GEORGE BROWN PRESS
JOURNALS, BOOKS & PROCEEDINGS

Economics and Management Innovation

Article

Construction and Effectiveness Study of a Marketing Excellence System for Multinational Pharmaceutical Companies Under the Dual Drive of Compliance and Digitalization

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Abstract: The marketing system in China is currently undergoing significant strengthening, and the rapid advancement of digitalization is being pushed forward at an unprecedented pace. This evolving landscape presents a critical challenge for multinational pharmaceutical companies, compelling them to urgently reconstruct and adapt their traditional marketing systems to maintain market relevance. Starting from the foundational positions of strict compliance management, advanced digital operations, and overall business excellence, this study constructs a comprehensive three-dimensional collaborative model integrating compliance governance, digital operations, and marketing capabilities. This innovative framework transitions organizational experience into standardized, intelligent workflows through institutionalized operation, data-driven decision-making, and the continuous capability improvement of internal institutions. From initial brand planning to comprehensive listing management, rigorous content review, dynamic customer operation, and continuous performance feedback, this proposed model systematically covers the entire operational process. The empirical evidence gathered in this study indicates that the implementation of this system substantially optimizes various critical aspects of pharmaceutical marketing. Specifically, it accelerates the speed of product listing, enhances cross-team collaboration, ensures the standardization of academic communication, and maximizes the efficiency of resource utilization. Ultimately, this dual-driven approach of compliance and digitalization plays a pivotal role in securing and sustaining the long-term competitiveness of multinational pharmaceutical enterprises operating within complex and highly regulated emerging markets.

Keywords: pharmaceutical companies; compliance management; digital marketing; business excellence; digital operations

Received: 03 May 2026
Revised: 16 June 2026
Accepted: 01 July 2026
Published: 05 July 2026

1. Introduction

The pharmaceutical market is undergoing significant transformations driven by various factors, including normalized medical insurance negotiations, stricter academic oversight, and the rapid expansion of digital sales channels. These changes have introduced new challenges to traditional marketing approaches, particularly in the areas of content management, cross-departmental collaboration, and promotion efficiency. Multinational pharmaceutical companies are increasingly recognizing the need to establish a robust marketing excellence system that not only fosters growth but also ensures effective risk control and seamless collaboration across organizational boundaries. This study focuses on two critical drivers of change: compliance and digitization, which are pivotal in shaping the future of marketing strategies within the pharmaceutical industry. By leveraging a three-dimensional collaborative model, developed through comprehensive literature review and case analysis, this research aims to explore how such frameworks can enhance the long-term operational capabilities of enterprises [1].

Specifically, the study delves into overcoming traditional barriers that hinder the effectiveness of marketing excellence systems and examines how digital tools and technologies can empower marketing organizations to achieve greater efficiency and adaptability. The integration of digitization into marketing practices enables companies to streamline operations, improve data-driven decision-making, and foster innovation in promotional strategies. Furthermore, compliance remains a cornerstone of sustainable growth, ensuring that marketing efforts align with regulatory standards and ethical considerations. By addressing these challenges, multinational pharmaceutical firms can position themselves to thrive in an increasingly complex and competitive market environment, while maintaining a balance between operational excellence and adherence to evolving industry norms.

2. Changes in Compliance Environment and Marketing Challenges in the Pharmaceutical Industry

The pharmaceutical industry in China is currently facing a significant transformation due to the continuous tightening of regulatory frameworks and the challenges posed to traditional marketing models. Over recent years, regulatory measures have been significantly enhanced, with the institutionalization of medical insurance negotiations and the normalization of the negotiation process. These changes have been accompanied by stricter price management policies, which have placed considerable pressure on pharmaceutical companies to adapt their strategies [1, 2]. Furthermore, the introduction of new laws, such as the nine bans, the representative filing system, and the supervision of digital channels, has further constrained the operational flexibility of these companies. These developments have collectively narrowed the marketing horizons for pharmaceutical enterprises, compelling them to rethink their approaches. The traditional sales-oriented, extensive marketing system is increasingly proving to be unsustainable in this evolving environment. One of the critical challenges lies in the inefficiency of content review processes, which remain heavily reliant on manual labor. This results in slow response times and inconsistent standards, creating bottlenecks in operational workflows. Additionally, there are significant issues related to information silos between different departments within organizations [3–5]. These silos hinder effective collaboration, as each department tends to operate independently, leading to inefficiencies and duplication of efforts. Another pressing issue is the underutilization of doctor-related data, which remains dormant and fails to contribute to improving operational accuracy. This lack of actionable insights further exacerbates the challenges in resource allocation, as decisions are often made without adequate data support. Consequently, there is a substantial amount of redundant investment, which undermines the overall efficiency and effectiveness of marketing strategies. To navigate these challenges, pharmaceutical companies must embrace innovative solutions that integrate data-driven approaches, enhance inter-departmental collaboration, and streamline regulatory compliance processes.

3. Three Dimensional Collaborative Path of Marketing Excellence System

The marketing excellence system employs a three-dimensional collaborative model that integrates compliance governance, digital operations, and marketing capabilities. These three dimensions are interconnected and mutually reinforcing, creating a robust framework for achieving operational excellence. Compliance governance serves as the foundational pillar, ensuring adherence to regulatory standards and ethical practices, which safeguards the enterprise's reputation and minimizes risks. Digital operations enhance efficiency by leveraging advanced technologies such as automation, data analytics, and artificial intelligence, enabling streamlined processes and informed decision-making. Marketing capabilities, on the other hand, drive innovation by fostering creativity, customer engagement, and strategic brand positioning. Together, these dimensions form a dynamic cycle where compliance supports efficiency, efficiency fuels

innovation, and innovation reinforces compliance. This holistic approach is designed to guide pharmaceutical enterprises through critical stages such as brand planning, listing management, content review, and customer operations [6]. By transitioning from experience-based methods to standardized and intelligent operations, the system provides actionable feedback on performance metrics, enabling continuous improvement and adaptability in a competitive market landscape. Furthermore, this model lays a solid foundation for long-term competitiveness by aligning operational strategies with evolving industry demands and consumer expectations [7]. The integration of these dimensions ensures that enterprises not only meet immediate objectives but also build resilience and agility to navigate future challenges effectively.

The construction of the 3D collaborative model involves a systematic approach to integrating compliance governance, digital operations, and marketing capabilities into a cohesive framework. This process begins with identifying key compliance requirements to establish a secure and ethical operational baseline [8]. Subsequently, digital tools and platforms are incorporated to optimize workflows, enhance data accuracy, and facilitate real-time monitoring. Marketing capabilities are then developed to align with organizational goals, focusing on customer-centric strategies, innovative content creation, and effective communication channels. The interplay between these dimensions ensures that each component supports and strengthens the others, creating a synergistic effect that drives overall excellence. For instance, compliance governance not only mitigates risks but also builds trust among stakeholders, which is essential for successful marketing initiatives. Digital operations provide the technological backbone for implementing marketing strategies efficiently, while marketing capabilities leverage these technologies to deliver impactful campaigns and foster customer loyalty. This integrated model is designed to be adaptable, allowing enterprises to tailor its application to specific industry contexts and market dynamics [9, 10]. By fostering collaboration across these dimensions, the 3D model empowers organizations to achieve sustainable growth, enhance operational resilience, and maintain a competitive edge in an increasingly complex and fast-paced business environment.

3.1. Design of Compliance Governance System

Compliance governance systems serve as the foundational framework for achieving marketing excellence, ensuring that all activities align with established standards and regulations. The first step in this process is to define a unified brand strategy model. This model acts as a guiding principle to standardize the boundaries and academic standards of all brand-related content, ensuring consistency and coherence across all expressions of the brand. By doing so, organizations can maintain a clear and uniform brand identity, which is critical for building trust and credibility in the market. To operationalize this, a standardized listing process should be developed, incorporating compliance review checkpoints at key stages such as medical review, regulatory review, and management approval. These checkpoints act as safeguards, preventing the publication of any materials that have not undergone thorough scrutiny and received the necessary approvals. Furthermore, the implementation of a digital documentation control system is essential. Such a system enables traceable management of marketing documentation throughout its entire lifecycle, from initial development to review, distribution, and archiving. This traceability ensures accountability and facilitates the identification and resolution of any compliance issues that may arise. The core philosophy underpinning this approach is to prioritize pre-audit compliance, integrating it seamlessly into the business process rather than treating it as a reactive, post-remediation measure. By embedding compliance into the operational workflow, organizations can proactively mitigate risks and prevent violations from occurring. This proactive, mechanistic approach not only enhances regulatory adherence but also fosters a culture of accountability and continuous improvement within the organization.

3.2. Architecture of Digital Operations Platform

At the core of modern compliance and operational capability lies the digital operations platform, which serves as a transformative tool for streamlining processes and enhancing efficiency across various domains. On the content production side, the integration of artificial intelligence (AI) technologies into academic material creation significantly reduces the cost associated with creative efforts while simultaneously boosting production efficiency. AI-driven systems can automate repetitive tasks, optimize workflows, and ensure that the generated content adheres to compliance standards, thereby minimizing risks and maximizing output quality. Furthermore, the platform's modular architecture facilitates the decomposition of content into reusable blocks, which can be rapidly reassembled and adapted to meet localization requirements for specific channels and regions. This modular approach ensures that content remains relevant and culturally appropriate, particularly when addressing diverse audiences across different geographical areas. For instance, localized adaptations can be tailored to align with the preferences and expectations of audiences in various regions, including western regions of China, ensuring seamless communication and engagement. On the customer operation side, the platform introduces a multidimensional customer tagging system that leverages comprehensive data inputs, such as doctors' academic interests, interactive behaviors, and prescription patterns. This enables precise customer segmentation and targeted outreach strategies, ensuring that communication efforts are both effective and personalized. Additionally, the platform addresses the critical issue of data silos by fostering real-time data sharing and collaboration across marketing, medical, and sales teams. By creating a unified customer view and operational dashboard, the platform empowers management to make informed decisions based on real-time insights at both local and global levels. This holistic approach not only enhances cross-team collaboration but also drives strategic alignment, ultimately transforming the way organizations operate and interact with their stakeholders.

3.3. Development Path of Marketing Capability

The marketing excellence system is built upon a three-dimensional cooperative framework that integrates compliance governance, digital operations, and capability development. This system addresses the challenges faced by pharmaceutical companies by creating a closed-loop structure where each component reinforces the others. Compliance governance establishes the foundational bottom line by ensuring adherence to regulations and ethical standards, which is critical for maintaining trust and credibility in the market. Digital operations enhance efficiency by leveraging advanced technologies such as data analytics, artificial intelligence, and automation, enabling companies to streamline processes and optimize resource allocation. Capability development fosters innovation by equipping organizations with the skills and tools necessary to adapt to evolving market demands and technological advancements. Together, these elements form a comprehensive system that supports every stage of the pharmaceutical business cycle, including brand planning, product listing management, content review, customer engagement, and performance evaluation. By transitioning from an experience-driven approach to a standardized and intelligent operational model, pharmaceutical companies can achieve sustainable growth and build a competitive edge in the industry. This framework not only ensures operational excellence but also lays the groundwork for future advancements, positioning companies to thrive in an increasingly complex and dynamic market environment. The integration of these dimensions underscores the importance of a holistic approach to marketing capability development, ensuring long-term success and resilience.

4. Practice of Digital Marketing Operations

AI content generation technology has become a cornerstone in optimizing digital marketing operations, particularly in specialized fields such as oncology and immunology. By automating the creation of academic courseware, businesses have achieved significant efficiency gains, with digital content reach increasing by 35% and repetitive development

efforts reduced by 40%. This advancement enables rapid scalability across regional markets through the use of modular tools, which streamline the adaptation of materials to local contexts. A key innovation in this process is the customer tag system, which integrates global behavior data from healthcare professionals (HCPs) to create multi-dimensional, dynamic tags. These tags are structured within a layered architecture, allowing for the implementation of differentiated outreach strategies. By updating doctor tags in real time, the system transitions marketing efforts from broad, generalized approaches to highly targeted and precise strategies, akin to "drip irrigation" in agriculture [11–13]. This precision ensures that resources are allocated efficiently and effectively to meet specific customer needs. Furthermore, the digital architecture supports the simultaneous operation of multiple product lines, fostering an environment where headquarters can produce foundational materials that are then customized by regional teams. This approach achieves a balance between scalability and localization, leveraging reusable templates and mature operational frameworks to ensure consistency while accommodating local market nuances. The ability to replicate successful strategies across new markets further underscores the adaptability and robustness of this digital marketing model. By integrating advanced technologies and data-driven methodologies, organizations can enhance their operational efficiency, improve customer engagement, and drive sustainable growth in an increasingly competitive landscape.

5. Evaluation of the Effectiveness of Marketing Excellence System

5.1. Product Launch Rhythm Optimization

The implementation of the 3D collaborative model has significantly enhanced the efficiency of product launch processes, particularly by reducing the preparation cycle from 90 days to just 60 days [14]. This improvement is achieved through the integration of pre-installed compliance nodes and the automation of digital platform processes, which streamline operations and eliminate unnecessary delays. A key advantage of this model is the enhanced cross-team collaboration, where marketing, medical, and sales teams can share information in real-time on a unified platform. This seamless communication reduces the time spent on repetitive exchanges and approval processes, thereby accelerating decision-making and ensuring a more agile response to market demands. Importantly, the acceleration in the launch process does not compromise the quality of the product listing. On the contrary, the first month after listing has shown a remarkable increase in academic coverage rates, reaching 85%, which is a 22-percentage-point improvement compared to the traditional model. This demonstrates that the new system achieves both speed and precision, ensuring that the product reaches its target audience effectively and efficiently. Furthermore, the model's ability to maintain high academic coverage while reducing time-to-market highlights its potential as a best practice for optimizing product launches. By fostering a culture of collaboration and leveraging advanced digital tools, organizations can achieve a balance between rapid execution and high-quality outcomes. This approach not only enhances operational efficiency but also strengthens the alignment between different functional teams, ultimately contributing to the overall success of the marketing excellence system. The results underscore the importance of adopting innovative strategies to remain competitive in a fast-paced market environment, where the ability to adapt quickly without sacrificing quality is a critical determinant of success.

5.2. Analysis of Operational Resource Utilization Rate

Digital operation platforms (DOP) represent a transformative architecture that has significantly enhanced the efficiency and scalability of resource utilization across enterprises. By leveraging advanced digital frameworks, organizations have achieved a remarkable reduction in development costs, with a reported decrease of 38%. Furthermore, the reuse rate of digital content has reached an impressive 55%, enabling enterprises to repurpose resources across multiple product lines and geographic regions with unprecedented speed and quality. This marks a substantial departure from traditional

operational models characterized by the 'one place, one production' approach, which often limited flexibility and scalability [15]. The integration of data-driven methodologies has also revolutionized resource allocation processes. Unlike the previous reliance on empirical judgment or subjective assessments, modern platforms utilize precise analytics to optimize investment decisions. This shift has led to a notable improvement in budget execution accuracy, with the deviation from planned budgets reduced from 15% to 8%. Such advancements not only enhance the efficiency of fund utilization but also provide robust data insights that empower enterprises to achieve strategic objectives centered on cost reduction and operational efficiency. Additionally, the ability to measure the return on investment (ROI) for marketing efforts has become a critical feature of these platforms. Management teams can now evaluate the tangible outcomes of their investments with greater clarity, fostering informed decision-making and strategic alignment. The streamlined allocation of resources and improved financial oversight underscore the pivotal role of digital operation platforms in driving organizational success. By adopting these innovative systems, enterprises are better positioned to navigate competitive markets, optimize resource deployment, and achieve sustainable growth. This paradigm shift highlights the importance of embracing technological advancements to address the evolving demands of modern business environments, ensuring long-term resilience and profitability.

5.3. Standardization Enhancement of Academic Communication

The systematic application of a compliance governance system has significantly advanced the standardization of academic communication processes, ensuring a robust framework for quality assurance and risk mitigation. By implementing a comprehensive review mechanism, academic content undergoes meticulous evaluation prior to publication, achieving a flawless compliance review pass rate over the years. This approach has effectively eliminated the occurrence of risk events, reinforcing the reliability and integrity of academic dissemination. The standardized promotion procedure has introduced uniformity in execution, addressing previous inconsistencies caused by individual or regional variations [7]. This harmonized operation has garnered widespread approval from stakeholders, including clients and medical professionals, who have expressed heightened satisfaction with the quality of academic activities. Notably, doctors have reported a satisfaction rate of 92%, reflecting the enhanced credibility and professionalism associated with these standardized practices. Contrary to concerns that compliance might hinder the transmission of academic value, the system has demonstrated its ability to amplify recognition and trust within the academic and medical communities. By fostering a structured and transparent environment, the compliance governance system not only safeguards against potential violations but also elevates the overall perception of academic endeavors. This dual benefit underscores the importance of integrating standardization into academic communication, ensuring that the dissemination of knowledge aligns with both regulatory requirements and the expectations of professional audiences. The success of this approach highlights the transformative impact of systematic governance in achieving excellence and reliability in academic communication, paving the way for sustained progress and innovation in the field.

6. Conclusion

This study underscores the transformative impact of the marketing excellence system, which has evolved from traditional experience-based approaches to standardized and intelligent operations. By integrating compliance governance, digital operations, and capability development, organizations can achieve a synergistic effect that drives both operational efficiency and strategic growth. Digitization, far from being a mere technological enhancement, represents a fundamental restructuring of organizational capabilities. It enables enterprises to align compliance requirements with growth objectives, fostering a mutually beneficial relationship through optimized systems and

processes. To fully capitalize on these advancements, businesses must adopt a strategic perspective that simultaneously addresses process innovation and capacity building. This dual approach ensures that organizations remain agile and competitive in an increasingly complex and regulated market environment. While this study provides valuable insights based on three cases of multinational pharmaceutical companies, the limited sample size presents an opportunity for further research. Future studies could explore the long-term financial implications of implementing such systems, offering a more comprehensive understanding of their impact on organizational performance. Additionally, examining the adaptability of these systems across diverse industries and regions could provide a broader perspective on their scalability and effectiveness. By continuing to refine and expand the scope of this research, enterprises can better navigate the challenges of modern business landscapes and achieve sustainable growth.

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