

A person with glasses is seen from the side, looking at a computer monitor. The entire image has a strong blue color overlay. The person's hands are on a keyboard. A white mug is visible on the desk in the lower right corner.

LIFE SCIENCES

DIGITAL MARKETING MATURITY MODEL

CLARKSTON
CONSULTING

DEVELOPING

MANAGING

OPTIMIZING

#1 SITE ECOSYSTEM

- Site(s) exist, but not within a comprehensive site ecosystem strategy; Site is mostly informational as opposed to action-focused.
 - Targeting and messaging is general.
 - Limited considerations have been made for mobile.
- Sites exist within a more robust site ecosystem plan with a clear purpose for each site.
 - Viewers are funneled to the proper site depending on use cases.
 - Site meets regulatory and compliance guidance's but speed to adapt is slow.
- Site ecosystem includes patient, HCP, branded, unbranded, disease education, and partner; sites are responsive, and content is personalized.
 - Sites are multilingual (need-based, not translation)
 - User experience has been placed at the forefront; sites have been designed to be mobile-first (potentially through employment of AMP).

#2 SEO

- SEO techniques are inconsistently considered and only partially employed.
 - Patients and HCPs that are driven to the site via keywords may struggle to quickly find relevant information.
- KPIs and targets are tracked regularly, posts frequently generate increased site traffic.
 - Site speed is considered.
 - Clear, concise and relevant information is easily found; specialist.
 - SEO understanding emerges in the organization.
- SEO strategy has been carefully designed and is focused; marketing team regularly strives to create content that Google features in its' snippet for a given search.
 - SEO is thoroughly conducted in multiple languages.
 - Natural language processing or other analytical methods have been leveraged to meet predicted increases in various search methods (e.g. voice).

#3 WEB ANALYTICS

- Web analytics limited to data capture only; KPI targets are generally to "improve on key metrics".
- Web KPIs are established for each site in line with the overall digital strategy and industry benchmarks.
- Web KPIs help guide investment decision making to improve overall site execution in line with site strategy.

#4 CONTENT MARKETING

- Disease & branded content is published sporadically and is often without an overarching plan
 - Search terms are somewhat incorporated in content.
- Disease & branded content are frequently a part of other aspects of digital marketing
 - Information is available in multiple languages
 - Content is published in a variety of forms (infographics, videos).
- Content marketing is embedded across all aspects of digital marketing.
 - Copy optimization techniques are employed; strategy is designed around providing the most value to the end-consumer / patient; use of content marketing establishes position as a trusted expert in the field.

#5 CRM & MARKETING AUTOMATION

- Process automation is limited; Somewhat enables virtual HCP engagement, though not seamlessly.
 - CRM offers core functions such as account / calendar management.
- Ability to execute through automated campaign management; effectively managed customer database; omnichannel CRM.
 - Analytics are used and KPIs are regularly tracked / reported on.
- Platform enables holistic, customer/consumer-first approach; CRM takes the customer experience into account; CRM spans beyond account / event management to include outreach, self-service, education.
 - CRM leverages predictive analytics and ML to aid in optimizing events; enables real-time insights and conversational analytics.

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#6 EMAIL MARKETING

- Limited to no use of email marketing;.
- Audience targeted is based on a limited set of demographics; no consideration of target-specific language.
- Email marketing is significantly automated;
- Distinctly targeted audiences, but with limited consideration of target-specific language.
- Significant focus on optimized messaging by micro-target group (resulting in significant lift in email marketing metrics).
- Use of analytics to track success of email marketing campaigns.

#7 PAID MEDIA

- Paid media treated as a competitive necessity; ROAS is below or at industry standard.
- Data not leveraged to inform banner placements.
- Follows a well-defined strategy; ROAS is industry standard or slightly above.
- Handled programmatically with target audiences kept in mind in the selection of content and forum.
- Data creates actionable insights that inform micro-management of paid media.
- Paid media makes use of personalization engines; multiple sources of data, such as cookies and 3rd party data are leveraged.
- ROAS is significantly above industry standard.

#8 MOBILE MARKETING

- Mobile app(s) may exist but limited use by target audience)
- App's purpose is not tied to a specific challenge that patients or HCPs are facing or a holistic data strategy.
- Apps are user-friendly, secure and easily accessible, supporting a larger digital strategy.
- Geofencing for targeted content around disease centers is regularly employed.
- Data generated supports the understanding of the physician or patient journey for the organization.
- Multiple apps catering to different audiences (patient, doctor, payer, etc.) are deployed.
- Apps seamlessly incorporate other digital marketing such as disease education and serve to further current patient support and are viewed as value centers.
- Data strategy applied across disease areas and patient populations.

#9 INFLUENCER MARKETING

- Very limited or no use of patient and KOL ambassadors; goal of any existing influencer relationships is purely awareness.
- Spans from large areas of influence to micro-influencers to target specific audiences. Incorporates analytics to evaluate reach and audience / messaging.
- Dedicated budget and management strategy for ambassadors with defined goals (in terms of engagement, brand awareness, etc.).
- Diverse ambassador strategy that seamlessly incorporates multiple channels and blends with other marketing strategies (such as paid amplification).
- Automated management of influencers.

#10 FIELD INTEGRATION

- Field teams interactions are separate from digital marketing.
- Field may refer those they're engaging to digital tools but without personalized attention to specific target needs.
- Field represents the brand and actively drive doctors and patients towards digital marketing, often highlighting campaigns most relevant for their audience.
- Field team uses digital inputs for interaction planning & completes field follow ups through digital channels.
- Digital marketing strategies are fully integrated within field marketing leveraging a hybrid model to field interactions.
- Both teams collaborate regularly to design and execute mutually beneficial and innovative campaigns that expand field team reach.

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#11 SOCIAL MEDIA MARKETING

- Social media marketing is limited to corporate presence only.
- There is no strategy to connect across social media platforms in a purposeful manner.
- Social media enables greater brand recognition and educates about disease; strategy connects across platform while intentionally varying and targeting distinct audiences depending on platform.
- Social media successfully drives patients & doctors to sites and allows them to connect and engage in a meaningful and compliant way.

#12 ONLINE COMMUNITIES

- Brand has a presence on some relevant communities, often with limited engagement based on compliance requirements.
- Brand is integrated into relevant online communities to provide education intended audience.
- Community engagement has been thoughtfully planned with distinct value propositions; users regularly visit online communities and are actively engaged.
- Online communities nurture brand trust, leading to better long-term relationships with consumers.
- Positioning is refined based on learning in online communities.
- Patients or HCPs are empowered to establish dialogue; agile approvals in place to allow company response.

#13 EXTERNAL PARTNERSHIPS

- Outside partnerships are developed opportunistically, and are managed as vendors.
- External partners are integrated into digital marketing planning and strategy formation.
- Communication with partners is effective and frequent; roles and responsibilities within the partnership are clearly defined.
- Relationships with external digital marketing partners are collaborative based on aligned incentives and KPIs.
- Partnerships are seen as innovative, mutually beneficial and advantageous; partnerships are forward-looking, with outlined plans and goals for future evolution.

#14 DATA GATHERING

- Data gathered through any digital marketing initiative are translated into insight and utilized within Digital Marketing.
- Data gathered and synthesized within digital marketing is passed on to other groups internally and utilized with some level of consistency.
- Robust processes exist to make rapid use of patient and HCP feedback to improve overall care.
- Learning are shared across programs.