Deloitte.
Digital

Life sciences marketing reimagined:

A virtuous cycle for the future of health

Deloitte.
Digital

CONTENTS

Life sciences' approach to marketing needs an update

The life sciences industry has not fundamentally changed its approach to marketing from that of the blockbuster drug era which peaked many years ago. The linear and rather static marketing planning process has remained unchanged, as have the marketer's role and responsibilities, and agency and partner relationships.

In contrast, industry dynamics have drastically changed. Today's life sciences products are increasingly specialized and personalized. Customers demand timely and relevant information through the channel of their choice. Cutting-edge digital technologies are enabling new ways for companies to identify, reach, and engage with key audiences in moments that matter.

Given the pace and magnitude of change, life sciences marketing organizations are at an inflection point: They either can continue operating under a historical model that leans toward prescriptive planning and episodic customer engagement, or they can fundamentally reimagine the role of marketing.
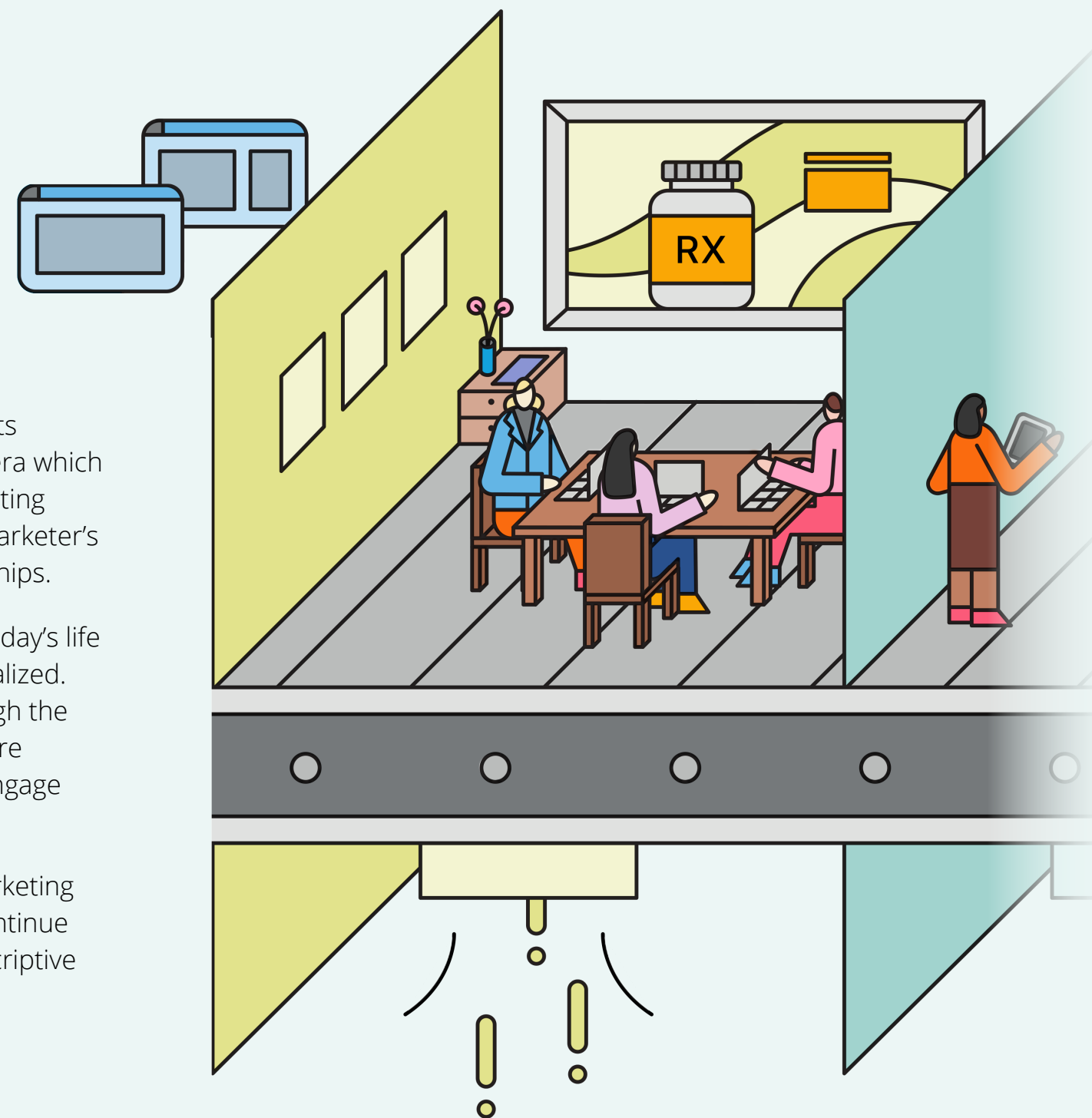
The present: A repetitive, episodic marketing cycle

The traditional life sciences marketing model is brand-centric, driven primarily by short-term-campaigns, and employs tactics that, at times, are repetitive, episodic, and disconnected. Hyper-focused on reaching campaign milestones, organizations tend to favor repetitive, biannual-to-annual campaign cycles in which marketing acts as a "factory"—churning-out predictable tactics that may not fully realize customer needs with the goal of maximizing impact (see image at right). We have observed this cycle in the following ways:
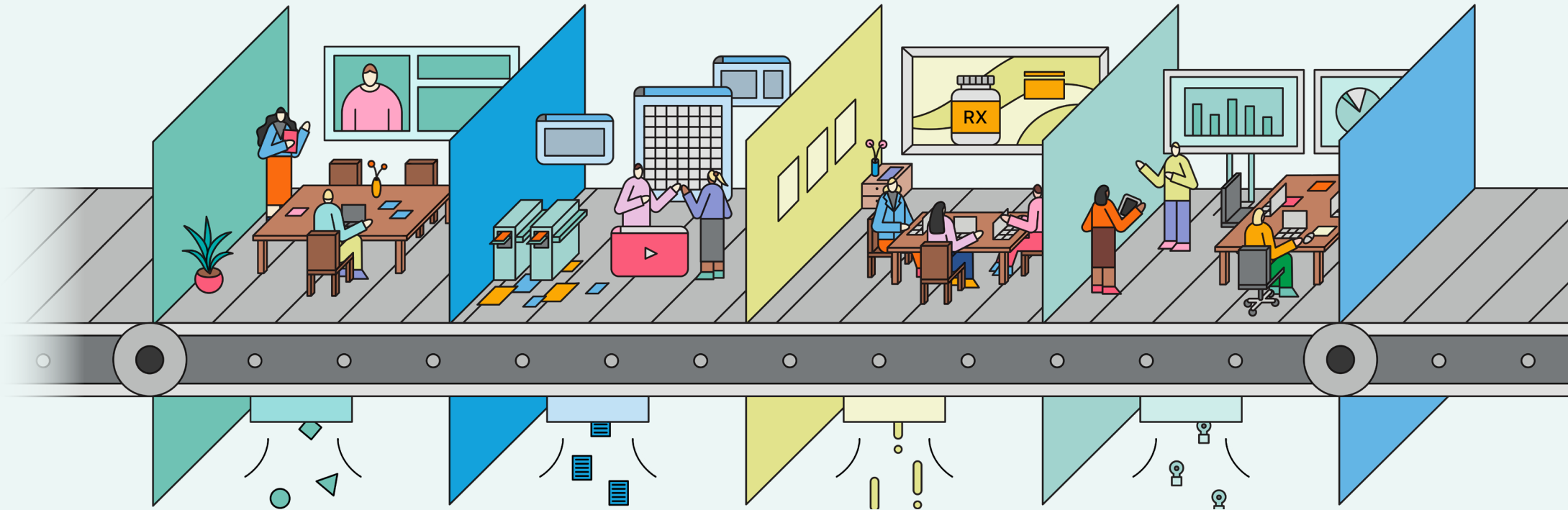
Marketers default to a rigid business planning process.

A campaign execution focus has lowered the bar for agencies.

Brand engagement with patients and health care providers (HCPs) has become static.

Data, insight, and technology fragmentation leaves too many opportunities on the table.

Operating models have become siloed.

→ **Read more on the next page**

Brand managers:
Define brand, channel and audience strategies

Creative teams:
Develop content aligned to brand and channel strategy

Project managers:
Execute campaigns with audiences and target channels

Analytic teams:
Measure outcomes and effectiveness of engagement

THE CURRENT PROCESS

THE FUTURE PROCESS
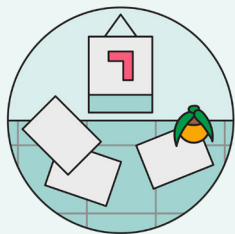
Marketers default to a rigid business planning process.

A campaign-first mindset forces marketers to focus on incremental improvements that require lengthy content development and review cycles and, at best, drive marginal impacts instead of focusing on strategies and programs that could drive transformational results.
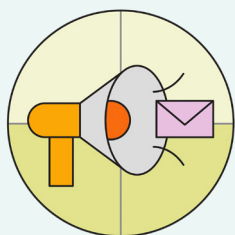
Brand engagement with patients and health care providers (HCPs) has become static.

Brands primarily rely on one-size-fits-all messages to patients and HCPs that do not speak to their individual needs and behaviors. These messages' effectiveness may be limited by their inability to drive long-term relationships and forge emotional connections with patients and HCPs across their wellness journeys.
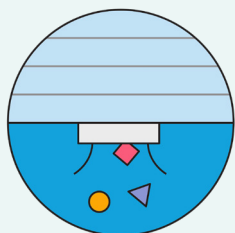
Operating models have become siloed.

Critical roles in the marketing lifecycle—brand managers, creative directors, campaign managers, data scientists—typically work linearly and sequentially in their functional bubbles before handing off a deliverable to the next link in the chain. This approach inhibits cross-functional collaboration and knowledge-sharing, and impedes execution agility.

A campaign execution focus has lowered the bar for agencies.

Some life sciences marketing agencies today are incentivized to maintain the status quo—to focus on executing tactics, maintaining black-box account relationships, and collecting their fees for services performed. Without skin in the game, some agencies are lowering the bar for service excellence (e.g., no longer recruiting top-tier talent, not acting as a provocative creative partner), as there is little motivation to build long-term brand equity for life sciences organizations.
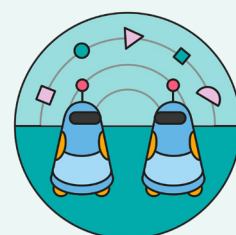
Data, insight, and technology fragmentation leaves too many opportunities on the table.

While life sciences organizations have made significant strides in generating and collecting large amounts of quantitative and qualitative data, improvement opportunities exist to better integrate and align transactional, attitudinal, and behavioral data. Similarly, while companies have invested in artificial intelligence/machine learning (AI/ML) capabilities, they are often leveraged to generate retrospective facts and product truths rather than prescriptive and predictive insights that have transformative potential. Moreover, the technology systems underpinning marketing organizations are fragmented, redundant, and highly complex, resulting in significant efficiency and productivity losses.

Embrace change to maximize opportunities

The life sciences landscape is evolving at an unprecedented pace. Business models are already adapting to the realities of new, highly competitive, smaller patient markets across specialty medicine, cell and gene therapy, and targeted drugs for rare diseases. In parallel, massive amounts of highly personalized data that can pinpoint when, where, and how customers behave are available from digital engagement channels (e.g., TikTok, Facebook, web searches). Similarly, the increasing use of AI technologies in new and progressive ways is producing abundant, strategic insights.
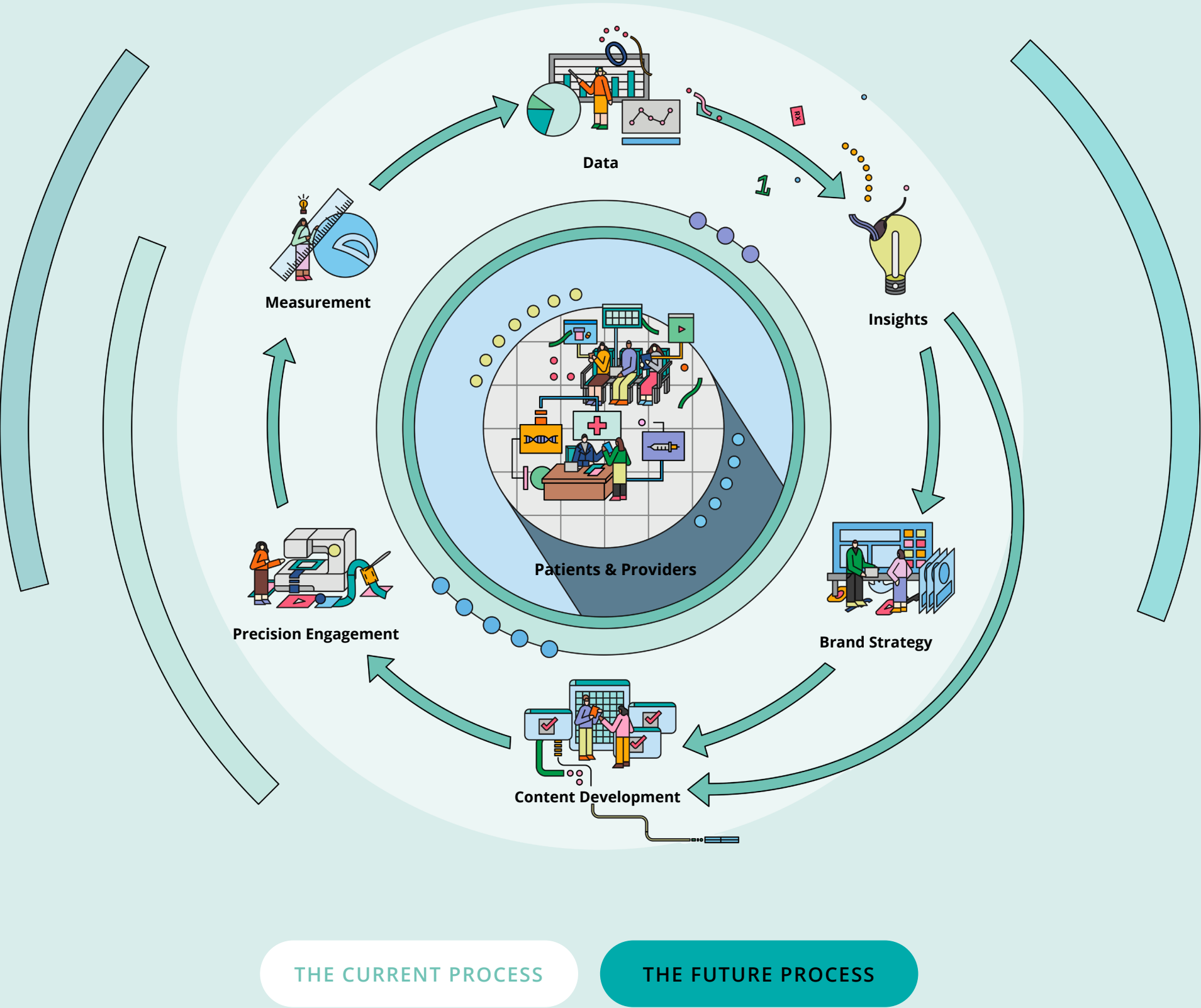
These and other shifts have fundamentally changed the life sciences marketing arena. Organizations that cling to a traditional factory model that is hyper-focused on a campaign management production mindset to the detriment of innovation and rapid optimization will likely discover that efforts won't work anymore. It is too predictable, too reactive, and fails to create meaningful engagements with patients and HCPs. Conversely, organizations that embrace change and master both business and marketing model innovation can forge a powerful brand identity and engagement footprint and execute with speed and impact to maximize conversion, adherence, and market share.

The future: A virtuous marketing cycle

Marketing model innovation requires transitioning from a vicious and linear marketing cycle in which organizations repeatedly follow the same static execution cycles to a virtuous and dynamic cycle that is driven by data, insights, and novel ways of working—where cross-functional teams combine strategic, management, analytic, and creative skillsets in a cohesive unit. In this reimagined, agile marketing cycle, data is analyzed in near-real-time to produce insights that influence everything from brand strategy to content development to engagement tactics. This process becomes virtuous as knowledge continuously evolves and fuels measurable outcomes so that brand decisions can be made faster and more accurately in each successive cycle (see image at right).

To realize the benefits of a virtuous cycle, life sciences organizations will need to adapt in a number of ways:

Embrace a cultural reset.

Drive the agency relationship.

Simplify technology platforms.

Treat data and AI as marketing's lifeblood.

Create an ecosystem of trust.

→

Read more on the next page

Data

Insights

Brand Strategy

Content Development

Precision Engagement

Measurement
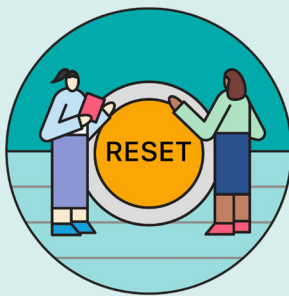
Patients & Providers

THE CURRENT PROCESS

THE FUTURE PROCESS

Adaptation is key

To realize the benefits of a virtuous cycle, life sciences organizations will need to adapt in a number of ways:

Embrace a cultural reset.

In this future model, marketers should be recognized as change agents whose goal is to create transformative brands that drive competitive advantage. This may require a cultural reset that acknowledges the marketing function's critical role in helping the organization meet its ov erall business objectives. Among suggested actions is broadening the definition of marketing skillsets to include data and AI fluency.

Treat data and AI as marketing's lifeblood.

Organizations should leverage available internal and external data with AI expertise. Doing so will able them to embed insights across each aspect of the virtuous cycle to intelligently shape brand strategy, produce compelling and modular content, and deliver precision engagements at the moments that matter.
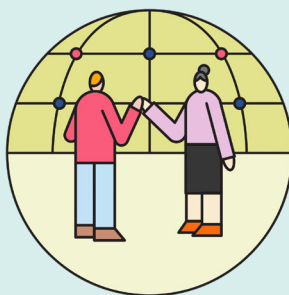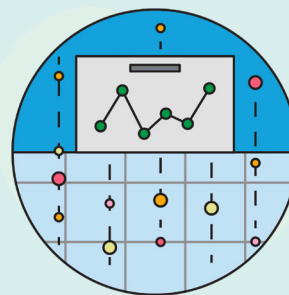
Drive the agency relationship.

Rather than uniformly following their marketing agencies' recommendations, life sciences organizations should drive both the relationship and marketing strategy conversations based on self-generated insights. This should produce a more collaborative and productive partnership.

Create an ecosystem of trust.

At a time when walled gardens (e.g., social networks) are increasingly unwilling to share data and patients and HCPs are prioritizing privacy, life sciences organizations should work with publishers and platforms to create novel data consortiums that enable precision engagement while protecting patient privacy and the proprietary nature of publishers' business.

Simplify technology platforms.

Managing and orchestrating marketing and other data across disparate platforms is extremely challenging. Life sciences organizations should drive convergence across their fragmented platforms to manage this complexity. Instead of investing in narrow platforms that manage a given channel, organizations should identify a core set of platforms that provide maximum coverage.

Key ingredients of the virtuous cycle

We have identified six key ingredients—data, insights, brand strategy, content development, precision engagement, and measurement—that life sciences marketers will need to master if they are to realize the potential of the virtuous cycle and position their organization for the future of health. Specifically, we review how each ingredient can help marketers determine where to focus and how to execute their efforts; we also list key Deloitte offerings and assets that can help organizations achieve their marketing objectives.

01.
Data

02.
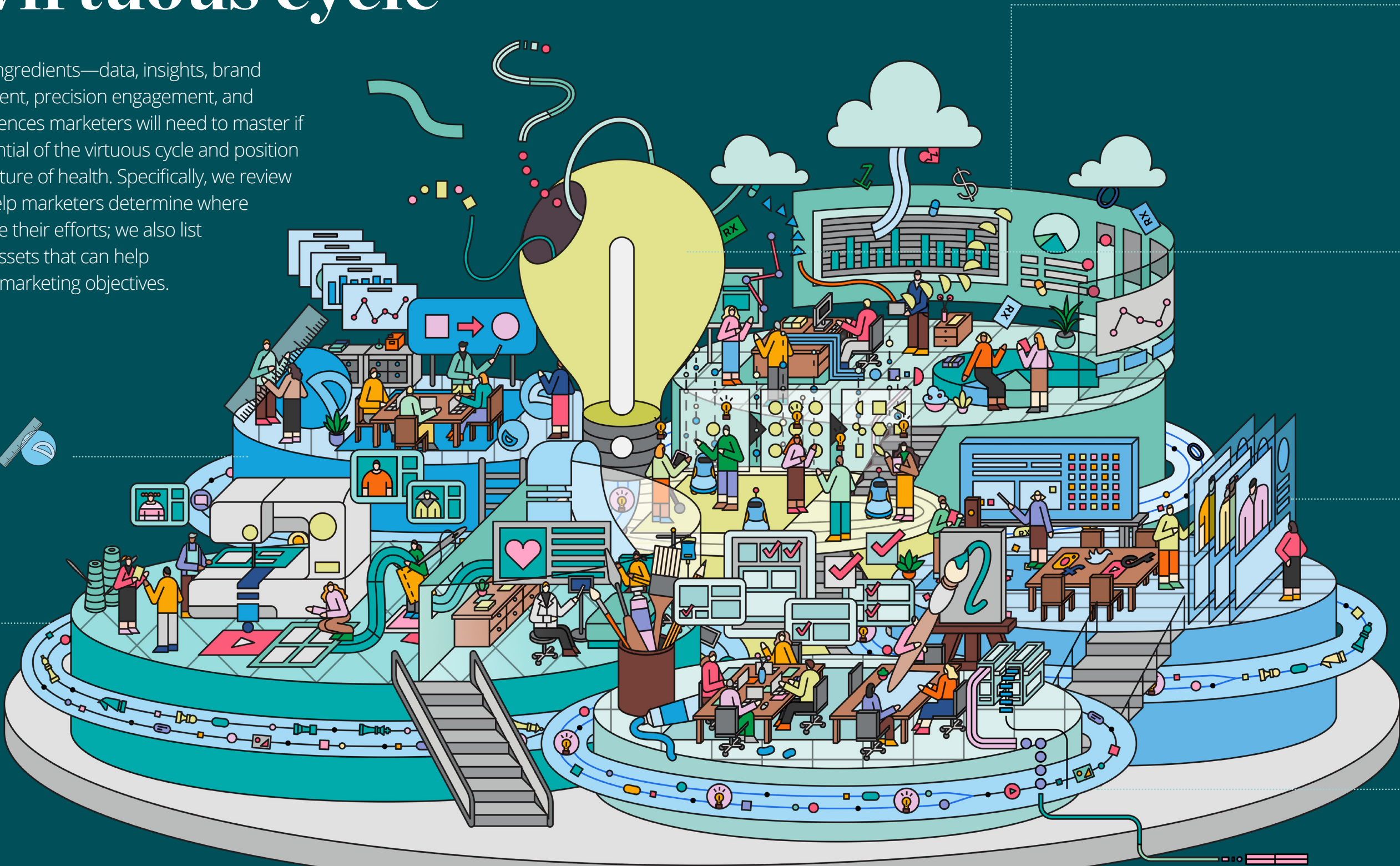Insights

03.
Brand Strategy

04.
Content Development

05.
Precision Engagement

06.
Measurement

Data

Create a holistic, near-real-time view of patients and HCPs from a variety of sources to enable a robust understanding of customers and their behaviors and attitudes.
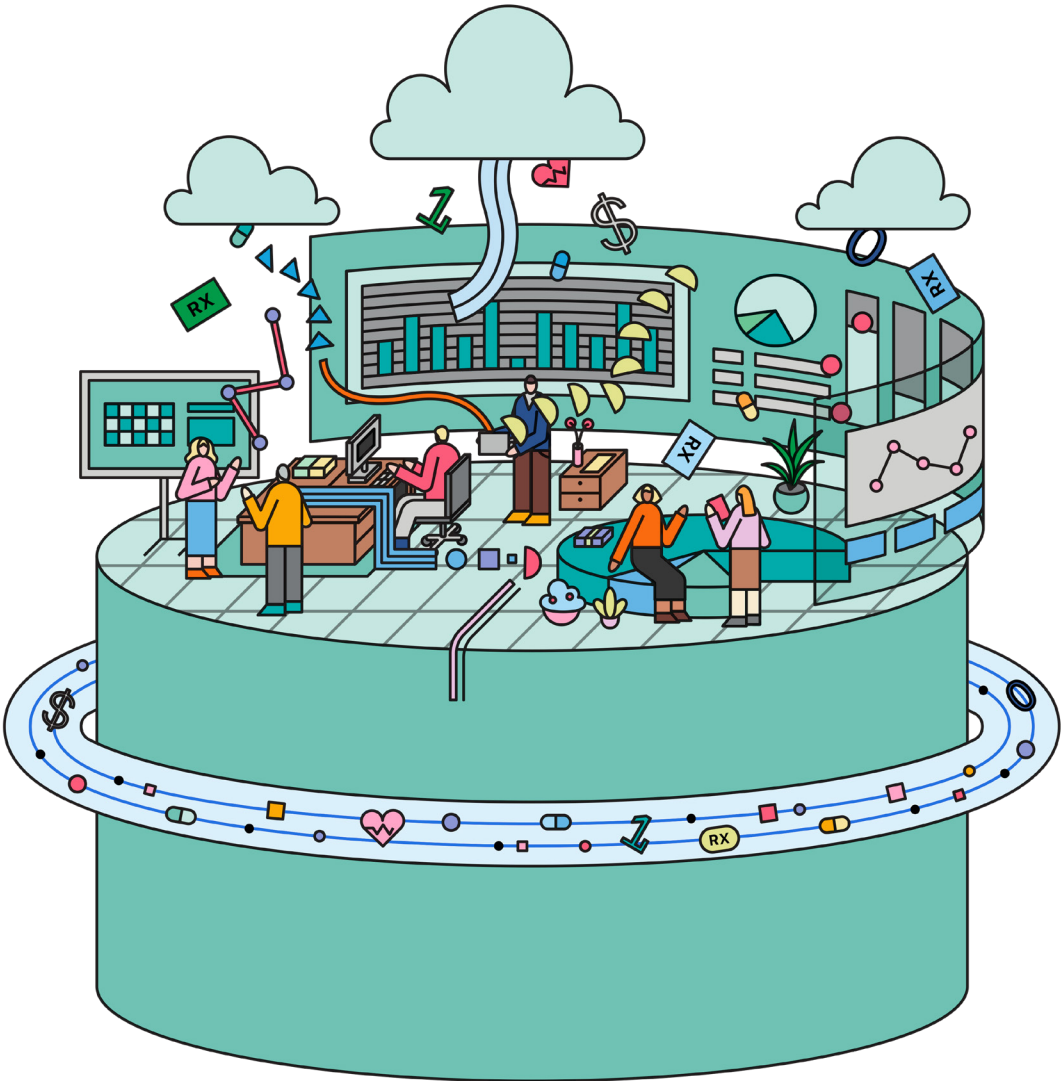
Where to focus

- Establish a data strategy focused on understanding customer attitudes and revealing behaviors; move beyond stereotypical attributes

- Develop a comprehensive, real-time-data view of customers across the end-to-end disease journey to understand where they are now and where they will be; not where they were

- Break through data "noise" to truly understand your brand's meaning and resonance, how it's perceived, and the competitive pressures that must be overcome

- Manage data complexity across sources, formats, channels, and systems to create a unified view of information

How to execute

- Harmonize longitudinal health and behavioral data sets by leveraging identity resolution to create a complete view of patients & HCPs

- Augment first-party data sets with purchased, licensed, and harvested data from third parties in a HIPAA compliant manner

- Make data assets easily discoverable, accessible, and integration-ready across core marketing platforms

- Drive platform convergence; imagine a future with 2-3 key platforms that can support all HCP, patient, and market access channels

How Deloitte can help

KEY OFFERINGS

Digital customer strategy: Strategic visioning of your customers, the digital data they generate, and how this data can be delivered through platform capabilities

Consent management strategy: Assistance integrating all of your customer and patient data in a compliant manner to account for all data privacy and residency challenges

Data management: Implementation services to deliver and manage master data management and commercial data lake capabilities

Data stewardship: DataOps services and data governance to manage, standardize, and maximize the value of your customer data

KEY ASSETS

HUX CDP: Customer data platform curated to meet life sciences organization needs

HealthPrism™: Proprietary longitudinal demographic and socio-economic data covering 200M+ US citizens, and associated algorithms that can predict patient and HCP behaviors

Data marketplace: Custom tools that can simplify commercial data discovery, governance, and access

Where to focus

- Generate insights that provide an "always on" pulse of current performance and future predictions

- Identify behavioral change patterns that are linked to customer decisions and outcomes

- Develop outcomes-based KPIs for brands based on their lifecycle and market position

- Respond to insights at the speed of need by empowering brands to act on hypotheses and experiment

How to execute

- Move beyond descriptive and prescriptive analytics to predictive insights (e.g., machine learning)

- Amplify analysis with signal detection and risk-based determinations to identify and understand anomalies in customer behaviors based on their disease journey stages

- Create accelerated feedback loops to qualify the impact and learnings from insight-driven actions

- Harden and scale data science and analytical models using MLOps platforms to verify continuous learning

Insights

Empower marketers and brand managers with AI-enabled, near-real-time insights to identify emerging customer needs and prescriptive recommendations to meaningfully address those needs.
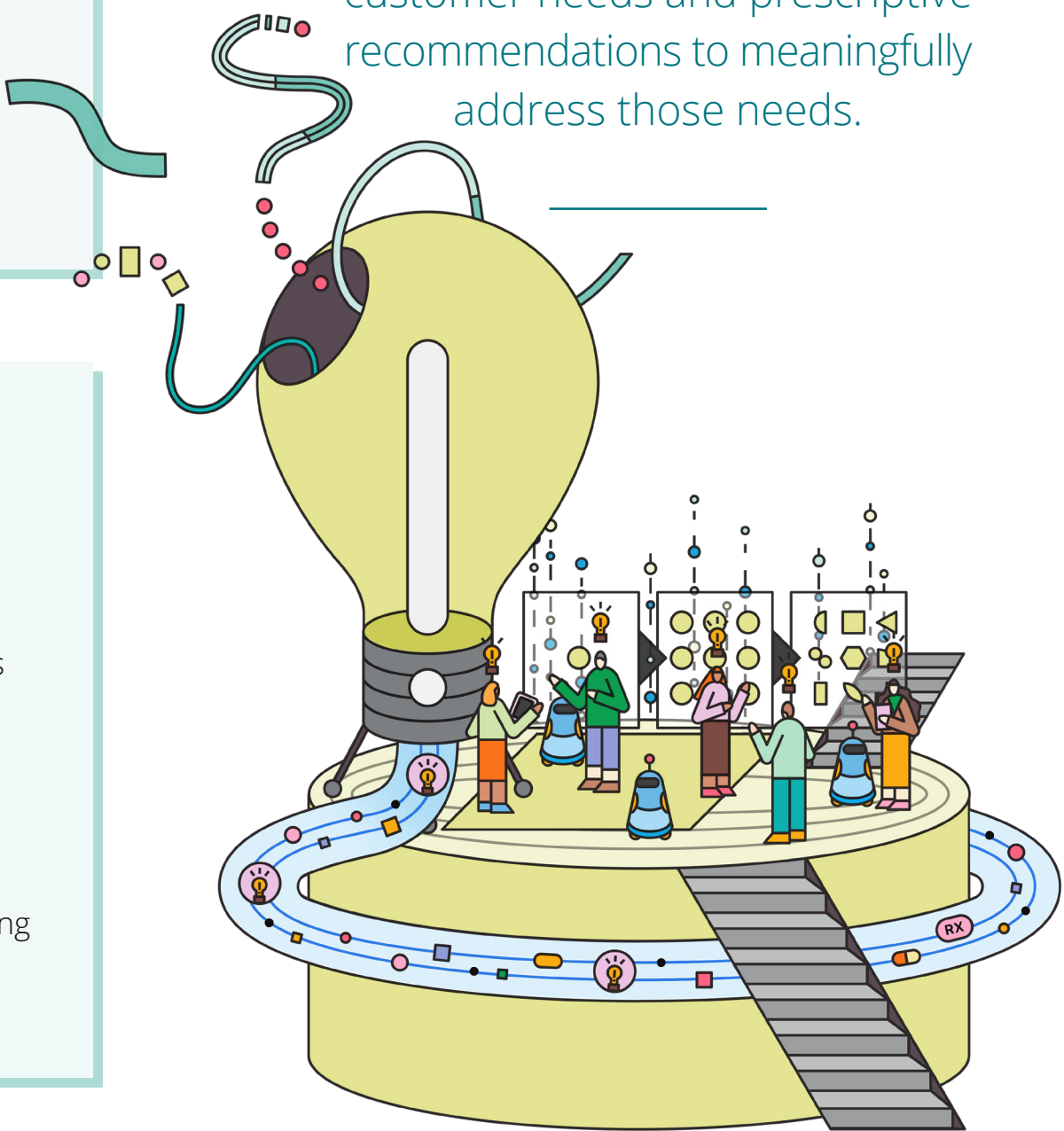
How Deloitte can help

KEY OFFERINGS

AI strategy:
Prioritization and strategic selection of the top marketing use cases that can take advantage of AI capabilities

AI Foundry:
Flex-capacity service delivery model that provides resources with AI skills and experience to incubate and industrialize models and solutions

MLOps:
End-to-end deployment & management of machine learning algorithms

KEY ASSETS

SmartOps Framework:
Acceleration tools to help organizations assess their readiness to embrace AI by evaluating their solutions, technologies, processes and operating models

Trustworthy AI Framework:
Regulatory and compliance tool that helps organizations develop transparent, explainable, fair, and reliable AI algorithms that adhere to privacy and safety considerations

CognitiveSpark™ for Commercial:
Turn-key dashboards configured around readily available medical, clinical, and socioeconomic data

Where to focus

- Position brands as culture-shaping ideas, not as consumable products with an expiration date

- Allow your brand to have different meanings to different sub-populations; listen to how your brand is viewed and perceived; understand the values shaping the audience and learn how to speak effectively to them

- Treat your brand as a financial asset that can drive commercial value and growth, not as just a design, symbol, or tagline

- Embed learnings from other industries about how to build and harness the power of brands

How to execute

- Move from static strategy processes (revenue plans) to more "always-on" adaptive strategies influenced by measurement

- Enhance strategy-driven execution (1-2X/year) with AI-driven optimization in real time (1-2X/month)

- Look for small tests that can help you learn, even (or especially) if the analytics do not point to a single specific idea

- Strive for N = 1 (or microsegments) that allow you to deliver relevant and engaging brand messages

Brand Strategy

Develop an insight-driven brand strategy that is responsive, adaptive, and hyper-personalized to the evolving needs of your customers.
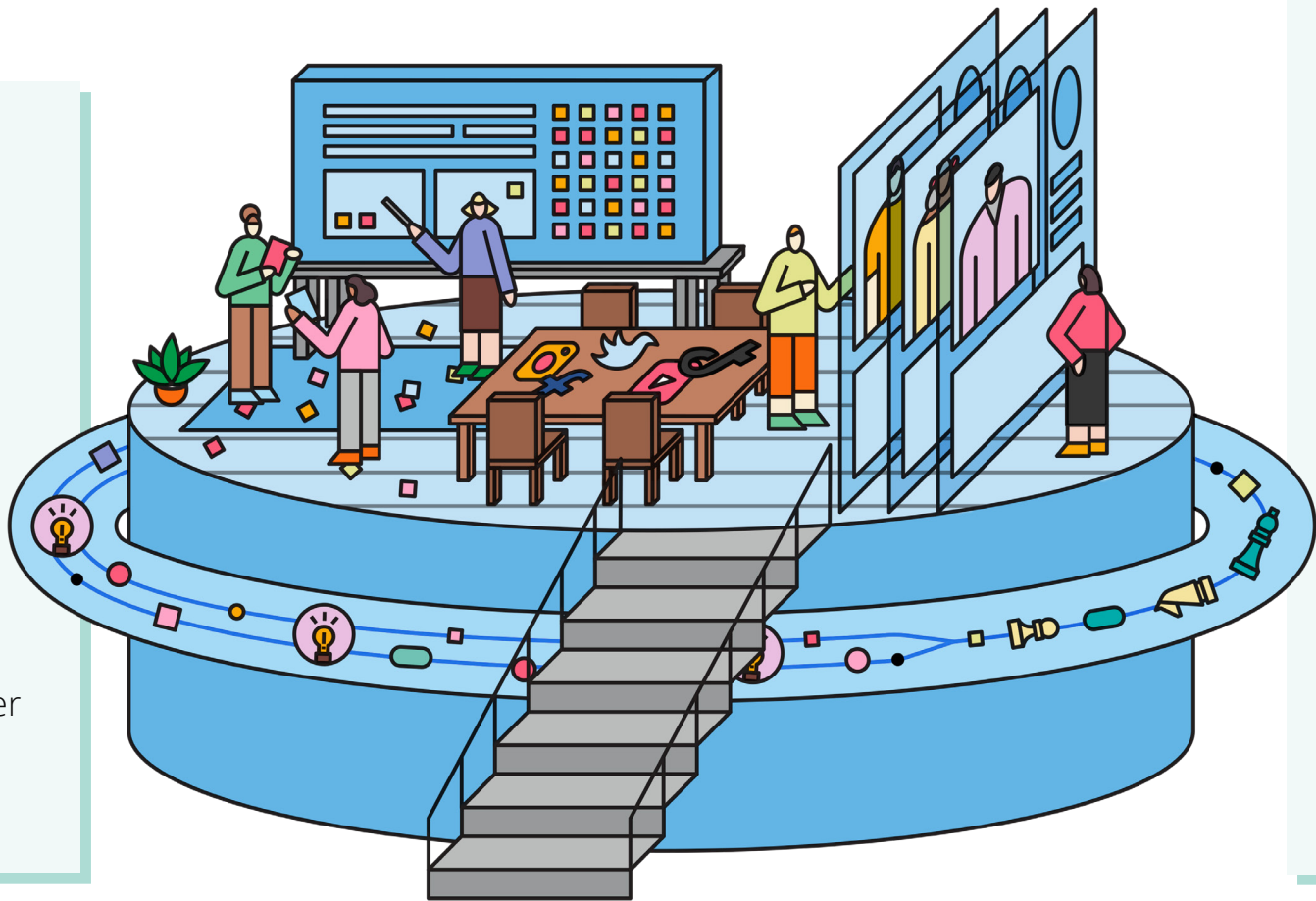
How Deloitte can help

KEY OFFERINGS

Brand vision and strategy: Evaluation of present brand portfolio and strategy; brand assessments, including market trends, customer strategy, and rival brand strategy analyses

Operating model design: Design of brand and campaign management processes and organizational structure with clearly defined roles and responsibilities

Brand KPI definition: Definition of brand KPIs and development of an integrated brand performance measurement system for monitoring and evaluating brand value

Brand identity design: Development of brand identity program; includes training for synchronizing the organization and all business units with the brand's ethos

KEY ASSETS

Brand value map: Structural framework that reveals the factors that influence brand value

BrandWorth™: Algorithms that measure message memorability, experience satisfaction, values alignment, and share of culture leading brands

ValueCompass: Algorithms that provide deep insights into what audiences do, why they do it, and how their values overlap; and that identify opportunities for brands

Where to focus

- Balance helpful content with selling content to enable customers to make an educated decision

- Verify that omnichannel-designed content honors the customer and doesn't just pander to them

- Play an active role in the creative process and empower agencies by providing them with insights that you generate

- Work across functional areas (i.e. MLR) to streamline content review and approval processes

How to execute

- Co-create content with your customers to capture their true voice

- Optimize personal engagement that is anchored in content—an optimal blend of message, voice, call to action, information, and offers

- Employ a strategic and automated content tagging taxonomy to deconstruct content into individual data elements that can be evaluated for impact

- Drive content velocity and personalization by investing in digital asset management capabilities, designing modular content, and investing in technologies to manage these content modules

Content development

Adopt an agile and modular content development approach that is responsive to customer needs, hyper-personalized to maximize effectiveness, and can react in real-time to market learnings.

How Deloitte can help

KEY OFFERINGS

Heat:
Deloitte creative agency that designs and develops digital, TV, and print content aligned to brand strategy

Madras:
Deloitte production studio that develops content to support campaigns, websites, mobile apps, social media and brand stories

Marketing technology implementation:
Services to implement marketing technology systems that support modular content development

KEY ASSETS

Content tagging taxonomy:
Deloitte taxonomy, curated and trained from industry data, that enables individual content aspects to be tagged, measured, and analyzed

Content supply chain framework:
Tool that assesses an organization's content lifecycle maturity (from planning to publishing) and identifies opportunities for improvement

IntelliDoc:
End-to-end solution that automates content ingestion and tagging to expedite medical legal review

Precision Engagement

Conduct relevant, consistent, and contextual engagement at the right time and right place to influence patient and HCP experiences.
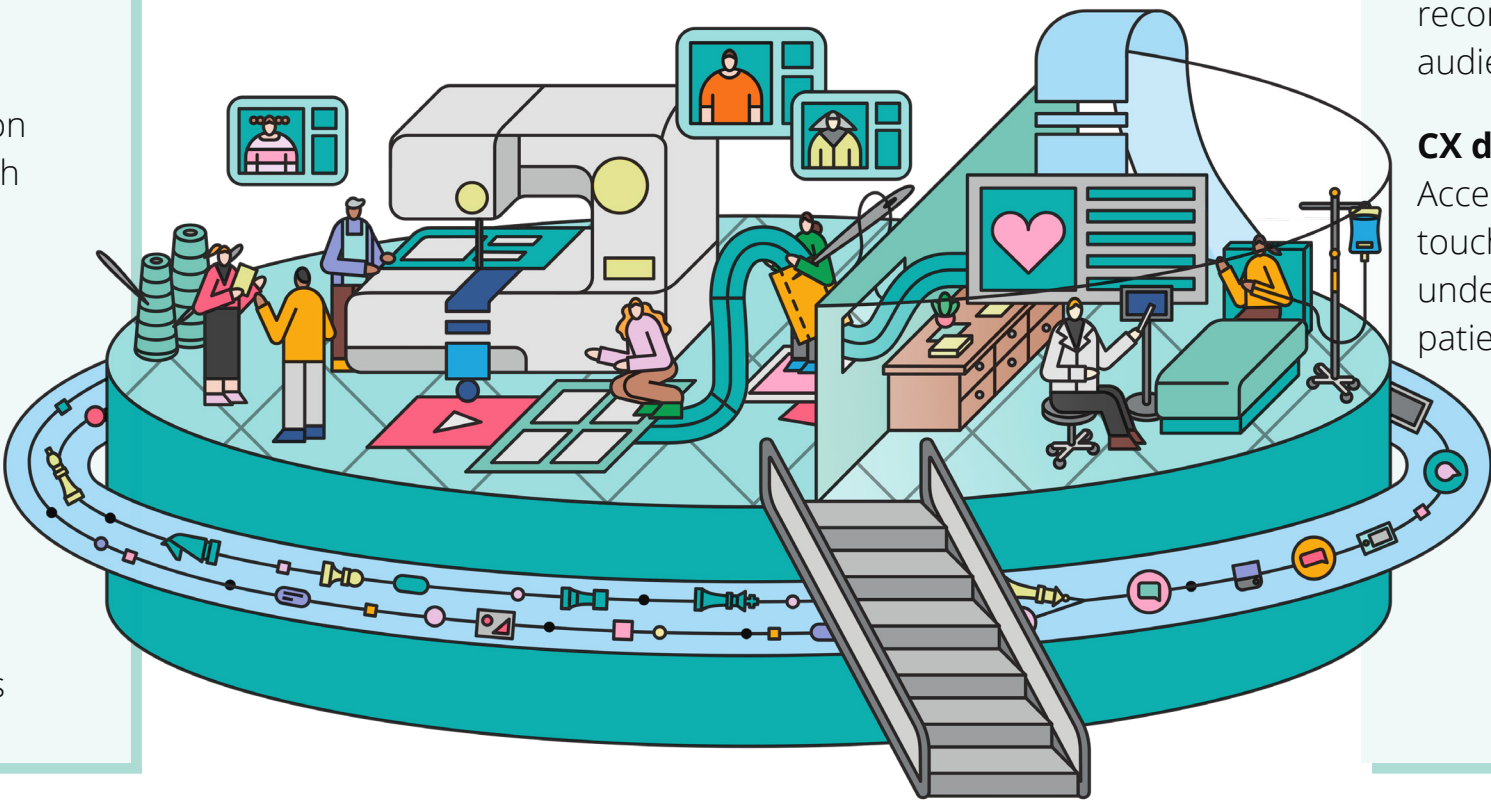
Where to focus

- Direct your agencies rather than assuming that they know best. Challenge their thinking, concepts, and deliverables based on the organization's analyses and insights

- Strengthen agency collaboration by moving toward a more dynamic and agile working model that can keep pace with the marketer's evolving role

- Move beyond static engagement and orchestrate guided, impactful, next-best engagements for HCPs and patients

- Synchronize data and rules across sales and marketing technology ecosystems

How to execute

- Orchestrate content delivery through strategic activation channels, partnerships, and ad platforms that can reach target audiences

- Engage customers both contextually and programmatically, and tailor messages to customer journeys and specific disease lifecycle stages

- Reimagine cross-functional talent (e.g., brand strategists are also data science-savvy) to provide new, complementary skills

- Invest in journey orchestration and experience management capabilities atop robust data foundations

How Deloitte can help

KEY OFFERINGS

Channel strategy:
Identification of the optimal marketing channels based on brand, therapeutic area, and customer needs

Patient journey mapping:
Design of data-driven patient journeys based on their unique disease state to catalog events and the moments that matter

KEY ASSETS

CognitiveSpark™ for Next Best Engagement:
Modular plug-and-play platform that connects disparate data sources, generates best-in-class engagement recommendations, and orchestrates them to the right audience at the right time with the right messages

CX design framework:
Accelerator tool that provides common customer journey touchpoints across key disease areas to improve brand understanding of the critical moments that matter to patients and HCPs

Where to focus

- Increase the velocity and turnaround time of campaign closed-loop measurement

- Connect broad-based measurements in "the upper funnel" (e.g., awareness, reach) and "the lower funnel" (e.g., time on therapy) to customer- and brand- specific measurements

- Translate observable performance in business-driven outcomes (e.g., 1% movement in awareness equates to X% in sales)

Measurement

Employ AI-enabled measurement to allow marketers and brand managers to measure campaign effectiveness and develop feedback loops to optimize upstream processes.
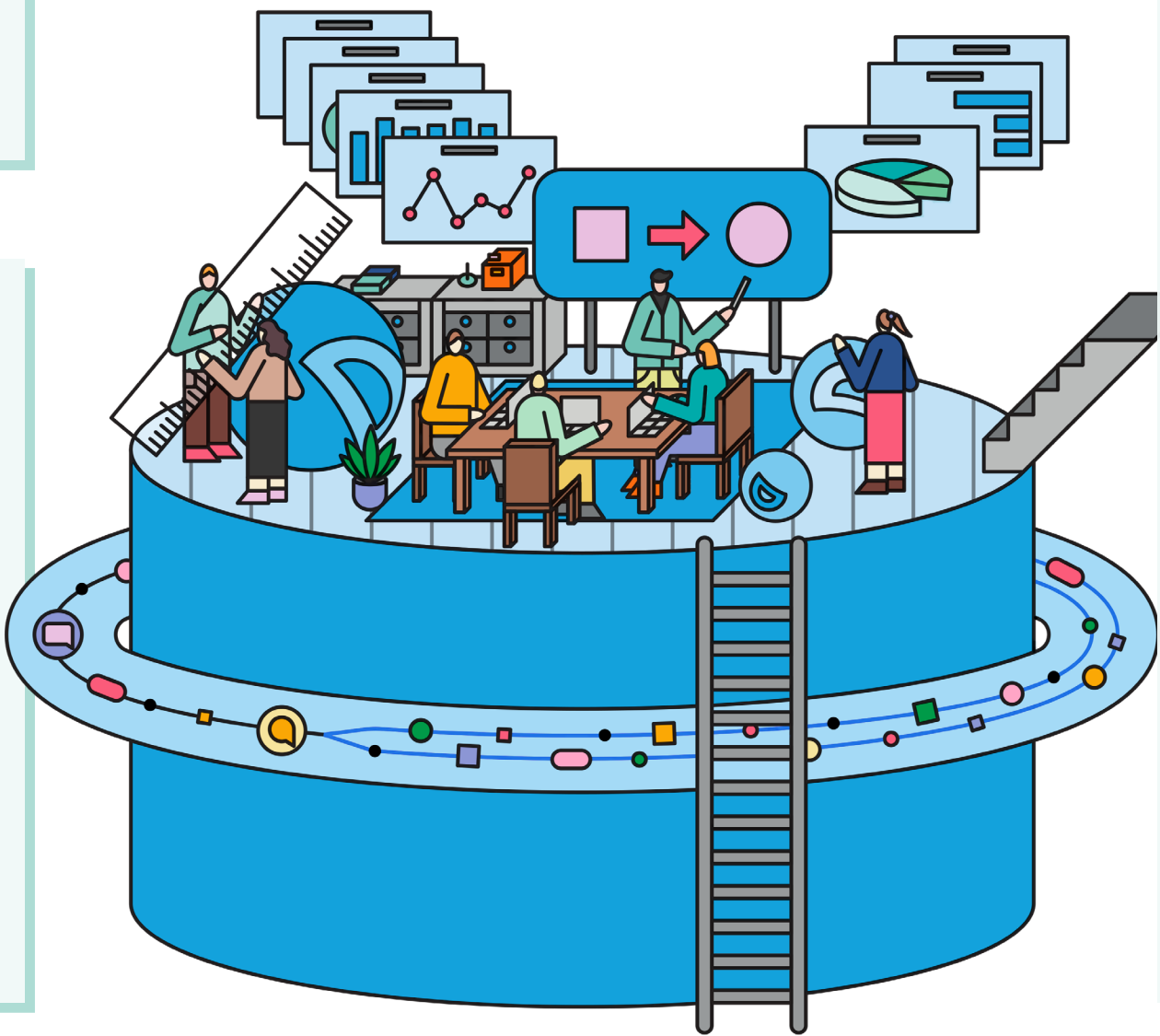
How Deloitte can help

KEY OFFERINGS

Campaign performance approach:
Definition of the criteria and measurement approach for key performance indicators related to campaigns (e.g., reach, awareness, net conversion)

Cookie-less strategy:
Development of pilots and novel approaches to tracking a nd measuring digital footprints in a cookie-less world

Walled garden and cleanroom strategy:
Approach to bring disparate first-party, third-party, and walled garden data sources into a secure, privacy-first analytics environment to measure cross-channel performance

How to execute

- Integrate qualitative and quantitative measures to create a holistic view of performance

- Create an interoperable measurement strategy that enables holistic measurement across "walled gardens" (e.g., Facebook) and first-/third-party data

- Prepare for a cookie-less data environment by building up first-party data sets, working with ecosystem partners, and experimenting

KEY ASSETS

CognitiveSpark™ for Closed-Loop Measurement:
Solution that enables closed-loop measurement of marketing effectiveness across patient and HCP marketing campaigns

CognitiveSpark™ for Multi-touch attribution:
Solution that leverages advanced AI techniques to gain rich insights into channel, content, and placement impacts on marketing effectiveness

Deloitte.
Digital

Reimagine marketing for the future of health

Significant change is needed if life sciences organizations are to move beyond the industry's traditional marketing cycle and unlock the value of data, insights, brand strategy, content, precision engagement, and measurement capabilities.

Organizations should start by examining long-held marketing orthodoxies, capabilities and relationships to gauge what is working well and what has stagnated. From there, THINK BIG and START SMALL by prioritizing opportunities that can move the needle and drive toward a virtuous cycle that fundamentally reimagines the role of marketing for the future of health.

Contact:

Holly Darov

Mark Miller

Sriram Ramamurthy