

Advertising and CX

BAUSCH+LOMB
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MARKETING REIMAGINED

How Bausch+Lomb is
acquiring and delighting
their next million consumers



Changing market conditions

Changes in the macro-economic environment were going to have a long-term impact on consumer behaviour and buying habits, denting an already declining contact lenses market.

Bausch + Lomb, the market leader in contact lenses and lens care solutions in India, needed a plan to increase penetration, grow the market, and adapt to the new normal. And it needed it fast.



Low penetration

Contact lenses account for about 6% of the entire eye care market in India. A majority of consumers prefer traditional spectacles for a variety of reasons.



Nibbling competition

With competitors focused on fighting for market share from entrenched players, Bausch + Lomb chose to strategically invest in growing the overall market.

“Rather than defending a few points on market share, we chose to strategically invest in growing the pie.”

Sanjay Bhutani

Country Manager, Bausch + Lomb India

Converting adversity to opportunity

Changing market conditions challenged Bausch + Lomb to find new and innovative ways to stay relevant in a digital-first world. Here's how they turned it into an opportunity.



The shift towards digital channels presented Bausch + Lomb with the perfect opportunity to redefine marketing and deliver exceptional customer experiences by seamlessly integrating operational, customer, distribution, and supply chain data.

“Our next million consumers are going to be digital natives. We’ve aligned our strategy to be present where they spend most of their time.”

Rohan Arora

Head of Marketing, Bausch + Lomb India

THE STRATEGY

Online, offline, and everything in between

At the center of Bausch + Lomb's transformation strategy was its timely move from—and convergence of—Offline to Online (O2O). It drove demand and expanded market size by significantly ramping up the number of product trials.



Delivering an omni-channel experience

Bausch + Lomb simplified the consumer journey from discovery to purchase by digitally creating awareness, interest and intent. Fulfilling the product evaluation needs with its offline capabilities was done seamlessly, converging online and offline and providing an omnichannel experience.



Personalized and targeted marketing

Contextual targeting and look-alike models were used to identify relevant audience sets across digital platforms. Based on interest, behavior and customer signals, customers were provided with personalized offers.



Empowering offline retailers

The company's offline retail channel partners engaged with digitally-savvy consumers, introducing new ways of working for offline retailers amid the pandemic.



Co-opting online resellers and channel partners

The company enabled and empowered online resellers of Bausch + Lomb products, while thwarting the threat posed by private labels.

“We used to give out about 20,000 trials to consumers. But we had no clue who these consumers were and no way to influence their actions. We took on the audacious goal of sending out a million trials over the next three years. This new approach required an entirely new way of thinking.”

Rohan Arora

Head of Marketing, Bausch + Lomb India



From creating demand to converting consumers

Capturing consumer intent

Bausch + Lomb captured consumer intent via search, website visits, and store walk-ins to initiate a contact lens trial. In addition, the company collected consumer contact and profiling information in a secure and compliant manner through web and social lead generation forms. The free trials were validated through a one-time password on SMS/email to limit the number a customer could receive.

“The challenge with intent is the gap between creation and action. Modern marketers need to focus on conversion too and that typically goes beyond the remit of conventional marketing. That was our bedrock.”

Rohan Arora

Head of Marketing, Bausch + Lomb India

The journey: from spectacles to contact lenses

By making every interaction matter, Bausch+Lomb seamlessly integrated the buyer journey.

1

Identify, target, and capture consumers

- (A) Identify relevant target audience sets across digital platforms based on interest and digital behavior.
- (B) Build category consideration and intent to try through top funnel content across key platforms.
- (C) Capture consumer intent via search, website visits and store walk ins to initiate a contact lens trial.

2

Know your consumer

- (A) Collect consumer contact and profiling information in a secure and compliant manner through web forms or social lead generations forms.
- (B) Contact validation through a one-time password on SMS/email to limit number of free trials.
- (C) All information pushed to CRM and 3rd party logistics platform in real-time via APIs.

3

Orchestrate trials

- (A) **Home delivery:** For consumers who have used or are currently using contact lenses and are aware of their prescription.
- (B) **Store pickup:** A special for new users who may require guidance of an ECP while experiencing contact lenses for the first time.
- (C) **Free eye test:** For consumers who are either not aware of their prescription or don't have it handy while requesting a trial.

4

Command and control

- (A) India distribution center: Dedicated manpower and system setup for processing trial orders.
- (B) Third party logistics: A 100% trackable logistics setup to deliver trials within three-to-four days.

5

Connecting retailers and consumers

- (A) Consumers select a retail store from a list of partner stores while placing trial request.
- (B) Dedicated mobile app notifies retailers in real-time about new trial requests and allows them to contact consumers without the need to share PII.
- (C) Real-time notification to both consumers and retailers to maximize trial order to walk in ratio.
- (D) App allows retailers to update in-store interactions, which is synchronized with their CRM platform to guide consumer journey based on store level updates.

6

Tech-enabled crafting of personalized consumer purchase journeys

- (A) Oracle CX records all consumer interactions from the beginning of the trial journey to create a customized purchase path for each consumer.
- (B) The company used Oracle Responsys to:
 - Automate SMS/email communication to consumers based on pre-defined purchase journeys.
 - Optimize trial form completion rates by retargeting all dropouts for completion.
 - Manage post-trial experiences through feedback and purchase offers to maximize conversion rates.
 - Track purchases, send repurchase reminders, and customize cross sell and upsell journeys through a single automated platform.

THE IMPACT

Metrics of the marketing transformation

Some of the quantifiable benefits of using Oracle Advertising and CX were:

80% ↓

Reduction in cost per trial
with intelligent targeting

20% ↑

Increase in trial to order

1500x ↑

Increase in number of trials.

2.5x ↑

Better conversions with
re-targeting

10

Months to recover ROI

Some of the qualitative benefits included:



Increased cross sell

Bausch + Lomb can now better promote its lens care solution, specifically among frequent replacement users, thus arresting a three-year trend of declining market share.



Enhanced experience

Bausch + Lomb enhanced its consumer experience by connecting consumers in real-time with service representatives or the in-house team of optometrists in case of support requirements or poor experience or routing them to retail partners for purchase.



Increased campaign effectiveness

The company leveraged Oracle data to evaluate full-funnel performance of every campaign, which goes as input into subsequent campaigns, resulting in significant, continuous improvement on all campaign metrics.



Retaining and rewarding customers

Bausch + Lomb is leveraging operational data derived from the barcodes and combining them with consumer data to run up-sell/cross-sell programs offering targeted purchase incentives to consumers who have taken a trial. They are also building towards a loyalty program to keep consumers highly engaged and active.



Moving up the marketing maturity curve

Oracle's Marketing Maturity Model looks at the different stages of an organization's marketing journey and showcases the objectives, strategies, and the marketing tools and technologies that determine success at each stage. It is important to note that not all marketing campaigns and strategies follow a linear path.

Bausch + Lomb's marketing strategies cut across different stages of marketing maturity. It leveraged components from Responsive Marketing and Relationship Marketing in varying degrees and is moving towards Lifecycle Engagement.



Lifecycle engagement

Bausch + Lomb is moving up the marketing maturity curve to the lifecycle engagement stage by connecting customer data with intelligence across marketing, sales, service and loyalty to create a comprehensive customer profile.

Oracle marketing maturity model

Lifecycle engagement



Comprehensive Customer Profile (CX Unity)
Connect intelligence across marketing, sales, service & loyalty
Commerce for low-considered repeat purchases

Relationship marketing



Send-time optimization
Account-based marketing
Advanced segmentation
Cross-channel orchestration
Intelligent recommendations
Real-time analytics

Responsive marketing



Behavioral retargeting
Landing page / web optimization
A/B testing
Multichannel marketing
Nurture campaigns
Basic segmentation
Basic lead scoring

Point solutions

Broadcast marketing



Batch & blast



Oracle Marketing

Best-in-class marketing automation solution to drive more leads and revenue

Deliver automated, data-driven, hyper-personalized customer experiences at scale, with advanced sales and marketing tools for unified buyer intelligence to help you identify, prioritize, and track opportunities across the sales cycle.

Find out



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