

# Workshop

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## Successful Cooperation between Medical and Marketing Professionals in Pharmaceutical Companies

Medical-Marketing-Cooperation  
8 January 2015

HEALTHCARE MARKETING  
DR. UMBACH & PARTNER  

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[www.umbachpartner.com](http://www.umbachpartner.com)  
Training + Consulting

# Introduction

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Name

Function

Experience  
in the Industry

# Company: Aspirations

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Positive attitude

High energy

High commitment

Results orientation

# Cooperate with Colleagues

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Connect

Communicate

Keep the dialogue open

Share ideas

Act as sparring partner,

Contribute toward one goal

# Reframing the Issue

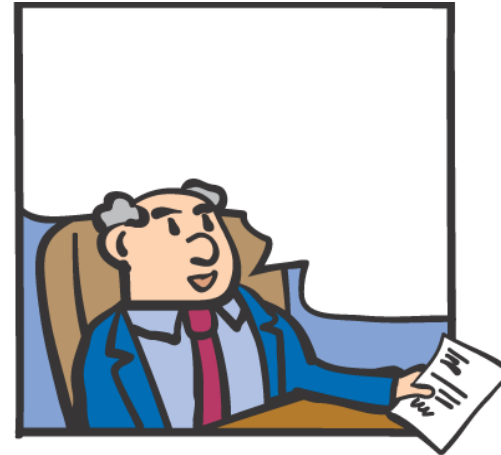
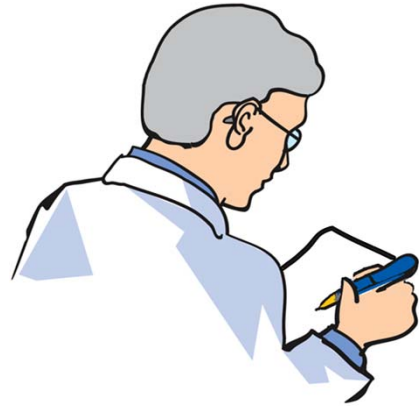
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It is less about single aspects of "Medical" or "Marketing", but about meeting **customer** needs better or faster than the competitors - and staying within the legal / regulatory / compliance framework

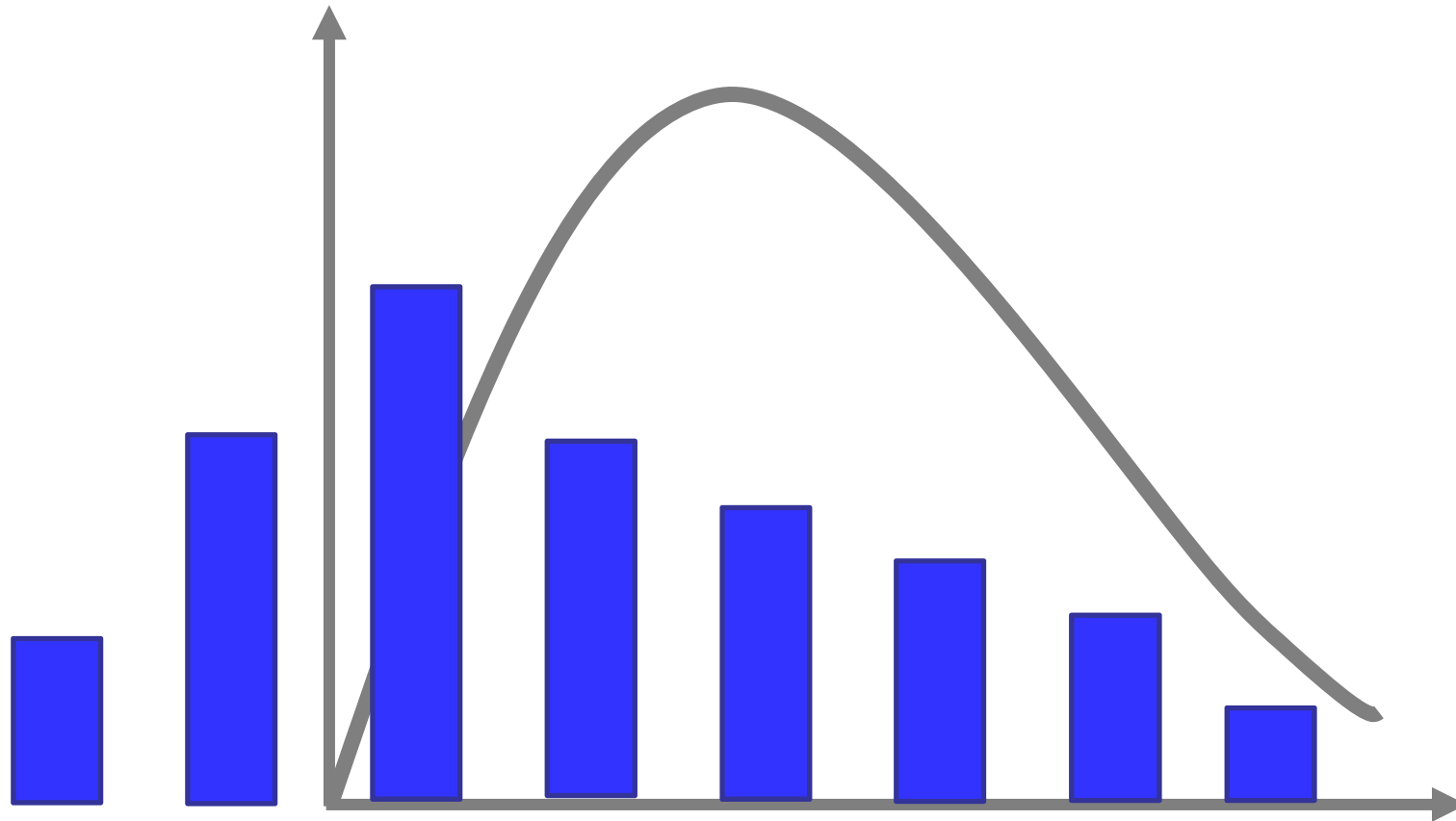
# Customers ...

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.. to these departments  
are sometimes identical,  
but sometimes different



# Example: KOLs





# Terminology

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## "Commercial": Meanings and connotations

(Economic, financial, monetary, profit-making)

(geschäftlich, gewerblich, kommerziell, wirtschaftlich, gewinnstrebend)

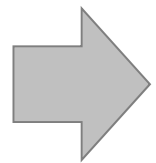
## Better: Meeting customer needs

# Market / Customer Orientation

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instead of "Commercial Attitude"

Meeting customer needs better  
or faster than the competitors



How can we solve our  
customers' problems?

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Growth

Innovation

Operational efficiency

Short time to market

# Company Vision and Goals

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Customer Proximity

Patient health

Care

Leadership

# Ingredients

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Medical is important

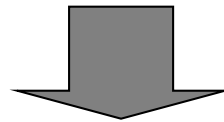
Marketing & Sales are important

Other departments are also important

# For Today: Your Input

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Questions and Comments



Enter into dialogue

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Let your ideas inspire you

**Reservoir**

# Catalyst

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Personal  
action plan

If an idea occurs  
to you, write it down

Get your  
inspirations  
on paper



# Opportunities

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# Leadership

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Senior Management with  
strong support by

- Medical
- Marketing

should lead the company

# Understanding

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## Appreciation for Other Departments

# "Medical": Selected Responsibilities

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All aspects of "Clinical Research" plus

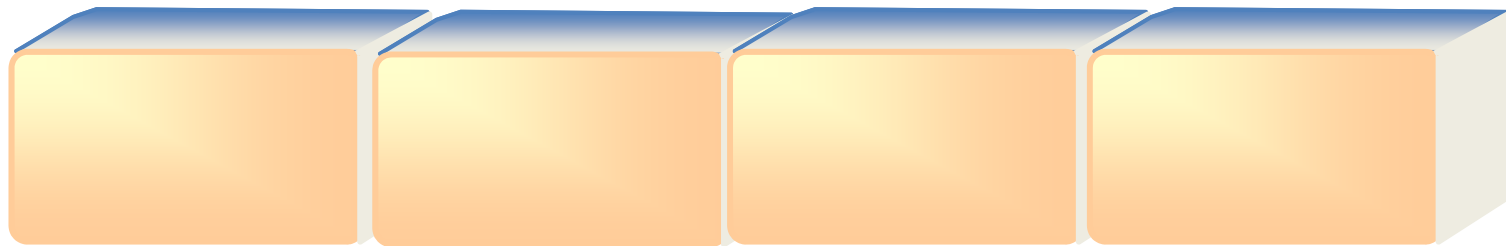
- Act as member of the multidisciplinary brand team
- Help guide the direction in therapeutic areas
- Distil clear content from the wealth of scientific data
- Help create convincing communication concepts
- Contribute to the content of promotional materials
- Approve promotional materials
- Develop relationships with key opinion leaders
- Help marketing and sales force drive the business

# "Medical": How to Measure Success

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## Selected Criteria:

- Positive remarks from the marketing department
- Positive remarks from the sales force reps
- Positive remarks from external experts
- Number of publications supported
- Quality of publications
- Incorporation of new substances in guidelines



# Marketing: Success Criteria

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- Feedback from customers
- Response rates of mailings
- Contacts in data base
- Visitors on website
- Conversion rate of website
- Market share
- **Revenue ("Sales")**
- Units sold
- Cash flow ("Profit")
- Return on Investment



# The Big Picture

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# Barriers

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Department 1

Department 2

In some companies, the neat lines of the organizational diagrams have turned into walls

- Tom Peters -

# Strategic Approach

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**Analysis:** Investigate target group

**Unmet need:** Understand the prospect's problem

**Positioning:** Develop a powerful message

**Modes of expression:** Address all senses

**Check:** Test draft, adapt to feedback, test again

**Channels:** Find effective communication routes

**Success Criteria:** Define performance indicators

**Names:** Collect and store customer contact data

# Approach

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**Analysis:** Investigate target group

**Unmet need:** Understand the prospect's problem

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**Channels:** Find effective communication routes

- **Success Criteria:** Define performance indicators

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# Goal

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## Succeed

Output

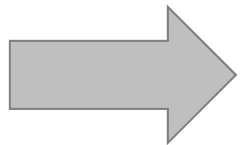
Outcome

Results

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Communicate value more effectively

Convince your customers faster  
that your product is the best solution  
for his problem



Sell more products

# Taking Risks

None

Many



Grey

Safe

Very Risky

# Prescription for Success

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It's not important how much you know, but how much you actually implement

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Knowing  Going

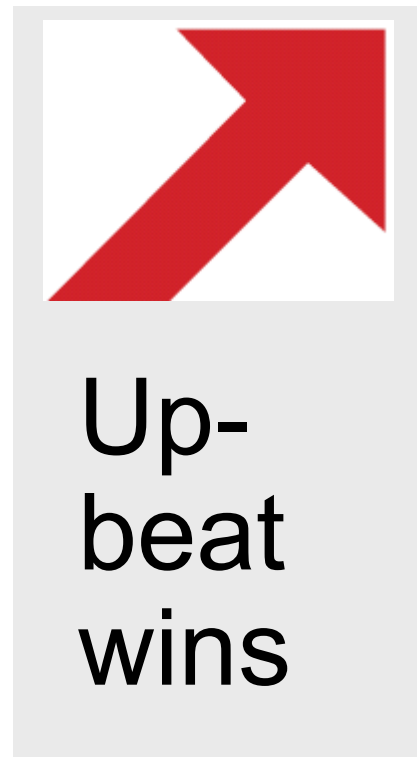
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# **Your Attitude: Your Frame of Mind**



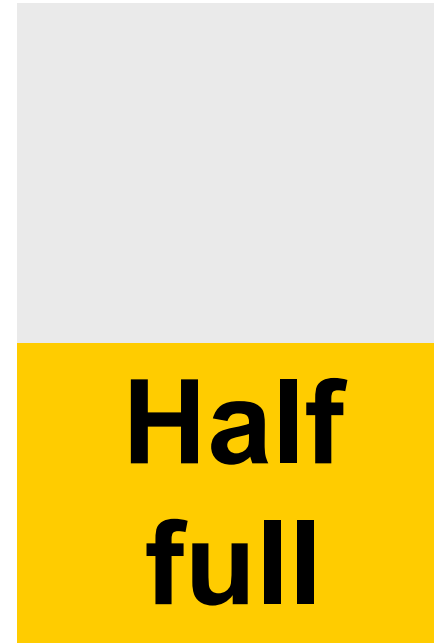
# Positive Attitude

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# Your Thinking

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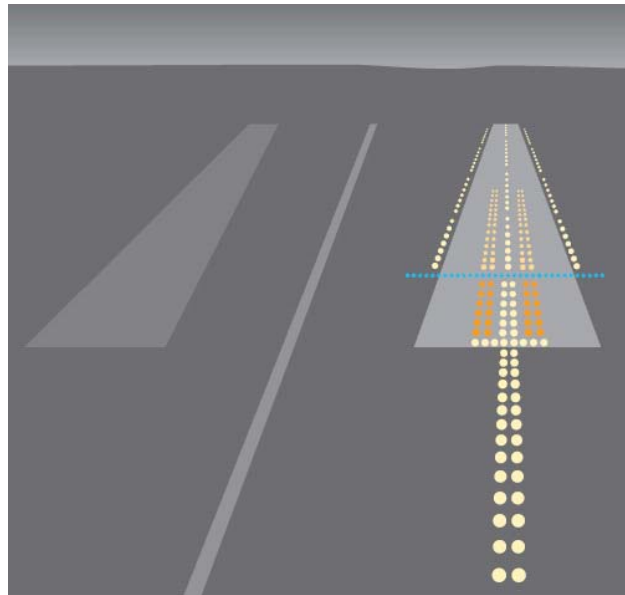
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Some guiding principles that  
you can adapt to your own style

# Prepare

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The will to prepare to win  
is more important  
than the will to win



# Target Groups

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Physicians

Experts

Payers

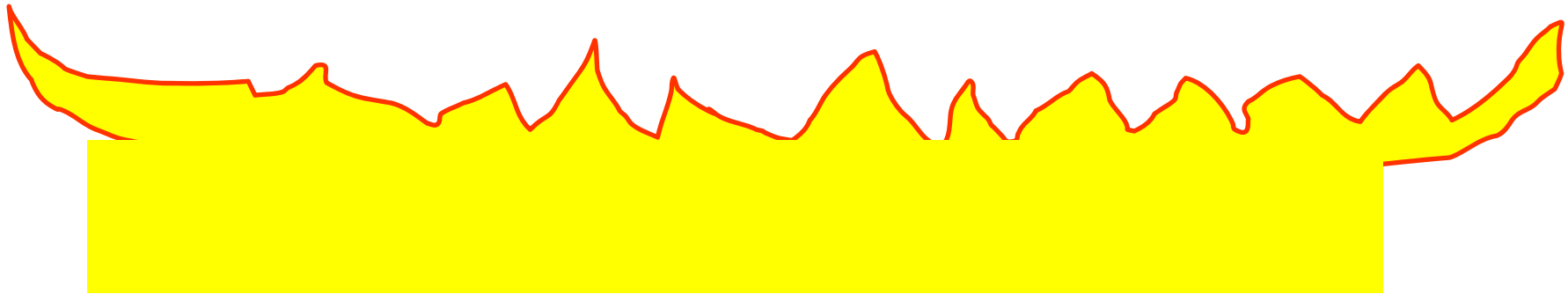
Pharmacists

Patients

...

# Unmet Needs

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- 
- **Attention:** Arouse interest for content
  - Benefit:** Offer a fact-based solution
  - Superiority:** Show unique value
  - Validation:** Support with reference
  - Behavior:** Ask for action



# Attention

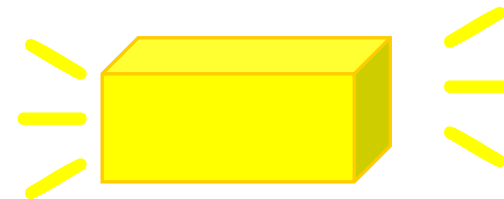
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More  
volatile  
than



ether

More  
precious  
than



gold

# Visibility

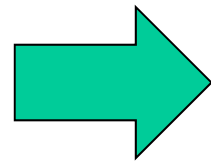
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## The Sale Before the Sale

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Mindshare



Market share

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**Attention:** Arouse interest for content

- **Benefit:** Offer a fact-based solution

**Superiority:** Show unique value

**Validation:** Support with reference

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# Customers' Eternal Question

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# The Value You Provide

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What's-In-It-For-Me  
Syndrome

# What the Customer Looks For

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Data!

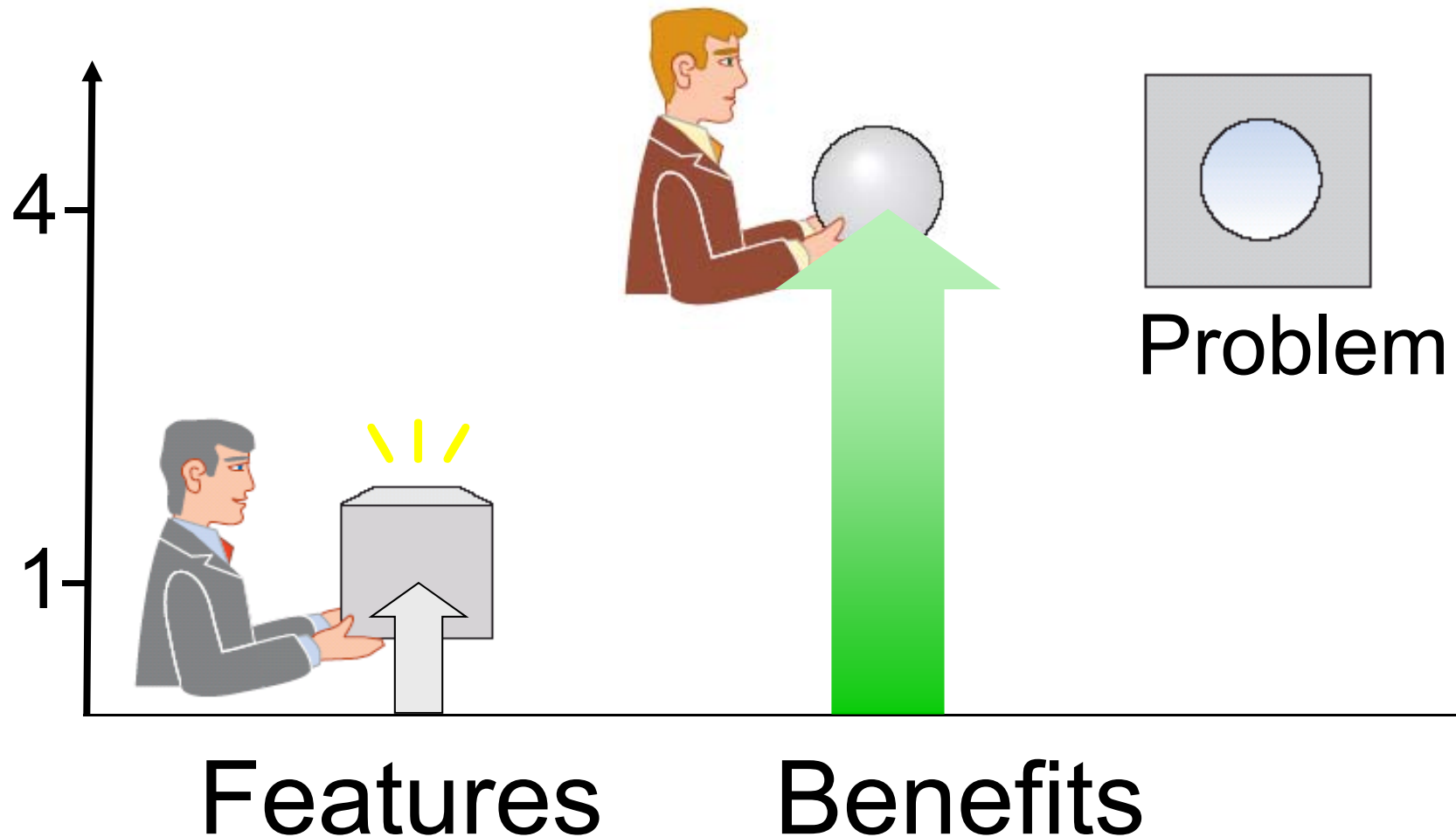


Advantages for me  
and my patients?



# Success: Providing a Solution

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Dr. Gallup, USA: Effect of content of TV spots on sales



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**Attention:** Arouse interest for content

**Benefit:** Offer a fact-based solution

- **Superiority:** Show unique value

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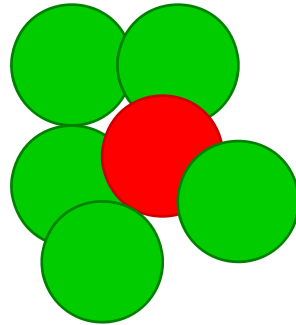
# Blue Ocean Strategy

## Make the competitors irrelevant

W. Chan Kim, Renee Mauborgne: Blue Ocean Strategy: How to Create  
Uncontested Market Space and Make the Competition Irrelevant

Video auf <http://www.blueoceanstrategy.com/?gclid=CNSTxLTJvqcCFYYXzQodt3dzAA>

Apple, Starbucks, Ebay, Amazon, Cirque de Soleil



"It's not enough to be the best one,  
you have to be the only one"

Jerry Garcia

"Becoming a Category of One"

Joe Calloway

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**Attention:** Arouse interest for content

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# Validate

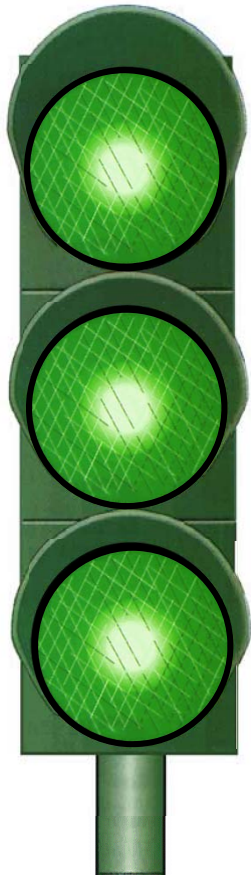
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Study results

Publications

Guidelines

Experts



**Attention**

**Benefit**

**Superiority**

**Validation**

...

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**Attention:** Arouse interest for content

**Benefit:** Offer a fact-based solution

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**Validation:** Support with reference

● **Behavior:** Ask for action

# Ask for Action

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CTA = Call to Action

What do you want  
people to do?



# Ask for Action

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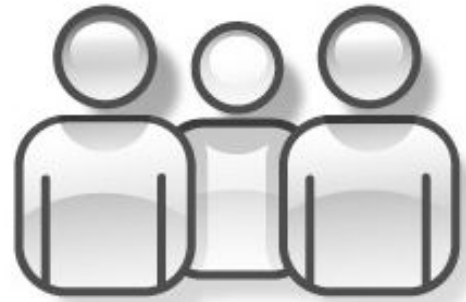
After all the work you put in,  
all the time, money and energy,  
the decisive moment is:

Ask the customer to do something

# Ask for Action

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- Read material
- Visit website
- Get involved in ...
- Recruit patients for study
- Give a presentation
- Attend workshop
- Consider a prescription



# Engage

# Brand Plan

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Goals

Market analysis

Strategy

Success Factors

Actions

...

# We are in Business

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We have to meet customer needs ...

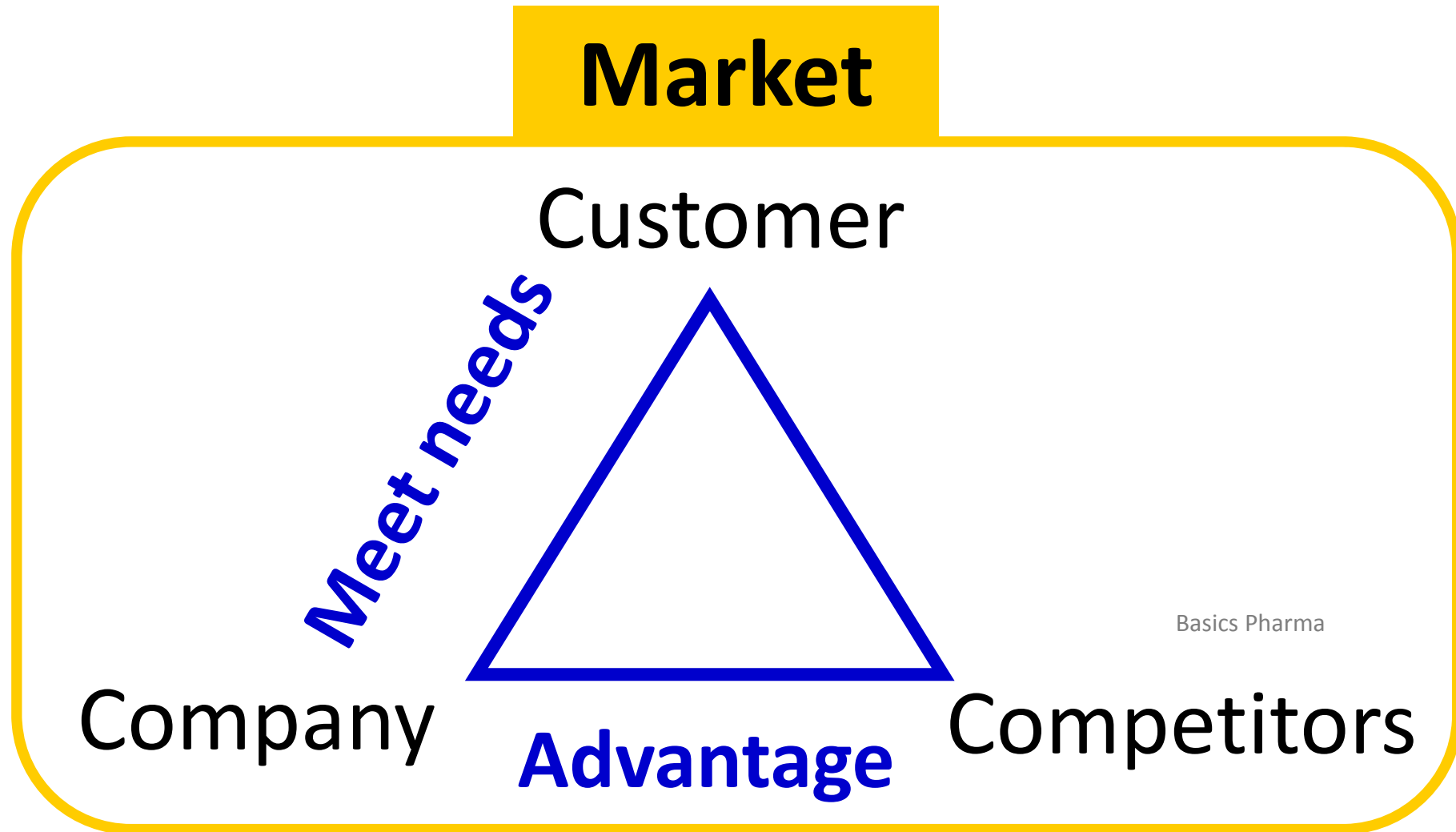
.. in such a way that it leads to  
sound economic and healthy  
financial results

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**A company only prospers if  
it is commercially successful**

# Strategic Triangle

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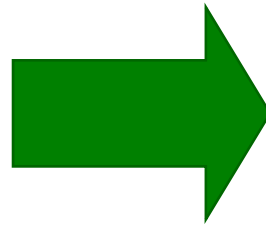






# Success in the Market

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Financials

Win Customers

Satisfy Customers

Not measured in our industry

Keep Customers

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**Money follows,  
it does not lead**

# Critical Success Factor

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Speed

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# A sense of urgency

# Speed and Agility

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It's Not the Big That  
Eat the Small..

It's the Fast That  
Eat the Slow:

How to Use Speed as a  
Competitive Tool in  
Business

by Jason Jennings and  
Laurence Haughton

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**Bigger is not better,  
faster is better**

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To be agile and flexible:

Entrepreneurial mindset

# Focus

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## Projects



# Focus

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Is this project worth doing?

Does it make a difference?

Does it really matter?

Should we forget it, postpone it or accelerate it?

# Approval Process: Idea

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"Redaktions-Komitee"

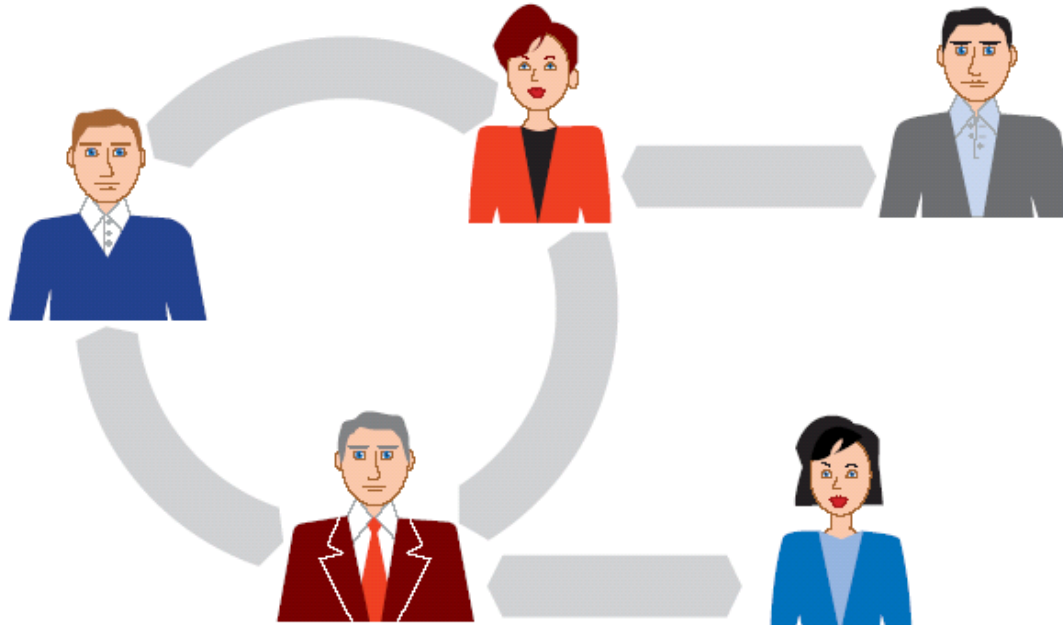
Round Table: Live Meeting\*

All people involved review the document together and give their suggestions that are immediately incorporated

\* e.g. once a month

# Network

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## Connect to people

# Human Relationships

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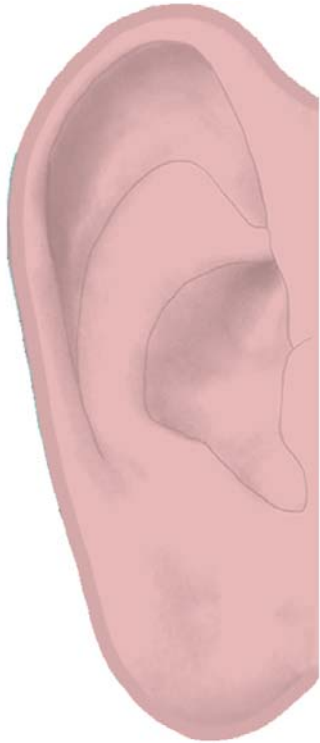


"Business is Relations"

"It's always personal"

# Listen to Each Other

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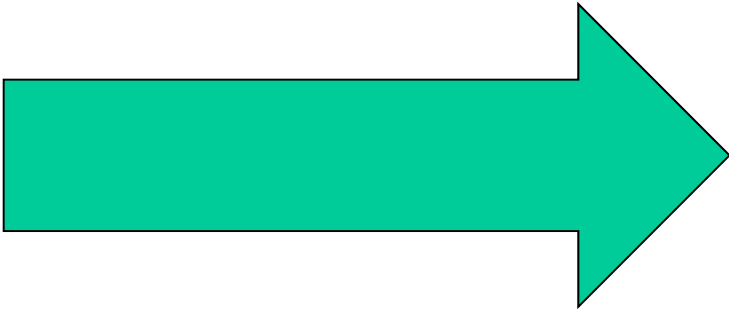


**Bond-builder**

**"Rapid prototyping"**

**Improve faster**

**Succeed sooner**



# Effective Cooperation

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What do you think is  
the most difficult part:  
The biggest challenge?

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What has to happen in  
the organization to reach  
peak performance?





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Which parts of your job do you wish you could spend more time on and which parts less time?



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# Strategic Alliance Partnership Team

# Interpersonal

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You do not have to love the other person, but you should respect the other person on a professional level

# Action

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What should we do to  
work together faster,  
better, and easier?

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# How should Marketing change?



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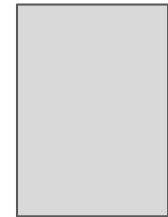
# How should Medical change?

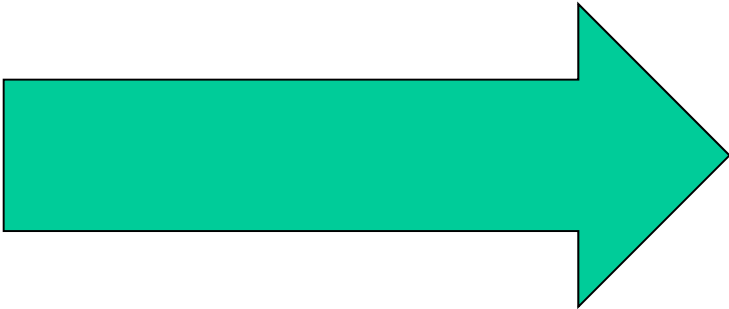


# Groups with 3 - 4 Persons

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Choose one project or case:  
Discuss it and come up with  
3 suggestions on how to  
improve the future cooperation  
(How can my department change  
or how can I change?)

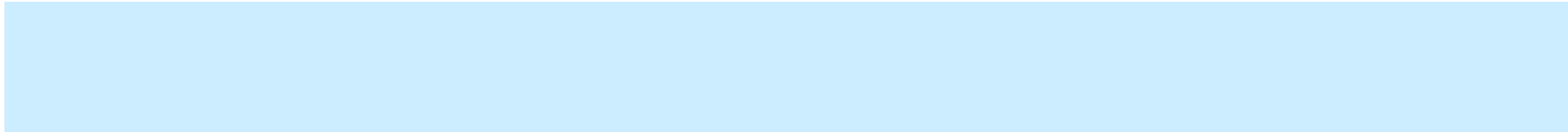






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**Live up to your  
true potential**





Whatever you can do  
or dream, begin it.

Boldness has genius,  
power and magic in it.

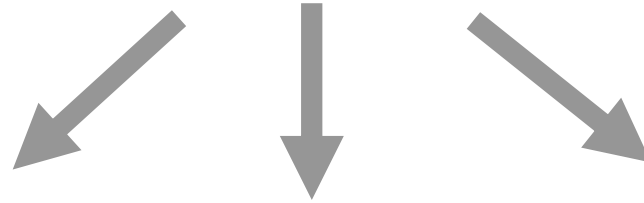
William Murray:

The Scottish Himalayan Expedition

Quoting the German poet Goethe

# Types of People

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Make  
things  
happen

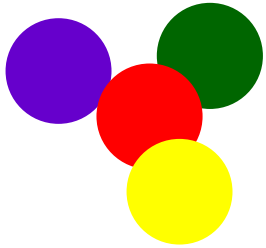
Watch  
things  
happen

Wonder  
what's  
happening

Dare

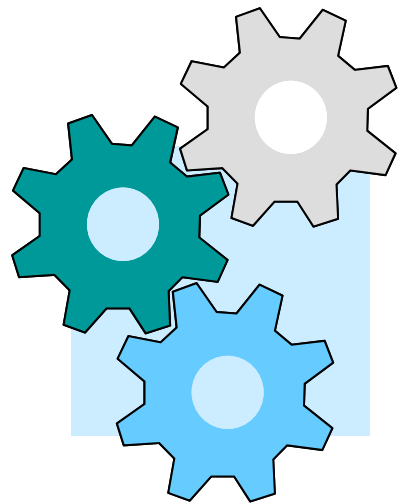
# Combination

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Lots of little things done well  
can make a powerful difference

Richard Branson



Activities

Enhance

Reinforce

# The Big Secret

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Do it

# WIN

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Work it now



# Have the courage ...

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... to take certain risks

# Think

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Pep

Passion

Performance

# Wake Up

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Morning

Alert

Act

Make every day count

# You Can Choose

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Curiosity

Optimism

Team spirit

Cooperation

Action

# Rise to New Heights

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No one can  
predict to what  
heights you  
can soar

Even you will not know until  
you spread your wings