

Specialty Biopharma's 10 Tips for Digital Asset Management Success

As a global company with multiple subsidiaries, this specialty biopharmaceutical company needed to consolidate and standardize digital asset management (DAM). After multiple acquisitions and employee and agency turnover, the company's commercial content was siloed and lacked process consistency across brands.

The company chose one solution for DAM and medical, legal, regulatory (MLR) review to:

- Streamline global digital content management
- Speed compliant content review
- Ensure full ownership of all source files
- Reduce agency spend
- Increase traceability throughout the content lifecycle
- Improve content reuse and speed local content review

The company recognized the challenges and redesigned the content approval process as well as how content was stored and organized. The result was a comprehensive commercial content strategy that led to a successful global implementation.

Here are their top 10 tips to help guide you through the process:



TIP #1: Create a leadership team to influence change management

Establish a cross-functional leadership team that promotes the benefits of the DAM solution to the company, individual departments, regions, and agencies. These stakeholders will influence the short- and long-term goals, help communicate vision and objectives, and provide valuable feedback on new processes.

This team should also help develop a communications plan for the company and agencies. Communicate early and often to keep your employees and agencies aware of the upcoming changes. Publicize the benefits and the goals of the new workflow and structure. For example, the new solution will increase the speed of creation to approval; it's transparent, flexible, and will make their jobs easier.

Get creative with your communications. Use more than just email—talk about the new solution in MLR meetings, have an open house, or hand out swag. This increases the interest and enthusiasm for the new implementation.



TIP #2: Build the foundation with specific goals in mind

Clearly defined goals will drive change and adoption throughout the organization. Be specific when setting goals and create goals that are measurable and attainable. Your vision for content management will drive organizational change and ultimately, success.

“Our goal was to have a single solution for both MLR review and DAM. Now our submissions are higher quality, workflow isn’t held up, and the review process is quicker,” stated the director of marketing services.

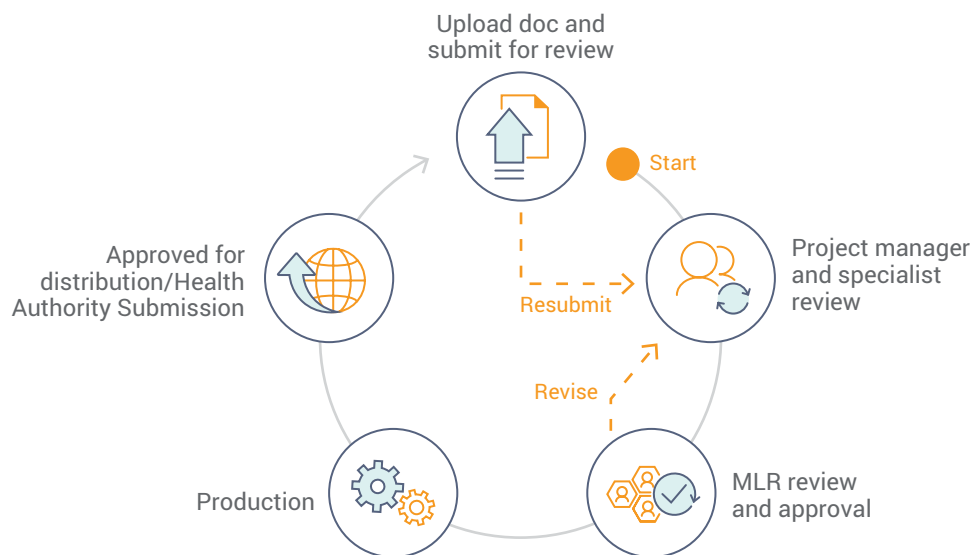
The company also set goals to create and manage an image library, own their source files, and reduce agency spend, all of which they accomplished during the first year after implementation.



TIP #3: Up-front planning is critical before you create workflow and rules

Your team will benefit from learning about the system before creating unique workflows and business rules. This is the time to build your foundation with disciplined processes and business rules. Remember to consider the impact on agencies and regional teams and adjust accordingly. This will help structure priorities and launch plans.

For instance, the company established a workflow rule that requires reviewers to complete their reviews 24 hours prior to MLR meetings. Working in one system, reviewers and project managers see comments from other teams and resolve many of those items prior to meetings. They have seen a substantial reduction in the length of MLR meetings—with one team reducing meeting times by 50%.



Sample workflow



TIP #4: Assign a librarian to oversee DAM and improve submissions

Librarians oversee system governance and enforce rules on metadata to ensure content is organized and searchable. They also have a unique view of all processes and establish criteria for managing all content coming into the DAM. Librarians are essential to managing smooth day-to-day operations and quality control.

In addition to a librarian, train specialists to assist measuring the quality and completeness of submissions. Catching errors, checking references, and identifying missing components early in the approval process will avoid review delays. During this process, the team can also identify gaps in training and assess if additional training or process changes are needed for individuals or teams. Reminding project managers and agencies during meetings that they must obtain the rights to images prior to submitting for approval helps to keep the material moving forward and avoid delays at the end.



TIP #5: Keep your content organized with standardized taxonomy and metadata

Standardizing taxonomy and metadata for your assets is critical for managing your global assets. By using a consistent naming convention and tagging method, your content will be well organized, easy to find, and trackable. When adding new content, tag with projects, products, lifecycle, location, image licensing information, and more. With proper metadata, you increase searchability and encourage content reuse, which reduces agency spend on asset recreation.

Because this specialty biopharma was diligent with metadata in their DAM, they avoided recreating assets with multiple agencies due to a product name change. The director of marketing services explains, “Our company updated a product name that affected multiple logos. Because we linked all of our content with the correct logos or assets, we were able to find the material that needed the name change and request the changes from multiple agencies across multiple therapeutic areas. Agencies easily accessed new logos and product shots in the DAM and quickly updated our marketing materials. The entire process was seamless because I sent them directly to the DAM.”



TIP #6: Train employees and agencies early and often

Training your employees and agencies is an integral part of implementing a DAM/MLR solution. After promoting the benefits of the new system, focus on employee and agency training.

The company launched multiple training initiatives for their staff and agencies, including:

- Provided extensive live product training program at launch
- Created comprehensive quick reference materials including terminology, metadata/taxonomy protocol, and how-to guides
- Held open hours for “ask the librarian” to address training questions
- Sent monthly tips and tricks emails
- Scheduled weekly agency onboarding training sessions

To continue training after launch, regularly evaluate workflow and the quality of submissions. Identifying bottlenecks or repeat mistakes requires additional training to individuals, teams, and agencies.



TIP #7: Build an image library to reduce agency reliance

Relying on agencies for images and usage rights information is expensive and difficult to manage. By creating your own image library in the DAM, you have full control of images and can easily manage image licensing and usage rights, expiration dates, and image references. Using established taxonomy and metadata guidelines, images will be searchable and easy to find for reuse.

This specialty biopharma quickly discovered the importance of owning image rights and using metadata. They discovered usage rights were about to expire for custom images used in a core campaign and located on multiple websites, printed materials, and other promotional areas. Because the images were tagged correctly, the company quickly identified all the locations where images were used and extended the usage rights, eliminating a breach of contract.



TIP #8: Expect imperfection and refine as needed

Implementing a DAM requires organization, teamwork, and collaboration—and inevitably won't be perfect at first. The key is to analyze your initial results, evaluate feedback, and make changes. Optimizing takes time. It's the responsibility of the DAM manager to evaluate processes, identify pitfalls, and amend workflow to eliminate bottlenecks and keep operations running smoothly.

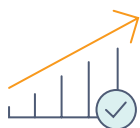
This specialty biopharma made several changes post-launch. After using the system for several weeks, they found it was inefficient to require source files upon the first submission. Content often had several rounds of edits and reviews—which meant uploading new source files each time and the headache of managing multiple versions. They modified workflow to require source files upon final approval submission which saved time and was much more efficient. Final files were saved after approval. In addition, for printed materials agencies upload the final files and the print vendors pull the files directly from the DAM ensuring the final version matches what was reviewed in MLR.

The company continues to improve processes by configuring the system to match their changing business needs. They evaluate feedback and have made changes, such as adding expanded fields on rights management (now required), drop-down lists, new user types, an expedited project button, and more librarian controls.



TIP #9: Continuously learn and network with other users

The company found networking with other DAM users to be very beneficial. By attending virtual or live events you gain the opportunity to network with other users in your industry. Industry colleagues can help you find a solution to an issue you may have and vice versa. Learning about market trends and industry challenges will help guide you through your DAM journey and how to gain additional value from your investment.



TIP #10: Measure success and continue to evolve

Identify which metrics are most important to your stakeholders. Measure consistently and make changes to your workflow based on results.

This specialty biopharma's commercial process evolved over time. For instance, to reduce approval times a step was added to the workflow to measure the quality and completeness of submissions. Components, spelling and grammar, and references are checked by a specialist or librarian and sent back to the originator if the submission is incomplete or contains errors. This step increased the quality of submissions and shortened MLR review times.

In another case, the company adjusted workloads based on content volume and timing. The director of marketing services explains, "The most important metrics for our stakeholders are rounds of reviews, the number of approvals, and volume. We measure this by brand or therapeutic area, and by region. With this visibility, we are able to shift workloads to different areas as needed and reduce the amount of time spent in meetings."

A single solution for DAM and MLR review speed the creation, review, and distribution of compliant content

Implementing an integrated solution for DAM and MRL review simplifies digital asset management and speeds the creation and review of promotional materials. By following these tips, you can lay a foundation for success in your commercial content strategy.

"I can't imagine using two systems for MLR review and DAM—one solution for both is incomparable," concludes the director of marketing services.

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