THE
POWER-OF-
INSIGHT

WHAT IS INSIGHT? / BRINGING YOUR RESEARCH TO LIFE / TURNING DATA INTO BRAND STRATEGY / POWERFUL MARKETING INSIGHTS FROM DIGITAL ANALYTICS / TRENDING: USING SOCIAL MEDIA TO UNDERSTAND YOUR MARKET / 7 TIPS FOR MAXIMISING THE VALUE OF YOUR USER TESTING / SUCCESSFUL BRANDS TELL STORIES / CUSTOMER JOURNEYS: A TOOL FOR BEHAVIOUR CHANGE / PERSONALISATION: THE PHARMA MARKETING GAME CHANGER / THE BIG QUESTION: ARE YOU FAKING YOUR INNOVATION? / INSIGHT ESSENTIALS

blue latitude health

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Letter from the editors

At Blue Latitude Health we’re passionate about insight – it drives everything we do, informing our strategic, customer experience and creative work. That’s why we’re dedicating this issue of our ‘Perspective’ magazine to its mighty power.

Research is a dynamic tool. The data, knowledge, and most importantly, analysis obtained from research is fundamental to understanding customers and creating cutting-edge services, apps, tools and content, which are fit for purpose. These solutions, borne out of insight, lead to better outcomes and return on investment.

Insight provides the catalyst for innovation, sparked by the clear understanding of your stakeholders – be they healthcare professionals, patients, carers, or your own employees – without insight you’re designing in the dark.

The following articles focus on how we shape, target and leverage insight to unlock the potential in products and services that transform lives. There’s something for everyone in this issue, from those just starting out on their pharma marketing journey to seasoned professionals.

Blue Latitude Health combines the strategic precision of a consultancy with the magic of a creative agency to solve healthcare marketing challenges. To find out how we can help you increase customer engagement, launch brands and portfolios and solve your commercial challenges, visit bluelatitude.com or get in touch with simon.young@bluelatitude.com.

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Martine Leroy, Head of Insight
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Elisa ensures our clients’ projects benefit from the very best in user-centred design practices and strategic customer experience thinking.

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What is insight?

By Martine Leroy

What is insight and why do you need it? Head of Insight Martine Leroy explores the definition and explains how good research will help your brand connect with customers at the moment they need you most.

The healthcare space is constantly changing, making it difficult for marketers and brand managers to find the right strategy for their brand or portfolio. However, insight gives them the muscle to align both brands and their stakeholders.

First, let’s define what insight is not. Insight is not data, information or data analytics. Insight is also not ‘an insight’, which is a discrete chunk of learning obtained from a piece of market or customer research.

Instead, insight is the expression of one opportunity that serves the needs of both the business and its external stakeholders. Insight sits in ‘the sweet spot’ – the space where customer and business needs merge. Importantly, it’s the deep understanding of what your customers want and how the business can give it to them, in a way that meets their needs, without benefiting your competitors.

HOW TO ACHIEVE INSIGHT: THE BASICS

A business achieves insight by consolidating individual insights about customers and the market from a number of sources, during a period of time.

Then, the different business functions unite to explore what these insights mean for the company and its customers.

This means insight can drive brand strategy and planning, while strengthening the brand as it grows, matures and changes.
THE SUCCESSFUL BRAND IS A VEHICLE OF CUSTOMER-CENTRICITY

In 2018, pharma is being pushed into adopting an integrative business model to address change successfully. This model is centred on actionable insights, which pharma marketers can use to find the sweet spot we spoke about earlier, and trigger reactions from stakeholders.

The integrative business model has two pillars: customer-centricity and collaboration.

The model also fosters a business-wide perspective of stakeholders’ needs, including the needs of the customer, and aligns with emerging healthcare policies, which promote patient empowerment and treatment optimisation. As a result, patients’ and carers’ needs are integrated into the makeup of a brand. There are plenty of useful tools and frameworks available to help brand managers and marketers achieve insight, ensuring their campaigns are innovative and that the brand reaches customers at the point in their journey where it can make the greatest impact.

In this issue of ‘Perspective’, we will reveal some of the top tools we use at Blue Latitude Health to ensure a brand, and its communications, campaigns and services, resonate with its customers and meets its own business goals.

“...The model fosters a business-wide perspective of stakeholders’ needs and aligns with emerging healthcare policies, which promote patient empowerment and treatment optimisation”

References:
Bringing your research to life

By Elisa del Galdo

Elisa del Galdo, Director and Head of Customer Experience, reveals the simple storage and visualisation tools that breathe life into your existing data.

There is a pattern in the way pharma is using research findings. Often clients have large stores of qualitative and quantitative research data hidden away on a server. However, these documents are rarely updated with new findings and they are not stored in one place. This means the insights aren't memorable and the existing data isn't used to create strategy or services, apps, content or tools. The good news is this problem is easy to solve.

The power of insight lies in knowing the sum of the parts is greater than the whole. Since developing our insight capability, we have been showing our clients how to make their research accessible, how to understand and document the knowledge it contains, and draw out the insights it delivers and the implications of the data itself.
VISUALISING DATA

The easiest and most sustainable way to ensure you can efficiently use existing data is to create a master repository of searchable insights. Here, the insights from a mass of research are collated into a single, accessible, living document, which can be easily searched and filtered.

This document is then used to create what user experience consultants refer to as design artefacts – personas (p.34), storyboards, journeys (p.28) and service maps.

These artefacts create a graphic and clear representation of your insights. They help not only to inform the design of solutions and drive innovation, but also to identify the opportunities that will make the greatest impact.

Artefacts also help you identify gaps in your knowledge and this, in turn, focuses new research design on clear needs, while identifying where more research is required or if further artefacts should be created. As a result, your research will resonate across your organisation, and the brand team and marketers will have a visual portrayal of the learnings, which they can refer to time and time again.

The data can also be easily searched for accurate insights, which meet the needs of the business as it grows. This wealth of information ensures each business function understands the customer and knows how to best engage with them.

A MULTICHANNEL STRATEGY FOR AN IMMUNO-ONCOLOGY PRODUCT LAUNCH

In 2015, we created a robust strategy for a new immuno-oncology product launch for patients with lung cancer in the UK and Europe.

Our starting point was to understand the unmet needs of the clinical specialist nurses, who played a central role in the lives of lung cancer patients. This helped us pinpoint opportunities to provide services beyond the pill, supporting them in their daily work.

We conducted qualitative and quantitative research, which helped us create a number of artefacts, including day-in-the life journeys, environmental analyses, personas and stakeholder maps. Together this provided the tools we needed to analyse stakeholder needs throughout the work week.

The data laid the foundation for an integrated multichannel strategy, which is used across the markets as best practice. The commercial team now has the tools needed to engage with their customers and make a real difference to the lives of patients with lung cancer.
Head of Insight Martine Leroy, uses her 25+ years’ experience to develop an exclusive perceptual framework for research design and analysis, which generates a deeper understanding of customer needs and the changing market dynamics.

Human behaviour is complex. A traditional approach to healthcare market research is no longer enough for designing products and services that address customers’ needs and improve healthcare outcomes. Here, we explain a useful tool for helping brand managers and marketers generate more precise understanding of their customers.

**MAGNIFYING GLASSES: TOOLS FOR DEEPER UNDERSTANDING OF YOUR CUSTOMERS**

Behavioural science tells us our behaviours and actions are a product of our environment, including our culture, relationships and the world we live in. If we fail to take this into consideration when developing insights, we run the risk of misunderstanding or generating the wrong insights over time.

‘Magnifying glasses’ help us generate true customer insights. As tools, they help you understand customers from different perspectives, ensuring you find the right opportunity for your brand when planning customer research.
A ‘magnifying glass’ is a perceptual frame, which is applied to the research design and the analysis plan to boost the value of your research. It shapes research outputs and helps translate richer insights into brand strategy.

This approach fosters cross-functional collaboration within the business, and captures complex customer behaviours and intelligence on the market as a whole. It also minimises the risk of missing out on important drivers in the market. We apply different ‘magnifying glasses’ to help us design research, analyse customer feedback and the competitive landscape, and interpret findings.

FOUR COMMON MAGNIFYING GLASSES FOR A CUSTOMER ENGAGEMENT PROJECT:

1. Framing the Research
2. Understanding What’s Beneath
3. Understanding Communications
4. Consolidating Insights
When market change and hyper-competition prevail, straight questions might not generate true understanding of decision-making, frustrations and needs. We are not as rational as we believe. Our decision-making is affected by cognitive biases and so asking the right questions and developing scenarios to evaluate the impact of such biases is key for framing the research. This ensures the insights are true to real customer situations and guide effective marketing initiatives.

**FRAMING THE RESEARCH**
Meaningful insights rely on the true understanding of customers. Traditional projective techniques in qualitative research help uncover subconscious beliefs, motivations, attitudes and perceptions, and articulate the sensitive. For example:

- Shopping basket – to evaluate attitudes to innovation
- Blog tree – to understand players’ interactions and emotive drivers in decisions
- Gestalt room – to reveal how customers feel about the brand as a whole.

Ethnography sessions also help us observe behaviours and formulate hypotheses on biases, while user testing uncovers real behaviours and validates solution design.

**UNDERSTANDING WHAT’S BENEATH**
Marketers develop brand stories, which combine clinical messages with customer needs and brand promises, as well as visual campaigns. These stories resonate with customers and support communications. By mapping current competitor communications, you can shed light on the unique space your brand or portfolio can own. Perceived competitor landscaping and social listening (p.24) are also useful tools for complementing research and shaping your hypotheses and scenarios for testing.
Knowledge from internal stakeholders and existing insights can help you understand your customers in context, and provide awareness of the market. It can also reveal gaps and highlight potential brand opportunities to explore. Insights can be grouped into decision-making tools, such as personas (p.34), which can then be used to guide solutions and multichannel marketing plans.

**CONSOLIDATING INSIGHTS**
When used together, ‘magnifying glasses’ combine learning from different perspectives, increase the value of your customer engagement projects, and translate this learning into business tools for decision-making. Ultimately, ‘magnifying glasses’ focus attention on the right opportunity for targeting your customers, while staying true to your business needs.

To find out how we can help you better design and implement impactful customer research, contact martine.leroy@bluelatitude.com.
Senior Associate Consultant Jiayi Chen gives her tips on using data analytics to better understand complex markets.

Data from digital sources, such as websites, apps or media, provide insights about your customers and your business. By using data analytics, we can better understand what works and what doesn’t. Typically there are three steps to grasping analytics:
Both active and passive data are used to better understand your customer and their journey.

Active user data collection involves explicitly asking users for information, preferences and opinions. Passive data collection may be more complex. It may consist of sophisticated web technology or it could equally look like a manual entry into a historical profile, after a conversation with a customer service representative.

New technologies have made data collection and analysis more accessible and efficient than ever. Analytics software, such as Google Analytics, WebTrends or Omniture, is useful for analysing data and generating insights. However, these tools require credentials and are only available to website owners. Third party tools, such as SEMRush, are available to the public. They provide crawling data on public domains and give insights into the performance of competitors.

The use of imagery on healthcare websites has a significant impact on customer experience, which can be validated through analytics data that measures onsite user engagement.

Recently, we assessed the customer experience of a website designed to help patients have more informed conversations with physicians. The background image on the home page showed an elevator with a roadblock, which seemed to indicate the site was under maintenance. As a result, users who landed on the site may have thought it was unavailable and navigated away.

To validate this statement, we looked into the analytics data and found the bounce rate on the home page was very high, even though the website does not ask for any login details for access. This increased our confidence when we suggested a redesign of the home page, with the use of a better imagery.

These simple design changes reduced the bounce rate, and increased the amount of time users spent on the site along with number of pages they visited.
Senior Associate Consultant Jiayi Chen explains how you can use social media to get under the skin of customers and your competition.

Social listening is a powerful tool for generating valuable insights into your customers from social media conversations. Stakeholders for pharmaceutical companies, such as HCPs, patients and payers, are becoming more present on social media and this gives us new data for understanding their needs and preferences.

At Blue Latitude Health, we identify the role of social media in the overall brand or communications strategy. We do this by finding the right social platforms and clarifying the specific objectives for each of those platforms. Within each social listening project, we utilise tools that crawl through large amounts of data on social media sites such as Facebook and Twitter. Then we analyse this data to reveal insights that can be translated into actions. The top insights revealed through social listening are:

**KEY TOPICS**

By monitoring the topics driving customer conversations, we gain a better understanding of customer needs, pain points and trends.

**Result:** We can develop differentiated content in response to these needs, pain points and trends.
COMPETITIVE INTELLIGENCE

Through social listening we gain valuable insights into competitor activities. By monitoring conversation volume and sentiment, we can better understand customers’ opinions about our brands and our competitors across the globe.

**Result:** This helps us make informed decisions on brand management.

DIGITAL OPINION LEADERS

Social listening helps identify relevant digital opinion leaders, their backgrounds, and interests.

**Result:** These insights provide further opportunities to target relevant opinion leaders and leverage their influence in the social media space.

It is important to make sure these insights are meaningful. This can be achieved by validating them with existing or further market research, cross-referencing with internal sources of information, and liaising with the insights department or brand teams. Through social listening, pharmaceutical companies can make use of additional data sources and generate insights. Organisations also have more opportunities to engage with stakeholders online and offline, which informs tactical multichannel marketing planning. Social listening is becoming a source of competitive edge in pharmaceutical marketing – make sure you’re a step ahead.

HOW TO DRIVE A PRODUCT LAUNCH WITH SOCIAL MEDIA

In a recent project, we conducted social listening for a product that was about to be launched. Having monitored a large volume of online conversations, we found that topics around efficacy had the highest number of retweets, and content focusing on a specific piece of data, which showed the superior efficacy of the product, was popular.

As a result, we gained the insight that content about trial studies results on a specific aspect of efficacy are more likely to engage customers. We could immediately and precisely use this information, giving us huge benefits in the hyper-competitive environment and saving us substantial time and effort in conducting primary research.

We worked closely with the brand managers to apply the insights to brand planning, this helped us shape the messaging of the launch strategy.
User testing helps designers build a sustainable digital asset and ensures brand teams understand what the product or service feels like for users. Above all, it ensures you bridge the gap between a concept and an engaging customer experience.

To find out how we can help you solve your customer experience challenges, contact simon.young@bluelatitude.com

By Nilu Davies

7 tips for maximising the value of your user testing
1. **Scope your user testing**
Agree on the purpose and objectives early on in the project, to help you map the design and shape your user testing.

2. **Recruit your customers carefully**
Personas helped you design for priority customers, so it makes sense to recruit customers that match the same characteristics.

3. **Consider your sample size**
Remember, your sample size should balance your budget and the purpose of testing. User testing is qualitative in nature but understanding the numbers is useful for validation.

4. **Conduct testing iteratively**
Your timeline is likely to be short and resources scarce, but iteration allows you to implement feedback and refine the design as you progress in the project.

5. **Encourage observation**
Observing user testing sessions and hearing from customers is invaluable for commercial teams. However, if the design is to work in reality, it’s important to consider all the aggregated feedback from the testing, not just the comments.

6. **Ensure research tools add value**
Research tools, like eye-tracking, are occasionally added to user testing. Like every tool, they have their benefits and limitations. Make sure the tools you use are necessary and appropriate. Then, build both the benefits and limitations into the design of the user-testing session and the analysis plan.

7. **Work with CX specialists**
User testing is about understanding both design and the components of customer experience (CX) and combining them together efficiently and effectively. CX specialists will ensure the product or service supports your brand for the long term.
SUCCESSFUL BRANDS TELL STORIES

Head of Insight Martine Leroy and Managing Consultant and Client Lead Jocelyn Coutinho give their top tips for creating a brand story, the first step in developing a successful brand.

Storytelling is how we engage with the world and share knowledge and experiences. It’s a powerful tool that inspires the masses and shapes our perspective, moving us to act and occasionally change our behaviour. We have been telling stories to communicate ideas since the dawn of time—from sharing our heritage to inspiring love, eliciting fear and rousing loyalty. These stories have moved soldiers to the battlefield, and set the foundation for traditions which have lasted for thousands of years.

This is as relevant for our pharma customers as it is for retail consumers. However, in pharma we tend to forget that all behaviour and decision making follows the same rules and principles, whether you work on a consumer brand or strive to engage patients, healthcare professionals, carers or payers.

Strong pharma brands use storytelling to capture attention, generate interest, and motivate stakeholders to act. It’s about creating a narrative that’s of real interest to readers, inspiring them to share what they have heard, whether through word of mouth, online forums or social media.
BRANDS ON A MISSION...

A pharma brand starts with a mission – to create a product or service that improves outcomes for the customers. Achieving this goal begins with clinical data, which can be translated into a story that feels alive to customers and motivates internal stakeholders.

Engaging, carefully crafted positioning and messaging sits at the heart of a strong brand. Customer insights are used to help guide the strategy, planning, solution design, and execution. Once these concepts are turned into a story, your brand will come to life.

THE FIVE PROPERTIES OF INSIGHTS

Insights that combine five properties – rationale, reality, relevance, resonance, and reaction – work powerfully for the brand.

The rationale helps you understand the purpose of a particular learning and to determine the right brand opportunity.

Contextual insights will ensure the reality of the brand for customers is leveraged. This acknowledges the truth about customers’ needs, including deep-seated emotions or behaviour.

Aligning the brand benefits with customers’ needs keeps your brand story relevant, while resonance is about grabbing and holding the attention of customers by ensuring they feel the brand is talking to them specifically. Lastly, you can elicit the desired reaction from customers by articulating differentiated and relevant insights.

POSITIONING – A STORY THAT HAS NEVER BEEN TOLD

The insights and story support the backbone of the narrative used in patient materials and patient service design. The brand story stems from the positioning, which articulates the essence of the narrative. For pharma brands, this means taking the labelling and clinical trial outcomes and using them to outline the brand space.

Then, statements about brand benefits and reasons to believe are woven into the positioning message. Overall, it requires a creative wordsmith to create an emotive and powerful mission statement, which is aligned with external customers’ needs and resonates with internal stakeholders.

Next, we develop the narrative for healthcare professionals, combining customer insights, which are rich in the five properties, and clinical messaging. Insights ensure we understand our customers’ barriers and frustrations, as much as motivations and beliefs, and we take their unmet needs into account. We also address views about the brands competitors.

Storytelling ensures the brand communications are all on the same page. All this information comes together to shine a light into the brand’s space in the market and the best position for addressing customers’ needs.
**NOT THE SAME OLD STORY**

Financial giant Mastercard linked insight and positioning to tell their story and change the direction of their brand.

Using the insight ‘life is overwhelmed by things with price tags, but the things that matter most to me are the special people and experiences that give my life meaning’, the brand successfully developed the position: ‘Mastercard allows you to enjoy the priceless relationships and experiences by taking care of things that money can buy’.

Mastercard CMO Raja Rajamannar explains: “The moment it was launched, there was an immediate connection with customers and there was no looking back and it still resonates — after 17 years — extraordinarily well.”

By developing a story that met customers’ emotive and rational desires, the organisation transformed its corporate image and positioned itself as a company designed to enrich personal relationships and create heart-warming memories. Today, this personal connection still drives customers to choose Mastercard over other banks with similar financial services.

**AN ONCOLOGY TALE**

In 2017 Blue Latitude Health was asked to develop differentiated and convincing global messaging for physicians helping prostate cancer patients. The therapy was well-established in the more advanced disease stage, but it was still a novelty when used to treat patients earlier on.

Instead of conducting customer research on messaging, we developed possible core brand stories that we tested across regions. The stories stood out and supported broader conversations, which gave a voice to physicians and their patients. We were awaiting final trial results, so we developed brand stories based on scenarios, which also included varying standards of care across regions.

Ensuing conversations with customers delivered insights that aligned with the five properties. They helped to identify areas for physician and patient support. To facilitate further internal conversations, we delivered a digital toolkit that global and regional teams could share and adjust on the publication of the final data to allow them to make decisions on how to address customers’ needs.

Storytelling is the way we learn, engage and remember. Testing stories is about generating insights that truly reflect customers’ challenges and needs and help embed the brand in their everyday lives. A brands’ return on investment starts with sharing its story with everyone involved, from the rest of the organisation to the customer.
CUSTOMER JOURNEYS: A TOOL FOR BEHAVIOUR CHANGE

By Natasha Cowan

Innovation in healthcare has always been reliant on data. Since the early 2000’s, those at the forefront of healthcare have preached the importance of gathering information directly from customers.

Customer journeys provide a useful tool for simplifying and visualising different types of data clearly, from developing a product launch strategy to designing a more user-centric service. These maps spark innovation by shining light on new solutions to problems and highlighting services.

The journey illustrates customer behaviour, while demonstrating the friction and barriers that prevent customers from achieving better outcomes, or seeing the value in your products or services.

In this Q&A, BLH speaks to Director and Head of Customer Experience Elisa del Galdo to learn how she uses customer journeys to drive innovation and facilitate behaviour change.

Here, Blue Latitude Health Director and Head of Customer Experience Elisa del Galdo explains how she uses customer journeys to facilitate behaviour change and create cutting-edge tools and services, which give customers what they need at the exact moment they need it.
What is a customer journey?

EDG: It’s a visual, step-by-step, representation of a person’s experience as they perform a task or address a life situation. The steps in the journey, and what influences and shapes it, are shown visually on a timeline. The map identifies gaps in unmet needs and challenges and shows the causes and connections between them. The gaps represent opportunities to create solutions, which address the real problems customers experience.

At the end of the day, a customer journey is used to inform the design of relevant and innovative solutions. Once a customer journey has been developed, it can be easily circulated throughout the organisation to drive learning and ensure campaigns serve the customers’ needs.

How do you start a journey-mapping project?

EDG: We start by identifying the purpose of the customer journey and how it will be used. This tells the researcher about the appropriate data to collect and helps them ask the right questions.

As a result, it’s important to define your objective clearly and then think about what data you’ll need to collect, how it will be collected, and from whom. We mostly use qualitative research to construct journeys, but we also include quantitative data from a target audience.
Do you think technology and the digitalisation of healthcare is impacting our ability to transform the customer experience?

**EDG:** Technology is massively changing the way the pharma industry does business and the way healthcare professionals deliver healthcare. Research methods can help us identify and understand which elements of a customer experience work and which don’t. The more we understand about how people behave and how data and technology can be used to support them efficiently, the better our relationship with our customers becomes.

Our interactions need to be multichannel, tuned and personalised. This means taking customer needs into consideration – remote e-Details are a great example of this.

*You mentioned the importance of personalisation – do you have any tips for creating bespoke messages?*

**EDG:** Personalisation starts with rich insights about customers, including balancing the information we already know with new data. Customer journeys can help us capture these insights and leverage them in campaigns and messaging.

For example, pharmaceutical reps know different customers respond to different types of information. Since customer journeys are designed to integrate data from multiple sources, we can use them to combine insight from qualitative and quantitative research. This creates a much richer data source, which lays the foundation for creating services and tools that are more personalised to the needs of the customer.
How have you used a customer journey to drive innovation?

EDG: In 2008, I was involved in a project for a low cost airline, which was a new entry into the market. The client’s objective was to create a new design for a simplified booking process for the website. Ultimately, the aim was to increase overall satisfaction and drive business revenue. Back then online booking was not commonplace compared to now, where every customer expects it.

From the start, the redesign was grounded in research on the customer experience. The project then followed a user-centric design process, moving from concept to high-fidelity design, which was iterated and informed with feedback from usability testing.

Between research and design, insights were used to create a journey map, which showed the customers’ behaviour and needs during the flight-booking task. Journeys and personas were also used to inform the design of a new, improved reservation funnel.

How did it make a difference to the bottom line?

EDG: It laid the foundations for real growth in the multi-product and multi-entry point booking engine – something really innovative for the time. It changed the way the airline thought about travel, and their customers’ behaviour and needs.

The client reported a £12m increase in revenue for the year following the changes to the booking process. In 2009, it also won the silver award for the best flight booking website at the UK British Travel Awards.

Essentially, the research and creation of the customer journeys inspired more customer-centric thinking, demonstrating that the organisation recognised who their customers were and what they needed.
What’s your top piece of advice for creating customer journeys that make a real difference to a brand?

**EDG:** Be brave. Sometimes jumping into this kind of approach can be a little bit scary, especially if it’s very different from what you’re used to. Work collaboratively with your customer experience team and trust them to guide you through the process. They’ll ensure you not only understand your organisation’s objectives and the needs of your customers, but you also come up with a solution that addresses the both parties’ needs. Also, be creative – don’t assume the answer is always digital – and validate any assumptions and ideas. Importantly, don’t see mistakes as failure but as one more step towards the solution.

We are experts in developing customer journeys to elicit behaviour change and drive innovation. Contact elisa.delgaldo@bluelatitude.com to find out how we can help you.

Please find enclosed our example customer journey or download it from www.bluelatitude.com
CHANGING BEHAVIOURS IN HIGH-RISK PATIENTS

Our team at Blue Latitude Health were tasked with generating insights to inform the content and flow of a website, which was designed to inform atrial fibrillation patients at risk of stroke and their carers. The website also had to support those who had already been affected.

To best help patients, we gathered insights on the beliefs, attitudes, behaviours and needs of caregivers and patients at each stage of their diagnosis and treatment, from pre-diagnosis to a maintenance stage and learning to manage their disease.

Patients and their caregivers were also involved in user testing of the website concept, as the content progressed from low fidelity wireframes to high fidelity responsive designs.

The insight was used to build the patient journey and personas. These assets provided the foundation for creating a content strategy and modifying the navigation for the Sign Against Stroke Website – a key part of the organisation’s global awareness campaign.

Each section of the website consisted of stand-alone content, targeting different stages of the user journey. This ensured the user could easily dip in and out of the website to find the most relevant content.

We did not want the website to seem oversimplified so the scientific content was never ‘dumbed down’. Instead, it was presented in a way that was understandable and useful to all.

By creating the content in partnership with end-users, we made sure it was both engaging and accessible. It also equipped patients and carers with the knowledge needed to become a partner in the treatment and management of their condition.
Personalisation: the pharma game changer

By Natasha Cowan

Healthcare customers are calling for greater personalisation in care from providers. Here, we explain why personas are the top tool for ensuring your brand meets this need efficiently and effectively.

Customers’ top healthcare priority in 2018 is receiving personalised care from providers, according to a recent report by Deloitte. Their desires range from innovative customer apps, omni-channel access and patient portals in hospitals, to a better leveraging of social media, and the use of augmented and virtual reality.

From health apps, such as the UK National Health Service and Babylon’s GP at Hand, to the novel ease of genetic testing, patients now have a greater ability to monitor and understand their own healthcare needs. This, combined with the simplicity of ‘Googling’ a health problem, means customers’ expectations are changing.

The foundation of personalisation is understanding your customers. Personas are a useful tool for making sure your brand is centred on your stakeholders, without wasting time and resource on ineffective assets. As a result, they give you the ability to create tailored products and services that meet customers’ rapidly advancing expectations.

WHAT ARE PERSONAS?

At its heart, a persona is a decision-making tool used to empower brand teams by driving multichannel brand plans. It’s also a facilitation tool used
to focus designers on developing solutions to customers’ problems.

Personas are used by brands to create effective assets, but they are also used to help the wider company understand its customers. A persona reminds us who the customer is and tells us what they require. It synthesises information about a group of customers, who share similar objectives and behaviours, and drills this data down into one fictitious customer profile, which represents the entire group of customers.

HOW DOES THE CUSTOMER-CENTRIC ORGANISATION USE PERSONAS?

Five common principles drive personas – predictive summary of behaviour, customer insights, story, context, and memorability. These principles ensure each persona is fit for purpose.

The persona is grounded in customer insights, which are gathered in the context in which the customer would use the product or the service. The insights are consolidated into a single story about the group of customers, which highlights their frustrations and facilitates decisions.

Context gives customer behaviours a purpose. By understanding the context of your product or service, you can visualise stakeholders’ frustrations and learn their unmet needs. Personas also have to be memorable to be useful. By being concise and visual, while injecting a sense of personality, you can develop a powerful tool which can be used across the entire organisation.

A TARGETED APPROACH

Personas can be used alongside segmentation for creating personalised and targeted marketing campaigns.

Traditionally, segmentation is based on customer insights and helps us identify customers along the adoption curve. However, personas crystallise the objectives and behaviours of groups of customers within the segment. This gives a better analysis of customers’ goals and pinpoints behaviours, showing you the best assets to generate and the correct channels for targeting communications.

FROM HEALTHCARE PROFESSIONAL TO INNOVATOR

We recently helped a client personalise communications to physicians about product benefits. We wanted to shorten the adoption curve by personalising the messaging and optimising customer engagement as early as possible at launch. We provided the messaging and rationale the ‘early adopters’ segment needed to begin
prescribing the product. We also identified two personas within that segment. One sub-group was focused on efficacy and tended to look for information summaries and bite-size emails, while the other sub-group wanted the full data on the balance between efficacy and safety.

Both of these groups belonged in the same segment of ‘early adopters’ and had the same goal, but they also had very different needs and objectives when seeking information. Once we understood this, we could develop a personalised campaign with the relevant content and formats.

Our world is becoming more connected and our customers expect answers at the point of need, 24 hours a day, in a number of time zones. Personas are vital for communicating efficiently with your customers, helping your brand to cut through competition and address its customers’ expectations.

Our insight professionals are experienced in developing personas from initial customer research right the way through to multichannel campaigns, which support entry into the market. Contact simon.young@bluelatitude.com to find out how we can help you achieve your personalisation goals.

“At its heart, a persona is a decision-making tool used to empower brand teams”
The big question: are you faking your innovation?

By Elisa del Galdo

Director and Head of Customer Experience Elisa del Galdo reveals the meaning of innovation and why creating a cutting-edge solution is much easier than you think.

Every company aspires to be innovative and to develop a product or service that changes the world. From Dyson’s vacuum cleaner to the Apple iPhone, it’s easy to reel off a long list of innovative companies that have transformed the way we live our daily lives.

For many it’s an ‘ah ha’ moment. For others, it is building a creative service or new technology. However, if we reduce innovation to the outcomes we produce, the hard work behind creating cutting-edge products or services remains a mystery. Instead, the path to innovation is simple. The best CEOs understand it’s not a moment in time or gimmicky tech, they see innovation as a process with deep understanding of the customer at its core.

WHAT IS TRUE INNOVATION?

Innovation starts with a problem and a business goal. When these two points meet, we can revolutionise our customers’ experiences.

Knowledge about your target customer – their drivers, motivations, barriers, pain points, context, environment, and demographics – is the foundation of true innovation.

For example, in the summer of 2017 fast food giant McDonalds rolled out its new cashier kiosks. The digital system gave customers the option to quickly order food from a touch screen, rather than interacting with a cashier. While customers probably wouldn’t have appreciated this system at a higher end restaurant, McDonalds knew its customers valued fast service over the experience of a person serving them.
This innovation, combined the customer’s need for efficiency and the commercial drive for profit, leading to huge success. The automated service cut costs for the organisation and contributed to a 26% increase in share value.

A NEW VIEW OF AN OLD SOLUTION

Innovation does not always have to be about shiny, new technology. Sometimes the best way to solve a problem is to look around at the existing environment.

At BLH, we recently conducted research into the needs of COPD patients and found they often felt unsure about their condition, leading to unnecessary emergency room visits. This was costing the UK National Health Service (NHS) time and money.

To solve this problem, we developed the COPD Telephone Patient Service. The concept used an automated phone system to monitor patients care requirements remotely and solve their challenges. The service used the insight that COPD patients are often older and find it easier to use technology they are familiar with. At the same time, it served the success metrics of the NHS – better outcomes via lower cost.

The phone technology was widely available, so patients could easily take advantage of the system. Most of these patients had other conditions, such as short-term memory loss or visual impairments, so a digital solution via a tablet or smartphone was unlikely to be useful. The COPD system simply called the patient and asked a number of questions, comparing the current answers with previous answers to ascertain if intervention by a healthcare professional was required.

If a patient experienced difficulties, they were then called by a nurse and given instructions. This simple system cut costs significantly for the NHS, and patients reported a reduction in their anxiety and depression. It also delivered a 29% reduction in unnecessary hospital admissions, when compared to patients who were not using the phone system.

Innovation is so much more than the ‘ah ha’ moment – it is an iterative journey, which delivers a solution that is fit for purpose. Sometimes it disrupts convention, uses new technology and is shiny and bright, but often the simplest solution can be the most transformative.

We are experts in developing innovative services. Get in touch with elisa.delgaldo@bluelatitude.com to find out how we can help you transform your customers’ experience.
CREATING AN INNOVATIVE ONCOLOGY SERVICE THAT PUTS PATIENTS FIRST

Our team at Blue Latitude Health were asked by Janssen to design an oncology service for metastatic prostate cancer patients and their carers, to be used at the point of diagnosis.

After conducting initial research, we found there were limited resources for meeting the psychological and emotional needs of patients diagnosed with late onset prostate cancer and their carers. We mapped the patient journey and carried out extensive user testing across different markets with patients, carers and healthcare professionals.

This showed the relationship between patients and healthcare professionals varied across markets as did patients’ online capability. What remained constant was the limited time patients and carers had to explore their practical and emotional needs.

The detailed research and user testing allowed us to pinpoint the exact topics, issues and concerns patients and caregivers have when coping with a diagnosis of metastatic castration-resistant prostate cancer.

Innovation doesn’t have to be about cutting-edge technology. In this case it was about highlighting unmet needs and the constraints of the healthcare system, which limited support for patients.

Our research equipped us with the insight we needed to create Orello, a service consisting of multichannel patient and carer supporting materials, including a set of flashdeck cards and a website to facilitate important, challenging conversations.

The project is currently underway, but preliminary evaluations have been extremely promising. So far, the service has made a significant impact on patients, caregivers, oncologists and specialist nurses, with 400 packs ordered in the first four months since the launch of the pilot.
Find a card

Enter a card number below to search for a specific card. Alternatively, select one of the 5 topics underneath to view all the cards in a section. Topics are grouped in the same way as the physical cards you may have received from your specialist or nurse.

Enter card number
Search
View all cards

1. Treatments & reminders
2. Emotional support
3. Practical advice
4. Exercise & diet

“Sometimes I feel great, but other times very low. I think this is ‘normal’ so I’m not sure if I should mention it to my specialist.”
Bill, 76

“I don’t want to ignore the strain that this is putting on our relationship. We are a great team and I want us to support each other in the best way.”
Alan, 67

“I think hearing about other men’s experiences would be really useful. It might help me understand everything a lot better.”
Mick, 62
I want to still be ‘me’ and do the things I did before. But is this going to be possible on my treatment?

I can really relate to this

John 6:6
I want to feel as good as I can and I know treatment plays a role in that. I want my specialist to know that my quality of life is important to me.

Brian, 58

I want to start things I did before to be possible again.

Marie, 74

I don’t relate to this

...
Healthcare organisations today are facing major challenges, from complex regulations to competitive and changing markets, all while trying to navigate the best approach for customer-centricity. To cut through these complexities, Blue Latitude Health combines the logic of a consultancy with the magic of a creative agency.

INSIGHT ESSENTIALS

Business and customer insights underpin everything we do

Solving your brand and organisational challenges

Ensuring a sharp focus on customer needs and behaviours

Delivering creative effectiveness through impactful engagements

Gathering your insights in one place and capturing the learning helps you locate your insights easily and instantly understand the analysis. You will quickly recognise the business needs, helping you develop the right brand plan with the best critical success factors.

Have you consolidated your insights? 1

A behavioural framework can be applied to your customer research design to make sure you develop coherent insights, which give you a deep understanding of customers and markets. It also ensures knowledge is extrapolated and learning is facilitated across the company, from brand to portfolio level.

How does the customer behave? 2

Our behaviours are ruled by cognitive biases, which impact our decision-making. Behavioural economics improves the predictive nature of your insights by taking these biases into account, ensuring your brand provides the best customer experience.

How does the customer make decisions? 3

Make sure you’re shaping the right opportunity for the brand by validating your insights and solutions, and ensuring they are fit for purpose, from early commercial hypotheses to service design.

Have you validated the research design? 4

Consistent insight drives commercial opportunity. A good way to ensure your brand is consistent is to use a behaviour framework to shape your brand statement of work. Don’t forget to include internal stakeholders when reviewing the insights and making important decisions.

Are you doing everything to improve ROI? 5

Get in touch with simon.young@bluelatitude.com to find out how we can strategically and creatively support your organisation.