

Reimagine customer
engagement

Reimagine
customer
engagement



The webinar series

FEB to OCT 2021



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Tips for your 2023 omnichannel
budget planning

Webinar – 28/06

Proprietary and confidential information
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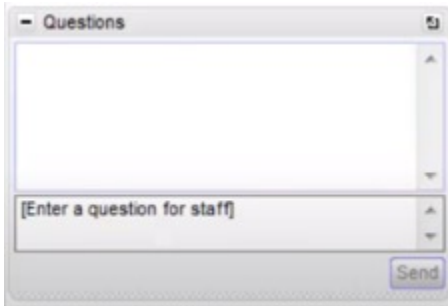
“
*In preparing for battle,
I have always found
that plans are useless
but planning is
indispensable.*”

Dwight D. Eisenhower



Ground rules

- This webinar will take around **40 minutes**, followed by questions
- You can submit **questions** at any time via the “**Questions**” box



- **Please give us your feedback!**
 - Right after the webinar a short satisfaction survey will be launched. We would love to know your opinion!
- The webinar will be **recorded** and made available after the session. We will send you an email with the details



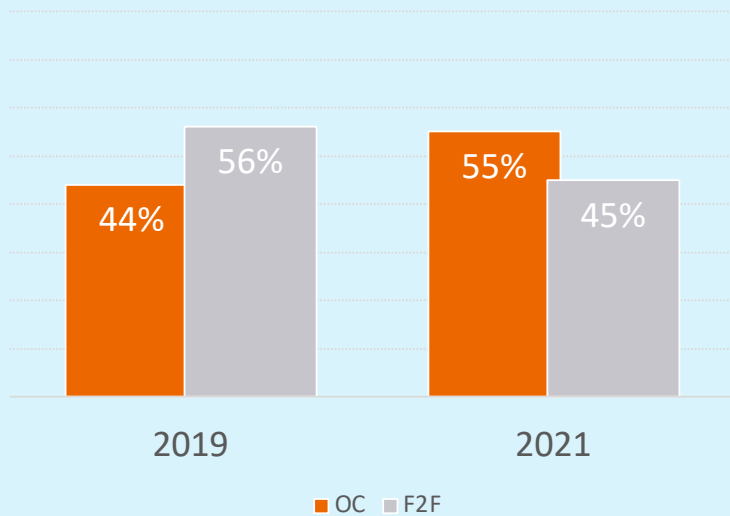


Communication preferences of customers are changing

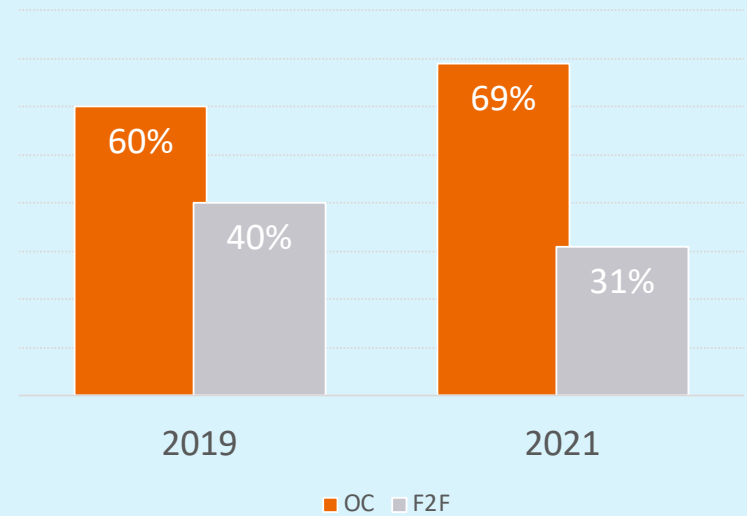
Why would you add digital as a key component to your 2023 plan?

OC PREFERENCE AS OPPOSED TO F2F ONLY - EU4+UK SPECIALISTS

Commercial



Medical



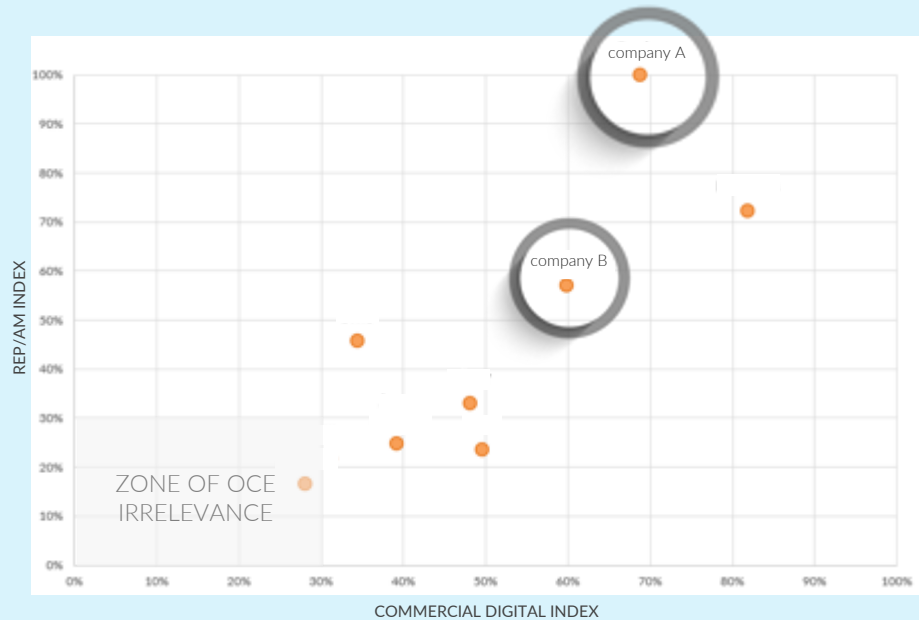
Source:  Navigator365™ Core 2019. Q4, N = 5,112 - 2021 Q4, N = 6,145

The competition is not sitting still

Why would you add digital as a key component to your 2023 plan?

Example: Omnichannel benchmark of leading Onco companies in Germany COMMERCIAL

COMPANY COMPARISON Q4 2019 (COMMERCIAL) – ONCOLOGIST GERMANY
N=100



Q4 2019

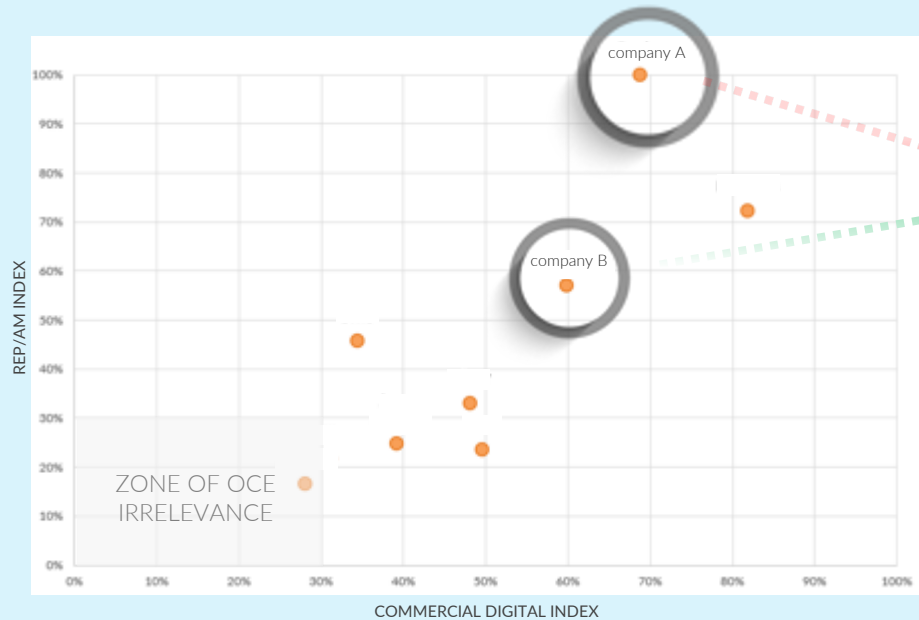
Source: Navigator365™ German Oncologists Q4 '19 (n = 100)

The competition is not sitting still

Why would you add digital as a key component to your 2023 plan?

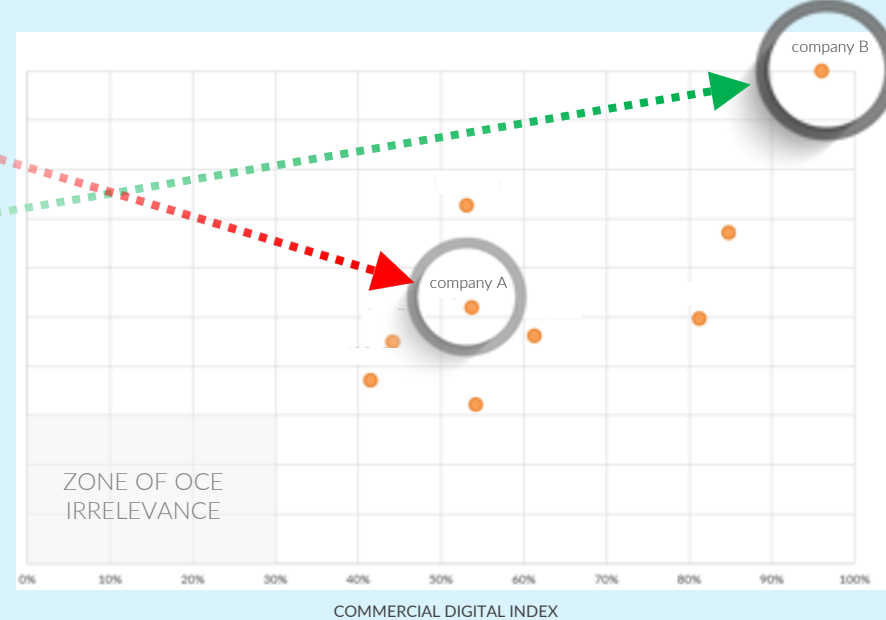
Example: Omnichannel benchmark of leading Onco companies in Germany COMMERCIAL

COMPANY COMPARISON Q4 2019 (COMMERCIAL) – ONCOLOGIST GERMANY
N=100



Q4 2019

COMPANY COMPARISON Q4 2021 (COMMERCIAL) – ONCOLOGIST GERMANY
N=200



Q4 2021

Source: Navigator365™ German Oncologists Q4 '19 (n = 100) vs Q4 '21 (n = 200)

Time for a poll question

What percentage of marketing budget do you plan to allocate to 2023 digital initiatives?

0-10%

11-20%

21-30%

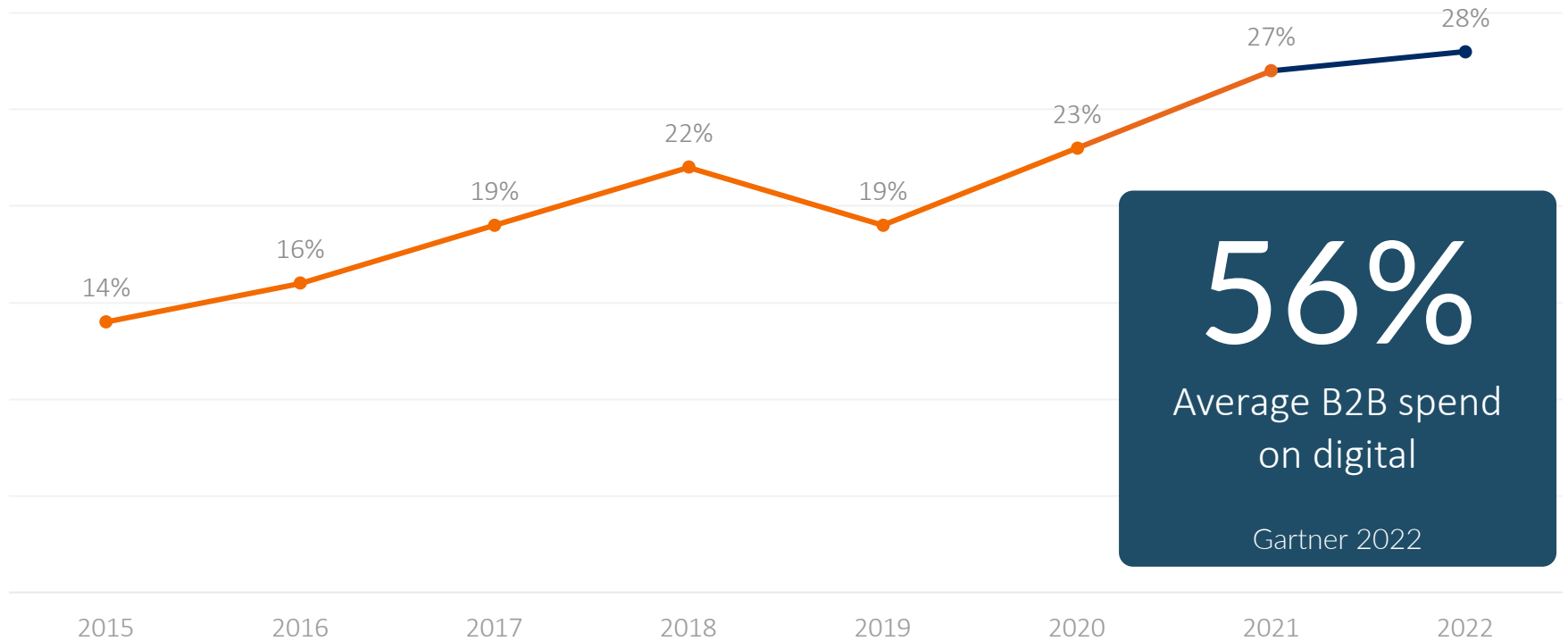
31-40%

>40%



Would aligning yourself with the average investment be a good idea?

🗨️ WHICH PERCENTAGE OF YOUR MARKETING BUDGET IS ALLOCATED TO DIGITAL INITIATIVES THIS YEAR? (EU)



Source: Across Health  **Maturometer™ 2022**, EU Biopharma (n=127)

GROW WITH 10% TOPLINE VS LAST YEAR



WHERE TO PLAY

STRATEGIC BUDGET ALLOCATION

MORE EFFECTIVE USE OF RESOURCES



HOW TO PLAY

CAMPAIGN PLANNING

MORE EFFICIENT USE OF RESOURCES

1. STRATEGIC IMPERATIVES

Brand strategy

- Brand objectives
- Positioning
- Business opportunities
- Key stakeholders

2. STRATEGIC PROXIES

Translate the strategy into something actionable

Leverage points

- Behavioural/attitudinal objectives
- Messages

Our six stepping stones...

STRATEGIC IMPERATIVES

STRATEGIC PROXIES

CONVERSION POINTS

TACTICS

PRIORITIZATION & PLANNING

MEASUREMENT





WHERE TO PLAY



Omnichannel offers more options

STRATEGIC IMPERATIVES

STRATEGIC PROXIES

CONVERSION POINTS

TACTICS

PRIORITIZATION & PLANNING

MEASUREMENT

ORIGINATION

PRESENTATION

EVALUATION / DIAGNOSIS

TREATMENT CHOICE

BRAND CHOICE

FULFILLMENT

COMPLIANCE/PERSISTENCE

MARKET EXPANSION

SHARE GAIN

SALES OPTIMIZATION

Market expansion: going beyond treatment & brand choice by targeting thousands of referrers in an OC way

STRATEGIC IMPERATIVES

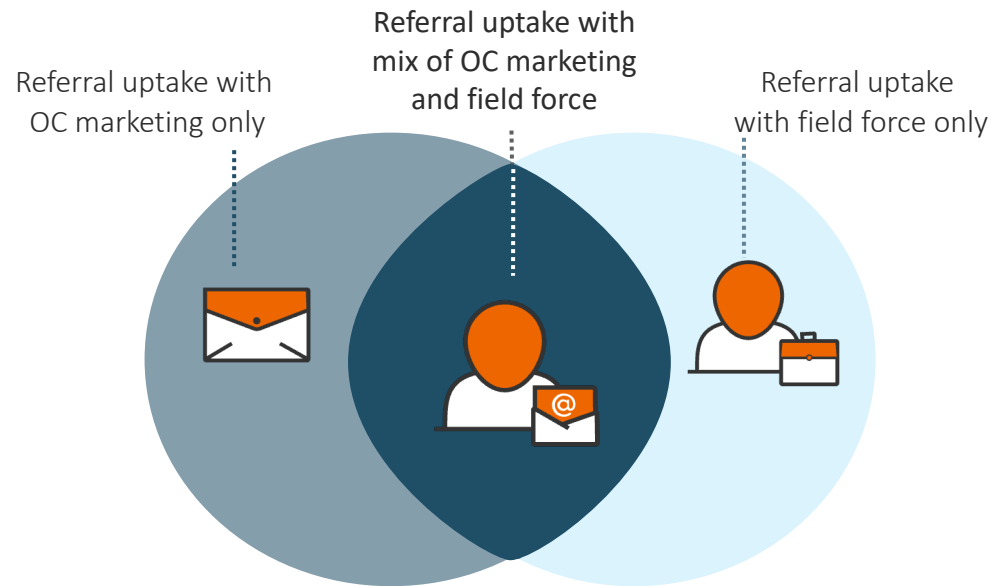
STRATEGIC PROXIES

CONVERSION POINTS

TACTICS

PRIORITIZATION & PLANNING

MEASUREMENT



Omnichannel engagement as growth accelerator and referral predictor for innovative cardio procedure

Market expansion: going beyond treatment & brand choice by targeting thousands of referrers in an omnichannel way

STRATEGIC IMPERATIVES

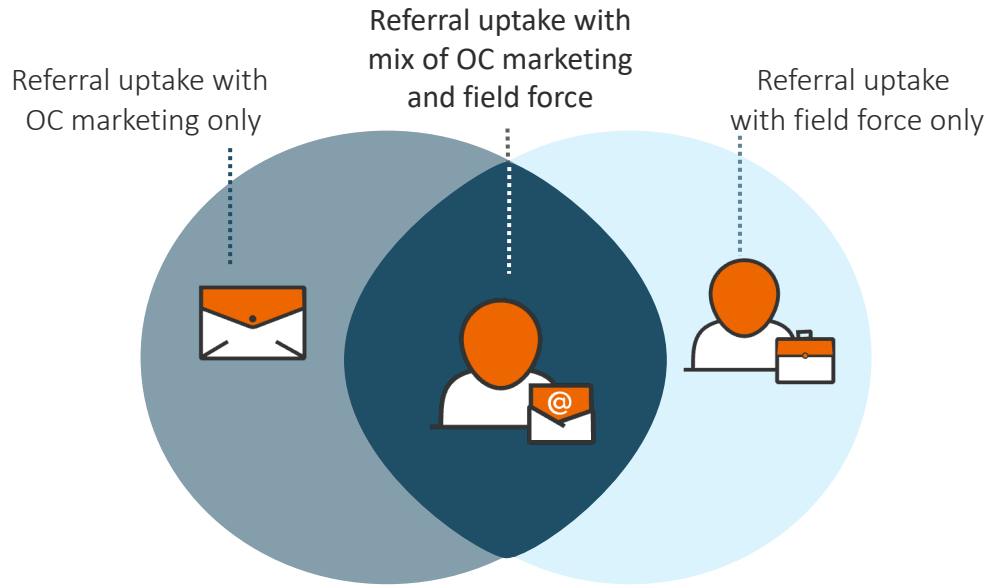
STRATEGIC PROXIES

CONVERSION POINTS

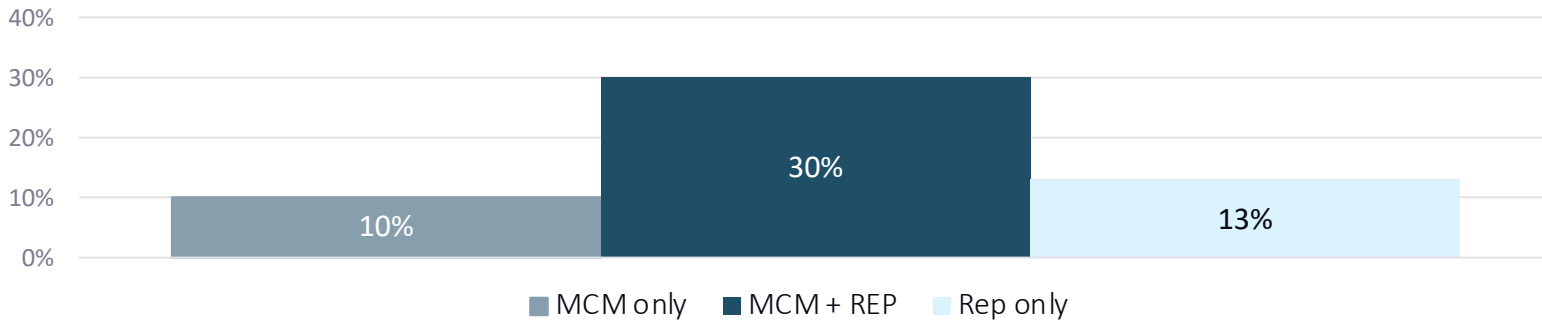
TACTICS

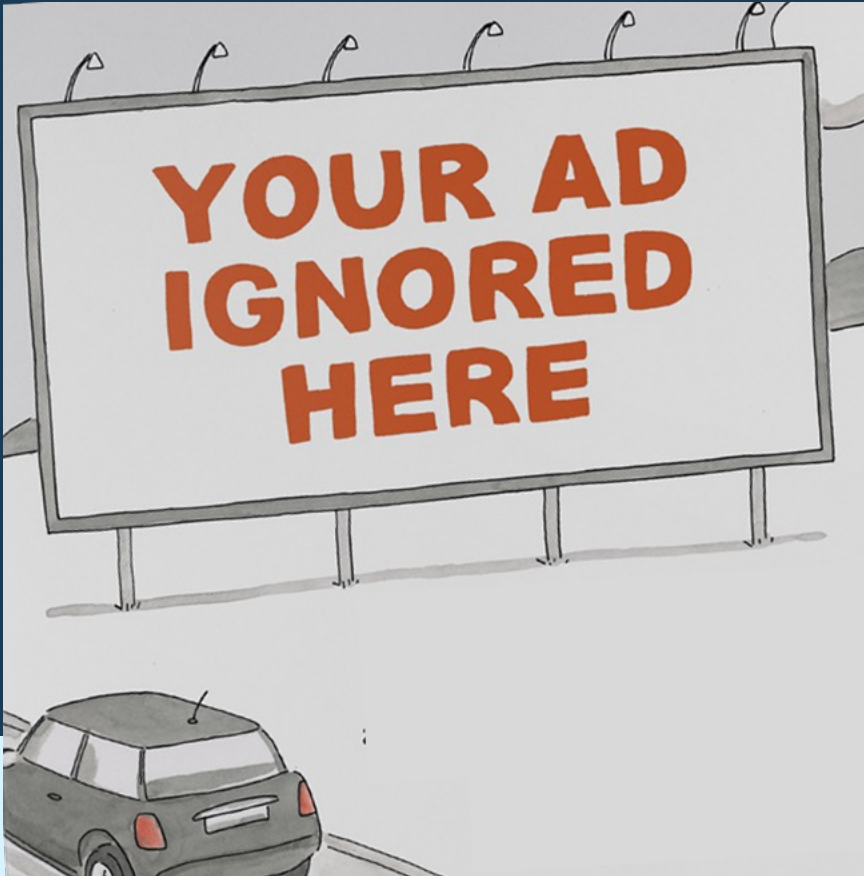
PRIORITIZATION & PLANNING

MEASUREMENT



REFERRAL UPTAKE (+%) BY TYPE OF PROMOTION





Source: Tom Fishburne, marketoonist.com



HOW TO PLAY

Time for another poll question

Let's fuel up the tank. How to do you go about omnichannel content planning?

- A. We predominantly recycle & retrofit in-field materials during the campaign
- B. We localize what we get from our regional/global teams
- C. We go all-in regarding education
- D. We leverage all available MR & HCP profiling insights to consider local market specifics, HCP content & format demand and map content to segmented pathways.

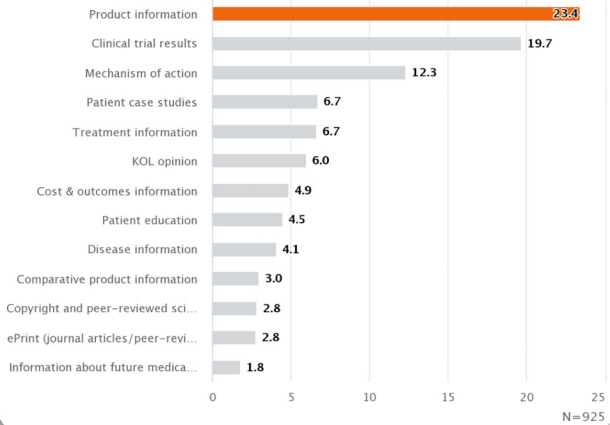


You all could be right but let's validate...



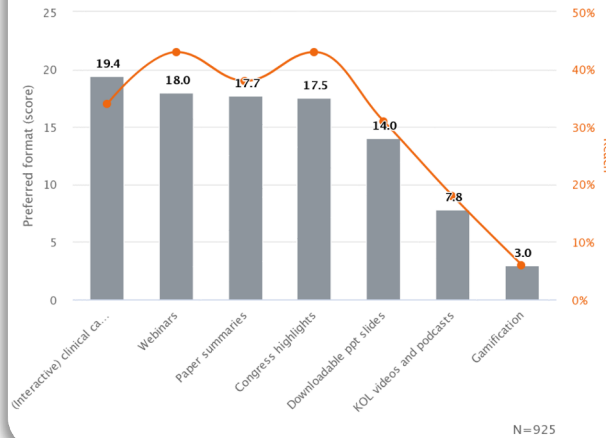
Preferred digital content

Cardiologist | Belgium,France,Germany,Italy,Japan,Mexico,Spain,Switzerland,United Kingdom,United States | n=925



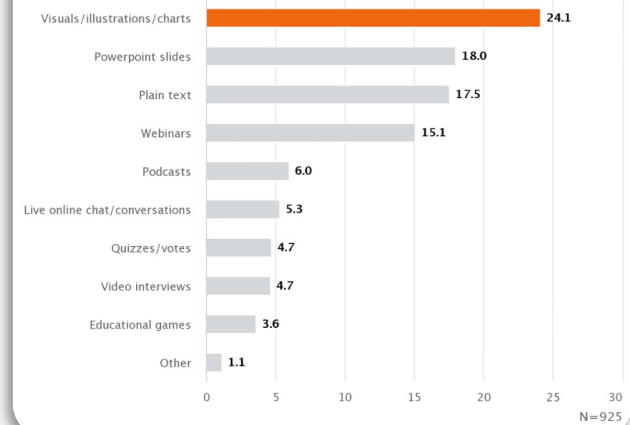
eMedEd formats reach vs preference

Cardiologist | Belgium,France,Germany,Italy,Japan,Mexico,Spain,Switzerland,United Kingdom,United States | n=925



Preferred digital format

Cardiologist | Belgium,France,Germany,Italy,Japan,Mexico,Spain,Switzerland,United Kingdom,United States | n=925



Source: Across Health



Navigator365™ Core

What content and services do I need?

STRATEGIC IMPERATIVES

STRATEGIC PROXIES

CONVERSION POINTS

TACTICS

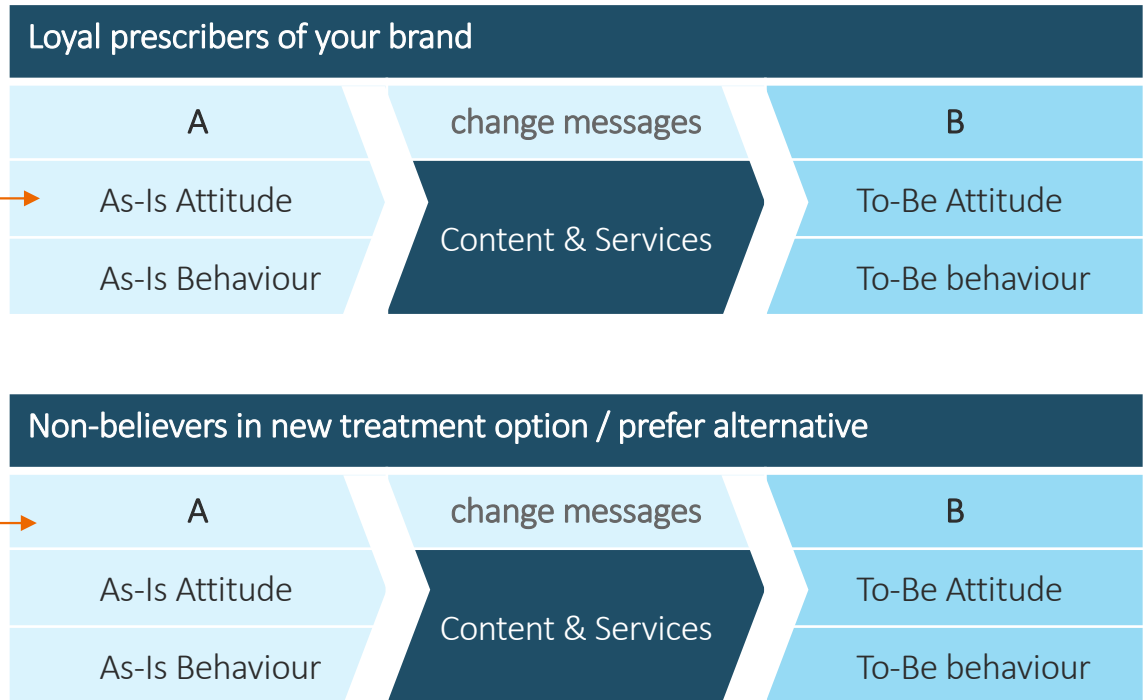
PRIORITIZATION & PLANNING

MEASUREMENT

BEHAVIOURAL CHANGE OBJECTIVES

SEGMENTS

Segment	HCPs in segment
Loyal prescriber	100
non-believers in treatment option	400



In parallel, you can start thinking about measurement already

When I see a diagnosed AFib patient, I will

A Schedule a follow-up check to evaluate if treatment is needed

A Prescribe medication to avoid disease progression

B Refer to electrophysiologist for ablation

Send >

Example question containing 2 answers in line with A-thinking and 1 answer in line with B-thinking



Map your content needs with what exists & prioritize what's really needed

STRATEGIC IMPERATIVES

STRATEGIC PROXIES

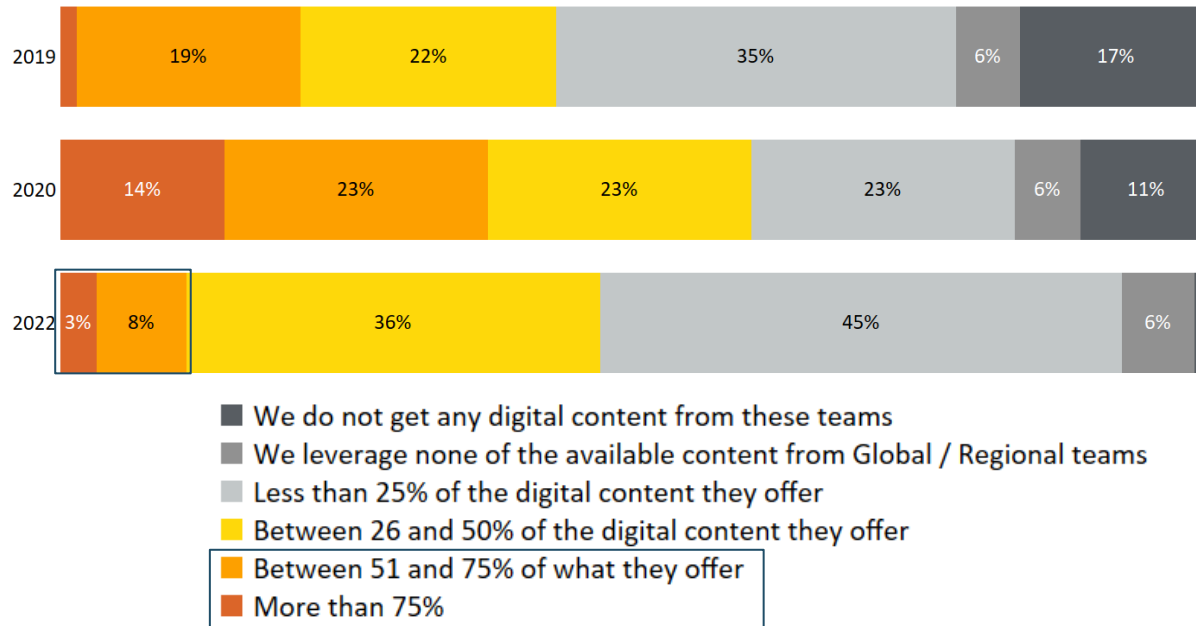
CONVERSION POINTS

TACTICS

PRIORITIZATION & PLANNING

MEASUREMENT

② TO WHAT EXTENT DO YOU LEVERAGE DIGITAL CONTENT FROM THE GLOBAL/REGIONAL TEAMS?



Source: Across Health  Maturometer™ 2022, EU Biopharma local 2019 (n=72), 2020 (n=35) and 2022 (n=64)

Map your content needs with what exists & prioritize what's really needed

STRATEGIC
IMPERATIVES

STRATEGIC
PROXIES

CONVERSION
POINTS

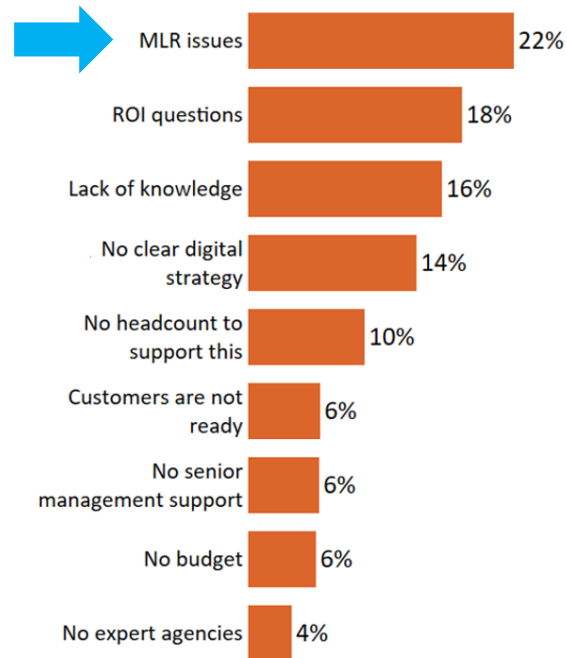
TACTICS

PRIORITIZATION
& PLANNING

MEASUREMENT

BOTTLENECKS FOR DIGITAL

2022



Source: Across Health  **Maturometer™ 2022**, EU Biopharma local 2019 (n=72), 2020 (n=35) and 2022 (n=64)

May you live in interesting times

STRATEGIC IMPERATIVES

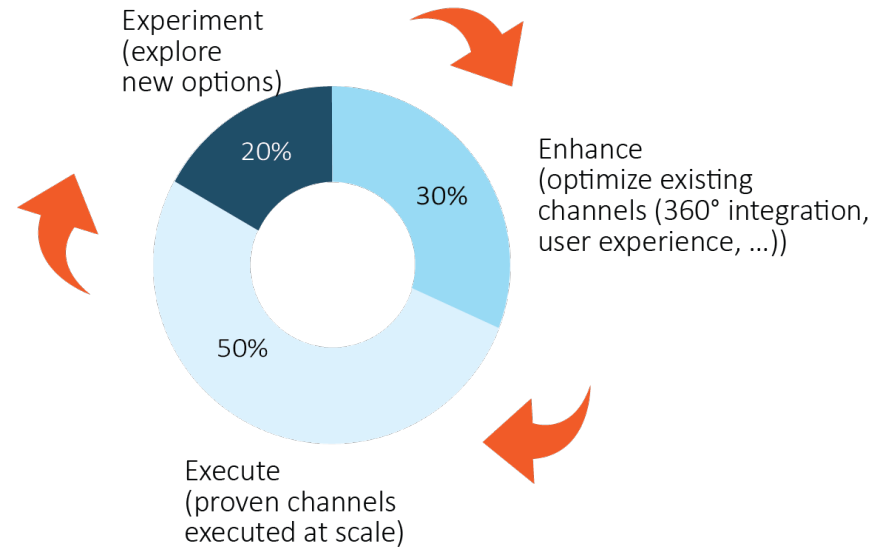
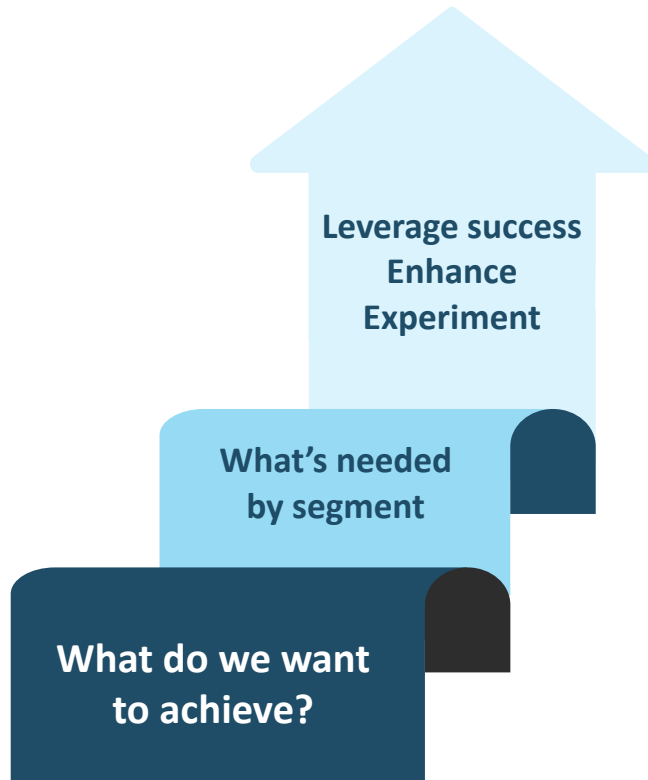
STRATEGIC PROXIES

CONVERSION POINTS

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PRIORITIZATION & PLANNING

MEASUREMENT



STRATEGIC IMPERATIVES

STRATEGIC PROXIES

CONVERSION POINTS

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PRIORITIZATION & PLANNING

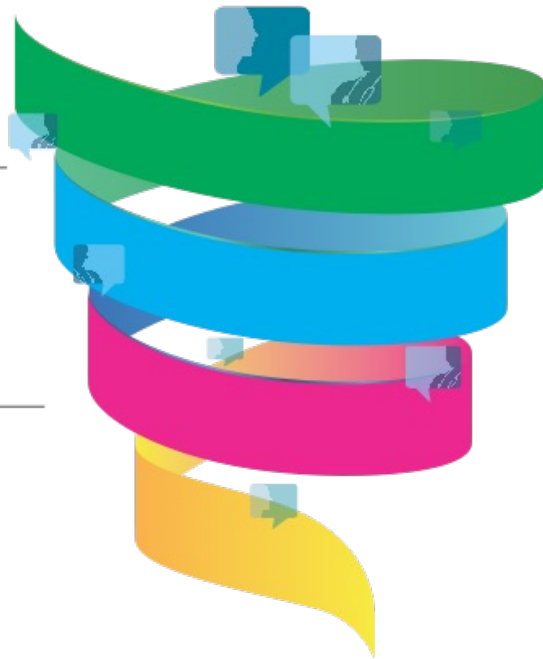
MEASUREMENT

ENGAGEMENT STEP

activation

engagement

loyalty & advocacy



DOMINANT MEDIA TYPE:

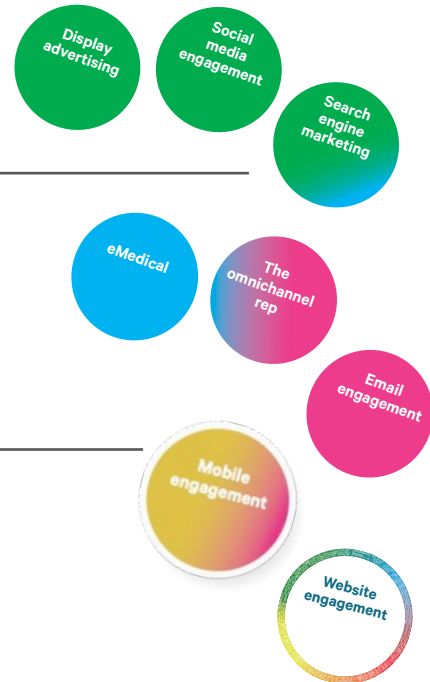
PAID

OWNED Medical & Services

OWNED Promo

EARNED

EXAMPLES



Back to our example

STRATEGIC IMPERATIVES

STRATEGIC PROXIES

CONVERSION POINTS

TACTICS

PRIORITIZATION & PLANNING

MEASUREMENT

Segment	HCPs in segment	Current rep frequency per HCP	Planned rep frequency per HCP	Delta for the segment
Loyal prescriber	100	3	4	100
Non-believers in treatment option	400	0	3	1200

Your objective informs channel decisions

STRATEGIC IMPERATIVES

STRATEGIC PROXIES

CONVERSION POINTS

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MEASUREMENT

Objective

Most common strategy

Channels

1. Add frequency

Leverage mostly low-touch channels to increase frequency (for instance, rep-triggered email, DM, call centre)

- remote rep
- remote MSL
- pharma self-service portal
- rep triggered email
- direct marketing (DM)
- call centre

2. Add impact

Make every encounter count more (for instance, personalized content, dynamic CLM presentation, ...)

- Closed Loop Marketing (CLM)
- rich-media content
- personalized content

3. Increase reach

Getting to customers you are not seeing (no-access customers, restricted resources, geographic difficulties, ...); examples include email marketing, 3rd party websites/newsletters

- pharma email
- pharma self-service portal
- 3rd party site/newsletter
- remote rep
- remote MSL
- DM
- call centre
- pharma webcasts
- eMeded
- banners

4. Facilitate "social selling" (aka peer-to-peer communications)

Helping customers (mainly HCPs) connect to each other to personally endorse key messages (e.g. via meetings, webinars, HCP communities)

- (KOL) webinars
- virtual advisory boards
- HCP + patient networks

In Gut we trust?

STRATEGIC IMPERATIVES

STRATEGIC PROXIES

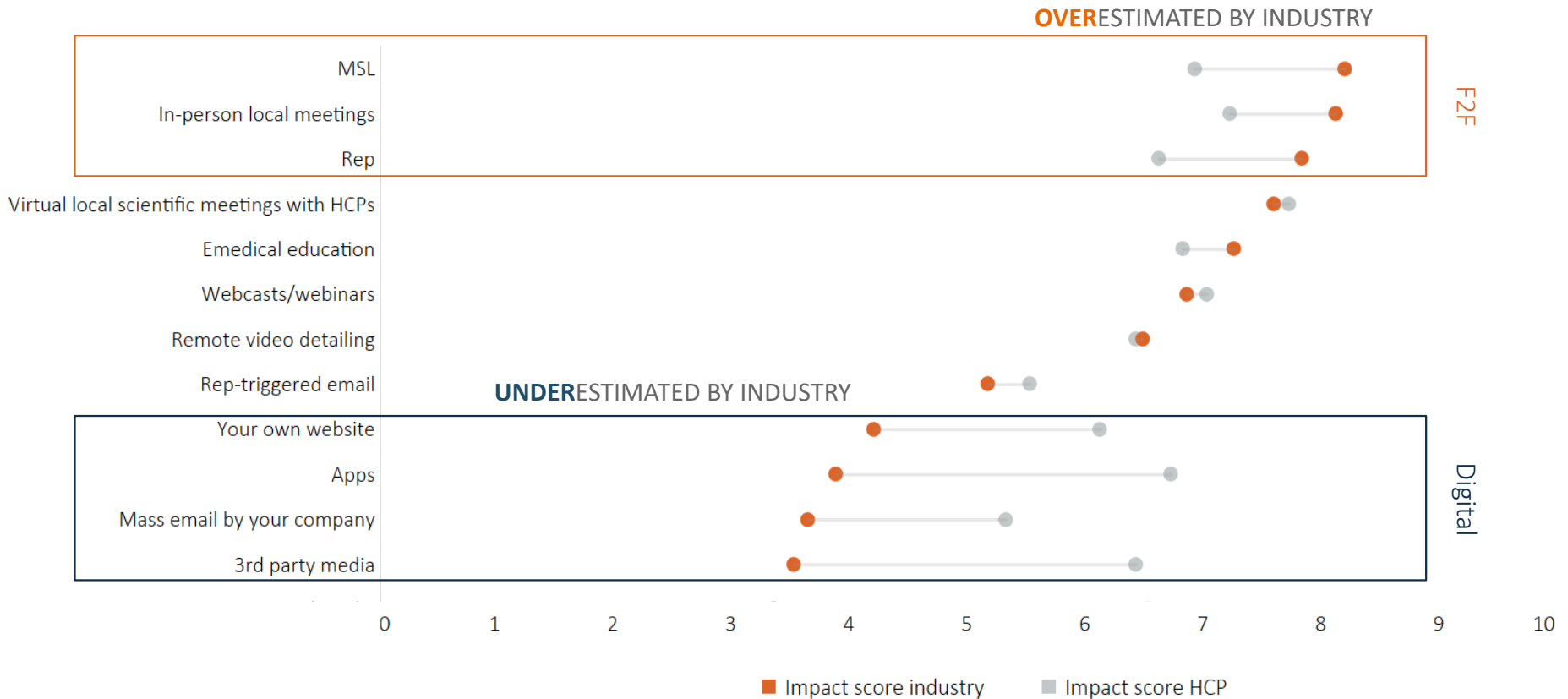
CONVERSION POINTS

TACTICS

PRIORITIZATION & PLANNING

MEASUREMENT

? TO WHAT EXTENT DO THESE CHANNELS IMPACT THE PRESCRIBING BEHAVIOR?



Source: Across Health  **Maturometer™ 2022**, EU Biopharma (n=127)

Navigator365 Core helps you to create the business case in an evidence-based way

STRATEGIC IMPERATIVES

STRATEGIC PROXIES

CONVERSION POINTS

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MEASUREMENT

EQUIVALENCE MAP – CARDIOLOGIST FRANCE - Q3, 2021

N=101

- Earned offline ■
- Owned medical/service offline ■
- Owned promo offline ■
- Paid offline ■
- Earned online ●
- Owned medical/service online ●
- Owned promo online ●
- Paid online ●



Which channels have you encountered in the past 3 months?

To what extent do these channels influence your clinical decision making?

Build a business case to project impact

STRATEGIC IMPERATIVES

STRATEGIC PROXIES

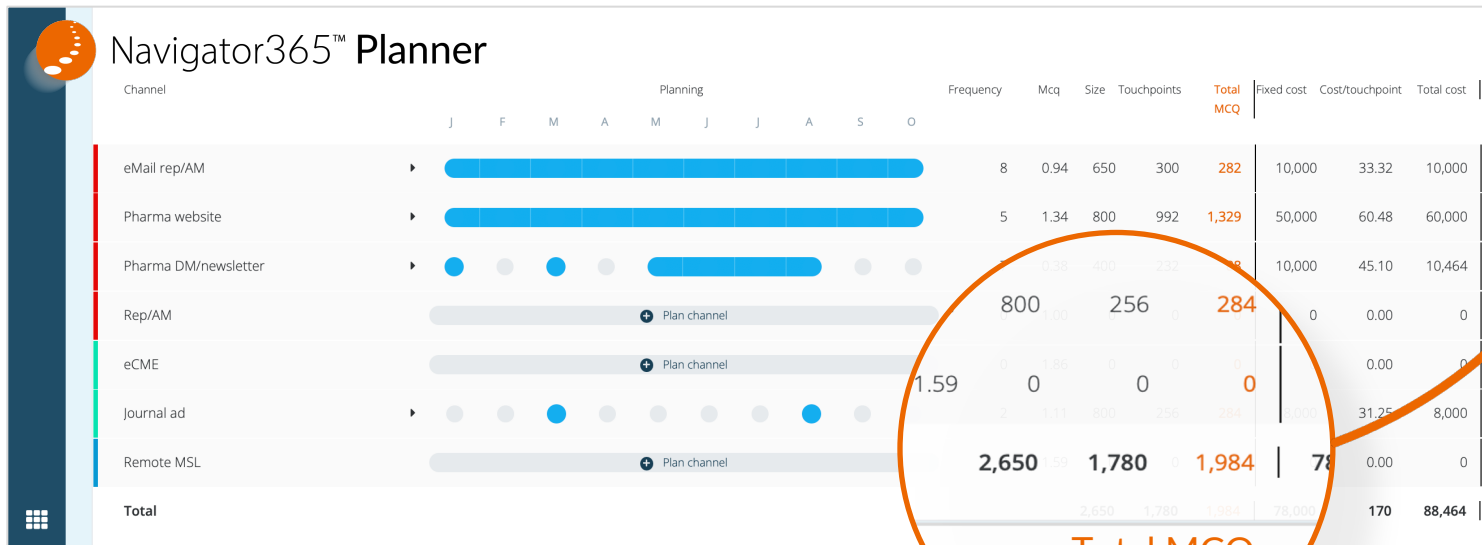
CONVERSION POINTS

TACTICS

PRIORITIZATION & PLANNING

MEASUREMENT

Segment	HCPs in segment	MCQ delivered by rep	Desired MCQ	MCQ delta	Projected MCQ
Loyal prescriber	100	3	4	100	
Non-believers in treatment option	400	0	3	1200	1984



Project the costs of the channels in your plan

STRATEGIC
IMPERATIVES

STRATEGIC
PROXIES

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& PLANNING

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“Not all apples are created equal”

	Fixed cost (setup)	Variable cost Cost/customer	Total cost/ customer (n = 1000)	Total cost/MCQ
3rd party remote detailing (MCQ = 1)	10,000	80	90	90
Call centre (MCQ = 0.7)	5,000	8	13	18.5
Pharma email (MCQ = 0.5)	2,000	0	2	4

A fictitious example of values to compare the cost of different channels

Critical frequency is important. More of the same thing through push is to be avoided.

STRATEGIC
IMPERATIVES

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& PLANNING

MEASUREMENT



An impactful mix is a segmented mix

STRATEGIC IMPERATIVES

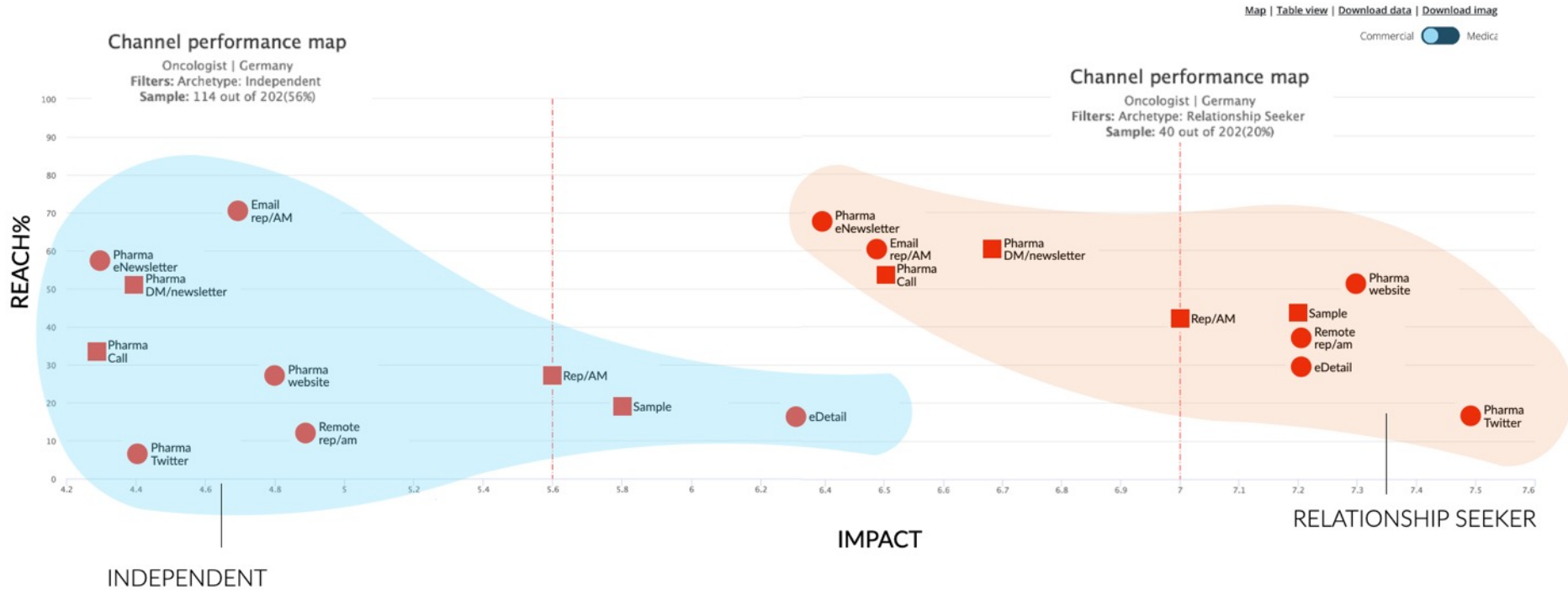
STRATEGIC PROXIES

CONVERSION POINTS

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MEASUREMENT



Source: Navigator365™ Core Oncologists GER

2021 Q4, Independent N = 114 - Relationship seeker N = 40

Apply a pressure test

STRATEGIC IMPERATIVES

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CONVERSION POINTS

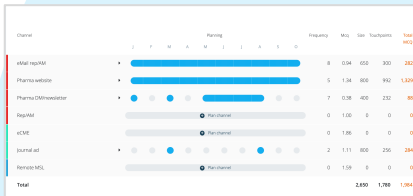
TACTICS

PRIORITIZATION & PLANNING

MEASUREMENT

Effectiveness & efficiency check

Draft plan

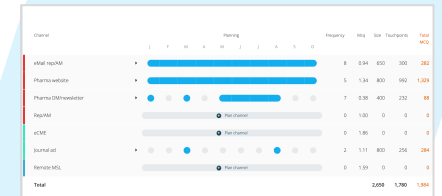


IMPACT ON BUSINESS OBJECTIVES

High			
Medium			
Low			
	No	Maybe	Sure

FEASIBILITY

Validated plan



Time for another poll question

Do you include success metrics in your budget planning phase?

No need for that during budgeting process

We would love to do that, but don't know how

A few high-level ones

Very detailed metrics



Eliminate the ROI-bottleneck. Get your metrics right. Upfront.

STRATEGIC IMPERATIVES

STRATEGIC PROXIES

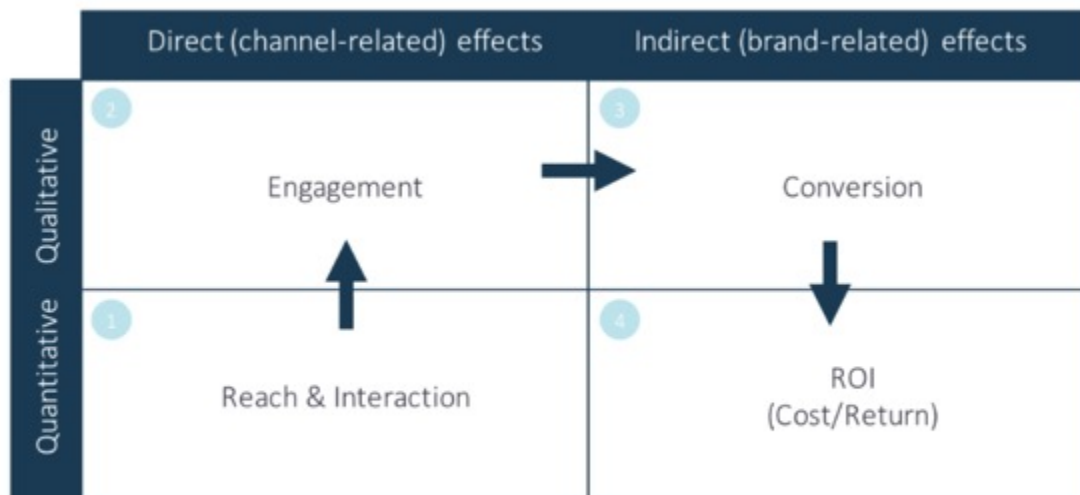
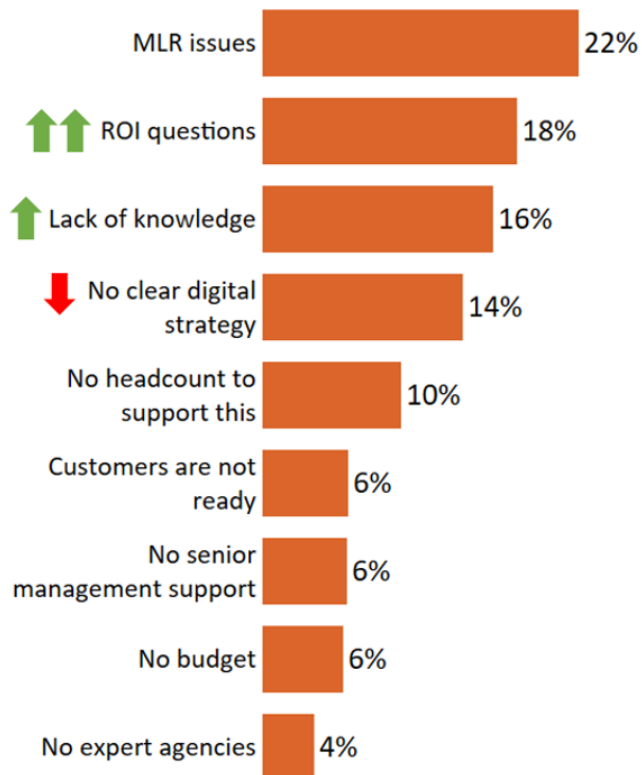
CONVERSION POINTS

TACTICS

PRIORITIZATION & PLANNING

MEASUREMENT

2022



Leading indicators ← → Lagging indicators

- 1 **Reach & Interaction** – The foundation of any campaign – are we generating the right number of touchpoints to achieve our behavioural objectives?
- 2 **Engagement** – Is our content appreciated and valuable for our audience?
- 3 **Attitudinal conversion** – Do we make an impact and are we changing audience's mindset?
- 4 **ROI** – How were we able to increase reach & impact at a lower cost, using Omnichannel?

Tracking indicators on three levels gives a holistic view on campaign performance

STRATEGIC IMPERATIVES

STRATEGIC PROXIES

CONVERSION POINTS

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MEASUREMENT

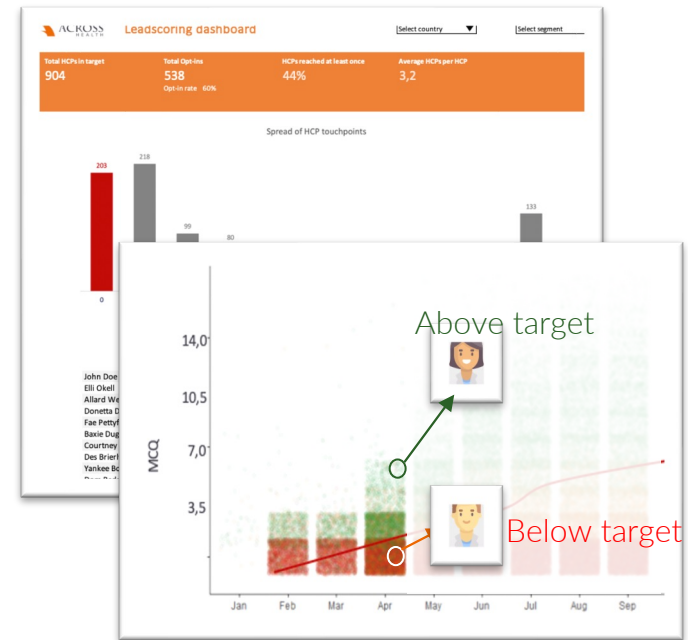
Campaign level



Channel level



Customer level



Assign budget for ongoing performance optimization and impact tracking

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STRATEGIC PROXIES

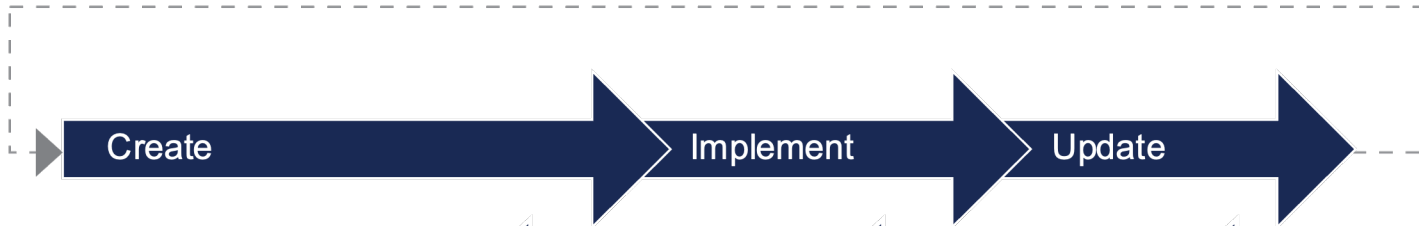
CONVERSION POINTS

TACTICS

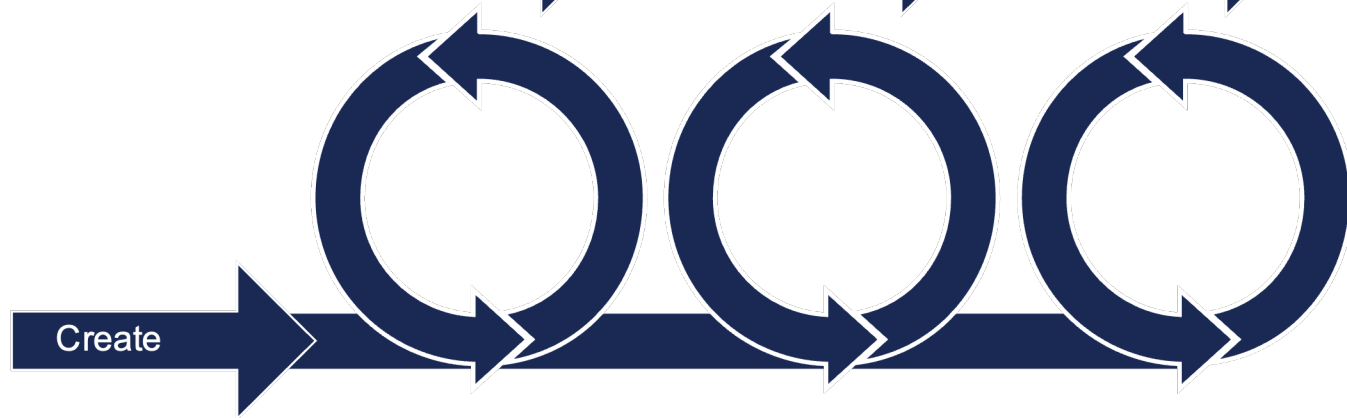
PRIORITIZATION & PLANNING

MEASUREMENT

Traditional Planning



Responsive Planning



Gartner 2022, Uncertain times call for agile strategic planning in marketing

STRATEGIC
IMPERATIVES

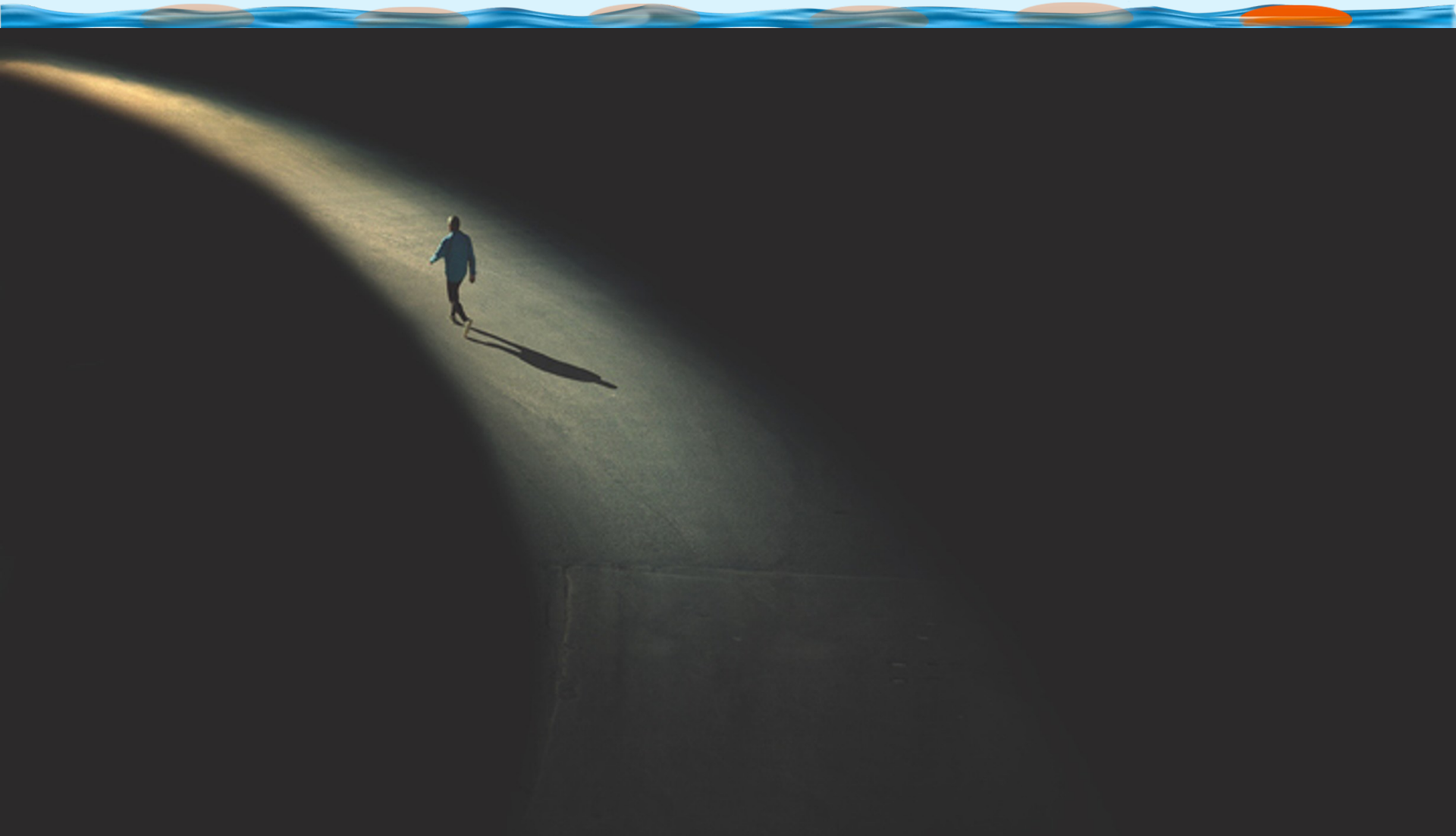
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PROXIES

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STRATEGIC IMPERATIVES

STRATEGIC PROXIES

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HOW AM I DOING?
WHERE CAN I DO BETTER?
HOW CAN I DO BETTER?

PLAN FOR IMPROVEMENT
IN A RESPONSIVE WAY

DID IT WORK?



Navigator365™ **Benchmark**



Navigator365™ **Core**



Navigator365™ **Planner**



Navigator365™ **Tracker**



Navigator365™ **Benchmark**

Assess the performance of your channels vs the competition

STRATEGIC IMPERATIVES

STRATEGIC PROXIES

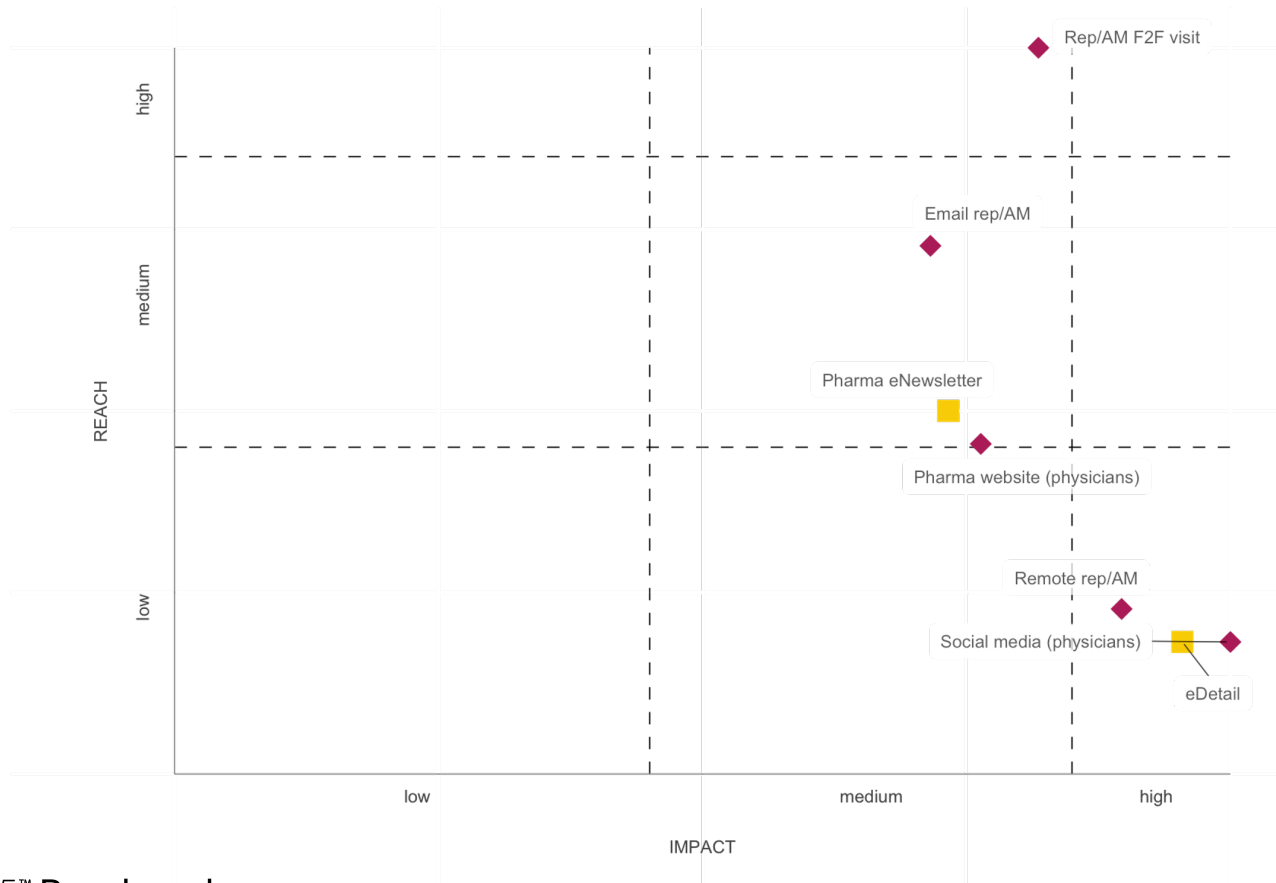
CONVERSION POINTS


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CHANNEL PRIORITIZATION MAP OVERVIEW (COMMERCIAL) - RHEUMATOLOGIST, US



 Navigator365™ Benchmark

Leading brand  Brand A  Brand B  Brand C  Brand D 

The virtuous cycle of planning



11 steps to omnichannel campaign success

- ✓ 1 Run through steps 1-3 of the **strategic omnichannel framework**
- ✓ 2 Brainstorm on a **relevant set of channels** and prioritize them
- ✓ 3 Define the **time period** for the campaign (rep cycle, before/during/after a congress, 6-12 months, ...)
- ✓ 4 Define the **desired MCQs** per segment/customer
- ✓ 5 Compare with the **already planned "traditional"** MCQs (fieldforce, MSL, meetings, ...)
- ✓ 6 **Add omnichannel tactics for specific segments/customers** ("surround sound" MC rep tactics, central campaign elements,...)
- ✓ 7 Integrate both parts & develop the **campaign plan**
- ✓ 8 Assess the **campaign blueprint** using a checklist based on:
 - Do you have enough (but not too much) **channel variation** (on- and offline, owned/paid/earned)?
 - Is the **content relevant** enough to achieve the desired attitudinal or behavioural change?
 - Will you achieve the **right frequency** and campaign cadence (with both online & offline customers)?
 - Do you integrate **personal & non-personal** channels in an effective way (+ plan for any change management)?
 - Are all campaign components **cost-effective** (cost per MCQ vs other alternatives)?
- ✓ 9 Define **KPIs**
- ✓ 10 **Execute**
- ✓ 11 **Continuously measure & adjust in an agile fashion**



Please give us your feedback!

Right after the webinar a short satisfaction survey will be launched. We would love to know your opinion!



Navigator™ 365

Your compass for omnichannel customer engagement in life sciences

<https://www.across.health/navigator365>

Want to know more? Then simply sign up for the remaining 2 webinars



Reimagine customer engagement

 The webinar series

2022

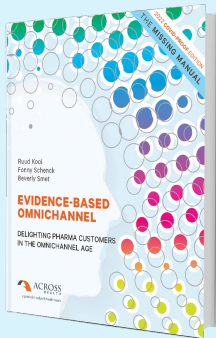
1. *Looking back & forward: Key trends in the HCP mix*
2. *Tips for your 2023 omnichannel budget planning*
- ➔ 3. *22/09: Omnichannel maturity: what's the industry up to? (Maturometer 2022)*
- ➔ 4. *11/10: Omnichannel Launch Excellence: Medical & Commercial best practices*

across.health/2022-webinars

Thank you!



➔ NEW RELEASE of *The Missing Manual - Fifth, FULLY REVISED & UPDATED* edition – JULY 2022 – **PRE-ORDER NOW**



➔ Sign up for our upcoming 2022 **'Reimagine customer engagement'** webinars on omnichannel maturity and omnichannel launch excellence



<https://www.across.health>