Content velocity playbook for life sciences and healthcare
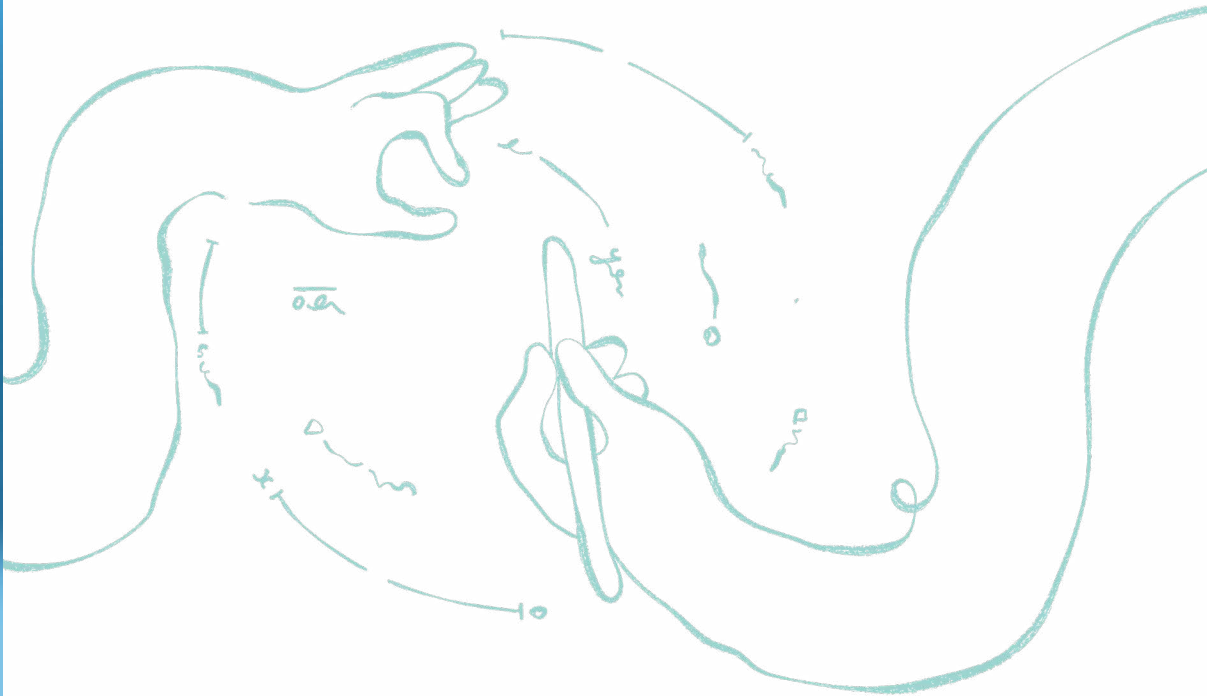
Accelerate content creation and personalization—at scale

Adobe | **Deloitte.** Digital

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Accelerating content velocity

Creating meaningful, timely digital experiences for customers isn't just the future of how organizations will compete—it's the present. The COVID-19 pandemic has only accelerated this trend for Life Science & Healthcare (LSHC) organizations. From pharmaceutical companies seeking to provide accurate, informed, and regulatory-compliant information to providers scrambling to replace in-person visits with virtual care tools, the stakes for getting it right are high. According to one Forrester study, during the pandemic, 28 percent of patients changed providers after receiving a poor digital health experience—a 40 percent increase from 2019, attributed to increased use of digital technologies. *

As a result, LSHC organizations are struggling with a crucial prerequisite to delivering compelling digital experiences –accelerating content velocity, or the ability to create and approve content assets at speed. Currently, it can take LSHC campaigns upwards of 80 days to move from ideation to execution, and by that time critical information and content may no longer be relevant to the customer. Multiple factors contribute to this delay:

Content velocity challenges facing Life Science and Health Care organizations:

1 Bringing the right stakeholders into the content creation process at the right time

2 Outsourcing content production to agencies

3 Inefficient, manual processes and workflows

4 Content approval and regulatory compliance bottlenecks

5 Static experiences that approach all content like a finished asset

For organizations still relying on manual systems to coordinate digital campaigns, these challenges can seem daunting. That's why Deloitte Digital and Adobe—including Adobe Workfront—have identified the top five plays Life Science and Health Care organizations can make to accelerate content velocity and personalization—at scale.

"Our digital interactions with online shopping, entertainment, and technology companies have reshaped our needs, expectations, and requirements for experiences across the board. This translates into new expectations on how quickly we want to get our medications, medical supplies, and appointments. COVID changed the game and reshaped how people think about being [health care] customers."

DAVID GEISINGER
Deloitte Managing Director and
Leader in the Life Sciences and Health Care Practice*

59% of LSHC executives said reimagining and optimizing customer journeys is a top priority for the post-COVID era.*

SOURCE
Deloitte Digital. Experience Management:
A Prescription for a Digital Age, 2021.

PLAY 1

Create a single source of truth

Throughout the content approval process, health care companies typically struggle to bounce between a chaotic sea of tools, data repositories, emails, spreadsheets, and various point solutions, which creates process breakdowns and inefficiencies. Consolidating teams and project data into a single source of truth streamlines workflows by allowing stakeholders to collaborate in real time. Having a longitudinal view of your workflows also allows you to identify and resolve bottlenecks early on in the process and gain confidence that work is being done how and when it should be.

Unified work management tools can bring harmony to this mess of point solutions, allowing team members to share ideas and manage complex processes in one platform. In addition to connecting siloed teams, maintaining a single source of truth also connects data siloes, allowing organizations to better measure campaign effectiveness and enable more robust personalization within customer experiences.

Having a single source of truth is also beneficial from a compliance standpoint. In the event of an audit, all project information and content iterations can be easily accessed in one place rather than spread across a myriad of disparate applications.

PLAY 2

Bring content production in house

Until now, LSHC organizations have typically outsourced all their content creation to an agency. This limits content velocity because in many cases, the agencies are writing their own brief and determining the timeline for execution. In addition, it can be difficult to onboard agencies to your organization's compliance requirements. Often process breakdowns occur when content created by an agency gets to the medical and legal review process, and the regulatory teams decide there is too much risk to publish it.

Bringing content production in house lets companies take ownership of their digital experiences and customer data, ultimately reducing time-to-market. Not relying on a third party also makes it easier to change and fine tune those experiences over time. Though it's not necessary to be 100 percent independent of an agency, reducing your dependency allows you to lower the cost of sales, advertising, and digital content creation while launching more effective digital channels.
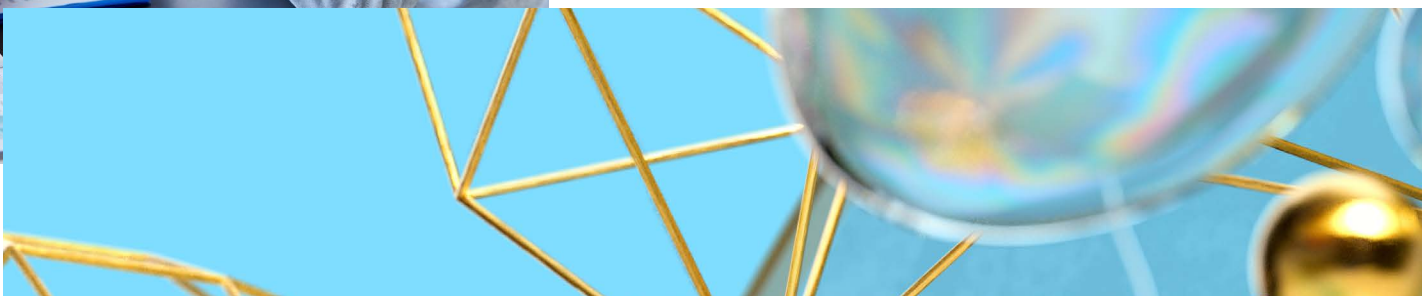
PLAY 3

Automate and standardize workflows

With external forces such as the COVID-19 pandemic driving customer demand for more frequent digital communications, LSHC organizations and marketers are faced with creating large volumes of content that need to be delivered across multiple digital channels—all of which must clear the bar of medical, legal, and regulatory (MLR) approval before it goes live. The MLR approval processes tend to be very manual. As a result, communications between relevant teams, stakeholders, and approvers become bottlenecked and fragmented, further delaying the ability to get content approved and delivered to its intended audiences quickly.

It is integral that organizations implement work management applications that standardize workflows, automate review processes and approval hand-offs, enable stakeholders to stay automatically updated, and reduce the risk of human error. Standardizing workflows also accelerates content creation by helping to identify high-performing content from prior campaigns for reuse. By templatizing and componentizing these digital content modules, marketers are better able to repurpose pre-approved content across multiple channels and ultimately improve overall speed to market.

PLAY 4

Adopt a risk-based approval system

Due to existing MLR approval processes and industry-specific regulatory oversight, not all content approval systems are created equally. For example, when a LSHC organization requests a minor cosmetic change to a website, this simple adjustment may undergo the same in-depth approval and review process as clinical claims or a pharmaceutical drug's indications for use. This approach can lead to major content creation and approval bottlenecks, with regulatory teams forced to review and re-review low-risk updates and iterations of a previously approved asset.

Adopting a tiered, risk-based system can help alleviate these unnecessary approval bottlenecks and make compliance processes more efficient. By establishing a MLR and regulatory governance model that can segment and evaluate content based on risk (e.g., images and logos may receive expedited approval, while the wording of product claims and dosage recommendations will still go through standard cycles), legal and regulatory teams are better able to focus on high-risk content that requires their in-depth expertise. Furthermore, by integrating a tiered, risk-based approval system with existing digital content production and asset management platforms, organizations are better able to streamline content creation and shorten overall time to market.
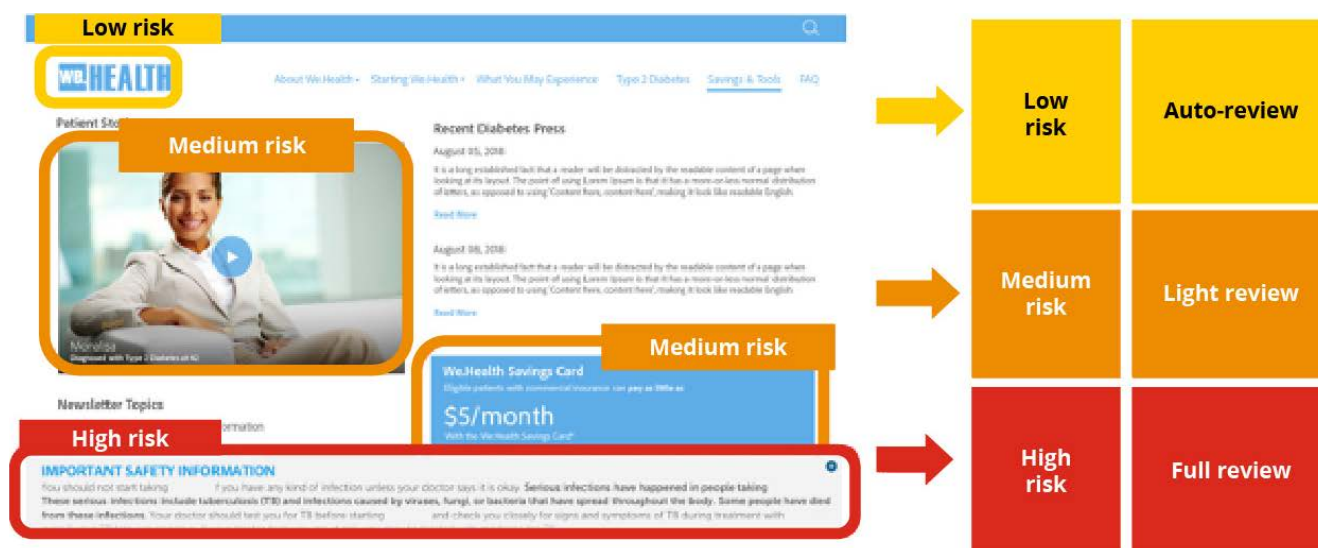
CHALLENGE:

• Content approval bottleneck limits speed-to-market and personalization

• Inefficient creation and re-review of complete assets

SOLUTION:

• Create sites and campaigns leveraging a fragment-based approach instead of by complete asset to enable flexibility and risk-based routing

VALUE DRIVERS:

• Increase speed of content creation, distribution, and approval

• Enable efficient assembly of personalized experience

• Reduce legal resources used for approval
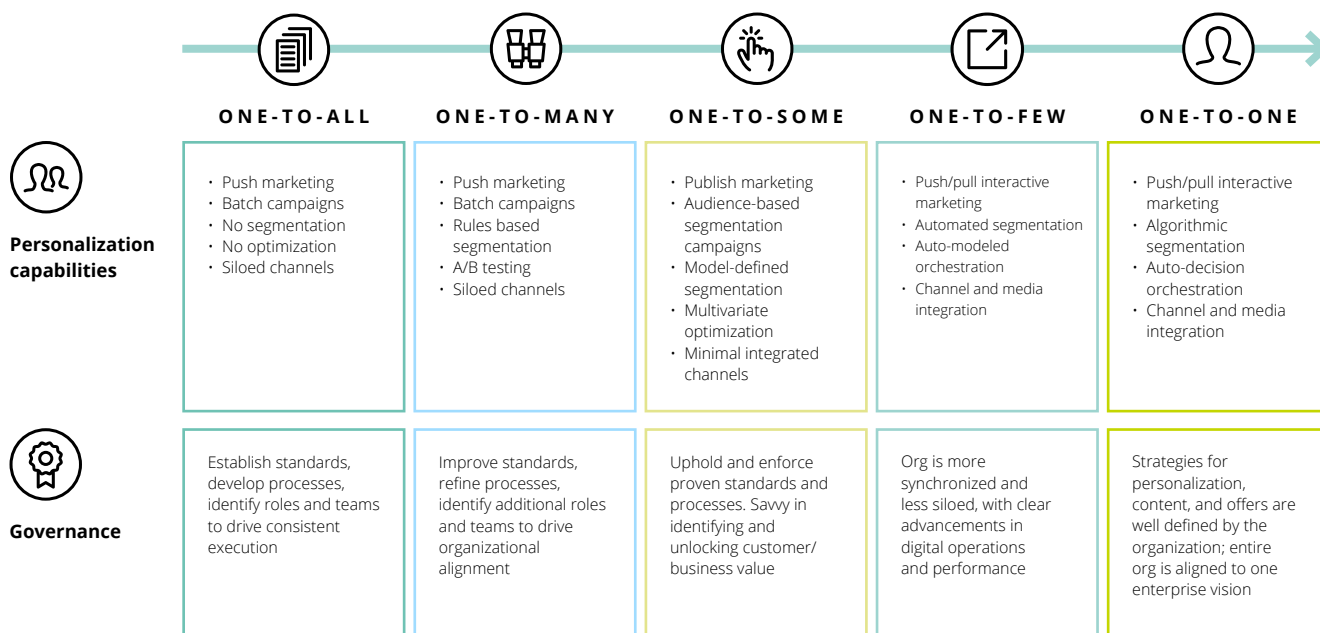
• Scale across brands and geos

PLAY 5
Embrace content segmentation

Historically, Life Science and Health Care organizations have approached all content like a finished asset, meaning it can't be modified or changed for a specific individual's experience. Since personalization is paramount in creating differentiated customer experiences, LSHC organizations must seek out alternate ways of working to support personalization efforts or risk losing key audiences and customer engagement. One approach to personalization is to view content segmentation as a method to enable customization. By developing content that can be segmented and informed by user data and behavior—like search history or location—marketers can dynamically assemble different messaging components to create unique iterations of a single piece of content, customized to a customer's needs and experiences.

One factor that has often hindered content segmentation in LSHC is compliance. In such a highly regulated industry, many organizations have opted for static experiences rather than risk a potential liability if, for example, one content iteration pairs a certain piece of text with an image that might not be approved. However, modern work management platforms have addressed this concern head-on to allow organizations to pre-approve the matching of all these different content components to enable content segmentation and personalization while maintaining compliance.

STAGES OF PERSONALIZED ENGAGEMENT

The characteristics defining personalization capabilities, technology, and governance evolve across the stages of personalization

	ONE-TO-ALL	ONE-TO-MANY	ONE-TO-SOME	ONE-TO-FEW	ONE-TO-ONE
Personalization capabilities	• Push marketing • Batch campaigns • No segmentation • No optimization • Siloed channels	• Push marketing • Batch campaigns • Rules based segmentation • A/B testing • Siloed channels	• Publish marketing • Audience-based segmentation campaigns • Model-defined segmentation • Multivariate optimization • Minimal integrated channels	• Push/pull interactive marketing • Automated segmentation • Auto-modeled orchestration • Channel and media integration	• Push/pull interactive marketing • Algorithmic segmentation • Auto-decision orchestration • Channel and media integration
Governance	Establish standards, develop processes, identify roles and teams to drive consistent execution	Improve standards, refine processes, identify additional roles and teams to drive organizational alignment	Uphold and enforce proven standards and processes. Savvy in identifying and unlocking customer/business value	Org is more synchronized and less siloed, with clear advancements in digital operations and performance	Strategies for personalization, content, and offers are well defined by the organization; entire org is aligned to one enterprise vision

Take back your customer experience with Deloitte Digital and Adobe

Named the fourth Largest Health Care and Life Sciences Agency by **MM&M** in 2021, Deloitte Digital can help LSHC organizations transform the customer experience. With the deep industry experience of Deloitte's largest Health Care and Life Science Consultancy, Deloitte Digital is transforming the entire LSHC ecosystem—from regulators, payors, and providers to medical device companies and patient advocacy organizations—we understand your key audiences and the unique compliance requirements needed to engage them. Powered by Adobe's leading experience technologies and platforms, together we can help Life Science & Health Care organizations accelerate content velocity, streamline workflows— and ultimately—elevate the human experience.

CONTENT VELOCITY CHALLENGES	HOW WE CAN HELP
Bringing the right stakeholders into the content creation process at the right time	Deloitte Digital and Adobe Workfront can enable teams to consolidate tools, information, and workflows into a single source of truth. By adopting a streamlined content and work management process, LSHC organizations can accelerate content velocity by bringing teams, processes, and data together more efficiently.
Outsourcing content production to agencies	With our deep industry expertise, Deloitte Digital can help LSHC organizations transform their digital content and asset management strategies to enable them to bring content and data processes in-house to mitigate risk and liability.
Inefficient, manual processes	Deloitte's Intellidoc leverages artificial intelligence and automation to assess external client communications, such as marketing materials, to lower costs, mitigate risk, improve compliance oversight, and accelerate speed to market by significantly reducing total document review time.
Content approval and regulatory compliance bottlenecks	Adobe Experience Cloud for Life Sciences and Health Care's HIPAA-ready capabilities are built to adhere to the industry's stringent data privacy standards, empowering organizations to reduce costs and accelerate the transformation of digital care and experience.
Static experiences that approach all content like a finished asset	With Adobe Experience Cloud and Platform, organizations can access real-time customer data to create, segment and personalize content – at scale.

"The value that these solutions bring to the organization is the ability to meet or exceed customer expectations or demands, while being more efficient and generating cost and resource savings."

THOMAS SWANSON
Head of Industry Strategy & Marketing – Health & Life Sciences at Adobe

About Adobe and Workfront

Adobe Workfront is an enterprise, cloud-based work management platform that helps companies and the departments within them plan, predict, collaborate, evolve, and deliver their best work.

As an Adobe Company, Workfront acts as the layer that seamlessly connects workflows across Adobe solutions. And the Adobe Workfront platform can provide the same value across the other platforms your customers love and use today.

Adobe Workfront enables the integration and the orchestration of work across platforms and people - it's the centralized place where all work gets done and where processes are implemented, seamlessly connecting work to strategy and generating greater visibility and efficiencies across teams.

About Deloitte Digital

Deloitte Digital creates new growth by elevating the human experience—with connected ideas, technology, and talent—in a way that only Deloitte can. And we do this to shape a better future for every single one of us.

Whether we're helping clients reimagine journeys and rewarding experiences for their customers, citizens, patients, and employees, apply human-centered design to new websites and apps, or accelerate new growth through digital transformation, we center everything we do around real people's lives.
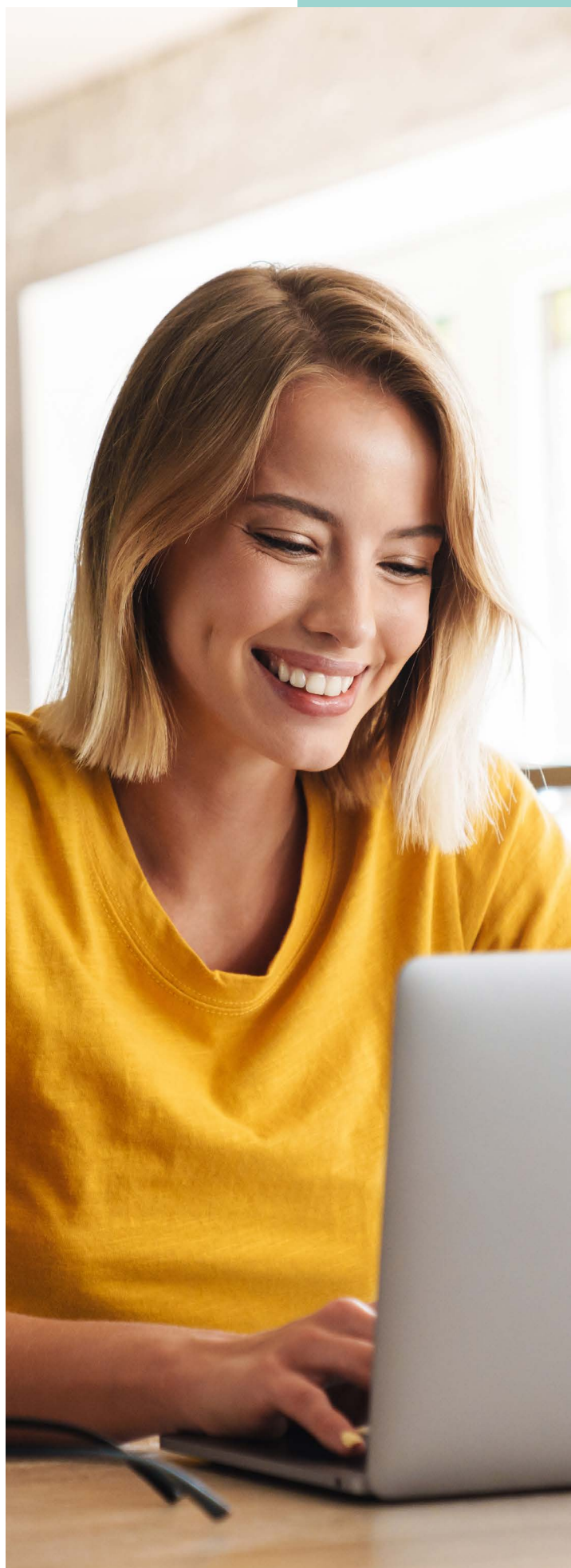
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