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Personalized marketing analytics
Personalize relationships with the right message at the right time

Marketing analytics provides the information to personalize a customer relationship with an individualized "journey" of interactions driven by models that trigger the right messages at the right time. The regulated nature of the healthcare industry does not allow for delivery of individualized content like a retail company might produce but it does allow for individualized delivery of approved content to the right customer at the right time. To do this well, we need to understand each customer's true potential for growth and risk of decline. More importantly, we need to know the key factors driving our expectations for growth and decline and how to align our content and message to the customer at any given time. In addition, it is important to manage customer relationships beyond growth or decline risk on specific brands and establish a relationship pathway for long-term therapeutic area value. Content and interactions across channels are the foundations of relationships built and sustained across channels.

Key Questions:
As an industry, we have a technology platform (Veeva) and a strong history of healthcare professional (HCP) relationships with a sales force to enable more personalized multi-channel interaction driven by analytics —if we can answer some key questions.

- What are the expectations for growth or decline in sales for each customer and what are the factors driving the expectation? What are the expectations for the timing of change?
- What is the value of a customer and their interests and needs beyond their ability to generate revenue? What are the right suggestions for the customer beyond product sale?
- If I have a new campaign or message, who should I focus it on and when?
- How do we determine if suggestions are working and if new suggestions for content are warranted? Can we create an adaptive feel to the experience, for example across channel?
- Overall: How do we enable an individualized experience with general content?

Results:
- Increased personal and non-personal promotional effectiveness
- Reduced costs for campaign planning and execution across channel
- Greater upside on franchise value and engagement of key customers and local leaders

Solution overview: Advanced customer analytics and individualized suggestions

Our approach to effective use of analytics begins with data and ends with individual customer-level expectations for value (including influence), drivers of value, and a suggested journey and monitoring plan.

- Open the aperture and let the data speak: Unsupervised analyses of the data universe, target variable creation from principal factors\\
- Converge on hypotheses for journeys with existing and planned content and messages
- Develop models for customer potential and timing for interactions
- Deliver personalized interaction plan around fixed content but adaptive journey
- Measure and monitor against the plan at the customer level

To achieve this, we apply a standard predictive modeling effort with a clear focus on customer value driven from data, content interaction prediction, and measurement planning that recognizes that the time-phasing of interactions is an important part of promotional effectiveness.

Why Deloitte?

- Global leaders in business analytics services and analytics IT consulting backed by 21 global delivery locations, 13,000 analytics-focused professionals and 500 data scientists
- World-class data mining center with external data partnerships
- Experience managing from brand strategy issues through to tactical execution of insights and suggestions for near-term growth

Case Study

We have developed more than a dozen algorithms for clients to personalize interactions with HCPs through individual and multi-channel programs. The following case study illustrates the approach and expected outcomes.

Issue:
- Mature brand facing strong generic competition, going to market with multiple indications across multiple sales forces with stale, broadcast messages

Objective:
- Rebalance field resources to focus on HCPs with potential and propensity for growth, identify actionable drivers of growth; create personalized message journeys that can be managed through Veeva Suggestions and tracked for impact on business

Approach:

- Collected and integrated more than 1,000 HCP-level variables from client and Deloitte data sources
- Predicted brand TRx over the next 12 months to identify HCP-level potential and predicted probability of substantial growth or decline over six months
- Collected HCP-level insights on 40 reason codes explaining behavior, shaped approach to identify which reason codes were most uniquely pulling each HCP
- Used insights to rebuild reach and frequency recommendations and provide actionable insights to reps, available for use in Veeva and tracked for effect

Results

- Fifty to 100 percent increase in promotional effectiveness, as measured by third party
- Twice the rate of growth in customers with customized messages versus any previous period, controlling for seasonality and market dynamics
- Increases of up to 10 times on non-personal promotional engagement measures

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