Ritz-Carlton (p. 106). In pharma, the closed loop turns frontline signals into accountable action: capture, classify, assign, intervene, measure and improve. AI-assisted. Human-owned.



01 Capture Signal.
Record access questions, coverage delays and unanswered requests at the interaction.

02 Classify Barrier.
AI sorts the signal by stage and cause, so the same barrier is named consistently.

03 Assign Owner.
Give each barrier a named owner who coordinates the response and follows through.

04 Intervene.
Coordinate field, hub, medical and access support to address the barrier.

05 Measure Progression.
Did the patient move to the next stage? Assess whether support helped.

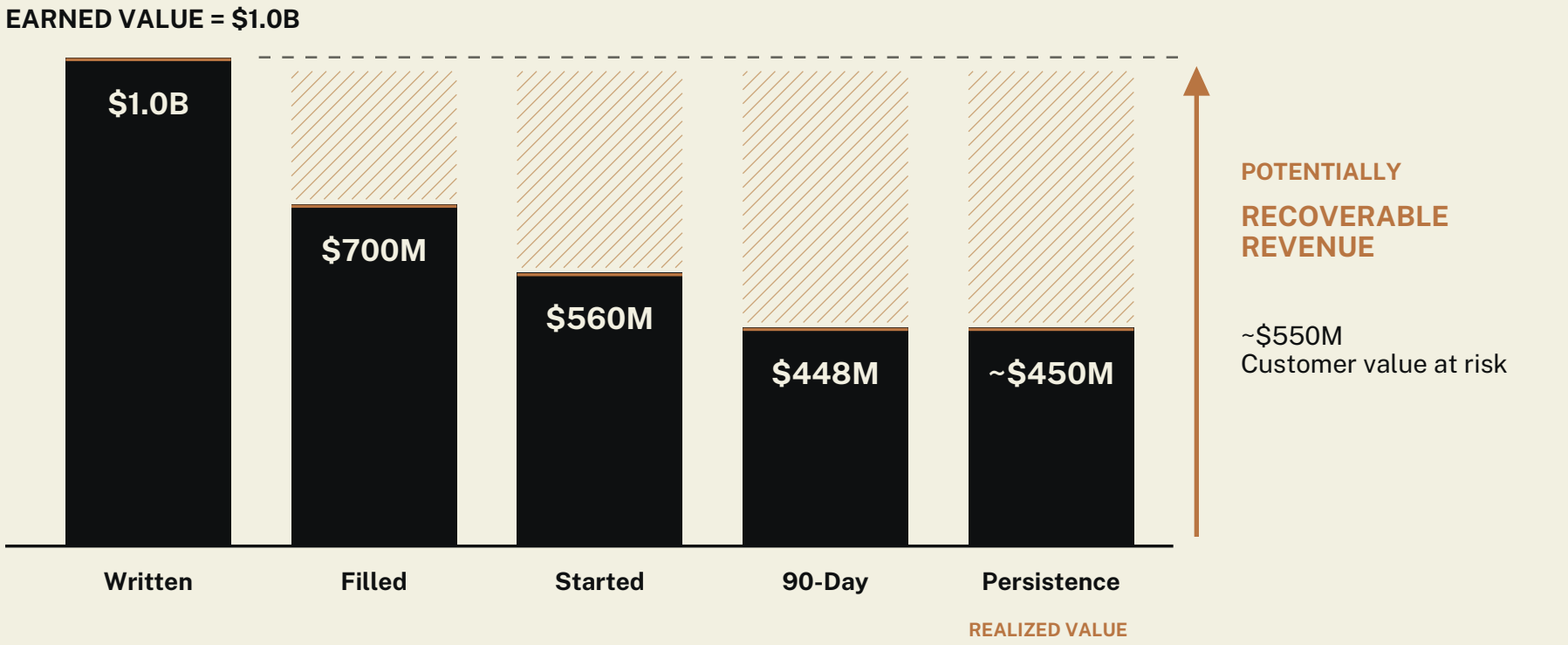
06 Learn and Improve.
Identify the causes of recurring barriers and improve the process.

Frontline signals make journey barriers visible. The loop gives the organization a consistent way to act, follow through and learn. Further reading: Closing Pharma’s Intent-to-Impact Gap · cxedna.com/blog

Concept 11 | Helpfulness Is the Operating System.

Helpful experiences unlock value.

Prescribing intent creates commercial opportunity. The hatched area shows value not yet realized. Helpful experiences can address barriers to access, initiation and continuity of appropriate care, helping more of that opportunity become patient and commercial value.



Realization rate = Realized Value / Earned Value. $448M / $1.0B = 44.8%, or approximately 45%.

Realized Value = Earned Value × (1 − CVaR rate).

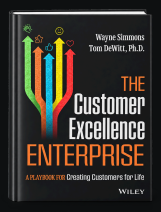
CVaR amount = Earned Value − Realized Value: $552M. CVaR rate = $552M / $1.0B = 55.2%.

Approximately $550M is at risk. Recovery depends on which barriers can be addressed.

Illustrative scenario, not a benchmark. $1.0B × 70% × 80% × 80% = $448M, rounded to approximately $450M. The final two bars represent the same value; the difference is rounding.

“

Many companies have understandably entrenched in a paradigm where their primary job to be done can be characterized as ‘selling more stuff.’ Helpfulness as an organizing principle means adopting the new core purpose and primary JTBD of ‘helping customers succeed’ in achieving their desired outcomes and, by extension, live their best lives.



Chapter 4, A New Primary Job to Be Done, p. 61
The Customer Excellence Enterprise, Wiley

Concept 11 | Helpfulness Is the Operating System.

Measuring Helpfulness Alpha.

How help is given. What customers gain. What the company earns.

HOW HELP IS GIVEN

Attributes you can design and audit.

Empathy

Helpfulness is empathy put into action: understanding the customer's situation and acting to improve it.

Context

Helpfulness changes the conditions around an interaction, most of all when the customer arrives with a problem.

Relevance

Helpfulness keeps a company useful by anticipating what the customer needs next.

WHAT CUSTOMERS GAIN

Benefits observed in the customer.

Surety

Help leaves the customer confident in the decision and in what happens next.

Progression

Help moves the customer toward the outcome they want. In pharma, that is from prescription to sustained treatment.

Differentiation

Help gives the customer value they recognize as different from the alternatives.

WHAT THE COMPANY EARNS

Benefits that accumulate over time.

Reciprocity

Help is returned, as gratitude and advocacy from customers and as colleagues helping each other.

Goodwill

Help builds a reserve of positive sentiment that earns the benefit of the doubt when something goes wrong.

Trust

Help sustained over time becomes the customer's confidence in the character of the company.

Design for helpfulness. Observe its benefits.

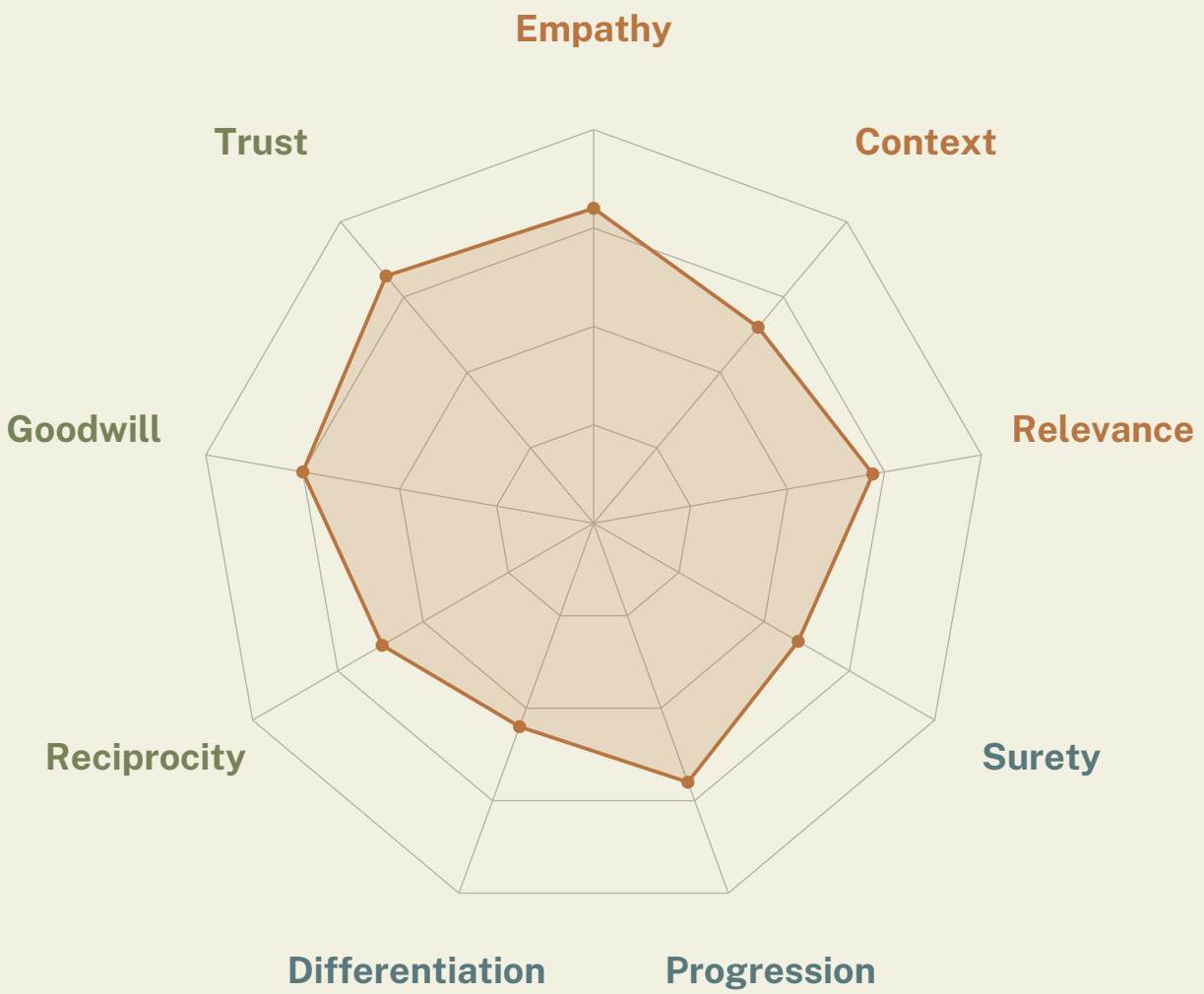
Measure the difference it makes.

Helpfulness Alpha measures the incremental difference helpful experiences make.
These nine dimensions guide measurement; they do not, by themselves, establish that lift.

Concept 11 | Helpfulness Is the Operating System.

Measuring helpfulness in practice.

Use the nine dimensions to examine delivery, customer benefits and company benefits.



Illustrative profile only. No measured scores or validated scale.

HOW HELP IS GIVEN

Empathy · Context · Relevance

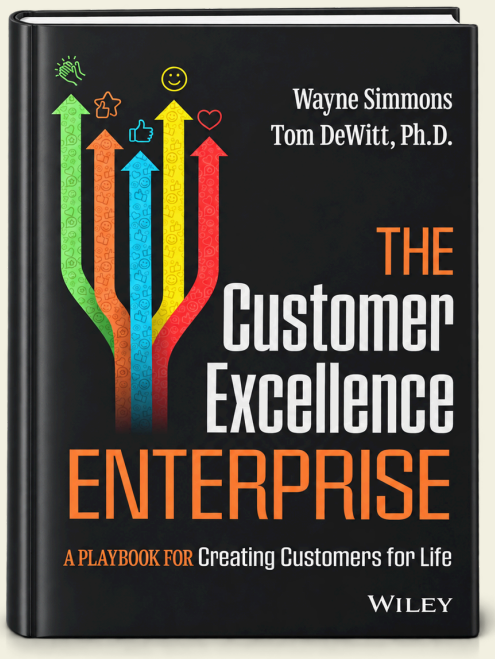
WHAT CUSTOMERS GAIN

Surety · Progression · Differentiation

WHAT THE COMPANY EARNS

Reciprocity · Goodwill · Trust

Measure each dimension with appropriate evidence; a profile alone does not establish Helpfulness Alpha.



The Customer Excellence Enterprise. Wiley, 2024.

A shared purpose. A company predisposed to help.

Part I establishes helpfulness as an organizing principle. Part II embeds it in leadership, organizational, operational and commercial DNA. In pharma, this means clear standards, timely signals and accountable ownership across the journey from prescribing intent to appropriate care.

FURTHER READING

Concept 5 | Helpfulness as an Organizing Principle.

CEA Practice Paper No. 4 | Customer Excellence: CX 3.0, Fit-for-Pharma. The Fourth Pillar

Closing Pharma's Intent-to-Impact Gap | The Pharma Front Door

Practice notes and insights at cxedna.com/blog

Get the playbook.

Available at Amazon. Explore cxedna.com