

Managing Omnichannel Transformation: The Right Digital Factory Model

With Indegene's expertise in setting up and operationalizing over 18 global Digital Factories and Veeva Systems' Digital Factory Accelerator Program

The COVID-19 pandemic has drastically changed market dynamics and brought in "Digital" as a new area for strategic focus. However, adapting to digital is a lengthy and cumbersome process.

Many forward-thinking pharma organizations are pivoting swiftly, transforming their digital ecosystem, and accelerating the volume of their digital content to service a quickly-growing number of customer journey touchpoints across channels. A robust Omnichannel engagement capability is now a critical element of any modern, enhanced customer experience. There is no magic bullet or checklist of initiatives that ensure success; the question in front of these organizations, and their partners, is: are we succeeding?

DT Consulting (an Indegene company) analyzed over 20,000 customer experience interactions from 689 HCPs around the globe, revealing valuable moments of truth. Click here for more details: [Healthcare Customer Experience \(CX\) Playbook \(2021\)](#)

Already at historic lows, HCP engagement with the in-person sales channel is likely to fall by an additional 30%, as indicated in Indegene's Healthcare CX Playbook and fig.1. Further, interactions on fully digital channels, like websites, emails, social media, mobile applications, and podcasts, are set to continue to rise steadily and integrate more tightly with one another.

Thus, an Omnichannel strategy that puts personalized content at the core of the customer experience and optimizes the delivery of that content across channels, creating a seamless experience at every point in the customer's journey, would be a true blue-ocean shift for engagement in the post-Covid era.

Digital content operations in pharma are incapacitated by multiple challenges, most often including a disjointed content creation approach, a disjointed marketing technology ecosystem, and a disjointed team structure. These fragmented systems, where each organizational silo creates dueling visions, and versions, of campaigns and content for the same brand, are often plagued by redundancies, duplication of effort, and costs overload. These expensive inefficiencies prevent organizations from addressing the complexities of advanced content creation processes and effectively providing on-demand personalized digital experiences. The need of the hour is to cater to this constellation of pain points by radically reimagining operating models to achieve output efficiency in novel and profitable ways.

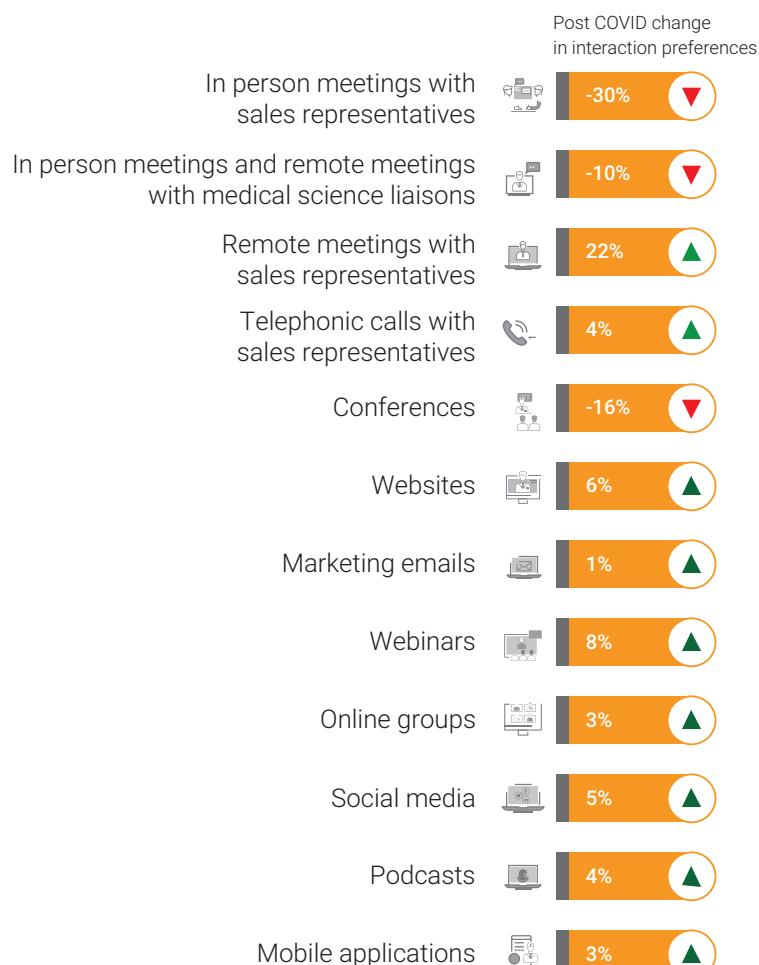
A “Centralized Digital Factory” is the surest path to reaching this north star goal; this innovative setup is capable of standardizing and scaling the campaign

design, content creation, and execution process. Further, it enables and manages effective co-creation and collaboration between global and key local markets, allowing maximum reuse of content across multiple channels.

As a result, the Centralized Digital Factory model enables an organization to achieve: greater reuse of content, reduced agency onboarding & training efforts, a standardized templated approach driving MLR review efficiencies, and faster time to market. This approach eliminates the need to train multiple agencies; instead, the focus shifts to a well-configured digital factory with capabilities aligned to long-term business goals.

Indegene has a proven track record of deploying over 18 global digital factories servicing 60+ markets across all digital and non-digital channels. Indegene’s digital factory model helps organizations accelerate their digital-first journey across all markets - it has enabled our clients to achieve a 3X increase in content reuse, reduced time to market by 33%, freed up 24% of marketer bandwidth, and has driven cost savings of up to 35%.

FIGURE 1: CHANNEL INTERACTION TREND



86% reduction in cost per touch point	Time to market reduced by 33%	3X Increase in content re-use (22% to 64%)
Ranked 3 rd in CX Survey (12 th pre-factory)	Marketer Bandwidth free up by 24%	4.8/5 Client Satisfaction Score

The Right Digital Factory

There is no one-size-fits-all approach to building a digital factory. "The Right Digital Factory" needs to have the mindset of a "start-up" to swiftly implement bold changes. It is the control center orchestrating the actions of stakeholders across the content supply chain by leveraging organization-specific standards and best practices across markets and agencies. Indegene's Digital Factory perfectly unites omnichannel service levers with an operating model that automates workflow between people, process, and technology, from campaign planning to execution – It is a process of receiving project requests and delivering the service requested with an agile collaboration leveraging the correct tech processes. (See fig. 1a).

The "Right Digital Factory" can help an organization transform and then amplify, existing business objectives while leading the organization in defining new objectives that facilitate the transformation journey.

Though factory enablement and scope might vary depending on each organization's situation, following certain key principles will support the development of the "Right Digital Factory" and promote its success, regardless of the current state of digital maturity. (See fig: 1b)

FIGURE 1A: CENTRALIZED DIGITAL FACTORY AS A CONTROL CENTER

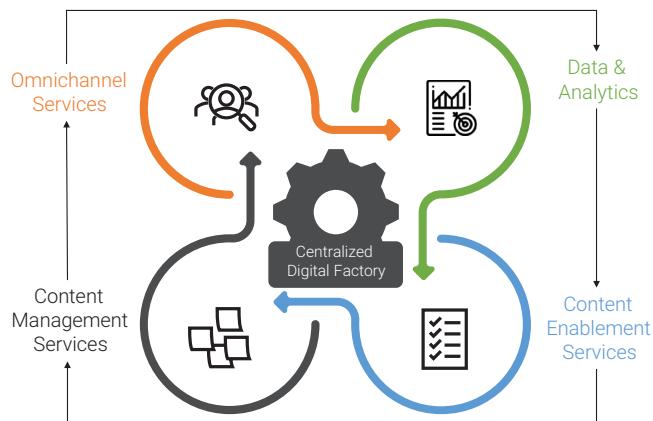


FIGURE 1B: Key principles that will enable the "Right Digital Factory"



Automation for Agility and Efficiency

Automation is the key to improved collaboration and efficiencies, as well as the capability to produce actionable insights allowing better and faster implementation at scale.

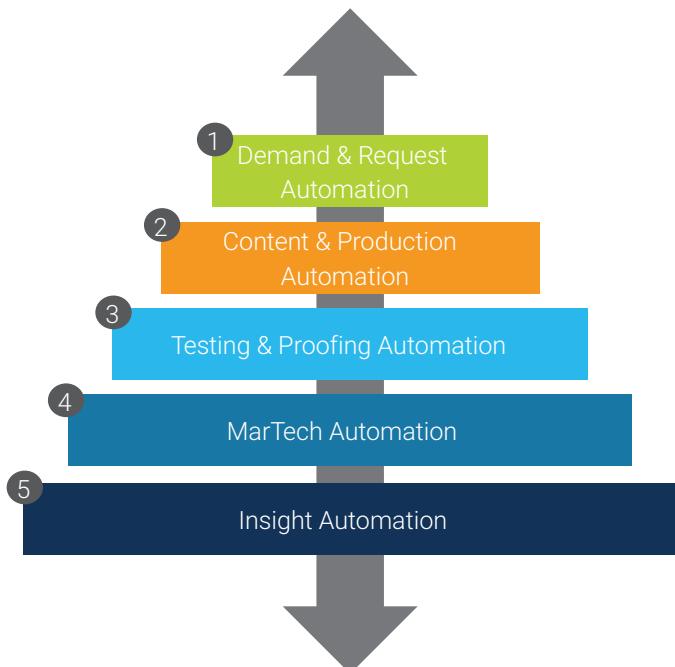
Indegen's Digital Factory uses several proprietary tools that fit into the client's ecosystem to enable industry-level automation across its service value chain. (See fig 2a)

The 'demand forecast and request management platform,' with its self-service capabilities, triggers and manages requests, automates workflows and tracks projects.

The 'intelligent content slicing & tagging platform' standardizes taxonomies, harvests content elements in an asset at their most atomic level, and automates meta-tagging. The extracted & tagged components are then

used to develop multiple modules before being assembled as tactics for various channels in the 'automated module driven tactic assembly platform.' The 'campaign request and management tool' helps automate the marketing technology ecosystem by cohesively orchestrating and socializing campaigns. This integrated stack is seamless and adds agility, efficiency, and resiliency, as well as more revenue, by feeding campaign insights back into the content and campaign planning process through clever configuration, deployment, and automation of analytics tools. This fully integrated automated stack facilitates mass-production and operation of digital materials at scale, harmonizing enterprise-wide digital marketing operation while optimizing spend.

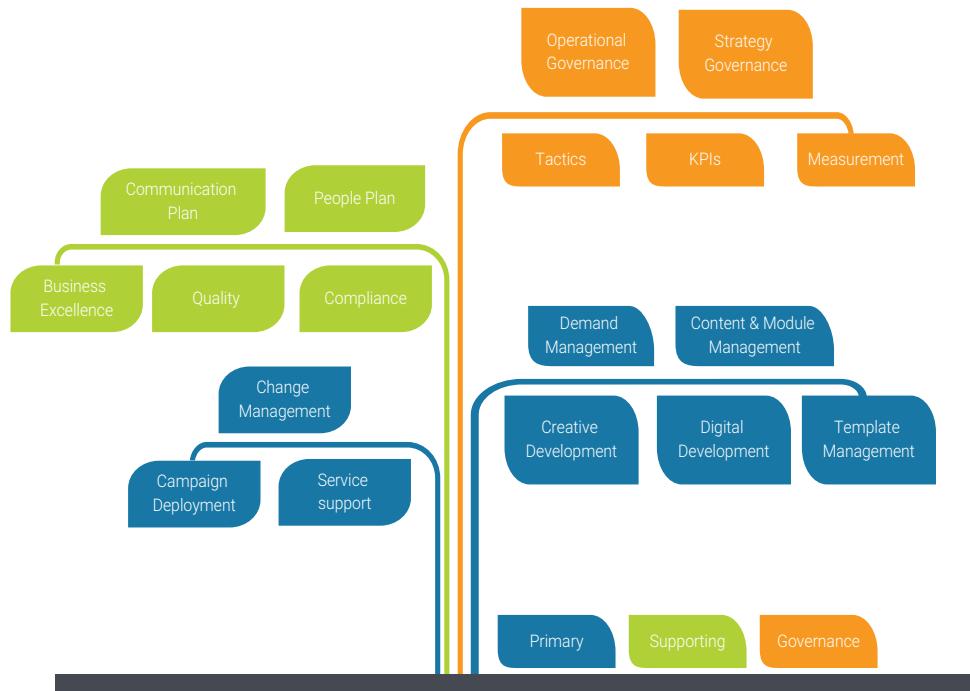
FIGURE 2A: INTEGRATED AUTOMATION



What to Expect When Implementing the “Right Digital Factory”

Integrated technology solutions, cross-functional units, and an agile model are the three key elements of the digital transformation journey for any organization, especially when it comes to transforming content operations. Digital factories create fertile ground for innovation and agility as well as the breathing room required for creative solutioning. Indegen's centralized digital factory has delivered exceptional performance across cost (~70% savings), quality, and speed measures (>30% reduction in timelines), resulting in a >90% client satisfaction score. The 'Right Digital Factory,' deployed as a plug-and-play process architecture (See fig 3a), aligns with an organization's engagement requirements to yield effective and progressive outcomes.

FIGURE 3A: THINGS DONE IN A DIGITAL FACTORY



1. Setting up a digital factory will automatically reduce agency overlap by integrating end-to-end capabilities and creating a central control mechanism to monitor costs, manage data, and enable essential asset production, adaptation, translation, and transcreation processes, thus improving campaign speed-to-market.
2. The “Right Digital Factory” allows a shift from the traditional channel-centric approach to a truly customer-centric approach by more accurately reading, and more effectively responding to, customer behavior via coordinated omnichannel marketing.
3. Digital factory and modular content models synergize to unlock next-level content automation and personalization. Review, reuse, uptake across channels, and localization quickly become simpler and easier.
4. Optimized workflows, global-local collaboration, and improved content compliance, along with automated pre-MLR review processes, improve MLR process efficiency and throughput.
5. Indegene’s Digital factory model is pre-enabled and integrated with industry-standard tools like Veeva Vault and CRM, Salesforce, Adobe AEM, Sitecore, Drupal, Tableau, and Google Analytics, providing a turnkey excellence platform capable of exchanging campaign data across ecosystems, personalizing the customer experience across every channel, orchestrating campaign touchpoints, and uncovering deep insights into customer engagement behavior and preferences.
6. One of the greatest benefits of the digital factory model is that it can connect data and information that previously sat siloed within multiple disparate organizational units; the resulting deeper insights, coupled with holistic views of campaign analytics and content effectiveness, leads naturally to engaging content recommendations and next-best actions.

Indegene is the first partner of Veeva's Digital Factory Accelerator Program in our shared journey towards the “Right Digital Factory”

The scale of operations and delivery of a Digital Factory is significantly different from a conventional content partner. The Digital Factory Accelerator Program (DFAP) is an initiative designed to support and accelerate the development of large-scale Digital Factories serving Veeva customers. Being early adopters of Veeva's DFAP, Indegene enjoys first-hand access to program resources, benefits from regular virtual and onsite optimization meetings, and aligns early on future program capabilities.

A Digital Factory can offer a variety of services to a customer, including:

- Design, build, and optimization
- Content deployment, coding, and integrations
- Management of content distribution channels
- Content localization, translations, and adaptations
- Infrastructure setup and educational training



Additional benefits

1. Extended technical support scope covering a broader set of content domain requests
2. New features & release enablement via Veeva technical team
3. Enhanced support resulting in reduced turnaround time
4. Improved solution quality thanks to multiple experts on-board

Contributors



Perlin Rajendran

Perlin is a ground-up life science specialized commercial leader with over 15 years of experience in designing, implementing large digital engagements across the globe by applying interactive and technology-driven strategies to improve market adoption, customer experience, and performance. He leverages his "Strategy + Technical + Service" skills to maximize the potential of crafted solutions, services, technology products, and various automation techniques that he and his team deliver.

<https://www.linkedin.com/in/perlinraj-r-075a2048/>



Jhanvi Dhawan

Jhanvi is a transformation specialist with over 10+ years of multi-facet experience and insightful exposure to business & digital transformation, service designing, customer experience initiatives spread majorly across India, UAE & EU markets. She is focused on creating and applying strategic frameworks for innovation and technology-led transformations to achieve strategic business objectives and outcomes.

<https://www.linkedin.com/in/jhanvidhawan/>

About Indegene

Indegene is a technology-led healthcare solutions provider. It combines deep industry expertise with fit-for-purpose technology in an agile and scalable operating model. Many of the leading global healthcare organizations rely on it to deliver effective and efficient clinical, medical, and commercial outcomes every day. From strategy to execution, it enables healthcare organizations to be future ready.

To learn more about Indegene, please visit www.indegene.com