

New CONNECTIONS

► *The changing healthcare ecosystem has companies and marketers rethinking their strategies in how they reach patients and HCPs.*

Patients are consumers and every consumer at some point will be a patient or at least a caregiver for a parent, child, family member, or friend. And as consumers, we have access to more information via more channels than ever before. This is the challenge healthcare marketers face as they look to move beyond mass media approaches to communicate with patients to personalized communications that resonate with a patient or consumer along his or her healthcare journey.

Analysts at ZS define patient marketing

as programs and initiatives that support individuals and their caregivers who are already treating an infirmity with a particular brand and consumer marketing as other initiatives (such as disease awareness and DTC) that seek to promote a brand to those not already treating it.

Consumer and patient health needs are increasing as more patients come into the market armed with greater information and bearing a larger portion of the cost burden. Over the past several years, important shifts in the consumer

health market have presented both challenges and opportunities to healthcare marketers. ZS identify just a few:

► The Affordable Care Act, which has added millions of consumers with diverse healthcare needs and levels of healthcare literacy to the market.

► An aging population, which is adding more seniors, with increased healthcare needs, to the population every year.

► Consumers who are shouldering a larger portion of their healthcare costs as more em-

EXECUTIVE VIEWPOINTS



JOSE ANDRADE
VP, Director of
Interactive Technology
AbelsonTaylor

PREDICTIVE TOOLS ANSWER QUESTIONS

We live in an organic and vocal digital environment where everyone is an author and a potential influencer. To be competitive in this brave new world, marketers would do well to not only understand the problems consumers are trying to solve, but also provide them with the kind of answers that come from current insights pulled from predictive tools we have at hand.

SUCCESS STEMS FROM MARKETING METHODOLOGY INTEGRATION

One of my colleagues recently quipped: "Knowing Photoshop doesn't make one an art director." Just because we have a multitude of digital tools doesn't mean we use them well. Being successful in today's digital age requires the right integration of traditional marketing methodologies with the newest technologies. If marketers aren't experienced with social media, Internet of Things (IoT), or wearables, neither the best digital toolkits nor foundational marketing principles will help them be successful.



MARK KASAKEVICH
VP
Cello Health
BioConsulting

THE PATIENT EXPERIENCE

As U.S. healthcare gets more consumerized, patients have a greater voice in both diagnostic and therapeutic choices that previously had been made almost entirely on their behalf by HCPs. The nature and quality of the patient experience become even more critical. Marketing strategies will need to consider fully and creatively the trajectory of patients' disease through the ecosystem of their lives. Both the relevant stakeholders/influencers of diagnosis and therapy and the touchpoints/channels through which they can be reached/influenced will need to expand beyond the traditional bounds.



PHILIP VORHIES
VP
Cello Health
BioConsulting

THE PATIENT AND BRAND CONNECTION

Your brand story is the foundation of your

brand and a strategy for future growth. As a result, your brand story should shift toward developing an outcomes-based emotional connection between patients and brands. Your brand story isn't just what you tell people; it's what they believe about your brand based on the signals (outcomes) your brand sends. Early collaboration between commercial and R&D is required to achieve clinical effectiveness and outcomes data that can create the patient and brand connection.



JIM MCDONOUGH
VP, Marketing and
Customer Advocacy
Frontline Medical
Communications

THINK BEYOND

THE CHANNEL

Marketers need to revise their thinking about marketing as a mostly product and channel-focused exercise. Your customers don't think in terms of channels and there are many places to get information about your product. What they are looking for is information or relevant content that they need "at the time" in whatever channel or device they are using "at the time." Do this and watch the relationship grow.

EXECUTIVE VIEWPOINTS

THE SOFT SKILLS OF DIGITAL MARKETING

Research and personal experience gives the nod to these top three items: the ability to embrace change; the ability to spot opportunities and adopt strategies accordingly; and finally, the ability to seek out the crossroads of being curious/hungry to learn with being passionate/hungry to lead.



CHRIS CULLMANN
Senior VP, Engagement
Strategy, Ogilvy
CommonHealth, part of
Ogilvy CommonHealth
Worldwide

THE CANONICAL AUTHORITY

Many brands, especially in healthcare, are having a hard time transitioning to a model that is focused on the patient's perspective. Healthcare brands need to understand there is a tremendous opportunity in being the canonical authority for their products. Brands need to begin to act creatively in crafting communication as seen through the patient's perspective and informed by personas and real-world feedback.

USER-CENTRIC COMMUNICATION STRATEGIES

There is a similar theme running through all modern communication: be user-centric in your strategy. For brands that are familiar with a pattern of advertising to patients, this may feel unfamiliar. I think it can be a very difficult exercise for many brands to look at engagement from their audiences' perspectives. It's a very tough problem to solve. Luckily, modern tools and methods make it easier in execution. Behavioral data, personas, search data, surveys, and advocacy dialogue: All of these signals can be harnessed to craft great communication and magnificent brands.

KATHLEEN BONETTI
VP of Marketing
Rx Edge Pharmacy Networks



PATIENT CONNECTIONS

Patient-centricity involves making efforts to meaningfully connect at every stage: before, during, and after the treatment decision. Strategies should

be based on reaching patients when and where they are focused on healthcare, searching for solutions, and motivated to take action. Many of these mindset moments, as we call them, happen in the pharmacy. By focusing on these occasions, marketers can better educate patients and provide tools for more productive conversations with healthcare providers.



THEODORE SEARCH, PHARM.D.
Founder and CEO
Skipta

PATIENT OUTCOMES TELL A STORY

Healthcare professionals (HCPs) require convenient access to credentialed information to make the most educated treatment decisions for patients. Niche online communities, such as those curated by Skipta, provide an outlet for serving pertinent brand and disease state information to HCPs and also effectively foster conversations about treatment options among practitioners. Brands need to consider the workflow and digital resources afforded to modern healthcare professionals and deliver their value and benefits in an engaging segmented way.

MARKETING IN TODAY'S DIGITAL AGE

Given the proliferation of social media and online forums, marketers must learn how to move beyond traditional promotional messaging, and consider the importance of participating in conversations amongst targeted, focused audiences. They must find ways to understand what contributions will add value to each audience segment and deliver that value in an engaging way. The opportunity is no longer merely to have colorful messages that resonate,

but to deploy effective engagement strategies that nourish relationships and spark relevant learning experiences around core content leading to behavior change.



JAMES BROWN
CEO
Zinc Ahead

A REAL DIALOGUE

Marketers are challenged to deliver a compliant brand story across multiple digital and social platforms. For the greatest impact, content needs to move beyond delivering a brand message and toward generating a dialogue with the audience that makes the brand relevant. Companies that successfully achieve two-way customer engagement will have a higher likelihood of achieving positive outcomes while building trust in the brand and strengthening their overall brand performance. It is essential that companies re-engineer their processes to facilitate this shift and embrace a new infrastructure that enables better conversations and collaboration to deliver tactics to the various Web, social, mobile, and print channels.

MARKETING'S NEW SKILLS

Marketers must think from a digitally native perspective if they are to engage effectively with audiences across digital and social platforms. It now takes longer for marketers to verify a website or mobile app than a traditional e-detail aid, and the necessary review and approval lifecycles for digital content are practically unrecognizable from those of 10 years ago. As such, a key skill for marketers will be managing promotional materials and digital assets through creation, review, and approval in cost-effective and compliant ways. Marketers need to maximize their digital engagement strategy by improving workflows and the overall ease by which they are able to transition content to market — improving compliance accuracy along the way.

players adopt high-deductible healthcare plans and out-of-pocket limits increase.

The challenge for pharmaceutical companies and marketers is reworking the traditional commercial model. According to analysts at PA Consulting, the established commercial model needs more than just evolution; fundamental change is required. With many aspects of traditional strategies no longer proving effective, the whole health system is reaching a critical juncture as policy makers and payers demand decisive action on cost, and new models of provision emerge that reward outcomes, not merely treatments. The traditional model of pharmaceutical selling by demonstrating brand efficacy to prescribers is challenged by provider consolidation, centralized decision-making, payer influence, and patient information.

PA Consulting says the future commercial model of successful pharmaceutical companies must have at its heart the development of genuine partnerships with healthcare providers, payers, and other key groups that prioritize quality patient outcomes.

This means moving on from a volume-based, benefits-selling, blockbuster mindset to forging effective relationships with decision-makers. Pharmaceutical companies must leverage their rich and diverse resources to collaborate on the pressing issue of tomorrow — how to keep a growing patient population well — prioritizing lower costs of care and preventive medicine.

PA Consulting has identified three key strategies. The first is outcome-based solutions demand an integrated approach. Pharmaceutical companies will increasingly be rewarded based on patient outcomes. This moves the focus from treatment based on indication to proven results for individual patients, removing the incentive for companies to market to volume and increasing the incentive to take part in preventive care. This means two things: working closely with providers on new solutions for specific patient populations and critical care groups and accessing patients who are not engaged by the right regimens, a historically difficult proposition. But pharmaceutical companies can play a role based on accumulated knowledge about specific disease states, data, and patient behaviors. Working with providers on such issues as population healthcare can provide a win-win-win situation: patients receive more appropriate care, providers and payers reduce treatment costs, and pharmaceutical products play a central role in delivering the outcome.

Second, customers are changing faster than

reform; the pharmaceutical sector needs to move quickly and win trust. PA Consulting analysts are seeing accelerating consolidation of health systems in the United States and the formation of new prescribing and reimbursement groups in Europe. A key driver is the empowerment of patients and decision makers by the spread of data, emergence of personal health records, and growth of value networks that allow more informed decisions and confidence in an outcome-based approach.

If pharmaceutical companies are to forge effective relationships with other key healthcare stakeholders, they need to be much more than a supplier and really understand the needs and expectations of their customer groups. They must partner with organizations that are addressing the major issues of cost, outcome and care, and become a more integral part of the health ecosystem.

Third, structured account management complements traditional and emerging channels. To build these relationships, PA Consulting analysts say companies need disciplined and effective account management centralized in the new model. But, they warn before every sales manager rushes to a consultative approach it is important to remember that pharmaceutical sales representatives will still be a key piece of the effort. Sales representatives remain an important route to providing efficacy information and companies can build on this channel to provide additional valuable knowledge, such as around the HIT.


Analysts at healthcare division in Valtech, concur, noting that the business case for keeping “the healthy” healthy is undeniable. Consumers can now leverage technology and big data to monitor the state of their health and practice preventive measures.

Patients are looking to pharma to provide select patient services, but have been severely underserved. However, those who receive such services place great value on them, and they are willing to provide personal health information to receive free information and/or services. In addition, nearly three-quarters of patients in a recent focus group agreed that social media resources sponsored by, or created by, pharma would motivate them to talk with their doctors about specific pharma products.

Valtech analysts say the “5 Es” hold the key to understanding the dynamics and opportunities of digital engagement with patients. The Internet is the enabler; economics are the trigger; patients are empowered; patients engage; and patient experience drives the choice.

Consumers expect pharma to engage them in ways in which they are already accustomed.

Pharma has tended to try a “one-size-fits-nobody” approach that runs counter to a patient-centric model that supports providers, retailers, payers, and, ultimately, patients. Focusing on the individual patient experience — and the subsequent data resulting from this experience — serves the dual purpose of engaging patients and providing the analytics to support product benefit claims.

To build a better message for patients, consumers, and physicians marketers are focusing their attention on creating messages that are focused, content-rich, and provide value to their targeted audiences. When creating content marketing one approach is to use storytelling, which is a powerful and experiential way to connect with an audience. Other content marketing tips, according to ZOG Digital, include: understanding audience segmentation; providing strong calls to action; creating unique, bold content that captivates and motivates audiences to share; using engaging medium, such as written, visual, video, and interactive sources; promoting content across a variety of marketing channels; and analyzing user trends to identify topics and delivery channels of greatest interest. 



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