



THOUGHT STARTER SERIES

# The Business Case for Boosting Commercial Content Reuse

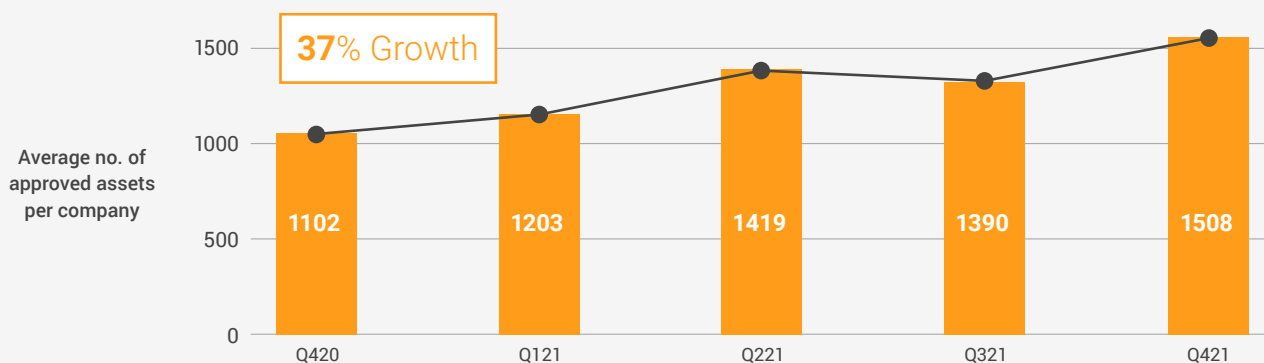
Global life science companies reused only 9% of their commercial content in 2022. Boosting this rate by even a few percentage points would create savings for strategic reinvestment.

The insatiable appetite for commercial content in life sciences shows no signs of being sated. Following an increase of 70% between 2018 and 2020, **Veeva Global Pulse Content Metrics Report** demonstrates that the demand for content rose by a further 37% in 2021 **[Figure 1]**. As companies pursue their omnichannel ambitions, they need to deliver ongoing personalized content across multiple channels, which fuels sustained growth.

With marketing budgets constrained, the content supply chain needs to become more efficient, or it risks hindering effective HCP engagement. But creating and delivering new content is expensive, absorbing on average approximately 34% of marketing budgets (compared with 15% allocated to sales reps).<sup>1</sup>

It's also slow and time-consuming. Brand managers dedicate 20% of their time to the content process.<sup>2</sup> Globally, it takes 21 days on average for content to be approved **[Figure 2]**.<sup>3</sup>

FIGURE 1: CONTENT DEMAND GREW BY MORE THAN A THIRD IN 2021



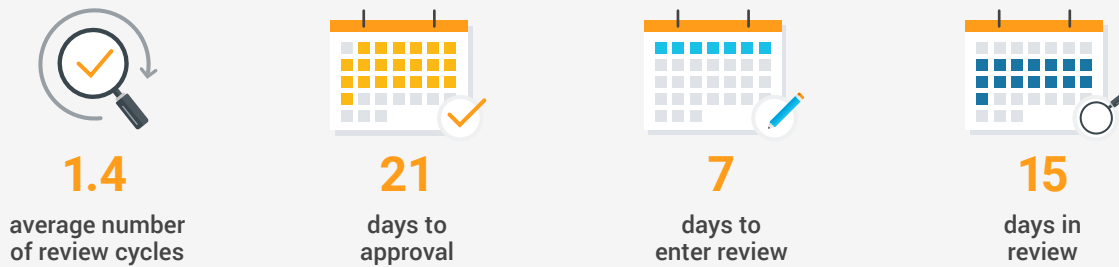
Source: 2022 Veeva Global Pulse Content Metrics Report

<sup>1</sup> MM+M Healthcare Marketers Trend Report 2022

<sup>2</sup> Anthill, *Improving the Localisation Process: How to Not Get Lost in Translation*, 2019

<sup>3</sup> 2022 Veeva Global Pulse Content Metrics Report

FIGURE 2: APPROVAL DELAYS REMAIN IN THE CONTENT PROCESS



Source: 2022 Veeva Global Pulse Content Metrics Report

While there is no silver bullet, a critical part of addressing surging demand is to improve content reuse. Leading life science companies that optimize content reuse continue to experience operational benefits, including reduced overall content spend and an accelerated time-to-market, while increasing brand consistency and maintaining compliance.

By optimizing content reuse, teams create budget savings and can focus on higher-impact content initiatives. For example, Alejandra Betancourt at Novo Nordisk notes that **her team now manages 600% more content than two years ago**. At the same time, production time and costs have decreased. She observes, “From the outset, we prioritized content with high potential for reuse, taking into account customer needs, channels, and content complexity.”

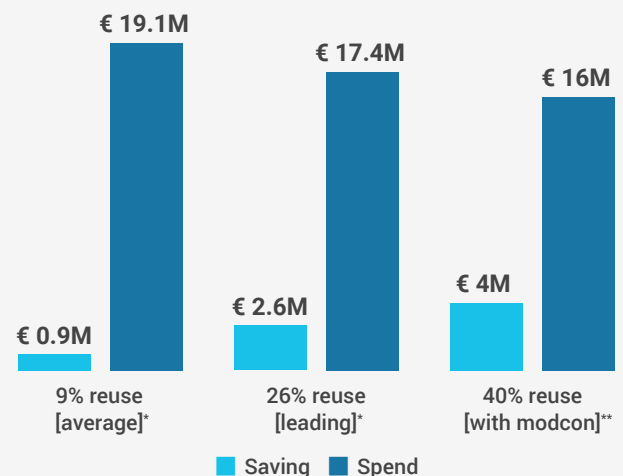
### The business case for content reuse

An industry snapshot illustrates the potential business impact of a more efficient content supply chain. Veeva’s proprietary analysis indicates that reused content costs 50% less on average than new content.<sup>4</sup>

The growth opportunity is significant, given that the global average reuse rate in life sciences was just 9% in 2022 (rising to 11% in Europe).<sup>5</sup> While these figures may seem low, they reflect a broad range in which top enterprise companies of the global cohort reuse 26% (and 29% in Europe).<sup>6</sup>

By modeling the data, Veeva’s analysis indicates that moving from an average level of reuse to the best-in-class figure could free up millions of Euros in marketing budgets [Figure 3]. For instance, imagine a scenario where a company spends EUR20 million on content today and only achieves the global average of 9% reuse. Improving to a market-leading 26% would free

FIGURE 3: ILLUSTRATION OF COST SAVINGS THROUGH CONTENT REUSE



\* Veeva Pulse data

\*\* Novo Nordisk reported after adopting modular content

<sup>4</sup> Veeva modeling, 2020

<sup>5</sup> Veeva analysis based on all Veeva Vault PromoMats customers (2022)













<sup>6</sup> Veeva analysis based on all Veeva Vault PromoMats enterprise customers (2022)

EUR1.7 million in additional spending power.<sup>7</sup> At 40% reuse, the company unlocks 20% of its overall budget.

These data points don't tell a complete story – not all companies track reuse consistently, so these reuse figures are likely underestimated. But they do highlight two conclusions. First, it's critical to track content reuse; second, there is significant scope to improve on 'average' levels of reuse in the industry, which would result in lower content spend and facilitate reinvestment elsewhere.

Clear definitions are necessary to capture the many different options now available. Terms like 'reuse' can conjure associations of limited additional value or worse – pure replication. This is not what we mean. While content reuse primarily focused on global-to-local sharing in the past, today the applications are much broader [Figure 4]. Cross-channel reuse, enabled by modular content, has become an important part of the new definition.

FIGURE 4: NEW DEFINITION NEEDED FOR CONTENT REUSE

<b>Global to Local</b>	 → 	Content shared from global to local
<b>Local to Local</b>	 → 	Content shared from one local market to another
<b>'In Country'</b>	 → 	Content repurposed within the same market
<b>Creative Reuse</b>	 → 	Content found and leveraged beyond initial intent
<b>Cross-Channel</b>	 → 	Content repurposed for use in a different channel
<b>Cross-Brand</b>	 → 	Content elements leveraged across brands (e.g. dosing calculator)

## Leading companies driving content reuse

The concept of reuse is not new but continues to provide benefits when included in content strategy. The mechanisms for effective content sharing and reuse have expanded from implementing digital asset management to include content tagging and better use of brand portals and claims management.

Accelerating content reuse is easier said than done, but it helps to establish a reuse baseline from the outset. To do this, organizations need to agree upon a definition and then start collecting data and reporting

on current levels of content reuse. These insights will help to build the business case internally to overhaul capabilities. Only once this foundational work has been done will teams be able to set realistic KPIs and goals.

Companies further along the path of transforming their content operations still need to optimize the content supply chain. These teams should evaluate their end-to-end processes. The objective should be to identify blockers to content reuse – whether people, technology, processes, or governance.

<sup>7</sup> Veeva proprietary analysis, 2022

For instance, Roche decided to centralize content production in order to improve content reuse. The new approach increased its reuse rate to 14% globally, and as high as 78% during a pilot in the French market, freeing significant savings for reinvestment.<sup>8</sup> The company has subsequently rolled out Vault PromoMats as its content management system in more than 100 countries and trained more than 9,400 users.

Finally, leading companies implement modular content to improve content reuse across channels. For instance, Novo Nordisk now produces assets four times faster **after introducing modular content**, enabling it to grow content reuse from close to nonexistent to 40%.

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## Setting up your supply chain for success

Across the board, healthcare budgets are becoming more constrained and sales and marketing leaders are not immune to this trend. Poor operational efficiency in the content supply chain limits effective customer engagement yet could have a significant commercial impact if reconfigured. By focusing on content reuse potential, teams can prioritize the most effective content, save time and money, and ensure greater consistency across global campaigns.

What are the most effective ways to drive content reuse within your organization? Advanced companies ensure they do the following:

1. Establish a content reuse baseline
2. Set the foundations for content sharing and reuse, such as effective digital asset management
3. Optimize their content operating model
4. Use modular content to unlock cross-channel reuse

The industry faces intense pressure to deliver higher-quality content at an accelerated time-to-market. Boosting content reuse could help companies to achieve these competing objectives. Effective brands drive content reuse to be more operationally efficient and deliver the experiences their HCP customers want.

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<sup>8</sup> Roche, Virtual Event, [Digitalization Along the Value Chain](#), November 2021

**Learn more** about Veeva Pulse data and how it can help you benchmark and improve your processes.

## About Veeva Business Consulting

Veeva Business Consulting combines commercial and medical expertise with Veeva's proprietary data and technology to deliver better business-focused solutions for our customers. Our team of experts offers a suite of advisory offerings, including launch readiness, digital acceleration, and content optimization, all supported through unique HCP insights and analytics.

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