

## Marketing and Communications Programs for Biotech Clients



*Leerom Segal - CEO*

Klick Health is the world's largest independent digital health agency, laser-focused on creating solutions that engage and educate healthcare providers about life-saving treatments. Klick helps inform and empower patients to manage their health and play a central role in their own care. Every solution hinges on Klick's in-house expertise across the digital universe – strategy, creative, analytics, instructional design, user experience, relationship marketing, social and mobile. Established in 1997, Klick has teams in Chicago, New Jersey, New York, Philadelphia, San Francisco and Toronto. Klick's co-founders recently wrote *New York Times* Bestseller *The Decoded Company* (Portfolio/Penguin), the first book about big data in the workplace.

**Interview conducted by: Lynn Fosse, Senior Editor, CEOCFO Magazine**

**CEOCFO: Mr. Segal, what is the concept and vision for Klick Health?**

**Mr. Segal:** Klick Health is a talent-centric workplace. What we are really focused on is orchestrating marketing and communications programs to help our biotech clients effectively market their medicines.

**CEOCFO: What do you understand overall about doing this that perhaps others do not quite realize as well?**

**Mr. Segal:** We are able to take a lot of complexity and orchestrate everything we do to make our lives easier and deliver better results to our clients. We have really figured out

how to fuse multi-disciplinary teams in a way that is highly efficient. We are also very data-driven in our approach to how we manage and optimize programs to essentially help our clients be more effective with their budgets. I think what is most unique about us, going back to your question, is not just what we do, but how we do it. We have really been obsessed for the last 16 years with how to orchestrate complex work streams and the role technology should play in creating more talent-centric workplaces that are able to execute and evolve faster. As a result, we have been able to invest in building a platform we call Genome. It has really helped us organize ourselves better, as profiled in our book, "The Decoded Company."

**CEOCFO: Would you give us a concrete example of when this comes into play and how you are able to achieve an outcome that is better because of the processes you understand?**

**Mr. Segal:** Intuitively, I think everybody understands the benefits of being decoded through data. In our personal lives, we choose to work with companies that do a pretty good job with this. Every time you go to Amazon, it is using data to merchandise and message to you in increasingly more relevant ways. Facebook uses data to curate a news feed just for you. Whether we are talking about Google or applications like TripAdvisor, Spotify or Netflix, all of these companies have done a really good job of using data to understand you as an individual and personalize your experience around that understanding. We believe that the same opportunity exists within the workplace – that processes, policies and tools now can be personalized around the individual experience.

**CEOCFO: For example?**

**Mr. Segal:** Let us take email, for example. Our belief is that email is the ultimate tool to let others reprioritize your day for you. Our belief is that by drastically reducing email, we can drastically reduce a number of interruptions that people are subjected to, and increasingly keep them more focused on the real drivers of the business. The natural question that comes out of that is, what replaces email? What I would like to remind you of is, that in our personal lives, it was not that long ago that email was what we used to organize events and send photo albums, before we had Facebook and photo-sharing apps to share more intelligently. Our belief is that people need to take inspiration from some of these tools that are already helping to make our personal lives easier and embrace bringing them into the workplace.

**CEOCFO: Is there a typical customer for you?**

**Mr. Segal:** Our book "The Decoded Company" is not really about Klick Health so much as it about progressive organizations that are really rejecting the status quo and adopting a culture of experimentation that takes advantage of

new capabilities that essentially eliminate the one-size-fits-all management processes that affect almost everyone. Our book chronicles companies, like Amazon, Whole Foods, and UPS that are essentially switching the role of technology from being this angry referee in the workplace to a helpful coach. Most enterprise technologies are very much rules-based, so when something happens, it triggers a notification, versus what happens when we use most of the tools and apps that we love on our phone, which actually act more like a coach. To better understand that, I can give you an example and ask you to imagine the last time that you drove to Blockbuster and stood staring at a wall of movies trying to choose which one to take home. Obviously, the friction of the drive has been removed by the fact that you can download movies online, but what Netflix also does really well is understand you. It is able to provide a recommendation for a movie that you are more likely to enjoy. That is really technology acting as a coach. Every time you use a mapping application on your phone to get you from point A to point B, the app is doing a lot behind the scenes to understand the context of where you are and where you are trying to go. It might even be layering in real-world data around the optimal route to give you. It is coaching you by giving you suggestions on where to turn, and it is making that process very easy for you. But when you go into work, it is very different. Most of the tools people have at work apply the same rigor regardless of anyone's individual experience. We don't think this makes sense.

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**CEOCFO: *In light of what you have written, you clearly walk the walk. Klick Health was named one of Canada's 10 most admired corporate cultures. What do you do at Klick that demonstrates how you are able to make your employees more productive and happier following the “Decoded” method?***

**Mr. Segal:** I think our belief system is really at the heart of all of this. We work really hard to make sure that we do a lot of things right. It begins really with our hiring process. We look for talented people with the right balance of drive and empathy, that they are individuals who are optimistic. Then, where we invest a lot of time is in making sure that we teach our people how to become more entrepreneurial. When we say entrepreneurial, what we really mean is, at Klick people have a bias toward action. We ensure people have the tools and information they need to do their best work. Our intelligence advantage really comes from Genome, but it would not be possible unless the individuals were really aware of how to use a more data-driven approach for making decisions. We call this evidence-based leadership, and we have a whole curriculum around that. We also invest a lot in really encouraging people to relentlessly pursue innovation. We have designed a culture that encourages them to be fearless in how they approach that. That's not to say that we are looking for people to make mistakes, but we do make it safe to fail and learn from that experience. We make sure that in all cases, we curate an experience that is really engaging and allows people to recognize each other and recognize their potential. One of the things that we really believe in is complete openness and transparency. One of the tools we have on Genome is called Chatter. It allows our people to really see the stream of consciousness that's going on at Klick. Employees can post anything and do things like give each other kudos, which is a way for one individual to recognize and say thank you to a peer. People can 'like' and comment on posts and submit stories, which tend to be the most inspiring end up being shared in our monthly mojo meetings, where we do a show-and-tell of all the innovation and great ideas that take place in the organization. We also really believe in paying it forward. One of the ways we do this is through a philanthropic program that we call Klick It Forward. People can donate credits earned by completed work toward causes that are important to them. For one individual, that might be buying a mosquito net; for another individual, it might mean buying carbon credit; while someone else might purchase a goat, pig or chicken for a family in Sub-Saharan Africa. We also integrate these contributions into Chatter; they show up as part of social stream and help reinforces a key value of ours, which is giving back. That is just one example of how we try to inject things that are important to us into people's day-to-day workflow.

**CEOCFO: *Why is this the time for “The Decoded Company?”***

**Mr. Segal:** We have seen this as an emerging trend for a while but there's been no documentation about the trend. , So one of the things we thought the marketplace really needed was a blueprint for how to build and maintain a high-performance organization using the creative application of technologies that did not exist a decade ago. In our research, we discovered we aren't the only one experimenting with these ideas. So is Starbucks, so is Whole Foods, and so is UPS and more great companies. Our hope is that we can give the marketplace a common language to talk about these new capabilities and the importance of creating more talent-centric workplaces.

**CEOCFO: *How does it all tie in with your basic work at Klick?***

**Mr. Segal:** The heart of what we do is really organizing complex work streams and enabling our people to generate creative and strategic output in a way that is very collaborative and respects people's desire for autonomy but also allows us to deliver work in a predictable and consistent way. Most management technology and most of the dogma that starts in

business schools is actually at odds with the increasing complexity of the type of work that we do at Klick on a day-to-day basis. Recognizing that our data-driven, people-centric approach was quite different from most companies' management approach, we went on a quest to really find out who else was innovating in business management. What we found were pockets of innovation throughout the marketplace, across many verticals and across many different types of companies, the commonality interestingly was a certain mindset. Our hope was that by starting to chronicle these progressive organizations which were doing a great job creating these highly talent-centric workplaces, we could lend our voice to shaping this movement and help others recognize the opportunity that exists.

**CEOCFO: *Do you anticipate working with companies outside of health on implementing some of the ideas for "Decoded Company?"***

**Mr. Segal:** Our focus at Klick Health is really the biotech space, and that is really where we believe our experience in helping companies commercialize their products really pays off the most. As we explain in the book, these ideas really are universal, and we encourage progressive leaders across all industries to experiment with them for themselves. It provides many examples of existing tools that any organization looking to become Decoded can take advantage of.

**CEOCFO: *What is ahead for Klick?***

**Mr. Segal:** Right now, we are really hoping that the payoff of writing this book is that it helps us remain a center of gravity for brilliant talent. As you might expect, we are looking for a lot of amazing people, and the book is really helping us get the word out there on what makes our culture unique.

**CEOCFO: *Final thoughts? Why should people pay attention to Klick Health and why should people read "The Decoded Company?"***

**Mr. Segal:** The book is about an idea whose time has come. The notion of technology acting as a coach instead of a referee is enticing for talent and leadership. The notion of being able to truly identify when an employee has reached a teachable moment and when they might benefit from a bite-sized learning intervention is possible today. We have the ability to really use data as a sixth sense and inform our intuition. We have the opportunity to be a lot more deliberate in engineering ecosystems that are engaging for teams. Our hope is to inspire people to look at some of the case studies, see which ideas apply to them and their companies, and to let us know when they discover things that worked out for them. We would love to embrace other ideas and voices as we continue this journey.

**CEOCFO: *You are out to change the world?***

**Mr. Segal:** We are hoping to help create more talent-centric workplaces for sure, and we hope to help people really realize their potential – especially now that the technology of human achievement is available for any organization to start benefiting from today.

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**BIO:** Leerom is obsessed with building a culture that attracts and engages the industry's leading minds. He is deeply curious about how data can be used to improve the predictability and consistency of the business, while aiding in orchestrating all the moving parts. He is also passionate about health and doing meaningful work. Despite his young age, Leerom began his career in health over 19 years ago. He is extremely influenced by digital health and is energized about the potential to improve health outcomes by using ambient health devices.

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