

WHITE PAPER

Pharma - Conversation CRAFT™:

Unlocking the 5 most powerful communication elements with AI-Driven Insights



CONNECT



REALITY



ACTIVATE



FOCUS



TRUST

Abstract

Commercial return on investment on Life Sciences R&D spend is dependent upon treatment adoption. Drug efficacy alone will not drive uptake. How well the benefits are communicated and the activation of a change in behavior are essential. The dynamics of Life Sciences commercialisation is changing. A patent cliff, more competition in key treatment areas, personalized omni-channel engagement and a commercial need to improve go-to-market efficiency are all drivers. Conversational quality and efficacy has never been more important. AI-driven conversation intelligence platforms are providing invaluable insight that is accelerating improvement in adoption and revenue. This paper sets out best practice conversation CRAFT. Five drivers of effective communication which are vital for Pharmaceutical leaders to understand for sales and medical field teams to put into action. CRAFT has been distilled from over ten thousand real pharma and healthcare conversations analyzed by KAI, the leading AI-driven Life Sciences conversational intelligence platform.

Foreword

Artificial Intelligence (AI) is one of the most used words in the Pharma world. Touted as a major productivity driver and accelerator. Equally feared as something that is going to replace humans and corrupt our world. To paraphrase Darwin: Humans have been the most successful species on earth not because we were the strongest or the most intelligent, but the most adaptable to change. We set ourselves apart by our ability to emotionally connect with others and form bonds that enable group collaboration. In a world where transactions are increasingly automated, real human interaction will become a premium. Emotional Intelligence (the ability to connect with others) can be learnt. It is an irony that AI can now analyze conversations and help individuals to engage better. AI making humans more human. We believe that it is the fusion of Artificial and Human Intelligence that is the winning combination – Augmented Intelligence (AI²). Surely, the most successful will be those that embrace and utilize AI to grow and improve. This paper sets out a Conversation CRAFT framework that leading Life Sciences and Healthcare organizations are embracing. Using AI-driven conversation intelligence to inform and improve communication and engagement. The case studies show that these early Augmented Intelligence adapters are thriving – but only when they take particular care over the human part of the equation!

I look forward to your thoughts and observation

Sincerely

David Williams

CEO & Founder KAI Conversations

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1. AI-driven Conversation Intelligence is changing the game in Life Sciences

Life sciences is becoming more competitive. There is a patent cliff approaching¹ and pharma clients are moving from a world where you simply throw resources (sales and marketing) at new launches to one where we need to do more with the same or less overall. As digital engagement increases, Face to face (F2F) access to HCPs in a number of markets is reducing. Having bounced back to F2F post-Covid in many markets, the trend is to multi-mode, omni-channel, more personalized conversations.² There is also a raft of more niche treatments coming through that require fewer but more impactful interactions. Even today, 36% of launches fail to meet expectations, with the main reasons being both lack of market access and lack of understanding of customer needs.³



¹ <https://www.cnbc.com/2024/01/28/big-pharma-merck-bristol-myers-jj-prepare-to-lose-revenue.html>

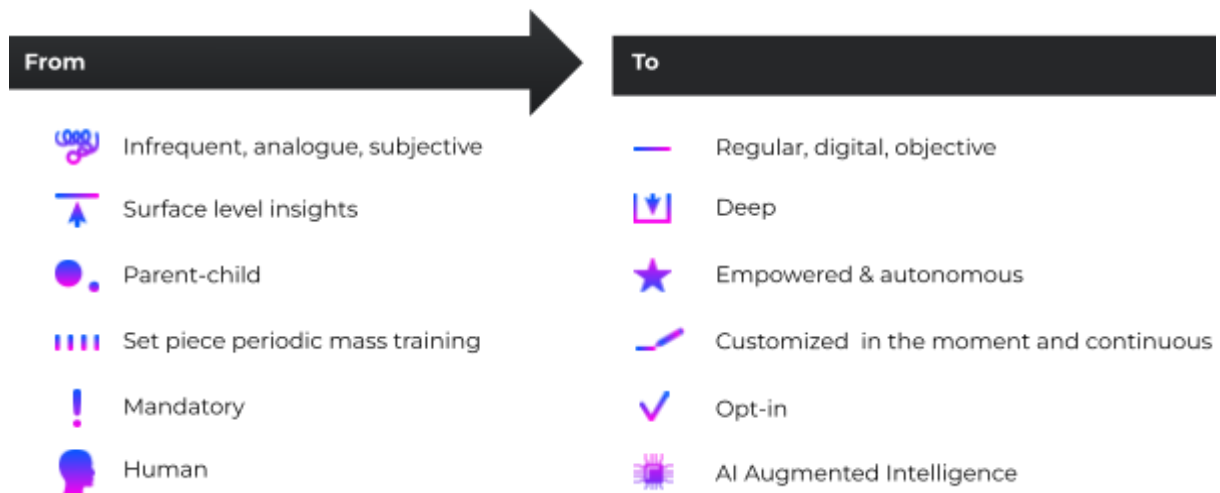
² Veeva Pulse data July 2022-June 2023

³ Deloitte Insights 2020

Traditionally, pharma has deployed a coverage and activity model with a belief that more achieves more. Indeed, the traditional way of optimizing the quality of customer interactions (human observation on a field visit) is limited. It is infrequent, shallow, analogue, expensive, subjective and slow. Visibility is opaque and insight largely anecdotal. If there are challenges, teams simply can't course correct quickly enough.

Sales say the messaging isn't good enough, marketing say sales aren't delivering the messages effectively. Conventional Learning and Development is characterized as one size fits all, set piece interventions with little reinforcement and plenty of forgetting between interventions.

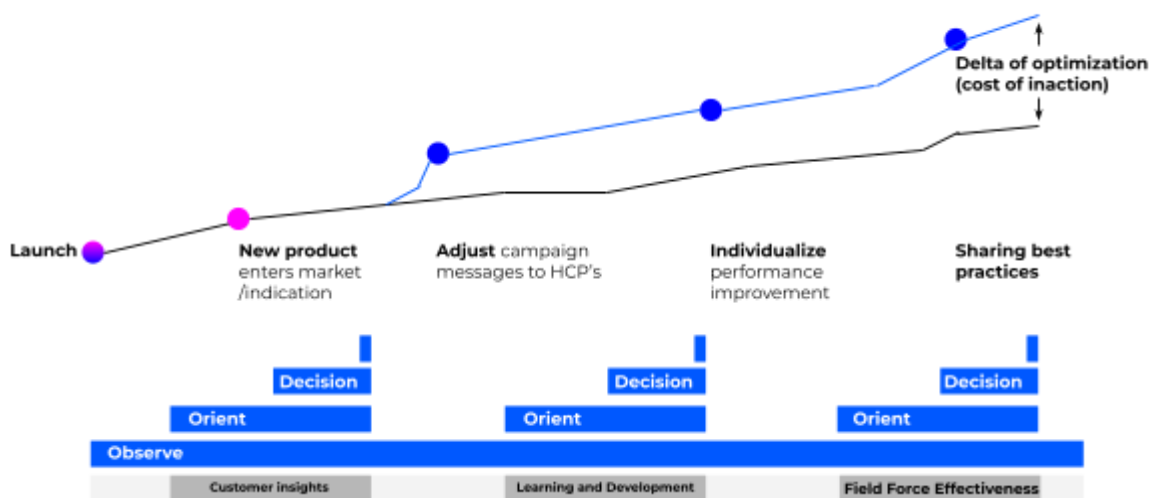
Speeding up and sustaining behavior change



There is a better way. AI-driven conversation intelligence platforms can listen to these conversations in any mode (F2F, virtual, contact center) and provide frequent, deep, digital, inexpensive, actionable insight. Tuned specifically to the therapeutic area and the specific brand messages, Conversation Intelligence tools like KAI provide deep, accurate, hidden

human insights that can drive improvement at an individual and aggregated level consistently across all markets. No more see-saw: intervention-improve-forget. Regular objective feedback that can lead to highly personalized in the moment learning and aggregated insights that give marketing and sales the regular visibility that can galvanize overall improvement and track progress. The compounding value of these top down and bottom up regular, small, focused improvements can have a significant impact. In fact, they can be the difference between meeting performance targets and not.

The compounding value of frequent, reinforcing action



At KAI, we've analyzed thousands of Life Sciences and Healthcare Interactions for 8 of the Top 20 global pharma businesses and the UK's National Health Service (NHS). We use three types of AI (acoustic, words and visual) to observe the behaviors and traits that drive the most

successful outcomes. We've distilled these insights from that data into a simple framework, **Conversation CRAFT™**.

C – CONNECT with people on a professional level

R – REALITY – Understand others' reality.

A – ACTIVATE interest in an engaging way

F – FOCUS on optimal conversation structure

T – TRUST - built with confident delivery and actively seeking out objections.

2. Hone your Conversation CRAFT

The best communicators hone their Conversation CRAFT; five common elements that apply across any successful conversation. The components in CRAFT are not revolutionary - you will be familiar with them. The key is how effectively you execute the principles. Many of us experience a reality gap between our perceived strengths and our actual performance.

KAI transforms communication improvement by analyzing REAL conversations and revealing the true quality of your interactions. With this newfound awareness, you can really begin to refine your Conversation CRAFT.



C - CONNECT

On a human level, in all conversations, there are points of connection and disconnection. Reliably having more of the former leads to better outcomes. We

call this NetKonnector™. Connection occurs when relevant topics are shared between the participants. When connection is more intense the greater the importance and the greater the jeopardy.

How to 'Connect':

- Asking 'Good Open Questions': Questions that probe deeper and uncover helpful customer information will deepen your discussion. Research underscores the power of asking open-ended questions to enhance understanding and engagement, significantly impacting communication and collaboration.
- 'Active Listening': Do not listen purely to respond. Listen with the aim to understand. If you are already thinking of the next thing to say, you aren't truly listening to the person talking. A delicate balance of the two is what makes a conversation sing.
- 'Mirroring': Humans connect when we recognise our own emotions and behaviors in others. Reflecting others' language, tone and gestures back to your conversational partner is a great skill we all can master. can enhance interpersonal connections and facilitate more meaningful interactions.

Signs of Disconnect:

The Talk: Listen ratio is crucial for effective communication. Following the principle of "Two ears, One mouth" suggests that listening should dominate. Research supports that balanced communication, where listening is prioritized, leads to

more productive interactions. Studies have shown that active listening promotes better understanding and relationship outcomes (Goleman, 1998⁴)

- **Overload of information:** Sharing an excessive amount of information without addressing the specific needs of the customer can lead to disconnection. It's essential to keep communication relevant and focused. Information overload can overwhelm the receiver, causing disengagement and a breakdown in communication effectiveness (Pitts & Socha, 2013⁵)
- **Lack of empathy:** Failing to 'listen to understand' can significantly impair the ability to demonstrate empathy and build trust with customers. Empathic listening, which involves genuinely focusing on understanding the speaker's emotions and perspectives, is the foundation to establishing trust and rapport. Studies have found that empathy in communication enhances customer satisfaction and loyalty (Newberg & Waldman, 2012⁶)



Missed opportunities for empathy is the single biggest cause of disconnection in conversations. In healthcare settings, for instance, a lack of empathy from physicians is associated with poorer patient satisfaction and trust. Patients with empathetic physicians reported better consultation quality and higher levels of

⁴ Goleman, D. (1998). Working with Emotional Intelligence. London: Bloomsbury

⁵ Pitts, M. J., & Socha, T. J. (Eds.). (2013). Positive communication in health and wellness

⁶ Newberg, Andrew B.; Waldman, Mark Robert (July 14, 2012). Words Can Change Your Brain: 12 Conversation Strategies to Build Trust, Resolve Conflict, and Increase Intimacy

trust, which can directly influence health outcomes and adherence to medical advice ([BJGP](#)⁷).

**Tip:**

If you truly listen to what the other person is telling you and you are an open individual– you'll spot these opportunities and be able to respond in a human way – this drives deep connection.

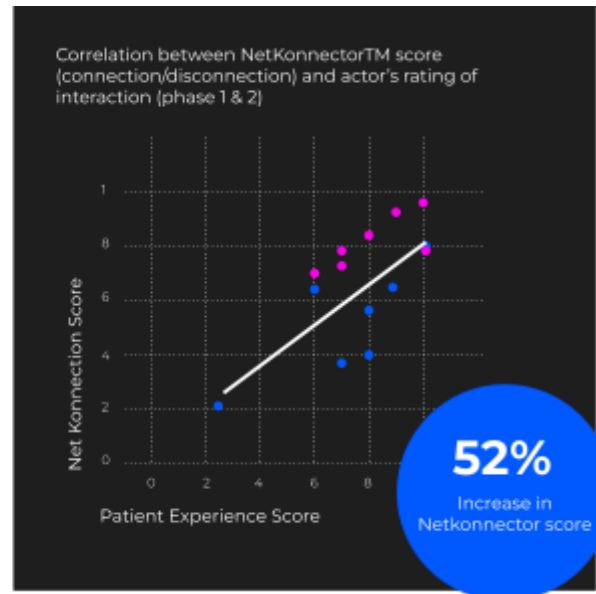
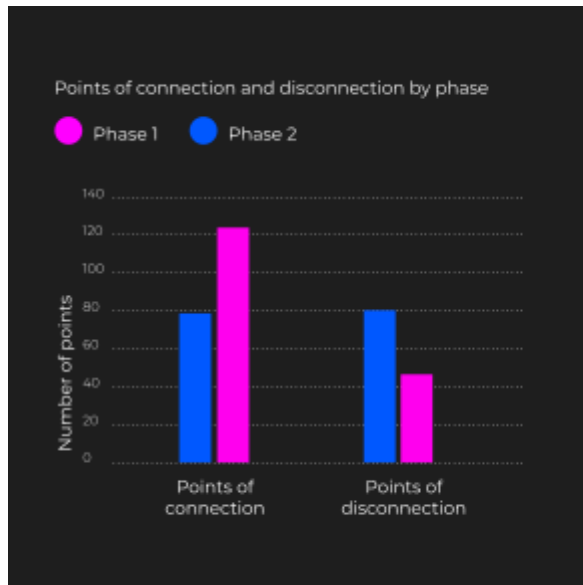
Case Study: NHS: ESNEFT

Doctor-Patient Engagement (breaking bad news) Case Study – increased NetKonnection™ leads to a 52% increase in stated patient satisfaction in a matter of weeks.

Poor communication skills can significantly impact on patient experience and outcomes. This can challenge Foundation Doctors at the start of their careers.

In a simulated breaking bad news scenario, KAI's conversation intelligence tool was used to analyze the conversation and give individual objective feedback to each of the doctors that took part. The exercise was repeated with an alternative scenario and further analysis was conducted. The results showed that across the cohort, the points of connections were doubled and the points of disconnection were halved. Furthermore, the patient experience score went up for every clinician highlighting the importance to CONNECT in a conversation.

⁷ Caroline Surchat, Valerie Carrard, British Journal of General Practice 2022 72 (715): e99-e107 Impact of physician empathy on patient outcomes: a gender analysis



R-REALITY

Understanding the REALITY of a customer's situation involves a deep dive into their needs, challenges, and priorities. This approach not only shapes more effective conversations but is also essential for fostering sustainable behavior change. Academic research supports the importance of addressing individual belief systems, which consist of thoughts, feelings, validations, and behaviors, to improve the effectiveness of communication and interventions aimed at behavior change (Smith & Duggan, 2016 ⁸).

How to uncover the 'Reality'

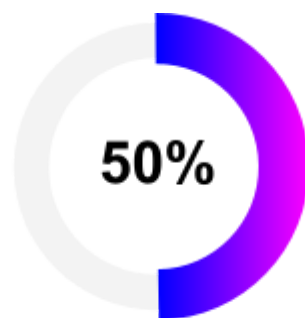
- You could ask big open questions at the beginning followed by probing questions that seek to understand your customers needs and pain points.
Lean into objections

⁸ Smith, J., & Duggan, A. (2016). "Integrating Personality and Social Structures in Behaviour Change Interventions." Journal of Consumer Psychology, 26(3), 413-423.

- Ask about competitors
- Uncover growth opportunities - Ask on the challenge (objections, competitors etc, and turn them into opportunities)
- Focus on the goal (continuously checking back to agenda, trial closing, identifying growth opportunities)
- You may experience good conversation balance with an equal ratio of open and closed questions, and mirroring

Signs of Absence of Reality:

- You may observe question stacking, tentative language, negative sentiments and poor engagement
- The conversations will not lead to any behavior change because the underlying belief system has not been addressed



Question Stacking (asking more than one question at the same time) can lead to engagement drops by 50% if you ask more than two questions at once.

**Tip:**

Conversations just happen right? Wrong. Think about your conversation as a web landing page. You want to draw attention to the key things, by allocating your limited real estate and layout in the optimal way. So consider what are the most important parts and are you spending enough time on them? When you succeed is there a sequence you follow? Are you progressing in an intentional manner to the desired outcome? And of course conversations (like web pages) don't happen in isolation – there's a before and after that frames the experience.

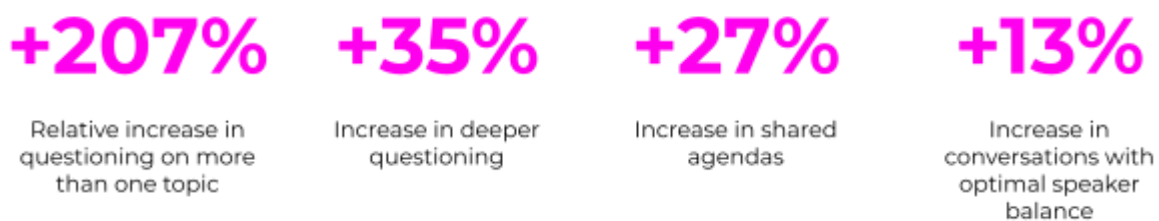
Case Study: Top 5 Medical Liaison Conversation – broadening and deepening engagement.

Medical Science Liaisons (MSLs) are crucial in the pharmaceutical industry because they bridge the gap between clinical research and clinical practice. One global organization's aim was to improve the conversational skills of their MSL team with Healthcare Professionals (HCPs), transforming their performance from good to outstanding.

To achieve this, they introduced an experiential learning program featuring peer-to-peer learning with various 'personas'. The program integrated KAI's conversation intelligence with personalized coaching, focusing on practicing with new data. It included two main phases of AI analysis and coaching, to measure behavioral change effectively.

Key development areas identified were the need for deeper questioning to better understand HCPs' situations before positioning data, and broadening the question range to identify more relevant impact areas.

The results highlighted significant improvements in the team's skills and interactions to understand the REALITY of their customer's situation which helped to establish effective and insightful conversations.



A - ACTIVATE

Activate your communication partner's interest in an engaging way. Bringing your proposition to life with metaphors, human stories, and engaging visuals can all evoke positive emotions and help make your conversation more memorable. The best conversations are two-way discussions. Dialogue not monologue!

Techniques to 'Activate' your conversation:

- Active Listening: Hold on to the pain points, needs and opportunities that customers share with you and position/link those into information delivery.

- Story Telling: A case study supported by Search Engine Watch⁹ found that sales professionals who incorporate storytelling into their sales process are able to close deals 30% faster. Storytelling helps in demonstrating the value of a product or service in a way that resonates more deeply with the buyer.
- The Power of 3s: Chunk up your content into three things. ("There's three things you need to know about Treatment X. Key points A,B & C.") It's digestible, people can remember three things and it stops you getting lost in the weeds.

Common 'De-Activating' Behaviors:

- Overloading of information:
- Unbalanced Dialogue (Talk:Listen Ratio)
- Monotone / Un emotive language from both parties.

- If unchecked Information overload can dominate the conversation (talking for long periods; low energy and engagement).



Engagement falls off by
30%
if you talk for more than 2 mins 30.

⁹ Toby Nwazor, Dec 2019 Search Engine watch: How to use the art of storytelling to boost content marketing results



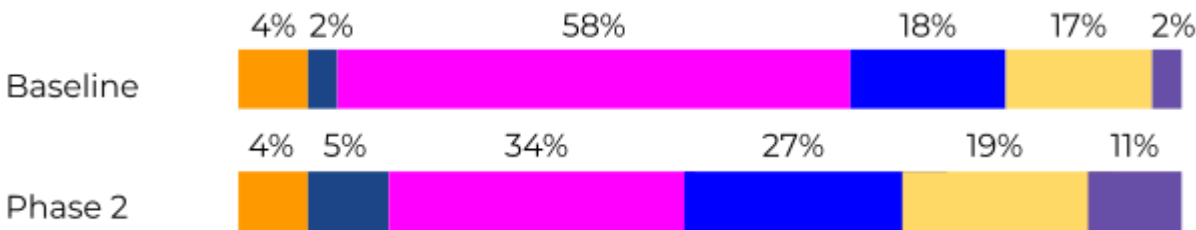
Case Study: Top 5 Global Pharma Coaching Case Study.
Getting the coachee to define their own coaching goals
increases joy at the end of a coaching session by 30%.

Front line first line management is key to the learning and development of field teams (Medical and Commercial).

A top 5 global pharmaceutical company focused on improving the coaching and engagement levels of its Sales Representatives, using a framework based on the GROW model (Goal, Reality, Options, Willing).

To address significant variability across teams both in the US and globally, the Learning and Development (L&D) team used KAI conversation intelligence to analyze virtual coaching conversations led by first line leaders with their sales teams. This analysis, which occurred in two phases, evaluated each element of the coaching model including engagement sentiment and confidence levels. Individual coaching performance feedback was provided followed by further analysis.

The results of this initiative showed a significant improvement in coaching performance by 68%, with goal setting seeing a 145% relative increase and a 89% increase in confirmations of actions. Additionally, there was a notable rise in coachee engagement and greater adherence to the coaching framework. These positive outcomes led to a global rollout of the program, emphasizing the importance to ACTIVATE interest in conversations. The study also noted that allowing coachees to define their own coaching goals increased their joy at the end of a session by 30%.





Focusing on your optimal conversation flow can significantly enhance the effectiveness of your interactions. All conversations have an optimal shape - sometimes known as a sales or conversation model (e.g. GROW for coaching, SPIN for selling, MEF for medical). KAI call this KonversationDNA™. Ensure the shape and balance of the conversation is right, discussing the right topics in the right order so you maximize your chance of success.

How to Focus on your optimal conversation flow:

Pre-call planning: Pre-call planning is like preparing for a hiking trip. For example, a hiker maps out the route, checks the weather, and packs essential gear to ensure a safe journey. Likewise, a field member analyzes customer needs, sets clear objectives, and organizes the necessary materials and questions to effectively engage the HCP with the aim of achieving desired outcomes during a call. Studies in business communication emphasize that thorough preparation can lead to more successful outcomes by aligning the conversation with the customer's expectations and needs. For instance, a study by Grant (2010)¹⁰ suggests that understanding customer profiles and tailoring communication accordingly can increase engagement and conversion rates.

¹⁰ Grant, A. (2010). "Adapting Communication Approaches to Different Customer Needs." Journal of Consumer Communication.

Know your opening:

The best agendas are open, honest and two-way agreed. Combining this with pre-meditated questions to uncover customer challenges and needs will set up conversations for success. Research indicates that open-ended questions which solicit extensive responses rather than simple yes or no answers can uncover deeper insights into customer challenges and needs, facilitating more effective problem-solving and relationship-building (Thompson, 2008)¹¹.

Balance your discussion:

Self-awareness of your Talk: Listen ratio, using probing questions to deepen discussion and controlling the sharing of information are the 3 pillars to optimal balance. According to Morales (2012)¹² self-awareness and adaptability in conversations lead to better outcomes in client interactions by ensuring both parties feel heard and valued.

Purposeful Endings:

Checking back to the agreed agenda throughout a conversation increases the likeliness of achieving a positive conversation outcome. Endings should reaffirm what was discussed and ensure any follow-up actions are clearly understood. This practice not only reinforces commitment but also builds trust, as highlighted by a study from Fischer (2015)¹³ on closure in professional communications.

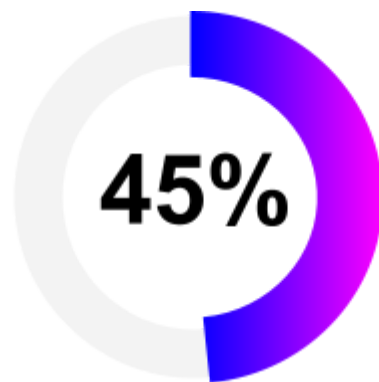
¹¹ Thompson, L. (2008). "The Mind and Heart of the Negotiator." Prentice Hall

¹² Morales, A. (2012). "Effective Communication in Negotiation," Harvard Business Review

¹³ Fischer, B. (2015). "Strategies for Effective Endings in Negotiation," Negotiation Journal

Opportunity cost of not using FOCUS:

Ultimately, a conversation where optimal flow is not considered is less likely to deliver on its intended purpose. Likely consequences could be; disengaged and unmotivated customers, overload of unnecessary information and unbalanced conversations.



of conversations fail to follow all steps of a sales or conversation model (whether sales, medical or coaching).



Tip:

Distilling and giving your teams clear guidance on the balance and sequence of conversation elements (be it a sales model, medical engagement framework, GROW coaching framework, for example) helps participants see their differences and change their approach.

Case Study: Top 10 Pharma Immunology case study – realigning conversation sales model to include more clinical conversation led to triple digit increase in sales.

As access to healthcare professionals is at a premium, making the most of the conversation with them is critical to drive adoption. Not every conversation flows the same way, but there's always a best way to drive most conversations. Understanding where you're spending most time really can be revealing.

One company used KAI's conversation intelligence tool to gain visibility on the existing conversations being deployed by the field teams. KAI analyzed a selection of calls from the previous campaign and discovered that the team were being pulled into talking about the price very early on in the conversation with limited time to speak about the clinical benefits of their product. This allowed the brand team to very quickly modify their approach and to train out how to discuss the clinical messages before discussing the price so that the HCP was able to see the value rather than the cost.

The result was that the price was discussed later on in the conversations and the clinical element went up from 2% to 23%- this was in line with the framework for the team and gave them longer in the call. The overall result was triple digit growth in a market where their sales line had been flat for the last 3 years.



Highly significant

increase in
YoY sales



27%

Increase in time
spent on clinical
discussion



2 out of 3

Proven hypothesis
around clinical
balance in
conversation



T - TRUST

T - TRUST...built through the conversation and leaving the customer / coachee / patient with clear next steps. Actively seek out objections and deal with them empathetically. Better conversations finish where they start - on a human level (not business level).

Building trust is essential in any professional interaction. According to a study by the Journal of Business Ethics, trust is a key factor in effective communication and long-term relationship building (Doney & Cannon, 1997)¹⁴. This research emphasizes that trust is cultivated through consistent, transparent, and empathetic interactions, which help in establishing credibility and reliability.

Empathy plays a significant role in addressing objections and concerns. A Harvard Business Review article highlights that empathetic leaders and professionals who actively listen and address concerns are more likely to build trust and rapport with

¹⁴ Doney, P. M., & Cannon, J. P. (1997). "An examination of the nature of trust in buyer-seller relationships." Journal of Business Ethics, 21(2), 99-110.

their clients or colleagues (Goleman, 2013)¹⁵. This approach not only resolves immediate issues but also demonstrates a genuine commitment to understanding and supporting the other party's needs.

Moreover, concluding conversations on a human level, rather than strictly business terms, reinforces trust and connection. Research by the American Psychological Association shows that personal connections and emotional bonds significantly enhance professional relationships and outcomes (APA, 2021)¹⁶. Ending conversations with a focus on human connection rather than purely transactional terms helps in creating a lasting positive impression.

- Build trust when you recognize and tailor your approach to the persona of the customer you are talking to.
- Confidence and Competence – Understanding what you're going to do.

Outcomes

- Emotive conversations better than non-emotive
- Persona – tailoring the conversation to who you are talking to.

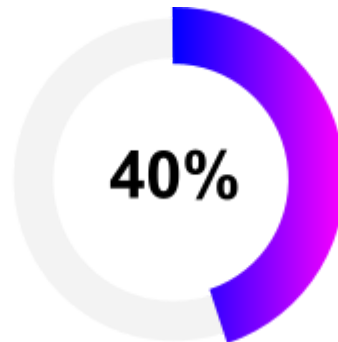
Trust is built through clear communication, empathetic handling of objections, and maintaining a human-centric approach throughout the conversation

- If done well - through confident delivery of messages and objections - clear actions and next steps are jointly created with joy and high energy observed at the end of the conversation

¹⁵ Goleman, D. (2013). "What Makes a Leader?" Harvard Business Review.

¹⁶ American Psychological Association. (2021). "The importance of human connection in professional settings." APA Monitor.

- If not done observed through tentative delivery; negative sentiment and emotion of other party; no/low commitment to next steps.



If you set a mutual shared agenda at the beginning of the conversation you have a 40% better chance of getting the desired outcome.

**Tip:**

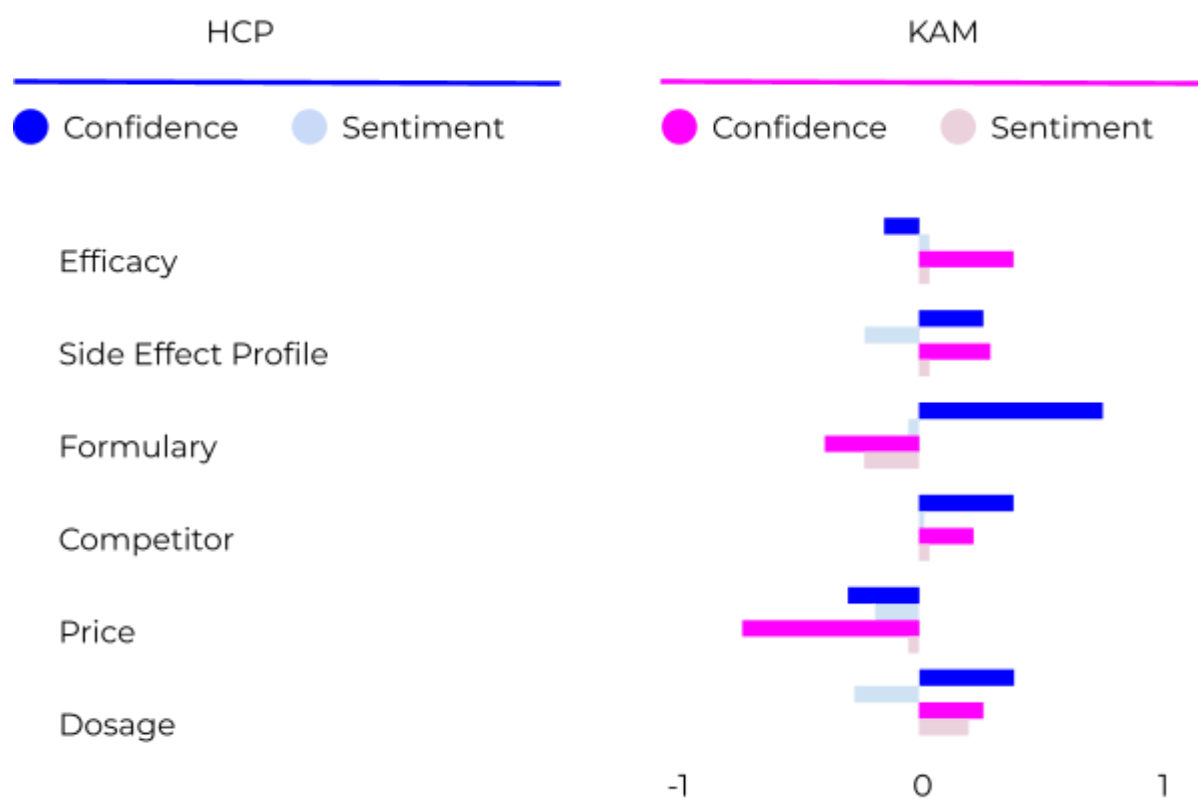
You erode trust and authority by using tentative language. Or after you've made a good solid point by trailing off at the end of the point you've made and semi-apologising for making it. Make your point with positive language and stop. If you want to see whether the point landed, check understanding positively: Add "Does that makes sense?" or "Does that answer your question?".

Case Study Examples: Top 10 Global Pharma. Focus on Objections.

An organization had a hypothesis that a lack of confidence in handling customer objections was eroding trust. To address this, they conducted enhanced training and developed support guides on how to counter these objections. KAI's

Conversation Intelligence was used to analyze both remote and face-to-face conversations with Healthcare Professionals (HCPs).

Unexpectedly, the two most common objections were not the ones anticipated. However, the analysis identified some individuals who effectively handled these objections using the "100EV technique," which involves 100% agreeing that the objection was valid (Empathy), but then asking whether it would be valuable to explain how that could be overcome demonstrating the importance of technique, knowledge, and practice. Monitoring this at both an organizational and individual level facilitated targeted improvements and deeper focus on developing these skills. Delivered with confidence (knowledge and practice) this transforms trust and outcomes. TRUST can be built by engaging with objections in a positive manner.



In Summary:

C – CONNECT with people on human and professional level

R – REALITY – Understand others' reality.

A – ACTIVATE their interest in an engaging way

F – FOCUS on optimal conversation structure

T – TRUST built throughout the conversation with confident delivery and by actively seeking out and dealing with objections.

Use Conversation CRAFT to improve your communication.

Better conversations. Better Outcomes.

3. How Global Pharma are using CRAFT & AI-based Conversation Intelligence

The CRAFT framework is embedded with KAI's Conversation Intelligence platform. The actionable insights surfaced enable individuals to see precisely what they are getting right and where they have opportunities to improve. This section explores the implementation of Conversation Intelligence and some of the key considerations. Using AI-driven Insights requires a change of mindset and trust. KAI is tuned to analyze conversations for specific purposes. It is used by pharma organizations in three ways:

1. **Field Force Effectiveness (commercial and MSL's).**

Understand what is being said, how it's being delivered and the impact it's having. Showing individuals where they can improve with their own personal AI coach and management overall where the team is at with anonymous aggregated insights. Driving top down and bottom up

improvement. Whilst useful to turbo charge existing field forces, it is most powerful when deployed before and after launch.

2. Customer Insights

Tracker reports that can show how HCP's really feel about the treatment area and the broader healthcare ecosystem so marketers can gain insight and adjust programmes designed to address beliefs and activate changes in behavior. This is particularly useful when license indications change or competitors enter the market.

3. Learning and Development (Coaching the Coaches)

Managers/coaches can review their coaching sessions and improve their effectiveness. The more effective the coach the quicker the frontline team improves. Senior leaders have been included in these global programmes.

Elite Athletes

Elite athletes are data hungry. Using trackers, biometrics, visual and game analysis to unpack performance. Always striving to improve and capture that next marginal gain. In a recent article by Seth Marris at Forrester¹⁷, he made the analogy that using AI-based conversation intelligence is like treating the entire field team like elite athletes. Giving teams the data (the game tape and analysis) and empowering them to improve. He argued that this requires a very different mindset from coaches and managers. Elite athletes use the data to identify where they need to change and only if they get stuck does the coach intervene. The coach focuses on how to win, rather than on technique.

¹⁷ Seth Marris, Jan 23 Forrester

Taking the leap

Whilst all salesforces will have “elite athletes” with strong growth mindsets, there are many in that population that won’t be at that level yet. They’ll be concerned, they might get “found out” and what someone else in the organization might do with that information. A recent senior pharma marketer, who tried the technology recently said:

“The thought of having your conversation analyzed by AI is daunting. I was apprehensive. Would I be exposed? Would it judge me? But I decided to lean in and see for myself. Initially seeing myself was uncomfortable, but once I got over that, and saw that the AI wasn’t judging me, I relaxed. It explodes the conversation into fragments and then brings it back up as a whole. Showing me simply interesting points in the conversation, helping me understand the impact I was having on the other person. Seeing where I did well and other points where my impact wasn’t what I’d like it to be. It helped me to see where I could improve. I’d recommend it to everyone”.

Overcoming that fear, must be factored into the change programme. Offering support in the early days of usage is vital to both understanding and adoption. Growth happens in that space, where we are slightly outside our comfort zone, but it needs to feel safe.



to gain benefit from sales technologies... there has to be utility to individual sales users, not just the organization”

Industry Analyst

Successful adoption requires 3-way Trust

1. Employee and Organization

The next barrier to adoption is the trust between the employee and the organization. AI conversation intelligence offers unrivaled visibility into individual conversations as well as across the team. Management can get giddy with excitement about this. Indeed, it is a game changer. However, in an environment where sales force restructuring has been widespread, the fear that it can be used as a performance management tool to “weed out the weakest” will backfire. It must be positioned as an opt-in and a tool to empower field colleagues to own their own development. We recommend that visibility is restricted to the individual and their coach/manager. Any aggregated insight is anonymised. If you take this approach most workers’ councils will be supportive and sellers will feel safe.

2. Employee and HCP

Many people fear that consent rates with HCPs will be low. Call recording and analysis is commonplace in our daily lives, even or especially in highly regulated industries such as financial services or healthcare (all our calls into GP surgeries are recorded). So “recording calls for quality and monitoring purposes” is nothing new. It is new in pharma. If you are transparent about what you do, reassure the HCP that this isn’t about them individually, rather helping the sales person to improve engagement - most HCP’s are receptive. Any insights on HCP views on the treatment areas will be gathered anonymously to guide strategy.

3. Organization and HCP

Clear and transparent communication on the nature of processing and what is going to be done with the data is key to establishing trust. No weasel words nor wiggle room. It requires consent and positive opt-in. Proactive communication about what is normally called a customer listening program,

reinforced in meeting invites and in-person - is usually enough to allay fears. Some organizations choose to delete recordings as soon as the data is processed so that there is no recording to review.



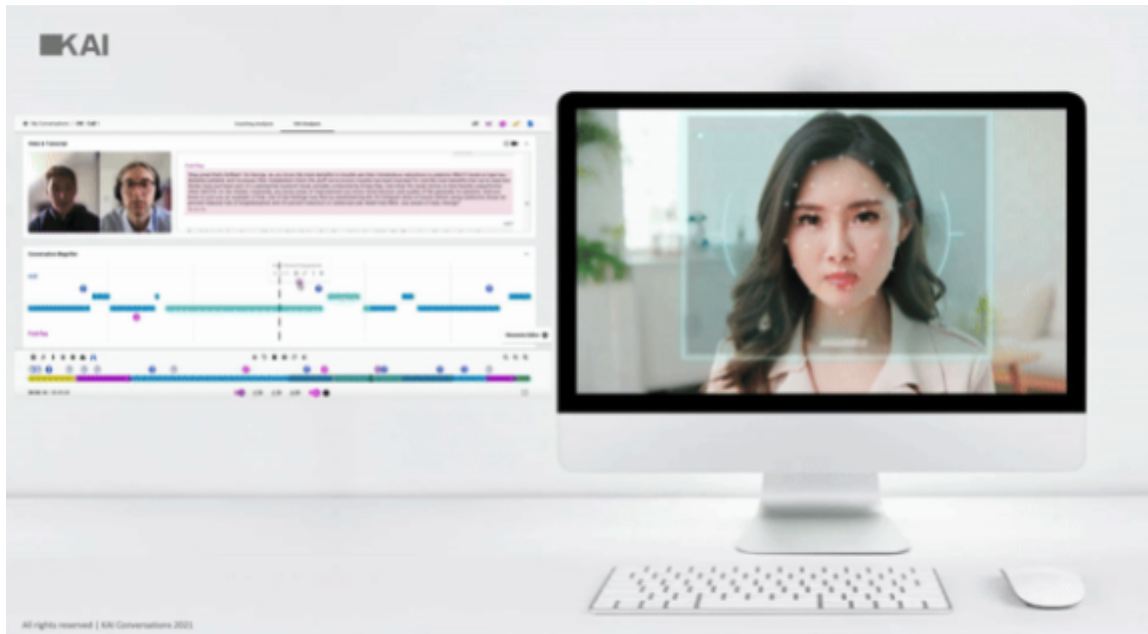
The change management part of this is so important. We kept reminding people why we were doing this. It was to empower them and help them to understand their impact with HCPs and improve. If we wanted to police them, there are easier ways to do this, without AI."

GTM Lead comments on KAI implementation.

4. About KAI

When we started KAI four years ago, we were frustrated by slow, sub-optimal improvement cycles. In particular, the lack of actionability in even the latest speech analytics platforms. We knew that with a slightly different approach, going deeper into the conversation we could unlock actionable insight. We always had a vision that we wanted to make humans more human using AI and believe AI should augment humans.

KAI analyzes life sciences and healthcare conversations (audio and video) for 8 of the Top 20 Global pharma businesses across all stages of the drug lifecycle. It is uniquely tuned for these conversations and has been used in over 14 Therapy areas in major markets across North and South America, Europe, Africa and Asia Pacific. KAI also works with the NHS on improving Clinician-Patient engagement. KAI analyzes what is said, how it is said, and uniquely, how it is received and the outcomes achieved. Combining three types of AI: words, acoustic & visual to reveal deep actionable insights. In a 20 minute conversation, 200,000 data points are captured and synthesized into key moments.



Text analytics
(What was said)



Voice Analytics
(How it was said)



Visual analytics
(How it was received)

This is achieved through deep tuning for: therapy area; clients' specific brand messaging and various engagement models (sales, MSL, Coaching and Patient) and engagement types (Consultation, complaint, breaking bad news and difficult conversations).

KAI's goal is to empower individuals to improve their communications skills so that customer/patient experience is enhanced and both parties get more from their conversations. We have worked with psychotherapists to understand the drivers of emotional connection. Identifying the patterns involved in connection

and disconnection we're able to show individuals precisely where and how they do this, so they are aware and can take action.



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