The Pharma Marketer’s Guide to Journey Orchestration

3 Steps to Build an Effective Pilot Project
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Is This Guide for Me?

This guide was created for digital marketers in the pharmaceutical industry who want to better engage patients, HCPs, caregivers, and other audiences through new personalization technology.

We’ve created this material for “journey champions” — the individuals with the desire, influence, and willingness to drive journey orchestration adoption in their organizations.

Too often, journey orchestration projects stall or fail due to common pitfalls that can be avoided with the right strategy, technology, and resources.

The steps outlined in this guide are designed to help you launch a strategic journey orchestration pilot project in your company. You’ll also learn best practices from marketing, technology, and pharmaceutical industry experts who have successfully launched journey orchestration programs for marketers like you.

This Guide Will Be Most Useful If:

- You want to improve health outcomes through the creation of better customer experiences
- You are interested in improving user journeys, but face challenges orchestrating them
- Your organization is ready for journey orchestration, but needs guidance on how to launch a program
- You want to launch a journey pilot project with minimal up-front time investment
- You’ve used journey orchestration in the past, but didn’t achieve the success you expected
- You are all in on journey orchestration, but feel impeded by regulatory constraints

TIP

Pharma marketers serve a diverse mix of HCP, patient, caregiver, and other audience segments. For the sake of shorthand, we refer to your target customers as “users” in this guide.
Introduction: The Rise of Journey Orchestration
Personalization is nothing new in the pharmaceutical industry, but it’s undergoing a dramatic change.

Virtually all pharma brands segment their marketing based on audience criteria, such as HCP specialty, patient disease state, and caregiver role. Targeted messages are often delivered to groups of individuals on a per-channel basis.

Traditionally, marketers have used simple audience-level segmentation to customize messaging. For example, drug reps could send pre-approved email messages to physicians in their territory who specialize in a key indication. Digital marketers could serve display ads based on search queries. But each of these activities took place within its own channel, and data was siloed by platform (CMS, CRM, ad network, etc.). In truth, this is only a small portion of what personalization can offer.

Forward-thinking marketers are beginning to personalize customer experiences that adapt to user behaviors and characteristics over time. Using 360-degree profiles, personalized messaging can be delivered in the right channel at the right time.

A new class of technology is emerging to enable this process: journey orchestration software.

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**Journey Orchestration Defined**

*Simply put, journey orchestration is the seamless delivery of an individualized end-to-end user experience. Journey strategies share many goals with multichannel marketing campaigns, but they’re managed, measured, and tied together through a journey orchestration platform.*

*Journey orchestration software can unify data from existing systems and automate marketing actions across every channel based on a combination of pre-defined logic and real-time user interactions. It integrates with your existing marketing stack to enable the next level of personalization.*

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**Why Journeys Matter Today**

Journey orchestration software allows marketers to incorporate data from all marketing platforms, creating a comprehensive customer view and enabling automated decision-making based on situational awareness. The result: more targeted, more relevant messaging.

In addition to the arrival of new technology, pharmaceutical market forces are driving the need for journey orchestration. Most obviously, digital spend is on the rise — increasing approximately 13% yearly from 2014 to 2017:


Rep access to HCPs is also under fire; in 2017, the National Institute of Health published a study advising that
policies be created to restrict interactions between drug reps and physicians in the United States.\(^2\) Over 48% of primary care physicians currently limit industry sales rep meetings,\(^3\) a trend that will continue as regulations tighten.

User expectations for a better digital experience are increasing, too. Patients and caregivers now expect their digital health experiences to match their online consumer experiences, with minimal friction and high personalization. According to Cozi Namer, healthcare industry development lead at Google, most patient journeys begin online; over 86% first consult with digital sources when experiencing new symptoms. Their digital journeys, however, are broken; the average bounce rate for healthcare websites is 58%.

There is a clear divide between what our users want, and what we are able to deliver. Journey orchestration can help close the gap.

2. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5623540/

Example: Orchestration in Action

What does journey orchestration look like in the real world?

Suppose that a drug brand is driving high traffic to a patient website through display ads, and the marketing team is satisfied with the results. But when the analytics team examines the user journey from online banner ads to downstream behavior, they discover that patients who funnelled through PPC ads have the highest bounce rate of all campaigns driving to the website, and the lowest overall conversion to key valued actions (like signing up for patient relationship management or registering for a patient access program).

With a journey orchestration platform, the marketing team can combine data from existing marketing platforms to attribute outcomes to specific campaigns and touch points. They now have a 360-degree view of customers and can progressively build user profiles in real time.

Using this data, the marketing team decides (and automates) what content is delivered to each user based on their behavior and engagement level while a campaign is active. PPC spend is reduced for users who aren’t converting downstream, and increased for users who are. The team reduces the amount of time and money invested in ineffective tactics, while driving true revenue impact.
Eliminating Wasteful Spend

Journey orchestration also presents a tremendous opportunity to better manage growing digital spend.

Alarmingly, multi-million-dollar spending decisions are made based on misleading, misunderstood, and incomplete data. Most of today’s pharma marketing budgets are segmented by channel (such as email, display, or website). This limits the ability to develop cross-channel attribution models that reveal true conversion rates and provide insight into the full user experience.

And as digital spend increases, ROI is plummeting. Across all industries, ROI on paid search, display and digital video ads fell by 27%, 32% and 14% respectively from 2011 to 2017.4 Why? Digital marketing platforms have become more crowded with content, but audience demand for the amount of content they consume has stayed more or less flat. (Still, demand for quality is ever-rising.)

More advertisers are competing for the same users, and those users all want a better experience. Pharma brands are still winning user attention, but at a higher cost than ever before.

The most successful marketers will hedge against these trends by using more sophisticated reporting strategies, advanced technology platforms, and personalization strategies to deliver relevant messages to the users who are most likely to respond.


Future Outlook

While journey orchestration provides meaningful new opportunities for engagement, there are also important limitations to keep in mind. “Regulatory constraint” is practically synonymous with “pharmaceutical marketing.” As a marketer, you understand the value of increased personalization. But your compliance team may be hesitant to adopt journey orchestration technology — especially without an established industry precedent. This guide will provide you with strategies to work through those potential roadblocks to get the most out of journey orchestration.

No single technology can fix every problem marketers face, and the promise of journey orchestration should not be oversold. In combination with realistic expectation-setting and proper strategy, it can provide a competitive advantage to pharma marketers seeking better outcomes.
Step 1: Map Your Journey Strategy
Journey orchestration is complex.

Your strategy can, and should, evolve as you gain audience insights and master new technologies.

A common mistake in adopting journey orchestration is to invite too much complexity too early in the process. A phased approach can relieve the pressure to transform your marketing overnight.

You can begin to simplify the process at the outset by defining and documenting key aspects of your journey program. Here are your first steps.

1. Identify Stakeholders

As the journey champion in your organization, you will drive the early adoption of journey orchestration strategy, technology, and program management. But you will not do so alone.

There are two key roles in driving journey orchestration strategy. Responsibilities will be shared across teams, but one individual should be assigned to lead each of the following functions.

- **Strategist**: The strategist is responsible for crafting the vision and roadmap for journey orchestration in your organization. The strategist monitors, reports on, and owns the outcomes of every aspect of the journey program. This is commonly a brand manager or digital marketing leader—possibly you, or a strategically inclined colleague you recruit.

- **Technologist**: The technologist is responsible for building the digital architecture required to implement the strategist’s vision, including evaluating, selecting, developing, and connecting required technologies. The strategist is commonly a senior developer or marketing operations leader.

These individuals collaborate closely, often with support from an agency partner. While pharma marketing teams are very familiar with existing personalization tactics, most are still in the early stages of mastering journey orchestration. Highly specialized vendors can close the gaps.

Of course, journey orchestration requires support from more than just a few individuals. Draft a RACI matrix that defines the roles and teams that will be affected by your program. You may choose to consult with those individuals in the next phase of your planning (defining objectives), or solicit their formal participation once a project roadmap has been drafted for review.

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**Partnering with Agencies on Journey Orchestration**

Any agency you partner with on journey orchestration should have the strategic expertise to develop user journeys, the deep technical knowledge to implement and maintain the technology platforms required to support them, and a thorough understanding of compliance concerns. Vet for technical certifications in orchestration software and pharma industry experience. Ultimately, choose a partnership model that helps you prove ROI.
2. Define Objectives
What business impact do you anticipate from your journey orchestration program? It could drive many benefits, but be sure to prioritize those that are most important to your organization. Common objectives include:

- **Optimize spend.** By delivering more targeted messaging through a user’s preferred channel and measuring results in real time, you can eliminate wasteful spend and maximize return on your marketing investment.
- **Improve decision-making.** Access to real-time, user-level data enables you to automate decision-making in the moment based on predefined rule sets.
- **Enhance customer experience.** As regulations tighten, marketers can become frustrated by the inability to implement the innovations seen in other industries. Journey orchestration enables a consistent, personalized experience without compromising on regulatory concerns.

3. Build a Roadmap
A robust journey orchestration program typically requires two years to fully implement, but a pilot project can be launched within 3-6 months.

Best practice is to develop, socialize, and document a roadmap with milestones based on the business objectives you are seeking to achieve.

The first six months of your roadmap should include a detailed project plan; the remaining 18+ months may be defined in intervals based on the business outcomes you are seeking to achieve. (This guide details the steps required to launch a pilot program within the first six months.)
Refine or expand pilot
Implement organizational and technical changes required to sustain success
Implement organizational and technical changes required to sustain success

Sample six-month pilot project plan

Run pilot project

MONTHS
1 - 6
- Identify learning goals
- Test technology and processes
- Assess business impact

Refine or expand pilot

MONTHS
6 - 12
- Expand audience segments
- Test additional channels
- Define required workflows

Replicate results

MONTHS
12 - 18
- Implement strategy for additional brands
- Prove repeatable business impact
- Scale platforms and processes

Implement organizational and technical changes required to sustain success

MONTHS
18 - 24
- Close remaining technology gaps
- Provide staff training and development
- Structure organization for key program roles
- Message internally throughout organization
- Define long-term architectural plan

Phase 1
Role Alignment
- Assign key responsibilities
- Select agency partners

Phase 2
Project Development
- Define project parameters
- Gather baseline data
- Identify current gaps
- Build project framework

Phase 3
Stakeholder Buy-In
- Address compliance concerns
- Socialize project plan
- Secure required approvals

Phase 4
Executive Analysis
- Activate required technology
- Monitor performance against KPIs
- Validate hypothesis
- Share learnings with stakeholders
- Define next steps
Step 2: Design Your Journey Strategy
Unfortunately, there is no single template for successful journey orchestration.

Intentional testing is required to learn and scale what works best given your brand, technology stack, user needs, and other variables.

The best technical infrastructures and execution models begin with the personalization tactics already in place for your brand. There is no need to replace your entire marketing technology stack, but at this point you can begin to test journey orchestration technology that serves as the “glue” combining data from existing sources. (In some cases, vendors offer usage-based licensing in order to prove out a pilot so you can gain greater momentum.)

1. Project Parameters

Your journey pilot project should be narrow in scope, but have outsized business impact. It is important to choose a pilot project that will improve user insight and engagement. This might be an underperforming drug brand, an unengaged prescriber or patient audience, or even a high-performing segment/product that could be optimized to drive even greater revenue.

As you define project parameters, keep in mind that the learnings gleaned from your pilot project will be used to build your business case for greater investment in journey orchestration. Don’t set yourself up for failure by taking on too much, too soon.

- **Audience**: First, select a specific prescriber, patient, or other segment for a single indication. The segment you choose should be interacting with your brand across at least three channels. (Display ads, website, social media, and email marketing are commonly chosen.) The segment size should be just large enough to gather meaningful data and draw conclusions about user behavior.

- **Journey length**: Journeys span the entire length of a relationship between a user and a brand, from initial online research through long-term treatment. For your pilot, define the beginning and end points of the journey you are testing; for example, a drug launch pilot project could begin with HCP education and end with patient consultation.

- **Objective**: Identify a single marketing objective that your pilot project will support. Recall that journey orchestration measures business impact, not just channel-specific metrics such as website visits. Focus on the KPI(s) identified in Step 1 (Map Your Journey Strategy).

- **Content**: Your user journey pilot will work best if you utilize content that has already been approved by compliance teams; otherwise, the process may be delayed. Select a user journey that leverages existing assets.

- **Duration**: Six months is typically a good amount of time to run your journey pilot. Other factors may lengthen or shorten the testing period, such as audience size, pipeline velocity, analytics capabilities, and technical resource availability. However long your project runs, ensure that you allow enough time to gather statistically significant data.

2. Baseline Reporting

You are probably already measuring user interactions across touchpoints. Evolving your journey strategy requires an understanding of how those interactions collectively impact marketing objectives.

The output of this step should be a comprehensive report that answers the question, “How effectively do current marketing tactics support my business objectives?” In addition to measuring performance across channels and
touch points, it will reveal whether your current marketing efforts achieve top-level goals.

Formats will vary, but the purpose remains the same: to understand how the overall user journey supports the needs of your audience and your business.

This exercise can reveal important gaps in both data and the user experience.

**Data Gaps:**
- If comprehensive reports are not yet available, your pilot project will help set a benchmark for your organization's ability to gather and analyze data. You will learn which data sources need to be identified and incorporated into the marketing programs.
- If reporting exists, but is currently siloed by channel or team (email, digital, etc.), then it may be necessary to collaborate with other teams or leverage journey orchestration software that can automate data gathering and analysis to measure overall program performance against marketing objectives.

**User Experience Gaps:**
- If analysis reveals that marketing objectives are not being achieved, there may not be a single point of failure. In your journey pilot, you will first re-architect the entire user experience to align with your selected segment's needs and pain points, then optimize individual touch points to improve overall performance.
- If your report reveals specific touch points that are not performing against goals, you can prioritize closing those gaps in your journey pilot. Two possible paths are that improving performance against these touch points will drive you closer to goals, or that a different sequence of touches is required to achieve your desired outcomes.

### 3. Journey Mapping

A journey map is a visualization of every interaction between a user and a brand across online and offline channels, culminating in the desired end state (e.g. prescribing rates, drug sales, consumption).

Customer journey maps are the framework you will build your pilot project strategy upon. In this step, you will complete two deliverables: existing user journey maps, and ideal user journey maps.

**Existing User Journey Map**

If you don’t have a journey map in place for your pilot segment, this is the time to create it.

To create a user journey map, identify each touch point (defined as interaction that takes place between your pilot users and product or indication) for the duration of the journey. This could include unbranded landing page visits, disease awareness community registrations, drug site visits, point-of-care conversations, and more.

For every touch point, document how your pilot segment is engaging against KPIs. This exercise reveals both the data gaps and user experience gaps previously mentioned. For example, prescriber open rates for rep email campaigns may be lower than goal. As you identify disconnects, you can form a hypothesis around whether you need to use different messaging or channels for each touch point, or a different series of touch points altogether.

This exercise will not reveal every gap in your program. Your goal is to get a sense of where you have the greatest opportunity to better align the user experience.
Ideal User Journey Map

Once you have detailed your existing user journey map, you’ll create an ideal user journey map.

Based on the gaps you identified in your existing user journey map, you can prototype a new user experience that takes higher-level marketing objectives into account. You may choose to optimize one or more touch points, messages, or channels depending on your educated guess as to where the current user experience is broken.

Useful questions to inform your ideal user journey map include:

- How do users prefer to interact with your brand or product at each point in their journey?
- What are users’ pain points and how can you improve messaging to address them?
- What events or interactions are required in which channels to deliver on user expectation?
- What content and technology are required to support the ideal journey?

The ideal user journey map you create will serve as the blueprint of your pilot project plan.

Sample Patient Journey
4. Hypothesis

For most pharma marketers reading this guide, the value of journey orchestration is not yet proven throughout the organization.

As we’ve mentioned, proving value incrementally is the most effective path to journey orchestration adoption. Avoid overselling you can properly set stakeholder expectations by positioning your pilot project as a proof-of-concept.

This begins with a hypothesis statement based on the gaps you uncovered in your journey mapping exercise. For example:

- Incorporating [new touch point/messaging/other variable] into [segment’s] existing user journey will achieve [desired business outcome].
- Revamping the user journey to better align with [segment]’s documented needs will improve [KPI] by [quantifiable factor].
- Testing our ability to report on outcomes for [segment’s] user journey will reveal gaps in data gathering and analysis. Findings will be used to identify the reporting roles, tools, and processes required to begin setting appropriate baselines.

Predicting the precise business impact of your pilot may feel like a gamble, but remember that the goal of your project is to test, measure, and learn. Every variable of the user journey can be refined and repeated until the desired results are achieved.

5. Project Documentation

By now you have identified who you are targeting for your pilot, how they want interact with your brand, how effectively your current initiatives meet their objectives, and what learnings are needed to develop strategies that meet your goals.

The final task is to create a project plan. Though this may sound daunting, keep in mind that the scope of your pilot project is intentionally narrow so you can achieve desired outcomes with minimal investment.

This is very similar to campaign building, except that the pilot journey will include multiple channels in the context of a specific marketing objective.

Your pilot project plan should include:

- Program background
- Pilot project hypothesis
- Product and target audience
- Duration of testing period
- Project budget
- KPIs and reporting strategy
- Content assets to be tested
- Technologies required
- Stakeholders and roles
- Campaign framework
- Desired learnings
- Projected outcomes
- Compliance strategy*

*Once your pilot project plan has been drafted, you will move to the next phase: winning buy-in from the compliance team. At that point you will have the information you need to complete this section of your plan.
Example: Pilot Project Overview
Because your journey pilot includes very specific users and products, your plan will differ greatly from the next pharma marketer’s.

Below we’ve outlined a sample pilot project plan for a prescriber engagement campaign that can be used as a model to develop your pilot project plan.

Background
The email marketing team has identified three segments in their healthcare professional targets. The Drug X email campaign consists of three emails designed to educate prescribers on the drug. Concurrently, sales reps are sending a series of two pre-approved emails to every prescriber in their territory who specializes in the Drug X indication.

The marketing team is tracking open rates and click-through rates, but cannot attribute sales appointments to their efforts. Sales reps are not aware when a physician engages with the email campaign and cannot take meaningful action based on user behavior.

By adding journey automation and personalization, the marketing team can refine prescriber segments, send rep emails to the most engaged users, and deliver an optimized version of the drug website to prescribers who have shown interest in a sales appointment.

Hypothesis
Personalizing and automating messaging based on prescriber actions will increase sales appointments set by 10% within six months.

Target Segment
The pilot project will target 30% of the national prescriber database that matches the target market. The pilot audience consists of 1,200 unique users.

Campaign Assets
The campaign will utilize only existing, pre-approved assets.
- 3 marketing emails
- 2 sales rep outreach emails
- Drug website with appointment sign-up form

Reporting Strategy
The digital analyst will create a reporting dashboard to share with the marketing and brand teams on a weekly basis. The report will track engagement for both the pilot segment and overall prescriber segment. Records will be connected among platforms to provide a single view of user actions.

KPIs include:
- Sales appointments set
- Marketing email series
  - Open rate
Required Technologies
The pilot project will leverage existing marketing technology and test one additional platform to deliver a personalized user experience.

- CRM: lead tracking, email campaign
- CMS: website management and personalization
- Journey orchestration platform: connecting CRM/CMS

Project Stakeholders
- Responsible: Digital marketing director
- Accountable: Marketing operations, email team, sales team
- Consulted: Compliance, brand manager
- Informed: Brand team

Campaign Framework
Current user journey:
Prescribers are segmented based on specialty. All specialists in indications for Drug X receive 3 marketing emails and 2 rep emails designed to drive sales appointments.

Proposed user journey:
Specialists in indications for Drug X will be hyper-segmented based on their engagement with marketing email content. If a prescriber opens a marketing email, it will trigger two additional emails from their territory rep. For prescribers who do not request a sales appointment, a personalized homepage will be displayed any time they visit the Drug X website. The personalized homepage will highlight the form to request a sales appointment.

Baseline User Journey (Without Orchestration)
**Desired Learnings**

The pilot campaign will be evaluated against the core business objective of increased sales appointments for Drug X. The marketing team will analyze the effectiveness of personalized prescriber messaging via email and website channels. If the hypothesis is validated, targeting may be expanded to additional channels (such as social media lookalike audiences).

**Projected Outcomes**

The pilot project will improve conversions for the targeted prescriber segment by 10% during a six-month period.

**Orchestrated User Journey**
Step 3: Align with Key Stakeholders
Journey orchestration adoption is a journey of its own.

You can expedite the process by winning stakeholder investment from key players at the right time in the process.

One of the most critical steps in adopting journey orchestration is to build your business case for the compliance team. (This could include regulatory, legal, data protection, and others; for the sake of simplicity, we use the term “compliance” to describe this group of stakeholders.)

Personalization sounds scary from a regulatory standpoint, but it must be adopted in order to remain competitive in a changing market.

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Compliance as a Competitive Advantage

*For some marketers, current and proposed regulations cause anxiety about the protections mandated by the law and the steep penalties for non-compliance. However, they actually present an opportunity; you can rise above the competition by complying with the strongest privacy protection laws currently on the books, and build a database of users who are explicitly interested in hearing from you.*

In fact, compliance stakeholders are valuable resources for protecting user privacy, securing data, and complying with the law. How can you gain their support?

**1. Reframe the Conversation**

“We plan to transform our marketing strategy, introduce new personalization tactics, and upend our technology stack” is a tough sell. It introduces additional data sources, complex risk analysis, and hypothetical threats that could impede your progress before they even materialize.

Don’t try to build your case for journey orchestration all at once; instead, start by positioning your pilot project as an extension of current marketing tactics. Rather than change legal or regulatory processes, you’re improving the user experience and identifying new compliance requirements.

**2. Anticipate Regulatory Concerns**

Remember that journey orchestration is often a new concept for compliance teams. Without a precedent for how their concerns could be addressed, “no” is the safest answer. By anticipating concerns, you can prepare thoughtful responses and mitigate objections.

Common questions from regulatory teams include:

- Will approved content be used in a new context that introduces risk?
- If journeys are individualized, how can regulatory account for every possible user interaction?
- How will user data be segregated, stored, used, and protected?
• How will we handle situations where unanticipated concerns arise as a result of new marketing tactics?
• What are the duration, evaluation criteria, new technologies, and data flow for your pilot project?

If you’ve followed the steps outlined above to design a pilot project, you will have responses for the majority of questions that arise.

**Protecting User Data**

Your compliance team will have detailed questions about user data. Work with the person or team playing the “journey technologist” role to create a data protection map that details how this information will flow through platforms and what privacy protection measures are in place.

**3. Conduct a Concept Review**

In this meeting, you will show how the approved content you selected for your pilot program will be utilized throughout the pilot user journey. Approach the conversation as a partner, rather than an adversary.

Begin by stating the objective of your pilot program and ask for support in achieving business objectives and minimizing risk.

Using journey map visuals, you can walk your compliance stakeholders through the pilot campaign. Show examples of how the content will be delivered. For example, you have a rotating banner on your home page. There are five approved variations; currently, they rotate randomly. Your proposal is to display the banner most relevant to your target audience.

Highlight any similarities between what you are proposing and campaigns already underway: the user and product have not changed, pre-approved content will be used, and little to no new technology is required. You are changing only the sequence of interactions, and possibly testing an additional technology tool (if, for example, you choose to test a journey orchestration platform as part of your project).

Throughout the conversation, solicit input on any concerns you have not yet identified and collaborate on the solution.

**4. Finalize Your Project Plan**

Your pilot project plan is already near completion; the final component is a compliance plan.

This can be a simple list of the concerns your compliance team identified, and how they will be addressed. It should also include a security response plan that details who is responsible for monitoring, reporting on, and resolving issues that could arise.
5. Socialize the Plan with Marketing

With the compliance team’s buy-in, you can socialize your plan with marketing teams according to the RACI matrix you created in step one. This includes the high-level journey orchestration roadmap and the detailed project plans for your pilot.

For marketing stakeholders who have been in sync with your planning process to this point, you simply need sign-off from the appropriate decision-makers. For those who are new to the project, you may encounter questions or challenges regarding logistics, data sharing, roles and responsibilities, and other common factors that arise on any new project.

The good news is that most marketers in the pharmaceutical industry are already sold on the value of personalization. In all likelihood, they will be relieved that you have taken the initiative to launch a thoughtfully designed program.

In the event that you do face pushback, you can utilize the same strategy you did with compliance: emphasize that you are testing a new concept with a small audience segment for a limited amount of time in order to drive better marketing performance.
Conclusion:
Pilot, Prove, and Scale
You’ve now surpassed the greatest hurdle to journey orchestration adoption: getting started.

As any marketer knows, your work is never done. But the steps outlined so far in this guide are meant to make it as easy as possible for you to implement journey orchestration for the long term. By now, you should be able to:

- Start eliminating wasteful spend and measure the ROI of your marketing efforts
- Measure the effectiveness of journey orchestration tactics against your current marketing programs
- Identify gaps in technology and user experience that adversely impact your marketing objectives
- Create a high-level roadmap for journey orchestration adoption
- Build and launch a pilot program to build your case and set strategic benchmarks
- Win buy-in and address compliance concerns from key stakeholders

When your first pilot project is complete, you’ll have the data and insight required to determine next steps. Depending on the outcome, you may choose to replicate your pilot framework with different variables (such as messaging, user journey, audience segment, or product).

At the conclusion of your pilot project(s), you’ll move on to replicating results and implementing a journey orchestration strategy throughout your organization. You’re ready for a larger-scale journey strategy when you can provide the information required to build a compelling use case for journey orchestration throughout all marketing programs, including:

- Quantifiable return on the investment made in journey orchestration testing
- Proven ability to meet the highest standard of user data protection
- Processes to ensure that your program meets compliance requirements
- Documented, repeatable workflows for teams involved in program delivery
- Defined requirements for the technology you need to enable journey orchestration
- Clarity on the organizational and vendor structure needed to sustain your success
- Buy-in from key stakeholders

Adopting journey orchestration is an investment in the continued effectiveness of your marketing as digital disruption continues to affect the entire pharmaceutical industry. You now have the tools to grow that investment incrementally as you prove your marketing programs’ ability to deliver the outcomes that matter to your business.
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