DIGITAL CUSTOMER EXPERIENCE

Market Penetration
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Organization background

- **organization name**: Nahdi medical company

- Nahdi Medical Company is a leading chain of Saudi retail pharmacies. It manages and operates a nationwide network in 145 cities and villages across the Kingdom, which makes it one of the most prevalent and the fastest growing companies in the region.

- It has about 1315 stores across all the kingdom which makes it the largest chain in Mena region and north Africa.

- As per our company's firm belief in being a "community pharmacy", Nahdi Medical Company doesn't solely serve the community by its products (medicine_ baby and mom_ FMCG, premium beauty), but it also educates the society through various health awareness programs and prevention campaigns. The company uses its extensive local knowledge and network to invest in the development of the Saudi community.

- It has about 3.5 millions customer data already registered (2.4 millions females and 1.1 millions males) and it served about 60 millions customer last year. 2/3 (2.31 million) of customer located in 3 main cities (Riyadh , Jeddah , Dammam) and the remain 1/3 located in south and north cities. Ages of customers specially female ranges from 18-55 years old.

- ## Competitors:

  1. ALDWAA MEDICAL COMPANY: the main competitor has 902 pharmacies ,E-commerce platform with home delivery services. Located in 98 cities around kingdom.
  2. ADAM PHARMCY: the fast growing chain of 300 pharmacies , E- commerce platform but without delivery services. Located in 100 cities around kingdom.

- ALMOTHEDA PHARMCY : chain of 150 pharmacies without E-commerce platform.

- **stakeholders** :

	Low interest	High interest
Low power	Labors , home delivery team , warehouses teams	.suppliers . pharmacists , it techies , digital marketing specialists , intermediate line managers,

		influencers.
High power	.executive board	.CEO .VP commercial ,VP MARKETING, VP operation. .

. **key segment** : this plan target mainly one segment

1. all female segment ages (18-55) as internal sales data reveals that 2/3 of sales comes from females as cosmeceuticals products (hair and skin care , hair and skin cure) and mom and baby products (low percent of moms do breast feeding) have high opportunities to going growth as kingdom one of highest social economic standards countries which is fitted with high ,fast internet services (4 , 5 G), so this is good opportunity to target especially with our network physical pharmacies (filled with variety of beauty products , mom and baby products) supplied with e-commerce services to cover all gap areas not covered with competitors which make value to customers and competitive advantage to the brand.

. **Chosen theme:**

finally chose to compete through this highly competitive market with **penetration strategy** by increasing traffic / sales of pharmacies throughout depending on fully integrated **online platform** (E-Commerce website and mobile application) with physical stores **(brick and mortar)** , supported by building social presence through different channels, offering free home delivery services .this is come from great change in the market and customer behavior and direction to E-commerce worldwide and especially in gulf region.so, that's makes the right time now to depend on E- COMMERCE as main source of traffic and sales to pharmacies especially the nearest competitors (Al-Dwaa pharmacies and Adam pharmacies) started to depend on it ,not those only but another irrelevant competitors like (hypermarket panda , carrefour hypermarket) which take market share from mom and baby category and mass beauty category . all of this supported by high social economic standard of citizens with the ease of secured payment options , makes the high demand on E-commerce.

CHANNEL GOALS AND THE KEY CHANNEL SELECTION CRITERIA

1. channel goals :

1. speak :
- increase reach to key customer segment through social channels.
- increase reach to key customer segment through paid search.
- increase brand awareness through organic search.
- build presence on social media.

2. Sell :
. ease access to all products of brand wherever and whenever customer want
That's ⟶ increase sales and customer satisfaction.
. increase traffic to e-commerce website.

3. Serve- add value :
.ease access of customer to customer services department.
.

4. Save cost :

. decreasing services cost (added value) presenting to customer ⟶ more cost saving.

5. Sizzle:

- empower customer to become brand ambassador and advocator .

2. Criteria of channel selection :

1. Suitability :
. use channel where expertise is available in-house .
.use channel that allows a range of content to be published .
. use channel that can be optimized for search.

2. Acceptability :

. used channel that are used by key customer segment.

.used channel that top ranked and widely used in gulf region.

. used channel that used easily by all ages within customer segment.

. used channel that key customer spend a lot time on it.

3. Feasibility :

. use channel that can be affordable to budget.

Fatima – persona for the key customer segment

persona	name	Fatima
	type	primary
	Decision role	Main but advised by partner
demographic	Age	35 **Source-instore database**
	gender	female **Source-instore database**
Decision making	style	Self directed , competitive

Preferred media	Tv shows concerned with fun beauty and Celebrities news
Social media uses	Facebook ,Instagram daily. Twitter for formal news. **Source-- social platform analytics**
devices	Iphone smartphone , desktop rarely

Personal and home	She is mom for two children , lives in Riyadh ,Saudi Arabia with her husband in rented accommodation
work	She is a recently hired teacher in school of girls only.. **Source-instore database.**

Goals and motivations	.she want to look younger and beautiful. .she wants to grow her children in healthy matter. .looking to find all of that with competitive prices as taxes and VAT extremely increased this year. **Source --- surveys**
Barriers and challenges	.high prices of certified beauty products , supplements and baby products. .bored of searching as she cannot find all needs in one place. .unsure about the qualifications and trust of service advisor person. .does the product is effective and suitable for her case? **Source --- surveys**
Our key messages	.24/7 offers all over the year with competitive prices . .all your products in one place with free home delivery wherever you go. .qualified pharmacists and beauty advisors that make your decision easy.

Buying scenario	.Fatima is concerned with her beauty and appearance after she delivered her second child as she look more fatty with cellulite , fine wrinkles and other health problem. .She has now a big responsibilities concerned with feeding and growing her children in healthy matter .

	.she dose not want to spend too much time in searching , but just get it sorted and will choose most suitable with her price range. .she buys needs in the 26th of each month as this is the date of Saudi salaries.

Data sources:

Firstly starting with the three main channels which depending on to create personas:

1. Offline instore ; database profiling from pos unit in pharmacies which connect transaction with loyalty program.
2. Online : through e-commerce (nahdionline.com) website using google analytics.
3. Online ;through other social platform analytics like Facebook analytics.
4. Online: surveys

Current and changing behavior :

 Firstly ,the buying behavior she used to buy from different places starts from 26th of each month as Saudi salaries at this time , now with sales promotion 24/7 over 12 months with free home delivery expecting to buy needs whenever she want with competitive prices ,from one place offering variety of products and services.

Digital channels that target Fatima and risks and resources associated with the use of these channels.

According to criteria which have been set before, will depend on the following channels;

Media channels

1. **owned media** :

   . **content** : the following channels used to share contents ;
   1. **Facebook** : videos ; containing educative information about beauty products ,supplements , entertainment branded videos, educative posts containing infographic, guides , webinars , trend reports contests and quizzes.
   2. **Twitter**: educative posts , videos using relevant hashtags.
   3. **Instagram** : branded photos
   4. **E-commerce website and mobile app** : variety of products and customer services options.
   5. **E-mail :**post purchase services including customer services.

   . **customizations:** the following channels used to personalized offer and content to key

    segment .

   1. **Facebook , twitter , Instagram and email**
   2. **E-commerce website and mobile app** : using different landing pages.

   .community: channels that offer discussion area leading to increase brand awareness

   1. Facebook : educative posts , live videos
   2. Twitter: discussion posts.

   . **convenience:** channels used to 24/7 access to products and information:

   1. **E-commerce and mobile app**.
   2. **Email**: access to customer services 24/7 .

   . **cost reduction and choices :** channels helping cost reduction and offer different products choices. And that will address main pain point of Fatima.

1. **E-commerce and mobile app** : offer exclusive online prices – different products categories.

2, paid media :

1. Content :

. **Facebook ads , twitter ads, Instagram ads:** will used to rapid reach and awareness using branded videos , contests ,branded photos and educative content.

.**paid influencer :** used to run awareness campaign using contests.

.**ppc :** increase traffic to website by target key segment by relevant search keyword like (mom-baby -whitening creams) ,directing to personalized landing pages

2. Cost reduction:

. .**affiliate sites**: great channel with two main benefits ; increase reach and increase

conversion rates ,offering cash back to customer (added value) .One of the most

important affiliate sites; youtube ,amazon and gaming sites specially in Saudi Arabia.

3, earned media:

1. SEO :

. will used to increase traffic to website as the first channel Fatima uses for awareness is search engine , so update website with fatima's interested content , assure of good indexation .

. website integrated with both mobile and desktop

2. Word of mouth:

. share & follows & brand mention in social media channel by produce creative , educative content relevant to Fatima .

Resources needed:

1. money :for PPC, Facebook, Instagram , twitter ads and affiliates site.
2. manpower : SEO specialists, creative content writer , social media specialists
3. material: website ,mobile app ,oracle software.

Risks :

1. SEO :deletion from search engine
2. Other platforms (Facebook, Twitter ,Instagram) :
    1. Compliance violations: avoid promotion of any restricted medicine
    2. Leakage of personal data .
    3. Reputation of brand ; should have a good advocate and highly responsive specialists to reply on any abusive comments.

TOOLS USED TO ANALYSE THE EFFECTIVENESS OF SELECTED DIGITAL CHANNELS .

1. **REACH :**
   The following tools used to analyse effectiveness of channel that target reach and awareness

   1. **Facebook analytics** : this is used to extract two main data ;**number of people saw the page or ads** and **demographic of customers.**
   .recommended as it is ; ease of use , free , weekly report available and accuracy of data.
   2, twitter analytics and Instagram analytics: used to extract data ;number of people saw page and demographic of customer.
   . recommended as it is ;free , ease of use and accuracy of report.

2. **Act :**
   1. **Google analytics** : used to analyse effectiveness of website and ppc campaign.

      . it provides data about :

         .**audience** number , demographic ,behavior (bounce rate -number of pages/visit

         .**traffic** channels ,sources.

         .**ppc campaign** : clicks, bounce rate ,cost and ROI.

      .recommended as it provide: accuracy of reporting ,validity of data , free ,ease to use.

3.Engage:

   1. Awario: used to analyse word of mouth;

- **The number of mentions:** How many times brand was mentioned on social media and the web.

- **The number of mentions by platform:** Which part of the Internet generates the most mentions .

- **The number of mentions by demographic:** whom people are discussing the brand.

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- **The sentiment behind social mentions:** How people feel when they talk about the brand.

. **recommended** as it : gathers social data from all the major social media platforms as well as the web ,easy use , valid reporting with statistics.

2. **Mailchimp**: used to analyse email effectiveness
   .recommended as it :
   .allows to see emails performance against competitor .Compare open, click, and
   unsubscribe rates to industry peers .

   .better understand customer behavior , engagement and growth.

   . all of this presented in accurate reports ,ease to handle , weekly ,monthly reports and affordable prices to value .

The BEST PRACTICE FOR DIGITAL COMPLIANCE FOR THE SELECTED CHANNELS .

Data protection Legislations:

Although there is no specific national data protection legislation in Saudi Arabia , there are certain privacy-related concepts within legislation, including Shari'ah principles against the invasion of privacy or disclosure of secrets that are also reflected in the Basic Law of Governance of 1992 (Royal Order No. A/91 of 1992) ('the Basic Law'). The Basic Law mentions privacy as a right that is related to the dignity of an individual .

Recently was founded the E-commerce law of July 2019 which provide for a service provider shall not retain a consumer's personal data, except for the period required by the nature of the electronic transaction, unless a different period is agreed upon. Necessary measures shall be taken to protect and maintain the confidentiality of such data during the retention period.

And that's why should use cookies with pre consent on e-commerce site and included in terms and conditions with mobile application to be align with the law.

Industry code:

There is two authorities that governing the content which will be published on social media channel and e- commerce site;

1. Saudi FDA; concerning with medicine and other healthcare products to assure that all products have been registered and there is no prescription-only medicine promotion campaigns.
2. Ministry of commerce ; to assure that other products in the pharmacies have been registered and sell within price ranges and there is no products against community customs and traditions.

Channel terms and conditions:

Almost all channels have been chosen have the same rules which listed hereunder;

1. Avoid hate and racist speech.
2. Content that contains self-harm or excessive violence.
3. Respecting Intellectual Property.
4. Must respect community customs and tradition.

Data collection ,privacy statements and cookies policy:

There is two methods which depending on to collect data ;

1. **Physically** ; through transactions in pharmacies which connected to loyalty program.
2. **Online** ; through **e- commerce website** using cookies with prior approval which is persistent to retain login credentials, identify customers, and provide a customized shopping experience   and **mobile app** with prior approval on privacy statement which **should** explain the purposes for which personal data are collected and used, how the data are used and disclosed, how long it is kept.
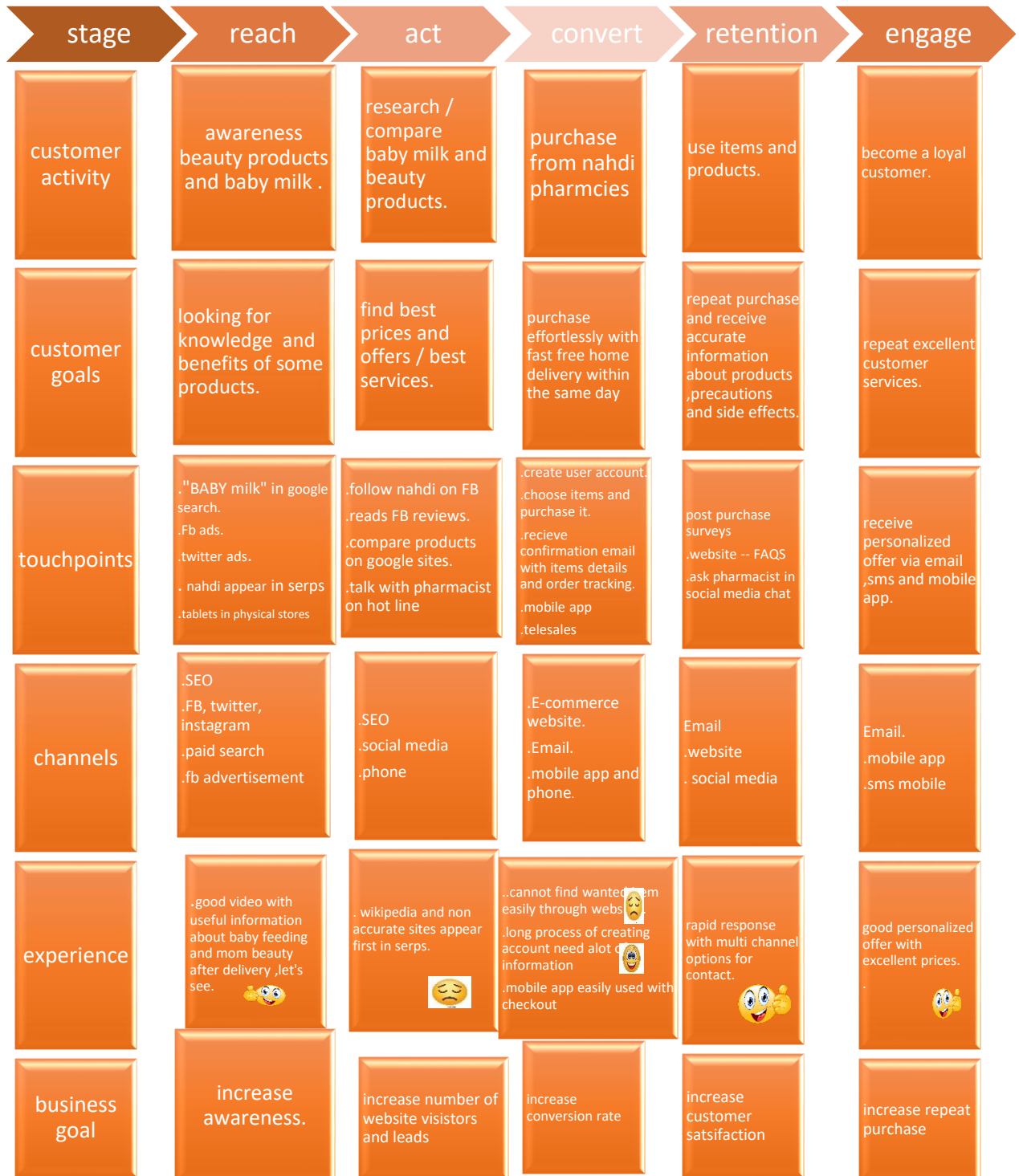
Brand , trade mark and intellectual property protection ;

And finally about brand and intellectual property protection there is only one authority for registration which is Saudi authority for intellectual property (SAIP) Which will help in two ways ;

1. Protect brand from using by other fraud people .
2. Make money from other parties campaigns using brand name.

THE KEY TOUCHPOINTS AND THE CURRENT CUSTOMER JOURNEY FOR FATIMA

Customer journey map

stage	reach	act	convert	retention	engage
customer activity	awareness beauty products and baby milk .	research / compare baby milk and beauty products.	purchase from nahdi pharmcies	use items and products.	become a loyal customer.
customer goals	looking for knowledge and benefits of some products.	find best prices and offers / best services.	purchase effortlessly with fast free home delivery within the same day	repeat purchase and receive accurate information about products ,precautions and side effects.	repeat excellent customer services.
touchpoints	."BABY milk" in google search. .Fb ads. .twitter ads. . nahdi appear in serps .tablets in physical stores	.follow nahdi on FB .reads FB reviews. .compare products on google sites. .talk with pharmacist on hot line	.create user account. .choose items and purchase it. .recieve confirmation email with items details and order tracking. .mobile app .telesales	post purchase surveys .website -- FAQS .ask pharmacist in social media chat	receive personalized offer via email ,sms and mobile app.
channels	.SEO .FB, twitter, instagram .paid search .fb advertisement	.SEO .social media .phone	.E-commerce website. .Email. .mobile app and phone.	Email .website . social media	Email. .mobile app .sms mobile
experience	.good video with useful information about baby feeding and mom beauty after delivery ,let's see.	. wikipedia and non accurate sites appear first in serps.	..cannot find wanted item easily through website .long process of creating account need alot of information .mobile app easily used with checkout	rapid response with multi channel options for contact.	good personalized offer with excellent prices. .
business goal	increase awareness.	increase number of website visistors and leads	increase conversion rate	increase customer satsifaction	increase repeat purchase

Infographic (1)

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Firstly the structured customer journey map available in infographic (1) , the following is quick summary interpreting the journey points:

What customer does?

What customer does depending on which stage he is in ? the hereunder quick summary of each stage ;

1. Reach: there is no specific intent searching for specific product name but interest of increasing awareness of some baby milk products and beauty products .
2. Act: in this stage start to compare some specific products and services through different channels.
3. Convert: in this stage starts to take real action like purchase.
4. Retention: this stage of using products and consist reliable feedback about service quality and consistency.
5. Advocate: in this stage the customer become loyal to brand , enjoying the journey and recommend the brand for friends.

Key touchpoints:

1. Reach: Facebook ads , twitter ads, search engine (searching for relevant information for knowledge) and tablets in physical stores.
2. Act : review Facebook comments , follow nahdi pharmacy page on fb , compare products on site using search engine.
3. Convert : create account on website to complete purchasing , scrolling and choosing item you want to purchase , shopping cart and checkout , receiving email for confirmation , mobile app for purchasing .
4. Retention: website for FAQS – email for contact customer service and retargeting – chatbot in social media for purchasing and answering any inquires.
5. Advocacy: email – mobile app

Devices used:

1. Laptop or desktop .
2. Mobile .
3. Tablets.

Media used:

1. Paid: ppc , FB ads, twitter ads .
2. Own: social media pages , mobile app , tablets in pharmacies , website.
3. Earned : word of mouth

Content used :

1. At awareness and consideration stage: educative videos , contests , landing pages for relevant trendy products.
2. Convert and retention stages : confirmation emails , email with cross sales for main products purchased , surveys emails , personalized website pages , discount coupons on mobile app .
3. Advocate stage : emails with personalized offer , personalized coupons for loyal customers for mobile redemption .

Ux at different stages :

Depending on different sources of data as **google analytics** , **external agencies like Hootsuite** , **FB reviews** , **surveys** and lastly **in- store feedback** finding that ;

1. **Positive experience :** website mobile friendly **,**good educative content , contest , multichannel for contact (email , social pages , telephone) , mobile app easily used and good personalized offer for loyal customer through email and mobile app.

2. **Negative experience :** at purchasing stage **creating account take long time and a lot of information needed** , **taking long time to find item searching for** , **some broken links** , at searching stage **the pages are not accurate** , **cannot find what they searching from first click .**

Now , the second part about evaluating the pain points and good experience points throughout customer journey ;

Pain points;

1. High bounce rate .

High bounce rate is a good indicator that customer had bad experience in landing page ,that's confirmed by google analytics.

2. Low sign up rate .

Low sign up rate that mean that customer don't want to create account due to long processing of complete it ,that's confirmed by exit intent survey.

3. High cart abandonment rate.

This is an important indicator of negative sentiment have two main reasons ;
1. Checkout process complicated that's can be addressed by use google optimize to generate different versions from checkout boxes and analyse which one doing well
2. Shipping fees high that's can be addressed by including shipping fees with original prices.

Positive points;

1. Omni channel :

This is the main good experience point noticed throughout FB reviews and surveys that customer can purchase ,contact customer services through multi channels (mobile , website, social media).

2. Good content :

The second good experience come from interactive content with it's variety from educative ,entertainment to inspiration depending on surveys and social media reviews.

3. Personalized offer:

Personalized offer for loyal customer especially with double points coupons and personalized landing pages have high conversion rates with customer agreement .,.

<u>DETAILED PLAN TO IMPROVE THE CUSTOMER DIGITAL EXPERIENCE THROUGHOUT THE CUSTOMER JOURNEY.</u>

Digital marketing plan:

Overall goal : improve customers shopping experience which reflects directly to sales and customers satisfaction.

1. **objectives :**

   depending on findings in customer experience from journey map ,find two main pain points have to addressed here ;
   1. visit time/page and number of pages /visit ----- low , comparing to competitor and industry benchmark (5 pages /visit) , (4.mins /visit).
   2. Number of customer with cart abandonment ------ high, comparing to benchmark of industry (69 %).
   3. According to exit intent surveys reveal that customers unsatisfied from two above points.

So , the hereunder objectives helping address :

1. **Objective 1** : decreasing cart abandonment rate from 89 % to 67 % over 12 months.
2. **Objective 2** : decreasing bounce rate from 49 % to 40 % over 12 months.

Tactics to achieve objectives :

Tactic	Responsibility	when	budget
Decreasing cart abandonment			
add secured payment options to checkout process (visa , apple pay , master card, pay pal)	web team	From 1ˢᵗ Jan to 30ᵗʰ dec	50000 SR
Include shipping fees in products prices	Digital marketing manager	From 1ˢᵗ Jan to 30ᵗʰ dec	
Money back if completing checkout within next two hours	Digital marketing manager	From 26ᵗʰ to 6ᵗʰ each month till year end .	25000 SR
Delivery within two hour before 10 pm	Digital marketing manager	From 1ˢᵗ Jan to 30ᵗʰ dec	

Optimize checkout loading page time to be 2 seconds.	Web team	From 1st Jan to 30th dec	
Add progress indicator of purchasing process.	Web team	From 1st Jan to 30th dec	
Add product images in checkout box	Digital marketing manager	From 1st Jan to 30th dec	
Decreasing bounce rate			
Optimize page load time	Web team	From 1st Jan to 30th dec	
Update Products image with appropriate description information .	Digital marketing manager	1st week of each month till 30th dec	
Use fast sidebar widget	Web team	From 1st Jan to 30th dec	
Update content with editorial calendar	Digital marketing manager	1st week of each month till 30th dec.	72000 SR
Reduce broken links.	Web team	From 1st Jan to 30th dec	
Cross browser compatibility	Web team	From 1st Jan to 30th dec	
Translation web content to main languages which traffic come from.	Web team	From 1st Jan to 30th dec	10000 SR
Personalized visual Merchandise of products with relevant interest.	Digital merchandiser	From 1st Jan to 30th dec	

Resources needed

Depending on 3 Ms theory ,needed to the following structured resources;

1. **Manpower**: web developer , content creator , photographer , social media specialist and home delivery team , digital merchandiser and it specialist.
2. **Machine or material**: website , tablets in physical stores , oracle software ,desktops ,laptop and mobile phone.
3. **Money**: depending on task oriented budget as detailed above :
   Budget =157000 SR + remain tasks as routine work for key assigned persons.

Metrics :

The following points will be metrics with it's estimated target over the year , using google analytics;

1. **Website performance:** to decrease bounce rate ;

    1. First Contentful paint (FCP): 2 seconds

    2. Time to interactive (TTI): 5 seconds

    3. Number of pages views/ visit: 5 pages

    4. Bounce rate: 40%

2. **Cart performance :** to assure best performance of cart with checkout process

    1. Cart abandonment rate: 67 %

    2. Order preparing time : 15 min

    3. Order delivery time : up to 2 hours.

    4. checkout pages load time: 3 seconds

Control and continuous improvement

.using 90 days planning system to review ,reset quarterly objectives

Area to improve	now	where	how	Due date
KPIs of the quarter				
Employee of quarter				
Division of the quarter				

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