



MM&M
SkillSets **LIVE**

TAKE-AWAYS

Digital Disruption for Today's Pharma Marketer

**Expert insights, observations, and practical advice
from a half-day conference held on April 12, 2016**

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MM&M SkillSets LIVE

Digital Disruption for Today's Pharma Marketer: Expert Insights, Observations, and Practical Advice



Don't Let Technology Disrupt Healthcare Without You

Lisa Flaiz, group product director, Janssen



How Pharma Brand Managers Can Strike a Digital Balance Between Innovative Tools and Proven Channels

David Stievater, director, Epocrates solutions design, Athenahealth



Begin with the End in Mind: A Holistic Approach to Mastering the Power of Social Media

Dr. Theodore F. Search, founder and chief executive officer, Skipta

Kevin Johnson, president, Marketeching



Will's 5: How Digital Can Transform the Health Experience

Will Reese, president and chief innovation officer, Cadient, a Cognizant co.



There May Be Blood: How Can Pharma Leverage Digital Tools to Support Physicians' Efforts to Connect with Patients?

Marc Iskowitz, editor-in-chief, Medical Marketing & Media, moderator **Lisa Flaiz**, group product director, Janssen **Will Reese**, president and chief innovation officer, Cadient, a Cognizant co. **Dr. Theodore F. Search**, founder and CEO, Skipta and **David Stievater**, director, Epocrates solutions design, Athenahealth

SkillSets LIVE

SkillSets Live is a series of live half-day events comprising presentations and discussions focused on specific disciplines within pharmaceutical healthcare marketing and communications. Prominent speakers from across the industry share their insights, observations, best practices and advice with a live audience of pharma brand managers/marketers, agency professionals and healthcare media executives. The goal is to provide attendees with a platform to increase their knowledge in key areas of healthcare marketing and communications and to provide a forum for networking and sharing information.

For **information** about future SkillSets Live events, including registration, visit mmm-online.com.

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Teaming Up for Innovation



With digital disruption now taking place in all facets of healthcare, pharma marketers need every tool at their disposal to effectively connect with their audience. During MM&M's SkillSets Live program in Philadelphia, experts shared how marketers can embrace disruption from a variety of angles, including patient outreach, EHRs, apps, social media, and more.

Couldn't make it? Here's a recap of what you missed.

Keynote: Don't Let Technology Disrupt Healthcare Without You

Lisa Flaiz, group product director, Janssen

In her keynote talk, Flaiz galvanized the attendees by announcing that we're in the midst of a "seismic shift," evolving from a fee-for-service model to a value-based-care one. As a result, patient satisfaction and experience, outcomes, and population health have become crucial.

"A lot of what we're seeing in the disruption of healthcare right now is firmly in the financial world," Flaiz said. "How can we help to make sure that our goals around better outcomes are met?"

Flaiz noted the importance of challenging the status quo by reducing healthcare costs and empowering patients to make their own healthcare decisions. She reminded members of the audience that just because patients have unparalleled access to healthcare info through Google doesn't mean they understand what's credible or what actually applies to them.

"As an industry, one of the things we need to be thinking more about is providing information at the point of care and in the home — giving patients insights that will help them make better decisions along with their physician," Flaiz said, adding that patients need support throughout the entirety of their treatment journey. This means educational materials need to be discoverable: "Search optimization is the number one thing you can do to make sure that your information can be found."

At the same time, the content has to be understandable, keeping health literacy, the medium, and different cultural audiences in mind. Forget the days of long scrolling web pages jammed with text.

Flaiz added that an opportunity exists to provide physicians with multitudes of data, connect devices,



and integrate into their workflow. One potential problem? In all likelihood, they'd rather not be burdened with all this data.

"They don't have time for it and they don't want to be held liable for it," Flaiz stressed. "We have to think of what's going to be valuable for them in a practical manner. Does it add to their decision making, or is it just another app?"

She noted that of the 165,000 health-related apps currently available, a scant 36 of them account for approximately half of all downloads. "It's astounding," she continued. "It just tells you that a lot of people are putting out apps that aren't providing that much value."

Pointing to Janssen's own Gut Check for inflammatory bowel disease as an example, Flaiz shared some features that turn an app into a practice essential. Among them: collecting patient info to enhance conversations and support shared treatment decisions, allowing an HCP practice to compare patients' progress versus national and local populations in real time, and facilitating the ability to output reports for further discussion with patients.

Flaiz also delivered insights on marketing within EHRs, which are used by approximately 80% of all

"One of the things we need to be thinking more about is giving patients insights that will help them make better decisions"

— Lisa Flaiz, Janssen

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U.S. doctors. Along those lines, she noted that 67% of new prescriptions are generated as an e-script — which might cause disruption in a negative way for pharma. Previously, the day that a drug got approved was the day on which a doctor could prescribe it with

pen and pad, and sales started immediately. Now it can take six weeks (and maybe longer) for a drug to appear in an e-prescribing platform.

“Your forecasting models need to change because of that gap,” Flaiz reported.

Skills in 30: How Pharma Brand Managers Can Strike a Digital Balance Between Innovative Tools and Proven Channels

David Stievater, director, Epocrates solutions design, Athenahealth

Stievater kicked off his portion of the discussion by noting that digital and mobile channels have come a long way since pharma first met the Internet at the turn of the millennium. By way of reference — and to show how far we’ve come — he mentioned those early days of digital, when Google was just another company. “With all that’s happening in digital today, the good news is these channels do work,” he said. “They have been heavily optimized and tweaked.”

As an example, not only does the Epocrates app look more engaging now, but the company has also tapped analytics in order to determine what works and what doesn’t in particular cases. “We help [companies] understand ... how to run parallel messaging, what’s the optimal number of waves to run, and how to mix and match it with home-screen and monograph messaging.”

Stievater went on to describe a technology that has “arrived” and continues to change the health-tech landscape: the EHR. Its ubiquity interconnects everything within the healthcare system but leaves unanswered the question of how marketers can take advantage.

“It’s not a good media channel,” he said. “By and large, most doctors don’t receive messaging in their EHRs.”

EHRs do, however, generate opportunities to create coupons, close patient-care gaps, and fill openings in physicians’ schedules. To that end, Stievater urged the audience to check out Omada Health, a new web-based company that works primarily with self-insured employers.

“They identify pre-diabetic patients and try to



intervene before they develop full-blown diabetes,” he explained. “This is a great example of pharma needing to think differently. I wouldn’t be surprised if one of the companies represented in this room buys somebody like Omada.”

Stievater says that he believes that the pharma companies that will prove to be the most successful over the next generation will be the ones that become service-and-solutions oriented. “There will be companies that will embrace their role in patient care and surround the patients with the tools they need to treat their illnesses, not just sell them a drug,” he said. “That’s a big prediction, but I think you’re going to see companies like Omada start something that pharma can combine with.”

“There will be companies that surround patients with the tools they need to treat their illnesses, not just sell them a drug”

— David Stievater, Athenahealth

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Skills in 30: Begin with the End in Mind: A Holistic Approach to Mastering the Power of Social Media

Dr. Theodore F. Search, *founder and CEO, Skipta*

Kevin Johnson, *president, Marketeching*

At the start of his presentation, Search declared that one of the most powerful aspects of social media is the ability to understand the information physicians want in order to practice more effectively as well as what patients talk about and how that impacts where and how marketers can reach them. Together with Johnson, he described a case study about a pharma client attempting to treat a unique new infectious disease.

“They could target a million physicians, but unless that organism was in that hospital system, it wasn’t going to make much of an impact for them,” Search said.

The client had to understand where consumers were talking about this disease, where the outbreaks were occurring, and what physicians wanted to know. As a result, Skipta and Marketeching worked with the client to put together a predictive model of current outbreaks. They conducted a social landscape analysis to gather info about the disease state and treatment from relevant stakeholders — patients, caregivers, physicians, and advocacy groups. From a social-listening perspective, they went out to 250 million sources to look for conversations, everything from RSS feeds to data partnerships to search engines.

One interesting learning: In this instance the HCP drove the treatment choice. “You usually see patients say, ‘I told my doctor that I wanted to go on this drug.’ However, we didn’t see that here,” Johnson noted.

Skipta and Marketeching also identified opportunities around what consumers shared about the disease, such as unmet educational and resource needs and challenges with diagnosis as well as where the majority of treatment and disease conversations from relevant stakeholders took place. Not surprisingly, disease forums hosted many of the conversations.

“On the patient side, though, they weren’t taking place in disease-specific forums,” Johnson noted. “It was more general-health forums.”

Another research goal focused on identifying key influencers and using them to help distribute content — and to learn more from them. “This wasn’t a disease



Social media’s ability to help understand what doctors want is one of its most powerful aspects

— Dr. Theodore F. Search, Skipta

you’re going to think a whole lot about until there’s an outbreak, so it was important for us to understand how the online dialogue corresponded with that,” Johnson explained.

Actionable insights from their research included a list of keywords people used when looking for the disease, areas of the country to focus on, the patient groups and outlets upon whom to concentrate their outreach, and the key constituents within certain hospital systems.

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Skills in 30: Will's 5: How Digital Can Transform the Health Experience

Will Reese, *president and chief innovation officer, Cadient, a Cognizant co.*

R Reese didn't mince words at the start of his session: Individuals need to be more disruptive and serve as digital transformation agents within their companies. As a blueprint for achieving that goal, he offered five key points — a nod to the influence BuzzFeed has on the world. ("Tip number one," he joked: "Always use odd numbers.")

Lesson 1. Think Smaller

"Little things are big," quipped Reese, quoting Hall of Famer and wordsmith Yogi Berra. With digital, he pointed out, people often obsess about the big picture, but it's the small details that usually prove unforgettable. Translated: Don't forget about smart watches, video capture, portable projection, and SMS. "[SMS] is one of the few technologies that can truly reach almost all your customer types," he noted. "Regardless of income and demographics, people have an SMS or text service. But a ton of programs we develop have no text component to them. It's a super-easy technology that we can apply."

Reese added that pharma companies can shift their perception in other ways, as in drilling down out-reach to the neighborhood level. "The vast majority of pharma companies still treat the United States as one giant country," he said. "The reality is we're eight to 10 regions, but we're like thousands of individual communities of care. That's an opportunity only digital can truly address."

Lesson 2. Deeply Appreciate Behavior

The more pharma companies can understand behavior, the more they can generate content tools, value, and services, Reese said. "If you can't appreciate the behavior, then you're just producing stuff for stuff's sake." He pointed to the Fogg Model, which has four components, as a simple way to appreciate behavior change: Understand the pattern of the current behavior, what motivates a positive behavior (friends/family/peers/rewards), what prevents someone from performing that positive behavior, and what triggers that positive behavior.



Lesson 3. Craft Customer Experiences

Reese stressed that marketers need to design experiences. "That's the skill of the future," he said. Customer service has to be upgraded within the industry, with leaders like Four Seasons, Disney, Zappos.com, and USAA serving as service role models.

"How can you give them an experience that equates to the investment?" Reese asked. "How can you anticipate what they may need before they have to ask over and over again every time they connect with you? That's important."

Lesson 4. Distribute Content in Context

Noting that storytelling is crucial, Reese referenced four reasons marketers need powerful healthcare stories. Patients have information overload; they move fluidly across devices, so context gets diluted; they don't compare one pharma company against the competition, but they do get frustrated if they can't find basic answers to their questions; and they have so much going on in their lives that health doesn't rank as the number-one priority. "How can we make it easier for them to access information?" he said.

Also, "It isn't about more content. It's about more content at the right time," Reese added.

Lesson 5. Think Bigger

Reese admitted this point contradicted his first lesson. At the same time, he noted that "there are so many ways now that you can use digital to do things more intelligently." To that end, he believes marketers need to ask bigger questions of digital. How can it help their organization become a better partner in a community's health? How can it keep customers out of the hospital or help an elderly patient to make sense of an assortment of medicines?

"It isn't about more content. It's about more content at the right time"

— Will Reese, *Cadient, a Cognizant co.*

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Panel Discussion: There May Be Blood: How Can Pharma Leverage Digital Tools to Support Physicians' Efforts to Connect with Patients?

Moderator: Marc Iskowitz, *editor-in-chief, Medical Marketing & Media*

Speakers: Lisa Flaiz, *group product director, Janssen*

Will Reese, *president and chief innovation officer, Cadient, a Cognizant co.*

Dr. Theodore F. Search, *founder and CEO, Skipta*

David Stievater, *director, Epocrates solutions design, Athenahealth*

As part of a wide-ranging and free-flowing panel discussion closing out the half-day get-together, Reese discussed how a smoking cessation app could signal users when they find themselves located near a spot where they've lit up numerous times. "It could remind them pleasantly that this is a bad area," he speculated. "You can do it with eating, too. A ton of unhealthy behaviors are location-based."

Search, on the other hand, urged attendees to understand their audiences, the challenges they face, and what they desire. "Digital is so important because you can get information to them so quickly and effectively," he said, adding, "when you deliver, be very specific on the content."

Flaiz agreed, restressing the importance of listening to and understanding customers. She added, however, that the basic tenets of marketing don't change: Strive for the right message, the right place, the right time, and the right target. "Everybody wins as long as you have those customer insights and you're focused on delivering on their needs—ideally, at a place that intersects with the business's needs."

Stievater said that marketers should look for the "small wins," the ones with measurable outcomes. These activities might not immediately show ROI, but they kick-start a cycle of action and activity.

In wrapping up the panel discussion, Reese emphasized co-creation with partners and customers to bring unique voices to the forefront. "Even if it doesn't go anywhere, it's critically important," he said. Projects



"Keep two phrases in mind: 'What if?' and 'How?'"

— Will Reese, *Cadient, a Cognizant co.*

don't have to be grandiose, like designing a new app; team members can simply evaluate a simple patient-education piece. "That experience will be invaluable," said Reese, who added that marketers should keep two phrases in mind. The first: "What if?" — because "if you don't ever ask, you keep doing the same thing." The second: "How?" — because that can help organizations evaluate how they might be able to do something "faster, smarter, better, or how could [they] reach [a given] person?"

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