IQVIA

White Paper

Customer Engagement Starts with a Single Building Block

Personalized and modular content: A new approach to delivering the right content to the right customer through the right channel

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Introduction

The pandemic has entirely changed the healthcare provider (HCP) engagement paradigm. Pharma organizations are moving towards a new model that's more personalized, customer centric, and omnichannel. So far for most pharma companies, the focus of investments has been on building more digital and virtual engagement channels as a means of reaching customers more broadly.

During the pandemic, once providers' offices closed to nonessential employees, organizations built new in-roads — but continued pushing the same old content down them. However, digital and virtual channels alone aren't going to produce the desired uptick without compelling content that's customized for each channel.

Engaging, relevant, and hyper-personalized content is a key pillar of Agile Brand Promotion and associated omnichannel, customer-centric engagement models — and it's been largely overlooked. At IQVIA, we too frequently see life sciences companies operating with a "new bottle, old wine" mentality when it comes to digital content, in that it has rarely been custom-built for the channel and is often outdated too.

If you have turned new channels on in the past few years, it's time to take stock of what you're pushing through and how you can better engage with customers. This white paper focuses on the enduring value of personalized, modular content and how you can lay the foundations at your organization.

# Modular content is like children's building blocks

Historically, a rep would leave behind a flyer or brochure at the doctor's office that had been approved as one, singular piece of content. The purpose, audience, title, text, images, and icons were all bound to each other, and the piece took many weeks — if not months — to get

approval for a single-use or single-market level. When someone in the organization needed a new asset — even if it was only marginally different — they'd have to start from scratch.

To a large extent, this practice has continued with digital content development, but already the cracks are starting to show. The pace and expectations are different with digital channels; you need to get more content out, more frequently and leverage the different mediums' functionality and capabilities to drive consistent and compelling engagement.

Producing modular content isn't about hiring an army of copywriters to churn out unique pieces following the old methods; it's about a new method of developing content in reusable blocks. For example, you can record a podcast, turn the transcript into a blog post, chop that into short email campaigns, and more.

In the new world of modular content, for any given topic, all the various building blocks — headline, photos, icons, paragraphs, etc. — can be pre-approved with business rules assigned to them in terms of how they can be connected or repackaged. Then, like a pile of toy bricks, you can construct, deconstruct, and reconstruct various types of content for different brand teams. That way, when you create something new, you focus on the 80% that's similar rather than the 20% that's different. If you're lacking 20% of the bricks for your purpose, they're quicker and easier to make.
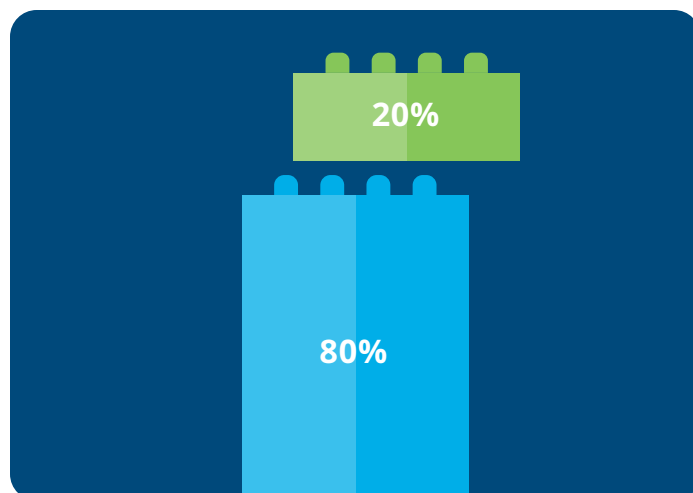
Modular content helps you aim for a moving target

Hyper-personalized, modular content is a key enabler of customer engagement. And all customer engagement approaches will need to be tailored to individual HCPs and markets. But post-COVID-19, HCP channel and content preferences have evolved (and continue to evolve), so truly understanding your target audiences is the first step in tailoring content.

For example, in a study of oncologists, IQVIA found that they typically fall into five main customer personas: essential, traditionalist, seeker, constrained, and enthusiast. However, he distribution of HCPs that fall into each category will continue to change over time.
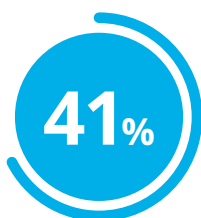
41%	**6%**	**21%**	**18%**	**13%**
ESSENTIAL	**TRADITIONALIST**	**SEEKERS**	**CONSTRAINED**	**ENTHUSIAST**
Prefer least frequent interaction with representatives	Prefer return to F2F with representatives post-COVID-19 away from digital	Prefer engagement via specialized content platforms	Prefer 1x in quarter interaction with representatives	Prefer high multi-platform engagement

Your audience isn't the only thing changing; the industry landscape is also rapidly shifting underfoot. Some of the most transformative changes include:

Personalized content strategies
Personalization distinguishes omnichannel engagement from multichannel marketing, underpinned by more tailored, bite-sized, and relevant content.

Next-generation therapies
With over 780 cell and gene therapies in development, there is an emerging need to communicate risks and benefits differently.

Digital companion services that improve outcomes
Thinking beyond the pill and augmenting with digital innovations will ensure optimal outcomes.

The shift to value-based care
Biopharma organizations can use customer-centric initiatives to build trust between themselves and healthcare stakeholders.

Precision medicine
Randomized clinical trials are snapshots in time; there is a continued need to get value from high volumes of data and to leverage current and future Real World Data assets for more effective customer engagement.

Artificial intelligence (AI)
Generic digital content is becoming less relevant. AI services like ChatGPT will mean even more careful curation of medical and scientific data in the public space, and an opportunity to rapidly personalize messaging.

All of these factors further amplify the need for more personalized and modular content.

Taking a more modular approach to content development can help you stay relevant in the changing customer and industry landscape, as well as generating other significant benefits.

1 Greater personalization

Pre-approved and bite-sized content blocks can be combined in multiple ways while still allowing for a degree of tailoring to align to specific market and customer needs, across various formats and channels. It also allows for greater brand consistency and integrity.

2 Increased reuse and repurposing

By storing and appropriately tagging pre-approved content within a content library or digital asset management platform, you can easily reuse and repurpose existing materials, reducing the need to create net new content.

3 Faster speed-to-market and more efficiency

Through investment in streamlined process, automation and AI/ML (artificial intelligence and machine learning) capabilities, the development of engaging modular content allows for faster Medical Legal Review (MLR) approval times and associated reduction in costs and errors, as well as a faster time to market.

4 Increased transparency and impact

The modular nature of content and its associated storage and tagging enables greater transparency for internal teams, helping them understand how individual content pieces are used and their impact with customers.

How to build the house

To develop a modular content supply chain and achieve these benefits, you must adopt a new way of thinking and operating: moving away from the long development and approval cycle for one entire content asset and towards pre-approving individual building blocks.

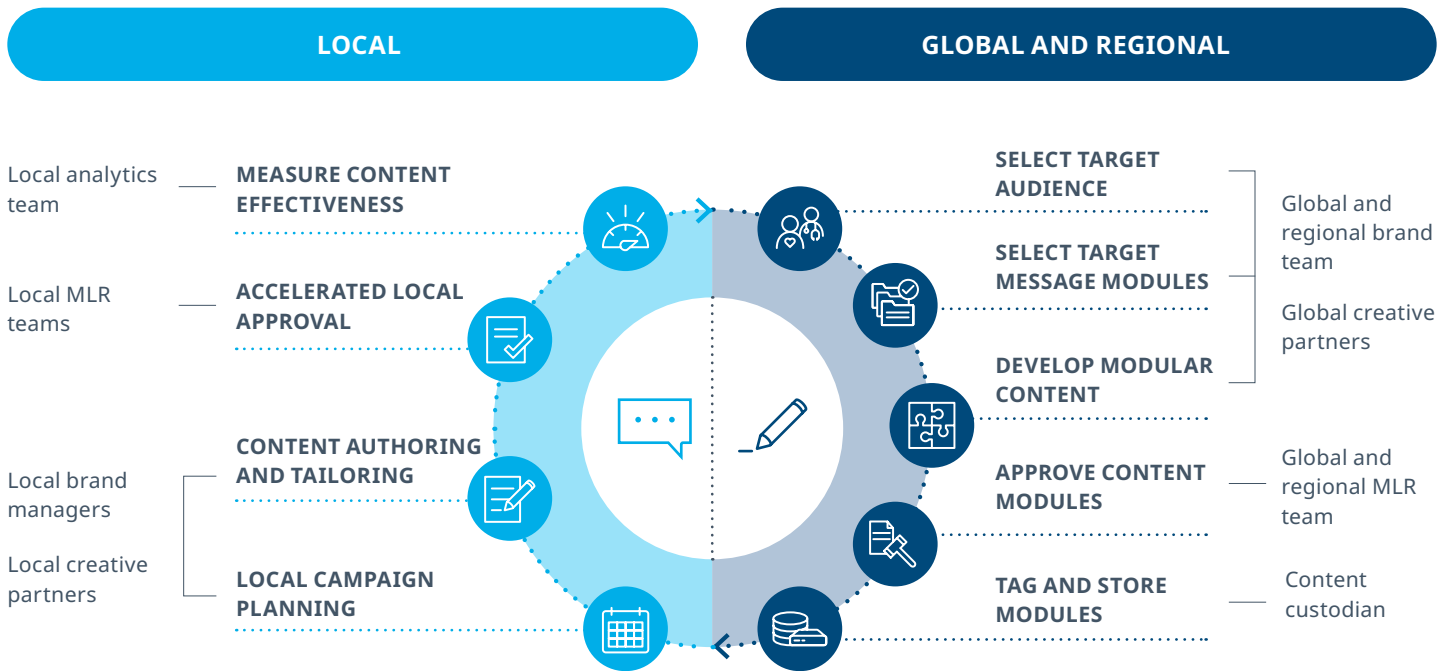**IN THE TRADITIONAL APPROACH TO CONTENT DEVELOPMENT:**

- Content is created by global, regional, or local teams based on specific market and business needs and intended use

- Review of content is undertaken at a singular content level, with approval given with a specific use case, audience, and geography in mind

- Tailoring of content at local levels typically involves building new content from scratch, rather than building off similar, existing content

IN THE MODULAR APPROACH TO CONTENT DEVELOPMENT:

- Global and regional teams develop core creative components including images, illustrations, graphs, icons, messages, and references

- Content is reviewed and approved at both an individual component level (i.e., key messages, images, and business rules) and content module level

- Tailoring of content at local levels starts with pre-approved component and module levels and then configures new content around these pieces if necessary

While many organizations are strategically bought into the vision of modular content, their investments have been limited. Some infrastructure has been built, but there haven't been many pilots with the potential to scale.

Success with modular and personalized content is predicated on robust content architecture, content governance, new approval processes, and change management capabilities.

LOCAL	GLOBAL AND REGIONAL

Local analytics team — **MEASURE CONTENT EFFECTIVENESS**

Local MLR teams — **ACCELERATED LOCAL APPROVAL**

Local brand managers — **CONTENT AUTHORING AND TAILORING**

Local creative partners — **LOCAL CAMPAIGN PLANNING**

SELECT TARGET AUDIENCE — Global and regional brand team

SELECT TARGET MESSAGE MODULES — Global creative partners

DEVELOP MODULAR CONTENT

APPROVE CONTENT MODULES — Global and regional MLR team

TAG AND STORE MODULES — Content custodian

Traditionally on the commercial side of pharma, a multitude of teams and resources can be involved with the management and approval of content — sales reps, brand marketing teams, outside agencies, MLR teams, and more — and when you multiply that by multiple brands and multiple geographies, you end up with a situation where everyone is involved and no one is accountable.

Instead, you need to set up a dedicated team of resources who can drive the organization toward the vision of a more efficient, personalized approach to content. This team will be responsible for storing, tagging, and managing content in a way that other teams can easily access building blocks, understand their intended use cases and what they've been used for in the past, and see their approval status.

From day one, this team will need to work in partnership with the promotional review committee and the MLR team to create building blocks that can be pre-approved, rather than engaging these groups at the very end of the process. These blocks will also need to be supported by organization-wide training, education, and change management to ensure teams don't easily revert back to the old way of working.

The overarching philosophy of modular content development is not to let the perfect be the enemy of the good. If a building block of content is clearly compliant and good enough for use, and you can get it out quickly, that's preferable to waiting for a piece to be perfect when its release is too late for customers to care.

A short-term challenge delivering long-term rewards

Naturally, there can still be some common challenges to creating modular and personalized content. But the risks of standing still are higher. Access to HCPs has been a problem for a long time, and their tolerance for poor customer experience fell even more during the pandemic. In the new paradigm, if you develop one new piece of content every three months, you're going to lose ground with your competitors and lose traction with your customers.

CHALLENGE	SOLUTION
Designing content architecture for multiple channels and customer use cases Building modular content means thinking through a content architecture that can apply across all different media types and channels. Not just for today, but also future channels. This is very complex.	Setting clear standards regarding voice, vocabulary, and length can help ensure content blocks flow naturally when reassembled.
Content governance so more content is balanced against information overload As more content and content modules are developed, there is the potential for stakeholders to get lost in the volume and struggle to find what they're looking for.	Starting with basic permissions at local and regional levels, supplemented with appropriate tagging, can help users easily find content that's relevant to their needs, while suppressing content that's less relevant.
Collective responsibility for content maintenance but no singular accountability Content must be regularly maintained, updated, and even retired when appropriate. However, many organizations have not yet begun to assign clear-cut responsibilities for content maintenance.	It's critical to create a content maintenance program with dedicated roles and responsibilities as early as possible — and to allocate sufficient resources accordingly.
Challenge: Change management and resisting the desire to return to old ways of working Everyone in the organization needs to share the same definition of modular content and the associated goals.	This requires bringing leaders, internal stakeholders, and partners on board early. It also helps to designate key executives to champion and advocate the urgency of doing things differently.

There's a cost to change, but most life sciences companies have already invested heavily in digital channels. Personalized, modular content is an enabler and optimizer of those investments. The sunk costs from investing in the processes and platforms required for modular content will deliver savings in perpetuity: when you're reusing content, you get more value from every piece of content you create, and you can lower agency spend across markets because every content piece doesn't start with a blank piece of paper.

There's no silver bullet to make the switch easy, but the right technology and a trusted partner can help expedite the content architecture development and alleviate a lot of the burden around governance and management. Once you define your content taxonomy and business rules for tagging, there are AI/ML capabilities within the best content platforms that do some of the heavy lifting.

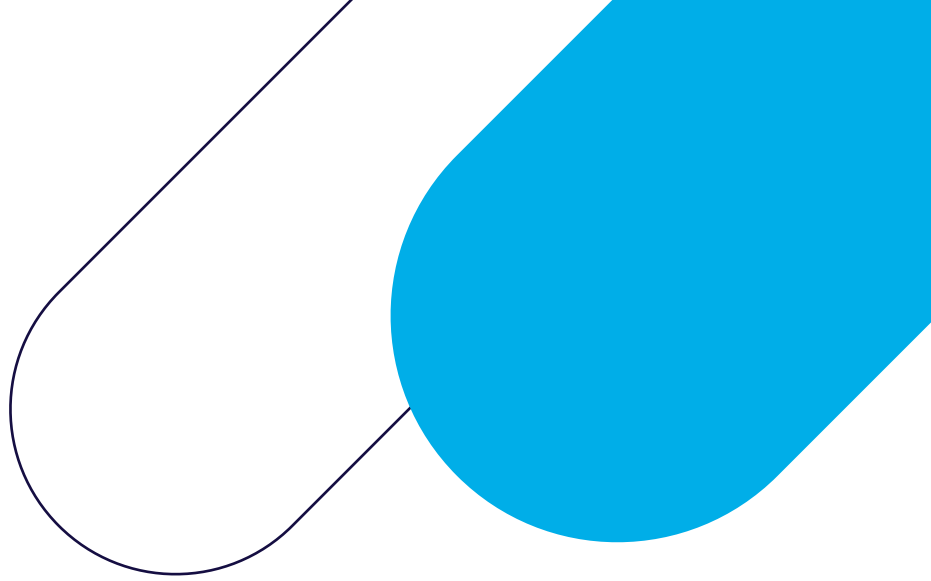# IQVIA can help you build personalized and modular content

With our breadth and depth of experience helping customers across the healthcare ecosystem, IQVIA can help from content strategy, to development, to approval with a variety of consulting services and technology platforms.

About IQVIA Connected Intelligence™

Connected Intelligence brings together IQVIA's unique portfolio of capabilities to create intelligent connections across its unparalleled healthcare data, advanced analytics, innovative technologies and healthcare expertise to speed the development and commercialization of innovative medicines that improve patients' lives.

Discover new insights, drive smarter decisions, and unleash new opportunities with the power of **IQVIA Connected Intelligence**

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