

I2I Communications Strategy & Plan

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Inspired by **patients.**
Driven by **science.**



4 Key Objectives Driving Impact in 2022

-  Leverage and Expand I2I Team Identity and Diversity in support of High Performing Teams
-  Drive Agile, *Connected* and Real Time Insights Generation in Support of our Launches
-  Scale the G2M CORE DBT Deployment
-  Enhance Operating Processes and Support a Performance Culture at UCB
-  Impact - Achieve Patient Ambition, Budget Revenue and Adj. EBIT

Communications Objectives in 2022

1



Establish and Expand I2I Team Identity and Diversity in support of High Performing Teams

3



Support HPTs with the G2M CORE DBT Deployment

4



Develop a presence for I2I leadership externally



1 Leverage and Expand I2I Team Identity and Diversity in support of High Performing Teams

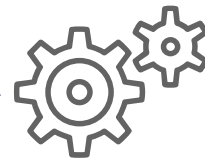
Audience	Message	What Good Look Likes - Impacts
All I2I	An increased understanding of I2I, its role & value creation will contribute to the success of UCB.	<i>Share the key messages, and the editorial calendar to gain buy-in of the communications strategy and recognize we all play a role in sharing messages.</i>
I2I Leadership Team	A strong I2I culture where employees feel supported & recognized, is essential to HPTs.	<i>Communications Strategy & Plan shared with I2I leadership, and collaboration with All Hands meeting planning.</i>
Broader U.S. Organization	I2I partners across the organization to make UCB successful – Core DBT and Focus for Growth are proof points, to help businesses achieve their overall strategies.	<i>Overall increased content about I2I, how we are building our employees, and our digital tools & platforms. Increased familiarity with I2I leadership</i>

3 Support the G2M CORE DBT Deployment

Audience	Message	What Good Looks Like - Impacts
I2I Leadership Team	Successful delivery of the new architecture and is paramount to gaining trust, buy-in and a willingness to change ways of working.	<i>On schedule delivery, change communications that follow the ADKAR methodology.</i>
Field employees	The G2M Core deployments provide better platforms, better technology partners and better data, to help you identify better solutions for patients.	<i>Connect the components that have been released thus far, and how they contribute to our patient value strategy. Connect to Omnichannel NBA.</i>
Corporate employees, broader U.S. organization	I2I partners across the organization to make us successful; delivering G2M Core enables us to deliver on our patient ambition.	<i>A clear connection of how, with DBT, I2I contributes to our patient value strategy and helps make UCB successful.</i>

4

Focus for Growth: Enhance Operating Processes and Support a Performance Culture at UCB



Audience	Message	What Good Looks Like - Impacts
I2I Leadership Team	Excellence and rigor now with deployments, people and budget goals enables our future patient ambition. I can't do this without you.	<i>Support Brandon Drew's vision(s) for People Development, and Diverse & High Performing Teams</i>
All I2I	The hearts & minds of everyone in I2I are vital to see us through and be successful in the G2M evolution. We can't do this without you.	<i>I2I employees feel supported and recognized to maintain engagement & strengthen culture</i>
Broader U.S. organization	Working & spending more effectively, examining & refining our processes, are necessary to become high performers.	<i>Frequent & consistent communications emphasizing performance management, Lunch & Learns providing access to leaders for Q&A and to reinforce the messaging.</i>

Determine messages



Having the right conversations

When	When	Purpose
1:1 with Head, U.S. I2I	Bi-monthly, 30 mins	Calibration, align on messaging, progress to plan
I2I Leadership Team	TBD	
U.S. Head, U.S. Comms & Corp. Affairs and Internal Comms Team	Weekly, 60 mins	Ensuring alignment with U.S. Internal Communications
Focus for Growth	TBD	Alignment on their communications calendar & existing messaging
DBT – Head, U.S. G2M DBT &/or Workstream Leads	TBD	Identify upcoming significant DBT milestones, results, impacted audiences
1:1 with Neurology Communicator	Weekly, 30 mins	Progress check, imbed I2I, FfG, & DBT messaging into Neurology Comms Channels
1:1 with Immunology Communicator	Every other week, 30 mins	Imbed I2I, FfG, & DBT messaging into Immunology Comms Channels



Deliver messages via these channels



Objectives:

Establish and Expand I2I Team Identity and Diversity in support of High Performing Teams

Support the G2M CORE DBT Deployment

Focus for Growth: Enhance Operating Processes and Support a Performance Culture at UCB

Potential Content Pillars:

Individual I2I Teams

I2I All Hands Mtgs

Workstream leads

Powell

Brandon

FfG Change Mgmt Team

Internal Channels:

BAI in Stronger Together

U.S. Town Halls

Q&As on Plaza – Reporting Team

Lunch & Learns with BD

Leadership Msgs

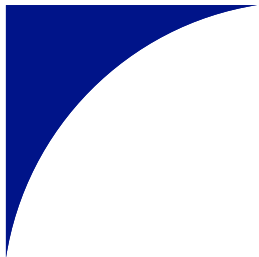
PVU-specific channels

ST, Town Halls, Plaza

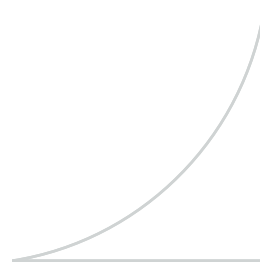
Lunch & Learns, Activation

Thanks. Any feedback?





Appendix



Our NBA Journey Started with an MVP in 2021, But Will Achieve a Larger Transformation in 2022

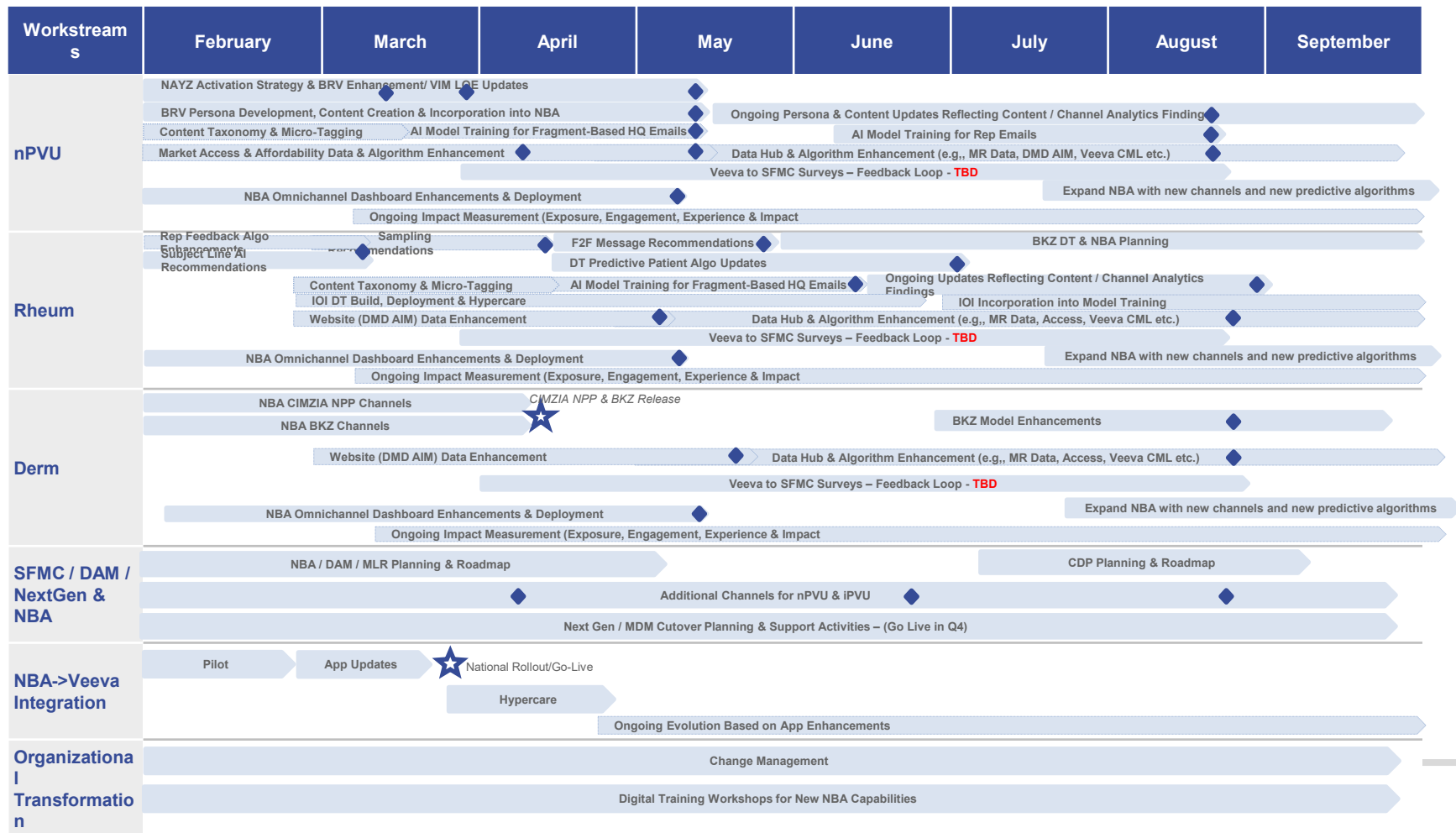
	MVP 2021 Cross BU Omnichannel Foundation	2022 Accelerate & Scale
Data	<ul style="list-style-type: none"> Integrated NBA Omnichannel Data ("Fit for Purpose" for NBA) across PVUs (REVO) 	<ul style="list-style-type: none"> Data Expansion (new sources: Access Pathways, web / social data, etc.) Transition Omnichannel Data Hub to NextGen Data stack and new MDM
Analytics & Insights	<ul style="list-style-type: none"> Content Analytics conducted across PVUs, New DT Algorithms 	<ul style="list-style-type: none"> NBA Omnichannel Dashboards, Trend Analysis, Channel mix/ Content Analytics, New Algorithms, Transition from Business Rules to AI
Orchestration	<ul style="list-style-type: none"> AI driven Orchestration Engine deployed for Omnichannel NBA to nPVU and iPVU Rheum across channels 	<ul style="list-style-type: none"> AI driven Orchestration Engine deployed for Omnichannel NBA to iPVU Derm across channels Expand Orchestration Engine for Omnichannel NBA with addl. Channels
Content	<ul style="list-style-type: none"> Tagging Taxonomy across PVUs enabled to facilitate NBA 	<ul style="list-style-type: none"> Enhanced Content Personalization using Modular Content across core brands for both nPVU and iPVU including micro-content tagging, AI modular content recommendations
Activation	<ul style="list-style-type: none"> SFMC setup, activated and linked to NBA Orchestration Engine for nPVU Enhancements to the integration of DT App to Veeva 	<ul style="list-style-type: none"> SFMC expansion to iPVU Rheum and Derm Rollout DT / NBA capabilities in Veeva NBA link to Global DAM for content information - HQ
Organization Transformation	<ul style="list-style-type: none"> Implement agile "ways of working" across NBA workstreams Initiate Change Management activities to support adoption of new capabilities Track leading indicators for NBA (e.g., field force adoption of recommendations, open rates, etc.) 	<ul style="list-style-type: none"> Impact Measurement for NBA across PVUs (per Measurement Plan) Ongoing Stakeholder engagement and change management Ongoing Training and Digital Upskilling Change Management Upskilling



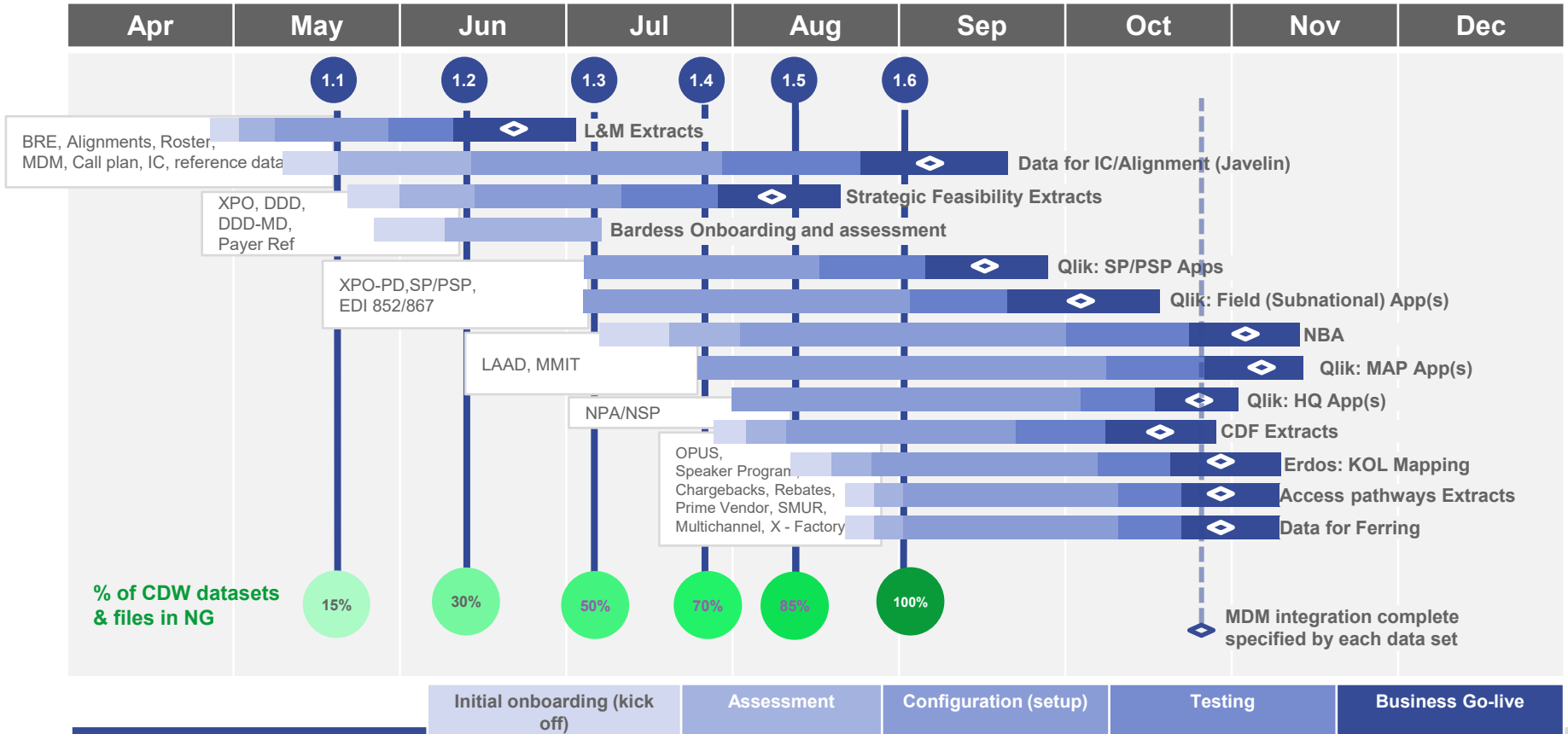
NBA Integrated Workstream Planning

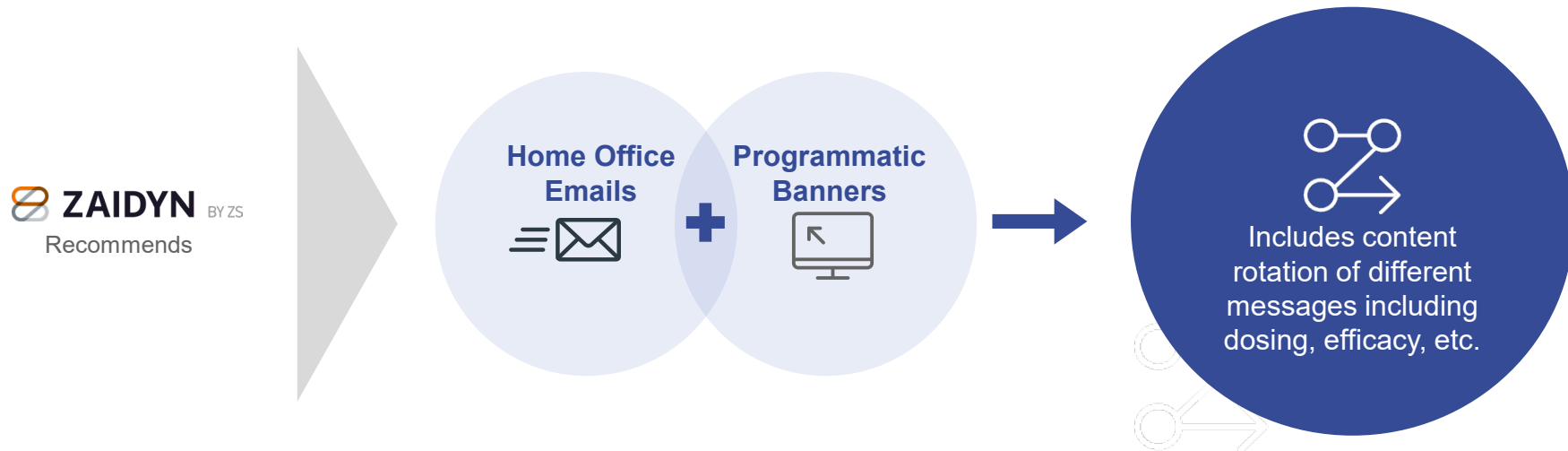
◆ = Proposed/Regular releases to be prioritized by marketing teams

12



Next Gen - Timeline - Use Case Enablement View





- The current NBA model relies primarily on HOE and Programmatic display tactics while underutilizing the full promotional channel mix which will better inform the NBA recommendation engine.
 - Additional channels and tactics provide the ability to increase reach and frequency of core messages against key targets while also providing addition engagement data to better support the 'Next Best Action' recommendation.
- Consumption habits vary greatly by individual HCP (e.g. only 10% open rate on HOE) which further reinforces the need to consider data sets outside of the current model.
- Additional data utilization will not only allow individual brands to message to HCPs where they prefer to consume information, but also help provide insight into investment across the available channels via cost per unique HCP engagement.
- Its also important to understand the goals of each tactic as they may all not make sense to be orchestrated via NBA.

POTENTIAL CHANNEL MIX AND DATA FLOW

Channel	Sample Partners	Tactic	NBA Activator (Can use as the NBA)	NBA Feed (Feed into NBA)	Notes
Display*	Programmatic	Banner ads	X	X	Run to full target list but can increase spend to those in NBA recommended targets
Custom 3 rd Party	Doximity	DocNews	X	X	Many Digital platforms provide a variety of tactics to engage with HCPs. Not all partners provide the ability to activate media against a given HCP target in real time. However, the engagement data available from these vendors will still provide value based on the channel consumption habits of each individual HCP.
		DocAnnounce		X	
	NuMedis	MD Minute	X	X	
		ClinTopics		X	
	BioPharm	CaseBriefs		X	Consideration should also be given to the cost associates with each tactic so we are not investing in content for HCPS not active in these channels
		Native Video	X	X	
	Medscape	Brand Alert 360	X	X	
		TL Media	X	X	
	Watzan	Feedkast		X	
Health Endemic	Rheumatology and Arthritis Network	PV Briefing	X	X	Most healthcare endemic publishers offer a variety of tactics that can play a role in the NBA and Omnichannel Ecosystem. Not all tactics across these vendors need to be considered for orchestration as each tactic may serve a unique purpose (e.g. high SOV, Competitive blunting, deep clinical. engagement). Phsyical level engagment data can also vary by tactic.
		Partner Spotlight	X	X	
		Excellence in Rheum Sponsorship		X	
	MDEdge	Custom eBlast	X	X	
		KOL Roundtable		X	
		Brand Notification	X	X	
	Rheumatology Advisor	How To Treat Sponsorship		X	
		Practice Management Custom Sponsorship		X	
		Eblast	X	X	
	The Rheumatologist	eTOC		X	
	Haymarket	HayloHCP (including pre-roll video)	X	X	
		Haymarket Medical Network ROS		X	
	Derm Advisor	Triggered and Sequential Messaging	X	X	
		KCast Series		X	
	Dermatology Times	Custom Eblast	X	X	
		Banner Ads		X	
	Medscape	Brand Alert 360		X	
	Dermatology Advisor	Triggered and Sequential Messaging	X	X	
		KCast Series		X	
	Dermatology Times	Custom Eblast	X	X	
		Banner Ads		X	
	AAD (eHS)	Banner Ads		X	
EMR EHR	RXNT	EMR Banner Ads	X	X	Most EMR/HER Partners offer the ability to refresh target list HCPs over time while also providing HCP level engagement data.



*Note: Currently the only tactic being recommended via ZAIDYN/NBA outside of HOE