

## Web strategies for pharma brands

### A dozen practical tips for boosting ROI by putting the web to work in marketing healthcare and pharmaceuticals.

Digital Marketing Handbook: *Pharmaceutical edition*  
August 2009

Pharmaceutical brands were slow to web marketing. The cautious behaviour of the sector, combined with uncertainty of regulation, held pharmaceuticals back while marketers in finance, professional services, manufacturing and business services raced ahead online. In this tactical roadmap for pharmaceutical brands we highlight key steps every brand should evaluate for boosting the effectiveness of their communications planning. For the experienced digital marketer this will be a useful checklist, for those new to the web it could revolutionise the communications mix - and for finance directors it could be the key to saving 20% of the marketing budget without any drop in results.

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Making sense of a digital world

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#### Analyst's profile

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Danny is the CEO of Digital Strategy Consulting. He has been a leading thinker in the digital networked industries since he began managing online news media sites in 1995 as publisher of the UK's first online newspaper. He co-founded the Internet Advertising Bureau trade association in the UK and then Europe before being appointed President and CEO. He has run web businesses ranging from portals to shops, consumer magazines to search and social media.

He is the author of 30 training programmes in digital and has taught online marketing for over a decade. More than 45,000 people have attended his talks and courses in over 30 countries.

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## Online marketing strategies and tactics for pharma and healthcare brands

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### Speedread

- The pharma marketing sector has been slow to adopt digital advertising
- Digital marketing can work well for building relationships with primary customers and purchase influencers
- Digital channels provide effective alternatives to classic media
- Digital channels can provide alternative models to field sales for achieving effective customer connections
- Marketers can learn about how customers and stakeholders feel about their brands
- There are many strong examples from within the pharmaceutical sector of brands and campaigns that have begun to use digital channels effectively
- Auditing the effectiveness of current activity can quickly show how to increase returns from existing budgets
- Digital marketing should be a priority channel for every brand

## Introduction and context

The web and email went mainstream in the UK around ten years ago. A fifth of all advertising in the UK is now online, making the web outrank television. Google has become the starting point for most people researching big decisions, and the combination of bookmarks, blogs and social media have become new tools for navigating and exploring issues. Every offline media business now has a massive online copy of their current and archived content, and the centre of gravity in publishing and broadcasting is shifting to the web.

In commerce, early adopter sectors such as insurance, ticketing, book shopping and IT hardware have shifted online almost entirely, while sectors such as real estate, new car sales and job hunting have seen the starting points in the customer journey shift while still retaining face to face contact at later stages. The journey of a customer towards purchase is now blended between traditional and digital channels.

Google, Wikipedia, Facebook and YouTube are symptoms of a massive cultural shift that is restructuring economies, social connections and the way people make decisions both in and out of work.

The pharmaceutical industry is simply a microcosm of this wider sea change, and while most pharma brands may have been surprisingly lethargic in embracing these new channels, the same isn't true for their customers. From India to Latin America, South Africa to Scandinavia, doctors and healthcare professionals have embraced the web and email as a key tool in their everyday working lives. In many markets from North America to Western Europe, patients too have found the web so essential they are as likely to google up their symptoms as they are to ask a pharmacist. The decision-making landscape for pharmaceutical purchases today is unrecognisable compared to 2000.

Brands wanting to connect with patients, prescribers and purchase influencers have no choice but to embrace the new channels, and the given the general backwardness of the pharma sector they may even gain significant competitive advantage by moving quickly – as

The centre of gravity in marketing is moving to digital channels; pharma and healthcare brands who respond quickly can gain competitive advantage as well as improving the effectiveness of their marketing

**Digital Thought Leaders**  
Joseph Jaffe  
Author and President of Cayton

*"You are the community you keep – or more importantly you are the community that keeps you."*



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**Online resources to support this report**

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pharmaceutical\\_marketing](http://www.DigitalStrategyConsulting.com/pharmaceutical_marketing)

To support pharmaceutical marketing teams, use this simple page of content and links as a starting point to get more from our online services. There are extensive online resources, some of which are available without passwords.

well as helping them cut costs by reducing their investment in classic channels.

Among professionals the switch in behaviour hasn't finished. Every few months people find themselves spending more time online than they did before, using more sites, talking more with their friends, clocking up more hours on social networks, and shifting more of their communications.

In a world where patients turn to Google rather than their pharmacist and doctors go to online forums rather than conferences, the conservatism of the pharma industry has come at a heavy price.

## Innovation and change in marketing

When new innovations arrive in business, some sectors adopt them quickly, others more slowly – and when it comes to digital channels, pharmaceutical firms among the slowest of all. We've been tracking the growth of digital marketing since 1995 and the pharmaceutical industry is a curious anomaly.

The combination of big management structures, global frameworks, understandable conservatism and unclear regulation has left pharma marketing five to seven years behind more innovative sectors in the use of the web. From clinicians to administrators, those involved in the purchase process switched to the web, but few pharma brands properly followed. Many rarely reach out beyond their own websites, and most websites remain simple Web 1.0 brochureware pages that play only a marginal role in the sales conversion process.

The result is a massive missed opportunity. Now that budgets have become tight, innovation will force its way through because the smart use of integrated digital marketing is preventing most firms from making the cost savings they need to. While every brand has a website, few had the vision and strategy to turn them into high traffic hubs their customers and influencers would regularly use. Most pharma brands only dipped their toes into web advertising, failing to realise the role online journals play in bringing together audiences and why they're a sure-fire way to reach the right people. Most brands still fail to approach search engine marketing with a meaningful strategy so they don't make it easy for potential customers to find them. Just as significant is the role of talking with existing customers or prospects and the potential that relationship marketing can play in transforming the attitudes and brand preference people have.

Email is one of the most under-rated tools in the pharma industry. It can achieve cut-through in a crowded media market, deliver precisely segmented and targeted messaging, and fit so neatly with the sales process that it fuels meeting appointments, conference attendance and re-ordering. It can also deliver thought leadership and insight right to the people who matter and do this at times and places to suit them, rather than the brand.


Now the financial climate is forcing firms to innovate, the pharmaceutical sector is in for the biggest shake up in a decade. Change is coming, and for the marketers bold enough to innovate, there's a competitive wave they and their brands can ride for the next five years.

## Practical advice for improving ROI in pharma


Having worked with thousands of marketers from across a dozen industry sectors, and in more than 30 countries, we've distilled down these key steps for improving ROI. For experienced digital marketers they will simply reconfirm best-practice is in place. For those newer to digital marketing they may unlock areas the business has not yet explored.

These dozen tips for best practice digital marketing for pharmaceutical brands are grouped into four areas firms can check and apply quickly

1. Three ways pharma brands can build relationships with customers
2. Three ways pharma brands can harness web media
3. Three ways pharma brands can reduce field sales force costs
4. Three ways pharma brands can listen to the web



**Digital Relationship Marketing Academy**  
Turning strangers into acquaintances, acquaintances into friends and friends into high value consumers.




Digital channels give marketers the chance to build meaningful relationships with identified high-value consumers. They create a visibility impossible in classic media and unlock both greater cost efficiency and greater relevance for consumer acquisition and activation. Relationship marketing shouldn't be at the heart of all high value consumer campaigns, and the Academy are leaders in some of the most creative and challenging ways digital channels can build an RMM programme that changes the way businesses work.


### Designing effective email publications

#### Digital email publishing strategies

Ask us about the intensive programme to transform email editions into vibrant high-energy publications. Our consultants coach on the theory of email newsletter publishing, campaign creation and testing. We work with your teams to build strong design that creates greater click-throughs, plan campaigns that build data profiles, and research the content your audiences want.



**Digital Search Academy**  
Getting to grips with search engine marketing



Getting your products found online can be like asking your customers to find the proverbial needle in the haystack. Search engines are key to your business and our one-day orientation gives you all the basics you need to get started in effective search engine advertising and marketing. It concentrates on the essential knowledge you need, gives you a framework for the future, and delivers practical tips your company can use straight away.

### Boosting traffic from search engines

#### Digital search marketing strategies for media groups

These practical strategies instantly boost free traffic to your sites and show editorial, publishing and marketing teams the workflow and publishing processes they need to create sustainable leaps in audience acquisition. Applying search engine optimization and interface strategy, the team develop and implement a plan that instantly raises audience levels.

## Building relationships

### Three ways pharma brands can build relationships with customers

Relationship marketing is the most powerful tool in converting leads into customers



### 1 Invest in the database: start your communication strategy here

Every brand needs to find ways to reach its target customers directly. Whether through renting lists from online media, or building the lists themselves, that database is key to starting successful relationship marketing.

Create segmentations that match your sales processes and build the foundations for a relationship marketing channel. Divide people between those who are customers and potential customers, those who make the decision and those who influence, those who are prescribers and those who are patients.

Look for ways to capture data at every opportunity. Find ways to acquire more new leads by using your web presence smartly – using both your own websites and your online advertising. Explore other classic channels and motivate your sales force to incorporate email into the data they capture for every new contact.

See the database as the engine of your marketing and everything else starts to follow.

### 2 Take the message to market: reach customers in their inbox

Email is the longest established form of internet marketing, predating the web by over a decade and providing the most cost effective touchpoint for customers, stakeholders and partners. When there is smart segmentation of the data behind an email campaign it's easy to target the right message to reach the right person at the right time.

Today's HTML format mailings provide smart gateways to brand websites, they can take the best and most relevant of what you have on the web and package it seamlessly into a digest right for the customer – and at a marginal cost of almost zero.

There's an accountability in the mailing process because marketers can track open-rates and pass-on rates much of the time, identifying when and how deeply target prospective customers are engaged with the brand. And that research insight comes without the intrusion of telephone interviews or surveys, customer's real attitude can be uncovered in days.

### 3 Build eRM campaigns that drive conversions

Simple one-size-fits-all email broadcasts are only the starting point. The power of email lies in the richness of its targeting. Segmenting the market into different types of prospects and communicating based on their specific interests and attitudes unlocks leaps in response rates. This is how to turn lead generation into conversion. In the right hands email becomes a self-learning tool for the marketing team, building more granular profile data that can be integrated back into sales management systems like Salesforce.com.

## Online media: Fish where the fish are

### Three ways pharma brands can harness web media

Using online media to reach the right audiences in the right mindset



## 1 Reach audiences where they want to engage

In almost every country doctors and medical purchase decision makers are now heavy online users. It's no surprise they over-index on web audience research because between PubMed, the journals, Trust websites and pharma sites, the internet has become indispensable. For GPs it's even become an essential first line of defence as patients present themselves with self-diagnoses drawn from an alarming combination of Google and Wikipedia. Clinicians, medical administrators and policy advisors simply cannot practice without networked computers.

If the first rule of marketing is to understand your customer, then the first rule of media is to reach them in the places they come together. Within today's regulatory framework of the web there are clear ways to harness web media and the online clinician is readily interested and keen to be engaged. Their use of the web may be at times and places that suit them rather than field sales, but in the hands of smart online media planners, the messages for a pharma brand will only be seen by those interested in the specific therapy. Lord Leverhulm's adage of 'half my advertising being wasted, if only I knew which half' has been answered with surprising clarity.

## 2 Track the exposure web ads generate

Smart marketers use the web to quantify the cost per impact and the results generated. In skilled hands the web can be highly accountable and the best of friends for marketers faced with budget cuts and having to choose between different tools. Working well as a branding medium as much as a direct response channel, websites and web advertising is well documented in building awareness and changing brand perceptions. But even the simplest banner can act as a trigger for the download of a data sheet, the results of clinical trials or the registration for an offline event.

## 3 Explore podcasts, video debates and white paper downloads

When brands need to tell their story directly, the web provides a range of tools far beyond the brand site. Online magazines, journals and communities guarantee high levels of relevant traffic. Brands can lever their own messages by using commercial spaces and partnerships those sites created to deliver deep and information-rich stories about a given therapy. Podcasts and videocasts provide high impact techniques for targeting exactly the right audiences with the most complex of messages. They allow potential purchasers and influencers to hear first hand about the benefits of new treatments. Audit the relative costs of this route rather than more traditional channels and it's easy to see why smart pharma brands have been eagerly exploring online media, often far below the radar of their rivals.

## Invest in what's working

### Three ways pharma brands can reduce field sales force costs

Switch budgets into the sales channels that are really delivering results



## 1 Quantify the costs of your communication channels

The pharma industry still relies heavily on massive field sales forces. It's ironic that as doctors and health purchasers become more time-pressed, the models of purchase and influence become far less dependent on face-to-face presentations.

Because understanding the solution is partly a numbers game, the start has to be to get an accurate picture of the costs of each marketing channel. Not simply the media costs of advertising or the sponsorship costs of conferences, but the breadth of internal and external costs that collectively account for the total energy of a sales and marketing operation. The value of field salespeople has changed, along with their role as closers and decision facilitators within the deal-making process. Collate this together and discover the real marketing mix and the options for behaving differently.

## 2 Map the role of each channel in making a purchase decision

The journey a pharma customer makes during each sale is radically different today from 2000, yet the marketing approach remains surprisingly unchanged. Each purchaser discovers their information in different ways, but the web, email, online journals and forums are sure to feature highly. The paradox is that these are typically under-represented in the portfolio of tools used by most pharma brands. Relating each channel to a definable touchpoint in the influencing process behind a sale unlocks the real story of how pharma marketing is working.

Purchase models have become more complicated because the decision makers are better informed, other stakeholders more involved, and everyone more connected. There are more touchpoints and more rigorous processes so the journey a purchaser makes towards a decision is radically different from before the internet started playing the role it has today. Information is easier than ever to access, yet many brands invest large portions of their energy in putting information in places that just don't get the attention they did.

For brands that have not adjusted their model, it adds pressure to field sales who find it harder to make those appointments, and have greater challenges in condensing the complexity of the therapy and the pitch into ever simpler soundbites. There's a spiral of inefficiency in play, and as an approach, it's one that's well passed its use-by date.

## 3 Audit the efficiency of communication channels based on the results they achieve

By analysing these touchpoints and relating them directly to sales, pharmaceutical brands can gain granular understanding of which aspects of marketing to bolster and which to throttle back. A common pattern is an over focus on field sales and an under representation for web media, search, email and the brand's own site.

## Listen to your customers

### Three ways pharma brands can listen to the web, and their customers

Use the digital tools to find out what's working and why; then replan your communications



## 1 Listen to the conversation

Before anything else, simply listen to the conversations taking place about your brand already. The web provides the richest archive imaginable of people's perceptions, views and language about your brand. It shows what your customers really think, how your patients perceive their therapy, and how decision-makers are influenced. In the hands of an expert digital analyst it can drive the core strategy of the business. At the very least, use basic Google Alerts to gain an immediate top level understanding of what is being said about your brands and the issues affecting them. Then explore the advanced tools and develop a tracking model.

## 2 Identify the people and places that matter

Experienced digital marketers see the web as a giant market research tool that can quickly yield a network of places where the conversations are taking place. They can even pinpoint the individuals leading the debate. While some of these places may be the expected pages of the British Medical Journal or the official advice within the NHS, some could be within the more freeform discussions of web pureplays like Doctors.net.uk, or the private blogs of patients, pressure groups or charities. To plan an effective communication strategy, every pharmaceutical brand needs to understand this landscape, mapping these spaces to learn about the network of voices and people taking part in the conversation.

## 3 Then analyse the conversation

People's views have never been tracked like this before. The breadth and depth of discussion takes time to get to grips with but there are a series of simple steps every brand should evaluate. Track the footprint of the brand on the web using simple search engine tools; continue tracking this each month to provide indicators about the growth of discussion and the performance of marketing initiatives. Set up alerts to highlight new issues and have an internal process in place for escalation. Apply similar tactics to competitor websites to aid with benchmarking. Look for where the activity clusters are strongest and build a communications plan for these areas. This will highlight some of the emerging spaces that are influencing your customers and allow your team to refocus their energy to where the real discussions are taking place.

At a more advanced level, evaluating brand salience with tools that can decode how your brand is being described are a great way of getting a quick snapshot of whether you are winning the hearts and minds of your audience.

Collectively these richer research techniques can provide leadership teams with a digital nervous system that immediately relays what the market is thinking, even if they never say it directly to the brand.

## Case studies

### Examples of best practice in pharmaceutical digital marketing

Here we've collated a few examples of campaigns that have used digital channels in a smart way, integrating them with other activities and following industry best practice



### Best practice in pharmaceuticals

Compared to other sectors, the pharmaceutical industry's marketing model is still relatively untouched by digital channels. Heavily geared towards traditional media, journals and direct mail, there's usually a large field sales force trying to reach doctors, just at a time when the attention of doctors is migrating to other channels.

### Regulation creates a culture of conservatism

In most countries the sector is heavily shackled by government regulation on advertising which has created a nervousness about using new digital channels, but also created a culture of conservatism. In some countries – notably the US - where direct to consumer (DTC) advertising is allowed, there has been a clear shift across the industry to embrace digital channels – for both marketing to patients and doctors. Interestingly the regulations don't prevent online marketing at all, and even in heavily regulated markets such as the UK there are clear online channels and tools that work within the scope of what's possible. Understandably, the risks and potential adverse effects of many drugs mean they cannot be treated like everyday commodities, but the web is providing both prescribers and patients with stronger information and a way to find out more. In the UK, ads for prescription only medications are acceptable only on websites whose audience are health professionals, limiting what can be conveyed to consumers.

### Digital channels

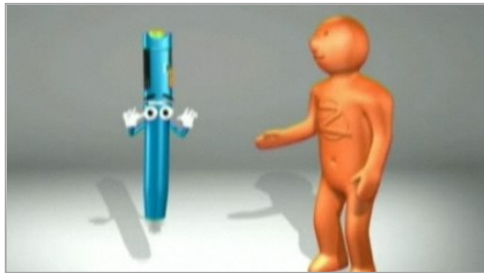
Despite this, the vast potential of email, web and mobile remains largely unlocked. As their target audience of medical professionals become ever more time constrained, new media has increasingly played a part in helping them get to information quickly.

For healthcare professionals, there's been a massive shift from print, postal mailshots and face-to-face consultation, in favour of online, email and social media platforms. This presents a natural progression that big pharmaceutical players have on the most part failed to capitalise upon.

Unfortunately, stepping into this void, the sector has become one of the most exploited by spammers and illegal traders. The same benefits and economies that help create a more effective trading environment for retailers can be equally well exploited by those who operate on the wrong side of the law. The web has become an open door for bogus drug sellers to market themselves through email and search engines, creating a harmful effect on the legitimate industry's reputation in the online space, and raising further issues of regulation. Brands need to aggressively defend their spaces and therapies online, drawing clear divisions between the legitimate and darker sides of the web.

## Online and video: Ferring's 'needlefree' injections for youngsters

Ferring Pharmaceuticals ran a video campaign for the ZomaJet needlefree pen device, which delivers growth hormones subcutaneously using a process called transection, without the need of a conventional needle. The firm hired MJL to create a video demonstrating the product as 'child friendly', turning the product into a cartoon character, with the help of video production firm Olive Media group.



The product made a loud noise upon injection, so the video helped youngsters become accustomed to the sound before using the Zomajet. The cartoon style also helps kids to see the process as a fun novelty rather than a chore. Integrated with leaflets and poster materials, the campaign won the prize for best video at the PM Society Awards in 2008 and was distributed online and via DVD.

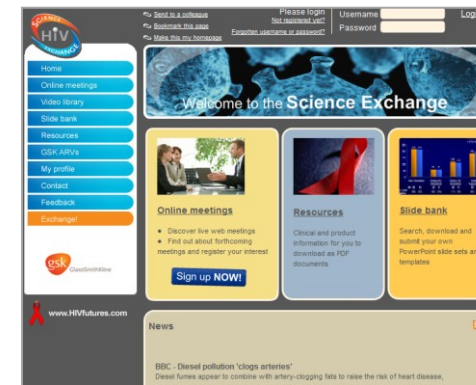
## UCB unites epilepsy sufferers with community and social network

UCB Pharma partnered with social media platform patientslikeme.com to bring an Epilepsy community to its site. The move helps UCB gather data on patients, and the site provides quality information and allows them to blog and communicate with peers. While the risk of negative comments from user generated comments could hurt UCB, the sponsored channel helps the brand become seen as a thought leader among epilepsy patients.



It's a good example of how the web can connect a group of people geographically disparate, and provide them with targeted information. The website also achieves a brand building effect for UCB's products and will have a particularly strong effect on younger audiences looking for information, contacts and reassurance.

## GSK uses niche website platform to let HIV experts share research



Reaching any niche within a professional community is a challenge, in medical research and care, those niches can be tiny, but the web is providing some very effective tools. In 2007, GSK developed a promotional website aimed at HIV specialists. The site, at [www.sciencexchange.co.uk](http://www.sciencexchange.co.uk), offers HIV specialists a one-stop-shop for exchanging information on HIV and its management. Embracing the functionality of Web 2.0, it lets specialists upload their own HIV research and views to share with their

peers. Science Exchange is a community building site that allows healthcare professionals to shape the content within it. The site was launched at the BHIVA (British HIV Association) annual meeting and to date has over 400 users in the UK, creating a strong knowledge base of experts from which to source specialist information. This provided the brand with a far more cost efficient arena to engage with clients, as opposed to time consuming one-to-one field sales consultations. It is also worth noting such experts would charge thousands of pounds to appear in conferences, whereas this community gives them a permanent online space from which they can exchange the same ideas and information.

[www.sciencexchange.co.uk](http://www.sciencexchange.co.uk)



## Zirtek plots national pollen count online and delivers messages through relationship marketing

A great example of effective relationship marketing, UCB Pharma built a new site for Zirtek ahead of the 2004 hay fever season. The brief was to engage users via a range of services and to take the website out to consumers in as many ways as possible. Working with the National Pollen

Centre, agency Big Pink produced an onsite pollen forecast map, updated every day from the Pollen Centre's forecasts. The site also provided the "Pollen Alert" service – a pollen count delivered daily to registered user's mobile phones via SMS text messaging. This sponsorship of information vital to its core audience helps Zirtek optimise their advertising message when it's most effective.

This is a neat way of delivering information that's relevant to the customer, and relevant to the brand. The technology tools for distribution are simple and the same information could easily be delivered into Facebook, messenger or desktop alerts. The brand has implicit permission to contact customers in this way, building relevancy and value in their minds. The connection to increased sales would be easy to track, and brand preference is bound to increase. It's a model that any seasonal condition could

## Novartis uses social media to bring transplant patients together

Novartis set up a patient focused website targeting all four major solid organ transplants. Talk Transplant is a good example of how pharmaceutical firms can use the web to provide information to patients and create shared experiences for them. The pharmaceutical giant used Big Pink to recruit, organise and run advisory panels of patients and healthcare

professionals to ensure that the structure, content and navigation of the site suited end user needs. Over 500 pages of information containing animations and online services, such as a healthcare diary and e-newsletter, were produced.

Two pilot phases, incorporating users from patient organizations such as the National Kidney Federation, and professional healthcare organisation such as the (British Transplant Society,) were executed to user test the site prior to launch. The site was launched at the British Transplant Games



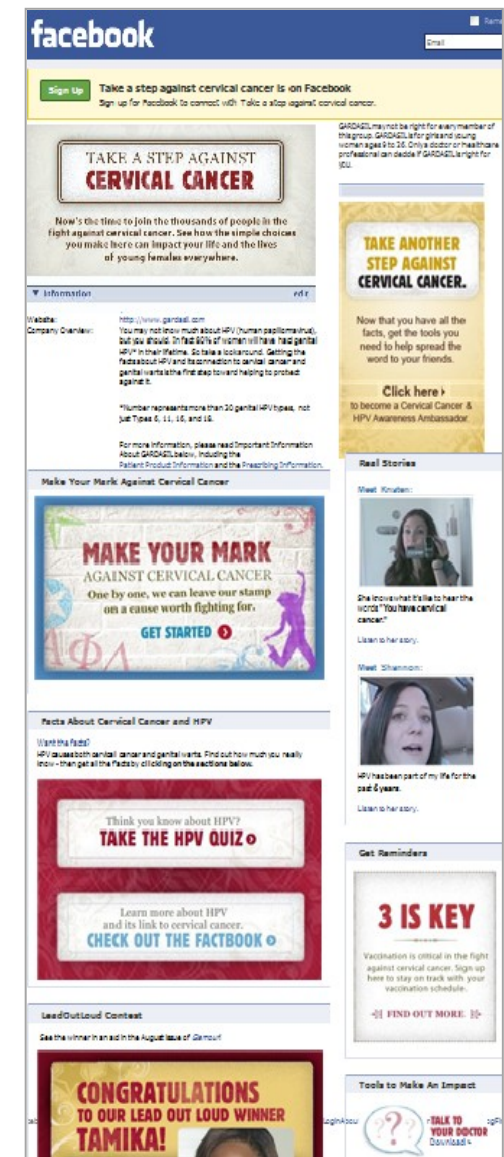
using a Satellite Cyber Café and mail shots. This is a good example of smart digital marketing in pharmaceuticals because much of the content is timeless, and supports families of patients as well as patients themselves. With minimal support, the website should continue delivering value over the medium term and is likely to decay gracefully; in contrast to short term brand websites that usually need additional support.

## Gardasil's uses Facebook fan pages to drive awareness and traffic to their cervical cancer site

This is a clever example of reaching out to a younger female audience through Facebook, and driving traffic to a powerful, well designed information site. An example of promoting a brand as 'social currency' Merck ran set up a Facebook fan page about cervical cancer to raise awareness of the condition and persuade the target audience to tell their friends. It's part of an integrated digital campaign for its Merck's cervical cancer vaccine Gardasil – a campaign that combines a deep information site with traffic drivers in social media., Inside Facebook people can become a 'fan' of any brand page, a single click process that subsequently sees the brand's messages populate the feeds and walls on the 'fans' page. This type of opt-in guarantees only interested people make the connection, but the structure of the social media platform then guarantees that many of their friends will see the messages from the brand as well.

They've setting up a fan page that attracted over 100,000 followers so far, which means millions of people will be seeing messages about both cervical cancer and Gardasil. Their execution of a fan page is extremely simple, with only a small amount of content and little interaction (features such as commenting on The Wall are disabled) - cannot be called a social media campaign per-se, as the comments wall is disabled (suggesting a fear of negative comments- or risk not uncommon amongst pharma brands).

However, the page makes good use of



[www.gardasil.com](http://www.gardasil.com)



per-action (CPA) and cost-per-thousand (CPM) advertising schedules, as well as direct response, email, sponsorships, and rich media: a massive, multi channel digital campaign.

The agency aligned Nexium with trusted third-party content, while sponsorships included exclusive acid reflux centres on health sites. The PointRoll expandable banner technology let users register for a free trial coupon, giving more value from the media space being used. A talking avatar of a virtual doctor (using Oddcast technology) allowed users to take a quiz on heartburn within the banner, again delivering more value because it did not demand a click-through to the brand website. Depending on the answers, users would get a results screen tailored to the current state of their heartburn condition.

The Nexium website was further redesigned for 2006, with a 'personal pal' that let the user tailor this site based on who they are. For example, if someone was curious about their condition, they will be given a different experience than someone ready to address their pain. The site also included a full function meal-planner; and the ability to sign up for pill and refill reminders by email. This migration from marketing through brand messaging, towards marketing through the provision of information and tools for customers is part of a wider key trend in the development of successful online campaigns. Using these new approaches gives greater engagement with customers and is more likely to achieve cut-through.

The new Nexium website continues to rank consistently in the top 3 most visited health sites, according to Hitwise. The campaign went on to win the Pharmaceutical Advertising and Marketing Excellence (PhAME) Awards as best interactive campaign.

## Case Study: Prilosec online social media game

A great example of data collection through social media, the Prilosec OTC Winning Play Giveaway campaign ran online from December 15 to January 15 2008. Consumers had the chance to win prizes instantly and were entered to win a grand prize of tickets to the Super



Bowl game. Consumers could return as many times as they wished during the month, but play only once per day. Players had to register, which meant answering several questions about heartburn and the promotion, helping P&G gather valuable market data. The sweepstake was promoted via a widget that sports-related bloggers and consumers could place on their own Web sites.

Prilosec's newsletter, Web site and search engine marketing were also used to build awareness. Agencies involved in the program include ePrize, imc2, MS&L and Riber Sports Marketing Group. Prilosec OTC received just under 2 million media impressions with more than 70% of the entrants were frequent heartburn sufferers and received a sample of Prilosec OTC.

## B Braun

B Braun hired Doctors.net.uk to promote the launch of its new ON-Q Painbuster product. The brief to the media owner was to educate and generate leads amongst anaesthetists and general surgeons on the new pain relief product, which had just been launched in the UK. Crucially, the medical products group had no way of communicating to surgeons- a key target audience for the new product.

Doctors.net.uk created focused key messages on its product concept distributed across its online network of UK doctors, accompanied by educational themed content and multimedia resources. The materials were made highly visible online with prominent calls to action encouraging doctors to request more information about the product.

Ongoing content updates, research with doctors and reporting sustained high levels of engagement with the product. The 3 month campaign garnered 6,184 user interactions with 965 total requests for more information about the product.

[www.doctors.net.uk](http://www.doctors.net.uk)



**Digital Social Media Academy**  
Connecting intimately with consumers  
Harnessing social media, consumer generated content, social networking and Web 2.0 trends  
Blogs and online communities are just some of the ways to harness social media and user generated content. The subscriber use of social media has created new public opinion and marketing techniques. There are many more publishing tools to bring the most from your online audience. In this Web 2.0 workshop, we start thinking about the practical side of how to harness social networking and collective intelligence to give your website increased traffic and an editorial edge. We explore different types of UGC, and provide practical hints and tips on how brands and website publishers can make their content more easily discoverable to help drive audiences.

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### Social media strategies

#### Digital social media commercial strategies

Although social media can transform audience levels on sites, few web publishers apply it effectively and even if audiences leap, few succeed in creating reasons why they should return. These strategies create a shift in discussion and dialogue within the community and boost engagement by finding the right messages for the right people at the right time - reducing risk and accelerating the benefits.



**Digital Marketing Academy**  
It's all about marketing  
Marketing concepts and planning  
The world of marketing is changing and to understand the potential of digital marketing techniques fully you need to appreciate the wider digital and media environment. In this workshop we explore what the new digital and media landscape means for your business and how you can harness it to your advantage. We'll explore how digital marketing can be used to build a strong relationship with your customers, building engagement and delivering sales.

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### Building audiences to your websites

#### Digital marketing strategy development

Which tactics will really boost audiences? And which will boost them cost-effectively? We show you how you can instantly drive more traffic and how those customers can be locked into relationship marketing programmes to bring them back. Our framework creates a marketing strategy and plan for content and promotions that works for budgets of all sizes.

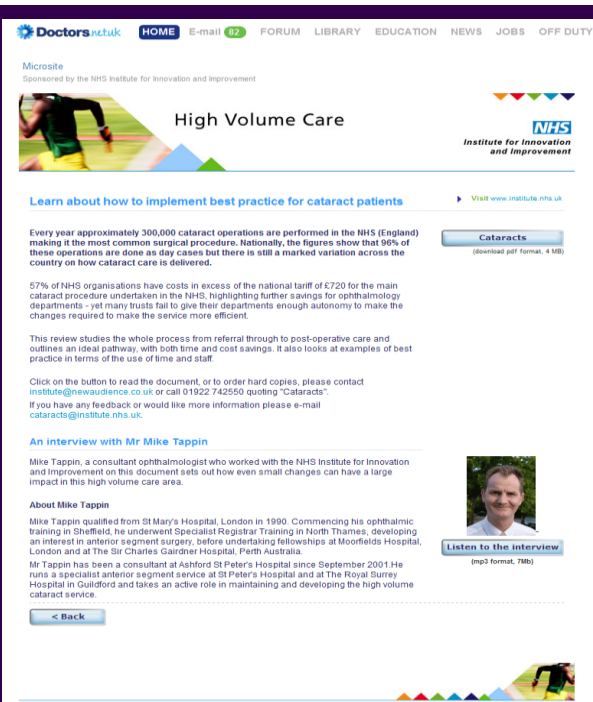
## NHS– HVC Programme

The NHS Institute for Innovation and Improvement worked with Doctors.net.uk to raise awareness of its High Volume Care programme and change attitudes and behaviour among clinicians. The programme focuses on 16 high volume areas of healthcare and is designed to improve productivity and efficiency in these pathways.

Doctors.net.uk created an engaging awareness programme to all their member doctors, with specific focus on specialists for each of the 16 specific care pathways. A targeted 12 month communications programme drove doctors to the specific resource areas, to engage in a selection of resources, download PDFs and listen to podcast interviews with leading clinicians.

Over 12 months, more than 40,000 UK doctors deeply engaged with the content, generating over 161,000 clicks on the pages, 2,500 podcast downloads and 11,000 PDF downloads. Research showed that 55% of the doctors engaged assessed their own clinical practice, with a further 21% actually making changes to their clinical practice as a result of viewing the content – that's over 8,000 doctors. The programme generated strong word of mouth, with 46% passing the info on to colleagues.

www.doctors.net.uk

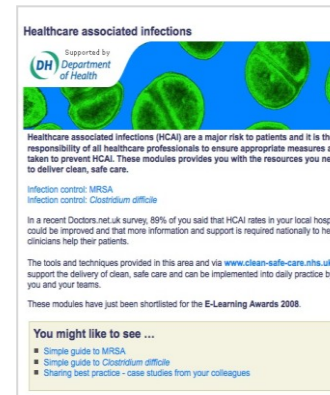


### Online learning

Information and educational content can be the most powerful ways to deliver marketing messages to professionals. By creating and being associated with educational environments, healthcare and pharmaceutical brands achieve powerful cut through with audiences who are in the right frame of mind.

Screenshot from the doctors.net.uk learning pages for high volume care

## Department of Health – healthcare associated infection programme



Healthcare associated infections (such as MRSA) have been a priority issue among policy makers and healthcare managers for over 5 years. The Department of Health (DH) approached Doctors.net.uk to create an engaging communications and education programme to provide key information and resources to hospital doctors and to drive changes in clinical practice.

A microsite was created, including two case based elearning modules and downloadable resources and PDFs. An integrated communications campaign and ongoing content refreshes, sustained high levels of engagement with the content, ensuring maximum awareness and understanding of the subject with the target audience.

In the first three weeks 1,500 learning modules were completed. The project was then rolled out more widely and went on to see a massive 7,420 completed in total, suggesting that demand for the knowledge was certainly there, and not satisfied by traditional channels. This challenges conventional thinking that learning needs to be based either within the healthcare organisation or within their websites, and instead suggests that the content of learning works well in many environments – providing it's reaching the right audience.

In terms of measurable indicators, the campaign exceeded the expectations and targets set by the DH, the microsite was visited over 93,000 times, and 32,430 individual doctors took part. 97% of doctors said they would modify their clinical practice after viewing the content and completing the modules.

This is a massive implicit vote for communication strategies that deliver online learning, but it opens a much wider question about the most effective route for delivering knowledge and information.



### Tackling priority issues

Online learning has a clear and wide role to play

## Digital viewpoints

Opinion article by Danny Meadows-Klue

*Originally published in Pharmaceutical Marketing*

## Marketing to the digital healthcare community

### How the impact of digital networking on healthcare marketing is leaving some marketers and their brands behind

Nine years ago, I found myself rummaging around under desks in a stark concrete basement at the end of a neglected corridor, under the teaching hospital in Addis Ababa. We were laying Ethernet cables next to the pathology lab to connect the first computing network, in the first computing room, of Ethiopia's first teaching hospital. It was one of Digital Strategies early corporate social responsibility projects, and although I was there to think about what would come down these telecom pipes, without them in place nothing much was going anywhere.

A few weeks later the British Medical Journal poured down those pipes and onto screens across the computing room. Doctors, students, researchers, and stray NGO workers were suddenly connected to what I have been calling ever since 'the digital networked society' (DNS).

It's hard not to overstate the significance of the crossing point we witnessed that day. Suddenly the teams in Addis had at their fingertips most of the resources of a London research institute; the tears and excitement on senior doctors' faces is something I still cherish, and just for helping some guys connect some cables.

That's the scale of change the medical industry has had to come to terms with. The web knocks down barriers we've all taken as unmoveable. It removes frictions in the movement of knowledge, with scant regard for geography, professional memberships, copyright, and comprehension of the receiver, structure, quality, and often the laws that regulate the medical sector so inflexibly, offline.

### When worlds change

These changes arrive at sudden crossing points like that day in Addis, heralding shocks to the status-quo, and creating new models for communication that everyone has to rapidly learn. Publishers, readers, manufacturers, consumers, medical practitioners; all have to individually figure out how they are (re)connected together in these new spaces.

And then it changes again. The pace of innovation may be daunting, but many long-term themes are clear. Patients will self-diagnose and share their findings with each other as well as their healthcare workers; access to information becomes democratised, and the Google generation acquire new expectations for both knowledge and about how to manipulate it. Information comparison becomes immediate and richer, but misinformation sits alongside



academic papers within the same search results listings; citations become an augmented part of all content, and Wikipedia recasts the notions of 'truth'; unknown companies illegally sell uncontrolled and unregulated pharmaceuticals – using the same tools that allow primary healthcare workers to relay live diagnostic data from the field. The changes the web brings are vast and mixed

“Access to information gets democratised and the Google generation acquire new expectations for both knowledge and about how to manipulate it”

### And then... change again...

After the dotcom crash, a series of success-story digital firms started to emerge. From around 30 different strands, the genes of the second generation of internet communications were isolated. In an industry infamous for its jargon, 'Web 2.0' became the new buzzword, and Facebook, Google, Craigslist, MySpace, Flickr, Wikipedia et al became household names.

These digital genes included the creation of platforms that connect people together (social networks), the ability to produce and then share content with others (social media), success in architecting frameworks for participation (rather than producing all the content), and extracting and processing some of a community's knowledge, then sharing it back (collective intelligence). There are many more, but these have some of the strongest implications for brands, and illustrate the scale of the change.

## How can I develop a more integrated approach?

Here are five things to try in your next campaigns:

- ✓ Try placing the web at the heart of the mix, using it as an engine to process and advance the brand activation created through other channels
- ✓ Extend the depth and richness of information on your own site, by letting its content and messages reach out into the high traffic digital media properties your target audiences now log onto
- ✓ Try using the web as a return path to connect customers back to the brand
- ✓ Try harnessing established technologies like podcasts and videocasts routinely to present and discuss products at a time convenient to the viewer
- ✓ Try taking part in conversations with your customers to listen and respond.

## How do marketers navigate web 2.0?

These are huge issues, because as social networking has transferred online, new networking platforms and techniques have opened up. With them come many new ways to reach customers, and thousands of social spaces brands can participate in. As tools such as blogs, personal profiles and social media have become more accessible, anyone who wants to has been able to create a web page. They can air an opinion that becomes discoverable through search engines and leave a breadcrumb trail about your brand.

### Social media strategies

If that seems a little daunting, the good news is that while there are thousands of tools, marketers have only five main ways to harness them:

1. Architecting their own communities
2. Participating directly within an existing community
3. Sponsoring or be in associated with specific communities
4. Supplying community participants with information and motivation
5. Observing and learning from how participants discuss and behave in relation to their brands.

## How can I change our culture?

Five ways to get there:

- ✓ Open your minds and your browsers; explore the new networked spaces to increase understanding of how they work
- ✓ Free up the time of your best people; let them lead and give them the space they need
- ✓ Be prepared to change; uncover ways to listen effectively to market signals, and create ways to be responsive and adapt
- ✓ Learn; build digital marketing learning into the fabric of your business
- ✓ Experiment; unless you continue exploring the diversity of digital channels, you won't keep up with changing environment

## So what is 'integrated digital marketing'...and why do marketers get it wrong?

Blended marketing is neither new, nor transient. Using the best media channels to integrate your messaging across platforms is so elementary we hardly acknowledge it. Yet why do these principles so often fail to retain traction in online? Because all too often, marketing behaviour is repeated, rather than rebuilt.

'Integration' doesn't mean simply making the web banners look like the press artwork. That 'matching luggage' approach is only a starting point, not the end-game. 'Media-neutral' doesn't mean simply choosing your channels based on where audiences are. Sure, people have reduced the time they spend with classic media (printed journals, broadcast television, magazines etc), and their switch to the web at home and at work demands every marketer re-evaluate their strategic mix of media.

# Integrating digital and classic channels is key to marketing success

Smart marketers are blending channels together to exploit the unique communication powers of each platform. They replace the monologue approach that dominated marketing, with dialogue. They harness the opinions and voices of their customers to endorse the brand, rather than simply presenting it. They create communications in tune with the culture of a landscape rich in blogs and wikis. And along the way, they will probably build a whole new model of how campaigns work.



### Digital social media strategy development Campaign references on Digital's websites

Case studies and examples of best practice in consumer social media: [DigitalTrainingAcademy.com/socialmedia](http://DigitalTrainingAcademy.com/socialmedia)

Digital Insight Reports on social media and digital marketing; introductory guides and background briefings into digital strategy: [DigitalStrategyConsulting.com/insight](http://DigitalStrategyConsulting.com/insight)

## What more challenges lie ahead?

The good news is that for a channel with so much change, the future isn't as opaque as many think; or at least, not all of it. Here are 10 strands that your marketing will need to harness in the near future:

1. **Scale of digital marketing**  
The web will become many times more important to your customers than it is today. Treat today as the early steps in a transition to the digital networked society, not the end point.
2. **Customers choose communities**  
Your customers will develop a portfolio of online communities they refer to for advice, recommendation and peer reassurance about your products – they will place their trust in what they hear
3. **Traditional partners in new spaces**  
Many media brands from classic media will make the transition to the digital networked economy, still delivering you an audience, but often using different publishing models
4. **Context is king**  
The value of information is weak without context; search engines and communities provide context and enhance value
5. **Mobile is coming**  
What you are familiar with on the web today will migrate into our pockets tomorrow; mobile platforms are simply a gateway into the same data
6. **Information is the new marketing tool**  
As the barriers of access to knowledge melt away at every step in the supply chain, more questions will be asked and more answers needed to be found
7. **Getting your products and information found at the very moment of a customer's greatest potential interest will remain critical, but the number of tools and techniques will continue to swell**
8. **If your firms' actions fail to match their words, the gap will be exposed**
9. **Achieving impact when communicating through your classic channels will continue to be pressured**
10. **The businesses that succeed will be those with adaptive marketing structures that can learn these new environments and quickly respond.**

## Digital strategy audit

### Starting out in assessing digital marketing effectiveness

Lightweight audits for pharmaceutical and healthcare brands



## Boosting your digital marketing strategy with a digital audit

The centre of gravity may have migrated to digital channels, but that doesn't mean marketing managers are spending digital budgets wisely. In today's cash-strapped times, an audit of digital marketing effectiveness can be the fast track for uncovering ways to save budgets that are not working, and where to maximise budgets that could work much harder. This short guide gives pharmaceutical marketers some of the key steps in starting that process.

Many firms get less than 40% of the ROI they could from their digital marketing. Minor changes - such as clearer calls to action, simpler sign-ups for email and clearer messaging in banner advertising - can have a dramatic effect on the impact of web marketing. That's why auditing your digital marketing can quickly unlock where the problems are, and help brand managers move budgets to where they will work hardest

### 1. Follow the customer's journey through one of your digital marketing campaigns

- Look for effective handovers from search engine pages deep into your site
- Consider the customer's experience of your landing page
- Review the marketing goal of each web page and look for improvements

### 2. Relationship marketing and segmentation

- Critically analyse your segmentation strategy and how decision-makers, influencers and other stakeholders are treated by your business
- Examine how customers are converted and the connection to relationship marketing programmes

### 3. Measuring performance and pharmaceutical marketing KPIs

- Check you're capturing marketing and audience activity data effectively
- Consider which data are most meaningful for your business
- Review or set the key performance indicators based on what matters most, for example: number of site visitors that match target profile, number of conversion rates for email sign-ups, dwell time

#### 4. Explore the cost per impact

- Develop a model for calculating the cost per impact for customers in your digital channels
- Review the different types of impacts you have and weight them to reflect the value they give the business
- Repeat the process with classic media, and traditional sales and marketing channels

#### Key issues to look for

- Pharma websites that don't support customer conversion or build contact groups for relationship marketing
- Brand microsites that sit outside the main strategy and fail to get discovered in search engines

- Email relationship marketing that is far too general and fails to target segments effectively
- Websites that remain on-screen brochures rather than immersive and engaging marketing experiences

We've spent ten years reviewing online marketing strategies for brands and it's rare there isn't significant scope for getting better results from the time and energy invested in the web.

When a simple audit like this is complete, look for the cost-per-contact in digital channels and compare to journals and conferences - it can be the most enlightening piece of data of all.

Digital marketing should be the driving force in campaigns geared to healthcare professionals, but most campaigns still put digital in a minor supporting role. In general pharma brands have been slow to adopt digital marketing, but audits can quickly help indicate a stronger channel mix. The tips here should get you and your team thinking about how online and digital tools could unlock a step change in the effectiveness of your pharmaceutical marketing strategy.

### Digital marketing audits: a quick reference guide

4 step, simplified digital marketing audit	Areas already optimized and not needing action	Specific weaknesses that need attention	Action plan and timescale
1. Follow the customer's journey through one of your digital marketing campaigns			
2. Relationship marketing and segmentation			
3. Measuring performance and pharmaceutical marketing KPIs			
4. Explore the cost per impact			

## Where to start

Helping brands achieve more from their teams and agencies

Next steps



## Knowing where to start

Web marketing can be a daunting array of unfamiliar choices for those new to the scene. From Facebook to search engine optimisation, Twitter to RSS, there is no shortage of calls on the marketer's time. The ideas in this short summary boil down key takeouts from dozens of management coaching events with leading global brands from many different sectors. They represent examples of commonly missed opportunities and can provide a checklist of quick tactical fixes when marketing budgets are under pressure. They are not intended as a substitute for an integrated digital channel strategy, but simply represent powerful quick-wins many firms have far from fully exploited. Breaking down the complexity of digital marketing choices is intended to give marketers a clearer roadmap for how to improve their performance. By tackling each set in turn, it's easy to measure the improvements on the business, and the boost to the insights of stakeholders along the way.

## Extra support from Digital Strategy's team

There is a supporting microsite for this report with additional research links and data. It's at [www.DigitalStrategyConsulting.com/pharmaceutical\\_marketing](http://www.DigitalStrategyConsulting.com/pharmaceutical_marketing)

There are more detailed insight reports in key digital disciplines such as Social Media and Media Planning. Many are available online and Digital's team can direct you to the resources relevant to where your brand is today.

Our strategists and consultants have been leading thinkers in the online marketing and media sectors since the mid 90s and can help by quickly health-checking an existing strategy or building a new strategy from the start. The team can quickly audit your existing digital communications to identify weaknesses in campaigns or in the process that created them.

We have worked in thirty countries to accelerate brands, and the most popular ways are:

Digital communications audits | Digital strategy healthchecks and risk analysis |  
Digital communications strategy development | Traffic-building strategies | Content  
and community strategies | Product development strategies | Leadership coaching  
Digital marketing coaching programmes

## Continuing the conversation?



### How could we accelerate your brand? Simply ask.

Email the author of this report directly:  
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[DigitalStrategyConsulting.com/dannymeadows-klue](http://DigitalStrategyConsulting.com/dannymeadows-klue)

## Our digital strategy acceleration programmes

- Digital strategy healthchecks and risk analysis
- Digital communications audits
- Digital strategy development
- Traffic generation strategies
- Customer acquisition strategies
- Content strategy development
- Community and social media strategies
- Digital marketing coaching programmes
- Leadership coaching

To find out how can we help your team achieve more and your brand gain the edge, get in touch today.



Making sense of a digital world

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