



## From pushing messages to building relationships

### New ideas and approaches to marketing in Life Science


As marketing practitioners, we're eager to energize our patient marketing work with new concepts: behavioral driven segmentation; programmatic media that can drive precision reach; and digitally centered patient services that can educate patients, empower them, and connect them with caregivers. In our work to reach health care providers (HCPs), the growing trend is to couple non-personal promotions that complement field force efforts with next-best-action solutions, informed by AI-driven decisioning that makes engagement more nimble and dynamic.

Despite these innovations, many Life Sciences organizations continue to pursue transactional and episodic interventions driven by short-term marketing plans. How can we truly facilitate integrated patient and physician engagement with a continuous, informed and humanistic approach—one that senses and responds to the needs

of individuals in the moments that matter, across the span of the relationship, and in a personalized way?

Making that happen depends in large part—though not exclusively—on a new spirit of partnership across departments within each Life Science organization: brands, centers of excellence, technology, sales, and commercial effectiveness. Together, departments can align perspectives and mobilize assets with the customer in mind. The creation of a clear vision and design, and a practical, consensus driven implementation plan, can unlock innovation within and across the organization.

#### A global trend with industry implications

The Life Sciences aren't alone in confronting a change like this. Deloitte's 2019 Tech Trends chapter *Beyond marketing: Experience* 



*reimagined* explores the ways marketing and technology can join forces to give organizations new control of the human experiences they offer—making it more personalized, contextualized, and dynamic. In the Life Sciences, however, that mandate takes on a specific meaning and calls for unique steps:

- Advocating on behalf of patients and empowering them to engage in the management of their health. Accomplishing this requires unprecedented insight into the latent drivers of customer behavior that can only be realized by linking online and offline behavioral data, both quantitative and qualitative in nature, aligned to healthcare utilization data over an extended time period.
- Connecting and empowering all players involved in the continuum of care so that education, monitoring reminders, sharing, and dialog are fluid and omni-channel in nature.

Reimagining experiences is more than re-tooling. It's true many companies' methods are ripe for an update. It's true some of today's third-party technology might be ready to move in-house. But if that is the only thing that changes, organizations will be left applying new channels and new analytic insights to the same old transactional touch points.

What matters is true patient engagement. This is a mindset change, not a mechanical one.

### Shaking up the “way we do things”

Leading organizations are supplementing or even replacing traditional Chief Marketing Officers (CMOs) with Centers of Excellence (CoEs) dedicated to customer experience. These are cross-functional groups that combine strengths in marketing, technology, and media to shape culture, drive advocacy, and infuse brands with innovation.

### Inside the CoE

In pharma, a customer experience CoE might bring together teams dedicated respectively to branding, production, innovation, and enablement, all working around a core group of customer engagement specialists. Such a structure can deliver exponential value to the business by providing connected and value-add services that align the organization's message and offering to the specific needs of individual customers. It can also serve as a hub for internal advocacy that shapes the company's marketing culture to meet new standards of coordination and risk-awareness.

### A strong “D”—or three of them

Deloitte's Beyond Marketing chapter highlights “three Ds” that form the pillars of this new approach to engagement: Data, Decisioning, and Delivery.

- Organizations are learning the need to embrace real-time **decisioning** in place of a priori rules. There are too many moving parts in claims, clinical events, market dynamics, promotions, and other variables to use a set playbook anymore. Instead, near-real-time decisioning uses Next Best Action (NBA) triggers to help find the right course in a given moment. This is a job for artificial intelligence (AI)—because by the time a human can weigh everything that influences a moment and apply the appropriate rules, the moment will be over. ▶
- In the Life Sciences, as in elsewhere, the use of **data** needs to shift forward. Current- or past-state information, such as geo-demographic attributes or passive promotional response history, is less helpful than it used to be. Instead, organizations need to know what people are doing right now: what they're searching for, what sites they visit, and what content they read and share. ▶

The old approach to delivery was to segment content by channel. Now it's segmented by the individual consumer, not only in choosing what content will make a difference, but in creating it.

- The old approach to **delivery** was to segment based on a priori business rules. Now, delivery is driven by dynamic, behavioral-based data delivered to a segment of one. Pharma is coming to terms with new approaches to med-legal review amidst dynamic and variable content and messaging.

### Get with the program

The marriage of analytics, data, and technology also shows up in Life Sciences organizations' use of programmatic marketing and signal detection. Contextual targeting—augmented with privacy-safe, data-driven targeting—supports the ability to reach high value customers, both consumers and HCPs, with better accuracy and scale. When an organization is able to identify signals that tell an individual's likely place in the prescribing or treatment journey, it has a greater chance of delivering the most appropriate information at the right time.

### New vehicles, familiar guardrails

The ability of Life Sciences companies to engage patients and physicians in these new ways doesn't erase their responsibilities for data security or patient privacy. A marketing or creative decision that happens in an electronic eyeblink has to adhere to the rules just as surely as one a committee takes days to reach.

Laws like HIPAA and guidelines from the Digital Advertising Alliance (DAA) or the Network Advertising Initiative (NAI) are all evolving to meet the new reality, but leading organizations may find themselves out ahead of the rules. It's up to them to educate their own internal legal review bodies so they understand the new landscape of dynamic communications.

### A time for agility

Because of their regulatory constraints—but also because of their institutional cultures—Life Sciences organizations that deal in innovative products may not be fast-adopters of the innovations that drive business and customer engagement. Compared to some of the advanced techniques on display in the consumer goods or automotive industries, many pharma companies rely on engagement tools that qualify them as followers from a safe distance. That caution is well-founded, but it need not prevent necessary change.

### Pace yourself

Organizations can satisfy both caution and ambition by educating their stakeholders on why dynamic relationships matter and how new techniques can help them grow. It's also never a bad idea to begin with modest pilot implementations and grow from there as confidence builds.

### Learn from others

One way to move forward conservatively is to learn from those who have moved forward boldly. Lessons from those other industries can help Life Sciences companies learn what works, see the pitfalls, and gain the confidence to be more nimble in their own approaches.

### Embrace agility

And make no mistake: to engage with today's patient and physician audiences, nimble is necessary. Patients already have closer contact with doctors and even payors than with Life Sciences companies. Hospital networks and insurer partnerships are tightening that embrace on customers, threatening to marginalize Life Sciences companies and reduce their real and perceived relevance in the health care ecosystem.

### Building moments that matter

That's why those organizations need to take control of their own stakeholder relationships through a more active approach that puts them in control of personalized, responsive, one-on-one customer engagements. When they can give their customers a voice in meaningful, emotional interactions, they can maintain and even enlarge their relevance. The new perspectives that are carrying every industry *Beyond Marketing* don't only bring communications tools and contractual responsibilities back in-house. They also bring home ownership of relationships. They can make every moment matter—not to the brand, not to the customer, but in ways that are mutually rewarding to both.

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