Medgini's
27th Pharma Webinar

Multichannel Marketing for Medtech & Health OTC Brands.

CONTENTS

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Detachment and Consumer Empathy

As highlighted by Mr. Vivek Desai, the consumer and the customer are not the same in healthcare marketing. He stated that while the doctor may be the influencer, the patient remains the actual consumer.

He further emphasized that marketeers cannot experience the human biology or pathophysiology that a patient goes through. He advised practicing the humility of marketing by recognizing that you are not the consumer.

Understand the difference between the influencer and the consumer. Detach yourself from your own perspective when planning.Practice the humility of marketing consistently.

Do not think for your consumer. Do not assume you think exactly like your consumer.

Power Tip: The first and foremost rule is to realize you are never the consumer at all times.

Are you thinking for your consumer or like your consumer?

Shifting from Features To Benefits

As highlighted by Mr. Vivek Desai, there are omnipresent barriers that marketeers must acknowledge and overcome. He mentioned that marketeers often think in terms of product features, while the consumer is always thinking about benefits.

He also shared that consumers do not ask about competition; instead, they consider their alternatives. He noted that while organizations focus heavily on positioning, the customer thinks in terms of perception. Shift focus from product features to actual consumer benefits. Stop viewing the market strictly through the lens of competition. Identify the specific alternatives your customer is evaluating.

Evaluate how to become a better alternative in the market. Align your positioning statements with the actual perception of the customer.

Power Tip: Think about the perception of what the customer thinks your organization stands for, rather than just your positioning statement.

Do consumers care about your competition or their alternatives?

Identifying Organizational Core Competence

As highlighted by Mr. Vivek Desai, it is crucial to understand where your organization currently stands. He stated that an organization must figure out its core competence, whether that is being science-driven with clinical data or offering the same molecule at better prices. He further explained that understanding what you are best at helps you operate effectively from thatspace.

He emphasized that making the organization see the market requires moving from a product-oriented approach to a market-oriented approach. Identify the exact core competence of your organization. Determine if you compete on science, yield, and clinical data. Evaluate if your strength lies in better prices or pack sizes. Shift your mindset from product-oriented to market-oriented. Use your core competence to unlock growth opportunities.

Power Tip: Know what your organization is good at, not good at, and best at to orient yourself towards the market.

Is your organization product-oriented or market-oriented?

Evaluating New Market Expansions

As highlighted by Mr. Vivek Desai, going into deep or rural markets requires understanding product solutions and access. He explained that healthcare involves need-based products consumed only when a problem arises.

He also shared the example of Dolo 650 during COVID-19, which found its way into every marketplace because the access and availability were already in place for that specific need. He noted that defining your RTM, SAM, and SOM helps decide where to deploy money.

- Understand which category and product solutions you are offering.
- Define and redefine your RTM, SAM, and SOM continuously.
- Invest where your access is already in place.
- Deploy resources specifically to drive access where needed.
- I.tive advantages once a market is penetrated.

Power Tip: Find where the problem is being solved and see what products are being used to decide your market tier focus.

Are you defining your access before deploying your resources?

Treating Market Research As Diagnosis

As highlighted by Mr. Vivek Desai, business planning is split into three equal parts of 33.3 percent. He stated that the very first 33.3 percent of the circle is research, which acts as the diagnosis in the healthcare process.

He further emphasized that market research always precedes strategy, and strategy follows tactics. He noted that without diagnosis, you do not know what the treatment is supposed to be.

- Allocate the first 33.3 percent of your planning to research.
- Treat market research as the diagnosis phase of your strategy.
- Use secondary data for low-cost, readily available insights.
- Invest time in qualitative research to feed your curiosity.
- Ensure research is completed before any strategic planning begins.

Power Tip: Getting into strategy without research is trying to go for a treatment without any diagnosis.

Are you attempting a treatment without a proper diagnosis?

Building Hypotheses And Sample Sizes

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Are you ruling out personal biases when evaluating research data?

Gathering Insights Through Consumer Visits

As highlighted by Mr. Vivek Desai, meeting the target group and their caregivers in their own households reveals critical insights. He shared an experience in Tamil Nadu where a diabetic patient injected extra insulin just to safely eat chocolates.

He also shared that such consumer home visits should be conducted as freewheeling chats without pens or papers in hand. He emphasized that understanding how a consumer hacks a product helps you tailor your communication.

- Listen to customer care call transcripts for direct insights.
- Conduct consumer home visits with primary and secondary caregivers.
- Engage in freewheeling conversations without taking visible notes.
- Observe how consumers actually use or manipulate your products.
- Adapt your messaging based on real-life day-to-day usage.

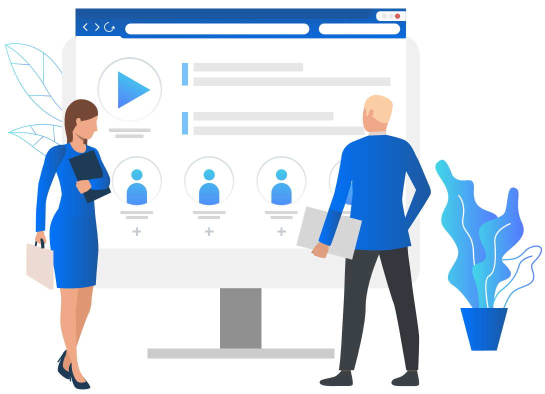
Power Tip: Listening to your consumer and visiting them brings insights back into the organization that you would not have known otherwise.

Do you know how your consumers are hacking your products?

The Importance Of Segmentation

As highlighted by Mr. Vivek Desai, positioning cannot occur before targeting, and targeting comes after segmentation. He stated that you must identify if a segment is sizable enough, offers desired returns, and continues to grow.

He further explained that your segments must be cohesive and uniform. He noted that a brand cannot portray itself as highly scientific in a doctor's chamber while presenting itself purely as a high-margin brand at the retail channel.



- **Execute segmentation before targeting or positioning.**
- **Identify segments where your competition is not participating.**
- **Ensure your chosen segments are cohesive and uniform.**
- **Maintain a consistent identity across all chosen channels.**
- **Be willing to let go of segments that do not align with your core identity.**

Power Tip: You cannot be a scientific brand in a doctor's chamber and a high margin brand at a retail channel; you have to let go of something.

Are you trying to be two different things to two different channels?

Building Distinctive And Differentiated Positioning

As highlighted by Mr. Vivek Desai, positioning involves two main elements: being distinctive and being differentiated. He explained that distinctiveness could be the color of your brand, the logo, the slogan, or a sonic cue like the Netflix sound.

He further emphasized that differentiation means creating something that nobody else can replicate. He noted that you must ask yourself if you can hold that distinctive position consistently in the mind of the consumer.

- Create distinctive visual or sonic cues for your brand.
- Develop a differentiation strategy that cannot be replicated.
- Ensure your distinctiveness is something only your brand can own.
- Evaluate if your positioning can be held consistently over time.
- Align your distinctiveness with what the consumer values.

Power Tip: You must be able to hold your distinctive position consistently enough at the optimal pace and with the right resources.

Can you hold a distinctive position consistently in the consumer's mind?

Holding Relative Differentiation in Retail

He further emphasized that market research always precedes straAs highlighted by Mr. Vivek Desai, achieving theoretical differentiation is difficult because success attracts followers who copy it. He introduced the concept of relative distinctiveness and relative differentiation. He further explained this using the Flipkart example, noting that while their catalog might not match Amazon's, they identified a unique position for selling electronics and mobile phones. He stated that consumers recognize this relative differentiation and know exactly where to shop for that specific need. tegy, and strategy follows tactics. He noted that without diagnosis, you do not know what the treatment is supposed to be.

- Aim for relative differentiation rather than absolute uniqueness.
- Ensure the consumer recognizes and values your relative advantage.
- Find a specific category to dominate, even if you lack overall scale.
- Commit to your relative position with energy and optimal resources.
- Stand your ground using data to back up your positioning.

Power Tip: Can I be relatively better than what the other alternatives are in the market, which the consumer will be able to recognize and value?

Are you offering relative differentiation that your consumers recognize?

Balancing Strategic And Tactical Marketing

As highlighted by Mr. Vivek Desai, a marketeer must clearly draw a line between strategic objectives and tactical objectives. He stated that strategic objectives are long-term goals that should not be measured at a monthly .He also shared that the tactical part is where the month closing, quarter closing, and the money coming into the organization happen. He mentioned that the kitchen has to run and salaries have to be paid, making tactical conversions equally important.

- **Separate your strategic objectives from your tactical objectives.**
- **Allow strategic objectives to breathe over a longer period of time.**
- **Use the top of the funnel for long-term strategic growth.**
- **Focus on the middle and bottom of the funnel for tactical conversions.**
- **Ensure all objectives are objective and not subjective.**

Designing a Custom Customer Journey Funnel

As highlighted by Mr. Vivek Desai, the marketing funnel should not be adopted just because it looked good on a Google image search. He stated that you must think about the customer journey and what happens in the mind of the potential buyer.

He further explained that journeys differ wildly; a mild symptom might lead to a family physician, while an acute trauma goes straight to the emergency department. He advised that the top of your funnel should encompass the entire market.

Map the exact psychological and physical journey of your buyer. Create a distinctive funnel tailored strictly for your specific category.

- Avoid copying generic funnel templates from internet images.
- Place the entire market at the top of the funnel before segmenting.
- track how the funnel translates and drops as you go down.

Power Tip: That funnel has to be your distinctive funnel for your category, for your product, for your industry, for your customer journey.

Have you built a distinctive funnel specific to your category?

Managing Funnel Leakages

As highlighted by Mr. Vivek Desai, as you move down the funnel, you must observe where the maximum leakages or dropouts occur. He provided an example stating that a drop from 100 to 50 is a 50 percent leak, but a drop from 10 to 1 at the evaluation stage is a 90 percent leak.

He further emphasized that consumers at the evaluation stage were already intending to purchase. He noted that improving conversion at that late stage by addressing those specific leakages yields better campaign results.

- Analyze your funnel from top to bottom to identify dropout points.
- Measure the percentage of leakage between each specific funnel stage.
- Prioritize fixing late-stage leakages where purchase intent is high.
- Determine exactly where the conversion is happening physically or digitally.
- Select your multi-channel investments based on where leakages occur.

Power Tip: If somebody is already at the evaluation stage, that guy was going to come and purchase; find out what is happening there.

Are you fixing the 50% leak or the 90% leak in your funnel?

Setting Strategic Long-Term Objectives

As highlighted by Mr. Vivek Desai, measuring the ROI on the strategic part requires looking at specific long-term indicators. He mentioned that marketeers should look at brand lift studies, Net Promoter Scores, and attribution across touchpoints.

He further explained that these qualitative parameters must eventually translate into actionable numbers. He advised that marketeers need to commit to this process and allow it to breed over a three-year journey rather than expecting instant monthly results.

- Evaluate strategic ROI on an annual or biannual basis.
- Implement brand lift studies to measure long-term perception.
- Track Net Promoter Scores as a key strategic metric.
- Correlate qualitative brand touchpoints with synthetic data analysis.
- Commit to long-term brand building rather than instant product selling.

Power Tip: Allow your strategy to breed; branding is really slow cooking.

Are you giving your brand enough time to slow-cook?

Measuring Tactical Marketing ROI

As highlighted by Mr. Vivek Desai, tactical ROI metrics are where conversations about annual sales, profit, and growth occur. He stated that market share is an interesting metric that should not be looked at in isolation as a milestone, because the market never stops. He also shared that for digital campaigns, marketeers must build their own metrics tracking universe, impressions, OTS, CTR, and final conversion. He advised marketeers to spend time identifying their own universe rather than relying entirely on third-party agencies.

- Treat market share as a continuous trend rather than a static milestone.
- Track impressions, OTS, VTR, and CTR for all digital channels.
- Build your own correlation metrics based on previous internal campaigns.
- Spend dedicated time identifying the exact target universe yourself.
- Read through agency keywords to ensure they match your segment.

Power Tip: Your market share is not a milestone number; it is a trend number.

Are you looking at market share as a milestone or a continuous trend?

Understanding Net Promoter Scores

As highlighted by Mr. Vivek Desai, the frequency of conducting Net Promoter Score surveys depends entirely on the life cycle of your product category. He explained that a shorter product life cycle requires faster, more frequent NPS tracking.

He further emphasized that the benchmark for a good score differs by category. He provided an example that hospitality might have a great score at 18 out of 100, while electronics sets its benchmark around 52 to 54.

- **Adjust NPS survey frequency based on your product's life cycle.**
- **Wait for a certain number of life cycles to complete before asking questions.**
- **Establish your NPS benchmark based on competitors in your specific category.**
- **Ask customers to rate the product and explain their reasoning.**
- **Ask if they would recommend the product to others.**

Power Tip: The frequency is dependent on the life cycle of your product category; start with your own baseline.

Are you comparing your NPS to the right industry benchmark?

Differentiating Multi-Channel and Omni-Channel

As highlighted by Mr. Vivek Desai, multi-channel means a consumer accesses multiple channels at multiple points in time. He explained this as a journey from a doctor's clinic, to a retail pharmacy, to independent online research.

He further explained that omni-channel means the channel is omnipresent during a single transaction. He provided the example of flashing an Amazon screen to a salesperson inside a physical electronic showroom, or paying an auto driver via a QR code payment gateway.

- Understand that multi-channel involves separate interactions over time.
- Recognize that omni-channel merges different platforms into one simultaneous experience.
- Evaluate whether your healthcare category naturally fits multi-channel or omni-channel.
- Define your own process and journey based on the chosen channel strategy.
- Stay put and commit to the specific channel experience you attempt to build.

Power Tip: Think about it and approach what is it that you want to achieve: a great multi-channel experience, or attempting an omni-channel experience.

Is your brand offering a multi-channel or an omni-channel experience?

AI

Integrating AI In Decision Making

As highlighted by Mr. Vivek Desai, artificial intelligence is helping significantly in the analysis and interpretation of data. He stated that AI helps marketeers get to their answers faster and provides a much better layout of the required information.

He further emphasized that while AI helps with the entire structure, the actual intelligence of decision-making must rely on human beings. He noted that whether the work is creative or analytical, the final decision should always lie with the marketeer.

- Use AI to speed up data analysis and information structuring.
- Rely on AI to organize and layout data effectively.
- Ensure that human marketeers retain full control over decision-making.
- Guide the AI engine by creating the proper structures within it yourself.
- Do not outsource strategic or creative final decisions to artificial intelligence.

Power Tip: The intelligence of decision-making should lie with you, and AI should be able to help you get there faster.

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