



# CRM is a capability... NOT a campaign

## How can CRM be more of a business tool than a tactic?

Patient and prospect relationship marketing is often viewed as a series of tactics... a welcome e-mail, a coupon direct mail package, monthly e-newsletters and refill reminders. These are all valuable touchpoints – but the sum total of CRM investment is greater than just a series of tactics. If engineered the right way, CRM can be a more significant tool to achieve business goals. It is important that tactics drive response and ROI, but the more critical assessment of CRM needs to be in 2 areas:

1. Is CRM a way of describing mail and e-mail... or is it your company's total approach to managing behavior of patients and prospects?
2. How well can your company dial up or dial down CRM activity and investment to meet changing business needs and threats?

*No business can meet business goals without influencing prospect and customer behavior. That makes CRM a must-have vs. nice-to-have element of the marketing mix.*

## What does your company think of when it comes to CRM?

### CRM as a Tactic

*These are the types of tactics, metrics and expenses that many within pharma firms associate with CRM:*

- Database expense
- Loyalty program
- Co-pay card
- Opt-in rate
- Open rate/click-thru rate
- Response and redemption rates
- E-mail newsletter
- Campaign ROI

### CRM as a Business Tool

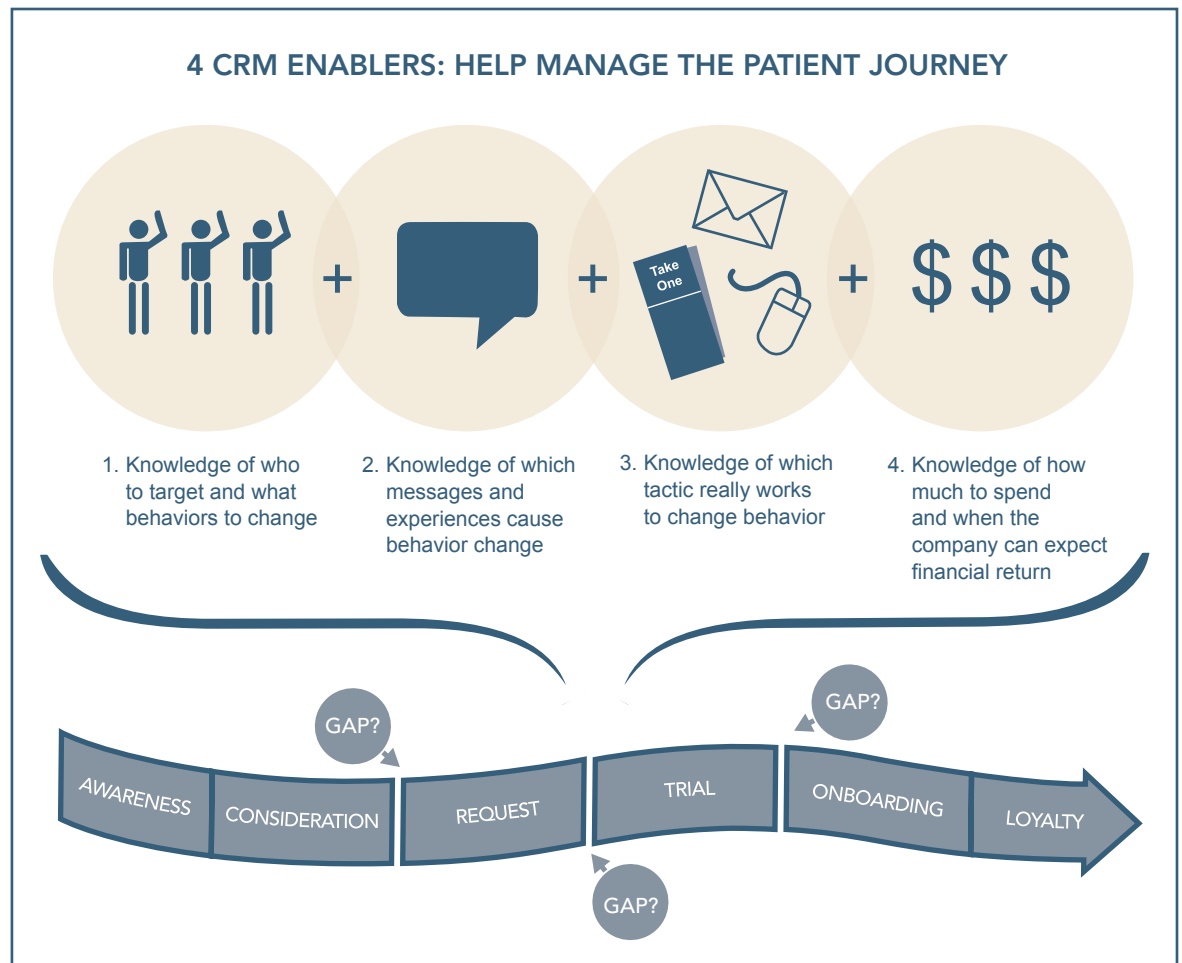
*These are the more powerful and impactful ways of thinking about CRM and its role within a pharma firm:*

- Mitigate impact of generic competition using CRM to retain patients.
- Increase quarterly revenues by 'dialing up' initiatives generating incremental Rx.
- Hold market share as a new competitor enters the category.
- Provide tools with a steady stream of patient feedback following launch of new brand.

**What do you need to do to make CRM a business tool? ►**

## What pharma marketers need to make CRM more of a business tool:

- Solid buy in among brand/business leads about the financial impact of individual behavior changes. If a patient tries a brand it is worth \$X. If a patient is retained for 3 months more than average, the value is \$X. If a patient joins a loyalty program and starts using a co-pay card, the average value of incremental scripts is \$X.
- A map of the patient journey highlighting all the weak spots (or gaps) that undermine business performance... like awareness that does not translate into brand name requests in the doctor's office, or high levels of dissatisfaction with a device that inhibit a free trial from becoming a paid Rx refill.
- A solid, scalable database of current users... as well as proven methods of what tactics work best (in different online and offline tactics) within cost thresholds to find more prospects and current brand users — such as online lead generation, pharmacy, in-office, list rental and more.
- A steady, growing body of knowledge about what works and what the impact is – knowledge of which patient segments are most responsive to different offers and tactics, knowledge of which activities generate the greatest behavior change in the short-term, knowledge of factors of risk and knowledge of how much campaigns will REALLY cost.



CRM is most valued when it fixes problems that other types of marketing can not – like ensuring high levels of awareness lead to higher rates of new Rx.

For more information about Daggerwing Health's perspective and expertise in helping clients improve decision-making with "what if?" ideation and forecasting, please contact us: [info@daggerwinghealth.com](mailto:info@daggerwinghealth.com).