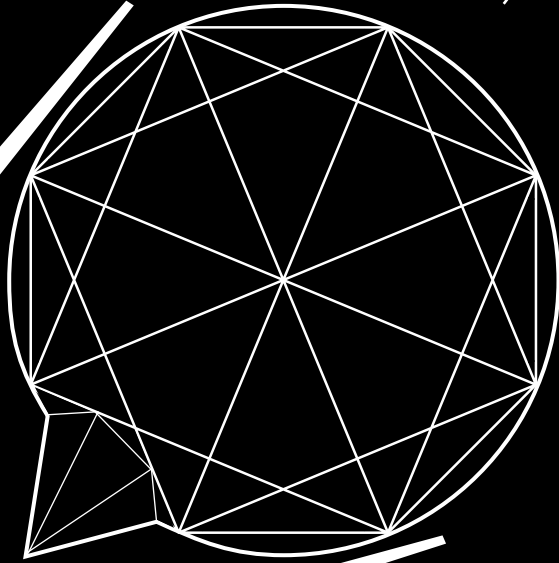


THE
ORANGE
PAPER
01

madano



Quality
not
QUANTITY

Why omnichannel matters for
medical communications

OMNICHANNEL ADOPTION FOR TARGETED, RELEVANT AND COST- EFFECTIVE HCP COMMUNICATIONS

Healthcare comms in the post- pandemic era

Over the past few years, the way healthcare providers (HCPs) interact with patients and pharmaceutical field reps has changed dramatically. Since the pandemic, face-to-face meetings, consultations and congresses have all declined sharply, with traditional channels for engagement and communication significantly impacted by COVID-19.

In a recent survey, 50% of general practitioners from around the world said they've seen a decrease in the daily volume of patients coming into their practice.¹ At the same time, meetings with pharma sales personnel have gone from 64% in-person pre-pandemic, to 65% virtual post-pandemic in multiple therapeutic areas.¹

As a result, there has been a dramatic increase in digital activity and information within the healthcare space. Studies suggest physicians globally are spending more and more time online researching medical conditions and treatments – at least 1.5 hours per day.

Over 70% of doctors believe social media can improve the quality of patient care, with more than 30% using these channels for professional purposes.² Madano's own analysis shows that up to 90% of traffic to the web pages of scientific journals comes from queries on generic search engines.³

The problem is, with drug companies ramping up their digital campaigns and competing for attention online, reach has been prioritised over relevance, quantity over quality, triggering a flood of substandard digital content that fails to hit the mark. In their efforts to engage as many HCPs as possible, pharma companies have overlooked their audience's core needs. In fact, 58% of HCPs agree that at least one pharmaceutical company had spammed them with digital content during COVID-19. In this way, the very space HCPs have come to rely on has become filled with indiscriminate messaging and undifferentiated noise.



50%

of general practitioners from around the world said they've seen a decrease in the daily volume of patients coming into their practice.¹



1.5 h *per day*

Studies suggest physicians globally are spending more and more time online researching medical conditions and treatments.²



+70%

of doctors believe social media can improve the quality of patient care.²



90%

Madano's own analysis shows that up to 90% of traffic to the web pages of scientific journals comes from queries on generic search engines.³



CUTTING THROUGH THE CLUTTER

What they need, in short, is omnichannel.

To achieve standout in this crowded market, pharma companies need to carefully consider their method of delivery.

They need an efficient, engaging and effective way of disseminating medical affairs information; a strategic mechanism that enables targeted and tailored communications content that truly meets the needs of their healthcare professional audience.

With the pandemic helping to crystallise thinking around the need for more precise healthcare content, consensus is growing that untargeted mass marketing and communications are deeply counterproductive. And in the search for more user-focused and relevant therapeutic information, omnichannel has begun to gain traction.

Rather than contributing to online saturation, by taking an omnichannel approach pharma companies can cut through the clutter and initiate targeted conversations with HCPs. As **Reghu Venkatesan**, Madano's Global Head of Healthcare, observes:

"Instead of overwhelming HCPs with multiple, unfocused and unhelpful pieces of content, pharma companies can use omnichannel to make things significantly more useable and more relevant. A targeted, audience-centric omnichannel strategy helps pharma companies ensure they're part of the solution, not part of the problem."

But what exactly is omnichannel? How does it work? And how can it add value in the post-COVID landscape?

OMNICHANNEL: EMBEDDING AUDIENCE- CENTRICITY

In a recent publication, the Medical Affairs Professional Society (MAPS) set out its vision for the future.⁴ By 2030, MAPS envisages the medical affairs function becoming

“a strategic leader at the centre of clinical development and commercialisation efforts, identifying and addressing unmet patient, payer, policymaker, and provider needs that advance clinical practice and improve patient outcomes.”

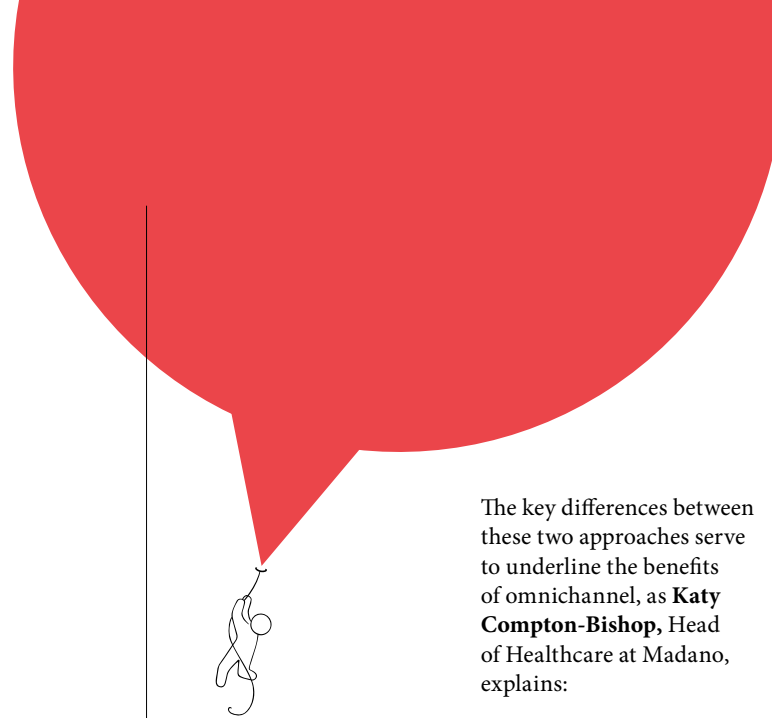
To achieve this future, medical affairs need to be customer-oriented, resource-efficient, agile and measurable. And this is where omnichannel comes in.

Omnichannel is an audience-first approach to communications; a single ecosystem where different channels work together to create a coordinated and cohesive user experience. Enabling companies to embed audience-centricity within their content generation process, omnichannel is perhaps best understood in contrast to another popular marketing practice: **multichannel**.

Multichannel

[Multi: prefix, meaning ‘more than one; many’]

Multichannel involves multiple separate channels and channel strategies focused around a product or service. These channels operate independently from one another, often pushing out different messages across different platforms. With multichannel, the onus is on the audience to sift through various levels of content to find what they’re looking for. Meanwhile, the lack of alignment between channels can dilute strategic priorities, generating muddled messaging, wasting internal resources and creating inconsistent consumer experiences.



Omnichannel

[Omni: prefix, meaning ‘all; of all things’]

While the focus of multichannel is quantity, omnichannel is all about quality. Omnichannel refers to a single strategy tailored to audience priorities, with all channels working together to focus resources and deliver relevant, integrated communications. Through channel connectivity and alignment, medical affairs teams create streamlined customer journeys, whereby users progress through an ecosystem of interrelated content, receiving the information they need in line with their consumption preferences.

Omnichannel: one ecosystem where channels are designed to work together



Multichannel strategy
Multiple independent, channel strategies across platforms with different messages can dilute strategic priorities, waste internal resources and create inconsistent user experiences.



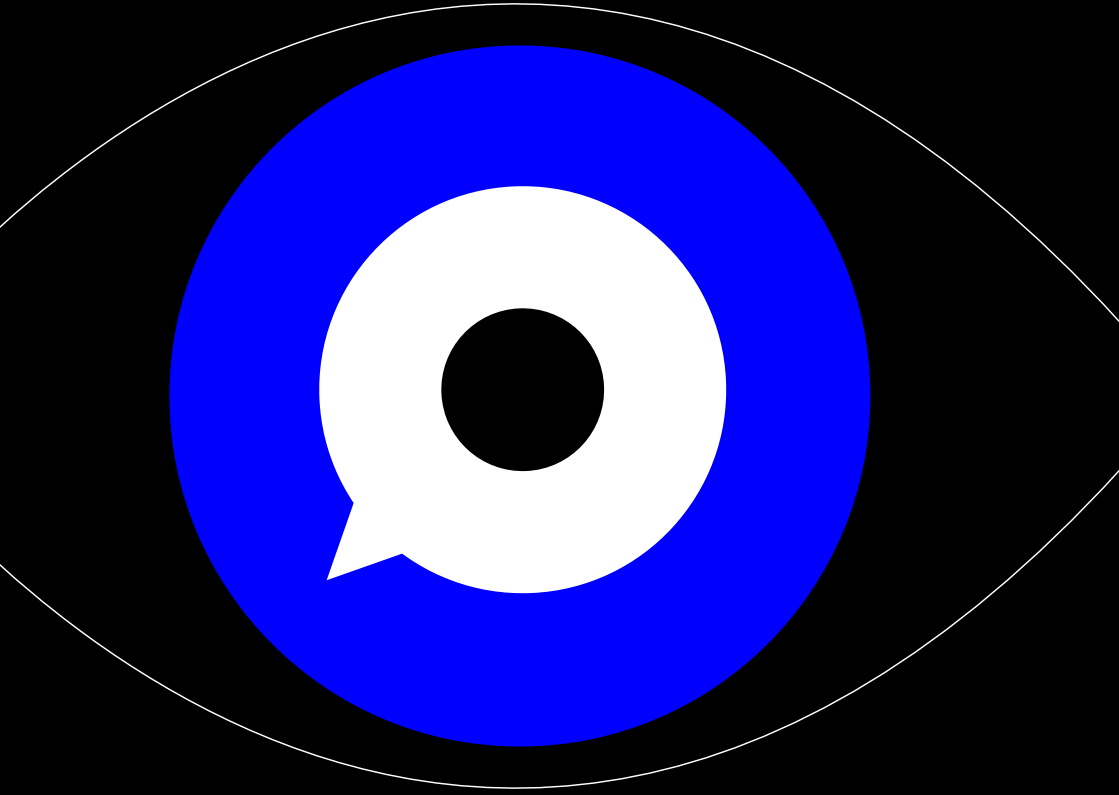
Omnichannel strategy
Single strategy tailored to audience priorities, with all channels working together to focus resources and deliver relevant, integrated communications.

The key differences between these two approaches serve to underline the benefits of omnichannel, as **Katy Compton-Bishop**, Head of Healthcare at Madano, explains:

“Historically, multichannel has been about throwing as much at the wall as possible and seeing what sticks, without thinking about which channels work for which people. It has been characterised by disparate and disconnected endeavours, which leads to people receiving inconsistent and contradictory information.”

Omnichannel, on the other hand, is much more nuanced and strategic; it addresses communications in a sequenced and integrated way, with content on one channel relating to content on another, creating a unified and coherent experience.”

AUDIENCE FIRST, AUDIENCE FOCUSED



The key defining feature of omnichannel is audience-centricity. Based on the premise that the best communications outcomes will be achieved by responding directly to the needs of the end user, omnichannel places the audience front and centre.

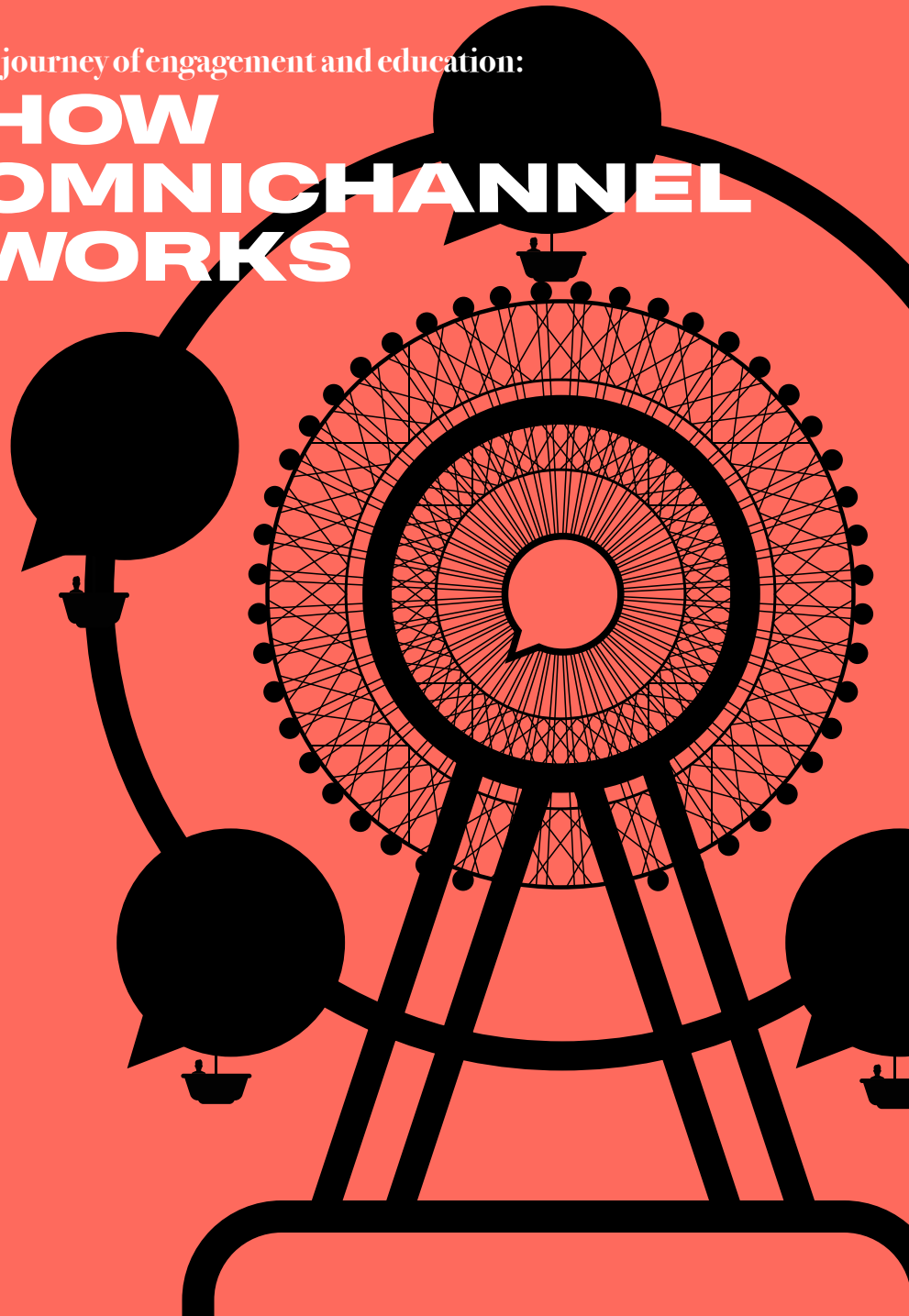
Who is the intended audience? What do they want and how do they interact with content? How do they actually learn? And what attitude or actions do we want them to adopt? By addressing these questions, medical affairs can begin to build an understanding of their target end user, and the content and channels that will serve them best. Here again, omnichannel inverts the multichannel approach, putting audience first, content and channel second. Only after the audience has been identified and understood will the avenues for reaching them be determined.

“You’ve got to think first and foremost about the people you’re trying to reach,” says **Gareth Morrell**, Head of Insights at Madano. *“And it’s really important to see them as people – not just as customers or clients. We’ve got to think about who they are and how they engage with scientific information while living the rest of their lives. By taking an audience-first approach, we can help to ensure that communications are relevant, tailored and targeted, which increases the likelihood of achieving wider strategic objectives.”*

But how do you get to an in-depth understanding of your target audience? And how does this information feed into the broader process of omnichannel development and deployment?

A journey of engagement and education:

HOW OMNICHANNEL WORKS



In a healthcare context, omnichannel aims to take the audience from a point of low awareness or inaction to a point of positive evolution in attitude or behaviour – for example, from a limited understanding of a drug’s efficacy, to full appreciation of its therapeutic value and a willingness to advocate for it.

At the same time, it’s acknowledged that an audience will not reach this desired endpoint straight away or at the same pace. To get there, HCPs need to be taken on a journey of engagement and education.

To facilitate this process, companies need to follow the five key steps of successful omnichannel deployment. As defined by Madano, these steps are:

5 steps to omnichannel deployment

DATA AND INSIGHTS

1. AUDIENCE UNDERSTANDING

- Who is our audience?
- What do they want and how do they interact with content?
- What behaviour or attitude do we want to change?

2. USER JOURNEY

- What are the stages of adoption and mindsets at each stage?
- What are the most appropriate tactics/channels to leverage to drive change?
- How can we connect tactics or channels to create a learning journey?

3. STRATEGY DEVELOPMENT

- Which sequence of touchpoints, channels and content shall we use?
- How do we measure success?

4. MODULAR CONTENT CREATION AND DEPLOYMENT

- What specific content will help us drive the progression of customers along the adoption ladder?
- What can we reuse, adapt, need to create?

5. MEASUREMENT AND OPTIMISATION

- How can we continually monitor and analyse performance to optimise strategy design?

CONTINUOUS MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT

A journey of engagement and education:

Many organisations make the mistake of jumping straight into the strategy development stage, without achieving a clear understanding of their audience or the required engagement journey. A strategy that's not grounded in audience insights is never going to succeed.

It's crucial that this step-by-step methodology is followed in sequence, with steps one and two providing the framework for everything else that follows.

1.

AUDIENCE UNDERSTANDING

Through audience understanding, companies can begin to develop audience profiles and personas, which are vital components of the audience-centric model. This process involves identifying an audience's content consumption preferences, and defining the attitudinal and behavioural changes we want that audience to embrace.

2.

USER JOURNEY

Once achieved, such insights are used to map out the audience journey, which involves illustrating the shifts in audience mindset and the various stages of adoption. The audience journey also involves assessing the most appropriate tactics and channels for driving change.

3.

STRATEGY DEVELOPMENT

At the strategy development stage, it's important to think about the sequence of touchpoints that will be used to engage the target audience. With traditional medical affairs touchpoints becoming less prominent, how can the range of new digital, owned and social channels be used to optimise impact? And how can these channels work together to provide an integrated and coherent programme of messaging?

4.

MODULAR CONTENT CREATION AND DEPLOYMENT

Stage four, modular content creation and deployment, is about identifying and creating the specific content that will enable target audiences to progress along the adoption ladder. Based on the knowledge that people like to learn in bite-sized chunks, this step ensures that content is working as hard as possible in support of desired outcomes. It also enables teams to assess which items of content can be reused, versus those that need to be created from scratch. In this way, companies can create a bank of preapproved content that can be redeployed to promote different stories over time.

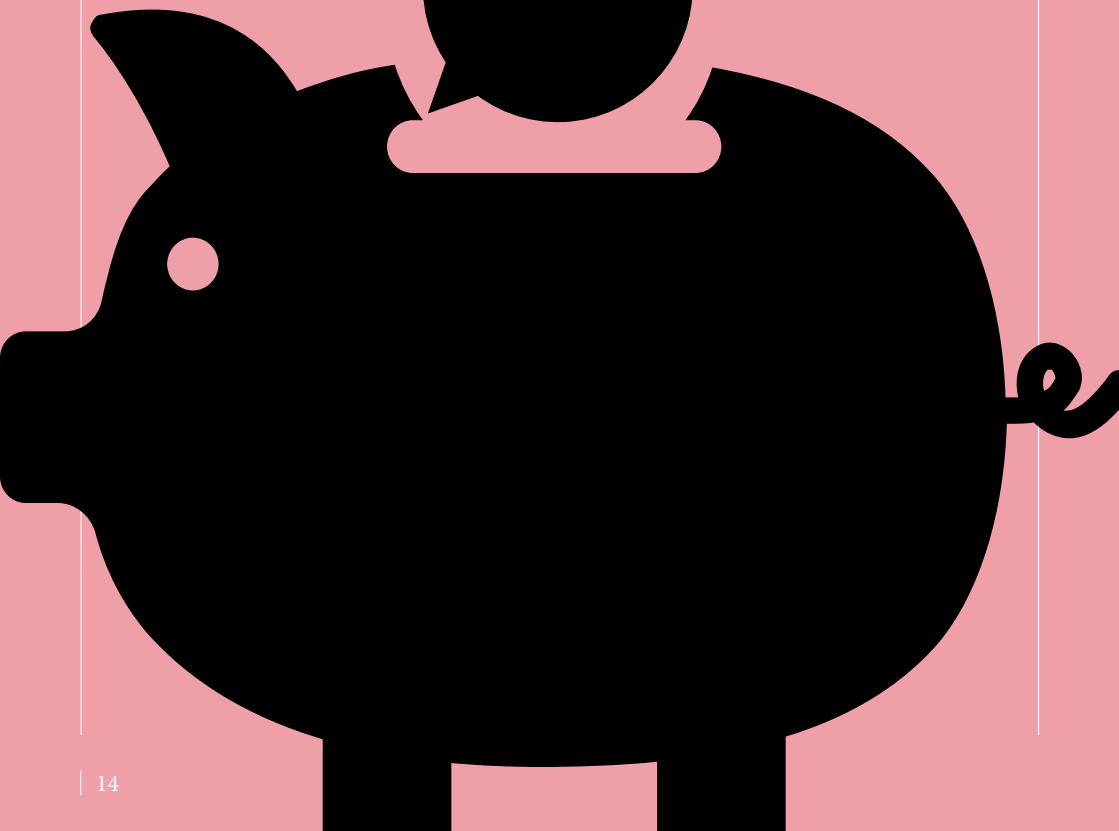
5.

MEASUREMENT AND OPTIMISATION

The fifth and final stage, measurement and optimisation, is critical. Through continuous measurement and analysis, companies can create a constant learning cycle that enables them to improve and optimise what they do. Ongoing evaluation provides evidence of progress, making teams more agile and responsive to those elements that are working well, as well as those that are not.

Enhancing experiences, efficiency and agility:

HOW OMNICHANNEL ADDS VALUE



By following the five key steps, organisations can hope to achieve three primary benefits from their omnichannel strategy:

1.

Better customer experiences

By definition, an audience-centric communications strategy should, if executed correctly, lead to improved outcomes for the end user. It delivers the content that healthcare professionals and providers want to receive, in the manner and form they want to receive it – without any spamming.

“This is why we advocate omnichannel,” says Jonathan Oldershaw, VP of Insights & Strategy at Madano. “Omnichannel helps pharma companies ensure all their channels are working in the right way and working together to enhance the audience experience. Through careful content planning and scheduling of messages, omnichannel helps audiences find what they’re looking for.

It improves discoverability, making the whole process of searching for specific information more exciting and rewarding.”

Building audience insights also enables companies to develop more meaningful interactions with HCPs. As Oldershaw explains:

“Like many companies launching a new product, pharma companies can be very focused on new drug promotion. Feedback often comes from early adopters and those they are close to, which doesn’t necessarily help them understand the full range of audience attitudes. They might not consider, for instance, what’s going to motivate a cardiologist in rural Wisconsin to engage with their product. Omnichannel forces them to ask these questions, communicate the benefits and overcome the barriers to adoption, which makes for a more engaging customer experience.”

2.

More efficient resource allocation

Omnichannel enables companies to focus their resources, ensuring time, effort and money are spent on content creation and channel utilisation that will deliver results. Shaped by audience insights, targeted omnichannel communications lead to bigger impact for less spend, resulting in better value for money as well as improved outreach and engagement.

The adoption of an omnichannel approach also helps to free up time and resources for other tasks, as **Reghu Venkatesan**, Global Head of Healthcare at Madano, observes:

“Within organisations, people often push back against new concepts such as omnichannel, saying they haven’t got the capacity, they’re simply too busy to engage. But freeing up 10% of your time to create an omnichannel framework will actually give you more time for other things – plus, you’ll have money to do that extra 10% due to the savings made through improved efficiencies.”

By encouraging companies to deliver integrated content across interconnected channels, omnichannel also helps to increase internal collaboration. In this way, it can break down organisational silos, enabling more efficient allocation of resources by eliminating duplication and dismantling barriers.

3.

Increased agility and responsiveness and better implementation

With increased collaboration comes enhanced agility and speed.

*“You see this a lot in pharma today,” says **Reghu Venkatesan**. “Smaller teams with more autonomy working faster and more responsively. The thinking seems to be, less cumbersome groups means less chance of mishap and miscommunication, and better conditions for smoother, quicker delivery.”*

Omnichannel promotes knowledge sharing and coordination internally, helping teams to work together in a more streamlined and agile way. With people collaborating to assess evidence, develop strategies and make decisions, implementation and delivery are only likely to improve.

ADVANCING CLINICAL PRACTICE AND IMPROVING PATIENT OUTCOMES

In line with the MAPS 2030 vision, the ultimate goal of omnichannel deployment in healthcare is to empower medical affairs to advance clinical practice and improve patient outcomes. The omnichannel model aligns with the increasingly centralised and cross-functional nature of medical affairs. It also has the potential to support the strategic leadership role medical affairs is likely to occupy in the years ahead. Medical affairs teams are certainly well positioned to play a critical role in omnichannel development. While there are commercial considerations within an omnichannel strategy (due to the customer engagement dimension), the focus on

data and disease awareness means medical affairs has a compelling claim for ownership.

Of course, omnichannel isn’t new; in fact, it’s been around for some time. But since COVID, what’s changed is the increased realisation that omnichannel can help tackle spamming and indiscriminate mass-marketing within healthcare communications. Omnichannel, it’s becoming clear, can support companies to communicate in ways that enable HCPs to improve patient outcomes. And it’s the unique audience insights that best facilitate improved clinical practice and product engagement.

As **Gareth Morrell** reflects: *“Yes, pharma clients will know their customers from a professional and clinical segmentation perspective. But do they know their learning and information needs? Will they know whether they prefer a series of social media posts over long-form articles? Whether they’re looking for a specific course? Only by identifying specific knowledge gaps and understanding how audiences want to learn can pharma companies positively influence clinical practice and treatment uptake.”*

A SUMMARY OF THE IMPACTS OF AN OMNICHANNEL APPROACH



Make working lives easier.



Deliver resource efficiencies and enhance implementation.



Help create a more coherent strategy across all channels.



Deliver bigger impact for less spend, freeing up more time and money for other key activities.



Improve customer experiences.



Advance clinical practice and improve patient outcomes.



OVERCOMING THE BARRIERS TO ADOPTION

As with all new processes and approaches, those looking to promote omnichannel may face initial resistance.

Omnichannel has become a somewhat loaded term in communications circles. Some people suspect that it involves a radical overhaul of existing processes, that it will demand lots of extra work.

It will require a significant shift in mindset, a more streamlined and better sequenced process, but many day-to-day activities will remain the same. In fact, many medical affairs teams already possess the capabilities and skills that omnichannel requires and just need support in learning how to think about planning and executing programmes in a different way.

“It often sounds like an uprising or revolution, introducing something like this; but in fact it’s more of an evolution,” says Katy Compton-Bishop.

“There’s no significant shift in the majority of skills needed or medical activities that need to take place. And there’s certainly no criticism of how things have been done before. The real difference is a mindset shift and understanding how to think ‘insights-driven and audience first’, rather than your message and content and channel first.”

An illustration of a diverse group of people of various ethnicities and ages, shown from the chest up, holding hands in a large circle. They are wearing colorful clothing in shades of blue, green, yellow, red, and purple. The background is a solid red color.

THE FOLLOWING ADVICE MAY HELP TO REASSURE RELUCTANT OMNICHANNEL ADOPTERS:

1.

The language used

Think about the language used to promote omnichannel: talking about 'scientific narratives' rather than 'key messages' will help to get medical affairs onboard.

2.

It is not purely digital

It's often assumed that omnichannel is a purely digital process. Remind people that it's not: face-to-face consultations and field team meetings are still critical channels of engagement within the omnichannel mix.

3.

Medical liaison role still key

The switch to omnichannel doesn't mean medical liaison roles are suddenly vulnerable or redundant; they're still a key part of the process.

4.

Engage internal champions

Engage internal champions to help promote omnichannel; peer-to-peer endorsement goes a long way to driving buy-in and engagement.

5.

Senior buy-in

Encourage senior leadership to champion the cause as well.

6.

It's a gradual process

Take an iterative, step-by-step approach to adoption; maybe even pilot omnichannel deployment to demonstrate its value internally.

MADANO AND OMNICHANNEL

Expertise in integrated healthcare communications

Healthcare comms in the post-pandemic era

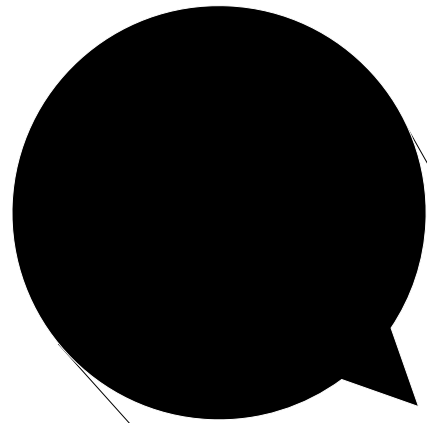
At Madano, we've been delivering integrated healthcare communications for many years. Drawing on our expertise in insights, media, medical affairs, commercial, patient engagement, digital, creative and strategy, we knit together all five of the key steps for successful omnichannel deployment. Promoting a uniquely holistic approach, we take clients from beginning to end of the omnichannel journey, from audience understanding to strategy development and implementation. And we're able to use the right tools at the right stage of the process.

Our overall aim is to make omnichannel adoption simple and practical. But what really sets us apart is our ability to execute the two key disciplines at either end of the omnichannel spectrum: insight and measurement. Having an insights function embedded within our team, we're able to ensure everything is quantified and qualified in the right way. In the context of omnichannel, we're also able to measure

for engagement, impact and behaviour change, while feeding back into the process to ensure continual learning and improvement.

As discussed in this paper, the success of an omnichannel strategy depends upon in-depth audience understanding at the outset. By using insights to determine the best way of meeting audience needs, companies can ensure their content deployment is meaningful and impactful. Likewise, by measuring engagement and performance we can demonstrate value and optimise delivery. And ultimately, demonstrating value is key for medical affairs, as **Gareth Morrell** concludes:

“Through rigorous measurement, we can see what works and propose new approaches based on our findings. For example, if measurement data tells us that to achieve our goals, we need more people who better understand a particular aspect of a treatment to feel confident delivering that treatment, we can make the necessary adjustments in approach. In this way, we can help to advance science through clearly measurable outcomes.”



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