

Brands Cannot *Live on* Efficacy Alone

As a more patient-powered marketplace tightens its control on decision-making, pharma needs to focus even more on bringing consumer value to the brand.

A decade or more ago, pharmaceutical drug companies focused more on marketing their products rather than marketing through their brands. Now they are being forced to behave

more like consumer-packaged goods companies to stay in the consumer's mind at the point of decision. Building a brand for consumers to identify with brings value to its products, which helps differentiate the company from the intense sea of competition.

Three Best Practices to Creating Value Within the Brand

1. Brand to an entire community, not just one or two community members. With regulated healthcare brands, the customer has to admit that maybe he/she has a problem, then go to a primary care doctor — who may or may not involve a specialist — then a prescription is generated and the customer has to go to a pharmacist — who may substitute for the brand based on an insurance company's policies — and only then can the customer receive the goods. The point is that a regulated healthcare brand must focus on every link in the chain. In addition to appealing to the end customer, the brand has to appeal to the PCP and specialist as a reflection of those doctors' practicing identities. It also has to appeal to the pharmacist so he/she can endorse the doctor's advice. And it has to appeal to the insurance company representatives so they feel that they are providing the best value for the money.

2. Drive perceptions about the disease state, not just the drug. The value of a brand in the industry is directly proportional to the picture it paints of the disease or condition in question. Decades ago, over-the-counter antacids drew a picture of a condition called heartburn, illustrating how the problem of excess acid production

calls for an acid neutralizer (Tums or Rolaids). Zantac, an H2 antagonist from GSK, then redrew the picture by illustrating how the condition is really more complex than simple acid neutralization. Zantac worked to reduce histamine receptors in the stomach, thereby reducing acid production. GERD (gastroesophageal reflux disease) replaced heartburn, and the Zantac brand achieved blockbuster status. Healthcare brands that teach the industry how to think about medical conditions in new and smarter ways earn esteem and success.

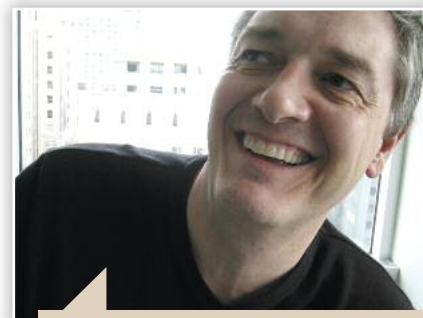
3. Recognize that a doctor is not a doctor is not a doctor. While doctors have many things in common — a desire to work in the healthcare field, a college education, a medical school degree — the reasons they became the kind of doctor they are vary immensely. What compels people to go into the field of plastic surgery has nothing to do with their colleagues who choose urology. Even among physicians who are in family practice — general practitioners, pediatricians, and even ob/gyns — have different motivators and self-dynamics that must be considered in order to create a healthcare brand to which they can identify. Brands that show all members of the physician community flattering, yet unique, reflections of themselves will win the industry's heart.



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MARIA CASINI

Guard Dog Brand Development



“A product is made in a factory; a brand is made in the mind. And building a brand is a whole new ballgame in today's customer-driven world.”

DARYL TRAVIS / Brandtrust

Source: Parry Branding Group.

For more information, visit parrybrandinggroup.com.

There are too many players in the decision-making mix for brand loyalty to survive on efficacy alone anymore.

Marketers must realize that brands are about feelings, not facts, says Daryl Travis, CEO, Brandtrust. Facts are important but only to the extent that they engender feelings in the customer's mind and heart. A company might be very proud of how well a product performs,

but it is how the customer feels about the product that ultimately counts.

"A product is made in a factory; a brand is made in the mind," he says. "That realization should compel the industry to change the way it thinks about how people think about brands and stir a revelation that building a brand is a whole new ballgame in today's customer-driven world."

Value within brands exists when the brands create emotional value within the customers' lives, Mr. Travis says.

"If we want our brands to play a part in people's lives, we do this most effectively through the practice and public expression of how it ideally contributes to their lives."

Maria Casini, co-founder and chief of strategic design at Guard Dog Brand Devel-

BRAND POSITION VS. BRAND PERCEPTION ➔

Experts outline the risks associated with misaligned brand position and brand perception.



MARIA CASINI, Co-founder and Chief of Strategic Design, Guard Dog Brand Development

Brand perception — or image — is based on the stakeholders' gut impression of the product based on real experience with that product or with experience with other similar products. Image is heavily influenced by what stakeholders expect or hear from others, too. A marketer cannot control image but it can influence it by having a solidly researched brand identity strategy, which includes archetype, positioning, and value proposition. We often see inconsistencies between positioning and brand perception in cases where the product brand is marketed in silos — meaning, the brand positioning is interpreted by different agencies all touching the same product.

For example, the advertising agency interprets the positioning one way for print; the digital agency interprets the positioning their own way for Web and social media; and so forth.

We highly encourage our clients to bridge the siloes within their organizations and ensure that there is a single brand steward who oversees the entire health of the brand by making sure everyone who touches that brand stays on a singular strategy, not nuances of the same strategy. This minimizes the risk of brand image fragmentation, which is costly both in terms of marketing costs and lost product sales.



VINCE PARRY, President and Chief Branding Officer, Parry Branding Group

The single greatest risk to brand success is a lack of internal consensus on what the brand stands for. If different disciplines (marketing, sales, medical, regulatory) and different geographies around the world do not see the brand in a unified way, then customers never will either. Also, different internal views spawn a desire for different agencies to deliver

the brand experience. This can fragment brand perception very easily. The risks are external customers will not prize and esteem a brand with a fuzzy positioning or multiple positionings, and market share will stall. They are also internal clients who will spend much more money than necessary to account for the lack of synergy among parallel marketing initiatives.

The solutions are very simple, yet it is surprising how often companies do not avail themselves of them.

First, have only one brand position for all audiences. This can be scary for clients because it erroneously suggests the same messaging, which is very different. Here, we can take a lesson from the consumer goods world. The art of positioning is finding a common denominator that appeals to different constituencies for the same reason. For Volvo, the common denominator was that different people valued one unifying idea: a secure driving experience. It is no different for healthcare brands. The position has to be simple enough and broad enough to drive a unified brand perception.

Second, companies spend an enormous amount of time and money doing research on messaging, competitive intelligence, and usage patterns — everything except brand equity (how the market perceives the brand). Brand equity research is the best way to understand a) how your brand values are resonating with all customers; b) if your desired brand values match the perceived brand values; and c) if your brand values are growing over time in the hearts and minds of customers. Lilly — a company that does a good job evaluating perceptual equity for its brands — measured and guided Prozac from values of safety and simplicity, to a value of trust, to a value of revolutionizing medicine by making the treatment of depression turn-key for primary care physicians. With no concerns about overdosing and complex titration, PCPs didn't have to refer their depressed patients, and became more heroic to them in turn. Without brand equity research, clients are driving blind in short- and long-term brand planning.



MARC SIROCKMAN, Executive VP, General Manager, Artcraft Health

Inconsistencies between brand positioning and brand perception create fragmentation within the market that can generate a negative perception among the intended audience. Generally, if you don't understand something, you move away from it. A clear strategy and superior customer insight are critical to the success of pharmaceutical companies and their brands. To that end, we partner with our clients to address the multiple perspectives of each of the stakeholders they need to serve, including primary and specialist physicians, key opinion leaders, legislators, payers, pharmacists, and, especially, patients and caregivers. The brand position must be clearly defined, targeted, and approachable. It is crucial to focus not just on the "I" but also on the "we" as the personality and identity of a brand are developed. That approach unifies the brand message and ultimately influences the stakeholders' perception.



DARYL TRAVIS, CEO, Brandtrust

There are considerable risks when inconsistencies exist between brand positioning and brand perception. Perception is nine-tenths of the law, so to speak. Perceptions are formed through experiences. Brands need to be acutely aware that "The little things you do are more important than the big things you say." Brand behavior is much more critical than brand communications because that's how people ultimately frame and judge a brand's authenticity. And you can be assured if a brand is not true to its positioning or ideal on some level the customer will know. This may be the single most prevalent problem brands face in becoming something more than another face in the crowd.

opment, says both function and emotions play a role in brand value and cautions marketers from emphasizing one over the other.

"We know from research that functional attributes of the brand drive recall and emotional attributes drive trial and engagement," she says. "So it is critically important to ensure that every product brand benefits from market research that is designed specifically to uncover the emotional drivers of choice and balance those drivers with the functional attributes of the brand."

Likewise, she says, given the significance of the corporate brand in driving product choice, corporate brand identity drivers in reputation and relationship need to be researched and invested in routinely to ensure that the products have their best opportunities for success and to build value.

True brand value depends on a clear strategic marketing campaign that properly aligns the brand's vision with its products and builds brand equity over time, says Marc Sirockman, executive VP, general manager, Artcraft Health.

"Effective global branding must be single-minded, resonate well in the key markets and within the patient population, and be easily

adaptable to changing conditions within the marketplace," he says. "In the pharmaceutical industry, where patent life and the duration of market exclusivity are limited, brands must work harder and faster to create lasting value that extends beyond a particular product's expected lifespan. It's about a brand name and a perceived value that resonate with prescribers and consumers alike, and the first step to achieving that is establishing a solid foundation of communication strategies that focus on educating and empowering these audiences and increasing their awareness and ability to make informed and enlightened decisions."

Consumers will experience the value of a brand when it resonates with part of their emotional lives and connects with them not only for what the product does for them but what the brand stands for.

Since people respond to others who live according to like principles and ideals, there is plenty of reason to suggest they do the same with brands. A company's mission, therefore can be the expression of what the brand stands for but in fact, a better way to resonate with consumers is to define the company's ideal. Unfortunately, most businesses create what they think is a working vision of what business

they're in, where they want to go, and how they want to be perceived, but unless this is articulated and activated in terms of a life-improving ideal, they fall short of a brand's full potential, Mr. Travis says.

"Insight into this process comes from how well you understand the people most important to the brand's future — both customers and employees — and how you can attract them to a brand that contributes to their lives in a truly meaningful way," he says.

Mr. Travis says there are three questions that can help define a brand value statement: what is its value to your customers; how does it affect the way your employees feel about their company; and how does it promote esprit de corps and a willingness to innovate in the ever-challenging face of change?

He suggests that an effective way for a business and brand team to think about a higher calling or ideal is to frame it as if the company were a nonprofit organization.

"Under that circumstance the message is not concocted as fodder for an advertising campaign nor is it a marketing gimmick or a public relations stunt," he says. "As a result, a brand ideal guides a business to success because it differentiates it and makes a lot of noise." PV

"I enjoy the fact that it is a big focused group on the pharma, bio pharma and med device group. It is a good size group with a mix of roundtables, break outs and plenary sessions. Good spread of big, medium, and small companies. A well rounded mix of people with good expertise and has a good informal aspect to it as well."

Jeff Simmons, Manager External Manufacturing, Daiichi Sankyo



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