HAVAS LYNX GROUP

MEDIA MEANS BUSINESS

—

Creating meaningful
media in pharma

20

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THE SEVEN DEADLY SINS OF INEFFECTIVE MEDIA

1. *"The great thing about me is…"*
   It's all about us, our products, our facts, our features, what we want to say

2. *"I know what I like, and I like what I know"*
   Using the same owned channels time and time again (particularly sales reps)

3. *"Thank goodness we have got the AdverInstaLinkedBooker post approved"*
   Putting the same content everywhere, regardless of platform, context journey or timing

4. *"Don't bore me with your other problems"*
   Paying little attention to the audience – not considering their needs and interests

5. *"I really don't want to spend any more money"*
   Working to cost containment rather than looking at return on media investment

6. *"John does the reports, I don't really have time to read them"*
   Not measuring media results and the impact of investment

7. *"Let's just get the creative done and worry where it lives later"*
   The media plan is an afterthought, missing the creative opportunity

BRAND BUILDING & MEDIA
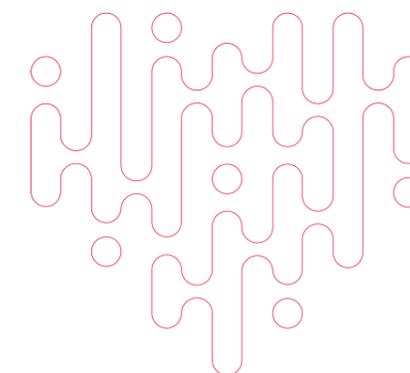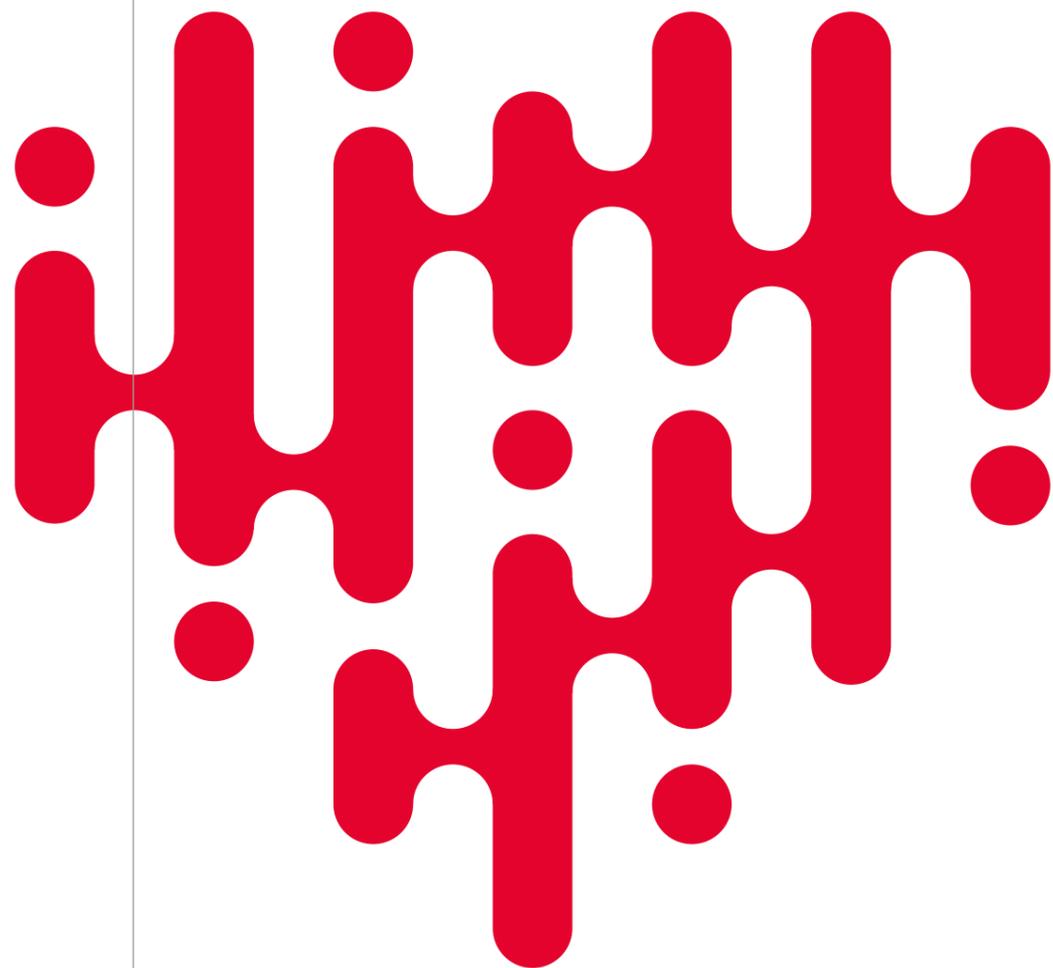
CREATING A MEANINGFUL BRAND®

'Media' is an exceptionally broad term, applied differently from industry to industry. For us, very simply, it is each touchpoint and opportunity through which we deliver our marketing campaign; from telephone calls to tweets, from real-time programmatic to the ever-important sales representative.

Getting media to work for you means getting it all to work together.

There are some general principles that remain consistent when generating a media plan. Brand growth starts with reach; being remembered by 'light' prescribers is especially critical. Frequency of contact and quality of channel is an important balance to strike – social posts can be frequent low-attention reminders, but an annual congress means full immersion in a learning context. All of this needs to start from a single customer view driven by data and proper measurement.

While this white paper focuses solely on the construction and execution of a well-balanced media plan, it should go without saying that without a clear brand purpose, strategy and central creative idea, efforts are likely to culminate in forgettable pollution.

Across the Havas Health & You network, we are united in helping our clients find meaning in what they do, to ultimately move hearts and minds. We call it Human Purpose. And it is in the intersection of razor-sharp brand strategy, stand-out creative and sophisticated media that we can build brands that truly mean something.

"A field force from yesterday is, today, completely useless; the old relationship-based selling models are dead. Instead, reps must focus everything on helping the customer to be better at their job. The environment has also changed, with HCPs consuming information beyond the rep on digital channels. So our customer relationships must be built elsewhere." [1]

Florent Edouard,
Senior Vice President,
Global Head of
Commercial
Excellence,
Grünenthal

THE FIGHT TO BE
RELEVANT

1. Research interview with Florent Edouard, Senior Vice President, Global Head of Commercial Excellence, Grünenthal.

Pharma's connection with healthcare professionals (HCPs) has traditionally been built on the power of the field force, with the interpersonal relationships formed between sales reps and HCPs at its core.

However, in recent years, the effectiveness of the rep as a communication channel has reduced, owing to:
– Increasing rate of brand launches, diluting companies' marketing investments
– Mergers and consolidations of companies, disrupting existing relationships with HCPs
– Reduction in the number of HCPs who will see reps
– Division of HCP specialisation into hyper-specialisation, complicating the landscape

Together, these factors have ultimately led to a reduction in the quality of interactions and relationships. In the background there has been a significant increase in the amount of communications and content produced. To remain relevant and meaningful to HCPs, pharma needs more from its communications than ever before, and yet the spend on their media mix far from reflects this reality.

So why is this? Misconceptions about the cost, effectiveness and channel safety are key barriers, along with a less tangible (but no less real) sense that 'this isn't a place where pharma really plays'. So how can we dispel these misconceptions and provide an effective media strategy that builds a meaningful connection with HCPs, beyond just the sales rep?

YESTERDAY'S CHANNEL FOCUS
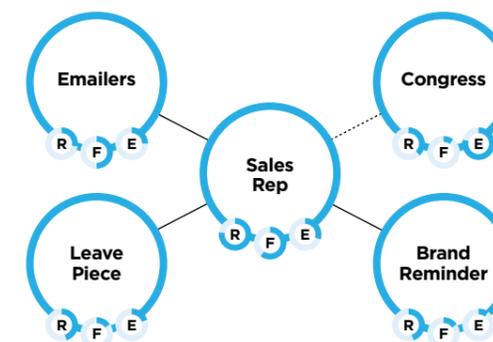
TODAY'S OPPORTUNITIES
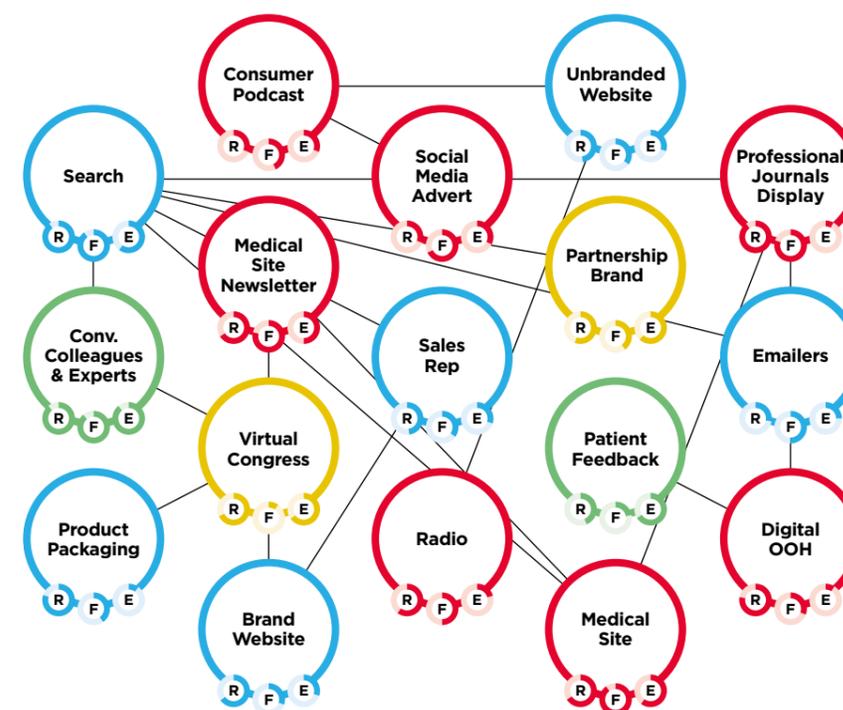
KEY R REACH F FREQUENCY E QUALITY ENGAGEMENT O OWNED S SHARED E EARNED P PAID

OWNED
The power is in your hands
Capture value of existing assets

—
Touchpoints:
Fully unbranded/branded: people, products, places, platforms
Clinics, websites, social, customer relationship management (CRM), apps, events

SHARED
Together is better than alone
Align like-minded partners with shared values to win

—
Touchpoints:
Partnerships with other brands, co-branded programmes
Influencer opportunities, paid reviews, patient advocacy groups (PAGs) collaborations

EARNED
The audience is the media
Ignite conversation and unleash the power of advocacy

—
Touchpoints:
Co-created, user-generated content
Fans and communities – via social, events, word of mouth, PR

PAID
You buy exposure, not engagement
Pinpoint optimal investments and generate visibility

—
Touchpoints:
Paid media including audio-visual, print, search, digital display, radio, out of home (OOH)

WHAT IS MEAN-INGFUL MEDIA?

Where to start? Media can be so many things in so many places. Even for the initiated, it can be a daunting space in which to operate.

Today, media is more important to brands than ever before as it plays such a huge role in people's everyday lives. It's gone from something that was consumed passively in very specific places and on very specific formats, to something that is intrinsic to society and how people live. And because it's ever-present in people's lives, the stakes are so high.[2]

2   Research interview with Greg James, Global Chief Strategy Officer, Havas Media Group.

"Media allows you to reach more people in need of your product. But it also allows you to show people what your brand stands for and what it cares about. That's hugely important for pharma."[2]

Greg James, Global Chief Strategy Officer, Havas Media Group

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3   Meaningful Brands®. Accessed: April 2020.

NO REGION OF THE WORLD RANKS HEALTHCARE IN ITS TOP THREE MOST MEANINGFUL INDUSTRIES[3]

At Havas, we believe in Meaningful Brands®. Brands that go beyond the product and explore how they can tangibly improve people's lives and the role they play in society. This philosophy is underpinned by our Meaningful Brands® study. In the 2019 edition of the study, over 350,000 citizens were surveyed across 31 markets, examining over 1,800 brands including healthcare. Last year, an overwhelming 82% of people surveyed from generations X to Z expected more than just a product from brands, compared to 63% of baby boomers.[3]

DEFINING MEANINGFUL
Understanding what matters

FINANCIAL

ORGANISATIONAL

INTELLECTUAL

PHYSICAL

SOCIAL

FUNCTIONAL

MEANINGFUL BRANDS

EMOTIONAL

GOV/ETHICS

NATURAL

ENVIRONMENT

ECONOMY

COMMUNITY

WORKPLACE

FUNCTIONAL BENEFITS
What does the product or service deliver?

PERSONAL BENEFITS
How do brands improve people's lives?

COLLECTIVE BENEFITS
What's their role in society?
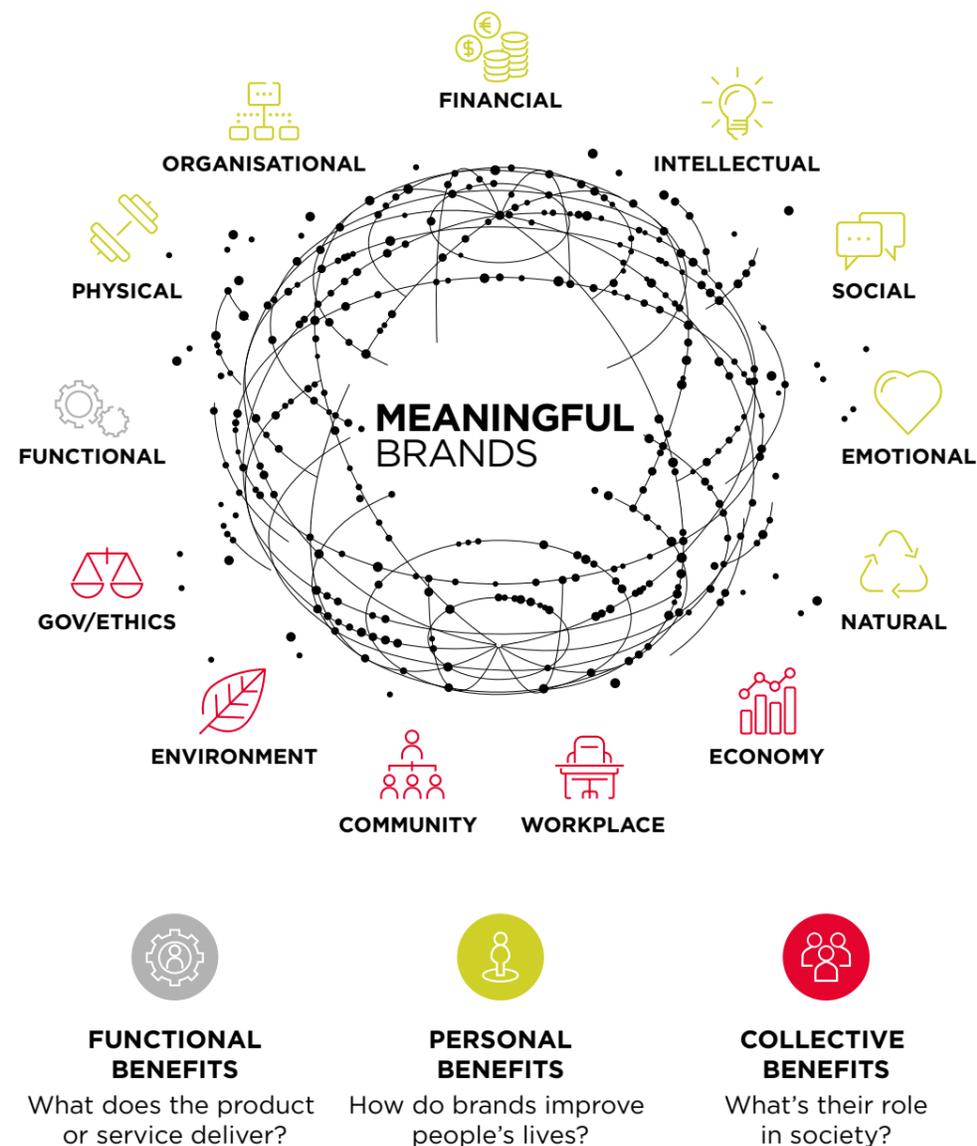
Source: MX Intelligence, Havas Media Group. 2019.

2. Research interview with Greg James, Global Chief Strategy Officer, Havas Media Group.

4. The Research Partnership. Primary Quantitative Research 2019. Base 229 psychiatrists across France, Italy, Spain, UK, and Belgium.

EFFECTIVE MEDIA CHOICES MAKE ANY MEDIA CHOICE SEEM BIGGER

With so many channels and formats available, it's easy to assume that implementing a good media strategy means digging deep in your pockets, but that's simply not the case. "To do media well, you need the process to do media well, not big budgets," says James. "You've got to make it mean something to people. Media is the cultural collateral we all share – we talk about the music we're into, that new TV show we can't get enough of, the podcast that really chimed with something we've been thinking."[2] To create meaningful media experiences in healthcare is to inspire this same feeling in our audiences. Media, then, is most effective when it is trusted (from a source that the audience finds authentic and reliable), engaging (holds attention) and influential (impacting on feelings and beliefs, driving people to change behaviour and take action).

$$Mx = C \times C \times C \triangleright E$$

MEDIA EXPERIENCE (Mx)

Meaningful media experiences are made out of the following building blocks:

CONNECTION
The right target audience, at the right scale

CONTEXT
The best environment that makes sense to the audience at the time they see it

CONTENT
The format and message that drive the most impact

EFFECTIVENESS
Get connection, context and content right, and you'll have a campaign that delivers on its media objectives and, in turn, contributes to achieving brand objectives
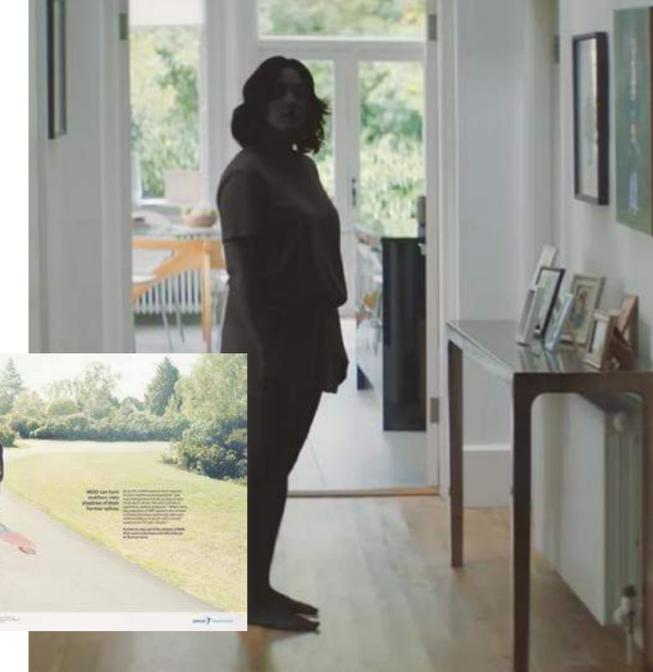
CASE STUDY

BUILDING MORE MEANINGFUL CONNECTIONS WITH MEDIA

Shadow, Janssen & Havas Lynx Group

Working with Janssen, our aim was to raise awareness of the challenges of major depressive disorder (MDD) and offer guidance to HCPs on how to identify the signs. More than just awareness, we wanted the Shadow campaign to convey a sense of hope amongst HCPs – and a belief that they could make a difference.

Trusted endemic print, email, newsletters, and digital banners delivered significant reach and frequency, directing HCPs to a content hub housing a range of information in the form of KOL-led Q&As. The campaign delivered 10,173 site visits (versus a target of 5,000) and a dwell time of 2.5 minutes (versus a target of 1 minute), with 1 in 4 users completing a goal on the site. Most importantly of all, it also inspired a significant shift in the way HCPs viewed MDD, as evidenced by our sentiment testing (see below).
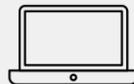
10,170+
site visits

2.5 min
dwell time

24%
of users completed a goal

HCP UNDERSTANDING OF UNMET NEEDS	PRE-EXPOSURE	POST-EXPOSURE	PRE-POST EXPOSURE SHIFT
The management of MDD is in urgent need of reform	25%	44%	+76%
A high proportion of patients fail to reach remission	28%	52%	+86%

Base n=229 psychiatrists[4]

CONNECTION

PLUG IN+ REACH OUT

"A healthcare professional goes from being a target audience we're trying to reach one minute, to a media channel for patients the next. The meaningful role they play in Media and Experience, cannot be understated." [5]

Shane Ankeney, President, Havas Media Group, North America

8. Research interview with Michaela Gardner, Senior Global Commercial Communications Manager, Smith+Nephew.

Michaela Gardner, Senior Global Commercial Communications Manager at medical devices company Smith+Nephew, says that the building blocks for better relationships lie in taking a closer look at the needs Dr Mukherjee describes. "Think customers first," says Gardner. "What are their needs, what are their issues? How do they like to consume information? Think about what resonates with them, not what we want to tell them. And then think about which offering we can build to make their lives easier." [8]

To do this, pharma must break away from the traditional, fixed mindsets that pander to stereotypes about HCPs and patients.

For example, assuming that previous generations are 'old' and want to live in the way that our grandparents lived. Or assuming that doctors will only listen to cold, hard stats and not be influenced by their emotions. The antidote is who, what, why.

5. Research interview with Shane Ankeney, President, Havas Media Group, North America.

6. Research interview with Dr Tapas Mukherjee, Medical Director, Havas Lynx Group.

7. Indigenus Report. Paging Dr. Millennial. 2015.

"A meaningful connection? I had a free lunch and discussion on a treatment that wasn't always reflective of what I was seeing day-to-day." That's Dr Tapas Mukherjee, former NHS Respiratory Registrar and now a Medical Director at Havas Lynx Group, reflecting on his experiences interacting with pharma reps. "What I actually needed was support on things like delivering pulmonary rehab in chronic obstructive pulmonary disease (COPD),

or improving quality of life (QOL) in severe asthma – that would be more meaningful to my day-to-day practice." Dr Mukherjee says he felt "a mismatch in priorities" in his interactions with pharma, which made it difficult to form a meaningful connection. It's a sentiment many HCPs would echo.[6]

Research shows that:

While 54% of millennial HCPs think that pharma has a valuable role to play, only 43% think the relationship is currently good.[7]

LEARN MORE ABOUT MILLENNIAL HEALTHCARE PROFESSIONALS IN THE HAVAS LYNX GROUP 'GENERATION NOW' WHITE PAPER HERE.

		WHAT PHARMA DOES NOW	WHAT ELSE NEEDS CONSIDERING
WHO Who are they? Identify who our target groups are		– Age – Gender – Speciality – Geography	– Demographic/psychographics – Values/opinions/attitudes – Life stages – Social/lifestyle segment
WHAT What are they doing? Determine how they behave		– Lifestyle – Pharmaceutical brand consumption	– Context of consumption – Need states – Behaviours/habits – Consumer brand consumption and frequency – Touchpoints and preferences
WHY Why do/would they buy the brand? Explore the reasons behind the facts		– Reasons to believe – Barriers to prescription – Motivations to prescribe	– Lifestyle/societal motivations – Feelings/emotions – Unconscious and conscious behaviours

Source: MX Intelligence, Havas Media Group. 2019.
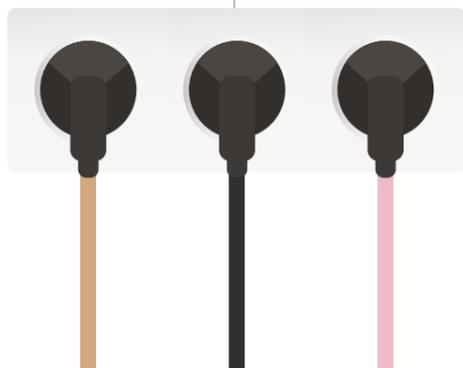
THE WHO

FINDING THE MOST VALUABLE TARGETS

Sizing your target audience is crucial, and it should consider the total addressable market (TAM), not just the serviceable market via reps. Personal selling is labour-intensive and costly. Therefore, this activity should focus on the most lucrative accounts. However, HCPs who fall outside of these target groups often cumulatively see the majority of patients. These groups can, in many instances, be reached with other media, rather than simply being left to chance.

Segmentation is the critical next step. It can take into account numerous data points from transactions, locations, mindsets, caseloads, etc., but segments should always be recognisable, targetable and actionable.

Marketers can then target segments with strategically tailored messages and activities, using different data sets to generate better marketing campaigns that will yield better results.

SIZING YOUR MARKET FROM TAM TO SOM

TOTAL ADDRESSABLE MARKET (TAM)
The largest possible market

SERVICEABLE AVAILABLE MARKET (SAM)
The proportion of the market that fits your brand

SERVICEABLE OBTAINABLE MARKET (SOM)
The proportion of the market you can reach

1.09%
CTR

14,000
clicks

£0.71
CPC
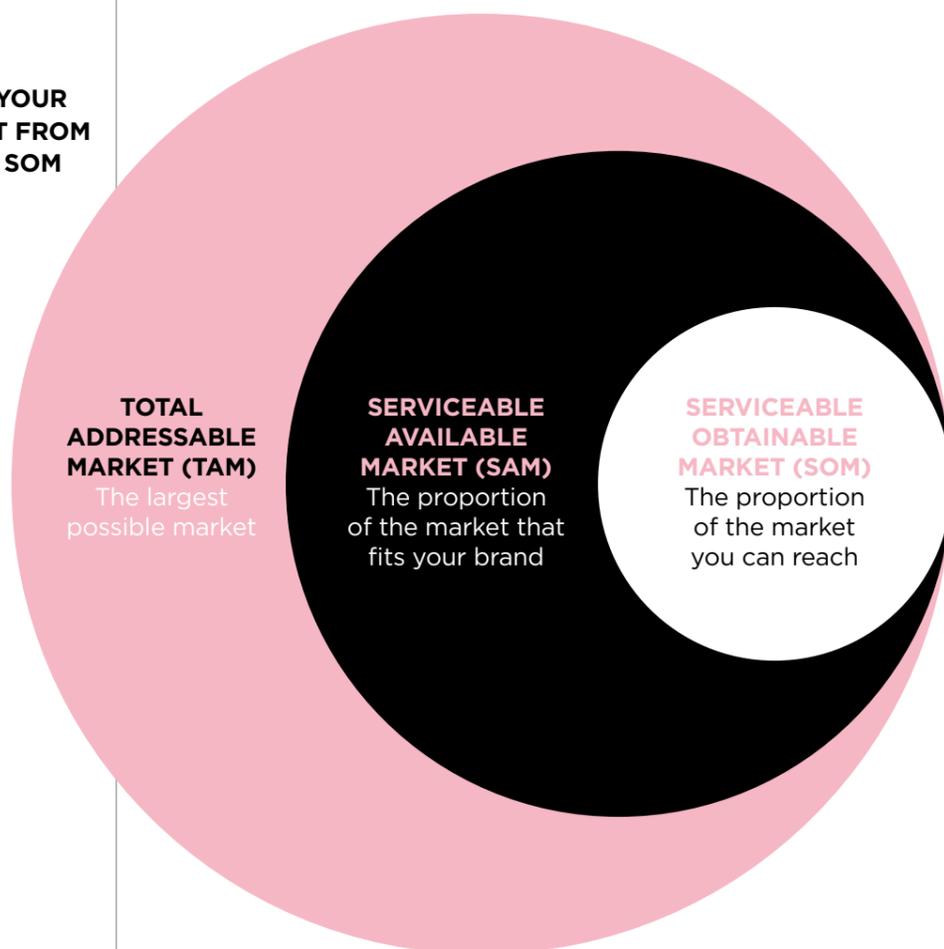
CASE STUDY

HOW CAN YOU TARGET THE 'PERSON' IN A PROFESSIONAL SETTING?

ESC Congress Geofencing for The Attack campaign, AstraZeneca & Havas Lynx Group

For HCPs, attending a congress isn't just about consuming scientific information. They could also be visiting a new city or country for the first time, quite probably using their phones to look up restaurant recommendations or weather reports while also checking on what's happening at home via their usual news sites and social media.

With this in mind, AstraZeneca used real-time proximity technology to help raise awareness of an unbranded HCP campaign at a conference. The technology allowed us to push display ads to those accessing a number of whitelisted sites (from news sources to gallery guides) within a 500 metre radius of the event and nearby hotels. The results? Delivering an average click through rate (CTR) of 1.09% and close to 14,000 clicks with a cost per click (CPC) of £0.71. The campaign reached 58% of the ESC SOM and demonstrated a highly cost-effective approach.

9. GlobalWebIndex Q1 2020 HCP consumer products research; 2020.

HCPs – THE TOP THREE CONSUMER BRANDS THEY USE[9]

Fast food brands they normally buy from

Supermarkets visited monthly

Retailers shopped at in the last three months

🇮🇹 Italy   🇪🇸 Spain   🇬🇧 UK

TWO HALVES OF
THE SAME CIRCLE

THE PROFESSIONAL AND THE PERSON

Modern digital footprints allow us to gather
data that can paint vivid and detailed portraits
of any population subset, including HCPs.
To identify new and novel opportunities to
connect with HCPs, it's important to see who
they are professionally and personally.

9. GlobalWebIndex
Q1 2020 HCP
consumer products
research; 2020.

Understanding the person who walks into the clinic every
day means we bring the human back into the picture.

Consumer data sets like Kantar
and GlobalWebIndex can yield
interesting insights. Did you know,
British HCPs are much more likely to
look at consumer review sites rather
than specialist/independent ones?
While Spanish HCPs are more cost
conscious and significantly over index
on using coupon sites.[9] This might
seem surface-level, but the data can
paint a picture of greater social and
cultural trends.
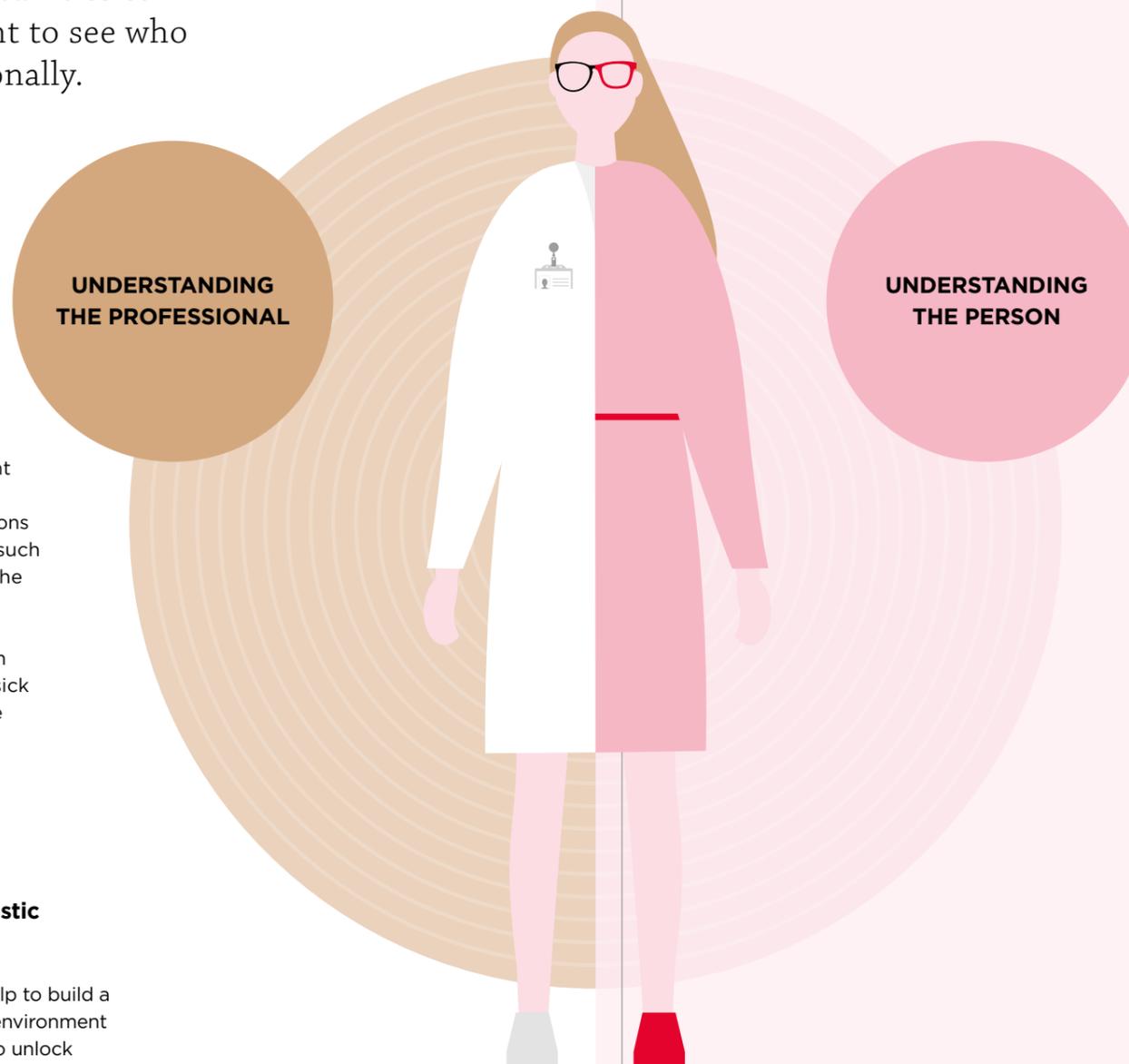
**UNDERSTANDING
THE PROFESSIONAL**

**UNDERSTANDING
THE PERSON**

6. Research interview
with Dr Tapas
Mukherjee, Medical
Director, Havas
Lynx Group.

"Your job is so much more varied than 'this patient
type equals this treatment'," says Dr Mukherjee.
He paints a detailed picture of the kind of complications
an HCP faces every day: "Prescribing decisions are such
a small part of your day. We have to look beyond the
drug and see the full picture of a patient's life.
They might be an elderly person struggling to get
travel insurance for their holiday or a young person
in trouble with their employer for taking so many sick
days. A lot of it goes beyond medicine and is more
aligned to social care."[6]

Italian HCPs are more insular in how
they spend their spare time:

66% enjoy reading[9]
77% go to the cinema[9]

But Spanish HCPs are the opposite
in how they spend their spare time:

81% eat out[9]
77% play sport with friends[9]

**In order to understand HCPs properly, a holistic
view of their clinical practice is needed.**

**What does their day-to-day
really look like? Which patients
do they spend the most time
with? What difficulties do
they face?**

These factors help to build a
picture of their environment
that can begin to unlock
their professional mindsets.
Pharma's objective should
be to gather these observations
as a means to uncover deeper
human insights.

Such nuances could affect anything from
placement to creative. Consider
that HCPs in the UK frequently choose
Costa (see page 15) over other fast food
options. Could a partnership with Costa,
focusing on outlets located near or
within hospitals, offer an opportunity
to make a connection?

**These consumer brands set the
benchmarks and expectations of our
HCPs' personal meaningful experiences.
By exploring our audience's affinity to
them, we open up new opportunities to
partner with companies or people that
haven't been considered before.**

1. Research interview
    with Florent
    Edouard, Senior
    Vice President,
    Global Head
    of Commercial
    Excellence,
    Grünenthal.

10. Taking The Pulse
    Europe 2019. Decision
    Resources Group.

THE WHAT

TOUCHPOINTS AND PREFERENCES

As we noted earlier, traditionally pharma has relied primarily on 'owned' touchpoints – brand websites, emails and an over-reliance on reps – to engage customers. Yet there are a wealth of valuable opportunities in shared, earned and paid media.

Each has its own benefits, as Florent Edouard, Senior Vice President of Grünenthal, describes:

"Each media channel meets a different customer objective. When the customer needs precise information, paid touchpoints are the most efficient, as they serve exactly what they need, when they need it. To create awareness and understanding, the earned touchpoints are the most efficient, as they include a third-party trust factor. Shared touchpoints are for those customers who want to drive their own profile as an expert and drive awareness peer to peer."[1]

64% OF EU5 HCPs AGREE:

" I prefer to learn about new treatments or indications first through my own research. "[10]

HCPs use a range of owned, shared, earned, and paid (OSEP) touchpoints that change across their path to prescription. Each of these can be married to specific needs – for research, education, patient support, and more. In order to remain meaningful and achieve reach, pharma must move towards a more holistic OSEP strategy. To deliver the right message at the right time, brands can strengthen owned assets, develop partnerships that solidify their brand's perception, explore ways to amplify earned media, and pinpoint optimal investments with paid opportunities.

CONNECT

DETERMINING THE CUSTOMER JOURNEY WITH THE CONNECT® STUDY

The first step in understanding the use of OSEP touchpoints is to know when and where to activate them as well as the role these touchpoints play in the customer decision journey (CDJ). We, at Havas, do this through our proprietary study, CONNECT®.

CONNECT® is our data-driven and consumer-centric proprietary methodology to discover, evaluate and select the most suitable set of touchpoints to include when developing a communication strategy to effectively deliver against brand objectives.

These touchpoints can be prioritised based on how trusted, engaging and influential they are to the target audience and the opportunities they represent for the brand. By identifying the touchpoints HCPs are using to discover, learn, consider, use, and share experiences on a product, the CONNECT® study makes it possible to create a channel plan that matches the audience's behaviour at any given stage of a journey – and, ultimately, influence the decisions they make.
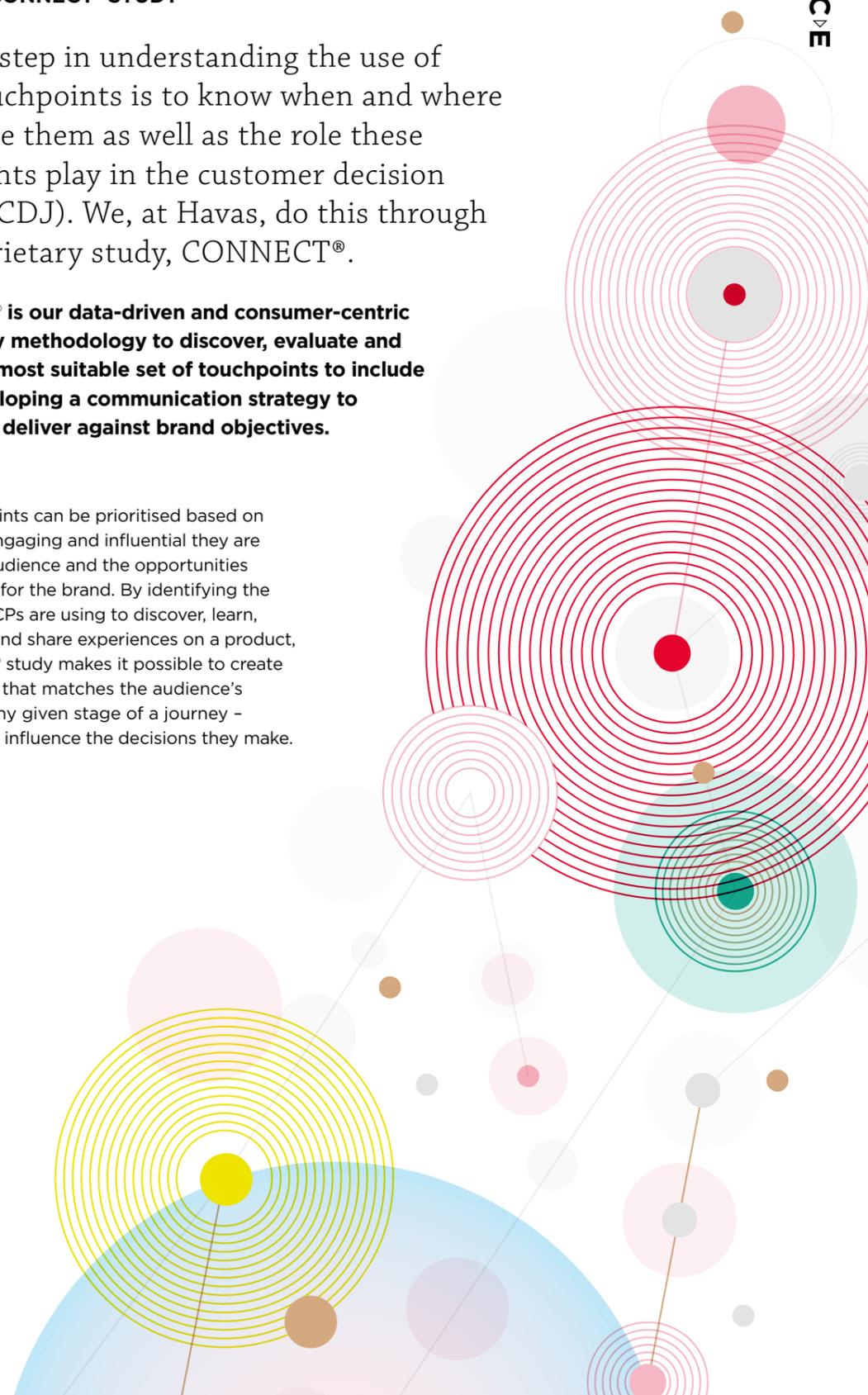
COMBINING THE WHO AND THE WHAT
EXAMPLE UK HCP PROFILES

DERMATOLOGIST

TARGET PROFILE, SEGMENT A

Size 40% of TAM

Age group 50–64 years

Location Urban, office-based

Gender 64% male / 36% female

Patient pool Average 101–150 patients per week

PSYCHOLOGICAL DRIVERS

My satisfaction comes from seeing patients get the results they are looking for

I use my time efficiently, minimising paperwork and process

I expect people to pay for a premium service

Customer service wins my loyalty

PERSONAL VALUES

Happiness
Work–life balance is key

Pragmatism
If it ain't broke, don't fix it

Reliability
I trust what works

Comprehensive
In-depth versus surface

MOTIVATIONS AND LIFESTYLE

– **Money matters**

– **Health and wellbeing**

– **Recognition of success**
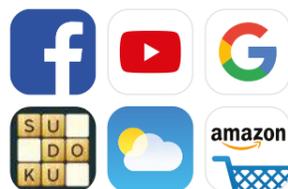
App usage
Passive consumer keeping in touch with current affairs, finance and games

Top categories
News, finance, sports

TV and streaming	Magazines, journals and newspapers	Brands they love
SKY NEWS	THE TIMES THE SUNDAY TIMES	JOHN LEWIS & PARTNERS
sky SPORTS	RadioTimes	Tanqueray Nº TEN
HISTORY Dave	TopGear MAGAZINE	M&S Smooth Radio
BBC WORLD SERVICE	The NEW ENGLAND JOURNAL of MEDICINE JAAD BJD JN	NHS

PULMONOLOGIST

TARGET PROFILE, SEGMENT B

Size 5% of TAM

Age group >35 years

Location Urban, hospital-based

Gender 79% male / 21% female

Patient pool Average 55–85 patients per week

PSYCHOLOGICAL DRIVERS

I want to make a difference in the world

I try to help in every aspect of the patient's life

I appreciate opportunities for collaboration in the international scene

PERSONAL VALUES

Altruism
I love to be part of something bigger than just me

Contribute
You get out of life what you put into it

Technology
Will probably save us; it's certainly not a negative force in our lives

MOTIVATIONS AND LIFESTYLE

– **Networking**

– **Global citizenship**

– **Health and wellbeing**

– **Work and learning**

App usage
Productivity and social connection are the drivers of their app usage – all-in-one platforms get top marks

Top categories
Arts and entertainment, travel, eating out, sports

TV and streaming	Magazines, journals and newspapers	Brands they love
NETFLIX 4	The Guardian	prime
SOUNDCLOUD	HUFFPOST METRO	Nike
Spotify	The NEW ENGLAND JOURNAL of MEDICINE Thorax	Booking.com NHS

2. Research interview with Greg James, Global Chief Strategy Officer, Havas Media Group.

11. Burnout in healthcare: the case for organisational change. The BMJ. 2019. Accessed: April 2020.

12. Medscape Neurology Specialty Survey 2017/2018 (Europe), n=178, Medscape Internal Usage Data, 2017 12 month look back. CME & Education search data not included.

THE WHY

MINDS AND WHERE TO MEET THEM

"One of the things that's unique about the healthcare category is the level of care and pride people take in their profession. In medicine, so many people will tell you their reward is in helping a patient achieve a better outcome. Once you understand that, you start to understand them as a person."[2]

Greg James, Global Chief Strategy Officer, Havas Media Group

Now, more than ever, HCPs are feeling the pressure, with 66% stating that they are burnt out and have trouble sleeping.[11]

Many also feel that their power and autonomy in patient decisions are being reduced.[11] These insights can shed light on why certain touchpoints influence HCPs the way they do and how that shapes their clinical practice. Speaking to HCPs and observing their behaviours can provide further insights, as can working with publishers to understand their communities.

NEED STATES – ENDEMIC PARTNERS SHED LIGHT ON MOTIVATIONS

Endemic networks like Medscape have become a mainstay for HCPs seeking health and medical information. Search data from these platforms offer some telling insights. For example, multiple sclerosis (MS) isn't ranked amongst the top five conditions European neurologists treat each week and yet it is the condition that they search for most on Medscape.[12] As something they are faced with less frequently, it's natural that they would need more support and information when they encounter it.

13. Havas Arcadia®. Accessed: April 2020.

arcadia®

Arcadia® is a proprietary AI-powered customer research platform from Havas, which uncovers the most meaningful moments in a customer's journey:[13]

Journey maps that produce actionable recommendations: Visualise the customer's emotional journey to expose key gaps and opportunities for products and services trying to differentiate themselves.

Robust data-driven personas: Produces comprehensive, statistically validated personas with shared challenges and motivations.

Faster, richer audience segmentations: Dramatically speeds up syndicated data discovery and automate segment comparisons, leading to more insightful audience segmentations.

The online tool allows marketers to cluster and segment audiences in real time, meaning they can be reused, reanalysed and refreshed. When coupled with the CONNECT® study, we can see not only the audience's mindsets but also the most appropriate touchpoints, providing us with the foundations on which to build a meaningful experience.

CONNECTION
KEY TAKEAWAYS

1. Establish the brand's total addressable market
2. Build data-driven, recognisable, targetable, and actionable segments
3. Understand HCPs both personally and professionally
4. Understand HCPs' journeys through different touchpoints

BRINGING CONNECT® & ARCADIA® TOGETHER

Our target HCPs' customers intersect with patients on their journey through their disease. It is important to understand the behavioural states and patterns of both, and how they change over time.

A recent Arcadia® study into the emotion journey of irritable bowel syndrome (IBS) patients across markets shows the differences between cultures and treatment stages. This process is applicable for both HCPs and patients to understand customer mindsets and touchpoints.

Mx=CONNECTION×C×E

IBS Patient Experience Map

JOURNEY STAGE	CONDITION AWARENESS	TREATMENT AWARENESS	TREATMENT CONSIDERATION	PURCHASE	LOYALTY	ADVOCACY
	I need to figure out what causes my symptoms and if they add up to a real condition that I should take seriously	I need some help to understand what options I have and where to find reliable information on constipation	I'm looking at treatment options, but I want to make sure I'm making the right choice. I need help validating my decision	I've made up my mind about trying a new treatment, and I'm ready to purchase it	I've found a tried-and-true treatment that I use whenever symptoms flare up	I share advice or treatment ideas with fellow sufferers

THOUGHTS & FEELINGS

CONDITION AWARENESS	TREATMENT AWARENESS	TREATMENT CONSIDERATION	PURCHASE	LOYALTY	ADVOCACY
– Is this normal? – Should I be worried? – It must be stress and my irregular lifestyle – It's probably my diet	– This is real and it isn't going away – So many treatment options! So many opinions! – My pharmacist knows best. I can take care of it with a more balanced lifestyle – I need to talk to my pharmacist and take control of this situation right now	– I'll use medication if I have to, but the real solution is a more balanced lifestyle – My pharmacist knows best. I can just talk to him/her and see what he/she recommends – I keep trying different things, but there has to be something better	– I'm excited to try this new treatment, but a little worried about side effects and interactions with other drugs – I'll try a new treatment if it offers an innovative approach – If it's positively reviewed and used by many people, I'll try it – I'll try something if my doctor, or other people I trust, recommend it	– My tried-and-true home remedies are my first line of defense before using medication – Tea works well, in conjunction with a healthy diet and exercise – I warm my belly or take a sitz bath and drink lots of water – It's all about increasing fiber and water intake	– I might talk to people I trust, but it's not the kind of thing I want to share with strangers online – I'm not going to share advice — everyone is different – I'll occasionally talk about treatment ideas with my coworkers – I'll only share with people I trust, but I might leave a review online

JOURNEY QUESTIONS

CONDITION AWARENESS	TREATMENT AWARENESS	TREATMENT CONSIDERATION	PURCHASE	LOYALTY	ADVOCACY
– Prior to dealing with GI issues, what was your perception of those who suffered from them? – What might cause these issues? – How has your perception changed along with your own understanding?	– How long was it before you thought you might have a condition that needed treating? – Were there particular events or a conversation with someone that made you start to research?	– How long did it take before you found something that worked for you? – Did you try a range of different methods for coping or stick with the first thing you tried? – What sources did you turn to for help? Why were those sources useful?	– When you decide to purchase a new treatment, what is the thing that pushes you to give something a try?	– Do you have a tried-and-true treatment method or regimen when symptoms flare up, or do you alter the treatments you use?	– Do you ever share advice or treatment ideas with fellow sufferers? – If so, how and where?

SENTIMENT

POSITIVE SENTIMENT ▲

NEGATIVE SENTIMENT ▼

South Koreans tend to take a more proactive stance when they become aware of their condition, resulting in a more positive experience

Germans and Americans feel more positive about trying out a new treatment

Respondents have the most positive experience when they start seeking treatment and taking control of their situation

South Koreans become more frustrated when their efforts don't yield immediate results

Advocacy is generally limited to family and close friends; most respondents are unwilling to share with strangers online

CHANNEL MIX

CONDITION AWARENESS	TREATMENT AWARENESS	TREATMENT CONSIDERATION	PURCHASE	LOYALTY	ADVOCACY
HCP 58% Search 55% Family 50% Nurse 42%	HCP 65% Search 61% Family 59% Pharma 58%	HCP 59% Pharma 52% Family 43% Nurse 43%	HCP 38% Pharma 34% Nurse 31% Pamphlets 30%	Family 53% Pharma 53% Search 53% Nurse 51%	HCP 52% Pharma 45% Nurse 44% Family 43%
Search 52% HCP 50% Blogs 44% Office 44%	TV 82% Search 75% Family 72% Pharma 69%	HCP 60% Pharma 53% Family 47% Search 41%	Family 45% Search 44% HCP 42% Support groups 39%	Search 69% Family 65% TV 65% HCP 59%	HCP 55% Family 49% Pharma 48% Search 44%
Search 57% Health sites 46% HCP 41% Nurse 38%	Search 60% HCP 51% Family 50% TV 50%	HCP 49% Nurse 43% Search 39% Family 35%	HCP 31% Nurse 28% Family 27% Search 27%	Search 60% Family 52% Health sites 50% HCP 50%	HCP 37% Family 36% Nurse 33% Search 33%

Source: Havas CONNECT® + Arcadia® Studies, October 2019. N=647

🇩🇪 Germany   🇰🇷 South Korea   🇺🇸 United States   O OWNED   S SHARED   E EARNED   P PAID

CONTEXT

YOU ARE THE COMPANY YOU KEEP

SO KEEP GOOD COMPANY

14. A view from Dave Trott: Targeting v context. Campaign Live. 2020. Accessed: April 2020.

"Different contexts send out totally different messages, even if the same people read it."[14]

Dave Trott, Creative Director, copywriter and author

At Havas, our research has shown us that some media brands, channels and contexts are intrinsically more impactful than others. Each decision we make in building the HCP Meaningful Experience (Mx) has to take context into account, pinpointing the media moments that we can influence. Therefore, determining where to play (touchpoints and partners) and how to be relevant (addressing pain points and mindsets) will ultimately achieve marketing objectives. A simple framework can help:

PAIN POINT	This is a specific problem that prospective customers are looking to solve
JOBS TO BE DONE	What we need to do to solve the problem with media — Situation "When _____" — Motivation "I want to _____" — Expected outcome "So I can _____"
MEDIA APPROACH	How we will use media to solve these issues across the journey while aligning to our objectives
MEDIA OPPORTUNITIES	The media opportunities we should use, considering OSEP across the journey
KEY PERFORMANCE INDICATORS	Determining the 1–2 measures of success we are looking to achieve, which will be covered in the chapter on 'effectiveness'

Source: Havas Media Group.

Big Burger

← NEXT LEFT

HEART HEALTH

HIGH CHOLESTEROL?

A heart attack could be right around the corner

But you can turn it around

FROM PAIN POINTS TO APPROACH – WHAT DOES MEDIA NEED TO DO?

3. Meaningful Brands®. Accessed: April 2020.
15. Know Your Customers' "Jobs to Be Done". Harvard Business Review. 2016. Accessed: April 2020.

We've seen from the Meaningful Brands® study that brands should look to address functional, personal or societal needs of HCPs.[3]

Working from pain point to jobs to be done helps to overcome identified issues, enabling marketers to determine relevant media objectives and approach.

PAIN POINT   **JOBS TO BE DONE**
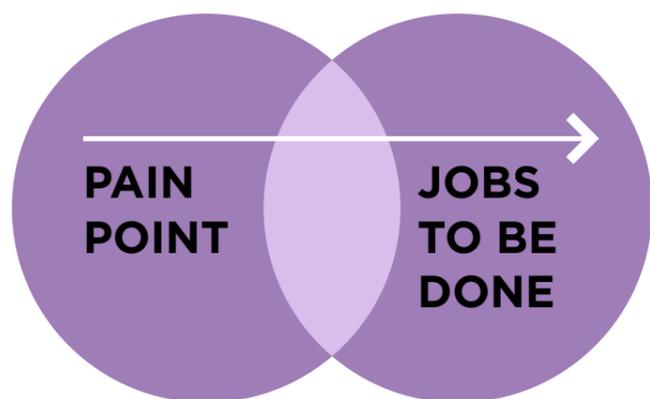
" *Knowing more and more about customers is taking firms in the wrong direction. What they really need to home in on is the progress that the customer is trying to make in a given circumstance – what the customer hopes to accomplish.* " [15]

Clayton Christensen, academic and business consultant

PAIN POINT

"When I have to focus on my career, I never have the time beyond the clinic. I want to get my opinion noticed, so I can build my profile as a thinker of how care delivery can be shaped."

JOBS TO BE DONE

Elevate our medical education for the young professional seeking to further their career, making it visible at the times of day where they need it most, so we can be a valuable source of information.

POTENTIAL APPROACH

Align with communities and contexts where medical education is being discussed and shared. Target the 'learning mindset' during AM/PM.

PAIN POINT

"I have to justify my complex treatment decision to the multi-disciplinary team (MDT) with an airtight argument to get the best outcome for my patient."

JOBS TO BE DONE

Simplify how MDT information can be compiled with interactive/easily digestible content for HCPs to learn more on treatment options and patient care.

POTENTIAL APPROACH

Use neuro-linguistic programming (NLP) to identify relevant case studies and clinical trials that provide a balanced view of the HCP's desired treatment course. Use automation to pull out key data to produce an editable presentation for the MDT.

PAIN POINT

"My patients are non-native speakers and don't have access to treatment resources that make sense for them at home."

JOBS TO BE DONE

Make patient resources quick and easy to access, showing the full range of resources on offer in local languages.

POTENTIAL APPROACH

Demonstrate commitment to outcomes by identifying language needs and signpost 'owned' content on contextually relevant treatment pages.

THE MEDIA OPPORTUNITIES: GOING BEYOND THE NORM

2. Research interview with Greg James, Global Chief Strategy Officer, Havas Media Group.

Media can take many forms – from journal adverts, to experiential, to emailers from endemic partners. However, it's a bloodied battleground in HCPs' inboxes and on the pages of the journals they read, their needs will not be met through emails or banners alone. We use a series of specialists, tools and decision frameworks that find the optimal context for each stage in the journey and a unique relevant response to each pain point. Here we share a few considerations.

"Context really boils down to: where should my campaign appear and why? It's important that pharma recognises their societal role. It's important that they show up in the right kind of media and in the right way because people will notice that."[2]

Greg James, Global Chief Strategy Officer, Havas Media Group

WHERE YOU ARE SEEN SHAPES WHAT PEOPLE THINK OF YOU

Studies show that getting the context of your communication right greatly increases the effectiveness of your communications.
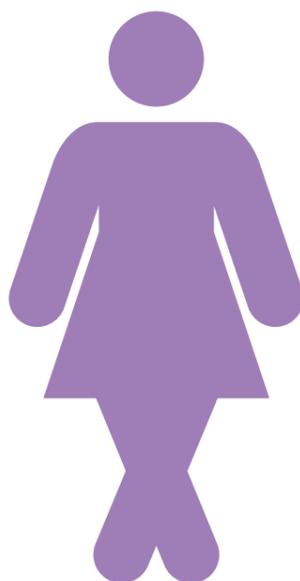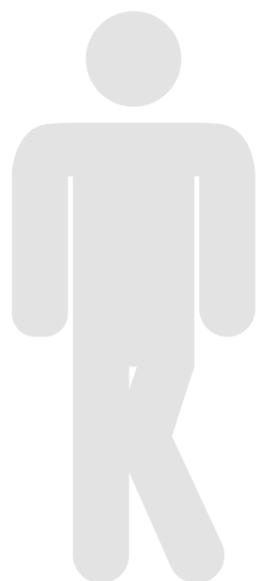
For instance, patient-awareness communications for overactive bladder (OAB) on the back of public lavatory doors is clearly getting the paid placement and context right.

So how can pharma start appearing in places that make a good impression and avoid appearing alongside content that would drive negative media coverage?

IDENTIFYING PREFERRED PARTNERS

"*People don't come to publisher sites to see ads – they come to our site to be informed and entertained. We have a strong relationship with our readers that breeds trust and loyalty.*"[16]

Nick Hewat, Commercial Director, Guardian News & Media

16. The context effect: how the right environment can shape an ad's impact. Campaign Live, 2015. Accessed: April 2020.

17. Russia Laxative HCP CONNECT® study; 2017.

Meaningful Digital Matrix

BESPOKE USER EXPERIENCE	100% BRAND SAFE	HIGH VIEWABILITY
ENGAGING AUDIENCE	PRIVACY FRIENDLY	MEDIA WE TRUST
SOCIAL INFLUENCE	SHARED VALUES	RIGHT TONE

Source: Meaningful Digital Matrix, Havas Media Group.

Choosing the right partners to communicate your messages to is imperative to achieving a positive Mx, the Meaningful Digital Matrix has been designed to do just that.

Consider how a platform engages its audiences and the depth they go to. The engagement someone is likely to have when scrolling through tweets is different from when listening to a podcast. Ads in print media, for example, can be skipped more easily than ads on audio platforms and television. As levels of engagement change across the CDJ, media should match them. There are nine factors we consider to ensure the placements work. Once determined, we always recommend that brands test the placements to see if they resonate with audiences.

YOU DON'T HAVE TO DO IT ALONE

Marrying campaigns to placements or people that the audience view as a trusted source is vital. For HCPs, this is often their peers. A recent CONNECT® study on HCPs prescribing laxatives showed that across the CDJ, 16 out of 25 of the most meaningful touchpoints were earned.[17]

Losing complete control of message delivery makes pharma signatories nervous. However, when you work with a trusted and popular individual, who decides to share your message, its reach and impact can go far beyond what could be achieved through traditional channels. Use C×C×C to identify those individuals most relevant to you.

CRITERIA TO ELECT SOCIAL INFLUENCERS THAT MATTER

CONNECTION
CONTEXT
CONTENT

Reach
Audience health
Brand environment
Brand trust

New user growth

Audience interest
Audience demographic
Location
Engagement rate

Past media KPI

Content quality
Content relevance
Ad experience

Source: Havas Media Group.

The World vs MS

It's time to give MS a piece of your mind

#TheWorldvsMS

SANOFI GENZYME

CASE STUDY

HOW CAN YOU CROWDSOURCE THE WORLD TO CREATE LIFE-CHANGING SOLUTIONS?

The World vs.MS, Sanofi Genzyme & Havas Lynx Group

As a global patient activation campaign from Sanofi Genzyme, The World vs.MS set out to help people around the world with MS take on the challenges the disease presents every day.

The core of the campaign was an online platform that invited MS patients to discuss the problems they face and then, in turn, the tech community was invited to pitch solutions to these challenges. Social media channels allowed people with MS all over the world to share, discuss and vote on their ideas. The initiative brought the global community together in a way that hadn't been seen before. An active network of over **40,000 people** from over 41 countries engaged, resulting in a **58% share of voice (SOV) within the community**. Over 25 million impressions were generated alongside **1,761,835 engagements**. Over 3,600 pieces of content were created, and Sanofi Genzyme's **social following increased by 2,000%**.

BEING IN THE RIGHT PLACES

There are several ways in which we can target our communications to the right context:

Contextual placements

We choose the media that lends equity to our message. The media placement implies credibility and is appropriate to the category; selection is manual and based on broad audience demographics supplied by the media owner. It can be planned well in advance, but it is restricted to the audience of that outlet and we have to hope that our intended audience will visit and notice our communications.
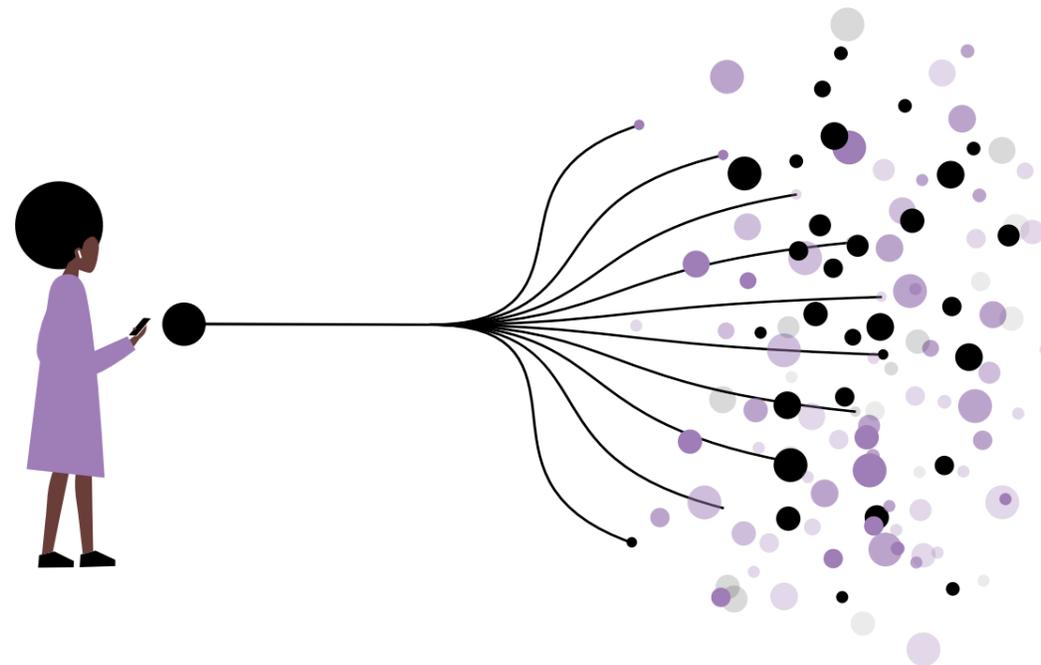
Programmatic advertising

Through rich audience insight, data can identify audiences by characteristics of past behaviour and find others who 'look like' their profiles. Once HCPs land on one of our chosen media outlets, automatic bidding determines whose ad is served. Creative can be tailored to the individual, considering the site they are on (news, video, social, etc.), the time of day, their location, and what is known about their current affinity to our brand. Programmatic can be highly specific, and although it's not possible to control the adjacent page content, as this poses a (mostly mitigable) risk to brand association, you can control the site or page type the advert is on.

18. A healthier approach
to research: Prescribing
real-time solutions in
healthcare – Closing
the dialogue gap
between doctors and
pharmacompanies.
WARC. 2019.
Accessed: April 2020.

MAKING IT RELEVANT –
IT'S NOT JUST WHERE, IT'S WHEN

As discussed in Connection, time of day makes a difference to mindsets and motivations. A Brazilian research paper by Sanofi looking at the behaviours of HCPs found that the most positive digital experiences happen early in the morning or during lunchtime, hypothesising that this was most likely because HCPs are not so focused on their daily work in those periods (see diagram below). Interestingly, the paper also revealed that touchpoint use varied depending on who the HCPs were with at the time. While they were with patients or family, digital touchpoints were dominant, but when in the company of other HCPs, they tended to mostly use offline tools.[18] So when leveraging social media, for instance, consider different creative executions to tap into both professional and non-professional lives.

POSITIVITY OF MEDIA EXPERIENCES BY TIME OF DAY[18]   ■ Digital   ■ Non-digital

HIGH

LOW

| Early morning (12–6am) | Regular morning (7–11am) | Lunchtime (12–1pm) | Afternoon (2–6pm) | Evening (7–11pm) |
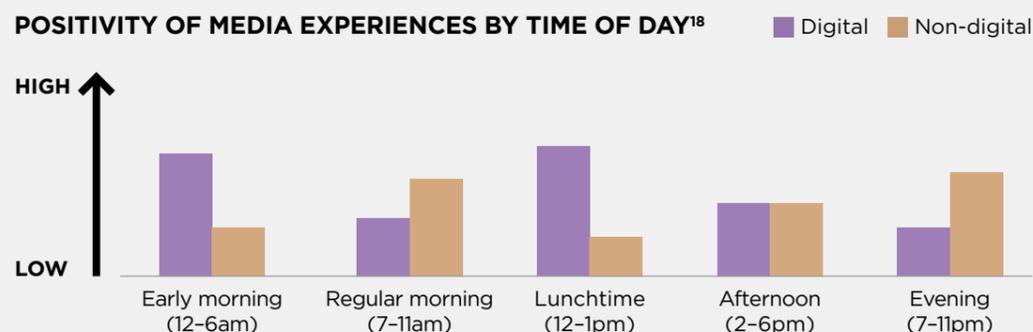
IT'S ALSO ABOUT WHAT'S
GOING ON IN THE WORLD

19. We are the NHS
– Nursing recruitment
campaign. 2018.
Accessed: April 2020.

Brands often look to share content on relevant disease awareness days, but competition for attention is high. Looking for broader social moments, and what they mean to your audience, can be a highly powerful tool. In England, the 2018 'We are the NHS' campaign helped the NHS to recruit a new generation of nurses and encourage ex-nurses to reconsider the NHS by restoring national pride in this well-loved public institution. After England beat Colombia in the 2018 FIFA World Cup on penalties, the campaign decided to take advantage of a moment of peak national pride. Using this time to launch with a TV ad, they were able to leverage the emotional context at a time when the nation was watching. The wider campaign expanded to involve PR, social media and partnerships with existing nurses and members of the NHS. By leveraging the right context and the relevant channels, the NHS reached and influenced the minds of the same audience that the pharma industry aspires to influence.[19]

CASE STUDY

HOW CAN YOU USE CONTEXT TO TURN PEOPLE INTO LIFESAVERS?

Speed Donating, Teva Pharmaceuticals & Havas Lynx Group

148K
HCPs engaged

In 2017, it was reported that in Europe, 16 people were dying every day while they waited for an organ transplant. We worked with Teva Pharmaceuticals to tackle this issue by expanding the SOM reach and creativity.

First, a hard-hitting film called 'Speed Donating' was created, showing that for some, finding their perfect match was a matter of life and death. This was complemented with strategic media choices that tapped into the frustration felt when waiting. The film appeared in cinemas, during football matches and also on WeTransfer while people waited patiently for files to download. By combining a striking creative with smart media placement, the campaign engaged 148,000 HCPs and helped to improve (and in some cases save) 87,804 lives.

87K+
lives improved

WATCH THE SPEED DONATING FILM HERE

CONTEXT
KEY TAKEAWAYS

1. Recognise that where your brand is seen affects what people think of it

2. Leverage the touchpoints that are the most trusted, engaging and influential to your audience

3. Use technology to help regulate placements

4. Understand where your audience are, what they are doing and how they are feeling when they use these touchpoints. Shape your content and the timing of its delivery with this in mind

5. Brands need to test, rather than assume, which context their message will be best received in

CONTENT

DON'T BE CONTENT

WITH THE STATUS QUO

3.   Meaningful Brands®.
     Accessed: April 2020.

20. Hunt, J., Visual
     Communication
     Design: An
     Introduction to
     Design Concepts in
     Everyday Practice.
     2017. P35.

The average person sees up to 3,000 advertising messages every day.[20]

We live in a world of content overload. So how do you stand out? In developing content, brands need to go beyond selling the product and explore how they can tangibly improve people's lives, collectively and individually. That might sound like an ambitious goal, but the Havas Meaningful Brands® 2019 study revealed a 72% correlation between content effectiveness and a brand's impact on personal wellbeing.[3] Deliver on that high ambition and offer meaningful change, setting your brand on the path to engaging, building trust with, and influencing its audience.

THE SIX ROLES OF CONTENT
There are six roles that content can fulfil:

Inform
keeps the audience updated on the latest news/trends

Help
offers solutions or ideas that make life easier

Entertain
content that drives social sharing

Reward
content in the form of incentives, savings, gifts, or rewards

Inspire
stimulates thought and new ideas, drives self-improvement

Educate
improves skills and knowledge

Meaningful Brands® study;
the most expected content from healthcare brands

STANDARD
Already fulfilled

MUST HAVE
Have to be there

Most associated

HELP

INFORM

Least expected

Most expected

INSPIRE

EDUCATE

ENTERTAIN

REWARD

SECONDARY
Do not focus only here

OPPORTUNITY
Potential differentiation lever

Least associated
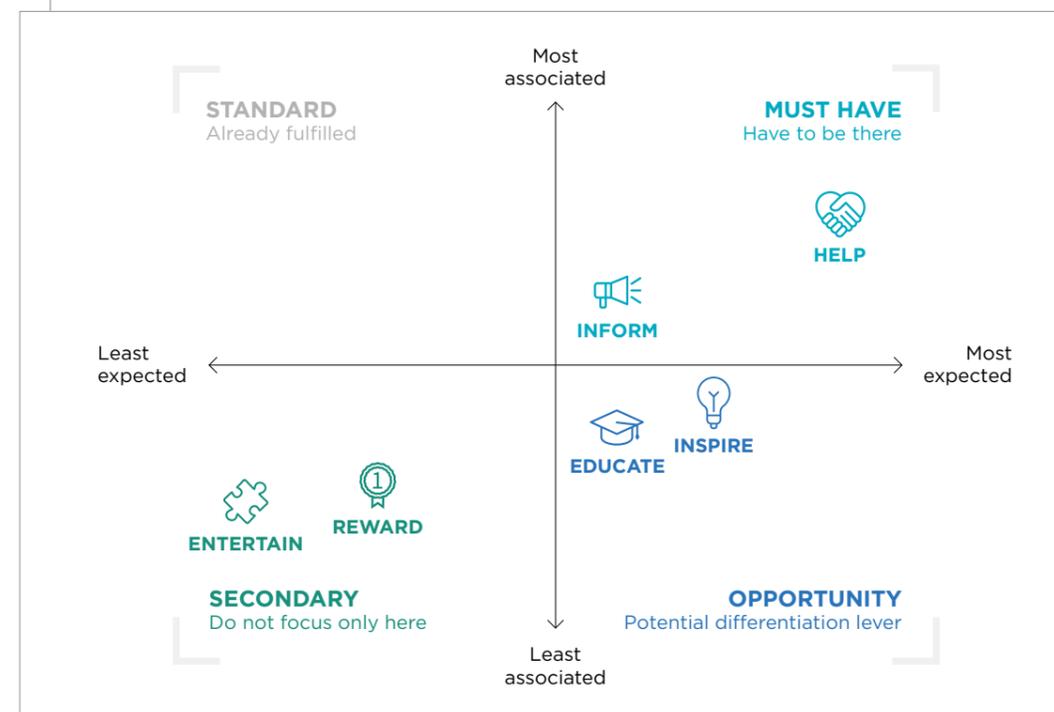
Source: Havas, Meaningful Brands® study 2019, Healthcare.

"What content actually triggers people to connect with a brand? It's not enough that it's based around the same field of work – lawyers don't just read legal content and connect over that. They connect over TV series, music, articles…"

Claire Knapp, Managing Director, Havas Lynx Group

ROLES, TOPICS & TYPES

ROLES

"Much of pharma's content looks to inform, and inform on product alone," says Claire Knapp, Managing Director at Havas Lynx Group, "so there's a huge opportunity to stand out from the crowd and offer a point of difference by providing helpful, inspirational, educational, and entertaining content." For an example of entertaining content, see 'How can you bring gameshow entertainment to a dry conference setting?' at the foot of this page.

TOPICS

It's important to balance brand messages with the topics your audience are searching for (as discussed in Connection). How can your content plug into their needs? Moreover, thinking white coats off, how can you make your topics topical? Regionality, seasonality and politics all play a part in shaping the wider relevancy and tone of a topic, as we explored in the 'We are the NHS' campaign discussed on page 34.

TYPES

"Every format has its own unique storytelling power," says Knapp. A film can deliver complex information in a simple, beautiful and compelling way; augmented reality can open a person's eyes to a point of view they'd never considered, while music can conjure memories and much more. "It's not just about what type of content best suits your message," Knapp adds. "Flip that. How can you express your message in a way that makes the most of the format?"

21. Research interview with Heather Figlar, Director, Multichannel Insights, Decision Resources Group.

"Taking a cookie-cutter, one-size-fits-all approach to digital communications won't do. Busy physicians have no time for resources that aren't directly relevant to their practice, and non-personalised website design risks losing their precious attention."[21]

Heather Figlar, Director, Multichannel Insights, Decision Resources Group

DO I HAVE TO REPEAT MYSELF?

Yes, but not with the same frequency at each stage and the message will evolve. The rule of seven suggests that consumers need to see brand messages seven times before they will take action. However, as customers are drawn in and move along the CDJ, we need to change the emotional intensity and the level of detail customers receive. For instance, broad awareness touchpoints at the top of the funnel should seek to elicit strong emotional responses and encourage further investigation, whereas among the precise calls to action, the brand should adapt content and messages appropriately.

MAKE IT MINE

Personalisation has a lot of potential for pharma, but it should be treated with care. Spend on targeted performance takes spend away from activity that drives reach; this in turn limits the ability to gain a breadth of customers, a critical factor in sustained brand growth. As such, personalisation is best used in combination with media campaigns with high targeted reach that connect with the maximum number of consumers in a category.

614%
CTR increase to portfolio site with supporting eCME

19.4
hours of HCP product and portfolio engagement
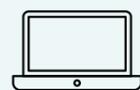
CASE STUDY

HOW CAN YOU BRING GAMESHOW ENTERTAINMENT TO A DRY CONFERENCE SETTING?

CME Gameshow, *Global Pharma Co. & Havas Lynx Group*

It is difficult to have prolonged booth engagement at a congress. So, at the largest respiratory conference in the world, we built a CME gameshow to entertain and educate delegates, with its very own CGI host.

We tested the knowledge of respiratory experts in a fully immersive game cube. With more than 90 randomised respiratory questions, delegates could represent their country in single or two-player mode, responding on tablets in time-pressured conditions. It was revealed that only 10% completely knew their stuff. As well as the game cube, a 95 inch digital screen and an 8ft statue of the host captured delegates' attention. The stand welcomed more than 2,000 visitors from 64 countries, with over 300 delegates pitching their wits against the host. What's more, the exhibition was voted as one of the top stands at the 2019 congress.

CONTENT KEY TAKEAWAYS

1. Content should seek to meet audience needs beyond just the functional (products)

2. Address expected content conventions, using the six roles of content as a guide

3. Choose a message and a format that will drive impact, based on where the user is on their journey with you

4. Do not do personalisation at the sacrifice of reach. Look at the objectives and the entire journey to see where personalisation is relevant

BRINGING THE THREE Cs TOGETHER

MEANINGFUL BRAND IDEA & MEDIA EXPERIENCE

In Connection we uncovered who our audience are, their pain points and CDJ that determine the marketing objectives.

In Context we identified the media jobs to be done that form our objectives and the placements.

In Content we identified the relevant content to be used across our touchpoints and considered its role in shifting behaviours.

		AWARENESS	DISCOVERY	CONSIDERATION	ACTION	SHARE
PAIN POINTS		Pain point 1: e.g. How do I diagnose a mutation I don't understand?	Pain point 2: e.g. I haven't had much experience with this platform/company, is it trustworthy?	Pain point 3: e.g. I need training to fit into my hectic working day	Pain point 4: e.g. I need to validate my thinking with someone experienced	Pain point 5: e.g. It's only valuable if I share relevant, updated information quickly
MESSAGES		Thought leadership 1,2,3 Partnerships 1,2,3 KOLs 1,2	Thought leadership 1,2,3 Reviews 1 KOLs 1,2 Partnerships 2,3	Cases 1,2,3 Education 3,4 Reviews 1,2 Events 1,2	Cases 2,3 KOLs 3,4 Resources 2,3 Events 3,4	Cases 2,3 Partnerships 2,3 Resources 3,4 Thought leadership 4,5
MEDIA OBJECTIVES		Media objective 1 e.g. – Extensive reach – Platform image/appeal	Media objective 2 e.g. – Advocacy – Platform endorsement	Media objective 3 e.g. – Personalisation – Platform shortlisting	Media objective 4 e.g. – Subscriptions – Conversations/interactions	Media objective 5 e.g. – Passive amplification – Frequency — improving repeat usage

TOUCHPOINTS

OWNED		AWARENESS	DISCOVERY	CONSIDERATION	ACTION	SHARE
OWNED	Unbranded site & SEO	1 1	2,3 1	1 1 3	2 3 2 3	5 2
	Unbranded site & SEA	1 1	2,3	1 1,2		
	YouTube	1 2	1	3		4 3
	Pharma Co. emailer	1 1 1	2	3 2 3	2	4 2 3 2
	Webinar	1		1	4 4 4	
SHARED	Journal X Podcast		1	3		
	Co-branded education		2	4	3	3
	HCP network sponsored HCP access		1			2
EARNED	User generated content	3	1			5
	Editorial/PR		1 3			
PAID	Journal X Podcast Ad	3	1 1 2			
	HCP network advertorial			1 3		3
	HCP network video post	3 1	2 1	2 4		
	YouTube	2,3 1,2 1	2			2 3,4
	Instagram	2,3 1,2 1	2			
	Programmatic display (Centres of Excellence)	2,3 3 2	2	3 1		2 3
	In-app display	2,3 3	2			3

O OWNED
S SHARED
E EARNED
P PAID

EFFECTIVENESS

MAKE THE NUMBER COUNT

1. Research interview with Florent Edouard, Senior Vice President, Global Head of Commercial Excellence, Grünenthal.

"We are still trying to describe the world with a few key numbers when we need a multi-dimensional space to capture the reality." [1]

Florent Edouard, Senior Vice President, Global Head of Commercial Excellence, Grünenthal

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**THE MISSING LAYER OF MEASUREMENT**

BUSINESS METRICS
What is the quantifiable impact on the organisation goals?
e.g. increase in share of market

STRATEGIC METRICS
What impact are these tactics having on audience perceptions/ knowledge/behaviour?
e.g. change in intent to prescribe post consumption of media

TACTICAL METRICS
How well is a specific tactic/are multiple tactics performing?
e.g. the number of site visitors
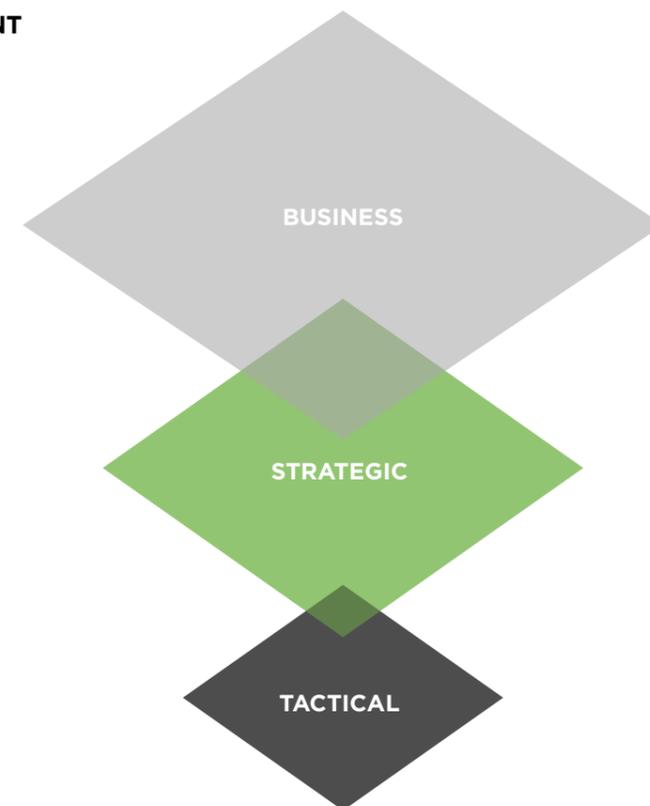
The pharma industry is founded on the ability to demonstrate outcomes. However, the same rigour for evidence and understanding isn't consistently applied to its marketing activities.

Understandably, marketing teams focus on their product sales and market share, and track anything that can be readily measured – such as number of sales calls or congress booth interactions. All too often the outcomes that result from a specific marketing strategy aren't assessed, and we miss out on the connection between tactical and business performance.

Mx=CxCxC **EFFECTIVENESS**

"In pharma, we should move to using data as an enabler rather than a security blanket." [22]

Claudia Adreani, Head of Customer Excellence, Boehringer Ingelheim

22. Research interview with Claudia Adreani, Head of Customer Excellence, Boehringer Ingelheim.

Perceived difficulty and cost, lack of experience or a focus on short-term results all contribute to lack of measurement. A new drug might require education around the treatment class, training on administration, and interventions to address bottlenecks in the patient care pathway.

None of these activities will lead directly to a prescription, but they benefit the patient and can lead to a change in attitude, knowledge or behaviour. As long as we define up front the change we want to see, then we can and should measure this, demonstrate causation, and calculate the effect of a strategy on business results.

EVALUATING STRATEGIES BY MEASURING CHANGE

By thinking of our strategy as a series of experiments, we can better evaluate what is working, how it is working and what to do next.

1. Define the change we want to observe and form the hypothesis we wish to test. 'By doing…, we predict that…'
2. Choose a small number of metrics (5–8) that will best demonstrate this change. This should include some that are short-term (leading) indicators and others that measure longer-term change.
3. Set out the methodology:
   – The actions we will take
   – The data we want to capture
   – The tools/services we will use to do this
   – The techniques we will use to create a control group and reduce variables, pre and post

CASE STUDY

HOW DO YOU EVALUATE STRATEGY?

It's In Your Muscles, Sanofi Genzyme & Havas Lynx Group

Spotting the symptoms of a disease can be difficult; spotting those of a rare muscle disease, like Pompe, that affects just 5,000 people in Europe is harder still.

Sanofi Genzyme set us the challenge of helping find the 3,500 people in Europe living undiagnosed with Pompe. Our strategy was to reach people at key 'tipping point' moments when symptoms interfere with their everyday lives and guide them towards diagnosis through the 'It's In Your Muscles' campaign website. The campaign has launched in nine countries, and 45,433 have completed the symptom questionnaire. Of these, 20.2% showed intent to act by

downloading their results in a tailored discussion guide, our proxy measure for 'conversion'. And we've not stopped there. By assessing site behaviour and population level response patterns, we're better understanding the needs of this audience so that we can reach them more effectively and support their journey to diagnosis. Our aim is to identify a correlation with changes to diagnostic testing data with campaign activity and HCP awareness in order to accelerate diagnosis of this rare disease.

SETTING A LEARNING AGENDA

"You can measure so much, in so many ways, you can get lost in a measurement maze. Find the thing that will most immediately impact your work – the one measurement you can be clear on, the one measurement you can be proud of. Pursue that."

Andrew Gardner, Chief Strategy Officer, Havas Lynx Group

Evaluating strategy is far from once and done. Even after you've done everything from setting a clear objective through to delivering a compelling campaign experience, there's still an opportunity to learn. To take advantage of this, set a learning agenda for every campaign.

This involves defining the business question that needs to be answered through the course of an activity – "the one thing you can be proud of", as Andrew puts it. Some will answer questions about media's contribution to effectiveness, but others can provide rapid campaign, messaging and targeting feedback as well as informing future decision-making. And beyond looking at performance, understanding the components that made a campaign successful can provide an insight into your customer's mindset.

OBJECTIVES	LEARNING AGENDA	KPIs	PERFORMANCE
MARKETING OBJECTIVE **ESTABLISH PHARMA CO. AS MARKET LEADER**	**Did media drive increase enquiries and Rx for Pharma Co.?**	**Success KPI** Rx volume and share	**Dynamic dashboard access** **C:** Partner, Tactic **C:** Geo, Target, Placement **C:** Creative, Message, Frequency
	Which media metrics are most correlated to awareness and Rx?	**Optimisation KPIs** Leads HCP interactions Cost per lead	**Daily diagnostic report** **C:** Daily volume and bid results **C:** Monitor and alert of significant shifts **C:** Dynamic creative recalibration where feasible
CAMPAIGN OBJECTIVE **IGNITE AND SUSTAIN PATIENT DISEASE AWARENESS AND HCP VISITS**	**Which markets over index on patient response?**	**Success KPI** Percentage increase in considerations	**Weekly/monthly performance report** **C:** Provide a constant pulse and pacing **C:** Provide a performance view of the campaign **C:** Inform large-scale optimisations
	Which channels are most effective at driving awareness and action?	**Optimisation KPIs** Web conversions Downloads HCP interactions	**Quarterly strategic report** **C:** Provide success results, trends and forecasts **C:** Inform overall campaign impact against goal **C:** Recalibrate investment and creative as needed
MEDIA OBJECTIVE **DELIVER 30%/60% AWARENESS GOALS**	**Which patient segments are most active and responsive?**	**Success KPI** Awareness goal **Optimisation KPIs** Media-driven metrics Search volume Social momentum	**Annual modelling** **C:** Validate campaign investment against goals **C:** Determine ROI and/or incremental sales **C:** Simulate the right budget/mix

ALIGNED TO TOOLS AND SOURCES

Connection   Context   Content

BRINGING SCIENCE TO ART

A great campaign depends on great creative. Yet despite it being so integral, there's always been an element of mystery about how creative performs.

23. Research interview with Emily Orlansky, Client Partner Manager, East Coast, VidMob.

"Creative is the leading driver of campaign success, but it's the one advertisers struggle with the most in terms of optimisation," says Emily Orlansky, Client Partner Manager, East Coast at VidMob. "Our AI-powered creative analytics platform can determine how visual elements, frame by frame, impact the way audiences respond to ads. Seemingly minor details like colour, facial expressions and logo placement can heavily influence outcomes. We can pinpoint which visual details matter most and what to do when they underperform. It's data that can be cut in real-time and it's how you create measurably better ads."[23]

CASE STUDY

HOW DO YOU OPTIMISE YOUR CREATIVE WHILE IT'S LIVE?[24]

Unnamed campaign, leading over-the-counter (OTC) brand & VidMob

24. VidMob.
Accessed: April 2020.

VidMob is a leading creative analytics platform that uses entirely new forms of data to measure creative effectiveness in social video content, with tools allowing them to rapidly optimise ads while a campaign is live. VidMob created digital video ads for a leading OTC pain relief brand, developing several variations of socially optimised ads to test across Facebook, Twitter and Instagram, amongst other social platforms.

VidMob was able to implement the insights they gained from the live content rapidly, optimising some ads in as little as two days. These nurtured a significant lift in return on investment (ROI), with the optimised creative delivering 3x greater ROI than the original. This led to a decrease in cost per mention (CPM) on Facebook and Instagram, with the total combined campaign savings estimated at $62.5K.

3x
greater ROI

$62.5K
savings

EFFECTIVENESS KEY TAKEAWAYS

1. Join the dots between business, strategic and tactical metrics

2. Measuring everything teaches you nothing. Set a learning agenda. Start with one meaningful metric that the whole team can understand and be proud of

3. Measurement is never a once and done. Generate meaningful data as part of an ongoing process to paint a richer picture of your audience segments and guide marketing decisions

5. Research interview
with Shane Ankeney,
President, Havas
Media Group,
North America.

"In most categories, you have a brand that can conceivably last for decades. In the pharma space, there is a finite window. That leads to a tremendous effort initially to capture or to generate awareness and get it top of peoples' minds. Media's pivotal to that."[5]

Shane Ankeney, President, Havas Media Group, North America

CONC-LUSION

$$Mx = C \times C \times C \triangleright E$$

MEDIA EXPERIENCE

CONNECTION	**CONTEXT**	**CONTENT**	**EFFECTIVENESS**
– Identify audience	– Identify the best placements for your media to reach your audience that are relevant and will resonate	– Select topics, messages and formats that have impact	– Connect business, strategic and tactical metrics
– Build understanding on a human level		– Challenge expectations on the role of content	– Set a learning agenda
– Enrich segments with these insights	– Shape form and timing to match audience needs at the right time	– Tailor message to suit format and placement	– Establish ongoing feedback loops
– Establish which touchpoints are trusted, engaging and influential	– Test and review context performance	– Leverage personalisation	

Media offers a solution to many of pharma's key challenges. It can help us better understand the people we want to reach, find them at the right moment, in the places they already spend their time, and deliver content that chimes with their mindsets and needs. However, to do media well, we need to create meaning. Only by doing this will we create brand impact.

"*Even the biggest consumer brands – the ones we all look up to – are learning and evolving continuously on the job. They didn't get to where they are in one giant leap. You have to take it step by step, learning as you go.***"**

Sarah Price, Director of Media, Havas Lynx Group

For more information about any of the topics in this white paper or to discuss what meaningful media could do for your brand or company, please contact
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GLOSSARY

CDJ
Customer decision journey

COPD
Chronic obstructive
pulmonary disease

CPC
Cost per click

CPM
Cost per mention

CRM
Customer relationship
management

CTR
Click through rate

Endemic advertising
Ad placement native or
natural to its market

HCP
Healthcare professional

IBS
Irritable bowel syndrome

KOL
Key opinion leader

KPI
Key performance indicator

MDD
Major depressive disorder

MDT
Multi-disciplinary team

MS
Multiple sclerosis

Mx
Media experience

NLP
Neuro-linguistic programming

OAB
Overactive bladder

OSEP
Owned, shared, earned, paid

OTC
Over-the-counter

QOL
Quality of life

ROI
Return on investment

Rx
A medical prescription

SAM
Serviceable addressable market

SEA
Search engine advertising

SEO
Search engine optimisation

SOM
Serviceable obtainable market

SOV
Share of voice

TAM
Total addressable market

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