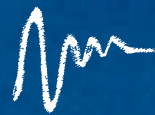**RIGHT AUDIENCE, RIGHT MESSAGE, RIGHT TIME – EVERY TIME**

TAILORED AND TARGETED PHARMACEUTICAL MARKETING AT SCALE

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RIGHT AUDIENCE, RIGHT MESSAGE, RIGHT TIME – EVERY TIME

A CLEAR AMBITION, BUT HOW TO GET THERE?

In marketing, it is a core principle that campaigns tailored to the audience's needs and preferences are more impactful than a "one size fits all" approach. The closer campaigns can be tailored to, and adapted for, the requirements of individual audience members, the better the result.

In the pharma world, traditional approaches allow tailoring of communication at small scale. For instance, if a company representative tailors the customer journey for a doctor they know personally, or if a pharma company can collect deep enough data on a subset of its customers.

However, it is clear that pharma's ambition – and a way for companies to differentiate against their competition – should be much bolder than the current state of play: to provide tailored, meaningfully crafted communications to the full universe of customers, every time.

Unfortunately, most pharma companies face significant challenges in achieving this, and have generally struggled to consistently tailor communications at true scale, to hundreds and even thousands of doctors.

And little wonder: the challenges to doing this may seem almost insurmountable. Understanding your audience in a deep and nuanced way is not enough – although even this is not a trivial task. You would also need to have enough information on each individual member of the customer universe (and not just a small subset of customers) to be able to send them along a digital customer journey that is meaningfully different. And finally, even after the campaign is live, you would need to implement a process of continuous improvement and re-targeting that is structured, efficient, agile and easily repeatable.

TAILORED AND TARGETED PHARMACEUTICAL MARKETING AT SCALE

THE M3 APPROACH: REVOLUTIONISING PHARMA COMMS

At M3, we have the answer: a seamless end-to-end solution for tailored, scalable and responsive content provision that can serve content to hundreds and thousands of doctors, each and every time, in a way that is efficient, repeatable, transparent and structured.

The solution consists of 3 steps: "DEFINE", "MAP" and "GO LIVE AND REFINE".

1. DEFINE　　**2. MAP**　　**3. GO LIVE AND REFINE**

STEP 1: **DEFINE** AUDIENCE GROUPS THROUGH ROBUST PERSONA-BASED RESEARCH

To tailor content and customer journeys, it is critical to first generate a deep and nuanced understanding of the audience. Segmentation of the audience via primary research into distinct and meaningfully differentiated groups is a powerful and pragmatic tool for achieving this; it allows for effective tailoring of content, while remaining manageable within a highly regulated environment, where curating dozens (or even hundreds) of distinct customer journeys would quickly become too complex.

Potential challenges

However, generating this understanding is not an easy task. There are numerous prerequisites, such as:

- **Selecting an appropriate framework.** Segmentation that is based on a simple framework, for example variations on "high-medium-low", is a helpful starting point. However, its depth and actionability are often quite limited. For instance, high-medium-low usage of a product is unlikely to tell you a lot about a doctor's channel preferences, or the sort of content they would find most engaging. While it is important to avoid over-complication, a more holistic framework is required for optimal effect.

- **Basing your analysis on the best possible sample.** To understand a broad universe of potential customers, an appropriately robust sample is required. By contrast, an over-reliance on anecdotal evidence – or on a handful of customers already well-known to the company – can introduce substantial structural bias and should be avoided.

- **Ensuring a balanced segment definition.** High-quality, complex data deserve high-quality analytical approaches, including advanced statistical analytics and an intelligent combination of quantitative survey and qualitative interview data. However, the emerging segments need to make sense and be actionable within a pharma company's specific context. For the best result, a balance between research/ data science and commercial pragmatism is required, to ensure that the resulting content journeys are deliverable and clearly differentiated.

The M3 difference

Building on the principles outlined above, we have leveraged our decades of experience communicating with doctors and researching their behaviour to create a powerful approach to understanding your audience. Our approach is:

- **Based on the concept of "personas".** Personas are fictional but recognisable descriptions of a person that embodies the characteristics of a particular segment. Our personas include aspects of more "classical" customer segmentation (for example product adoption), but also integrate more varied characteristics, reflective of the type of individual, into the model (for example professional motivation and aspects of communication preferences). **The end result – a holistic guide to effective communication with your customers.**

- **Robust.** We build on our extensive experience in both quantitative and qualitative market research and advanced analytics, as well as our unparalleled reach into healthcare practitioner (HCP) communities, to support the development of customer personas of the highest quality. **Robust sample, robust analytics, every time.**

- **Actionable.** We co-develop personas with our clients through one or more data-driven workshops. This approach de-risks and sense-checks the emerging outcome, and supports its eventual actionability and buy-in from the client teams. **We work with you, with an eye on the ultimate goal.**

- **Hassle-free for our clients.** We are highly cognisant of the various time pressures on our clients. While we believe that a good outcome can only be achieved in partnership with our clients, we take on all the heavy lifting. **Maximum value, minimum hassle.**

STEP 2: **MAP** EACH AUDIENCE MEMBER TO A PERSONA AND DESIGN DIFFERENTIATED CUSTOMER JOURNEYS

Following the development of customer personas, for maximum reach and impact the full universe of potential customers needs to be assigned to each persona. To do this robustly, analysis must take place at the level of each individual customer, leveraging whatever data is held about that person to make a judgement about their persona assignment. In addition, meaningfully differentiated customer journeys need to be compiled for each persona – accommodating different dimensions of communications, including content, format and frequency.

Potential challenges

To date, pharma has faced a number of challenges in this area, for several reasons:

- **Limited depth of data.** Data that a pharma company may hold on its individual customers (for example in the CRM) may be of limited utility in the mapping process, as it may cover only a limited number of metrics (for example email opens, webinar attendance). The data may also be patchy and incomplete.

- **Limited number of customers covered by data.** Even if a pharma company holds data of sufficient depth and variety, it is likely that this would exist only for a small sub-set of customers who are already well-known to the company. This means that a large part of the universe of potential customers may remain unmapped.

- **Limited expertise in shaping differentiated omnichannel customer journeys.** To engage with a broad spectrum of customers in the modern world, campaigns need to have a strong digital component in addition to more traditional representative-driven communications. However, digital communications expertise is a relatively new skill-set for many pharma teams – it is a muscle pharma has not yet fully built.
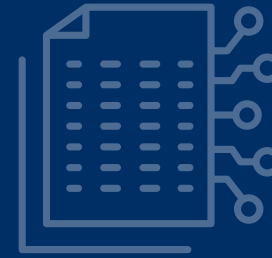
The M3 difference

At M3, we are structurally set up to bridge each of these gaps. We have the depth and breadth of data at the individual level to apply personas at scale, and the digital expertise to design impactful campaigns around the personas:

- **Deep and varied data.** We are uniquely positioned to analyse the behaviour of our membership across our platforms. This means that we have detailed data for our members on an individual level that covers all aspects of their online activity on our websites, going far beyond the standard metrics of engagement with promotional or educational campaigns that tend to be available to pharma. **Our data is rich, and thus allows for more robust attribution of a customer to a persona.**

- **Data on a large customer universe.** Our platforms are industry-leading, and are used by an ever-growing number of customers. **We can map customers to personas at true scale.**

- **Expertise to design differentiated customer journeys.** We have 25 years' experience of designing campaigns for our clients to reach doctors online – we have unrivalled understanding of both doctors and pharma. Our expert team is therefore extremely well-placed to advise our clients on how to create a truly impactful content strategy via the digital medium, and what will work for different types of customers. **Our approaches are tailored, flexible, led by data and strengthened by experts.**

STEP 3: **GO LIVE** WITH THE CAMPAIGN **AND REFINE** FOR CONTINUOUS IMPROVEMENT

After the attribution of the customer universe into personas, and creation of tailored customer journeys for each one, the final step is to serve the campaign content to customers while tracking engagement and feeding in learnings and back into the campaign in a structured, systematic and agile way.

Potential challenges

Going live with your marketing campaigns is a simple step in principle. However, even here several challenges may arise:

- **Increased complexity in running a tailored campaign.** Due to multiple customer journeys, a campaign that is tailored to the audience is more complex to manage and run, especially in a highly regulated environment like pharma. As marketing and medical teams become increasingly stretched, timelines can extend from weeks to months, grinding entire projects to a halt.

- **The need to adapt campaigns based on learnings.** The best digital products are always evolving based on additional inputs and data. However, to do this in a way that is structured, efficient and impactful requires a separate set of processes and expertise.

- **Managing handovers.** Each of the three steps ("DEFINE", "MAP" and "GO LIVE AND REFINE") is a sizeable and complex task in its own right. Pharma companies may therefore rely on different sets of experts and partners to deliver each one. However, fragmentation of expertise can lead to an increase in operational and compliance risks for the programme as a whole.

The M3 difference

At M3, delivering efficient campaigns end-to-end and overcoming complexity is in our DNA:

- **Efficiency in delivery.** At M3, we pride ourselves on the quality of our campaigns and the speed with which we get there: we have recently achieved a 10x acceleration of delivery timelines for a client by streamlining the process, without compromising quality or the robustness of compliance. **We actively manage complexity to deliver even the most complicated solutions on time and to the highest quality.**

- **Agile way of working and embedded process of continuous improvement.** Our work does not stop at "go live". Tracking and analysis of campaign engagement to meet a guaranteed engagement KPI, and the impact of that engagement (to Moore's level 4), is built into our campaigns as standard. Moreover, we thrive on the virtuous cycle of gathering learnings and implementing improvements, underpinned by our agile approaches; live campaign data can be fed back to refine persona concepts (Step 1) and customer attribution to personas (Step 2), to further optimise the impact going forward. **Every additional input will make your campaign even better.**

- **End-to-end solution.** We are one of the few providers who can complete all three steps of the process to deliver tailored communications in-house, due to our internal capabilities in market research, data science and digital customer engagement. This structurally decreases risks for our clients and increases value. **When it comes to engaging customers digitally, we are the only one-stop shop you will ever need.**

SUMMARY

We live in the golden era of data. While its potential benefits are only now starting to permeate approaches to pharma marketing, the prize for accelerating this process – and getting it right – is huge.

M3 is uniquely positioned to help pharma on this journey, with clear benefits for both pharma and their customers.

Our combination of careful analysis of customer traits and preferences, married with the ability to use existing repositories of data to subdivide larger audiences into meaningful target personas and drive tailored content to these groups, represents a true paradigm shift.

To speak to our team about our offering, contact us at **reachdoctors@eu.m3.com**

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DATA AND COMPLIANCE STATEMENT

M3 (EU) Ltd. and Doctors.net.uk have undertaken a full review of all internal security and privacy policies to ensure that all personal data within, or passing through the company, will be handled in accordance with the UK Data Protection Act 2018, European General Data Protection Regulation (GDPR). We will implement the relevant tools and practises to ensure the safeguarding of any data handled by M3 (EU) Ltd. and Doctors.net.uk and all of its employees.