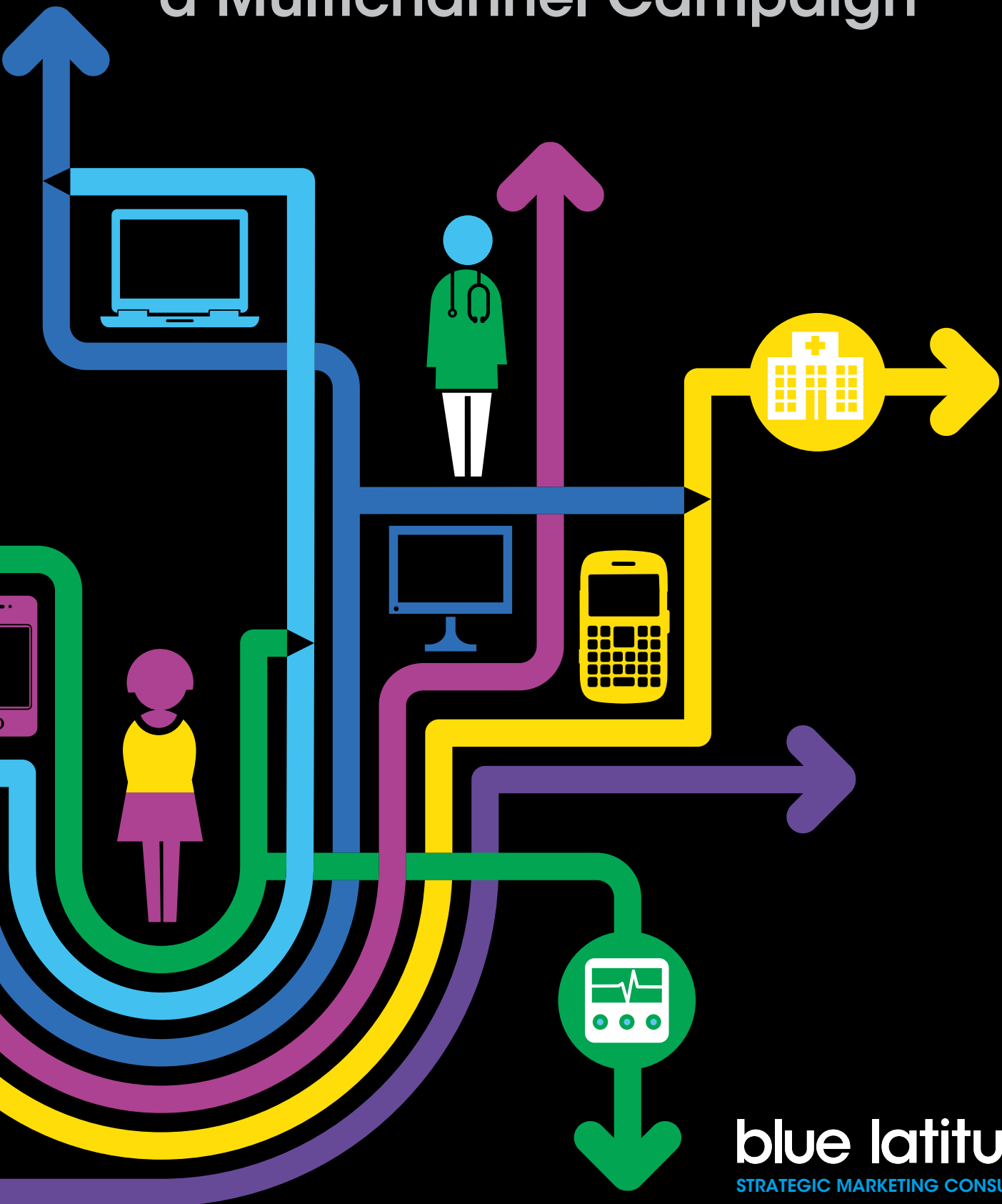


Where Now?

How to Prepare and Execute a Multichannel Campaign



Introduction

At first glance you may think this is just another marketing 101 guide, but don't be fooled. Multichannel marketing is quite different. Although you will be familiar with digital marketing and will need to apply the same robust approach, we talk you through how to step it up a gear and execute a solid multichannel plan.

With multichannel there is no set path. You can start and finish at any point depending on your current capabilities.

You may have previously read our other booklets:

- **Mastering Multichannel**
Learn how to better engage your target audiences and increase profitability.
- **3 Steps to Navigating Multichannel in Healthcare**
Learn what you should do next when planning your multichannel campaign.

We hope that this new guidebook gives you the hands-on advice you need to get started. In this practical guide we take you through the four key stages you should focus on in order to prepare and execute a multichannel brand campaign:



Insight

Objective: Uncover insights by developing an understanding of genuine needs, contexts, behaviours and preferences along a customer's learning journey, as well as developing a deep understanding of business, and technology capabilities and objectives.

What is the difference between insight and multichannel insight?

Insight is the collection, interpretation and deployment of information that facilitates a business's acquisition, development and maintenance of its customers, business goals, and technology capabilities.

Multichannel insight requires detailed understanding of fundamental needs and behaviours within given situations along a customer's learning journey; along with identifying the right technology and business capabilities required to deliver these to the customer.

What are the benefits of proper research and insight?

- Understand real needs and preferences in context
- Understand your brand's right to play in addressing those needs
- Identify key areas of focus for maximum business impact

Get it right, and you will:

1. Identify real needs
2. Prioritise and identify where the opportunities are
3. Understand appropriate channels
4. Make it easy to achieve goals

In order to establish and execute a flawless multichannel programme, it is essential to understand the key elements that should inform your strategy and guide your multichannel plan – your customers, your technology and your business goals.

Customers: By understanding who your key customers are, their segments and their needs, you can ensure that you provide relevant content, at the right time, through their preferred channel, maximising the impact of the communication.

Technology: By understanding the available resources and capabilities, you can capitalise on existing materials and technical platforms to deliver a successful multichannel campaign.

Business: By understanding the business benefits, you can communicate how increasing your multichannel capabilities will contribute towards the brand's wider KPIs.

Customer learning journey

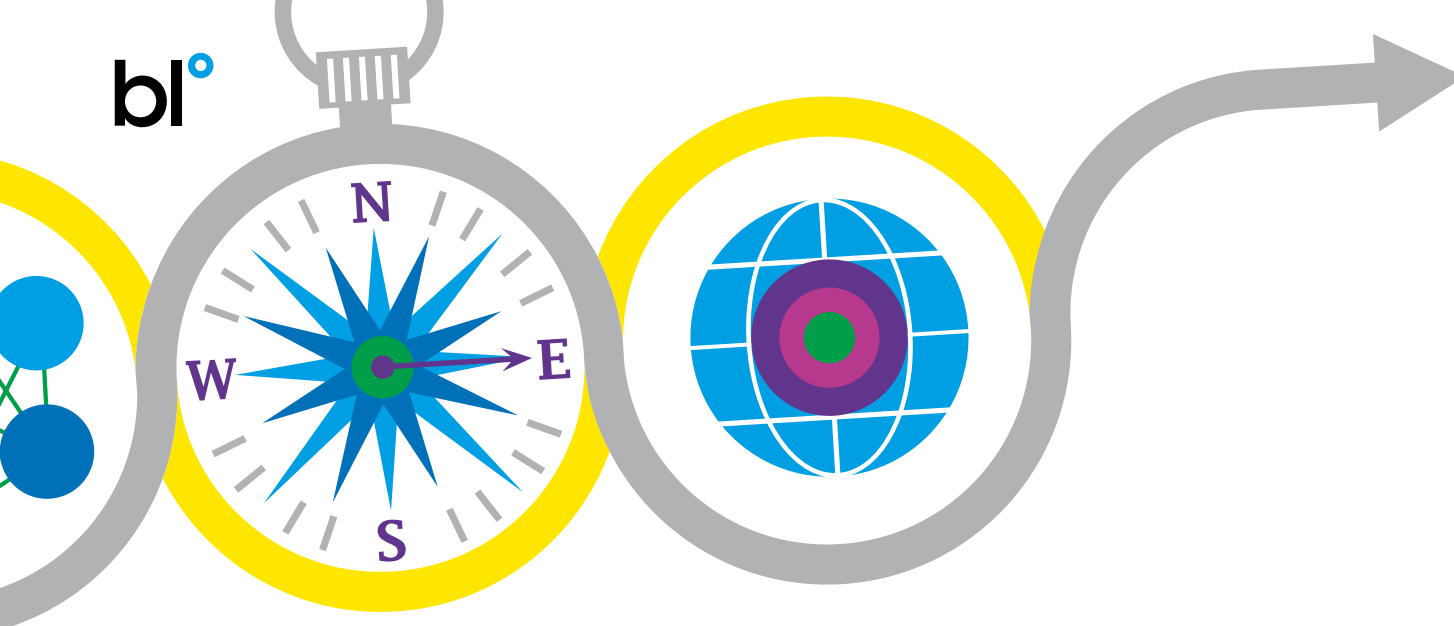
Traditionally, a customer journey map is a very simple idea: a diagram that illustrates the entire journey an individual goes through to learn about a new therapy area or treatment type. It can be used to highlight times and situations pharma can help customers in their learning journey.

Business objectives plan

Identify the desired commercial impact to the brand and plan activities to ensure brand objectives are met.

Technology roadmap

Once you've identified what needs to be done, usually your next step will be trying to figure out how to achieve this. The technology roadmap will outline the work that needs to be done in order to facilitate the execution of your multichannel strategy.



Key questions to ask during this phase:

When creating a customer journey, a technology roadmap, or a business objectives plan, you should gain insight in the following key areas:

Customer

- ? Who are your customers and where can they be found?
- ? What are their informational needs?
- ? How does the channel preferences vary by content/message?
- ? What are their levels of digital usage and adoption?

Business

- ? Who are the key competitors?
- ? What are they saying and through which channels?

- ? What are your CRM numbers/coverage/contact frequency?
- ? Is there internal resource and capability to implement multichannel plans?

Technology

- ? What are the most readily available platforms through which to communicate to your customers?
- ? What assets are available and how can they be used locally?
- ? What is the level of connectivity in your market?

From a healthcare perspective, it is important to note that key decisions and leverage points are informed by multiple interactions over a period of time that often spans years and extends far beyond the point of diagnosis or treatment.



Task

Using the key points mentioned in this section, outline the current customer, business, and technology situation.



Planning

Objective: Develop an insight-based multichannel plan that integrates both channels and functions, meeting both business objectives and customer needs.

What is the difference between marketing planning and multichannel marketing planning?

Marketing planning is the process of selecting and organising activities needed in order to reach a defined objective.

Multichannel planning also involves the collaboration of internal functions to develop an insight-driven, integrated and customer centric multichannel plan, providing a seamless customer experience across multiple touch points.

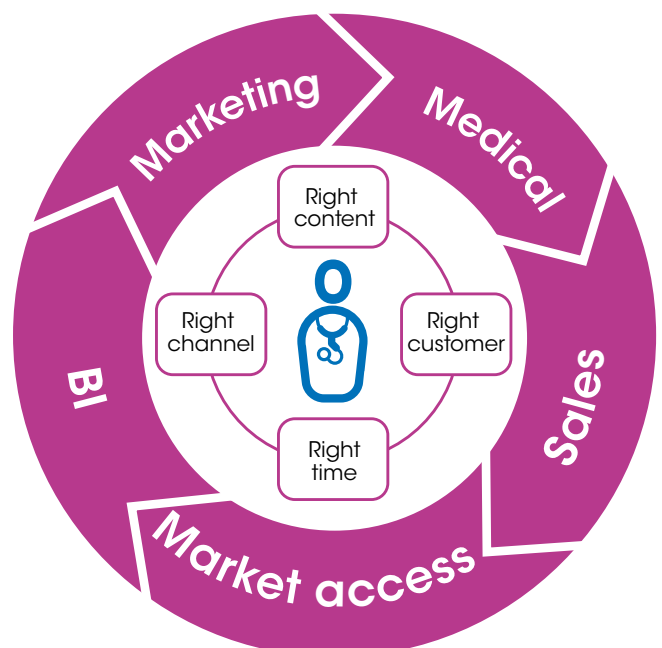
The benefits of defining your planning are:

- Consistent customer experience across all touch points with a brand
- Internal functional alignment allowing for higher cumulative impact of activities
- Development of a plan which balances customer needs with brand objectives

Initial multichannel plans

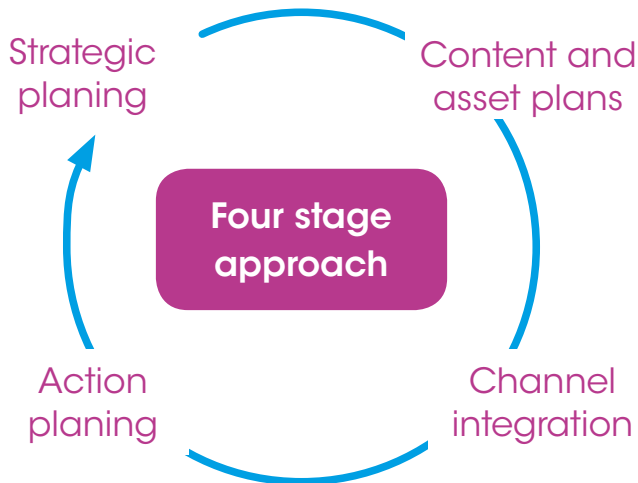
Planning your multichannel marketing should be based on customer needs identified from your Insight work.

- Balance customer needs with business objectives
- Ensure consistency of customer facing activities
- Understand the effect of cumulative impact
 - The cumulative impact looks at all interactions a customer has with the brand
 - This is what shapes the customer's perception and relationship with the brand



The four-stage approach to planning

You should adopt the four-stage approach to planning to help you cover off all aspects of your multichannel campaigns:



Strategic planning

Explore how activities address customer needs and brand objectives.

When embarking on your strategic planning phase, it is important to map all existing projects to a strategic framework based on prioritised customer needs and brand objectives. This will help you to identify gaps and enable you to propose high level multichannel projects to address these gaps.

Before beginning, check that you have:

- A prioritised list of the customer needs and the brand objectives
- Information about all currently planned projects

Depending on the outcome of your planning sessions, you may need to consider extending existing projects, or developing new projects to better meet needs and objectives.

Key questions to ask during this phase:

- ? Which customer needs and brand objectives do our projects address?
- ? Which are the most critical gaps in addressed needs and brand objectives?
- ? Can any current projects be extended to address these gaps? If not, is there a new activity that would address it?

At the end of the strategic planning phase you will be left with a rationalised list of high level projects.

Content and asset plans

Creating one view of the customer, integrating functions and channels.

Having a deep understanding of the customer's learning journey will provide insight into what content is required by your customers at specific times. Understanding what content and assets are required will enable you to create a development plan to produce these over a set period of time, enabling you to consistently meet the identified needs.

Before beginning, check that you understand:

- Customer journey map
- Customer channel preference
- Current content plan
- Available technological platforms

Key questions to ask during this phase:

- ? Do we have effective assets and content to engage with our customers?
- ? Do our services and activities promote repeated visits where appropriate?

Below is an example template for a customer learning journey.

	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Key events												
Content development												
Asset development												
Promote												

At the end of the content and asset planning phase you will be left with a content and asset development plan.

Channel Integrations

Technology is the strategic enabler allowing the successful integration of channels and functions.

- Develop integrated tactics for priority projects
- Understand elements of the reach, engage, retain framework

Before beginning, check that you have:

- Sales force data
- ePermission data
- Online environment information
- Available technological platforms

Key activities to complete during this phase:

- Add planned engage activities to framework
- Ensure all engage activities are supported by reach and retain activities
- Analyse any gaps and ensure your plan is integrated

At the end of the channel integrations phase you will be left with fully integrated multichannel plans for key projects.

Action planning

Turning plans into reality...

Now that you have strategically planned projects to meet customer needs and brand objectives, as well as developed a content and asset creation plan to meet customer needs, with activities fully integrated across functions, it's time to establish your next steps in order to execute against the plan.

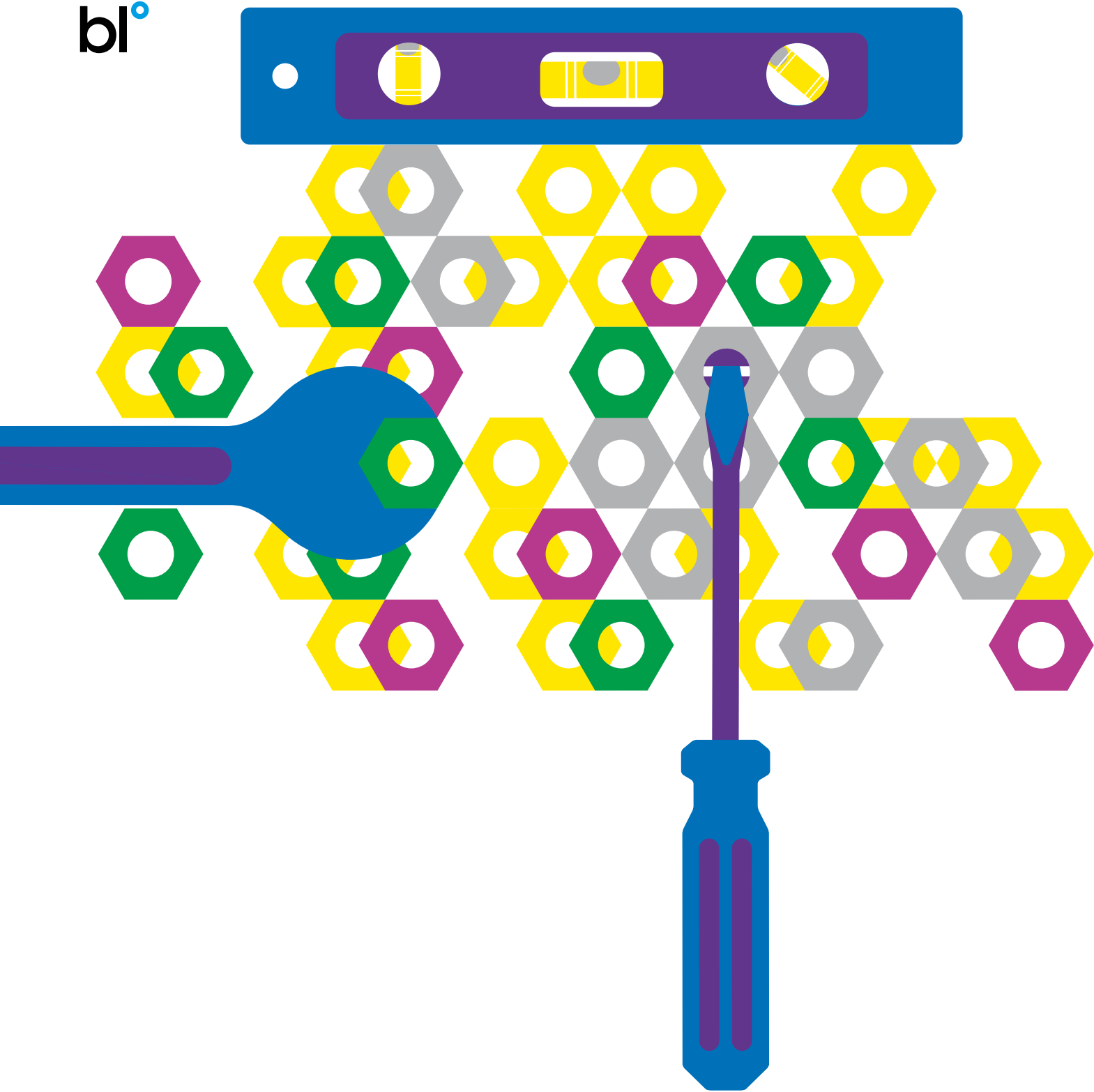
But even with the best plan, we still need to ensure...

- Established barriers don't become roadblocks
- Focus remains on the customer throughout delivery
- Internal and external stakeholders are well briefed
- Assets created address the customer needs and brand objectives for which they were intended



Task

Gather together the information required to complete each planning phase. Create these planning sessions in your calendar and invite the relevant stakeholders.



Execution

Objective: To understand how to create engaging content that meets customer needs at the right time through the right channel.

What is the difference between execution and multichannel execution?

Execution is the realisation of the vision in your plans. It is the process of creating, testing, approving and delivering the elements of a campaign.

Multichannel execution is the use of integrated communications to reach and influence a customer across all touch points to deliver an enhanced customer experience.

Benefits of effective execution

- Reduce risk of compromising your vision
- Ensure your company sees the benefits of effective multichannel activities
- Increase customer engagement by delivering quality and providing an exceptional customer experience

High quality execution is as much about understanding internal needs and requirements as those of your customers.

Before you are ready to execute your plan, you will need to ensure you have:

- Customer needs from the insight module
- Activities from the planning modules

Execution checklist

This has great importance. From a pharma perspective, multichannel engagement is not a core competency. More often than not pharma marketing professionals are resource strapped, which means planning and briefing agencies and internal teams is not always optimal.

To ensure flawless execution of your multichannel plan, you need to be certain that all of the involved parties are ready and able to play their part in implementing this plan.

To aid coordination and management of this, a summary checklist is provided below of elements for consideration before, and during this process:

Internal team	External agencies
? Are appropriate and sufficient resources available and in place?	? Have appropriate agencies been selected?
? Do all relevant involved parties understand what is being done and the project objectives? Are the right people briefed and supportive?	? Do the agencies fully understand the strategy, project objectives and have they received a clear, detailed brief?
? Is it clear who internally will be managing the agencies involved and ensuring seamless integration if multiple agencies are involved?	? Do the agencies understand how the project integrates with other channels?
? Is the internal team clear and aligned regarding KPIs, KPI targets and definitions of project success?	? Do the agencies understand the project KPIs and measures that they are expected to report on?
? Are all approvers fully briefed, available and on board?	? Do the agencies understand internal SOPs and approval processes?

Dependencies determine right approach

The diagram below provides suggestions on what considerations are required during the various stages from set-up to approvals:

Set-up	Setting SMART objectives in order to define channel integration and progress towards brand KPIs.
Requirements	Absolute clarity on what elements are required, by brand, business and functions.
Vendors	Confident selection and clear briefing of the right specialist partners.
Execution	Managing internal stakeholder and external agencies to deliver efficiently on the vision.
Approvals	Managing the process efficiently to meet timelines without compromising solution.

Always learn from past and present projects, by documenting the ways you overcome challenges with actions to complete now and ways to avoid the problem next time.

Tasks you should continually perform during execution are:

- Identifying areas that were challenging
- Documenting what was difficult and why
- Suggesting actions to fix the problem now
- Suggesting ways you could avoid this problem in your next project

Now that you've researched, gained insights, and applied the 4-step planning approach, and briefed your internal and external teams clearly, you should now be ready to execute an integrated project set up for your next big activity.

Even in the case of optimal planning and flawless implementation, there will always be a need for on-going project measurement, understanding and adaptation. In the final section of this handbook, we look at how to best measure and understand the performance of multichannel projects, to allow this information to drive optimisation of current and future projects.



Task

Explore opportunities to improve a recently implemented campaign, setting brand teams up for success with future projects.



Optimisation

Objective: Understand that true optimisation is following a simple process, and that this needs to be done on a regular basis.

What is the difference between optimisation and multichannel optimisation?

Optimisation is about the gradual improvement of a campaign, project or channel through analysis of data to identify actionable improvements.

Multichannel optimisation includes cross functional collaboration to define measures at all key customer touch points and working to make improvements in line with business objectives and customer needs.

What are the key elements of the optimisation process?



Benefits of effective optimisation:

- A disciplined approach to ensuring success
- Continually improving and learning from multichannel in line with customer needs
- Achieving greater returns for investment in channels, campaigns and projects

Measurement is intrinsically impartial

Digital tactics mean that marketing activity can be measured as never before.

The available data sources extend way beyond simple analytics and allow marketers to measure, understand, and improve the customer experience and commercial delivery. Importantly, tactics, channels and services must be invested in over the long term and **continuously tuned** to better address evolving customer needs and improve ROI.

To ensure that your results are relevant, what you measure, and how, must ultimately link back to the overall project objectives and business KPIs that it supports. Here is an example of what this may look like:

	Strategic driver – differentiation	
Project objective	Positively engage with non-visited specialists through differentiation from market leading competitors	
Content	Mode of action	
Channel	Email	Conference
Tactic	3rd party-generated email with MOA benefit key messages Click through to access MOA video	MOA video run as part of conference activity (option at video end to sign-up for further information / future communications)
Strategic measures / KPIs – link to brand objectives	% target customers viewing content Eg: Target: 18% open rate % customers engaged to seek further MOA information Eg Target: 9% of email opens	% conference attendees viewing video Target: 10% conference attendees % viewers engaged to seek further product information Target: 10% viewers
Diagnostic measures – inform strategic measures through activity data capture	# emails sent # emails opened # click throughs for downloads	# self-started video views # viewers registering for further info post viewing # attendees seeking follow-up discussion at booth with medical rep
Segmentation	Role, location, device	Role, country of origin

Evaluation metrics

Possible metrics for evaluation can range from simple diagnostic measures to more in-depth strategic measures linking directly back to brand drivers and KPIs. Measure reach, engagement, customer satisfaction, and overall performance with **QUALITY** not QUANTITY in mind:

 Reach	Are you targeting and reaching the right customers?
 Engagement	Do your customers really engage with your content and services? How? When?
 Satisfaction	Are you checking regularly that your customers are truly and increasingly satisfied?
 Performance	Are you performing in a cost effective manner and are you striving to improve the efficiency?

Use your data to benefit brand activity now and in the future

Once you have collated data from your activities, it is essential to use it to benefit both on-going and future brand activities.

Creating a dashboard for your data is a good way to present this information to stakeholders, as well as gain a holistic overview of insights gathered.

By collecting the data in one place and analysing data over time, you can make better decisions regarding how to optimise current activity and develop insights that will inform future activity.

Remember this is a continual process. Don't forget to measure again in order to gauge success.



Task

Write a list of diagnostic and strategic measures you could capture and how it could help you optimise current and future brand activity.



multichannel superhero

How strong is your multichannel marketing?

Blue Latitude have developed the Multichannel Health Check; a short quiz that calculates what type of marketer you are and suggests ways in which you can improve your current multichannel capabilities.

Now you know how to navigate through the journey of multichannel marketing, where do you begin? The first step is to define your current strengths and weaknesses.

Take our health check to find out whether you're a multichannel superhero or an under-achiever and get advice on how you can improve your multichannel strategy and current multichannel capabilities.

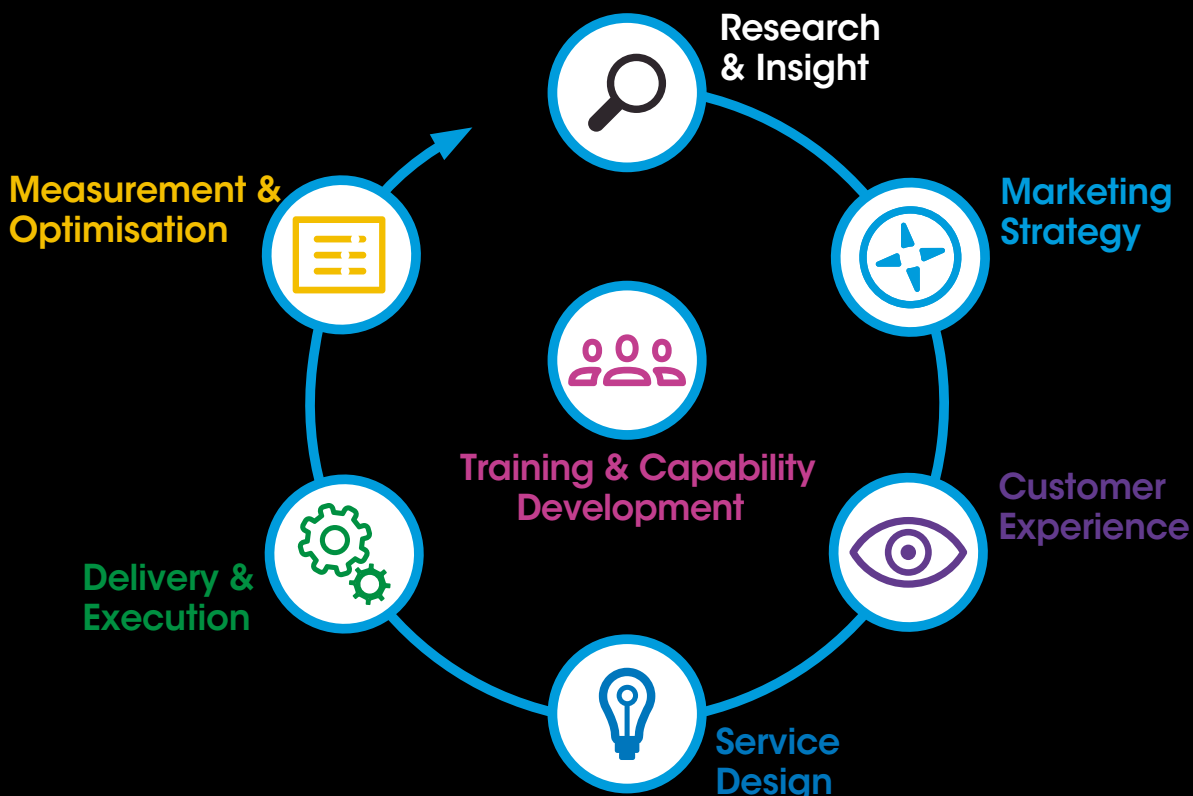
Take the Multichannel Health Check: <http://bluelatitude.net/strategy-planning/>

About Blue Latitude

Blue Latitude is an independent and dynamic strategic multichannel marketing consultancy, with world-class healthcare experience, based in central London and with the capacity to deliver through a network of specialist partners.

"We work for decision makers whose products and services transform and save lives."

What makes us different is our independent marketing advice. We are committed to understanding customer needs and placing them before channel or technology choice. In addition, we've got no vested interest in the tactics or solutions we recommend. It means clients can trust us to deliver the insights and objective advice they need to move forward.



Let's talk

We help businesses in the healthcare and life sciences sectors gain more profitable engagement with their most important audiences.

If you'd like to find out how our customer-centred approach could help you meet your most pressing challenges, we'd love to talk.

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