



PHARMA & BIOPHARMA
OUTSOURCING ASSOCIATION

WEBINAR SERIES

CDMO Marketing and Business Development During the Pandemic

LESSONS LEARNED/TIPS & TRICKS

HOW HAVE YOUR CLIENTS ADAPTED TO THE PANDEMIC AND WHAT CHANGES DID YOU HELP MAKE INITIALLY?

- Avoiding the reflexive panic reaction of wanting to immediately throw tactics at the situation, one after the next — instead, first take the time to understand your market, buyers, and growth drivers. Then ask, “Where can we own something in the mind of the buyer?”
 - Strictly defining the parameters of buyer-centric content (e.g., Is the CEO of a biotech company really going to take the time to read a 2,000-word white paper?)
- Establishing process hierarchy: articulate your strategy before deploying tactics
- Think through what is right for your company and audience; there is a significant difference between what makes sense for a large brand vs. a newer brand. Don't just copy what the bigger companies do. Do the work to justify the “whys” behind what you want to do — right strategy invariably leads to better outcomes tactically.
- Remember your essential goals haven't changed because of the pandemic — it doesn't mean you have to start from scratch. Tactics are where you've got to be open to flexibility and change.
- A marketing plan is always a living document, but never more than now. Have the discipline to walk away from tactics that the pandemic rendered ineffectual or (at least temporarily) obsolete.
- Get your house in order/order of operations: First make sure messaging, brand, and strategy are rock solid on your website *before* employing tactics (like LinkedIn) that drive traffic to your site.
- If you don't have a plan, stop. Get one set up now, as your first priority (e.g., How should you redirect the budget you had set for trade shows that are not happening?)
- Brand differentiation needs focus; all companies possess characteristics that make them unique. Who are you and how is that relatable to your buyers?

BIGGEST CHALLENGES:

Sam

- Buyer behaviors are constantly evolving: How do we adjust to the drastic changes in buyer working environments/processes/teams?
- How do you get access to people and earn their attention? (e.g., If their inbox is inundated and email seems ineffective, you just can't call the office number, etc.)

John

- Relationship-driven business
- Virtual is impersonal, even with Zoom
- Missing the F2F problem solving
- How do we make virtual engagement more personal?

Ideas:

- We have found opportunity for more human connection — Zoom is a de facto invitation into each other's homes — leverage that in building relationships.
- Small, focused meetings on key industry topics, keep them intimate
- Coffee meetings

WHAT ARE TOP DIGITAL MECHANISMS RIGHT NOW?

- The buyer is in control of the process now more than ever
- They want digital access to the info and details they need, often without the need to speak to anyone
- They want ease of access to what they need: quicker response > web experience > proposals
- LinkedIn advertising, paid search
- Searcher intent: be there, be useful, be quick
 - Be there: SEO/paid search
 - Be useful: Your website provides the easy, digital access buyers want
 - Which means your website has to be great; do not drive traffic to a poorly executed website
 - Be quick: Customer service cannot be an afterthought. Assess if you offer a friction-free buyer experience (e.g., quick response to customers and how to best achieve that — the chat functionality we see in the consumer world is starting to enter our sector)
- Ability to be very targeted today
 - Micro-marketing and account-based marketing
 - Target your top 25 prospects
 - Right message at the right time; buyer's journey/buyer persona tie into targeted digital tactics



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SOCIAL MEDIA PLATFORMS: BEST PRACTICES

- LinkedIn – top platform for businesses
- Facebook – strong for recruiting, has utility as a culture platform
- Twitter – good for media editors, effective for trade shows (upon their eventual return)

WHAT DO YOU RECOMMEND FOR PRINT VS. DIGITAL TODAY?

- Digital is dominant, but print still has its place. The customer experience with a direct mail print piece — or more impactfully, a hand-written thank you card — provides something digital can't. That effect is actually amplified now because there isn't as much print media as there used to be.
- This is an area where resource allocation is highly dependent upon specific company strategy/goals.

TRADE SHOWS ARE EVOLVING

- Used to represent a chance to meet and reconnect with existing customers
- What used to be walk-in is now someone visiting your website
- Companies will likely pay closer attention to whether it makes sense to attend as many trade shows in the future after finding new ways to engage with customers during the pandemic
- More about existing clients vs. new clients
- Now and in the future, you should have an integrated marketing mix — trade shows probably shouldn't ever be 75% of your budget
- Instead: webinars, podcasts, mini meetings/think tanks

CRM & BD/MARKETING COLLABORATION

- Dig into your CRM and use contacts from prior trade shows; really look at where those relationships started/came from
- Now is the time to make sure CRM data is good, clean, and useable
- Best practice for using data coming out of your website: BD & sales/marketing must collaborate to nurture those buyers together



WEBINAR SERIES

USING WEBINARS FOR CDMOS TO DEMONSTRATE EXPERTISE

- Using webinars to showcase thought-leadership expertise has been the best lead gen tactic. If a virtual event isn't going to meet your needs, create mini meetings to target top 10 potential clients with topics that would interest them. Do-it-yourself or partner with an industry publication.
- In the absence of trade events, partner with a publication to reach an expanded audience. Really understand your buyer and the phases they are going through to choose a partner like you. Make your webinars specific and add value. Think about quality over quantity in terms of content and audience. Use the language of your buyer. First and foremost, you're trying to solve a problem.
- Webinars are akin to trade show opportunities in terms of the curriculum. Try to get to be a panelist or presenter around a topic. Thought leadership in this space is impactful. But again, quality over quantity: In a digital world, it's easier to become seen as a spammer in this space. Your offerings have got to have a certain quality or they can be worse than just not very helpful — they can be detrimental to your reputation. In a digital environment, spend time balance frequency of output against how much that output that actually matters to your audience.