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Preface

A promising future – exploring emerging paradigms to thrive in the new cycle

Neil Tang Deloitte Consulting China Partner

"Change" is an immutable law. The healthcare industry has entered a new cycle with continuously advancing medical reform. The market pattern has changed, with most participants seeking to "improve quality and efficiency". Since 2018, many pharmaceutical enterprises have explored multichannel development and new business paradigms to survive the industry life cycle. The "production relationship" between enterprises and healthcare practitioners (HCPs) has been transformed in this new business paradigm. The key "production factors" for business growth must be reconsidered and reallocated.

"Technology" and "data" are the new production factors in the evolution from multichannel to omnichannel and creation of new production relationships. "Technology" breaks physical boundaries, replacing the traditional single-point and single-line offline connection with multichannel, multi-contact interaction. "Data" breaks the identity boundary, enabling a comprehensive understanding of HCPs from a new perspective beyond traditional identities such as "hospital" and "doctor." "Technology" can then turn insights from omnichannel "data" into assets, guiding business decisions and operational strategy in medicine production, marketing, sales, and other functional departments and facilitating product launches and long-term marketing strategy development. Looking to the future, the key to the survival of enterprises will be a series of initiatives that take "technology" and "data" as the core production factors, bring omnichannel resources together, and concentrate on research insights into major/non-major HCPs and restructuring production relationships in core and non-core markets.

Achieving precision healthcare marketing

Rui Zhang Healthcare Digital Innovation Expert

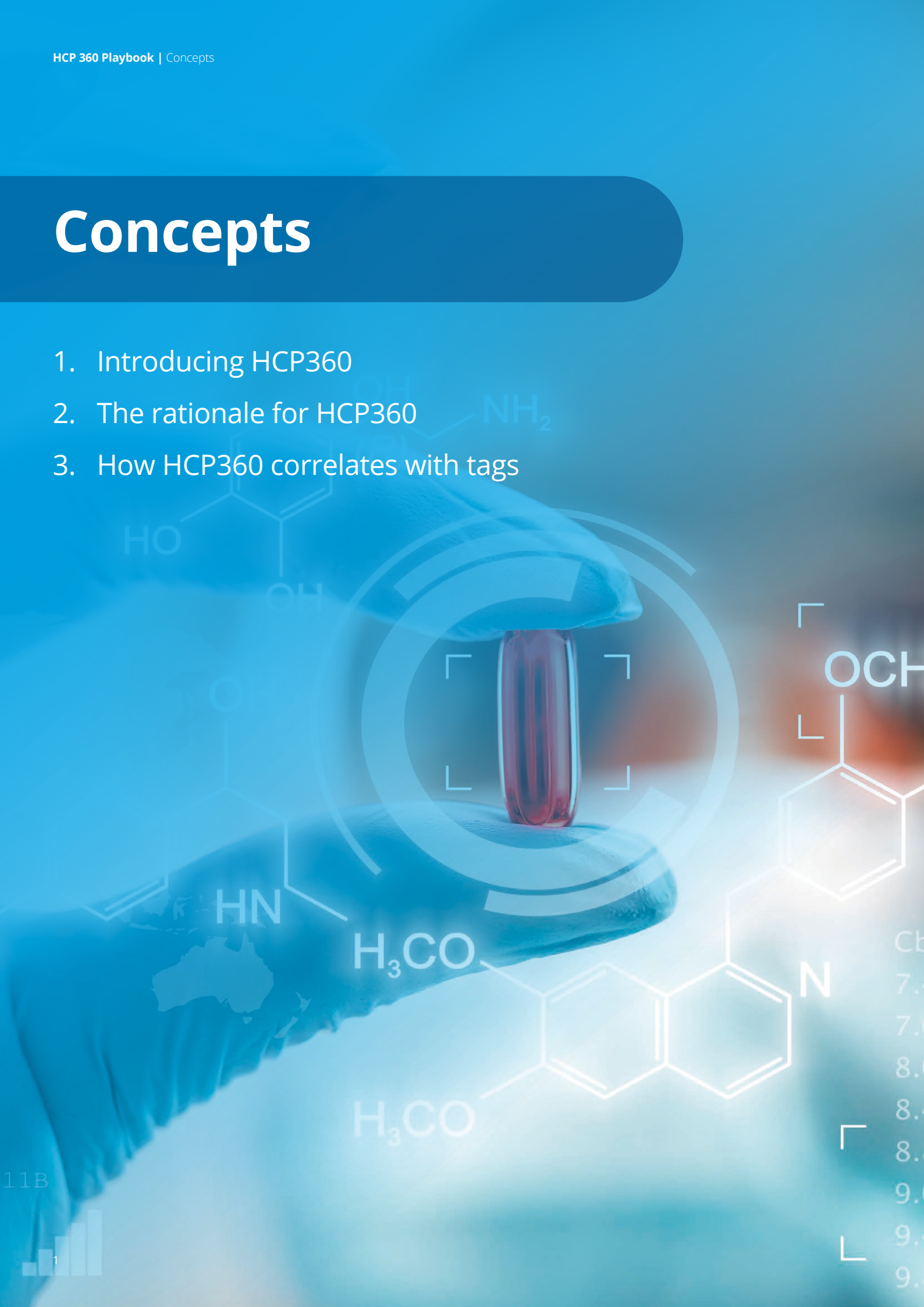
Steve Jobs said that to truly understand needs is to know what users need most even before they realize it. With today's endogenously driven economy and digitalization, "digital transformation", "refined operation", "customer insights", and "data assets" have become the hottest topics. Enterprises' era of broad-based management has passed. Refined operation based on customer insights has become a new trend.

So-called "understanding bias" affects how we interact with customers. We tend to rely on previous communications to guide how we will interact with them the next time. In addition, Relationships with customers are not only about sales. Customer experience is also essential to the customer journey. Delivering a truly excellent customer experience is difficult when information is scattered.

We can tag users with big data according to their specific information and create customer profiles based on those tags to provide targeted services. HCP360 ensures enterprises have a complete view of their customers and allows them to provide more relevant and personalized responses to each customer, with all interaction histories in one place. In addition, by ensuring employees get the information they need from a single source, customer communications will be consistent across multiple channels and departments, providing customers with a better experience, increasing their loyalty, and reducing churn. Retaining long-term customers is as vital as attracting new customers is to sustainable growth. Precision marketing is essential to creating relationships with customers.

Concepts

1. Introducing HCP360
2. The rationale for HCP360
3. How HCP360 correlates with tags



1. Introducing HCP360

HCP360 is a customer data management tool for pharmaceutical enterprises that visualizes and summarizes customer information.

Enterprises have accumulated vast amounts of internal and external customer data through omnichannel digital marketing. HCP360 standardizes data collection and management, algorithms, analysis, front-end presentation, and back-end matching, helping enterprises sort and fully utilize customer data, fine-tune customer insights, create customer profiles, and predict business development. In this way, HCP360 fully supports decision-making and refined operations through digitalization insights, planning, and implementation to achieve better, customer-centric experiences and efficient business growth.

2. The rationale for HCP360

Alan Cooper, the father of interaction design, proposed that a profile virtually represents a user and is a target user model built on a series of actual data. The same is true for HCP360. Early customer profiles were built on customer characteristics gleaned from basic information, interaction records, and interviews.

As digital marketing has developed, enterprises have accumulated more comprehensive customer data and can tag customers by summarizing multi-faceted information with big data technology.

In product information promotion, profiles are used to summarize and classify customers by their profession, potential, and preferences for channel, content, treatment, and time, among other factors, to promote products more accurately.

3. How HCP360 correlates with tags

Unlike customer tags, HCP360 creates concise, accurate customer information overviews rather than caches of customer information. Using tags improves the usability of HCP360 considerably.

Tags allow the creation of a unique profile for each customer, avoiding stereotyping and laying the foundation for high accuracy. Tag attributes are comprehensive, dynamic, and accurate. Appropriate tags are selected and generated during business interaction based on different strategies, targets, and service scenarios to make marketing activities more targeted.

Tags can summarize complex information carried by HCP360, including academic background, paper publications, interactive behavior, and potential, enabling business users to discern information about HCPs quickly and improve their cognitive efficiency. An enterprise can process many customer interactions using algorithms and define customers' affinity for its products with tags.

Build

1. Designing a reasonable HCP360 strategy
2. HCP360 system requirements
3. Designing tag dimensions for HCP360 implementation
4. More data and tags do not necessarily mean better HCP360
5. Completing data inventory efficiently
6. Improving data accuracy
7. Updating tags
8. Ensuring data security in applications
9. The path to optimal HCP360

1. Designing a reasonable HCP360 strategy

Unlike general system development projects, building HCP360 requires teamwork across data, platform, and business, including data acquisition and management, algorithm analysis, platform development, and front-end matchmaking.

HCP360 is a middle-office solution for customer data management and upgrading. Its value is realized in a closed-loop application scenario through the cooperation of the front, middle, and back ends. Building an MVP from 0-1 and iterating this agility is preferable to developing an extensive and comprehensive solution.

Building HCP360 requires:

Business demand	Data acquisition	Data management	Algorithm analysis	Platform development	Application matchmaking
Use case design	Data dimension	Data format	Rule computing	Statement development	Customer relationship management
User	Data scope	Data matching	Model building	Function development	Market automation
Business process	Data source	Data storage	Result validation	Interface design	Statement tracking & analysis
	Data frequency	Data transfer		Interface development	Front-end portal
	Data sanitization				Smart analysis middle office

2. HCP360 system requirements

To utilize HCP360 stably and effectively in business operations, there must be close connection and cooperation between related front, middle, and back-end systems. In a data-focused solution, any weakness in the data chain will impact the solution's value delivered. The quality of the underlying system is pivotal to the success of an end-to-end HCP360 solution. Selecting the appropriate front or middle-end platform based on the HCP360 use scenario will bring out its added value.

For example, when providing customer insights to frontline representatives, they cannot fully utilize customer information alone (large amounts of customers and information leads to inefficient utilization). Using smart suggestion tools on a CRM platform will provide faster, more direct insights.

Front end	Middle end	Back end
Customer relationship management	Customer data middle office	Cloud service architecture
Activity management platform	Algorithm system/module	Data lake
Front-end portal/website	Plan management & market automation	Master data management
Customer analysis platform	Smart suggestion system	Internal & external operation system data matchmaking
Operation analysis platform	Content management platform	Data switching

3. Designing tag dimensions for HCP360 implementation

In an HCP360 implementation, confusion is inevitable when dealing with multi-level business requirements and complex data sources. A set of standard customer data tag dimensions based on business requirements improves efficiency. The following attributes can be used to design tag dimensions, which require identification of the data source, secondary computing, and customer matching rules and a standardized time range, update period, and data format.

Basic Attributes	Behavior Attributes	Preference Attributes	Relationship Attributes	Market Attributes
<ul style="list-style-type: none"> • Number • Demographic Information <ul style="list-style-type: none"> – Name – Gender – Region – Contact Information – ... • Professional Information <ul style="list-style-type: none"> – Institution – Institution-Related Information – Department – Specialty – Title – ... 	<ul style="list-style-type: none"> • Internal <ul style="list-style-type: none"> – Channel – Time – Content – Behavior(e.g., Assessment) • External <ul style="list-style-type: none"> – Platform – Form – Content – Time – ... 	<ul style="list-style-type: none"> • Content Preference <ul style="list-style-type: none"> – Theme (e.g., Disease) – Type (e.g., Guideline) – Form (e.g., Video) • Channel <ul style="list-style-type: none"> – Online – Offline – Conference – Third Party • Treatment Conception • Preference • Living Habits/Time Preference • Product Acceptance • Personality & Attitude 	<ul style="list-style-type: none"> • Professional Relationship (Peer Collaboration) <ul style="list-style-type: none"> – Expert Cooperation – Seminar Cooperation – Academic Field – ... • Partnership (Corporate Cooperation) <ul style="list-style-type: none"> – Enterprise Information – Cooperation Method – Cooperation Degree 	<ul style="list-style-type: none"> • Affiliated Team • Related Products • Customer Strategy • Potential Information • Impact Assessment • Marketing/Sales Clue • Market Environment • Immediate Demand
Data Source, Secondary Computing, Customer Matching				
Time Range, Update Period, Data Format				

4. More data and tags do not necessarily mean better HCP360

In the pharmaceutical industry, customer information is scattered and independent. Collecting and analyzing this data is costly. It is therefore unfeasible to pursue comprehensive information blindly but essential to realize that tag dimensions should focus on meeting business needs and fully consider the business value and priority rather than be "comprehensive". Formalism, which will waste resources, should be avoided. Suggested approaches include:

- Recording customer data within operating systems and channels as much as possible.
- Assessing the value to the business of data not stored in the system, including documents, sign-in forms, and unstructured data, before reasonable digitalization or digitalizing the data to ensure the integrity of each record.
- Analyzing the correlation of customer information fields (e.g., age and title are highly consistent). Summarizing regularly repeated data into simplified tags that are more user-friendly. Designing iterative solutions.
- Assessing current business operation capability, including development status of the business team and supporting system, to ensure their applicability and avoid being too advanced.
- Synchronizing the applicable scope and value of tag dimensions, cost evaluation of data or models, and priorities with business development imperatives.
- For insight analysis application scenarios, defining their outputs, conducting pre-research and validation, and evaluating data requirements and statistical reliability. Further expansion can be considered after objective analysis.

5. Completing data inventory efficiently

This involves defining the required data dimensions, reviewing the existing data based on those dimensions, and developing data supplement methods.

The points below should be made clear on the business side:

- Issues to be addressed and demands to be met by the business
- The required HCP attributes
- Data required by the business
- The HCP360 granularity required
- The HCP360 application scenarios

The following points should be made clear on the customer side:

- Target customer scope
- Target customer attributes
- Tag dimensions of each customer

Data should be evaluated based on the following dimensions:

Enterprise data should be evaluated based on the abovementioned criteria for designing tag dimensions for HCP360 implementation. Data gaps need to be identified and a determination made on whether the available data and their quality meet the enterprise's needs. Data supplement methods can be determined through a similar evaluation.

Enterprises can obtain missing or insufficient data by accumulating data on their own, cooperating with others for data integration, or through other means.

6. Improving data accuracy

Complex data sources and their reliability are the key challenges in HCP360 data application. The impact of false or incorrect data can be lessened through practices and principles that improve data accuracy:

Customer information verification	Verify & manage customer identity. Improve ID matching & synchronous use of various systems
Data source update time review	Thoroughly consider the dynamic data changes & evaluate their availability Design appropriate update frequency for different data Reduce the weight of important outdated data in applications or model parameters
Data source reliability analysis	Carry out sample validation or cross-validation with multiple data sources Thoroughly consider the data collection motivation & impact mechanism, which can be assessed through third-party research, representatives' fillings, and customers' behaviors Establish error correction mechanisms & clean up abnormal data
Data integrity assessment	Use untraceable or severely incomplete data with caution
Predictive data validation	The efficacy of modeling predictive or experimental data must be fully demonstrated and validated Direct application is not recommended until expectations are met
Data-driven culture guidance	Establish an effective, data-driven decision-making mechanism & actively introduce data analysis-based mechanisms in resource planning, implementation, & assessment to avoid dislocation in business management & data distortion under pressure of a single KPI Ensure data authenticity can better promote data quality optimization

7. Updating tags

Building HCP360 and tags requires time and business accumulation. Personnel also need time to recognize tags. However, with fierce competition, the faster tags are formed and customers are understood the more advantages can be accumulated.

Based on the criteria for designing tag dimensions in HCP360 implementation, the following update frequencies are feasible:

Static tags	Personnel	Less frequent updates Annually
	Profession	
	Hospital & employment institution	
	Department & potential	Annually
	Personality & attitude	Monthly
	Lifestyle habits	
Dynamic tags	Channel preferences	
	Treatment conception	Monthly
	Brand conception	
	Specific behavior	
	Content preferences	Automatic real-time updates
	Interactive behavior	
	Academic demand	
Predictive tags	Customer preference & other	Weekly
External data	External data & tags	Semi-annually/annually

8. Ensuring data security in applications

First, for compliance it is necessary to ensure the enterprise's data collection, use, and transfer meet the requirements of the Personal Information Protection Law of the People's Republic of China, other laws, and administrative regulations, including but not limited to:

- Informed consent must be obtained for access to customer data, along with options for the withdrawal and cancellation of customer registration information.
- Customers must give informed consent before any personalized push. They have the right to refuse. When pushing information or selling products to individuals through personalized marketing, options that are not specific to customers' characteristics and convenient ways to refuse should be provided.
- When sending customer data overseas, enterprises should notify the recipient of the customer name, contact information, purpose of the data, and information processing methods, obtain the customer's consent, and accept supervision from authorities performing personal information protection functions.

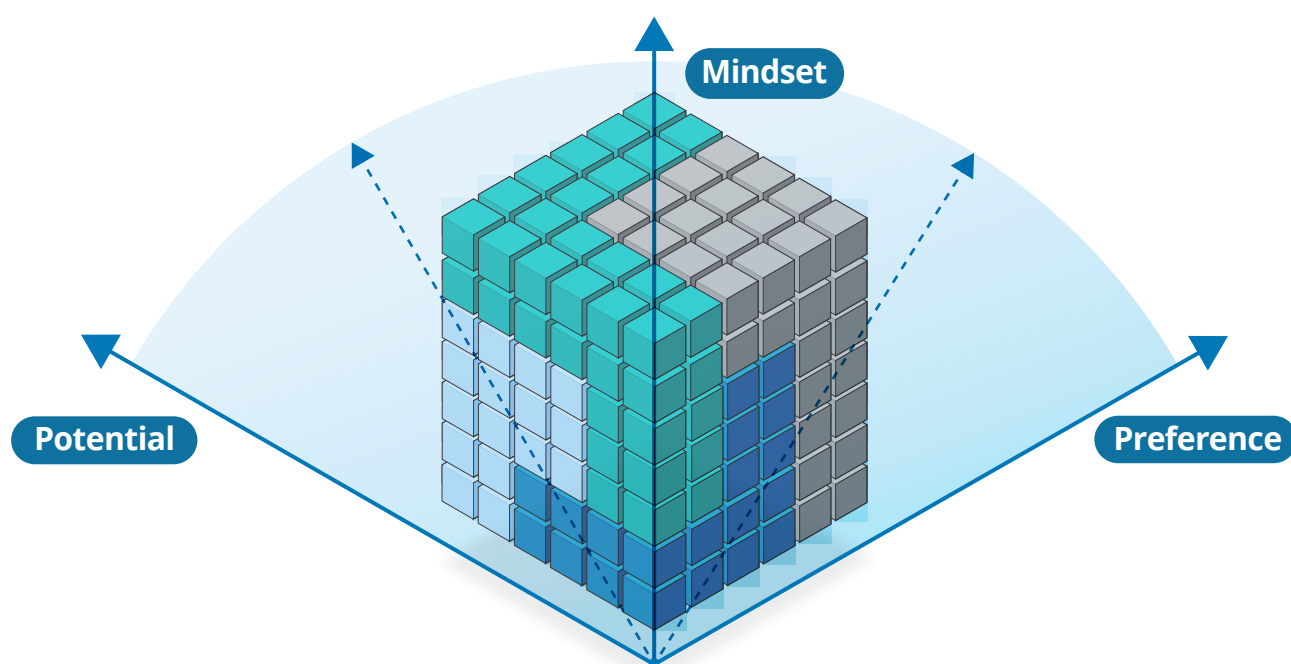
Second, standardized data management and measures should include data governance, permissions, processes, training, and risk management.

Third and finally, a customer's experience and preferences should be fully considered when using information. Appropriate scripts and usage restrictions should be designed for direct customer interaction channels. Enterprises should adequately train their representatives and design reasonable interaction methods to avoid causing discomfort by directly informing customers of their records. Portal applications, including websites, should provide customers with choices to avoid single mandatory information delivery.

9. The path to optimal HCP360

HCP360 can be optimized along two paths: from dual-dimensional to multi-dimensional profile structures and from rough to precise profile information.

Profile structure optimization involves expanding the application of static, dynamic, predictive, and customer information to build a multi-dimensional HCP360.



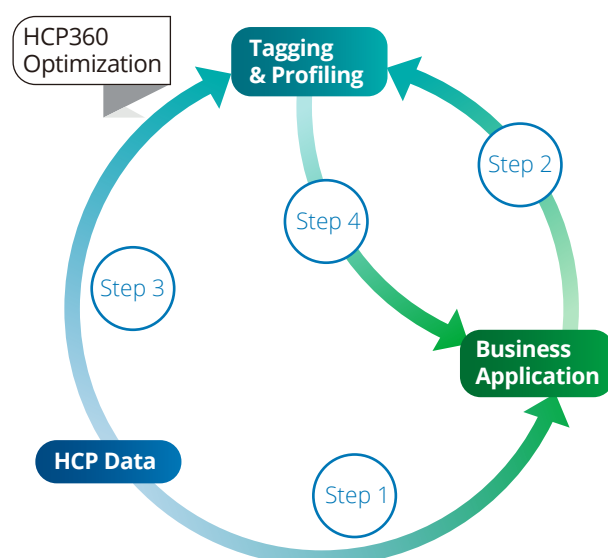
Precise profiles can be created through the following steps:

Step 1: Understand business requirements and review customer data and business applications

Step 2: Review the current database and tagging scheme, identify areas of improvement based on business scenarios

Step 3: Adjust tags and profiles

Step 4: Apply new tags and profiles to the business and realize business value



Application

1. The major application scenarios for HCP360
2. Integrating HCP360 more deeply into representatives' daily work
3. Measuring maturity and optimizing HCP360 and personalized marketing

1. The major application scenarios for HCP360

Based on customer data management, HCP360 supports critical business operations.

Operation process	Application scenario	Key value
Insight analysis	Product strategy	Provide more comprehensive customer insights & dimensions & help marketing teams develop more segmented customer types to design targeted marketing strategies
	Operation analysis	Support operation analysis & display various indicators, e.g., participants' identities, whether they meet the activity's objectives, & the extent to which the event reaches, attracts, & transforms target users
	Customer analysis	Provide visual customer development journey, estimate the customer's product acceptance & productivity, help explore opportunities for development & improvement
Resource planning	Channel portfolio	According to the customer's development history, analyze channel investment effectiveness, design the best revenue portfolio, & allocate channel resources accordingly
	Activity planning	Based on customer preferences, living habits, & academic demands, support personalized activity design & help improve decisions on details
	Content design	Provide content-related preferences & treatment conceptions & understand their scale & potential applicability to help plan content resources, create reasonable designs, & improve information delivery effectiveness
Implementation	Precision marketing	Quickly match customer status with classification on front-end platforms, such as WeChat & websites, to make personalized product/activity information delivery more efficient & dynamic
	Interaction suggestion	Offline customer service teams, including representatives, adopt smart suggestions on the CRM platform to provide customer interaction suggestions & insights effectively, helping front line personnel improve efficiency

2. Integrating HCP360 more deeply integrate into representatives' daily work

Sales representatives make frequent visits to customers. HCP360 and smart suggestions can be integrated more deeply into those representatives' daily work by:

- Embedding HCP360 into sales operating platforms for easy access.
- Pushing HCP360 to sales communication tools including CRM, WeChat, and WeChat for Business.
- Providing differentiated information to distinguish HCP360.
- Offering a more practical reference for sales based on a “smart engine” and other smart suggestion tools and promotion scripts and strategies.

3. Measuring maturity and optimizing HCP360 and personalized marketing

The maturity of HCP360 and personalized marketing can be determined based on tags' richness, attributes, information acquisition methods, and applications, guiding short-term optimization in the next stage. The following are practicable ways to build HCP360 based on business priorities and infrastructure.

Stage	Basic – 1 profile for 1,000 people	Advanced – 10 profiles for 1,000 people	Mature – 100 profiles for 1,000 people	Leading – 1,000 profiles for 1,000 people
Tags	<ul style="list-style-type: none"> Basic information: name/ hospital/ department, etc. Internal interaction: internal interaction channel behavior Potential information: customer potential/rating 	<ul style="list-style-type: none"> Treatment conception: customer's treatment conception/ preference Product recognition: customer's product acceptance External interaction: customer's interaction with a third-party platform 	<ul style="list-style-type: none"> Channel preference: customer's channel form preference Content preference: customer content & subject preference Habit preference: customer interaction time, & frequency preference 	<ul style="list-style-type: none"> Customer needs: specific real-time needs Clue: marketing clues/ outputs Prediction & suggestion: customer development & follow-up suggestions
Dimension attributes	Static/ enterprise	Dynamic/ enterprise	Static/ customer	Dynamic/ customer
Data technology	Questionnaire statistics	Rule computing	Model computing	Smart algorithm
Operation application	Reasonable resource allocation	Customer journey design	Customer experience improvement	Efficient customer development
Key system	CRM, MDM	CRM, CDP	SCRM + Advance Analytics	SCRM + AI

Peroration

The Customer Integrated Insights Manual summarizes both theoretical approaches and practical experience of customer insights generation. The creation of this manual is led by life science industry digital innovation expert, Rui Zhang, and co-authored by Deloitte Consulting Life Sciences & Health Care team and industry partners with abundant experience in go-to-market transformation and omni-channel marketing. Generating integrated insight is the foundation of highly efficient and precise omni-channel marketing; therefore, this manual serves as the first part of our Omni-channel Marketing Series, which will be followed by the Business Application Section and Technology & Innovation Section, covering business scenario empowerment and technical innovation related content respectively. We hope to gather forward-looking mindsets and leading practices in this series and contribute our insights to the industry community.

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