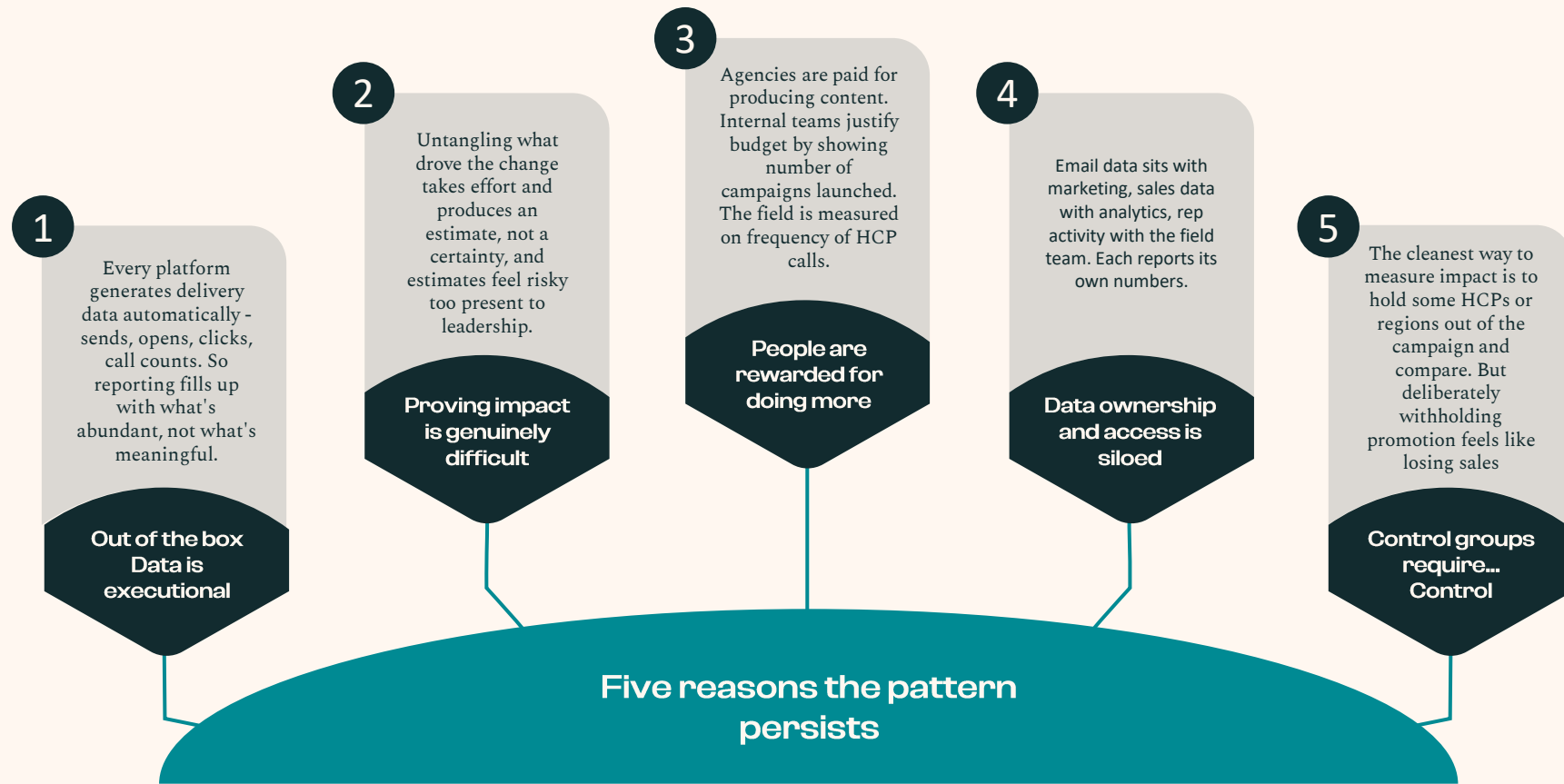


Why do so many omnichannel programmes report activity instead of business impact?

Data strategy fundamentals for pharma in the age of AI.



Breaking the Pattern

Four changes that turn your activity into impact

FIX THE DATA

1

Turn strategic information into data

Convert brand strategy, key results, and budgets into metadata linked to every campaign and asset so executional data arrives carrying its strategic context.

2

Establish link between engagement and impact

Demonstrate that engagement patterns predict behavioural change. Validated once, everyday metrics become leading indicators, and stop being activity.

FIX THE EVIDENCE

3

Triangulate with user research

Engagement shows what users did; research reveals why they did it. Two independent signals provide more compelling measurement than either alone.

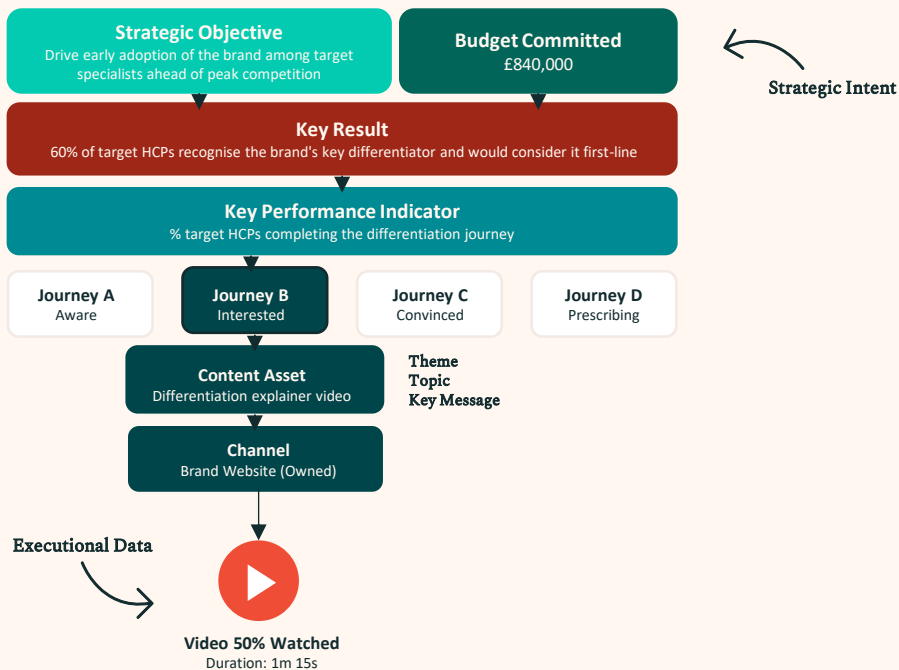
4

Pressure test with Market Mix Modelling

Decompose outcomes top-down across all activities and market forces - how much change your activity actually drove, and where the next pound goes.

Breaking the Pattern

1 - Turn strategic information into data



READ THE INTERACTION BACK UP THE THREAD

- ↑ Part of the “interested” phase of the differentiation journey
- ↑ Moved a target HCP one step toward first-line consideration
- ↑ Rolls up to the 60% Key Result, in service of early adoption
- ↑ Budget committed can be split to understand return of Journey B against the Strategic Objective

From execution metrics to return on spend against a strategic objective, by customer, content characteristic, and channel.

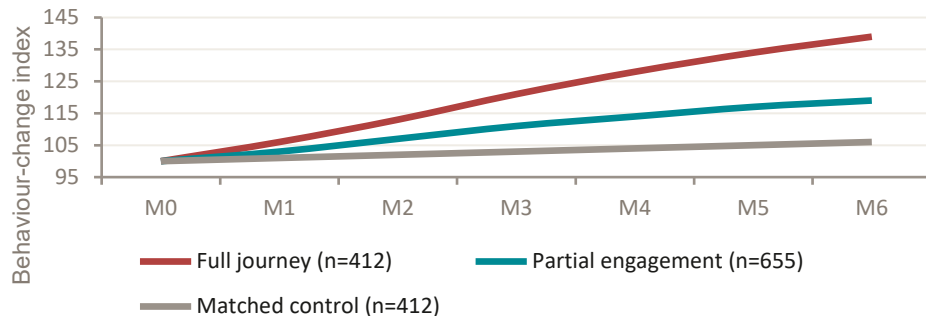
Breaking the Pattern

2 - Prove link between engagement and impact

APPROACH · MATCHED COHORT ANALYSIS

Illustrative

Engaged =



Cohorts matched on decile, specialty, geography, and baseline Rx. **The gap between cohorts is the lift you can defend — more touches, more divergence.**

OUTCOME

A validated leading indicator with a directional effect on behaviour

Proven through planned experimentation projects, engagement becomes a signal the brand team can steer by – more “high value” engagement touchpoints = more directional leading indication of behavior change

Note: Reliable ROI and script-uplift quantification require scaled MMM – see change 4.

THE AIM | A defensible directional estimate with a confidence interval, rather than a claim of precise attribution.

Breaking the Pattern

3 – Triangulate with User Research

Engagement data shows what users **did**. Research explains what users thought, understood and experienced - and whether the experience created **value**. Together they provide a more reliable picture of impact. High engagement alone doesn't mean success. Triangulate behaviour with user research to make confident, impactful decisions.

	LOW ENGAGEMENT	HIGH ENGAGEMENT
STRONG USER VALUE	Conviction building Perceptions are changing, but habits and actions are not. Behaviour change typically follows with a lag. → Hold the course. Remove barriers* and monitor behaviour.	Real impact Two independent methodologies agree – the data shows that users engage, and research confirms value. This is the finding leadership can trust. → Scale it. Apply learnings about what is driving success elsewhere. THE GOAL
WEAK USER VALUE	No meaningful signal Neither lens is moving. Little engagement and little perceived value. → Rethink the approach. Reassess the proposition, audience and experience before investing more.	Surface level engagement Clicks without conviction: novelty, noise, or the wrong audience engaging. Users interact but research shows little value. → Investigate before scaling. Dig into the data and user feedback to ensure the message aligns to audience needs. THE TRAP

* See the COM-B behavioural framework for more here.

Breaking the Pattern

4 – Marketing Mix Modelling

How much does the outcome move when promotion moves?

OUTCOME

Brand share growth

DRIVERS · YOUR ACTIVITY

Field · digital journeys · events · channel mix, audiences, frequency vs reach

DRIVERS · EVERYTHING ELSE

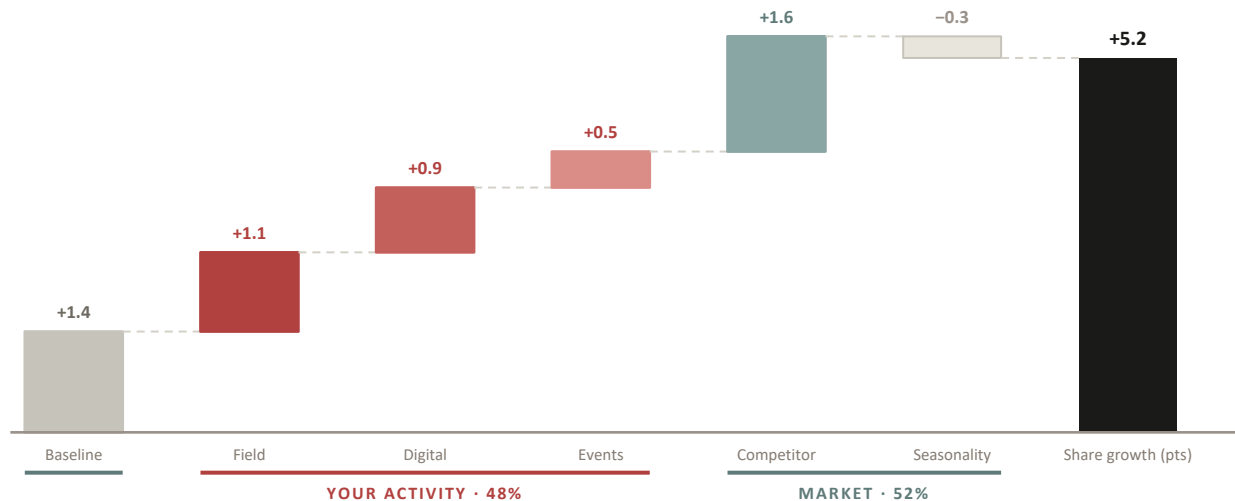
Baseline brand equity · competitor actions · market access · seasonality

MODEL

Statistical decomposition across 1–2 years of history, by region

OUTPUT · WHAT ACTUALLY DROVE THE GROWTH

Illustrative



An honest split protects credibility: claiming all 5.2 points invites the business to discount everything. **Owning 2.5 points, channel by channel, earns next year's allocation and informs where the next pound goes.**

Breaking the Pattern – Why Now

What's changed: The barriers have dropped

AI has made each one of these 4 changes faster, cheaper, and/or more accurate.

1 Turn strategy into data

BEFORE Manual tagging requiring repetitive human data-entry.

NOW Auto-classification of documents, against a target schema.¹

Cost ↓

Effort ↓

Coverage ↑

2 Prove the link

BEFORE A bespoke data science build, done once.

NOW Matched comparison and uplift analysis are commoditised tooling.²

Difficulty ↓

Time ↓

3 Triangulate with user research

BEFORE Qualitative depth rationed by cost, conducted quarterly or annually.

NOW Efficiency through AI-enabled research ops, and synthetic users supporting research at scale.

Speed ↑

Scale ↑

Cost ↓

4 Pressure-test with MMM

BEFORE A six-figure annual consulting exercise, priced for the top of the portfolio.

NOW The models are now open-source, Bayesian, and geo-level.³

Cost ↓

Frequency ↑

Granularity ↑

¹ Platform release notes, 2025 ² Open-source causal inference toolkits ³ Open-source MMM frameworks, 2025