

# #TREND #TALKS

**Pharma and med-tech execs discuss key insights from  
MM+M's 2023 Healthcare Marketers Survey that  
inform marketing's new media mix in the post-COVID era.**

**MARCH 23, 2023  
NEW YORK CITY**

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# A Recalibrated Recipe for Pharma's Media Mix

**Pharma earned its reputation** as a “fast follower” for taking an uber-conservative approach to marketing. The plan was simple: Find out that a Merck or a Johnson & Johnson did something. Rinse. Repeat.

While fast-following other pharma case studies provided a way to mitigate risk, in the present environment, it's a way forward through what can be a truly bewildering landscape. Knowing exactly where other companies made budget shifts, when they did so and — most importantly — how they secured internal buy-in and med-legal approval for initiatives — is invaluable knowledge for others.

Now imagine an entire roundtable devoted to sharing such insights. That's TrendTalks, and this unique forum took on a whole new relevance, given current events. With the industry searching for its new post-COVID equilibrium, a host of A-level marketers from biopharma companies large and small gathered on March 23 in New York City to discuss how they are reprioritizing and recalibrating their media mix.

This esteemed panel wended its way through numerous macro-level forces impacting industry, not least of which was the (expected) decline of linear TV and the proliferation of alternate channels, the need for a first-party data strategy and the transition to omnichannel. Against that backdrop, the group focused on three specific topics of interest to sponsors: unification of HCP and DTC audiences (Swoop), the need to personalize engagement with clinicians (Relevate Health), and how point-of-care marketing is ensuring transparency and accountability (Doceree).

MM+M's editor-at-large, Marc Iskowitz, presided over the discussion in its entirety, along with co-moderators from each sponsor. The on-record portion of their wide-ranging discussion is summarized in this eBook. To gain full access, make sure to be “in the room” for the next installment of TrendTalks, slated for May 11.



## TrendTalks Panelists

### **YACINE BAROUDI**

Director, customer insights, Regeneron

### **TIM CALLAHAN**

VP, sales, Swoop

### **SOHNI DAILEY**

Director, omnichannel operations, Bristol Myers Squibb

### **JOYCE ERCOLINO**

Director, digital excellence, Harmony Biosciences

### **PAOLA FRANCO**

U.S. marketing customer experience product director, Johnson & Johnson/Janssen

### **JULIE GRANBERRY**

Chief insights and strategy officer, Relevate Health

### **MARC ISKOWITZ**

Editor-at-large, MM+M

### **LORI HOLLAND-HANCOCK**

Director, channel strategy and engagement, Merck

### **DR. HARSHIT JAIN**

Founder and global CEO, Doceree

### **AMY McCANN**

Former director, customer marketing & HCP Experience, Sunovion Pharmaceuticals

### **LEANNE MILLER**

Associate director, CX and commercial acceleration, Organon

### **ALISON REICHERT**

Former head, digital and omnichannel marketing, Takeda Oncology

### **JENNIFER RYAN**

Director, patient marketing, microbiome, Ferring Pharmaceuticals

### **AMY TURNQUIST**

Principal, life sciences, North Highland

### **JEN YIP**

Associate director, digital trials and patient engagement, Novartis



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# Ensuring Transparency and Integrity Within Digital Points of Care

This TrendTalks session, sponsored by Doceree, explored the benefits presented through POC precision targeting

BY KARA GIANNECCHINI

● **While programmatic is a channel that** benefited from increased investment last year on the HCP and consumer marketing sides, click and impression fraud continue to be problems in the digital advertising industry. During this TrendTalks session, “Ensuring Transparency and Integrity Within Digital Points of Care” sponsored by Doceree, participants discussed current approaches to ensuring integrity in targeting healthcare audiences and the challenges they face understanding the technology and its potential fraud pitfalls.

Moderator Dr. Harshit Jain, founder and global CEO of Doceree, noted that programmatic marketing can be a successful avenue for marketers to engage with physicians, provide access to financial programming resources, recruit patients for clinical trials and lift prescription rates.

Proponents say that point-of-care messaging offers the promise of better efficiency of spend, a particularly attractive choice as budgets are down and 62% of marketers want to do more with less spend, according to recent MM+M research. “The closer brand messaging is timed to the writing of the script, the more likely the script will be written for that product,” noted Jain.

More targeted approaches are becoming increasingly important to marketers. “The blockbusters of the world are going away and many of us are operating in the rare

disease, oncology and live biotherapeutic areas. We can’t use broad-based awareness tactics — we need to find specialized target audiences and be much more efficient,” said Jennifer Ryan, director, patient marketing, microbiome at Ferring Pharmaceuticals. Predictive analytics can help find those patients.

Jain noted that, while placing ads in EHRs can improve business outcomes and should be part of every omnichannel strategy, the adoption in healthcare is extremely limited. “The channel has immense potential and I definitely see more agencies getting educated and building point of care specialties, but it needs more trust and confidence and pilots,” he said.

Amy McCann, former director, customer marketing and HCP experience at Sunovion Pharmaceuticals, suggested that more robust data on effectiveness could help make the case for EHR targeting as a preferred solution. For now, most marketing professionals are leaving the responsibility of checks and balances of fraudulent behavior in these channels to agency partners.

“We rely on the agencies doing that modeling to get the best predictive analytics. But transparency is a different issue. I really don’t have insight into some of the tactics I’m using. We look at the data for outliers and hope somebody has a foolproof system in place,” said Ryan.



**The channel has immense potential and I definitely see more agencies getting educated and building point of care specialties, but it needs more trust and confidence and pilots.”**

**DR. HARSHIT JAIN**  
Doceree

Jain noted that even agencies have limited knowledge and understanding because the channel is emerging. Several panelists acknowledged less-than-optimal experiences with the channel. McCann cited a bad experience with a click farm.

To address the issue, IAB Tech Lab



launched Ads.txt, an initiative mandating that platforms state which exchanges are authorized to sell their digital ad inventory—a development that provides more control over who’s allowed to sell ads on a specific site and helps prevent counterfeit inventory from being presented to advertisers.

“Industry initiatives, such as Ads.txt, help everyone align in the right direction,” said Jain. He said more precise point-of-care targeting can be particularly important for brands that have passed the initial awareness stage and are more focused on the “action stage.” Messaging that can be timed to engage HCPs at the exact time in the medication journey can be very effective.

Research shows the average U.S. physician uses six to eight point-of-care platforms, a combination of EHR, telehealth and an electronic prescribing app. “We have typically seen match rates of about 70% on any list match you want to reach. It’s as sharp and targeted as you could go,” said Jain.

As telehealth grows in acceptance, the platform is becoming a more effective messaging vehicle for prescribing information or details on financial or copay aspects at key moments in the HPC-patient conversation. “Financial patient assistance program details can be directed to the patient with the script or the physician can have the opportunity to print or text the details of that program to the patient directly,” said Jain. “When the information comes from the physician, it has much higher credibility and the chances of the patient signing up are so much higher.”

Yet Ryan warned that, post-pandemic, the captive audience may not necessarily be the physician. “You have to make sure that message is going to the person who’s actually engaging on that platform,” she said.

Panelists had other concerns about the platform. Several noted there are barriers

to what brands can say on many platforms. Heightened awareness of consumer healthcare data being sold is another concern. “A lot of pharma companies are taking data privacy and data governance very seriously. It’s important that we have people’s trust,” noted Lori Holland-Hancock, director, channel strategy and engagement at Merck.

“We face significant fines if we ever had a data breach that shared any of our personal health data. We’re all trained on the process,” added Ryan. The sentiment was echoed by Leanne Miller, associate director, CX and commercial acceleration at Organon. “We have a rigorous process that any pilot program has to go through from a privacy standpoint, to make sure it’s very clearly tied to a business objective in order to even pursue it,” she said. ●

*Clockwise from top: Amy McCann, Leanne Miller, Dr. Harshit Jain and Jen Yip.*





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# Breaking Through the HCP Clutter with Data-Driven, Personalized Omnichannel Engagement

This TrendTalks session, sponsored by Relevate Health, focused on data insights that propel meaningful HCP omnichannel engagement

BY KARA GIANNECCHINI

● **A rapidly evolving and complicated** omnichannel marketing ecosystem is making it more challenging than ever for healthcare marketers to deliver on their commercial goals. A post-COVID rush toward digital-first HCP engagement has led to more clutter, noise and even more competition for HCP attention. Achieving authentic, meaningful engagement is certainly challenging and it's easy to miss the mark. In fact, HCPs agree that most pharma companies are falling short and are frustrated with messaging that lacks personalization and relevance.

A recent MM+M survey found that 54% of marketers see personalized communication as an opportunity, while 42% of marketers rate no-see docs as a significant challenge.

This TrendTalks roundtable, "Breaking Through the HCP Clutter with Data-Driven, Personalized Omnichannel Engagement," sponsored by Relevate Health and moderated by Julie Granberry, chief insights and strategy officer at Relevate Health, addressed these challenges and focused on how pharma compa-

nies can leverage and operationalize data insights to deliver more relevant and precise omnichannel healthcare engagement.

Roundtable participants said they are



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**JENNIFER RYAN**  
Ferring Pharmaceuticals

increasingly focused on identifying data points that can enable personalization, such as where specific doctors get their clinical information or what those HCPs are interested in.

"We are focusing on getting our field teams to understand the value of capturing sentiment, segmentation or any information that's going to inform what a customer experience should look like," said Sohni Dailey, director, omnichannel operations at Bristol Myers Squibb.

At Organon, Leanne Miller, associate director, CX and commercial acceleration, and her team are working to develop a consistent end-to-end customer experience framework that can be applied across all brands to help marketers identify gaps and where and when they can intervene in relevant ways.

Panelists agreed that the ability to define end goals goes a long way in making a case for personalization. "The insight part of the strategy is my guidepost. If you're not thinking from the end user point of view, you're going to miss the mark. You can correct for channels or messaging, but if you don't know what your customer wants out of this transaction, you don't have a busi-





*Clockwise from top left: Leanne Miller, Paola Franco, Jennifer Ryan, Joyce Ercolino, Julie Granberry, Jennifer Ryan and Marc Iskowitz.*

ness model,” said Jennifer Ryan, director, patient marketing, microbiome at Ferring Pharmaceuticals.

Ryan added that while medical science liaisons (MSLs) expect to be the go-to when a physician has a specific clinical or scientific need, they rely on marketing and sales to generate those leads and bridge those connections. She added that data insights are also useful for ferreting out information that give reps a reason to visit HCPs when there’s no big brand news. “There are always relevant topics that physicians are interested in. They love the clinical data and rely on their pharma reps to bring

them the latest news on what’s happening in the marketplace, but they’re also interested in other lifestyle aspects of data, about what’s happening on broader macro trends with patients,” she said.

Panelists spoke about how concrete metrics are giving them more confidence in campaign performance, and highlighted the measurement/results they value most as well as the barriers they experience in obtaining them. They agreed that setting meaningful KPIs is very important.

To obtain a weekly read on campaign performance during rather than post-campaign, Dr. Harshit Jain, founder and

global CEO at Doceree, put test and control studies together on a dashboard to determine how campaign performance data was attributed to script lift.

The ability to course correct during a campaign is key. MM+M survey data revealed that 83% of marketing professionals said they’ve revised or relaunched a marketing campaign, with 38% citing under-performance of that campaign as the reason.

Marketing pros are harnessing data to improve performance in other ways. Yacine Baroudi, director, customer insights at Regeneron, is using predictive analytics to tag physicians on the likelihood of taking actions as well as a metric that measures action afterward. Paola Franco, U.S. marketing customer experience product director at Johnson & Johnson / Janssen, uses correlation analysis to measure what’s driving prescriptions and conversion. “We found that there are two specific KPIs that mostly drive market share and created a tracker customized to the market,” she said.

Lori Holland-Hancock, director, channel strategy and engagement, at Merck, believes companies need a model to ensure enterprise support. “It’s important to share successes with stakeholders, and how it helps achieve business goals,” she said.

Having the right analyst to pull together and interpret data can make a big difference in how that data is received. “The insights story I’m telling the marketing team, other stakeholders and senior executives is the same, but you need to know your audience. The level of detail and data can be different, because of varying levels of understanding and interest. It has to be very tailored,” counseled Joyce Ercolino, director, digital excellence at Harmony Biosciences. ●



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# Breaking Down Silos: Unifying HCP and DTC Marketing for Improved Outcomes

This TrendTalks session, sponsored by Swoop, highlighted new tactics for targeting DTC and HCP audiences

BY KARA GIANNECCHINI

● **Healthcare marketers have long been** constrained by siloed approaches to targeting and engaging healthcare provider (HCP) and direct-to-consumer (DTC) audiences — a practice that results in wasted budget, disjointed messaging and suboptimal script lift. Increasingly, marketers are turning to ML/AI and real-world data to help them unify their HCP and DTC engagement, target precise patient audiences and their associated HCPs, drive Rx lift and improve outcomes.

In this TrendTalks session, “Breaking Down Silos: Unifying HCP and DTC Marketing for Improved Outcomes,” sponsored by Swoop, attendees discussed how they are using new tactics to target DTC and HCP audiences. Moderator Tim Callahan, VP, sales at Swoop, explained that in addition to building out custom audiences, marketers are leveraging patient and HCP audiences to act in coordination.

Panel participants agreed that the increasing overlap between the HCP and patient audiences is creating new opportunities to uncover content, channel and message affinity for those audiences. “Doctors and patients consume a lot of the same media,” said Jennifer Ryan, director, patient marketing, microbiome at Ferring Pharmaceuticals. “They’re on Facebook as much as they’re browsing The New England Journal of Medicine.” HCPs are digital citizens who are used to browsing quick headlines and

five-second attention span media interaction. In those instances, “they’re just consumers,” she said.

This new viewpoint is prompting pharmaceutical marketers to adopt a more consumer-centric approach when targeting HCPs. While piloting peer-to-peer social programs with key online HCP influencers across different social platforms, Leanne Miller, associate director, CX and commercial acceleration at Organon, realized that for certain disease states and brands, the messaging was reaching patients, or healthcare consumers, as well. “We found that many patients are following their doctors on Twitter or TikTok, which is a huge opportunity in the women’s health space. There’s so much organic conversation already happening on TikTok,” she noted.

Amy McCann, former director, customer marketing & HCP experience at Sunovion, leveraged targeted HCP attributes to build look-alike HCP audiences. “Attributes can help find likely and valuable new engagers,” she said. “You’re using the known HCP audience to expand your audience to HCPs who may otherwise not be receiving your messages.” Similarly, ML/AI and data can be used to enhance target lists and reach high priority HCPs. Examples include identifying HCPs with high social and referral influence, as well as uncovering primary care physicians and general practitioners who act as specialists

but likely don’t appear on specialty lists.

McCann also had tremendous success working with a vendor that tightly geo-targeted messaging to HCPs. “While serving up access messages to the target HCP, patients in that geo location can get messages about therapeutics they could ask their doctor about. On the flip side, the HCP can get specific messages about insurance coverage for their patients for that product. These have been known to produce exceptional ROI.” Indeed, Swoop has seen campaigns that deliver highly relevant, coordinated messaging at the point of care repeatedly drive meaningful script lift for customers.

Participants agreed that the most suc-

*Tim Callahan.*





**When you start to harness the power of omnichannel and other capabilities, your marketing strategies are no longer one or the other, it's how they work together."**

**LORI HOLLAND-HANCOCK**  
Merck

Successful strategies include multiple channels in the mix. "It's important to have a good channel mix," said Lori Holland-Hancock, director, channel strategy and engagement team at Merck. "When you start to harness the power of omnichannel and other capabilities, your marketing strategies are no longer one or the other, it's how they work together."

Better access to data is giving marketers a more robust understanding of their audiences' needs and enabling them to take more media strategy decisions in-house. Agencies can be great partners, agreed the panelists, but Joyce Ercolino, director, digital excellence at Harmony Biosciences, reminded listeners that they must be "aligned and constantly talking to each other."

Coordination of key messaging is critical. "It's great to have collaboration partners, but ultimately the omnichannel team should centralize as the subject matter experts," said McCann.

While panelists agreed that a more per-

sonalized customer experience is the goal, they continue to struggle with barriers to sharing information. "Why can't commercial and medical share more information," asked Sohni Dailey, director, omnichannel operations at Bristol Myers Squibb. "We need to start reevaluating old rules and press the envelope a bit."

As HCP detailing continues to evolve, brands are finding ways to get more bang for their advertising buck by having marketing help shape sales narratives. Miller noted that while HCPs don't want to lose their relationships with their reps, they're also not always interested in having a conversation if there's nothing new to share, so we need to help find unique (and compliant) ways to get information in front of them.

While new technology can help reps find opportunities to maintain those key HCP relationships in a post-COVID environment, participants said it was important to generate sales rep buy-in to using digital tools and spoke about the challenges they face working with sales to increase ROI.

Dailey noted that while "change management brings reps along on the journey so they leverage digital capabilities to

enhance their face-to-face interactions and understand how it can help them move that needle," participants said it isn't always easy to pivot from an old school approach to detailing.

Using real world data, such as a recent diagnosis trigger, can create personalized insights that can help reps and other engagement professionals such as Medical Science Liaisons use their time more productively by ensuring they are providing HCPs with information they are seeking and find most useful. "Our group spent significant budget on a project to segment HCP behaviors," noted Jen Yip, associate director, digital trials and patient engagement at Novartis. But in addition to creating that information, companies need to then follow through and create a full cycle of training and processes in order to ensure the information is used properly, or it can be frustrating to spend that much money and not get improved insights.

The most successful change management starts at the top. In the end "you need leadership alignment at the top level, or it's not going to work," remarked Amy Turnquist, principal, life sciences at North Highland. ●

*From left: Sohni Dailey, Amy Turnquist, Lori Holland-Hancock and Jen Yip.*

