

"CONTENT STRATEGY"

Advancing Content Strategy And Modular Content Capabilities

10-MIN SUMMARY



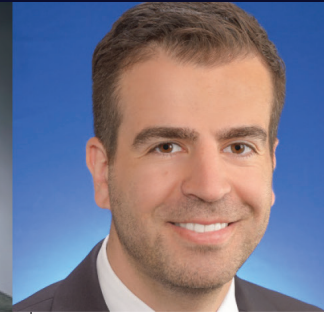
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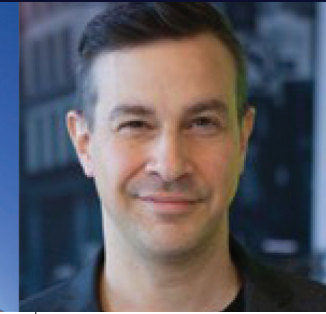
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Content is critical to drive better customer experience, especially in a pandemic, when less face-to-face interaction is possible. Pharma's content creators have seen the demand rise exponentially as companies race to redefine their commercial approach.

Pharma was already set on a transforming its content strategy, but this has been put in "hyper drive" since COVID-19 emerged. While consumers' expectations are being shaped by their experiences with content from companies outside pharma, pressure on margins and balance between personalization and regulatory compliance, have compelled some pharma companies' senior leadership to fundamentally rethink content.

Demand for content has exploded from one channel (field force focused content), into many other channels. The challenges are to generate greater volume, as well as content that is fit for

each channel, without more resources. This necessitates a next level of operational excellence to be applied to content operations, breaking established paradigms, new ways of working and a change of pharma's mindset. It is not just about cheaper prices and more volume, but about gaining insights from content, and discovering what engages and why.

"It starts with engagement planning – really looking at the who and the what and then that allows you to develop a robust content strategy, which is the biggest shift in our industry."

- Tara Stewart

Customers are engaging across multiple channels and engagement planning must form the basis of a robust content strategy. Historically, pharma has been focused on tactics and the shift to basing

the content strategy on engagement planning is one of the biggest in the industry.

With instantly generated content comes the need for instantly approved content, but this is not an area where pharma is agile. While some content is now approved quickly, it is usually lower risk and on a small scale. One area where there has been progress is with social media, with companies trying to go faster and deeper.

"We need to take content discipline more seriously; we can't shove out content left and right without having discipline around it for intelligence and speed."

- Thomas Thestrup-Terp

Content creation needs to start agnostic of channel, but producers must consider where it will be used, how it can be approved for multiple uses and the metadata associated with it. This approach to content creation and approval has to scale for use across all channels. If the content is assembled in a way which enables a "fast-pass" review for some of the lower risk content, the burden on medical, legal and regulatory will reduce. Speeding up some of the fundamental processes and leveraging technology would help get closer to real-time content, with the right checks and balances. The success of adoption, for this new approach, within an organization will be driven by how well it demonstrates value, which is not always in financial terms.

In order to speed internal processes, content creators need to adopt a disciplined, modular

and repurposing approach to content that is already approved. Content discipline needs to be applied to content creation not just to speed up the processes but also to enable insights to be derived from that content. However, it should be remembered that not everything could or should be modular.

Content should be thought of as a 'product' in its own right and purposely designed, packaged, produced, distributed and tested. It should be created to address a specific problem, then put in front of the right consumers, in order to create value. A constant production line must deliver this content at speed. Packaging can make a big difference to content too. Will blogs, quizzes, or white papers result in the most effective engagement? Customers will pay for value; they want to engage with relevant content, and the company that provides it, more fully. The focus must be on providing what people want and need, not what companies want to tell them.

"Content should be thought of as a 'product' in its own right and purposely designed, packaged, produced, distributed, and tested."

- Kate Greengrove

Traditionally, pharma has been built around the field force, not the customers. It is hard to replace the personal relationship and trust the reps have with their clients, but their role is changing. With customers and their needs at the heart of the interaction, reps need to be equipped with customer insights supported by strong data and analytics to create deeper and more effective engagements. Good content can both augment their offering and make their jobs easier.

While high quality content is important, smaller pieces of related content need to be shared as well. On top of compliant and accurate content, speed and relevancy can be built. Content needs to be thought of as an extension of the product itself. A company can use its content to become an authority on the broader topics around the product. It is no longer enough to market with content, as now the content itself must be marketed. Measures like A/B testing can be used to indicate value.

In recent years, for companies, advancing content has turned into a "survival challenge" from an "innovation challenge" and they face massive pressure to solve inefficiencies in the system. Pharma's also has been limited by the lack of end-to-end technology solution stacks for content, from content creation, to approval, to omnichannel orchestration, to measurement.

The reporting structures on content need to advance from just informing on operational excellence parameters to intelligence around engagement. The industry needs to embrace the concept of "content equals data"; digital data

mean strategic questions can be answered. They show what is engaging, what channels work, and why.

We shouldn't send reps just to have an interaction in a vacuum, without creating that surround system for them and also for the customer.

- Elias Khalil

Content transformation will have a ripple effect on pharma's entire commercial ecosystem. Alongside the need for internal functions to change, there will be new roles created, especially those revolving around content strategy. These new roles will focus more on the customer experience than the brand experience. There will be more analysis in the search for what content really engages, which means that customer data and analytics roles will evolve, too. The evolution on the horizon will also see deeper adoption of agile marketing.

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