Digital Transformation in Life Sciences: A Marketing Technology Perspective

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Key themes

• Introduction to AbbVie
• Vision of digital transformation
• Birth of Marketing Technology CoE
• Key relationships and partnerships
• Delivering exceptional Customer experiences and services through technology and data
• People First Culture of enabling continuous innovation and discovery
• What’s next?
About AbbVie

AbbVie is a global, research and development-based biopharmaceutical company committed to developing innovative advanced therapies for some of the world’s most complex and critical conditions. AbbVie formed in 2013 following separation from Abbott Laboratories.

Our mission
To use our expertise, dedicated people and unique approach to innovation to markedly improve treatments across four primary therapeutic areas:

- immunology
- virology
- oncology
- neuroscience

- **Industry:** Life sciences R&D, biopharmaceutical
- **Headquarters:** North Chicago, IL USA
- **Company size:** ~$32B, ~30,000 employees, 200+ countries where our products help patients

Learn more at [www.abbvie.com](http://www.abbvie.com)
Our honors

Workplace and diversity

Corporate responsibility

Business

AbbVie | Business Technology Solutions
Global company, local presence

- ~30k Employees globally
- 22 Primary research and manufacturing facilities
- $5.1b Into research and development in 2018
- 200+ Countries where our products are sold
- 8 Research and development centers
Organization mission and vision

We make a remarkable impact on people’s lives by being innovative partners that shape the future with information and technology.

To be the trusted advisor and technology partner of choice for our business organizations.

Create an intuitive, insights-driven, connected customer experience for patients and HCPs that is powered by digital innovation and delivers increased preference and loyalty.
Digital transformation goals

Effective Customer Engagement.

Customer Centricity: Provide the right content and experience, at the right time, to the right customer and through the right channel(s).
Why the need for MarTech CoE?

- Opportunity to **create new and innovate existing** channels to better serve patients, providers, and payors
- No one **technology or service partner** has **ALL** answers
- Establish best practices and standards to support multiple franchises and product lines

- The role of **data and technology** is significantly changing the way we do business
- **The speed of change will only accelerate**
- Opportunity to capitalize on this change to **differentiate our business** inside and outside the company
Case for Change!

- Multiple options to deliver technology solutions
- Make **effective choices through the complex maze in front of them**…
- Multiple internal and external stakeholders needed to work together
- Strong relationships between the brand teams and BTS can **create value and reduce cost**
Marketing Technology CoE Charter

- Establish and maintain the marketing technology roadmap and architecture.
- Champion speed, agility, and savings.
- Manage the portfolio of strategic and tactical technology projects for each brand.
- Provide technology consulting to business stakeholders and Brand Technology teams.
- Deliver innovation with technology and data.
- Operational Excellence in creating and managing marketing technology solutions.

Plan, Build and Deliver Innovative, Reusable MarTech Solutions
The past operating model for managing websites was decentralized and lacked a governance structure and accountability, which was not conducive to achieving AbbVie’s digital marketing goals. Some of the key challenges as a part of the past operating model were:

- Governance and operations capabilities were highly distributed, resulting in inconsistency and increasing cost.
- Customer-level insights and digital customer experiences were fragmented across franchise teams and functions.
- Digital processes were managed individually by franchise teams, introducing variability and unpredictability.
- There was a high dependency on external entities to design, produce, support, and manage digital and technology operations.
- Brand-level visibility and alignment with franchise teams and functions on digital strategy and delivery roadmap were limited.
- Siloed digital activity led to teams managing performance and standards separately, which introduced complexity.
AbbVie Digital Marketing Platform (ADMP) Operating Model

Experience Manager

Target

Analytics

Audience Manager

AbbVie Digital Operating Model

Brand Governance and Platform Governance
(Oversight, Change Management, Portfolio Management)

Brand / Marketing
(Strategy, Reviews, Approvals)

Product Management
(Operations, Reviews, Approvals)

Project Management
(Resource Management, Timeline Management)

Creative (Front-End)

Production (Back-End)
(Development, Digital Asset Management, Content Authoring, Med-Reg-Legal (MRL) Final, Analytics, Testing)

Application and Infrastructure Management
(Platform Maintenance, Platform Updates, IT Operations)
AbbVie Digital Operating Model were explained in the context of a restaurant...

**Manage**

- **Brand Governance & Platform Governance** (Oversight, Change Management, Portfolio Management)
- **Brand/Marketing** (Strategy, Reviews, Approvals)
- **Product Management** (Operations, Reviews, Approvals)
- **Project Management** (Resource Management, Timeline Management)

**Enable & Execute**

- **Creative and Production** (DAM, Digital Production & MRL, Analytics & Testing)
- **Application and Infrastructure Management** (Platform Maintenance, Platform Updates)

**Owner**

- Restaurant Owner
  - Manages portfolio of restaurants, consulted for significant changes in restaurants (ex: remodeling of restaurant)

**Manager**

- Restaurant Manager
  - Set a new strategy for a particular restaurant to offer a local ingredients menu during the fall season

**Head Chef/Manager**

- Head Chef
  - Develops the local ingredients menu, manages the cooks, and makes sure the dishes turn out as intended

- Head Chef, Manager
  - Calculates amount of ingredients needed and costs ahead of time, keeps the kitchen running and serving on-time

**Sous Chefs, Cooks**

- Sous Chefs, Cooks
  - Cooks the dishes as ordered and as specified by the menu

**Maintenance**

- Restaurant Maintenance
  - Maintains the restaurant and cooking equipment (utilities, restaurant space, ovens, cookware, etc.)
New digital processes

1. Initiate a Website Project
   - Project Strategy
   - Project Planning
   - Creative Design

2. Life of a Project
   - Develop / Update Functionality
   - Implement New Functionality
   - Testing
   - Deploy

3. Digital Asset Management
   - DAM Organization
   - Digital Asset Lifecycle Management

4. Create / Update Content
   - Content Authoring Plan
   - Content Authoring / Update
   - Content UAT & MRP

5. Infrastructure Management
   - Ad-hoc Platform Management
   - User Management
   - Release Management
   - BAU Platform Management

6. Plan & Implement Analytics Request
   - Measurement Planning
   - Tag Development
   - Insights & Optimization

7. Plan & Administer A/B Test
   - Discovery & Planning
   - Design & Implementation
   - Analysis & Optimization
Educating and Training Stakeholders

- Tool Training (Role Based)
- Process Training (Role Based)
- Foundational Training (All Stakeholders)

Foundational

- Analytics and Measurement
- Digital Operating Model and Digital Website Processes
- Tactical and Budget Planning for Websites
- A/B Testing and Personalization
- Features and Capabilities of the AbbVie Digital Marketing Platform

Intermediate Users

- Process Training, Roles, and Responsibilities

Novice Users
Welcome to the AbbVie Digital Marketing Platform Experiences
MarTech CoE – pillar of digital transformation

• Became the best in class example in the company for agile and MarTech practices

• Transformation from fragmented siloed footprint to AbbVie’s Digital Marketing Platform ecosystem based on Adobe Experience Cloud

• AEC became the foundation of AbbVie U.S. Commercial Patient and HCP experiences

• Opened up the possibilities for technology and process innovation

• Single AEM instance, cloud-first, mobile-first approach, Managed services offering, Data driven and Insights driven

• Demonstrated agility and innovation in a compliance and regulated industry

• Enabled a digital engagement platform that is future-ready

• Release Management KPIs and Metrics focused Platforms

AbbVie’s Digital Marketing Platform (ADMP)

Adobe Experience Cloud
An integrated platform for managing a complete digital marketing strategy.

Solutions

Organize, access, and personalize our marketing content

Gain deep insights into what’s working with our customers

Consistently deliver best experiences to every customer

Foundation platform harnesses the combined power of:

• Adobe Experience Manager (AEM) version 6.2
• Target Premium
• Analytics Premium
• Audience Manager

Release Management KPIs
Evolution of ADMP 2.0 example

ADMP allows multiple brands within AbbVie to leverage a common set of components to build out dramatically different experiences per site. ADMP has a current set of over 40 components that allow an entire AEM site (Patient or HCPs) to be built and themed as necessary.

<table>
<thead>
<tr>
<th>Item #1</th>
<th>Author-level CSS file</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item #2</td>
<td></td>
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<tr>
<td>Item #3</td>
<td>ADMP owns the functionality</td>
</tr>
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<td>Item #4</td>
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ADMP Accordion Component “Un-Themed”

ADMP Accordion Component Themed for Brand
Continuous innovation w/ DevOps

- Weekly releases
- Daily collaboration between product owner and technical team
- System Life Cycle process documentation through SNOW
- Automated builds and Code quality monitoring

- GitHub and SonarQube for source code management and review
- Jenkins for CI, CD
- Moving to automated production deployments in minutes
- Full code builds with one-click
- Automated testing
Continuous innovation w/ user-centric design

- Establish UC<sup>d</sup> and Design Thinking across organization
- Build competencies, practices, roles
- Part of role is to be a UCd/DT evangelist and coach
- Organization rollout

Q1
- Establish UC<sup>d</sup> Lab and demonstrate value more broadly
- Establish Training Organization
- Establish a COE model

Q3
- Germinate UC<sup>d</sup> capability into key persons & areas
- Pilot Training Organization

1H
- Calibrate & Operationalize Training Org
- Infuse UC<sup>d</sup> into our Ways of Working
- Becomes part of the SOP and practices

2020
- Pilot programs and iteration

1H
- 2H
People first + culture = the key to success

- Major culture change with new team(s) structures, elimination of siloed platforms, new governance and new processes
- Agile is not just a goal but the way we work in all aspects
- Collaborative working relationship and partnership with marketing and agency partners
- Change management allowed for a nimble, flexible and adaptive culture
- MarTech COE practices and agile driving culture change among IT, agency partnership and Marketing stakeholders
- Product and IT owners prioritize and make quicker decisions
What’s next?

• MarTech CoE ongoing innovation
• Evaluating/performing multiple proofs of concepts followed by pilots
• User-centric design CoE
• Machine learning and AI
• Connecting ALL digital data
• Process automation
Q & A

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