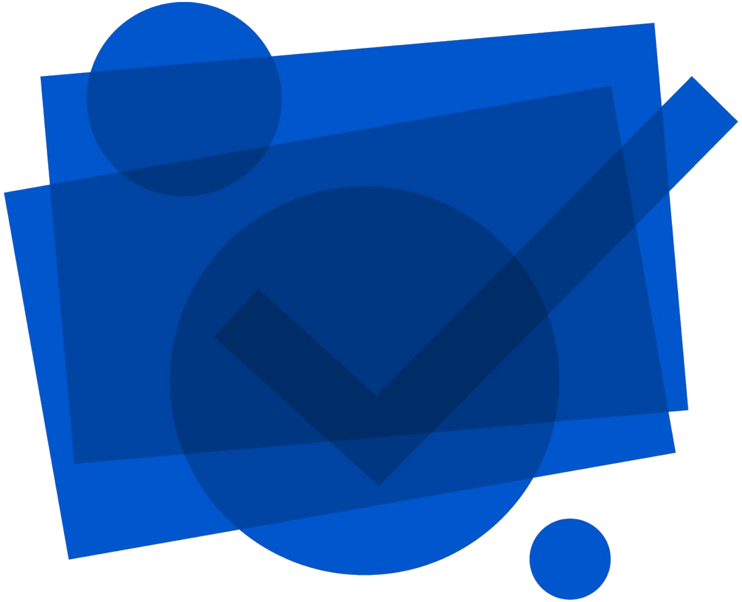
Pharmaceutical Client (Scrubbed)

Summary Report

June, 2021

Topics

- Project Overview
- Findings & Insights
- Competitive Analysis
- Recommendations
- Persona & Journeys
- Content & GTM Strategy
- Appendix



Project Goal

To create and design Pharma' B2B customer acquisition strategy for its biotech and pharma customers focusing on Pharma's transition from CRO to HIO, digital transformation, and the future of personalized healthcare. With the use of qualitative research, we will identify key buying personas and the ideal customer acquisition journey. This will enable us to design and execute data-driven content and digital marketing campaigns that will ensure we are best reaching buyers at every step of their journey.

Project Process

- Kickoff Meeting
- Stakeholder Interviews
- Immersion
- Personas Activity
- User Journey Maps Activity
- Screener Survey & Interviews
- Value Proposition Sessions
- Competitive Review
- Final Personas & Key Messaging
- ➜ **Summary Report & GTM Strategy**
- Editorial & Social Calendar

Overview

What We Did

Discovery Immersion

Understanding the problem space

In order to get up to speed with the issues and context involved with marketing relevant Pharma services, eCity conducted discovery immersion activities. Reviews included 3rd party market research, competitive reviews, website audit, content audit, and website analytics.

- **3rd Party Market Research** — eCity reviewed a number of 3rd party published articles and studies covering growth areas for pharmaceuticals, biotech, and the changing role of CROs in the marketplace. Materials included:
- Clinical Trial Outsourcing Trends and Research in 2020
- Contract Research Organization (CRO) Industry Trends & Opportunities
- The Changing Landscape Of CRO Industry: A Bird's-eye View | BioPharmaTrend
- Collaboration as a key to success in pharmaceutical R&D | Deloitte US
- Global Pharmaceutical Contract Research Organization (CRO) Market
- Trend Forecast and Growth Opportunity Report 2020-2030 CRO Industry Update - Contract Pharma
- Contract Research Organization (CRO) Market: Top 3 trends driving the industry growth through 2025 | BioSpace

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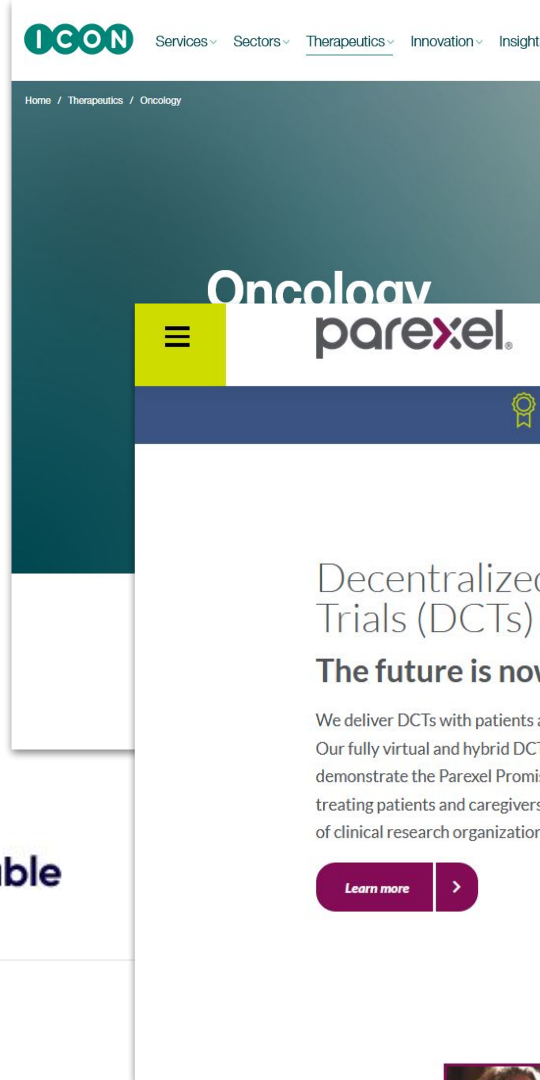
Discovery Immersion

Competitive Review

Competitive websites and other published materials were reviewed for:

- Overall messaging
- Content groupings and conversion workflows
- Social media content & approaches
- Information architecture, taxonomy and wayfinding
- Approach to highlighting employees

PAREXEL YOUR JOURNEY. OUR MISSION.
COVANCE
PPD
Syneos Health
IQVIA
ICON A Symbol of Excellence
Medable



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Discovery Immersion

Website Audit

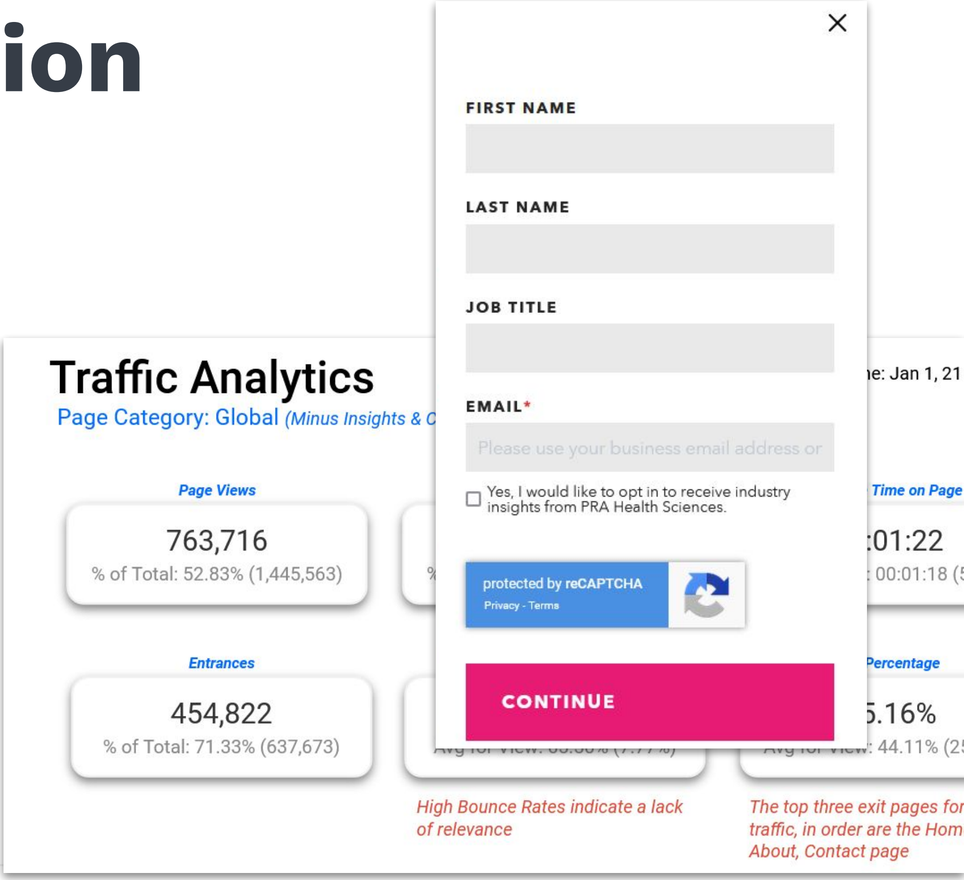
The Pharma website was reviewed for the following:

- Content to conversion workflow(s)
- Social and other published content
- Content groupings and topical crosslinks
- How Pharma's people were represented

Website Analytics

Pharma web traffic was reviewed for the following:

- Global website traffic and content visits
- Traffic and content paths for the "Insights" area
- Review of the conversion path(s) and content
- Technical competitor analytics
- DCT competitor analytics



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Stakeholder Interviews

Learning from Pharma people

- Interviews with 19 stakeholders were completed. Stakeholders represented a range of roles and were interviewed as part of project immersion. Roles represented were strategy, business development, sales, operations, and decentralized trials.

- Interviews centered around...
  - Role and responsibilities
  - Challenges of your role
  - The Pharma website
  - Pharma culture
  - Information sharing and internal Pharma collaboration
  - Pharma's business model and biggest opportunities
  - Pharma customers
  - Primary competitors
  - Differentiation

> Pharma has to embrace decentralized model in an agnostic way, it can't just be pushing their tech, we have to embrace any tools a customer brings to them

> How do we improve the space without falling into [what] competitors are doing in terms of branding around biotech solely?

> I think our website is a disaster - flashy but **finding what you need to find is very hard.** It's pretty but it's not functional. Flash but no meat.

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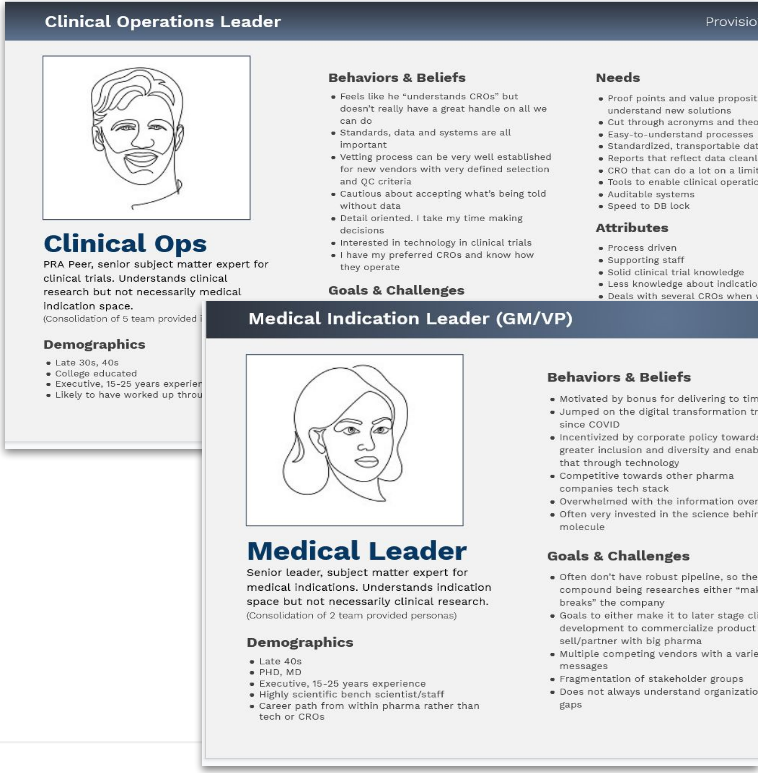
Proto-Persona Workshop

Consolidated Assumptions

1. A “proto-persona” activity was completed by key stakeholders with the goal of understanding Pharma’s knowledge of buyer segments.

2. Participants were asked to describe a key representative buyer type by predetermined attributes. The submissions were then combined to form a single set of consolidated roles. *Proto-personas are not final*. They were then combined with other discovery findings and spelling with direct representative buyers to form the initial set of working buyer personas presented in this deck.

   a. Role & Demographics
   b. Behaviors & Beliefs
   c. Goals & Challenges
   d. Needs & Attributes
   e. Role Variations



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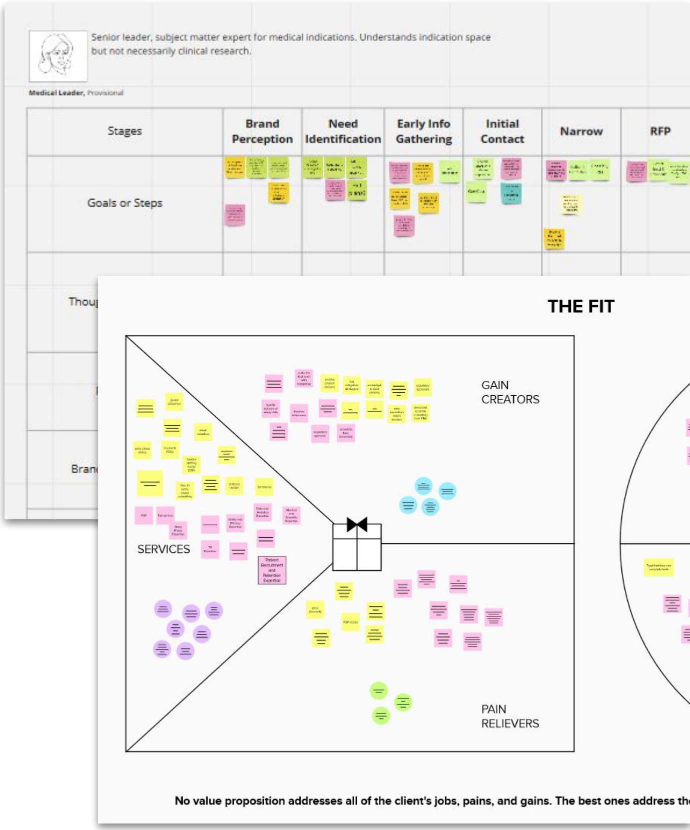
Team Workshops

Buyer Journeys

1. Once initial “proto” personas were developed, a workshop was held to collaboratively walk each persona through a buyer journey. Due to time constraints, the team focused on the medical indications persona and were able to establish journey segments/steps and some buyer actions and needs within each step. In addition, this process initiated more general conversation around the sales process, Pharma services, and buyer needs.



Value Proposition

1. Following the proto-persona workshop, the group reconvened to discuss Pharma services and associated value proposition per persona.
   In order to successfully sell our services, we need to lead with an understanding of our clients’ unmet needs. Only with this understanding can we authentically create an acquisition journey.

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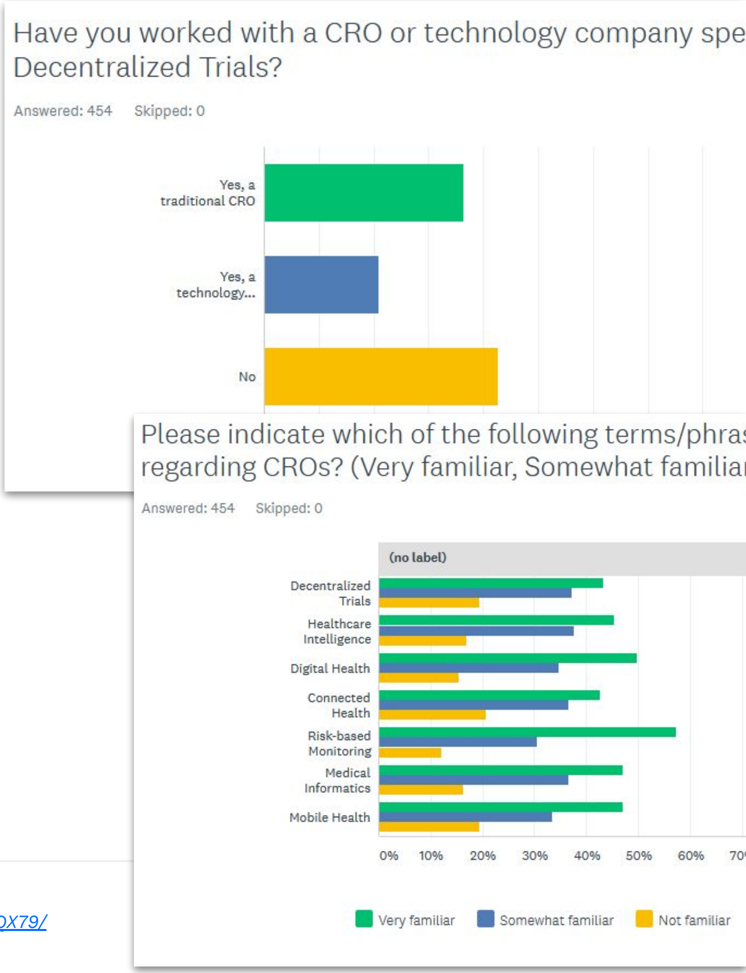
Website Survey

Behavioral Insights

- An online survey was conducted via a pop-up interstitial on the Pharma website. The purpose of this survey was to recruit and screen for interview participants and collect some information around who is visiting the website, along with some key attitude and behaviors.
- The survey received a total of 736 total, 454 when filtered for persona-driven roles; 253 clinical ops, 103 medical indications, 51 procurement, 47 in outsourcing.
- Of the respondents not fitting the proto-personas, the most common type of relevant role was clinical research manager, assistant, or general researcher.

- **Technology risk tolerance** - Of respondents in a buyer role, 43% indicated a willingness to absorb reasonable technical risk, 46% needed the solution to be proven the market, and 11% prefer to stick to established methods.



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Full Results: [*https://www.surveymonkey.com/results/SM-KSNKPQX79/*](https://www.surveymonkey.com/results/SM-KSNKPQX79/)

Buyer Interviews

Filling in information gaps

- Interviews were conducted with 5 representative buyers to validate previous findings and fill in any information gaps.
- Recruitment was challenging given the target audience, but we spoke with representatives in clinical operations and medical indications.

- **The following topics were covered:**
  - About the participant and their company
  - Role in CRO selection
  - Recall a recent CRO selection process example
  - Top of funnel / lead stage considerations
  - Top of funnel media consumption
  - RFP and bid defense considerations
  - About Pharma
  - CRO landscape and technology

"We have a scoring platform. We work with multiple CROs at one time. Some studies have 1 CRO; others may have different CROs depending on the study."

For start ups there is no room for error—we need the tests to work, not make mistakes on the trials.

It's not a given that the CRO will be collaborative—they will be like tell me what you need—we will do exactly that or we know best...but we need something in the middle.

"[We have] zero tolerance for risk—when we select our partner, my team would be trained with the CRO—we would be working together..."

Buyer Interviews

Clinical Study Administrator

- "We have a scoring platform. We work with multiple CROs at one time. Some studies have 1 CRO others may have different CROs, depending on the study."
- "The final decision is based on the final feedback and done by a country head. The qualifications differ and could be a business or medical lead. They may be in medical, but may not have experience in medical trials."
- "Whenever a new innovation is done, we need to adapt to it. We will work with traditional tools and evaluate new tools to see if they satisfy us and may go for a pilot before it gets adopted."

Buyer Interviews

Medical Indications Leader

- “Zero tolerance for risk—when we select our partner, my team would be trained with the CRO—we would be working together—what you know, I know, we know.”
- “For start-ups there is no room for error—we need the tests to work, not make mistakes on the trials.”
- “It's not a given that the CRO will be collaborative—they will be like tell me what you need—we will do exactly that or we know best...but we need something in the middle.”
- “There are some controls at cost to make sure the trial test goes well but you need that transparency and collaboration.”
- “Looking for evidence in their demos’ but you need to dig and ask questions”
- “People are talking about decentralized trials—not sure, haven’t used it in the past, it's a brand new model that needs validation.”
- “For example, CRAs, you know, CVs, and you’re basically in the darkness, and you don't know who is working on your study. ...they don't allow you to see their CVs and [what] their background is, and you also see high turnover rates.”

Findings & Insights

What We Learned

Market Trends

As would be expected, the rise in demand for CROs has resulted in an oversaturated market landscape, with many competitors both traditional and technology-focused. There is a lot of “buzz” around:

- Digital Revolution—Wearable devices, decentralized trials, informatics, genomics, site selection data optimization, enrollment, commerciality, & big data
- Oncology, Geriatric with Chronic, Infectious, Rare Disorders
- Bioinformatics, Genomatics, AI (a lot of buzz—little tangible output)
- Patient-Centric, Personalized Medicine

- **Competition** - There is a wealth of 3rd party research, and CROs are listening. There is a clear indication on competitor websites and other published materials that companies are moving to keep pace with market trends. While the language is there, it is unclear how much they are actually adapting their services and operations to meet this perceived growing demand.
- **Remote Trials** - There is significant buzz around remote trials and monitoring devices as a way to improve patient recruitment, retention, and to reduce operational costs. While there appears to be much hope, these methods will become standard. Adoption has been slow and isolated. Learnings from Covid-19 have significantly escalated interest in these methods.

Stakeholder Insights

Summary

- Pharma sees itself as a traditional CRO, but recognizes the need to evolve. There is a desire to move towards becoming a “Healthcare Information Partner,” but Pharma is still working out how to do this and what that the term will mean specifically. That said, decisions need to be made for how and to what degree of evolution is needed. There is general recognition that change will take considerable effort, but a clear operational vision for how to operationally achieve that vision has yet to emerge cross-functionally.
- The role of marketing and how it feeds into biz dev should be evolved and clarified. Marketing automation and content marketing strategy can help better illustrate the potential of cross-functional collaboration.
- Pharma is moving to adapt to decentralized trials but is not there operationally. A number of operational and cultural changes need to take place for Pharma to successfully deliver on any DCT promises.
    - There is general alignment on becoming a leader in decentralized trials, and Pharma was the 1st to adopt this approach in a trial but has not fully promoted this fact.
- In addition, interviews covered biz-dev challenges, messaging, value proposition, and opportunities.

Stakeholder Insights

Current Business Development Challenges

- No tracking or analytics within the sales / acquisition funnel.
- No data or analytics available in regards to content that potential customers have read or consumed.
- Senior BD team not aware of what the inside sales team is using, or what is effective in generating leads.
- Multiple products / services / industries makes it difficult to streamline the acquisition funnel as buying personas are different across verticals.
- Creating sales enablement content is a challenge for international teams. They lack resources for translations.

Messaging and Positioning

- Pharma is good at communicating big ideas, but question if they have the technical experience to deliver on innovations.
- Senior BD team is concerned that customers respond best to traditional terms (ex: CRO), and new innovative terms (ex: VRO) won't be easily adopted.
- Perception that "brand speak" will turn clients away. Above all, they want to know about our technical expertise.
- The contradiction is that small and non-traditional competitors are creating terms for services that have become industry standard.

Stakeholder Insights

Value Proposition Feedback

- **Price**—Still seen as the major deciding factor when it comes to winning work. How do we communicate value as our services are positioned at a premium price?
- **Expertise**—Has the CRO worked in the space before, have you run similar trials? Work sells work. Case studies would be invaluable content in the business development cycle.
- **People**—Our people need to be font and center. Our Therapeutic expertise makes us stand out from the competition.
- **Services**—Clients do not fully understand the full breadth of services provided by Pharma before engaging with the BD team. Content is not communicating this.

Stakeholder Insights

Opportunities

- **CRM / Marketing Automation—**Widely acknowledged that implementing a marketing automation and CRM would be welcomed throughout the organization.
- **Training—**Pharma would benefit from more robust staff training in new technologies and offerings.
    - Knowledge center for internal and external use would be highly beneficial.
    - If we're going to be an HIO, we need to do a better job of rollout. HIO is absolutely where we need to be. I back it 100%. Where I challenge it internally is making sure people are very well trained on the tools and understand what it means for them, for their role.
- **Design Support—**Sales enablement content (sales decks, etc.) would benefit from design team support to ensure a unified experience across the brand.
- **Identify the RFP Stage—**It is advantageous to get involved in the RFP stage as early as possible to help guide the scope with well established clients. Win rates improve when involved earlier. This process should be developed and supported/supplemented by content.

Stakeholder Insights

DCTS

"Pharma has to embrace decentralized model in an agnostic way, it can't just be pushing their tech, we have to embrace any tools a customer brings to them"

"As an org, as an industry, we conducted clinical trials one way only for 30 years where patients came to a clinic repeatedly for a trial. **Everything we have—SOPs, processes, training, job roles—is based on that traditional model"**

People

"**How do we get the subject matter experts to speak?** They don't have time to write a whitepaper because they have day jobs. But if you interview them, that could work"

Competition

"How do we improve the space without falling into [what] competitors are doing in terms of branding around biotech solely?"

"We also get called in frequently as a rescue strategy to save trials that may not be going well "

Website

"I think our website is a disaster—flashy but **finding what you need to find is very hard.** It's pretty but it's not functional. Flash but no meat."

Social

"Social media is a good vehicle for us. We don't do it here, but I've done it with two companies before this"

Global Web Analytics Review

June, 2021

Removed

Pharma

Competitive Analysis

Competitive Review

Key Observations

- While most of the competitive materials reviewed showed clear attempts to respond to market trends, the level of sophistication in response to these trends varied. While most have clear content conversion workflows, some did not. None of the companies reviewed showed content marketing sophistication on par with other industries like financial services. This could be an area for a short-term competitive edge.
- Overall the corporate websites reviewed showed thoughtful content pieces and high-value information. That said, few showed well-thought-out content groupings based on buyer personas connected to the sales lifecycle. This would entail a clear progression of high-level summary information leading the visitor down a path to more in-depth discovery.
- While all the sites reviewed had information about decentralized trials, only a few had the topic prominently placed. DCT focused companies had an obvious advantage in concentration of content.
- **Medable, ICON and IQVIA—**Are the most sophisticated of those reviewed in terms of logical content groupings, diversity of media type, and clear progression to an email opt-in conversion.

Competitive Review–Social Media

Key Observations

- **10 competitors** use content marketing to drive acquisition.
- **Medable, ICON, and IQVIA often** drive to gated content, where as **Thread Research, Curebase, Parexel, and Syneos sometimes** drive to gated content.
- **Science 37, Labcorp, Covance, and PPD never** drive users to gated content.
- **Science 37** is the only competitor that **does not** use content marketing on their social channels.
- **11 competitors** actively use **Twitter and LinkedIn** to share information, **8 competitors** utilize **Facebook** frequently, and only **2 competitors** actively use **Instagram**.

Competitive Review–Social Media

Key Observations

- **10 competitors** mention **Decentralized Clinical Trials** in some capacity on their social channels.
- **Medable, Thread Research, Science 37, Curebase, Covance, PPD, and Syneos** use **DCT** as their main source of content.
- **ICON, IQVIA, and Parexel** mention **DCT** within their content, but it is **not** part of their central messaging.
- **Labcorp** is the only competitor that **does not** use **DCT** as part of their messaging, instead focusing on **general health and wellbeing**.

Removed

Pharma

Recommendations

Decentralized Trials

Tell Me How to Mitigate Risks

- Many converging forces are driving the market towards remote and technology-assisted trials. The most notable are cost efficiencies, enhanced patient tracking data, and patient centricity.
- As a nascent practice, the language, technology, and processes around decentralized trials are unstandardized. This has produced CRO and sponsor confusion. There is a great deal of buzz and information, but sponsors remain justifiably skeptical given the risks. There is an opportunity to provide synthesized, unbiased content that helps clarify and standardize discussions around these approaches. The key to success of such an approach would be to offer detailed risk analysis. Instead of only promoting Pharma capabilities, a clear data-supported analysis on mitigating the risks could help differentiate.

Consider...

- CROs are simply explaining DCTs, e,g, "*What is a Decentralized Trial?*" and talking about capabilities. However, buyers are already sold on the *value*—it's intuitive. What they need to hear is what can be done to mitigate the risks, along with details on practical operational solutions. Projected cost savings or easy recruit due to patient centricity won't matter if market entry is delayed due to patient data loss.

Differentiation

Cut Through the noise

- Differentiation is a challenge given market saturation and the obvious push to provide more robust and value-added competitive services.

Consider...

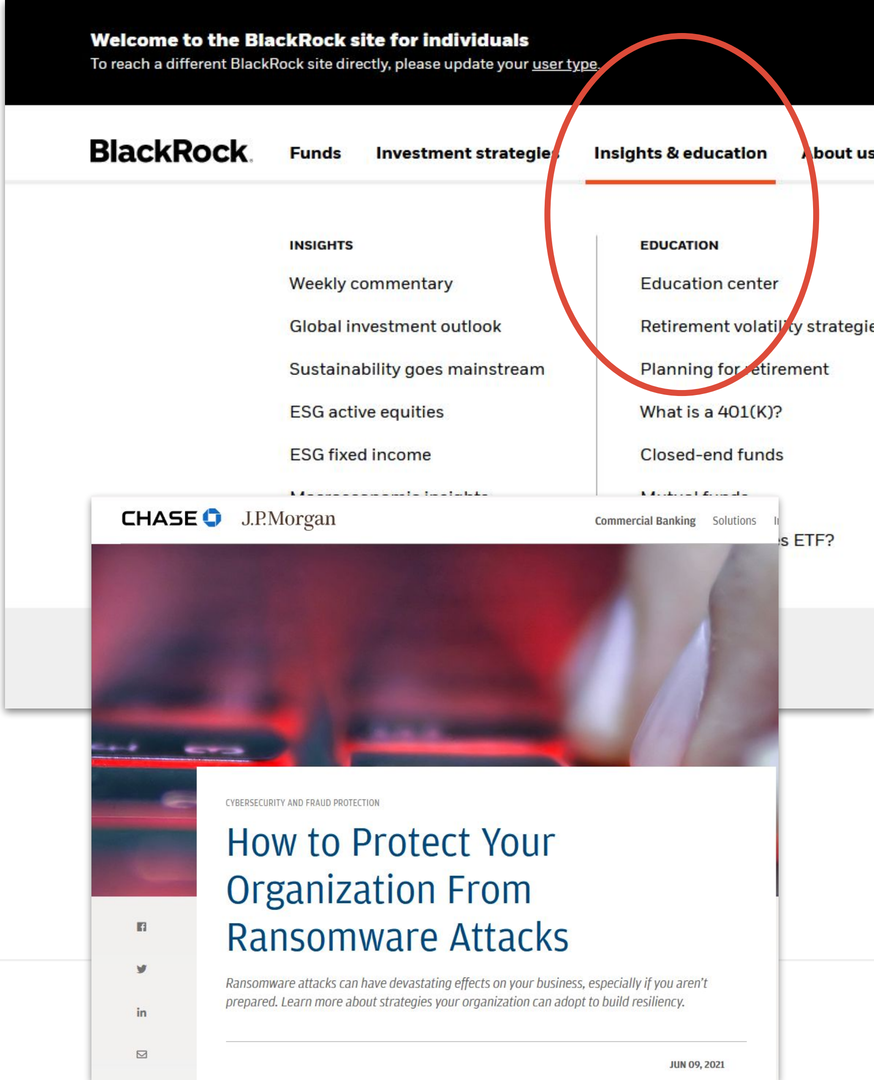
- Positioning Pharma as a “market critic” (Unbiased, forward-thinking but cautious).
- Illustration of operational readiness and process clarity with real-world details.
- Making a strong case for Pharma’s slightly higher upfront costs saving money downstream.
- Most importantly, highlighting and demonstrating the expertise and workstyles of Pharma’s experts across the range of service areas and functions.

Market Education

Generate Demand

There is an opportunity to educate and guide the market through many of the changes taking place. A robust, sophisticated content marketing strategy centered around “non-branded content” is recommended to reinforce Pharma as a leader and trusted advisor. Market education is an established approach in industries like institutional financial services. This long-view approach requires a clear prioritization and dedication to seeing the strategy through.

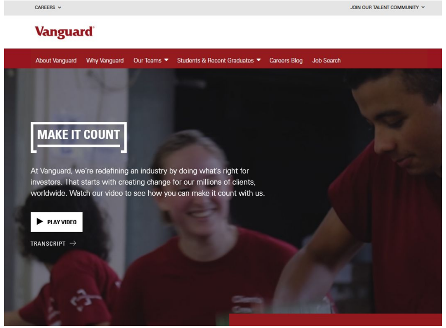
- There is somewhat less educational content in the CRO space from an “insider view.” Educational content should be unbranded but published by Pharma people to establish them as credible, reliable voices to help further move market perception in key areas.
- Pharma currently publishes educational content. What is being proposed is codifying this as a strategy.



Pharma Website

Optimize for Marketing Automation

The Pharma website should be improved to optimize getting people to relevant content quicker. Many visitors are non-representative buyers, job seekers, competitors, hospitals, etc. This is expected for a corporate site, but the site can be streamlined to better focus on buyers.



vanguardjobs.com

Consider...

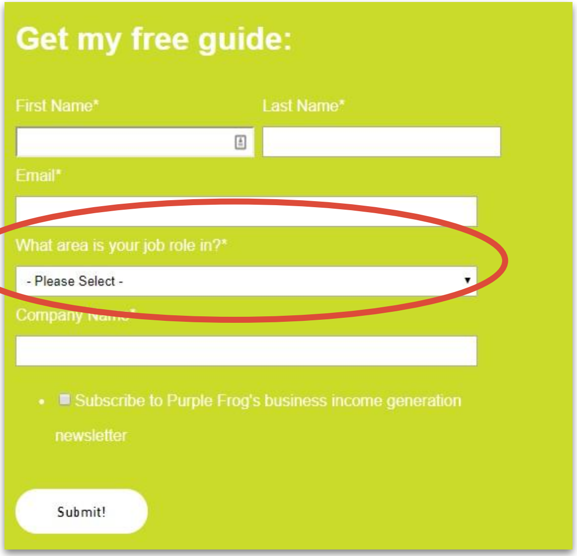
- Pharma Careers and job seekers are an appropriate visitor group, particularly in an industry with high turnover. That said, job seeker and career content could be isolated into a careers site to remove distraction from the main focus of the corporate site. This could include social media publishing. This is a common practice for large corporations in other industries. The goal is to clear up the main site while providing an opportunity for more robust “working at Pharma” content.
- This same approach could be applied to clinical trial recruitment and patient targeted content.

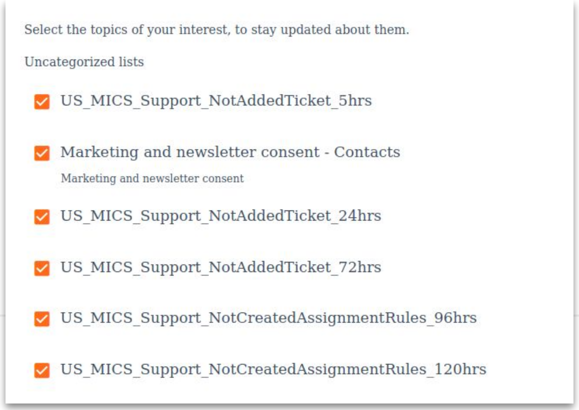
Pharma Website

Optimize for Marketing Automation

In an effort to support marketing automation and segment targeting, the website opt-in form should be redesigned to better standardize intake tagging. E.g. Ask for a standardized role vs a free-form title input and allow users to optionally select topics of interest. **Additionally, consider…**

- Most reviewed competitors who required email for content also offered sharable content that was promotional to be downloaded without an email. Delineate “free” shareable marketing content vs more in-depth content (e.g. whitepapers) that requires email opt-in to download.
- Optimize IA/Taxonomy to get people to associated content quicker.
- Introduce and/or improve content tagging and logical groupings.
- Push Pharma people to the forefront in a strategic, consistent way.
- More clearly and tightly targeted content for persona.
- Evaluate and reduce redundant and non-buyer-targeted content.





Pharma Website

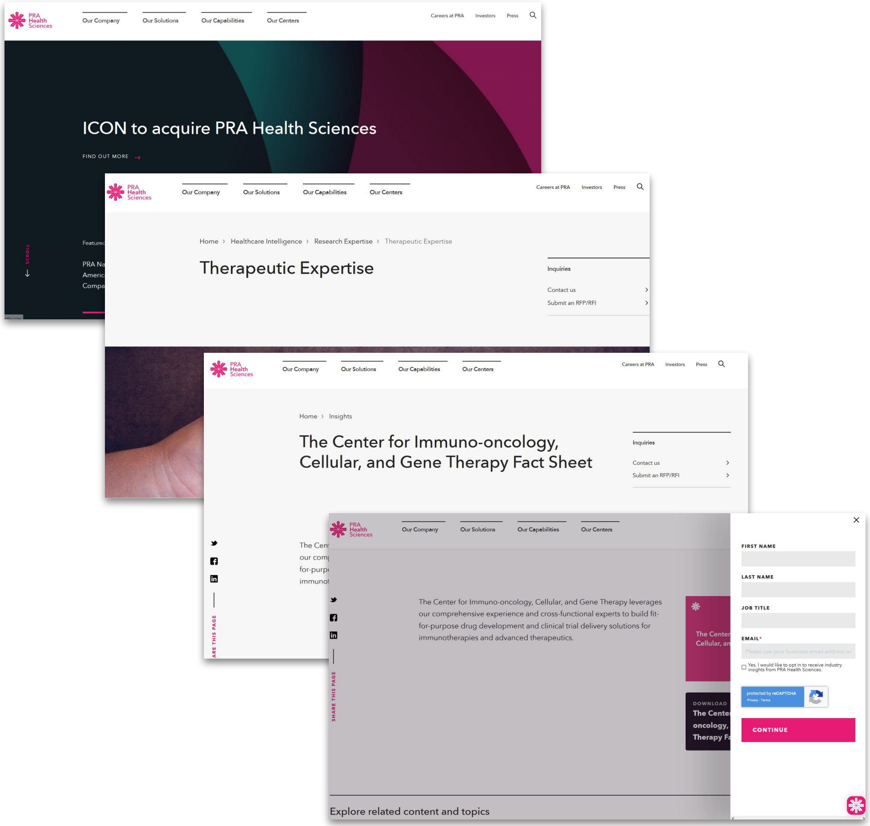
Conversion Workflow

Pharma website was reviewed for content workflows and conversion interaction design.

1. The imagery and layouts are clear and compelling.
2. The site contains a lot of content. It is difficult to follow a consistent summary to specific paths.
3. The content groupings and diversity of media types could be improved.
4. Requiring an email for a fact sheet download should be reevaluated.

Consider...

- Reevaluating the content groupings and workflows to better align to buyer persona.
- Conducting a content audit and removing superfluous content with low traffic.



June, 2021

Pharma Website

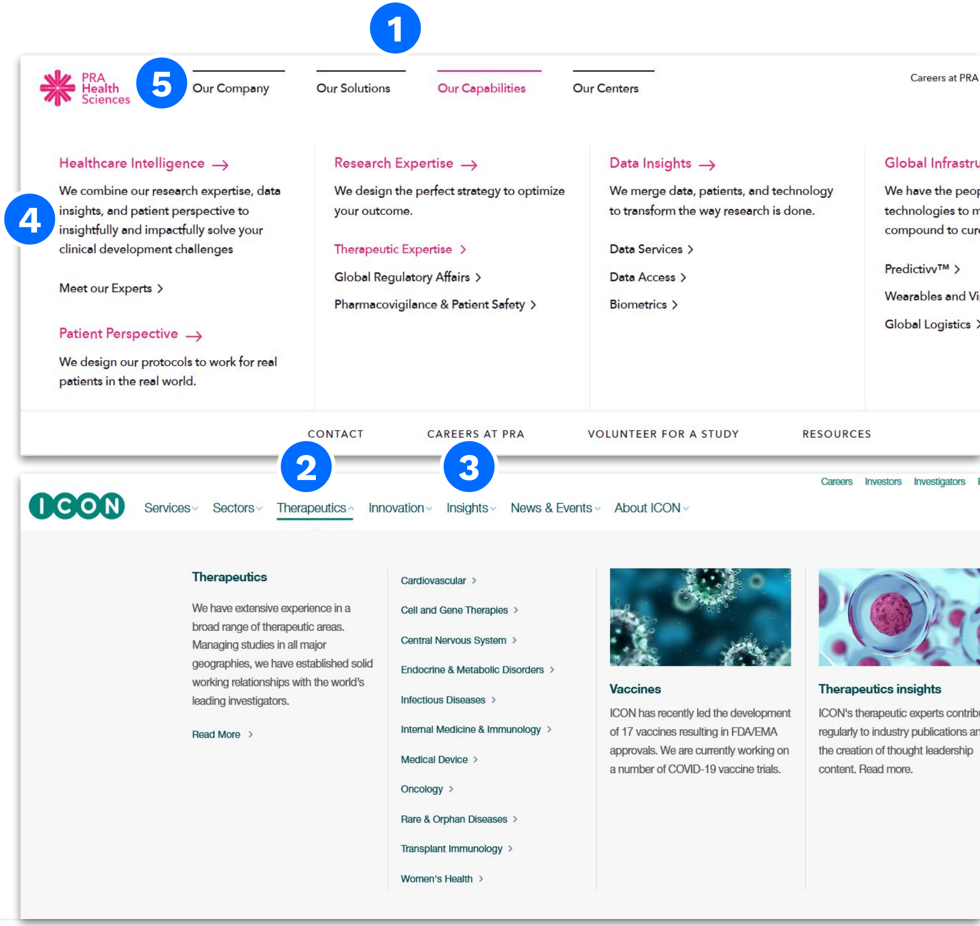
Information Architecture

Pharma website was reviewed for navigation, taxonomy, and wayfinding.

1. “Solutions,” “Capabilities,” and “Centers” are generic, more specific industry-relevant terms that should be used where possible.
2. “Therapeutics,” key for buyers, is not prominent.
3. Insights are buried, hard to find.
4. Menu subheaders & copy are a distraction.
5. “Our Company” should be less important.

Consider...

- Reorganizing the menu flyouts.
- Optimizing the information architecture.



Pharma Website

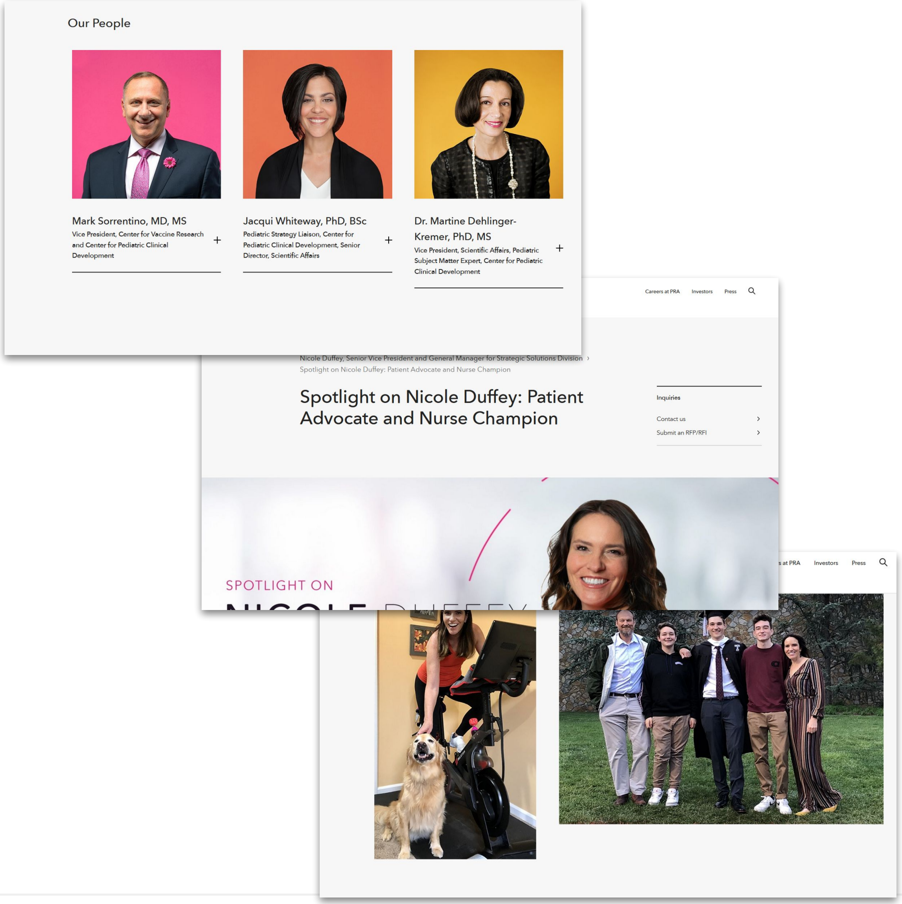
Pharma People

Pharma website was reviewed for how it highlights and promotes the expertise of its people.

1. Some areas highlight people but do so in different ways. For example, in this section, there are no social links or associated publications in the bios.
2. There are “spotlight” sections with a large amount of personal information. It is unclear who this is written for or why someone would want to read this on the Pharma website .

Consider…

- Standardizing an approach to Pharma people on site.
- Possibly grouping into a prominent “Pharma Experts” section as a branded element and cross-linking throughout the rest of the site’s content.

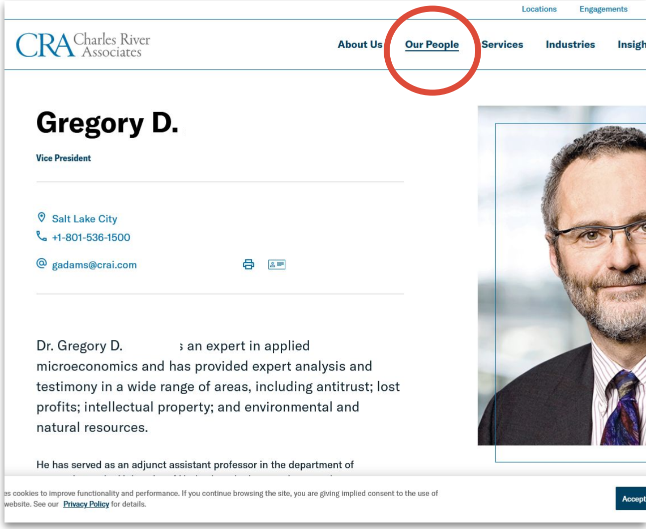


Pharma’S People

Differentiate on Pharma People

Currently, the Pharma website attempts to leverage the expertise and unique value of Pharma’s people. However, this is inconsistent and could be improved in a few key ways.

a. Support key opinion leaders (KOLs) with publishing and standardize a reproducible process for ongoing content creation & distribution.
b. Support key opinion leaders with social media publishing guidelines and assist them in managing social.
c. More consistent and visible approach to highlighting KOLs. More diversity in the roles and content published.
d. Less “fluff” about people, track back to qualifications, expert opinions, and data-supported track record results.
e. Group content from a range of key opinion leaders to cross-link organically found content.
f. Technology and financial sectors do this fairly well.



Content Marketing

Be high value and authentic

Almost entirely removed from the business development bid process, content marketing for Pharma is a relatively green field. The key to a successful, metrics-driven content marketing strategy utilizes unbranded content and targeted lead nurturing.

Example Walkthrough…

- *“What is a Decentralized Clinical Trial?”*
- Title is too general and untargeted. Who specifically is this speaking to?
- Clearly a marketing piece, despite attempts to seem impartial.
- Piece does not cross-link to more in-depth information.
- It does not speak to specific examples of DCT in practice.
- No call to action for more related content based on a target persona.
- In short, it’s a fluff piece about DCT. Reasonably familiar readers (i.e. a target buyer) would already be aware of this information or capable of deducing much of it.
- **As a buyer, why would I read this on a CRO website instead of getting in-depth contextual information from a less perceived bias source?**

https://mdgroup.com/blog/why-decentralisation-is-the-future-of-clinical-trials/

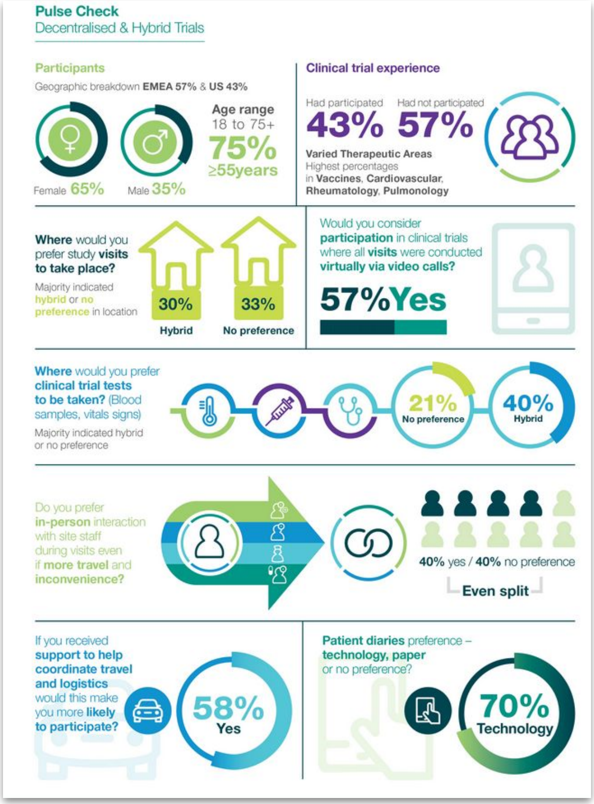
Content Marketing

Raising the bar

Example Walkthrough Continued...

1. **Know your target.** For example, a biotech medical lead will want a different take on a topic than a clinical trials manager. Structure both the voice and information covered to speak to a key persona.
2. **Unbiased, unbranded, shareable.** Start with an unbranded* visually compelling, data-heavy, and easily shareable infographic that attempts to illustrate what's going on in the market.
3. **Prompt further interest.** Cross-link and/or add additional information to learn more about *DTC risk mitigation in oncology* or other therapeutic-specific areas or trial phases.

*Pharma logo and links but agnostic & published to external channels



Content Marketing

Raising the bar

Example Walkthrough Continued...

4. Create a small prioritized set of case studies or webinars by relevant KOLs. Focus on experience-based information that illustrates real-world application issues (risk mitigation) and highlights the KOLs depth of expertise.
5. Follow with a call to action to review a white paper level content behind the opt-in wall.
6. Add segmentation questions and optional desired topic categories (i.e. therapeutic areas) to opt-in.
7. Begin nurture / drip campaign for appropriate persona/segment within topical categories.

DTC Risk Mitigation in Clinical Trials

We knew it would be easier for oncology patients to stay with later-stage studies, but were concerned about data loss so we did... we are now able to mine the device data in a way that led us to understand... behaviors that will further help guide the go-to market plan for the treatment...

Download the whitepaper, “”

Personas & Journey’s

Pulling it All Together

Buyer Personas

Evolving the Archetypes

- Buyer personas are the synthesis of multiple inputs, including stakeholder interviews, buyer interviews, Linkedin bios, Indeed job postings, and specific market trends in given area, i.e. clinical trials outsourcing strategies.
- Once defined, personas provide key insight into key buyer demographics to make data-informed decisions about the most effective messaging throughout the buyer journey and other touchpoints.
- Personas should never be considered final. They should be periodically reviewed and evolved base on new learnings by monitoring marketing campaigns and marketing automation data.
- We focus on the personas most relevant to a given campaign or launch. As such, personas have been grouped into “primary” and “secondary” to help prioritize GTM efforts. E.g. Primary personas indicate a return on content marketing investment; secondary personas would be less likely to respond to this approach and so shouldn’t be targeted in the initial planning.

Buyer Journeys

Anticipating Buyer Segments' Needs

- Based on a researched-backed persona, a buyer's journey is the process buyers go through to become aware of, consider and evaluate, and decide to purchase a new product or service. Stages for the Pharma buyer journey were developed in collaboration with Pharma stakeholders.

Persona Scenario	Awareness	Need Identification	Early Info Gathering	Narrow	RFP	Bid Defense
Narrative description of persona's role and supporting context around goals and behaviors.	Before a specific project need has been identified, the awareness stage attempts to guide what content a given persona will find useful and establish Pharma mindshare.	Once a need has been realized in the buyer organization but before they have directly contacted Pharma about the need.	Information and message points are needed to establish Pharma as a qualified vendor for the sponsor, clinical trials team, and the therapeutic area.	Information and data points needed to be competitively assessed by the sponsor and remain in the running.	Content that aligns with the sponsor proposal request and matches Pharma's trial-specific approach to buyer needs.	A detailed review of the proposed statement of work and associated people and process.

PRIMARY BUYER PERSONA

Clinical Operations Lead

Large Pharmaceutical

“CROs know all the loopholes. How do we select the best vendor for this study who will deliver?”

Davina

Senior Clinical Trials Manager

Background & Role

- Clinical Trials Oversight, Pharma Peer
- SME, mid-career, 8 yrs in research & trials
- Works across multiple studies
- Therapeutic area experience i.e, Oncology
- Leads CRO selection process for studies
- Key influencer; can disqualify but often not the final decision maker

Technology

- Technology agnostic, will adapt to new if clear ROI
- Interested in tech in trials, pilots data-backed novel approaches
- Looking at tech to reduce cost and improve study recruitment & retention.
- Aware of trends but not always familiar with terms, implications, benefits & risks

Buyer Insights

- Heavily data-guided, including qualitative assessments
- Established, standardized vetting process to evaluate multiple CROs
- Funnel vision, focused on the needs of the current study. Less likely to see CRO as a collaborative partner or evaluate full services
- CRO data collected and processed by others, reviews CROs in the context of a business intelligence software scoring system
- Will outsource different tasks and stages of a study to different CROs
- More likely to dictate protocol design and other study details
- CRO bias, has a mental map of CRO’s capabilities and reputation

Pain Points / Needs

- Cut through noise and jargon, high value synthesized content
- Support understanding novel methods and their implications
- Strong business case with minimal bias, clear cost benefits, and delineated risk mitigation

Pharma Opportunities

- Educate and “arm” with unbranded pre-need content delivered organically and with low to no sales pressure
- Progressive disclosure of branded content and range of services via strategic cross-referenced and grouped content
- Differentiate on Pharma people and professional standards

BUYER JOURNEY

"CROs know all the loopholes. How do we select the best vendor for this study who will deliver?"

Clinical Operations Lead

Large Pharmaceutical

Scenario

Davina is currently managing multiple trials within the oncology therapeutic area. She knows of two therapies in pre-clinical that will likely go to phase I trials in the next year or two. She keeps current on clinical trial trends, specifically around remote and technology-assisted trials. Post-Covid, these novel methods are seeming more and more viable and valuable, but the jury is still out. She feels that there is so much hype, but it's difficult to sift through the junk and get to how some of these newer methods will really pan out. She discusses innovative trials anecdotally with colleagues.

Davina

Senior Clinical Trials Manager

- content marketing, marcom
- bid specific biz dev

Buyer Scenario

1 Awareness

Educate and "arm" with high-value synthesized unbranded content on **novel tech use in trials.**

2 Need Identification

Introduce branded Pharma content via cross-links and topical content groupings in **oncology.**

3 Early Assessment

Facilitate "apples to apples" comparisons for current needs. People and process transparency.

4 Narrow

Differentiate on qualifications of Pharma's people and track record. Highlight data integrity.

5 RFP

Highly targeted, but standardized. Highlight stage specific process and metrics, and working relationship.

6 Bid Defense

Custom approach, minimal templating. Artifact and asset management data to support sales lead.

Clinical Operations Lead

Large Pharmaceutical

Davina

Senior Clinical Trials Manager

- content marketing, marcom
- bid specific biz dev

Buyer Journey

BUYER JOURNEY

	1 Awareness	2 Need Identification	3 Early Assessment	4 Narrow	5 RFP	6 Bid Defense
STEP	Educate and “arm” with high-value synthesized unbranded content on novel tech use in trials.	Introduce branded Pharma content via cross-links and topical content groupings in	Facilitate “apples to apples” comparisons for current needs. People and process transparency.	Differentiate on qualifications of Pharma’s people and track record. Highlight	Highly targeted, but standardized. Highlight stage specific process, metrics, and relationships.	Custom approach, minimal templating. Artifact and asset management data to support sales lead.
GOAL	Position as trusted, unbiased market critic. Smart, savvy, unfooled. Easily consumed, share-worthy content.	Position as key player who “gets it.” Establish Pharma as credible leader. Introduce branded terms and a full service suite.	Position Pharma as an appropriate fit for therapeutic area and goals. Clear, intuitive data-backed brand story.	Position Pharma as a company you will enjoy working with. Pharma has the right people, process & safeguards for the job.	Position as the best “listener,” follows process. Pragmatic, consistent, and focused.	Highlight team and working relationships, reinforce team expertise, issue management, systems walkthroughs.
ASSETS	Infographics, videos, externally published, or linked market trend articles from Pharma SMEs.	Longer format articles, webinars, and podcasts. Assets on Pharma branded properties. Testimonials.	Focused in-depth case studies, functional comparison pieces. KOL bios.	Sponsor customized capabilities & data sheets. Persona targeted whitepapers.	Proposal deliverables, Protocol synopsis, Timelines/milestones, Roles & responsibilities.	Contextualized, tagged micro-content that can easily be pulled into bid-defense materials.
RESULT	**Consume, Opt In**	**Nurture**	**Initial Contact**	**Initiate RFP**	**Bid Defense**	**Contract**

Clinical Operations Lead

Large Pharmaceutical

Davina

Senior Clinical Trials Manager

- content marketing, marcom
- bid specific biz dev

Message Direction, Example Content

MESSAGING DIRECTION

	1 Awareness	2 Need Identification	3 Early Assessment	4 Narrow	5 RFP	6 Bid Defense
MESSAGE	Support my thinking. Give me something to share that others will appreciate and position me as knowledgeable.	Engage and peak my interest with new ideas or novel takes on trial design & implementation.	Convince me Pharma is a potential match for this therapeutic area, trial stage, and location.	Show me that Pharma has the capacity to provide what we need so I believe what you say.	Establish Pharma as predictable, competent, and focused on a great match. Their reputation matters to them.	I need to know Pharma has the details worked out & are the best people to implement. Show me how this will work.
EXAMPLE	DCT for oncology infographic , ***"By the numbers: Analysis of Emerging Trends Oncology Clinical Trials."***	Experience driven KOL pieces, ***"Dr. Jim Powell discusses leveraging Immuno-Oncology Real World Data to Amend Non-Small Cell Lung Cancer Study Design."***	Capabilities content. ***"Read about how Pharma delivers quality results, even under the most challenging timelines and operational logistics."***	Credibility reinforcing scientific or information management content, ***"Successes in Phase II Autologous Cellular Therapy Oncology Program."***	Protocol synopsis, ***"A Randomized, Open-Label, Controlled,Multi-Center Phase I Study to Assess the Efficacy and Safety of XXXXX."***	Nuts & bolts; ownership chart, employee CVs, and system walkthroughs.
RESULT	**Consume, Opt In**	**Nurture**	**Initial Contact**	**Initiate RFP**	**Bid Defense**	**Contract**

PRIMARY BUYER PERSONA

Medical Indications Lead

Early Stage Biotech

"Everything is riding on this study for next phase funding. We need a collaborative partner invested in our success."

Howard

Chief Scientific Officer

Background & Role

- Executive founder, final decision maker
- Microbiologist, 23 yrs experience with deep therapeutic expertise
- Business officer. Public-facing with broad areas of responsibility.
- Focused on one treatment / therapy
- Clinical trials experience with limited depth

Technology

- Drawn to the efficiencies new technical approaches offer
- Risk averse, unlikely to eval under-established methods
- Limited ability to pilot or functionally assess novel technology approaches
- Preconceptions around remote trials but no direct insight
- Data science, can assess if data is clean and reproducible

Buyer Insights

- Broad vision, must see ahead for funding, more likely to be receptive to full service offering and deeper partnership
- Drawing on small number of direct clinical trial experiences
- Heavily relies on team and external inputs for clinical trials
- Highly aware of funding process associated with each trial stage
- Unlikely to understand thresholds for errors and mistakes
- Scientifically minded, will not respond to poorly supported, non-empirical business cases or "fluff" articles
- Less likely to dictate trial design, receptive to established process
- Less likely to split vendors if provider is working and has capabilities

Pain Points & Needs

- Collaborative, adaptive partner who can guide but not dictate
- Limited resources, spread thin, trying to keep one step ahead
- Mitigate risks, particularly around data integrity and operations

Pharma Opportunities

- Will benefit from CRO and trial education specific to therapy
- More receptive to a broader range of services as the company moves through trial stages
- Thinks strategically but needs support filling in knowledge gaps and weight the pros and cons for details

BUYER JOURNEY

Medical Indications Lead

Early Stage Biotech

"Everything is riding on this study for next phase funding. We need a collaborative partner invested in our success."

Scenario

Howard is the principal scientist for a biotechnology startup developing an immune cell therapy for cancer treatment. While he spent time at a pharmaceutical company earlier in his career, his knowledge of clinical trials is admittedly limited. His resources are limited, so the CRO evaluation process is less robust than a pharmaceutical. He is aware that he doesn't know what he doesn't know. He is looking for a reliable partnership. He has is aware of the benefits of decentralized trials and some of the novel trial methods floating around but is highly skeptical especially given how much is riding on trials.

Howard

Chief Scientific Officer

- content marketing, marcom
- bid specific biz dev

Buyer Scenario

1 — 2 — 3 — 4 — 5 — 6

1 Awareness

Educate & support with high-value synthesized unbranded content on **CRO collaboration.**

2 Need Identification

Progressively disclose branded Pharma content via cross-links and **biotech** content groupings.

3 Early Assessment

Facilitate "apples to apples" comparisons for current needs. People and process transparency.

4 Narrow

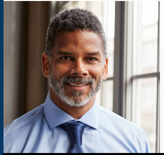
Differentiate on qualifications of Pharma's people and track record. Highlight data integrity.

5 RFP

Highly targeted, but standardized. Highlight stage specific process and metrics, and working relationship.

6 Bid Defense

Custom approach, minimal templating. Artifact and asset management data to support sales lead.



Medical Indications Lead

Early Stage Biotech

Howard

Chief Scientific Officer

- content marketing, marcom
- bid specific biz dev

Buyer Journey

BUYER JOURNEY

	1	2	3	4	5	6
	Awareness	**Need Identification**	**Early Assessment**	**Narrow**	**RFP**	**Bid Defense**
STEP	Educate & support with high-value synthesized unbranded content on CRO collaboration.	Progressively disclose branded Pharma content via cross-links and topical content	Facilitate “apples to apples” comparisons for current needs. People and process transparency.	Differentiate on qualifications of Pharma’s people and track record. Highlight	Highly targeted, but standardized. Highlight stage specific process, metrics, and relationships	Custom approach, minimal templating. Artifact and asset management data to support sales lead.
GOAL	Position as trusted, unbiased market critic. Smart, savvy, unfooled. Easily consumed, share-worthy content.	Position as “getting” the challenges of early stage biotech. Introduce branded terms and a full service suite.	Position Pharma as an appropriate fit for therapeutic area and goals. Clear, intuitive data-backed brand story.	Position around depth of medical indication expertise. Pharma has the right people, process & safeguards for the job.	Position as the best “partner,” engages with sponsor team. Invested, available, flexible, and transparent.	Highlight team and working relationships, reinforce team expertise, issue management, systems walkthroughs.
ASSETS	Infographics, videos, externally published, or linked market trend articles from Pharma SMEs.	Longer format articles, webinars, and podcasts. Assets on Pharma branded properties. Testimonials.	Focused in-depth case studies, whitepapers and functional comparison pieces. KOL bios.	Sponsor customized capabilities & data sheets. Persona targeted shareables.	Proposal deliverables, Protocol synopsis, Timelines/milestones, Roles & responsibilities.	Contextualized, tagged micro-content that can easily be pulled into bid-defense materials.
RESULT	**Consume, Opt In**	**Nurture**	**Initial Contact**	**Initiate RFP**	**Bid Defense**	**Contract**

SECONDARY BUYER PERSONA

Michelle

Manager Clinical Contracts & Outsourcing

Background & Role

- Internal advocate, champions CRO
- BS in Chemistry, 5 yrs in pharma research
- Gatekeeper. Will lead the RFP and BDM process but not final decision maker
- Evaluates CRO performance ongoing
- Focused on trial management, delivery
- Strong analytical background

"I need to know what's going on and trust that the selected CRO will keep us in the loop if timelines change or problems arise."

Technology

- Receptive to the time and communication value remote, device-assisted trials offer, but wary of operational issues like data loss
- Concerned about the additional complexity of technology selection and use
- Will want to see the nuts and bolts for how the tech will be implemented

Outsourcing Lead

Large Pharmaceutical

Buyer Insights

- When a need is identified follows established outsourcing strategy, often involving multiple vendors across a treatment trial stages
- Heavy involvement helping clinical teams in narrowing down an initial pool of up to 10 generally qualified vendors
- Considers themself to be the decision maker but actually must defer to clinical teams, takes ownership as a function of the role
- Project management, coordinates with clinical teams, needs to manage internal clinical delivery needs/expectation internally
- Can be unfamiliar with what the company needs to do - usually asks for information at short notice on demand

Pain Points & Needs

- Managing expectations, maintaining communication channels for the right information at the right time.
- A CRO with high transparency and detailed project planning
- Juggling day-to-day tasks

Pharma Opportunities

- Operational and project management efficiencies of using a consistent provider with established communication models
- Clear explanations of project risk mitigation efforts
- Educate to support influencing clinical team

SECONDARY BUYER JOURNEY

Outsourcing Lead

Large Pharmaceutical

"I need to know what's going on and trust that the selected CRO will keep us in the loop if timelines change or problems arise."

Scenario

Michelle has been asked to coordinate the RFP process for a therapy going into stage 1 clinical trials. The framework for the design protocol has been given to her, so she begins working with the CRO researchers, using the internal system, to pull together a pool of qualified CROs and being early assessment according to the established outsourcing process and requirements. She begins coordinating efforts with researchers, procurement, and the clinical trials team to develop and refine the scope of work to guide them in narrowing down prospective candidates.

Michelle

Manager Clinical Contracts & Outsourcing

- marcom
- bid specific biz dev

Buyer Scenario

1	2	3	4	5	6
Awareness	**Need Identification**	**Early Assessment**	**Narrow**	**RFP**	**Bid Defense**
Stay up-to-date about Pharma brand, news, and topline innovations.	Progressively discloses branded Pharma content via cross-links and topical content groupings.	Facilitate "apples to apples" comparisons for current needs. People and process transparency.	Differentiate on qualifications of Pharma's people and track record. Highlight data integrity.	Highly targeted, but standardized. Highlight stage specific process and metrics, and working relationship.	Custom approach, minimal templating. Artifact and asset management data to support sales lead.

SECONDARY BUYER JOURNEY

Outsourcing Lead

Large Pharmaceutical

Michelle

Manager Clinical Contracts & Outsourcing

- marcom
- bid specific biz dev

Buyer Journey

	1 Awareness	2 Need Identification	3 Early Assessment	4 Narrow	5 RFP	6 Bid Defense
STEP	Stay up-to-date about Pharma brand, news and topline innovations.	Progressively disclose branded Pharma content via cross-links and topical content	Facilitate “apples to apples” comparisons for current needs. People and process transparency.	Differentiate on qualifications of Pharma’s people, track record, & ops	Highly targeted, but standardized. Highlight stage specific process, metrics, and relationships	Custom approach, minimal templating. Artifact and asset management data to support sales lead.
GOAL	Position as trusted, unbiased market critic. Smart, savvy, unfooled. Summarized, easily referenceable content.	Position working in different outsourcing models with a broad service offering. Intro branded terms.	Position Pharma as an appropriate fit for therapeutic area and goals. Clear, intuitive data-backed brand story.	Position as a company that will be easy to work with, predictable. Pharma has the right people, and process for the job.	Position as the best “listener,” follows process. Pragmatic, consistent, and focused.	Highlight on team and working relationships, reinforce team expertise, issue management, systems walkthroughs.
ASSETS	Infographics, videos, externally published, or linked market trend articles from Pharma SMEs.	Longer format articles, webinars, and podcasts. Assets on Pharma branded properties. Testimonials.	Focused in-depth case studies, whitepapers and functional comparison pieces. KOL bios.	Sponsor customized capabilities & data sheets. Persona targeted shareables.	Proposal deliverables, Protocol synopsis, Timelines/milestones, roles & responsibilities.	Contextualized, tagged micro-content that can easily be pulled into bid-defense materials.
RESULT	**Consume, Opt In**	**Nurture**	**Initial Contact**	**Initiate RFP**	**Bid Defense**	**Contract**

SECONDARY BUYER PERSONA

Procurement Lead

Large Pharmaceutical

> ***“Market entry delays are my biggest concern. My job is to control costs, but we also want to attract the best talent to projects.”***

Grant

Sr. Procurement Manager

Background & Role

- Finance & contract negotiations
- BS in business, 8 yrs in procurement
- Gatekeeper. Ensures adherence to established procurement policies
- Visible “broker” position between vendors and internal clinical delivery team(s)
- Works with team to develop scope of work

Buyer Insights

- Facilitate a competitive transactional vendor selection process
- Fixed adherence to their “outsourcing” process
- Wants to establish clear KPIs and value-based performance metrics
- Negotiate favorable price / rate card
- Promotes programs to reduce non-value-add activities and maximizes institutional funding.
- Lay-person speak, just facts, wary of ‘management speak’
- Needs to understand/manage internal clinical delivery needs/expectation from his own company

Technology

- Open to novel approaches, particularly for process improvement and automation
- “Something new / “the new “thing” needs to be clearly and succinctly spelled out
- Technology agnostic but will consider cost/benefit of who purchases and owns assets
- Can evaluate assets organization-wide

Pain Points & Needs

- “Fluff’ or generic marketing text, needs to understand the nuts and bolts and how these things impact costs and timelines
- Easy route to find simple information that answers questions
- CRO that delivers, and details that show that

Pharma Opportunities

- Timely, thoughtful information during the RFP process
- Adherence to the outlined procurement process
- Collaborative, responsive approach to defining incentives and penalties

SECONDARY BUYER JOURNEY

“Market entry delays are my biggest concern. My job is to control costs, but we also want to attract the best talent to projects.”

Procurement Lead

Large Pharmaceutical

Scenario

Grant is aware that a CRO RFP process is underway for a new therapy trial. He answers questions and provides input around procurement policies and contracts to the internal as they narrow down candidates. He provides guidance for the scope of work and once the vendor candidates have been selected for an RFP begins to evaluate bids from a financial perspective with an eye to how the contract and payments can be structured to provide incentive and assess penalties to help ensure the selected vendor delivers according to the agreed statement of work. He works with legal to review and negotiate terms.

Grant

Sr. Procurement Manager

- marcom
- bid specific biz dev

Buyer Scenario

1 — Awareness

Stay up-to-date about Pharma brand, news, and topline innovations.

2 — Need Identification

Progressively disclose branded Pharma content via cross-links and topical content groupings.

3 — Early Assessment

Facilitate “apples to apples” comparisons for current needs. People and process transparency.

4 — Narrow

Differentiate on qualifications of Pharma’s people and track record. Highlight data integrity.

5 — RFP

Highly targeted, but standardized. Highlight stage specific process and metrics, and working relationship.

6 — Bid Defense

Custom approach, minimal templating. Artifact and asset management data to support sales lead.

Procurement Lead
Large Pharmaceutical

Grant
Sr. Procurement Manager

- marcom
- bid specific biz dev

Buyer Journey

SECONDARY BUYER JOURNEY

	1	2	3	4	5	6
	Awareness	**Need Identification**	**Early Assessment**	**Narrow**	**RFP**	**Bid Defense**
STEP	Stay up-to-date about Pharma brand, news, and topline innovations.	Progressively disclose branded Pharma content via cross-links and topical content	Facilitate “apples to apples” comparisons for current needs. People and process transparency.	Differentiate on qualifications of Pharma’s people and track record. Highlight	Highly targeted, but standardized. Highlight stage specific process, metrics, and relationships.	Custom approach, minimal templating. Artifact and asset management data to support sales lead.
GOAL	Position as trusted, unbiased market critic. Smart, savvy, unfooled. Summarized, easily referenceable content.	Position as key player who “gets it.” Establish Pharma as credible leader. Introduce branded terms and a full service suite.	Position Pharma as an appropriate fit for therapeutic area and goals. Clear, intuitive data-backed brand story.	Position as best able to mitigate risk. Pharma has the right people, process & safeguards for the job.	Position as the most credible, cost effective choice. Pragmatic, consistent and focused.	Highlight on adherence to contract details, reinforce team expertise, issue management, systems walkthroughs.
ASSETS	Infographics, videos, externally published. or linked market trend articles from Pharma SMEs.	Longer format articles, webinars, and podcasts. Assets on Pharma branded properties. Testimonials.	Focused in-depth case studies, whitepapers and functional comparisons pieces. KOL bios.	Sponsor customized capabilities & data sheets. Persona targeted shareables.	Proposal deliverables, Protocol synopsis, Timelines/milestones, Roles & responsibilities.	Contextualized, tagged micro-content that can easily be pulled into bid-defense materials.
RESULT	**Consume, Opt In**	**Nurture**	**Initial Contact**	**Initiate RFP**	**Bid Defense**	**Contract**

Content Marketing Summary

Leveraging Persona & Journeys

Howard. Executive & Product Manager. Biotech focused insights. Target for content marketing.

Primary target due to overlap with other persona.

Davina. Product Manager. Pharmaceutical focused insights. Target for content marketing.

Michelle. Project management. Not prioritized for content marketing.

Grant. Contract Negotiations. Not prioritized for content marketing.

Content Marketing Summary

Leveraging Persona & Journeys

1. Assess operational readiness to deliver on promises
2. Develop the content strategy and initial topics
3. Evaluate existing content, conduct a weighted content audit
4. Setup marketing automation and resource/asset management
5. Codify buyer touchpoints, tracking metrics, and content tagging
6. Establish a sustainable process for generating KOL content → identify KOLs → interview KOLs → ghostwrite content → support KOLs with social media distribution
7. Streamline and optimize website navigation conversion workflow
8. Create social media calendar, campaigns, and events
9. Conduct Biz Dev and sales support training

Content Marketing

Content Audit Checklist

- Who will this be most valuable to?
- Why are they reading it?
- What do we want them to do with this content?
- Why would they look to Pharma for this?
- Would they expect this content on the Pharma site?
- What happens if we don’t add/keep it?
- Is it written to speak to the intended user?
- Will it be easily understood by the reader?
- Is it categorized for the intended persona?
- Where does this fit in the journey? What comes before? What after?

Pharma

Go-to-Market Strategy

Removed

Thank You!

Appendix

Removed