EXCERPTS

Jean-Michel Peny

Pharma Marketing Tool Box

2nd Revised & Augmented Edition

Smart Pharma Institute of Management
A division of Smart Pharma Consulting

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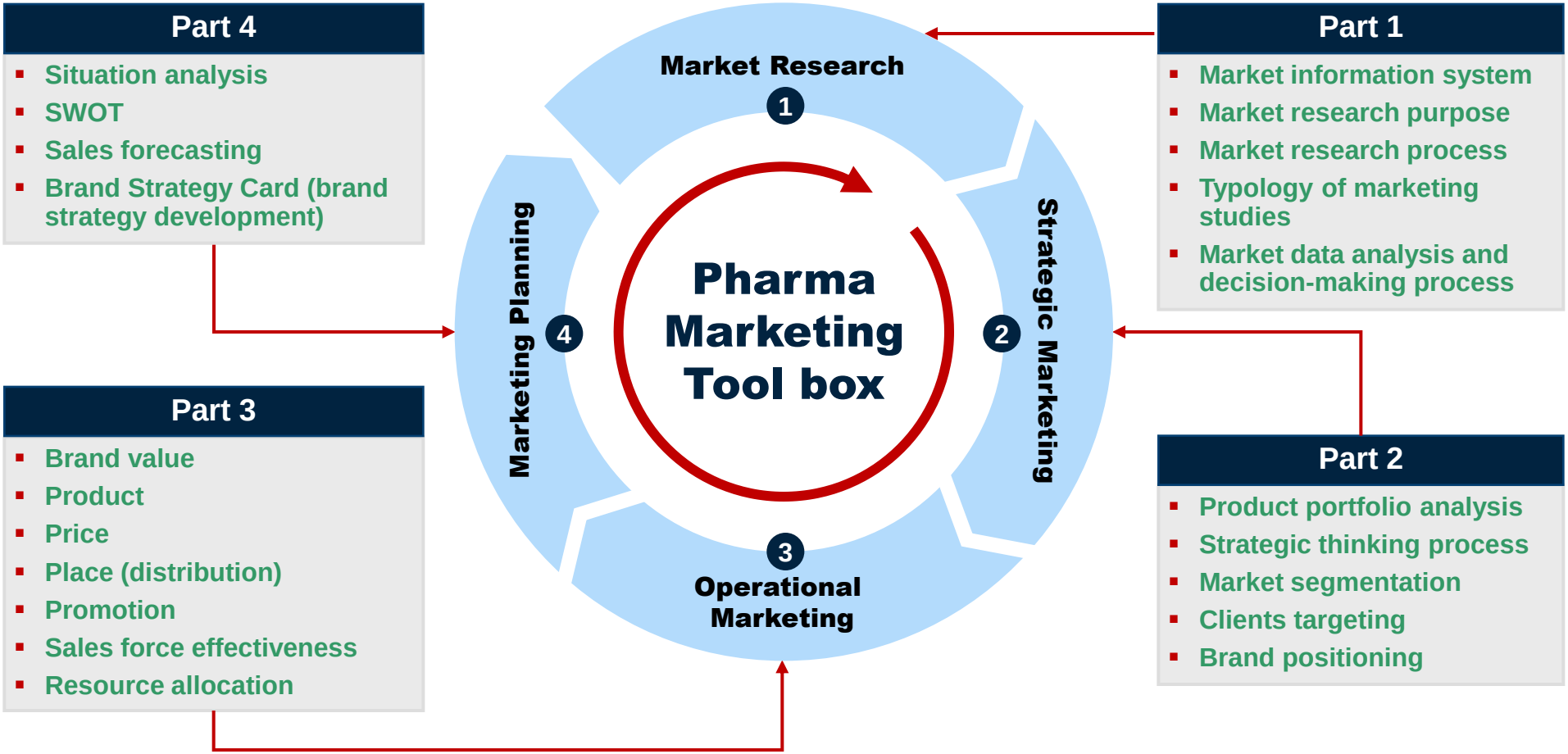
Structure of the Pharma Marketing Tool Box



Marketing management definition

The ultimate mission of marketing managers is to mobilize resources to create and maintain long-term brand preference in targeted clients' minds

- Marketing management is the analysis, planning, implementation, and control of actions designed to:

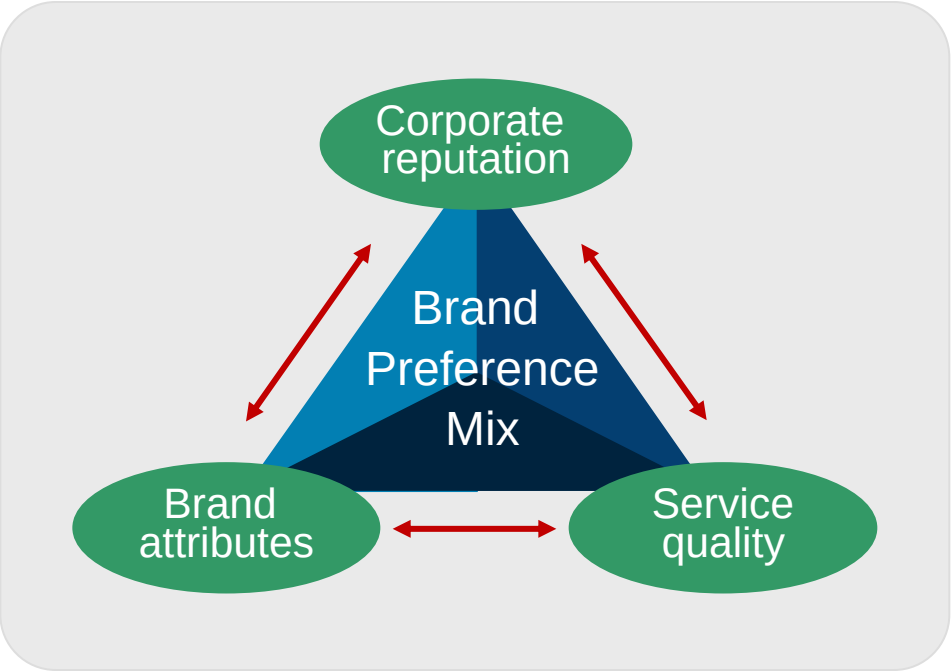
  Create – Develop – Maintain

  beneficial exchanges of valuable products / services with targeted clients

- Marketing's ultimate objective is to create brand preference in the client's mind over and above all competitors

- Brand preference strongly depends on the perception of quality intrinsic to the:
  - Company
  - Product
  - Service

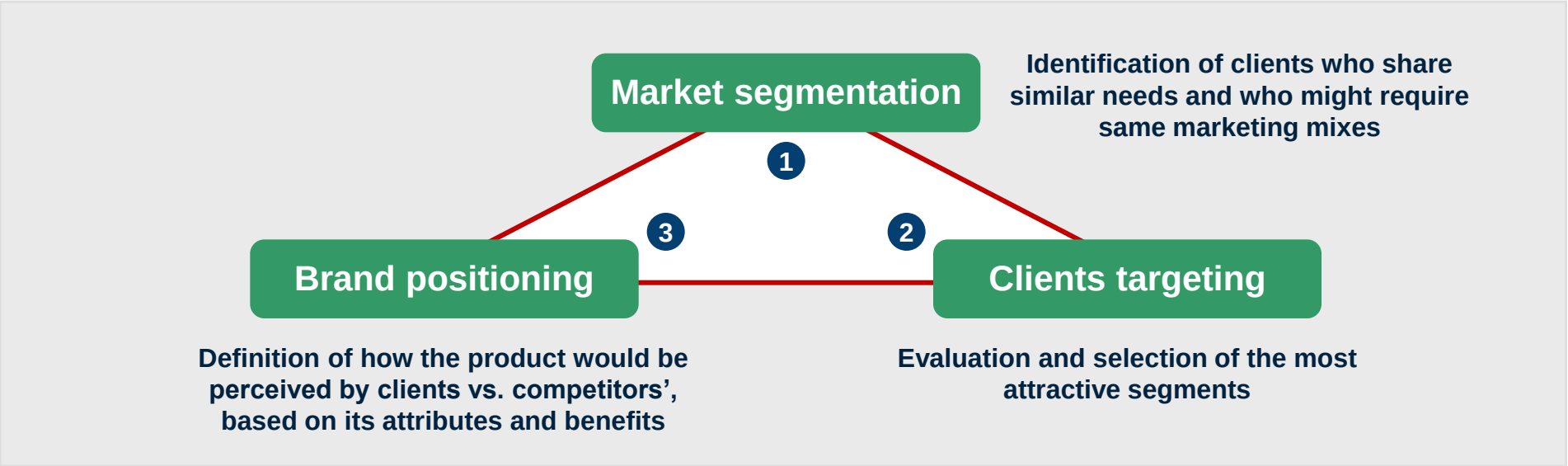
" Make your brand highly valued & unique in your client's mind "



Marketing strategy definition

A brand's marketing strategy is focused on key performance levers that have been selected to attempt to achieve the set objectives

- The marketing strategy is the logical thinking by which the company hopes to achieve its marketing objectives
- A marketing strategy is founded on three key components:



- The marketing strategy will be implemented through the leverage of four marketing mix elements: Product – Price – Promotion – Place

Marketing planning process

The marketing planning process defines the key levers and activities that will contribute to effectively and efficiently achieve the brand performance objectives

Market analysis

- Understand market drivers
- Identify client's needs and wants
- Assess competitive offers
- Evaluate opportunities:
  - Market penetration
  - Market development
  - Product development
  - Diversification
- Estimate current and future market size
- Measure client's responses to marketing mix

Strategic marketing

- Develop a client-oriented brand strategy:
  - Segment market
  - Target attractive segments
  - Position the brand
- Benchmark competitive marketing strategies
- Select the key levers to meet the brand objectives
- Elaborate a "Brand Strategy Plan"

Operational marketing

- Develop a set of marketing actions (marketing mix) that creates brand preference vs. competition
- Build long-term profitable relationships with clients
- Formalize marketing activities related to the brand in a "Brand Operational Plan"
- Monitor brand performance with KPIs (key performance indicators) and marketing activities with ABIs (activity-based indicators)

Smart portfolio matrix

The brand portfolio matrix helps marketers adjust their investment per brand according to their relative strategic importance at the global and local levels

Local brand status

- Newly launched global brands
- Established global brands

High potential for global development and low / no potential for local development

Global brand status

- Established global / local brands

Low potential for global and local development

	NON-STRATEGIC	STRATEGIC
CORE	Rising stars	Corporate stars
NON CORE	Former stars	Local stars

- Newly launched global brands
- Established global brands

High potential for global and local development

- Established global / local brands
- Newly launched local brands

High potential for local development and low / no potential for global development

Brand positioning definition

Market positioning is about staking out a clear and specific image in the client's mind that is both positive and differentiated from competition

- Once a company has decided which segments of the market it will serve, it must decide what positions its product will occupy for clients in those segments
- A product's position is the way **clients** define the product relative to competitors based on:
  - Perceptions
  - Impressions
  - Feelings

Positioning

- Marketers design a **brand's marketing mix** to establish its **position** in the client's mind
- The **position** sought **should offer** the brand the **greatest perceived competitive advantage** within the selected target markets
- The goal is to **offer clients** a **compelling reason** to buy (prescribe) that **competing products cannot offer** or are not offering

Source: Adapted after M. Corstjens

Brand strength: Principles

A brand's strength depends on its identity (i.e. the sum of its objective and subjective characteristics) and on its degree of awareness

IDENTITY

Tangible criteria

- Efficacy
- Safety
- Convenience
- Price
- Associated services

} vs. competitors

Intangible criteria

- Appearance (e.g. packaging, color, form, taste, texture…)
- Personality (e.g. past history, positioning communication style…)
- Affectivity (ex. feeling conveyed by the company and its collaborators…)

X

AWARENESS

- Awareness rating:
  - Top of mind
  - Spontaneous
  - Assisted

  } vs. competitors
- The awareness rating depends on cumulated marketing investments dedicated to the brand since its launch, including:
  - Medical calls
  - Scientific meetings
  - Clinical studies
  - Press ads
  - Sampling

= **Brand strength**

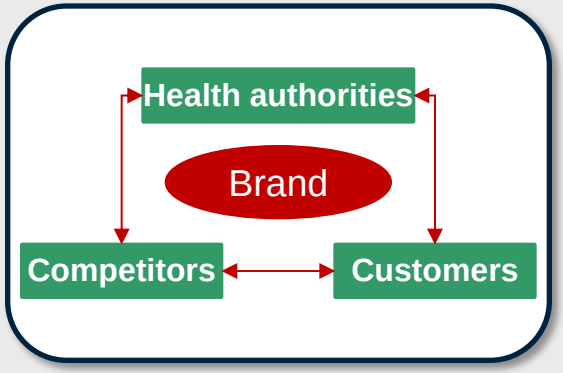
"The brand strength reflects its ability to create client loyalty over time"

Source: Adapted after G. Lewi and J.N. Kapferer

Value proposition process

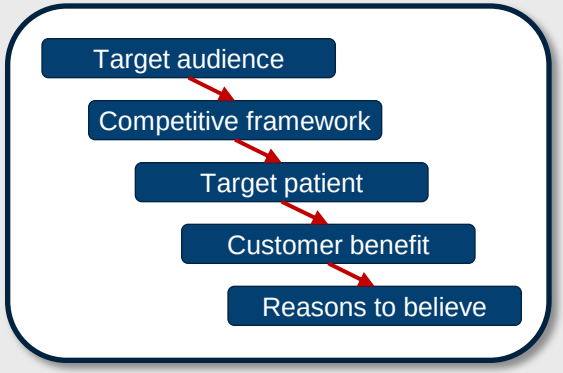
A good knowledge and understanding of the market place is a prerequisite to develop a brand positioning from which the value proposition will be derived

Market Landscape



"The market landscape is defined by the competitors offering, the customers unmet needs and willingness to use products, considering the rules of the games imposed by health authorities"

Brand Positioning

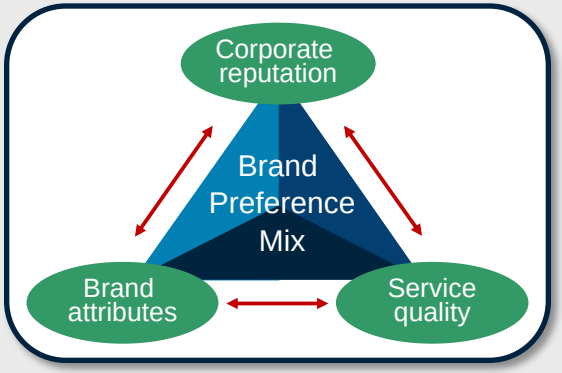


"Positioning is a high-level promise statement defining how we want:

- *Target customers to think and feel about our Brand relative to competition*
- *To create or change key target customers perceptions"*

"The positioning statement is the way you want the brand to be perceived by the target audience"

Value Proposition



"The value proposition is what the Brand [product + company + services] offers to target customers that makes it more beneficial than competitor alternatives"

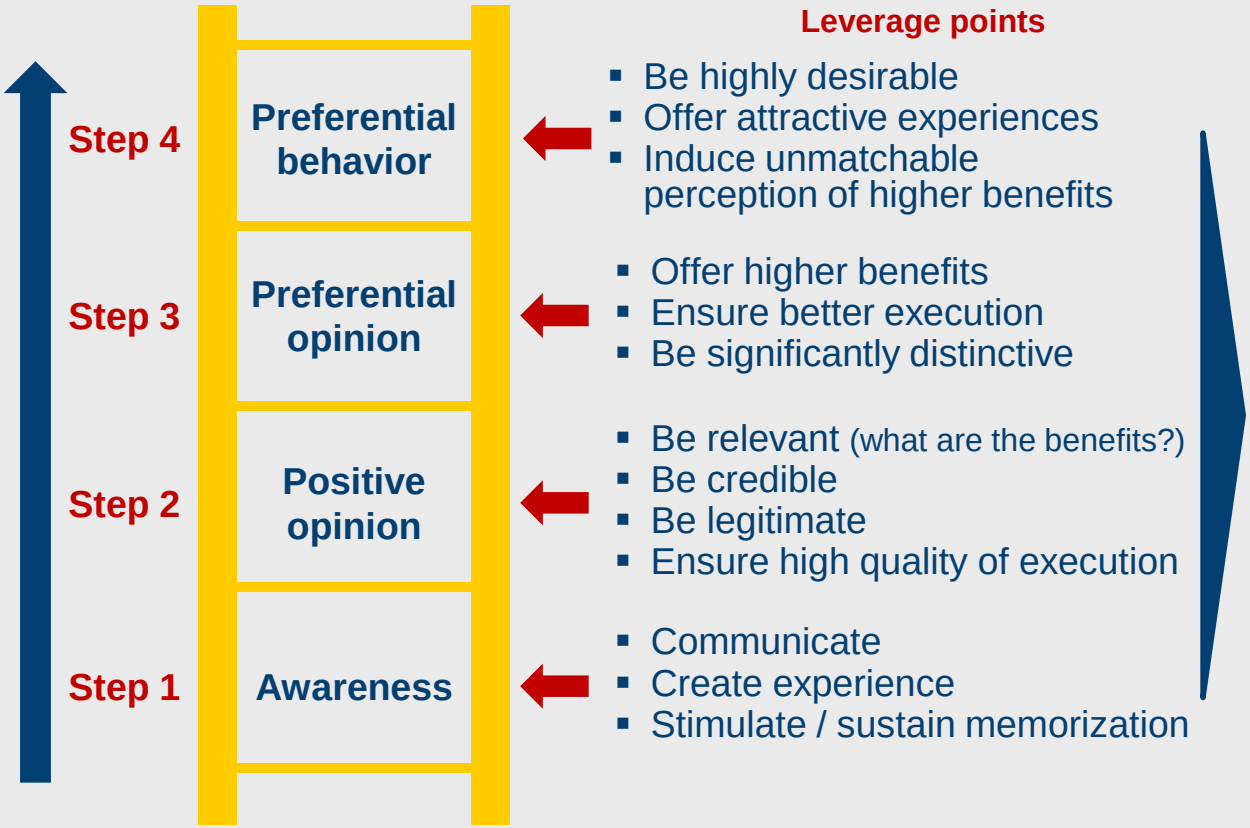
"The value proposition is the core benefits you would expect to get when you use/buy the product/service"

Source: Smart Pharma Consulting

[1] *Benefits are of three kinds: functional, emotional (e.g. feeling safe in a Volvo), self-expressive (e.g. seen ourselves sophisticated because we own an Audi)*

Brand preference optimization: the Brand Preference Ladder

The Brand Preference Ladder can help identify where does the customer stand and how to make him move from the awareness step to the preferential behavior step



- To build a strong preferential (prescribing – purchasing) behavior in favor of a brand, companies must make customers climb the Brand Preference Ladder from step 1 to step 4
- While defining:
  - Activities to be implemented
  - Implementation standards
  - Communication priorities

at targeted customers it is key to monitor where do they stand on the Ladder and fine tune how to make them move from one step to the next one

Source: Smart Pharma Consulting

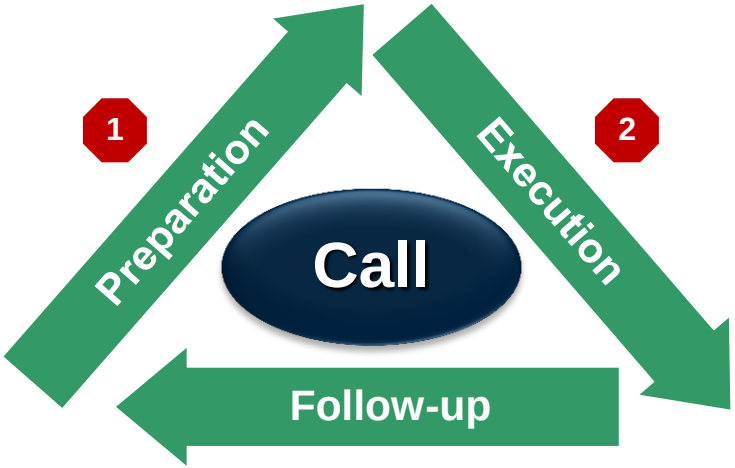
Sales calls management

A sales call's effectiveness depends upon quality of the preparation, implementation and systematic follow-up

STAR[1] program approach

Understanding and mastering

- Brand features, advantages and benefits
- Competitive environment
- Pathology and therapeutic areas
- Prescriber needs and profile
- Previous sales history with prescriber and in particular the strategy defined at the end of the previous visit



- Opening
- Identification of needs
- Presentation of:
  - General argument (identical for all prescribers)
  - Specific argument to each individual prescriber
- Answering questions and objections
- Gaining commitment to prescribe

3

- Call analysis
- Report on call (call report form)
- Customer service (after-sales sheet)
- Setting the objectives for the next call
- Defining the corresponding strategy for the next call

[1] *Sales Techniques Application for Results*

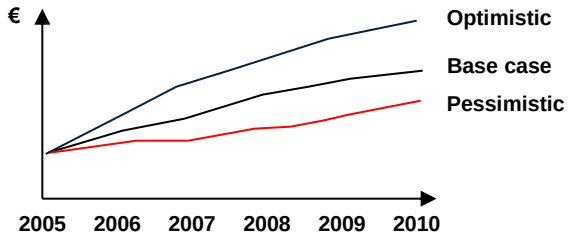
EXCERPTS

Key steps in the strategic marketing plan

The strategic marketing plan defines the brand strategy based on a thorough assessment of the brand performance in its competitive environment

Brand performance assessment

1. BRAND SALES DYNAMICS
2. BRAND PRESCRIPTIONS TRENDS
3. BRAND INVESTMENT TRENDS
4. MARKET FUTURE EVENTS
5. BRAND SCENARIOS
6. BRAND SALES TRENDS "As is"



Brand strategy development

7. ADVANCED SWOT

Strengths	Ranking	Weaknesses	Ranking
•		•	
•			
•			

Opportuni

Brand

8. CHALLENGES/STRATEGIC LEVERS

Key issues | Strategic Drivers

Autho
Compe
Comp
Bra

9. BRAND STRATEGY CARD

Product Objectives

Strategic Levers

Key Actions

EXCERPTS

Strategic marketing plan content: Example of structure

The strategic marketing plan is articulated around three major sections, in accordance with the strategic marketing thinking process

Section 1

Brand current performance assessment

1. Current market dynamics:
   - Epidemiology
   - Patient referral pathway
   - Product offerings
   - Treatment patterns
   - …
2. Brand / competitors' positions and trends
   - Total sales / prescriptions
   - Sales / prescriptions per market segment
3. Brand / competitors' investments
4. Brand / competitors' key messages
5. Prescribers' perception of brand / competitors' strengths / weaknesses

Brand current strengths / weaknesses

Key learnings from brand recent strategy

Section 2

Brand future environment analysis

1. Major changes in brand future environment:
   - Epidemiology
   - Emerging trends in treatment patterns
   - Product / competitors' developments
   - Market new entrants (e.g. NCEs, generics)
   - …
2. Market / brand scenarios
3. Scenarios' impact on product future trends (in the absence of the purposed strategy)
   - Positive impact (potential sales to leverage)
   - Negative impact (potential sales lost to competitors)
4. SWOT analysis

Market key success factors (KSF)

Brand critical issues / challenges

Section 3

Brand strategy development

1. Brand ambition defined
2. Brand objectives to achieve ambition, while addressing critical issues
3. Brand strategies to comply with objectives:
   - Market access
   - Medical
   - Marketing
   - Sales forces
4. Brand positioning and key messages
5. Brand tactics to carry out strategies
6. Adjustments in client targeting
7. Sales forecasts
8. Brand P&L[1] statement

Strategic recommendations

Financial statement

[1] *Profit & loss*

EXCERPTS

Advanced SWOT: Introduction

The "Advanced SWOT" helps marketers carry out a more specific and relevant assessment of the market situation and of the brand competitive position

Market assessment

Opportunities	Threats

What market changes may favor / hinder brand performance?

⇨Growth reservoirs at clients levels

⇨Drivers / barriers to competing brands' development:

- Authorities' decisions
- Clients' behaviors
- Changes in the competitive environment

Brand assessment

Strengths	Weaknesses

What are the brand advantages / disadvantages vs. competitors?

⇨Exploitation of growth reservoirs

⇨Advantages / disadvantages vs. competitors

- Product attributes
- Pricing policy
- Corporate reputation
- Place (distribution)
- Promotion
- Service quality

Advanced SWOT

Opportunities	Relative importance	Threats	Relative importance

Strengths	Relative importance	Weaknesses	Relative importance

Brand Strategy Card

The Brand Strategy Card is a useful tool to control the alignment between the brand ambition, the key strategic levers by customer segment and the corresponding tactics to be implemented

Template

Brand Strategy Card

1 **Brand Ambition**

Qualitative

Quantitative

Market share:----------
Sales:---------in € 2015 – 2018 evolution: -------%
Units:----------in packs 2015 – 2018 evolution: -------%

2

Customer segment #1	Customer segment #2	Customer segment #3
Key strategic levers	**Key strategic levers**	**Key strategic levers**
Brand perception Service quality Corporate reputation	Brand perception Service quality Corporate reputation	Brand perception Service quality Corporate reputation
Key tactics	**Key tactics**	**Key tactics**
Market access Medical Marketing Sales forces	Market access Medical Marketing Sales forces	Market access Medical Marketing Sales forces

Guidelines

- **Brand ambition** (how much to grow?)
  - Should be expressed qualitatively (e.g. increase brand image, brand awareness, service quality…) and …
  - … quantitatively (e.g. sales, growth, market share)
- **Key strategic levers** (what to grow?)
  - They stem from the SWOT: they are opportunities to seize, threats to avoid, strengths on which to capitalize and / or weaknesses to correct to maximize brand sales and contribution
  - They can be defined by customer segment (e.g. authorities, physicians, pharmacists, patients...)
  - They must have a positive impact on brand perception, service quality and corporate reputation, as perceived by customers
- **Key tactics** (how to do?)
  - Key tactics are split into actions to support market access and existing business through medical, marketing and sales activities and investments
  - Key actions can be phrased as: “organize round tables with GPs”, “maximize presence in congress XYZ”…

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