

MM&M's Guide to

Content Marketing

Trends, tips, and a wealth of insight to help healthcare brands catch up to other industries in the compliant use of content marketing to convey stories



Sponsored by

ELSEVIER

NAVICOR | **inVentiv Health**

CONTENT MARKETING'S STEADY GROWTH

Healthcare companies must sharpen their focus, as well as their pens and pencils, to reach willing consumers, writes Sarah Mahoney

Since MM&M's first eBook on content marketing, in November 2015, content marketing's use has only increased. While most consumer-facing brands are using it to engage with people on many different levels, some of healthcare's biggest players are still lagging behind. But with hundreds of millions of pieces of new content sailing into cyberspace each year, pinning down what it means to be a laggard, and what it means to be effective, is increasingly tricky.

It might mean that a company doesn't have a clearly documented content-marketing strategy. The Content Marketing Institute says that problem afflicts 68% of B2B marketers and 63% of B2C companies. It might mean that they have a strategy but no real clarity on how well it's working, like 55% of B2B companies and 58% of B2C brands.

Like every other type of marketer, these healthcare brands, hospitals, payers, and pharma companies are gamely peppering the universe with content and with the understanding that they have to be "out there." But whether their content is inspired or simply adequate, they've all got the sinking realization that while the amount of content being cranked out is increas-

ing exponentially, there are still only 24 hours in a day. How often can harried doctors or overwhelmed patients say, "Hmm, I'm in the mood to browse for health content today?"

People's resistance to all forms of marketing — even brilliant content — is fierce in the digital realm. Forrester says online advertising avoidance hovers at around 50%, while opt-in rates are only in the mid-single digits. And there are practical considerations as well, owing to Google's elimination of right-side ads having limited the real estate for sponsored search.

Despite the explosion of content marketing, including increased spending and a higher-level corporate focus than was the rule earlier, unless healthcare companies and organizations sharpen their creation process to propel themselves beyond promoted content, the odds of getting through to meme-weary customers get thinner every day.

The good news for healthcare brands is that the Internet has matured to support strong and compliant content marketing, with an emphasis on the snackable kind rather than the purely searchable. Read on for more insight from our content experts. ■

Forrester says online advertising avoidance hovers at around 50%, while opt-in rates are only in the mid-single digits

FAST TAKES

Our experts say companies and providers should seek more inspiration outside the industry. Here is some content they love:

"A *Faster Horse*, a documentary from Ford that is now on Netflix, is so outstanding that I watched it, all 90 minutes, and didn't even know it was a marketing video. It brought a tear to my eye — it had me waving a flag and crying. And *The Walking Dead's* Story Sync app, which leads into the *Talking Dead*, is just amazing."

— **Buddy Scalera**, senior director content strategy, global health science, the Medicines Co.

"The combined dangers of texting and driving at www.itcanwait.com, including the documentary film by Werner Herzog, was powerful. AT&T coupled this push with a campaign to try to drive behavior change. Nike does tremendous work, from app development to branded video and CRM. Saks Fifth Avenue does a great job organizing rich cross-channel storytelling."

— **Ryan Skinner**, Forrester's senior analyst on content

"I love Coca-Cola, and the amazing experiential work they do, such as Happiness without borders. And Disney — it really is all about the magic."

— **Johanna Skilling**, EVP, director of planning, U.S. Ogilvy CommonHealth Worldwide

LESSON ONE: 'IT'S NOT ABOUT YOU'

Listen harder to learn how to make customers' lives better

The good news, of course, is that there's no secret to creating meaningful content. "To work, it has to be about the person reading it, not the person providing it," says Johanna Skilling, EVP, director of planning, U.S. Ogilvy CommonHealth Worldwide. "It's got to be about the reader — the patient or the doctor. It's not about the brand," she points out.

"If I had one wish for every marketer thinking about content," Skilling continues, "it would be this: Have one conversation with a real live person, not someone behind a screen or video. Look at their faces, into their eyes, and then decide what kind of content would make a difference."

The best way of doing so is tapping into the power of storytelling, where healthcare brands have an inherent advantage over other industries. Life-changing medications pack a much more dramatic storyline than, let's say, paper towels.

"Good content has to get beyond describing a product's features and benefits," says Buddy Scalera, senior director content strategy, global health science, at The Medicines Co. "It has to make it clear how the brand will help the healthcare professional or patient on their own story journey. The brand is not the story. We are all heroes in our own story and any brand that intersects with us has to help us get where we want to go or we're not interested."

And because content's real potential lies in how often it's shared, it helps if it truly engages people. They want to do something, whether it's as simple as retweeting or as bracing as a bucket of ice-water poured over their heads on Facebook. (That, observers say, is what turned the ALS Ice Bucket Challenge, which generated \$115 million, into a social media superstar.)

Does every brand have that kind of viral hit-

making potential? It's unlikely. For clients to ask agencies to create such a blockbuster would be as silly as asking a movie studio to whip out a hit like *Avatar* or a Major League pitcher to throw a no-hitter: Those lightning-in-a-bottle moments are freakish gifts from the marketing gods.

But there is plenty that life-sciences marketers can do to take the content they create for their drugs, medical devices, and healthcare services from average to exceptional.

Marrying needs with purpose

"Customers want and expect experiences and content that help them understand their options, express their thoughts and feelings, and relate to other customers going through similar circumstances," says Ryan Skinner, Forrester's senior analyst, content. "The brands that do this job best marry their customers' implicit and explicit needs with the brands' purpose in order to deliver value. This ends up getting translated in a number of different ways. Obviously — and it goes without saying — pharmaceutical companies must operate within the legal constraints imposed upon them, but — when it comes to helpful content — these constraints may not be as challenging."

And if brands want to be helpful to providers they have to understand that results matter more than anything else. "Healthcare professionals want better outcomes," says Scalera. "How does your brand help do that? We need to go beyond the numbers and tell that story." If facts and statistics were enough to convince people, he points out, "we'd all be in perfect health, at a perfect weight, and we'd all drive the speed limit. But we don't. We need to hear the whole story." ■



"Good content has to get beyond describing a product's features and benefits"

Buddy Scalera, senior director content strategy, global health science, The Medicines Co.



Custom Solutions
& Licensing
elseviercustomsolutions.com

influence your audience

Partner with Elsevier to create a custom solution which leverages our trusted clinical content and extensive HCP reach



CUSTOMIZED CLINICAL CONTENT

HCP and patient education content

Elsevier's credible, peer-reviewed medical content includes articles, reprints, images, videos, and illustrations from:

- Dorland's Medical Dictionary
- Netter Images & Illustrations
- 20,000+ Medical reference books
- 500+ Health and science journals

Multimedia Services

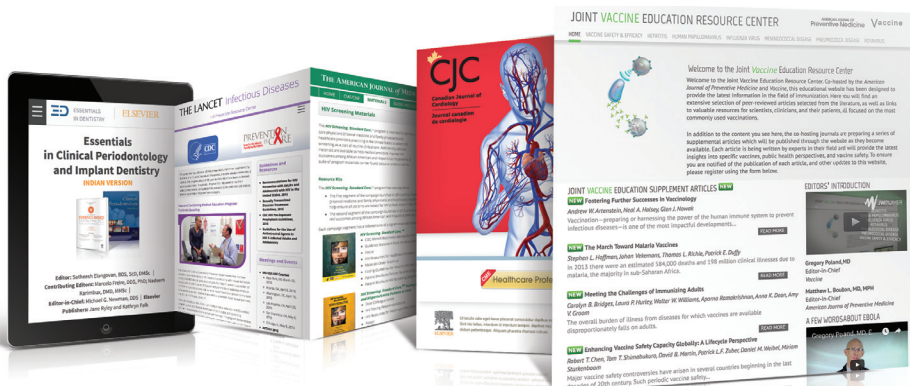
Elsevier can provide full production support, or partner with agencies in content development

- Website design, development and hosting
- Books, eBooks & Audio Books
- Patient Brochures & Flip Charts
- Posters & Wall Graphics
- Clinical Updates & Newsletters
- Slide Kits
- Polls/Knowledge Tests
- Video Libraries

Extensive Multichannel Reach

Target your HCP audience via email, online banner ads, and cross-journal marketing

- Over 3 million opt-in HCP emails
- Targeted access to readership of 500+ medical journals (print, online, in-app)



Contact us to learn more.

Mindy Anderson

Director, Pharmaceutical & Device Sales
(443) 812-0214
m.anderson@elsevier.com

Jeff Leber

National Account Manager
(951) 764-9846
j.leber@elsevier.com

PHARMA'S BIGGEST CONTENT CHALLENGE? FEAR

Having content that fails is better than not taking risks

Some observers think that pharma's biggest challenge is, more or less, all in its head, evidenced by a general skittishness. There's the fear that "new" approaches won't comply with regulations or that some brand disaster lurks in the hands of the social media masses. Timidity is something of an institutional habit.

And while much of the marketing world comes at content with a playful, even goofy orientation — think baby goat videos or "What *Dynasty* character are you?" quizzes — pharma often can't take that tack. Cancer isn't funny.

"We have to be accurate with our scientific message because we can't make a mistake," says Scalera. "Pharma doesn't have the flexibility about how to interpret things like prescribing information. There is the larger responsibility of making sure we get information right, so that might make us seem less fun and as if we're behind."

"Many healthcare companies are completely comfortable with content geared at providers, like white papers and eBooks," says Skilling. "But when you start to talk about what is more shareable for con-

sumers — what should be on Vine or Instagram — there is a very real fear. They are afraid of somehow overstepping their boundaries."

"I draw a parallel between pharma and the finance industry," says Jordan Teicher, senior editor at Contently, a company that specializes in content marketing. "In both cases, brands have an inherent advantage. People spend a lot of time online looking for advice about their health and their money. But there are also risks, and brands are naturally concerned about overpromising. But sometimes they are perhaps a little more concerned about regulations and legal restrictions than they need to be. There are plenty of ways they could be sharing helpful tips about health and medication and still be within guidelines."

As long as companies are transparent, doing their best to be accurate, responsive, and up front about their motives, he says, people will be pretty tolerant. And, of course, companies fear they'll make the wrong move, use the wrong kind of content, and offend the people they're trying to woo. He says companies need to remember

that the consequences of "a campaign laying an egg just aren't that dire."

Still, finding the right tone for your brand takes hard work, Scalera says. He points out that medicine has traditionally taken a fairly businesslike, scientific tone in its marketing. A brand's voice gets pulled through in all its marketing material. And there is room for other voices. But companies have to be careful. Take that Ice Bucket Challenge. Scalera says it was a hit because it was a grass-roots effort meant to generate donations for the ALS Association.

"Would it have worked



"Brands can share helpful tips about health and medication and still be within guidelines"

Jordan Teicher, senior editor, Contently



P&G is winning a new generation of young women with its bold program Mean Stinks

as well if it had been put on by a pharmaceutical company that made a drug that treats ALS?” Scalera asks. “Or would people with ALS have thought the company was trivializing their condition? Would they have said, ‘Why isn’t this company trying to find a cure instead of fooling around on the Internet?’”

But there’s no doubt that while doctors may take the gravity of medical issues and patient privacy as seriously as ever, consumers are shattering these ideas in sometimes-shocking ways. Late last year, for example, tens of thousands of women stormed Twitter to advocate for abortion rights with the hashtag #ShoutMyAbortion.

And Skillings says she is astonished by changes in the way women, especially younger women, are talking so openly online about menstruation, with brands like Hello Flo earning millions of views, plenty of laughs, and lots of loyalty. “As people lose the fear and stigma

around bodily functions, it gives companies a little more leeway, too,” she points out.

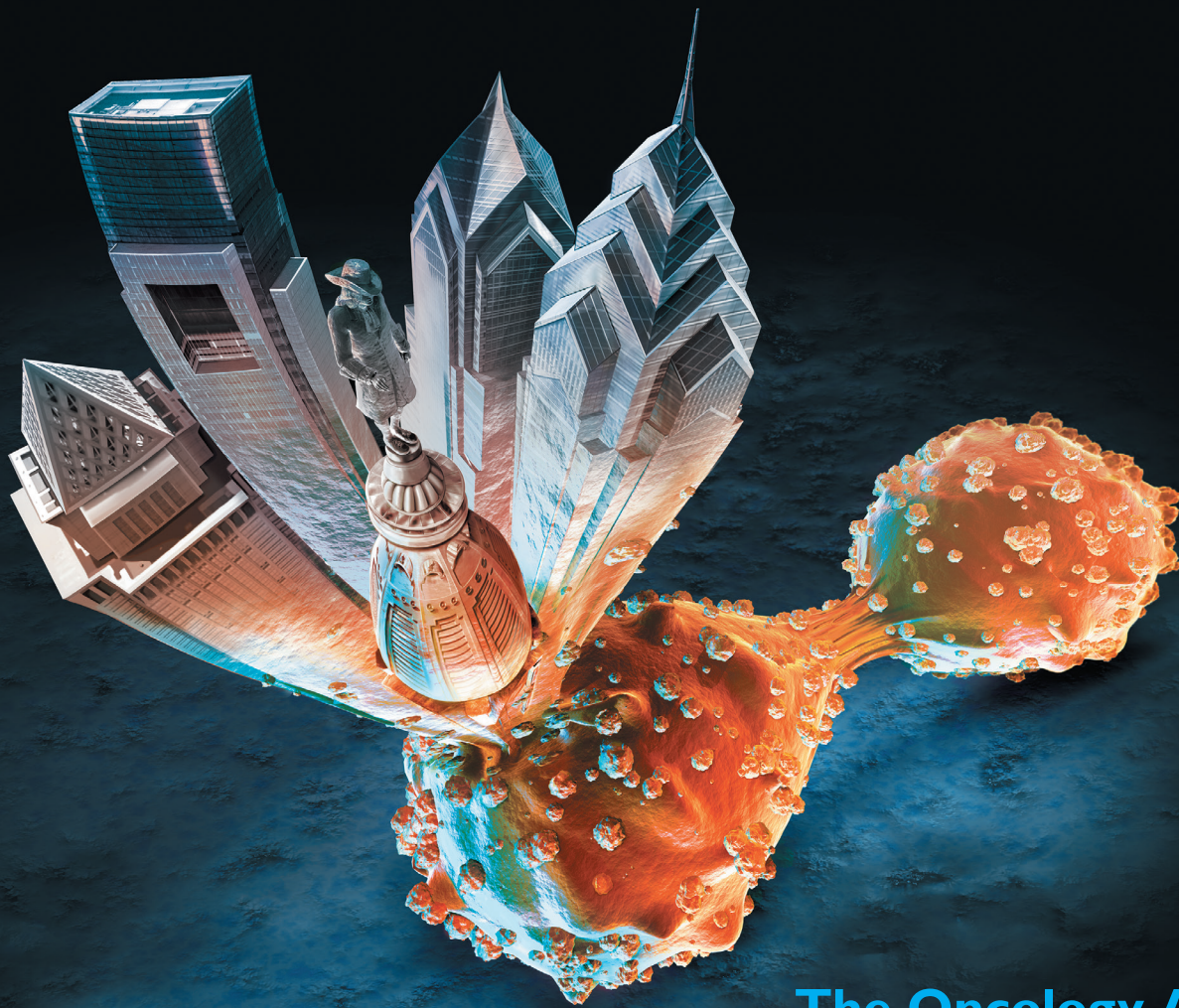
That becomes especially true for brands that find ways to align themselves with a higher purpose. *Can’t Buy Me Love*, a book coauthored by marketing experts Bob Garfield and Doug Levy, details how Procter & Gamble’s Secret antiperspirant gained 8% by focusing on fearlessness. In its latest twist on that core value, P&G is winning over a whole new generation of young women with its bold program Mean Stinks, taking on girl-on-girl bullying — even awarding scholarships for being nice.

EMD Serona’s Fertility Lifelines, which offers families free and confidential information about infertility, is another example of a product connecting to a much larger mission: that every woman has a right to reproductive health. ■



“Content has to be about the person reading it, not the one providing it”

Johanna Skilling, EVP, director of planning, U.S., Ogilvy CommonHealth Worldwide



The Oncology Agency celebrating one year in Philadelphia

We've broadened our reach, our talent base,
and our ability to help clients transform products
into brands and, ultimately, patients into survivors.

We're ready to work with you.
Let's improve patients' lives together.

To learn more about Navicor, please visit
<http://the.oncology.agency> or contact:

Marvin Bowe, Managing Director
1500 Market Street
12th Floor, East Tower
Philadelphia, PA 19102
267.702.2052
mbowe@navicorgroup.com

CREATING MORE GEMS, LESS STUFF

Tap into the inherent ‘higher calling’ of healthcare

Those higher callings are “what makes content king in healthcare,” says Larry Mickelberg, chief digital officer at Havas Health and president of Havas Lynx. In fact, he insists healthcare marketers were actually content pioneers. “Over the past 50 years, our industry has funded and produced mountains of detailed medical content. I’ll bet it’s second to none,” he says. “We have amazing stories to tell.”

But with social media transforming the ways brands talk to people and people talk to brands, Mickelberg says pharma can finally relax a little and not take all its content quite so seriously. “We’ve been given permission to be a legitimate participant, and we can join the conversation — we can use a different tone and different messages. We’re not interlopers any more.”

But knowing which tone to use on Tumblr versus which to adopt on Twitter requires thinking like an anthropologist, walking in the footsteps of customers, and trying to understand how intent they are at blocking out marketing messages.

“Once you understand how deeply they don’t want to be sold to and have messages pushed at them,” Scalera says, “you can ask yourself what their next question is likely to be and where they will be pulling that information. And if you know the answer to the question they are likely to have, you can then ask where that person would most like to receive the information.”

Not all messages work as well on all platforms. Take the case of the late Holley Kitchen, a metastatic breast-cancer patient whose moving video (*right*), which described her story by using only index cards, went viral. Posted on Facebook as part of a group of other young women with metastatic breast cancer who call themselves #lifers, it racked up 42 million views. Yet the same video on YouTube has been viewed about 170,000 times.

Janssen’s Invokana, on the other hand, used YouTube to showcase its powerful patient stories, reaching more than 6.8 million patients with type 2 diabetes and ultimately driving 1 million clicks to its sites, according to the eBook Pharma 3D, helping to

propel it to blockbuster status. (The brand is taking its lumps now, but that’s another story.)

Instagram is coming on strong: According to Pew, 26% of all adult Internet users now use it. And it makes a terrific platform for content, because the trend is shifting to content that is more visual than verbal. “We’re getting away from words and using more visuals,” points out Mickelberg.

And yes, fashion and beauty brands dominate Instagram, but big names in wellness are making it their own, too. These early Instagram winners include Headspace, a mindfulness app; CrossFit, the popular workout system; and MindBodyGreen, the lifestyle platform.

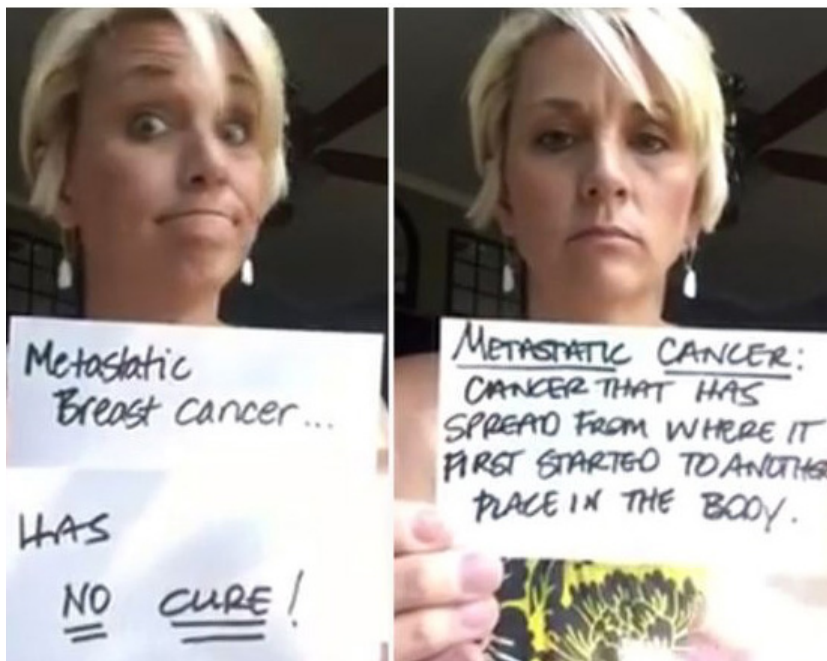
Infographics, as well, are becoming increasingly popular, because they are so easy to share across social media channels. (They’re being used by 62% of B2C marketers, according to the Content Marketing Institute.)

Mickelberg’s favorite content campaign, though



“We’re getting away from words and using more visuals”

Larry Mickelberg, chief digital officer at Havas Health and president of Havas Lynx



Holley Kitchen’s social media posting went viral on Facebook with 42 million views

— and one he says he wishes his agency had worked on — is Pfizer’s Getold.com, a corporate communications campaign that offers plenty of good reads. Some are from experts and others from consumers, but it’s all done with an upbeat approach.

“Healthcare will probably never be in the business of cat videos,” Mickelberg explains, “but we can create solid experiences with customers by using outstanding journalists to create meaningful material — holiday survival kits if you have diabetes, for example, or ways to keep exercising even if you have asthma.”

Hospitals, which are also flocking to content

marketing, have the built-in advantage of leveraging local enthusiasm and community engagement. (Healthcare Insight, in partnership with True North Custom, surveyed marketers at 100 hospitals and found that 73% are using content, with half allocating a quarter or more of their budget to content.)

Contently likes the Mayo Clinic’s micro properties, including a blog with uplifting stories, and Discovery’s Edge, about its research; the Cleveland Clinic’s user-friendly healthhub; Johns Hopkins Medicines long-running PodMed, podcasts; and Phoenix Children’s Hospitals Car Seat Helper app, which simplifies a confusing process. ■

WHAT'S THE BEST WAY TO SHARE THE LOVE?

Employ multiple channels, platforms, and formats

While creating bang-up content — work that engages key audiences — may feel like a mountain to climb for many marketers, it's not the only challenge: Distribution continues to bedevil companies.

For B2B brands, social media content is the number one choice, at 93%, reports the Content Marketing Institute (LinkedIn, Twitter, and Facebook are the three most common). Case studies come next (82%); blogs (81%); e-newsletters (81%), and in-person events (81%). And while those are most common, CMI reports that these companies typically use an average of 13 types of content and distribution and that B2C companies use 11.

Search engine marketing (66%), print or other offline promotion (57%), and traditional banner ads (55%) are the most common avenues for paid advertising to distribute content, according to CMI, although promoted posts are rising fast.

The point is that if a company is going to go to the trouble of creating quality content, it's shortsighted to leave it on your website or load it onto a sales rep's iPad and hope customers stumble onto it somehow.

The trouble is, almost every company is flummoxed by the lack of meaningful metrics for content. And measurement is in its infancy, something observers say brands just have to accept, at least for now.

"Common frameworks for calculating content marketing ROI are simply not there," writes Forrester's Skinner in a recent report. "Though a marketer may see that content boosts his top line, marketers struggle to understand how each particular activity or level of investment is driving a specific business outcome. B2C marketers have always related to content and the value it generates as a discrete and immediate quantity: Either the email led to a sale or it didn't; either the TV spot increased brand awareness or it didn't. Effective content marketers take a perspective that spans single interactions, multiple sessions, and even the lifetime of the customer relationship."

Murky metrics are no reason to sit on the sidelines. The risks of sitting out the content trend are too great, says Forrester's Skinner. Doing so means brands will "fail to gain visibility during customers' research activity, and there will be higher cost of service due to internal and external confusion," Skinner maintains. "And it also risks 'commodification.'"

A brand that does not get its story out into the market is seen as only one brand among many. Traditional marketing and communications don't reflect modern purchasing behaviors, particularly for more high-consideration products."

Besides, Skinner says, if brands don't tell their story, it leaves them open for others to tell it for them, "whether that's competitors — or angry or misinformed consumers." ■

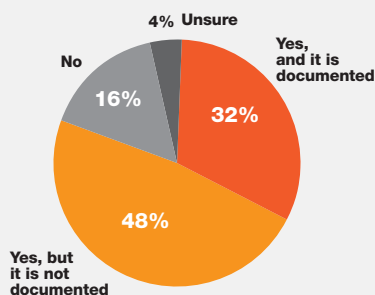


"Murky metrics are no reason to sit on the sidelines. The risks of sitting out the content trend are just too great"

Ryan Skinner, Forrester's senior analyst, content

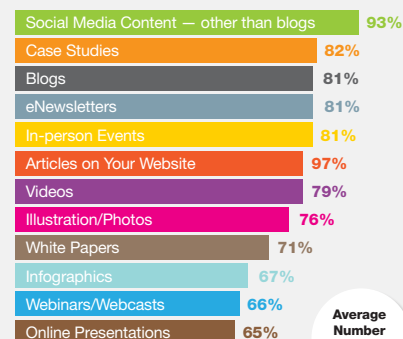
STRATEGY & ORGANIZATION

Percentage of B2B Marketers Who Have a Content Marketing Strategy



CONTENT CREATION & DISTRIBUTION

B2B Content Marketing Tactic Usage



Source: 2016 B2B Content Marketing Trends — North America: Content Marketing Institute/Marketing Profs

WHAT'S NEXT FOR CONTENT MARKETING

Bots, virtual reality, and even more video are shaping the future

What comes next, observers say, will be both less and more. Less will almost certainly mean fewer words. “While there will still be room for long reads, people want much more visual content — pictures and videos. We’re eluding language,” says Ogilvy’s Skilling. “That’s part of being global. But it’s also part of being shareable.”

And where we’re finding content is also shifting, says Ritesh Patel, chief digital officer at Ogilvy CommonHealth Worldwide. “Content marketing is the ability to provide people the content they find most valuable, at the time they are seeking it, on the channel they normally consume it on,” he says. Snapchat, Vine, Pinterest, and YouTube all offer different advantages, with Facebook flexing its audience muscle, especially with 360 video and Facebook Live. “It’s totally immersive and highly engaging.”

Patel expects 360 virtual reality videos, driven by the likes of Oculus Rift, to be “all the rage for the next 18 months,” with many experiencing it through

Google’s Cardboard device. “YouTube houses thousands of 360VR movies now with over a million subscribers to the channel.” He also has his eye on content in the form of notifications sent to people’s wearable devices, which they can tap, glance, and swipe.

Messaging alerts, via apps like Whatsapp and WeChat, are also yielding new forms of alerts. “And bots are creating the ability for us to curate content based on our preferences,” Patel says. “These new media will change how we find, consume, and interact with content.”

But however the future develops, it will almost certainly contain more content, not less. And ultimately, says Mickelberg, content marketing will simply look like marketing. “I don’t think we’ll track it as a separate channel for much longer,” he says. “Almost everything we are pitching has some element of newsroom content, for example, and it’s just part of how marketing is going to work going forward. Content marketing is going to be marketing.” ■



“Content marketing is the ability to provide people the content they find most valuable, at the time they are seeking it, on the channel they normally consume it on”

Ritesh Patel, chief digital officer at Ogilvy CommonHealth Worldwide



Virtual reality videos will constitute a major content marketing platform in the next 18 months, says Ogilvy’s Ritesh Patel

PARTNER PERSPECTIVES

ELSEVIER



Influence your audience! Partner with Elsevier to create a custom solution that leverages our trusted clinical content and extensive HCP reach.

Our Custom Solutions & Licensing team offers both off-the-shelf and customized medical professional and patient-education content on all clinical topics, including clinical guidelines, disease states, medications, and treatment options. Leverage any one of our thousands of medical books and journals or content from other industry-leading textbooks including Dorland's medical dictionary and Netter images and illustrations.

Coupling our content with our ability to target your HCP audience via email, online banner ads, and cross-journal marketing allows us to address and engage your broad-reaching or niche audience goals. Our extensive multichannel reach includes more than three million opt-in HCP emails and targeted access to the readership of more than 500 medical journals (print, online, and in-app) across more than 80 specialties.

Contact Mindy Anderson (m.anderson@elsevier.com) to assist you in building a customized marketing platform.

NAVICOR | inVentiv Health

"May you live in interesting times" is an ancient curse. Times have never been more interesting in oncology: At the 2015 ASH Annual Meeting and Exposition, nine new therapies were launched, many of which target new pathways. Here's the rub: It has never been more challenging to get information to the oncology community.

Trends are colliding. The age, size, and survivorship of the U.S. population are increasing. The number of oncology visits is projected to increase by 48% from 2005 to 2020, while the supply of oncology services will increase by only 14%, a shortfall of up to 15 million visits. Oncologists increasingly have more patients and less time, yet more information to absorb; pharma rep/educators had free access to 75% of oncologists in 2010, but only 27% in 2015.

Pharma reps help oncologists stay current, but until we see the window of access reopen, we must evolve our strategies. Concepts such as virtual detailing, which allows for topic request and after-hours detailing, may keep this vital information flowing. At Navicor, our mission is always to get the right information in the hands of those who ultimately transform patients into survivors. Visit us at <http://the.oncology.agency> to learn more.