

# Marketing Training

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## For Professionals

Succeeding with Know-how:  
Making Marketing Work For You

HEALTHCARE MARKETING  
DR. UMBACH & PARTNER

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[www.umbachpartner.com](http://www.umbachpartner.com)

Training + Consulting

Gunter-Umbach-Marketing-Training

# Illustrations

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Many illustrations are from Dr. Günter Umbach's books:

"Successfully Marketing Clinical Results: Winning in the Healthcare Business", Gower Publishing, London, 2007

"Erfolgreich im Pharma-Marketing: Wie Sie Ärzte, Apotheker, Patienten, Experten und Manager als Kunden gewinnen", Springer Science+Business Media, second edition, 2013

"Erfolgreich als Medical Advisor und Medical Science Liaison Manager", Springer Science+Business Media, 2014

# Legal Notes

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For more checklists, tips and ideas, please visit [www.umbachpartner.com](http://www.umbachpartner.com)

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# Objectives

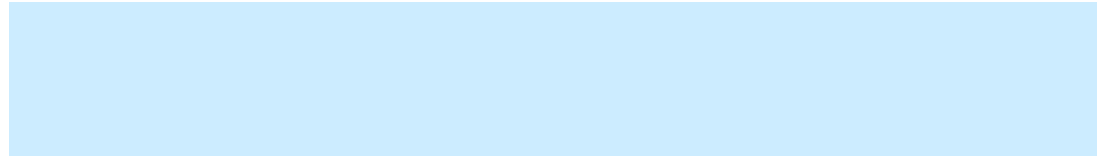
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- Sharpen awareness for exploiting market opportunities
- Strengthen customer-orientation
- Increase understanding of concepts, strategies, tactics
- Help save time and energy at the interfaces
- Facilitate alignment between headquarters and affiliates
- Foster the connection on a professional level
- Help everyone employ a common language
- Point out items that can be simplified
- Help fine-tune brand plans
- Facilitate implementation of plans

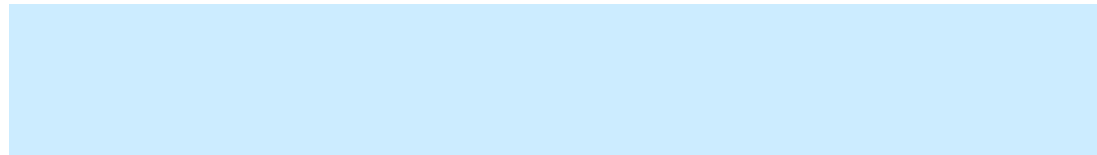
# Introduction

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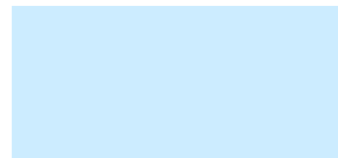
Name



Function



Experience  
in the Industry



# Opportunities

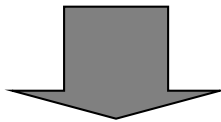
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# Your Input

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Questions and Comments



Enter into dialogue

# Catalyst

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If you have an idea or  
suggestion, let's discuss it

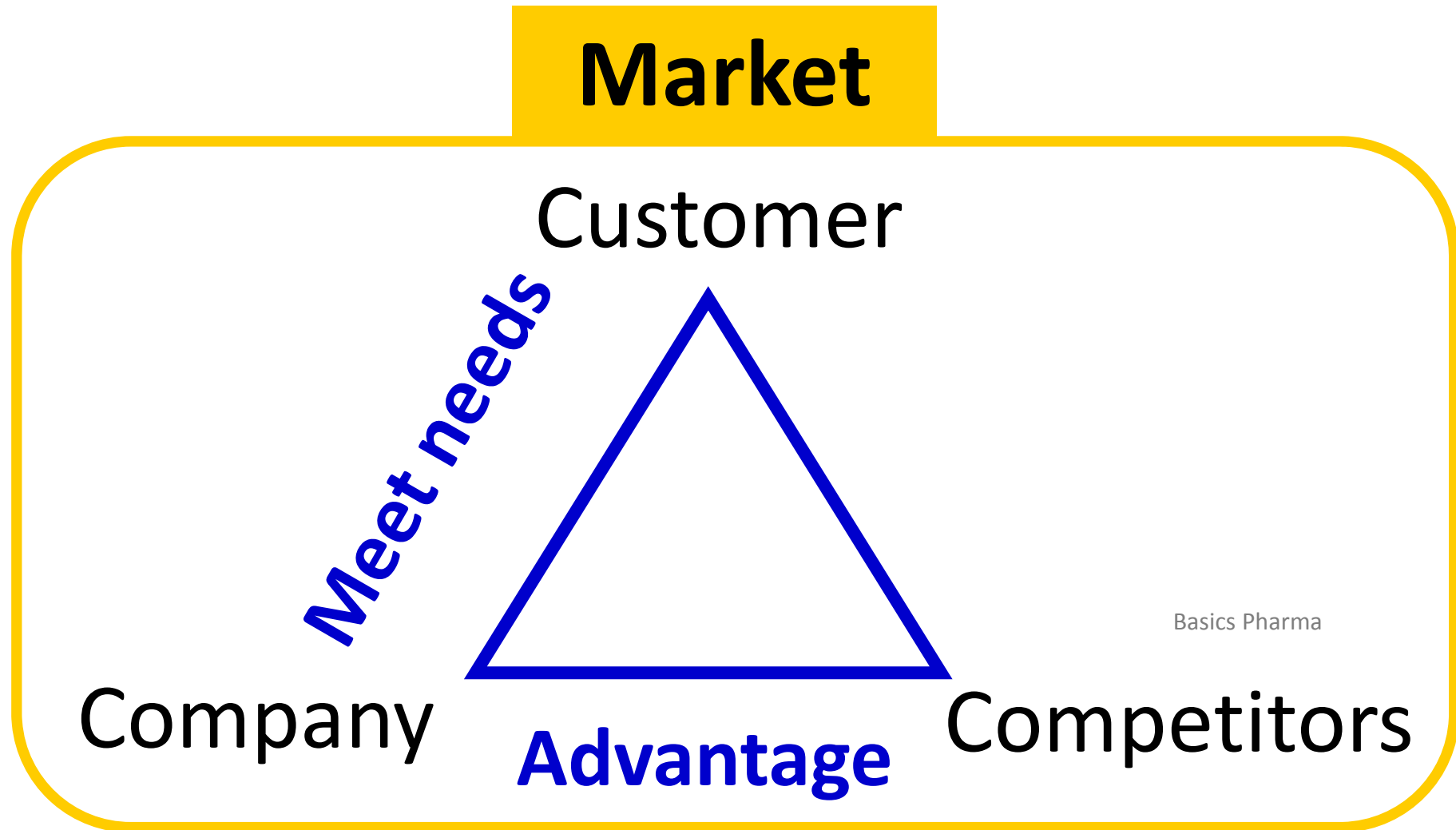


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You can adapt and  
fine-tune to your own style

# Strategic Triangle

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# Market Orientation

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How can we meet market needs?

=

How can we solve our customers' problems better and/or faster than our competitors?

---

# Agile and flexible: Entrepreneurial mindset

---

# Staying within the legal / regulatory / compliance framework

# **Cooperating with Colleagues**

---

Connect

Communicate

Keep the dialogue open

Share ideas

# Company Vision and Goals

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Customer Proximity

Patient health

Care

Leadership

Growth

# Successful Teams

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Positive attitude

High energy

High commitment

Results orientation



# Prescription for Success

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

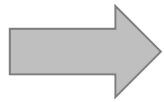
...

Knowing  Going

# Modules

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Transparent, coherent process  
with a series of standardized steps  
in a logical sequence

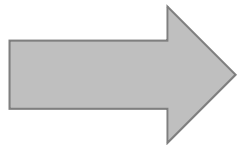


Facilitating a consistent approach

# Can Serve You As

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- Blueprint
- Checklist
- Recipe
- Idea Catalyst kit



**Peak Performance**

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- **Framework: Goals, Time, Markets**

**Analysis:** Identify 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

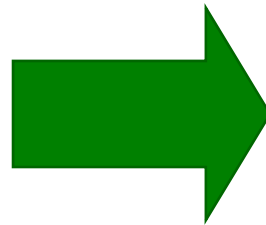
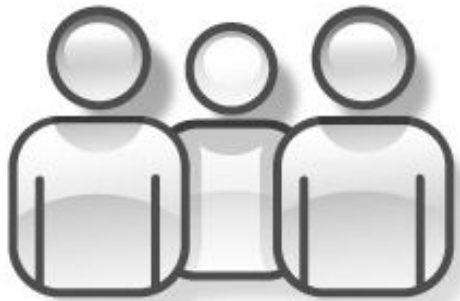
**Channels:** Find effective communication routes

**Success Criteria:** Define performance indicators

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

# Success in the Market

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Win and keep  
customers

# Framework: Goals

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## Results: Business Outcome



- Market share
- Revenue ("Sales")
- Cash flow ("Profit")
  - Time Period
  - Markets
  - Resources

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Money follows,  
it does not lead

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Framework: Goals, Time, Markets

- **Analysis:** Identify market and target group

Unmet need: Understand the prospect's problem

Positioning: Develop a powerful message

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Current market volume

Market potential

# Patient Flow

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Who is the first contact?

Who diagnoses the disease?

What are the treatment options?

Who makes the treatment decision?

Who administers the treatment?

Who makes the follow-up?

# SWOT Analysis

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## **Strengths**

Where we are at  
an advantage

## **Weaknesses**

Where we are at  
a disadvantage

## **Opportunities**

What we could exploit  
to our advantage

## **Threats**

What could  
cause trouble

Can help in decision-making

# **Critical Success Factors (CFS)**

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Those few things that must go well to ensure success and therefore deserve special attention.

Note:

Different from desired outcome or KPIs of a project

# 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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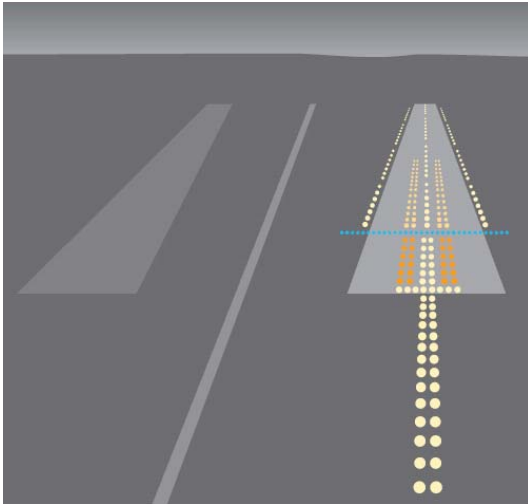
Bigger is not better,  
faster is better



# A sense of urgency

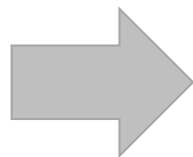
# Targeting

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Stakeholder-Mapping

Select relevant groups



Key customers



CRM



# Relevance of Target Groups

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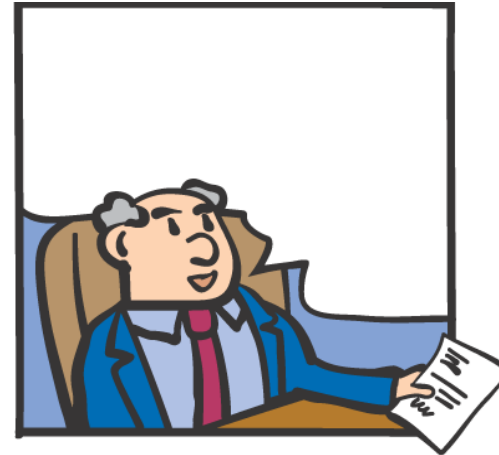
Physician

\_\_\_\_\_%



Pharmacist

\_\_\_\_\_%



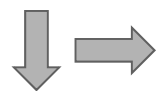
Manager  
Payer

\_\_\_\_\_%



Patient

\_\_\_\_\_%



"Decision makers and influencers in the buying process"

# Other Stakeholders

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- 1) Purchasing Department  
(Procurement) in Hospitals
- 2) Nurses
- 3) Insurance Companies
- 4) ...

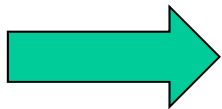
# Targeting

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Common mistake:

Focusing on the wrong target group  
and chasing poor prospects

Do your home work  
"Pre-Qualification"



Visit the right people

# Prepare

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

Do research

# Target Group

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“Our offer can save \$ 800 000 in your employee benefits package (which is part of your employee total compensation package)”

➡ Human resource people: Ø

➡ Chief Financial Officer: “Let’s talk”

Based on as true story told by Jill Konrath

# Case Study

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## Prostatic Hyerplasia

“Our drug can reduce the number of prostatic surgeries”

Urologists



# Target Group?

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“How can you as a patient easily diagnose your vaginal yeast infection yourself”

A package of 100 flyers  
sent to every gynecologist  
in Germany (around 11 000)

---

Wrong target group  
=  
poor Marketing and  
ineffective Selling



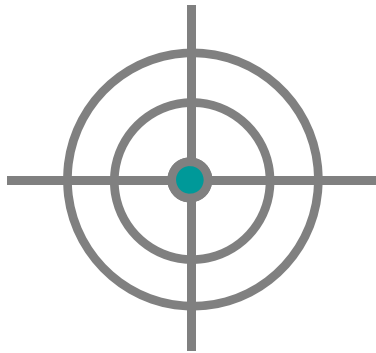
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Weave the concept of meeting  
your **target group's** needs into  
the fabric of your marketing

# Focus

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Whom do you  
want to convince?



Are you  
on target or  
off-track?

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Framework: Goals, Time, Markets

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# Think Unmet Needs

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The customer is **not** doing business with you because of your company's reasons but because of his own reasons

# Think Unmet Needs

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Burning Problems  
or "Paint Points"

Discover the customer's  
real reasons

# Needs are Customer-Specific

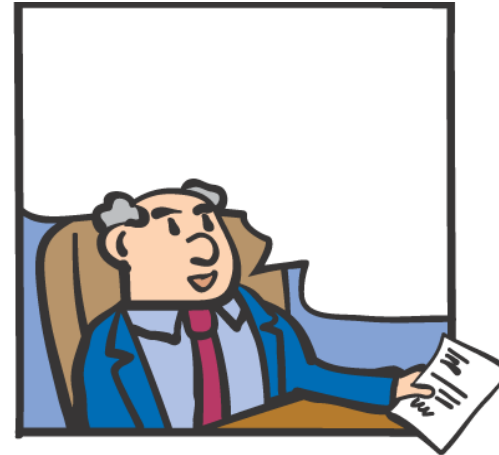
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Physician



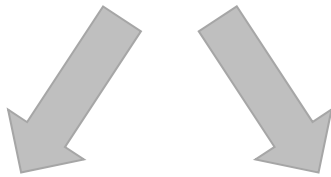
Pharmacist



Manager  
Payer



Patient



Hospital Out-Patient

# The Art of Rhetoric

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Finding the best  
way to persuade a  
**particular** audience

Aristotle

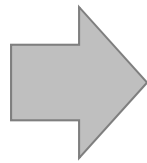
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There must be a good fit  
between what your customer  
wants (or needs) and the  
stuff you offer



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No perceived  
problem



You **cannot**  
offer a solution

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**Framework:** Goals, Time, Markets

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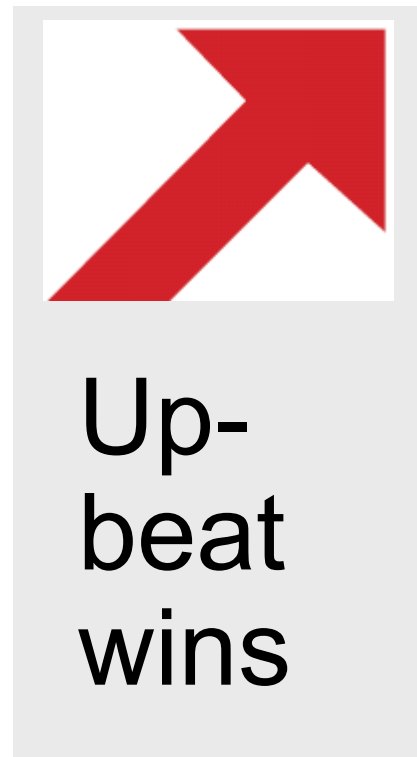
**Names:** Collect and store customer contact data

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# **Your frame of mind to develop a powerful message**

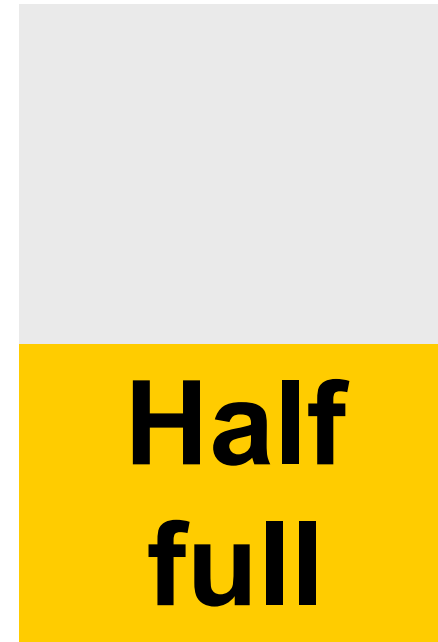
# Positive Attitude

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# Your Thinking

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# Perception

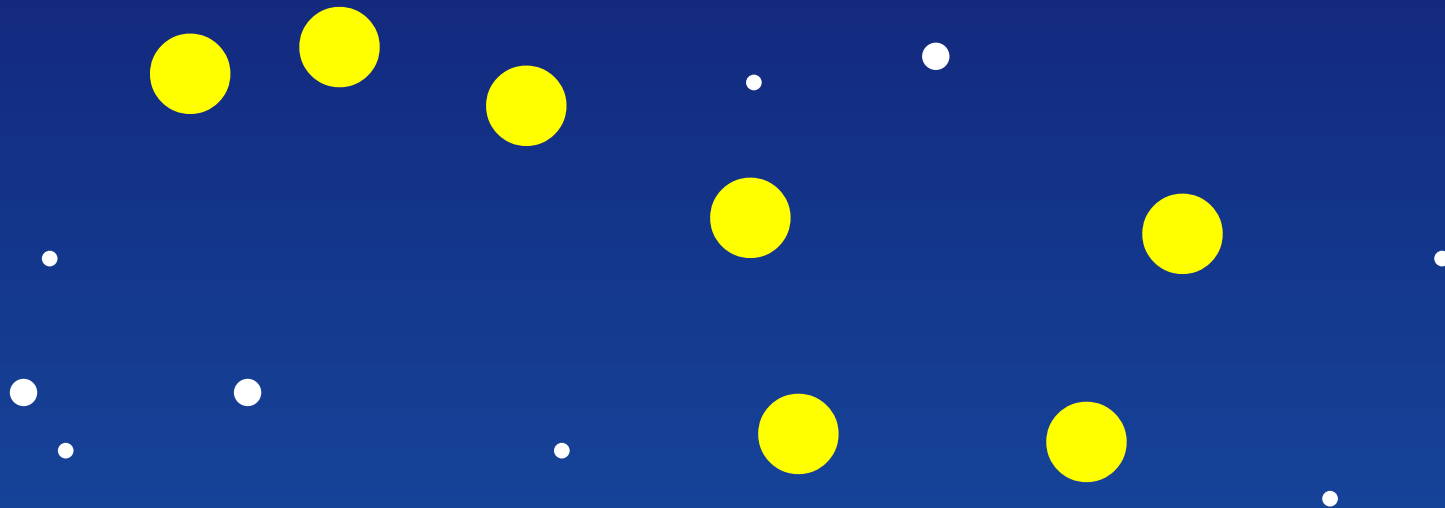


# A Constellation of 7 Stars ...

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How do we interpret this configuration of objects?

*Dr. Hach & Partners, 2005*

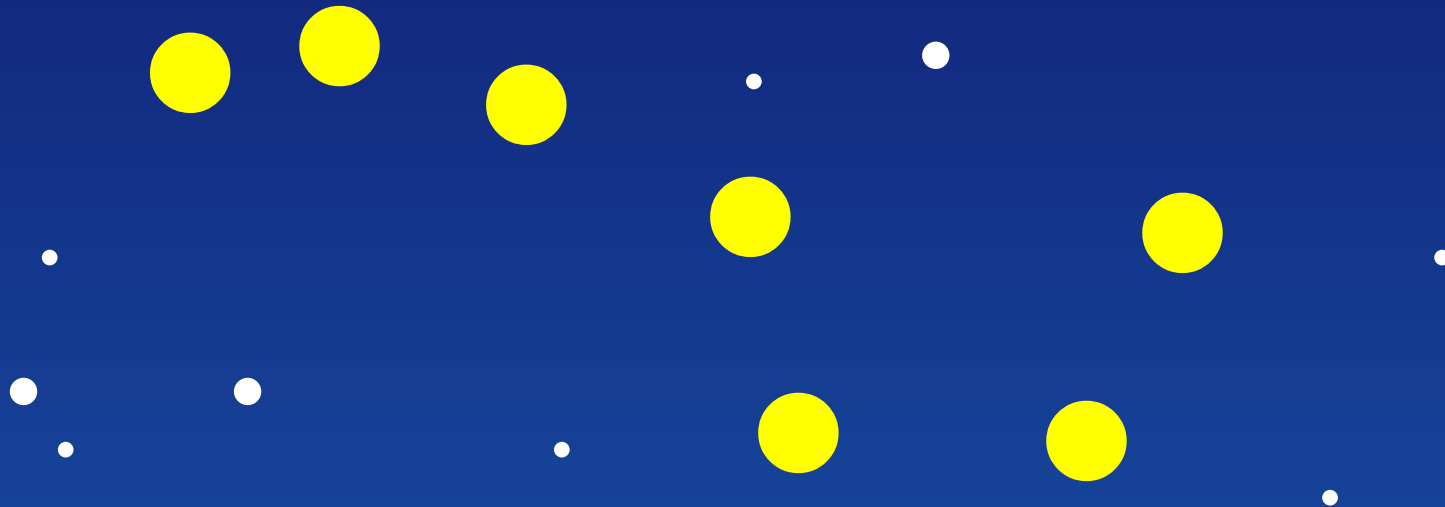


# You Interpret

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*Dr. Hach & Partners, 2005*

**the constellation of data  
and give them meaning**





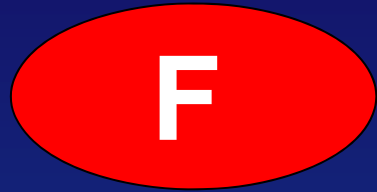
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**D**

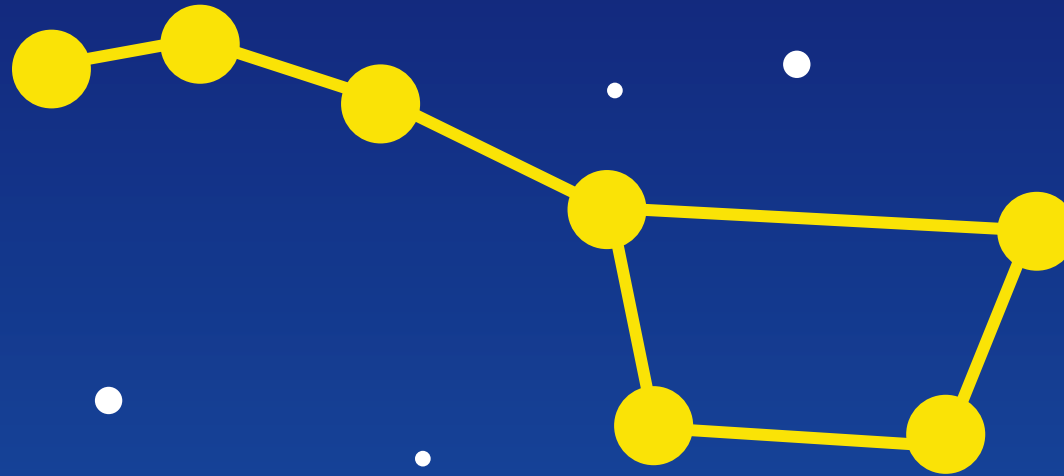
# Big Wagon

*Dr. Hordach & Partners, 2005*





Pot *La Casserole*



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**USA**

# Big Dipper

*Dr. Hach & Partners, 2005*

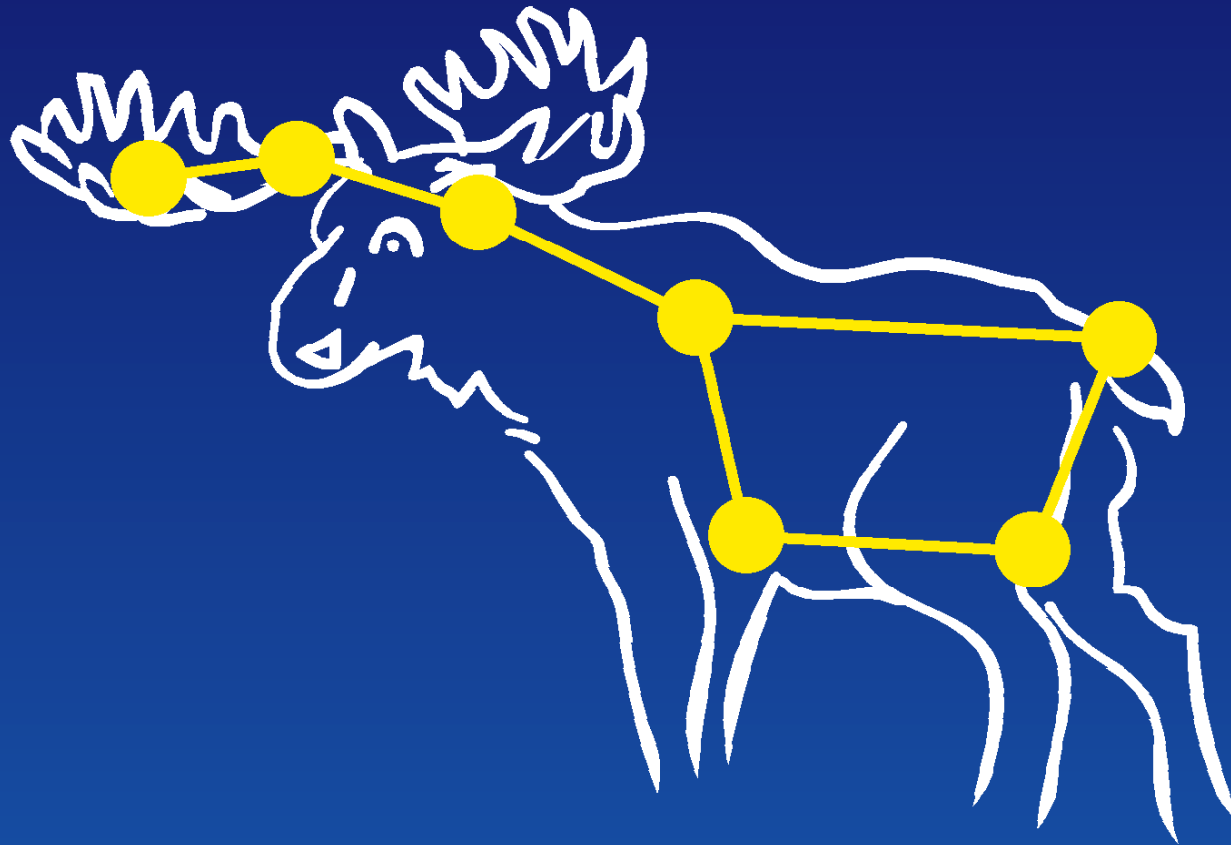


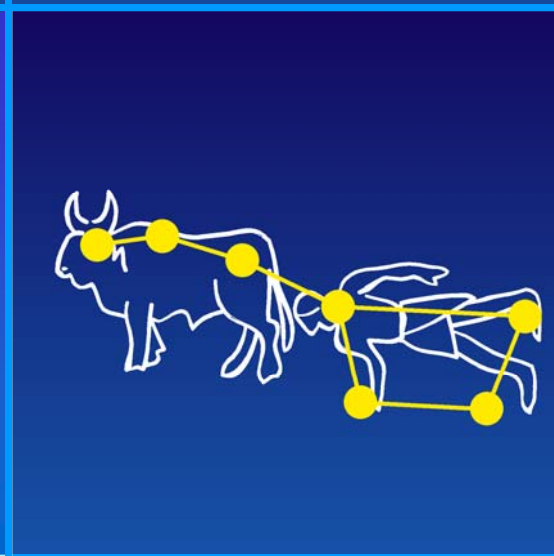
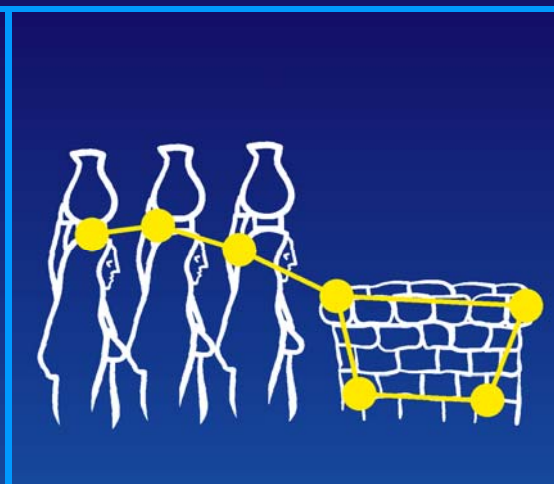
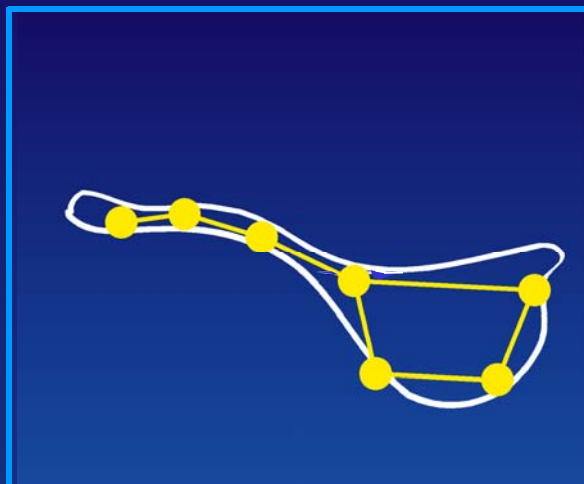
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**Siberia**

**Moose**

*Dr. Hradach & Partners, 2005*

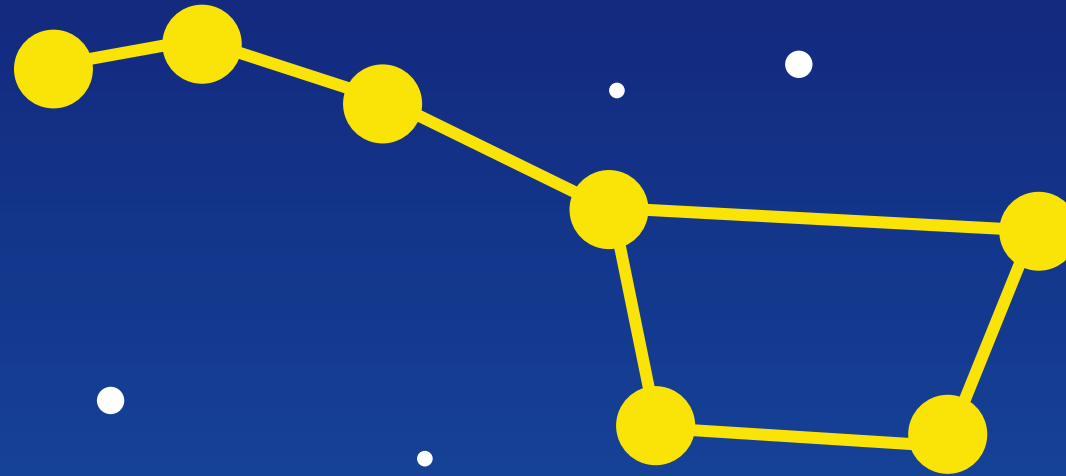




# Make Sense of the Results

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*Dr. Haddock & Partners, 2005*

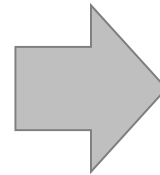


## What do the results mean?

# Scientific Data

# Message

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Give  
Meaning

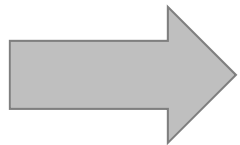
Potpourri of  
texts, numbers,  
tables, diagrams

# **Develop a data-based core claim**

---

Communicate value effectively

Convince customers that our product is an appropriate solution for certain problems



**Sell more products**



# What we want to convey

---

A persuasive core claim

A powerful key message



---

**Concise**

Short and to the point

**Clear**

Easily understandable

**Credible**

Endorsed by reliable sources

**Consistent**

Repeated in a uniform way

...

Something your Customers **Care** about

?

# ?

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The biochemical /  
pharmacological  
mechanism ...

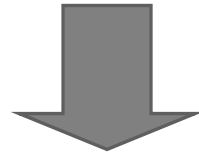
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Sell the product,  
not the mechanism

# ?

---

The study has shown:  
Our antihypertensive  
product lowers blood  
pressure effectively



Ticket of  
Entry Only

---

Sell the product,  
not the study

# Be brief

---

**K**ee**p** **i**t **s**hort and **s**imple

**Kiss**

... Keep it super short

# A Powerful Message

---

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



# Attention

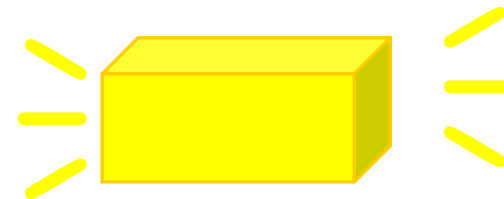
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More  
volatile  
than



ether

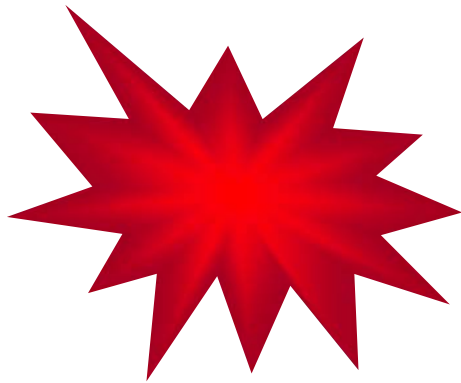
More  
precious  
than



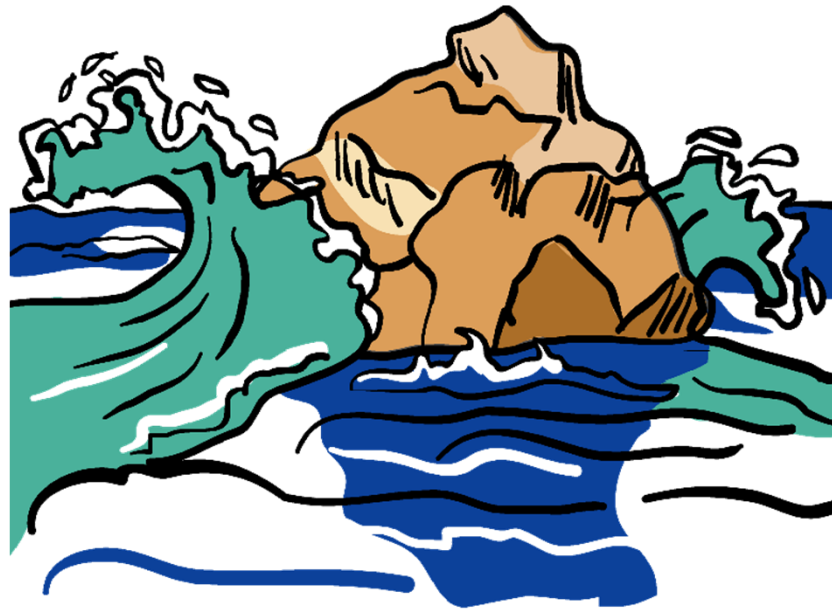
gold

# First Step

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Make the viewer  
curious and  
interested



# The Sale Before the Sale

# Capture the Prospect's Attention

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Your awareness program

Your attraction factor

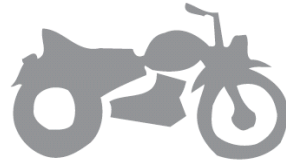
Eye-catchers  
attracting attention?

# What Gets the Most Attention

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abc

Text



Machine

1

?

2

?



Pattern



Eyes

3

?



Face



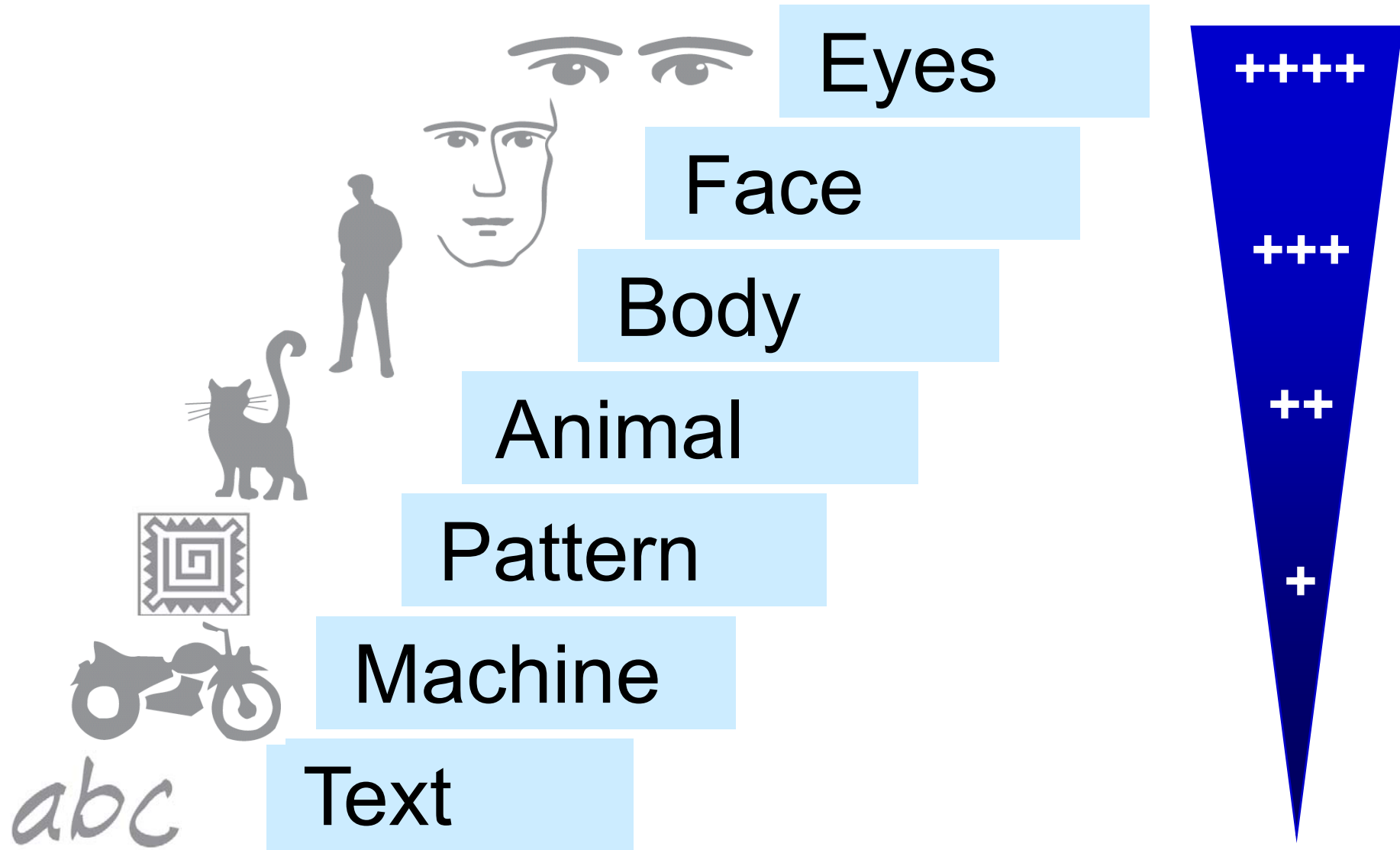
Body



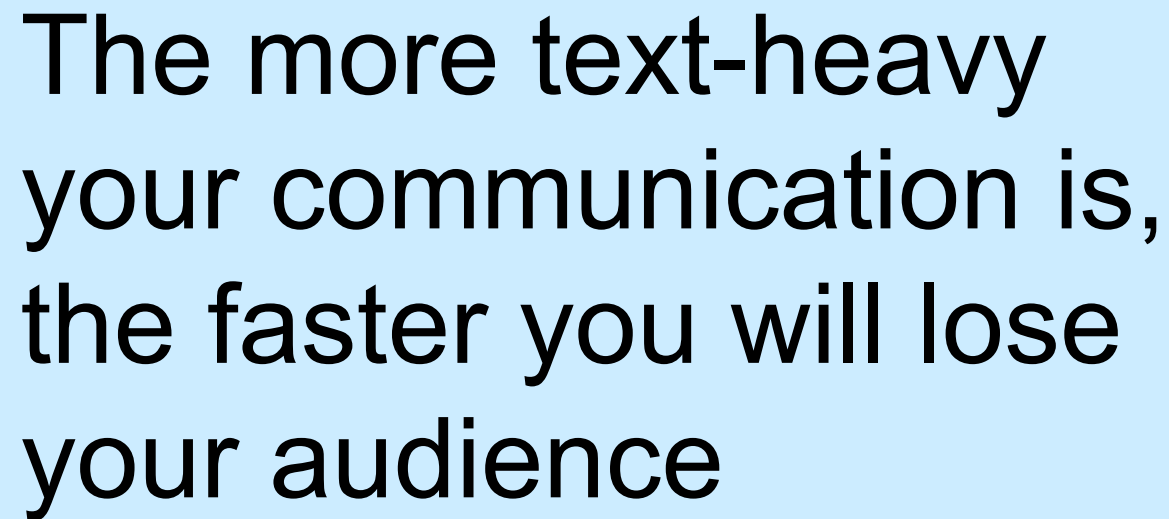
Animal

# Ranking Attention-Grabbers

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The more text-heavy  
your communication is,  
the faster you will lose  
your audience

# Words That Spark Attention

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- First

- New

- Conclusion

- Patient

- Benefit

- Advantage

- Value

- ...

- Lessons learnt at ...

- Progress in ...

- Just presented at ..

- Advances in the management ...



# Give a Precise Number

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Key  
conclusions

The **3**  
key conclusions

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Mindshare → Market share

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**Attention:** Arouse interest for content

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

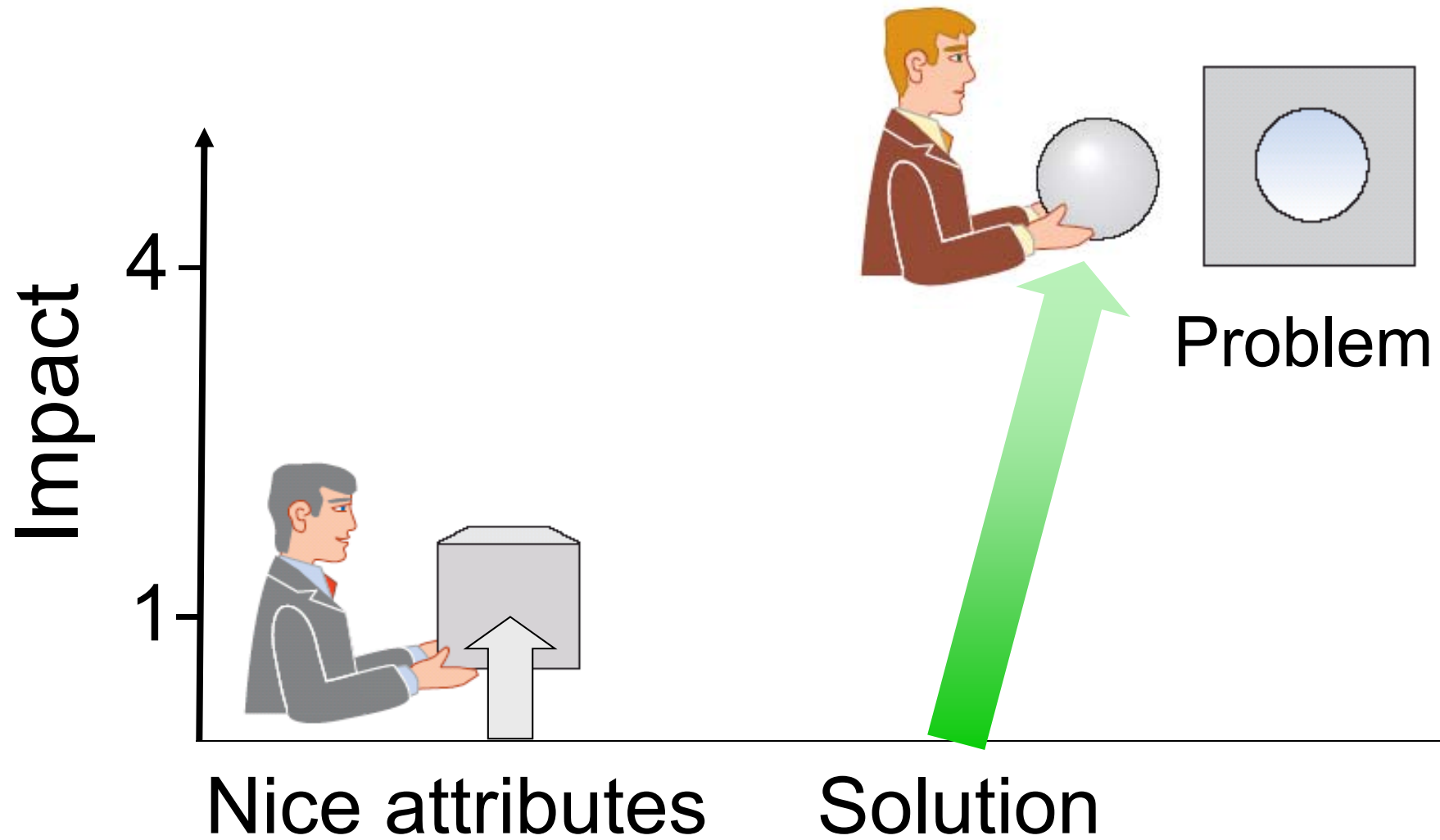
**Superiority:** Show unique value

**Validation:** Support with reference

**Behavior:** Ask for action

# Message

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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?

# Benefit

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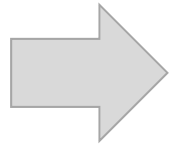
You provide value

You make a difference:

You improve the client's  
condition by ...

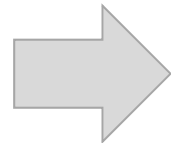
# Types of Human Needs

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## Official

- More knowledge
- Support / Cooperation



## Personal

- Appreciation and Recognition
- Feeling safe
- *More free time*
- *Entertainment*
- *Gifts or money*



# Complaints by Sales Reps

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The prospect did not return my call

I cannot get any appointments

... Become more interesting  
Provide more value

# Give Value: "Content Marketing"

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Create and communicate relevant content

"Valuable information that's too good for your prospects and customers to throw away"

## Examples

- Background information and new trends
- How-to-guides and checklists
- Recommendations from societies
- Summary of published articles

[www.content-marketing-in-pharma.com](http://www.content-marketing-in-pharma.com)

# A Powerful Message

---

**Attention:** Arouse interest for content

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# Unique Selling Proposition (USP)

---

Competitive Advantage

Deliver unique value

# The Competitor

---

- Don't mention the other brand name
- Don't bad-mouth the competition
- Ask a question about an item where your product is superior, for example  
*"How important is convenience?"*

Your products are special. Your people are more knowledgeable. Your service is better.

# Blue Ocean Strategy

Make the competitors irrelevant

Be a pioneer or trendsetter

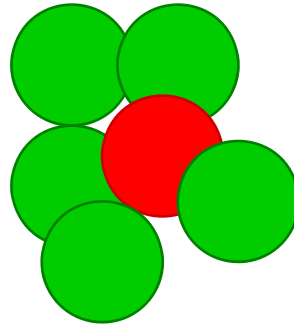
W. Chan Kim, Renee Mauborgne: Blue Ocean Strategy: How to Create  
Uncontested Market Space and Make the Competition Irrelevant

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

Apple, Starbucks, Ebay, Amazon, Cirque de Soleil



# Be Unique and Remarkable



"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



---

**Attention:** Arouse interest for content

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

**Superiority:** Show unique value

- **Validation:** Support with reference

**Behavior:** Ask for action

# Validate Your Claims

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Give proof that your product  
will perform as you say it will

Endorse your message  
by reliable sources ...

# Validation

---

- Study results
- Publication
- Expert quote
- Market numbers
- Guidelines
- Clinical case study
- ...

---

**Attention:** Arouse interest for content

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

**Superiority:** Show unique value

**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

---

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: Physician

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

# **Ask for Action: Patient**

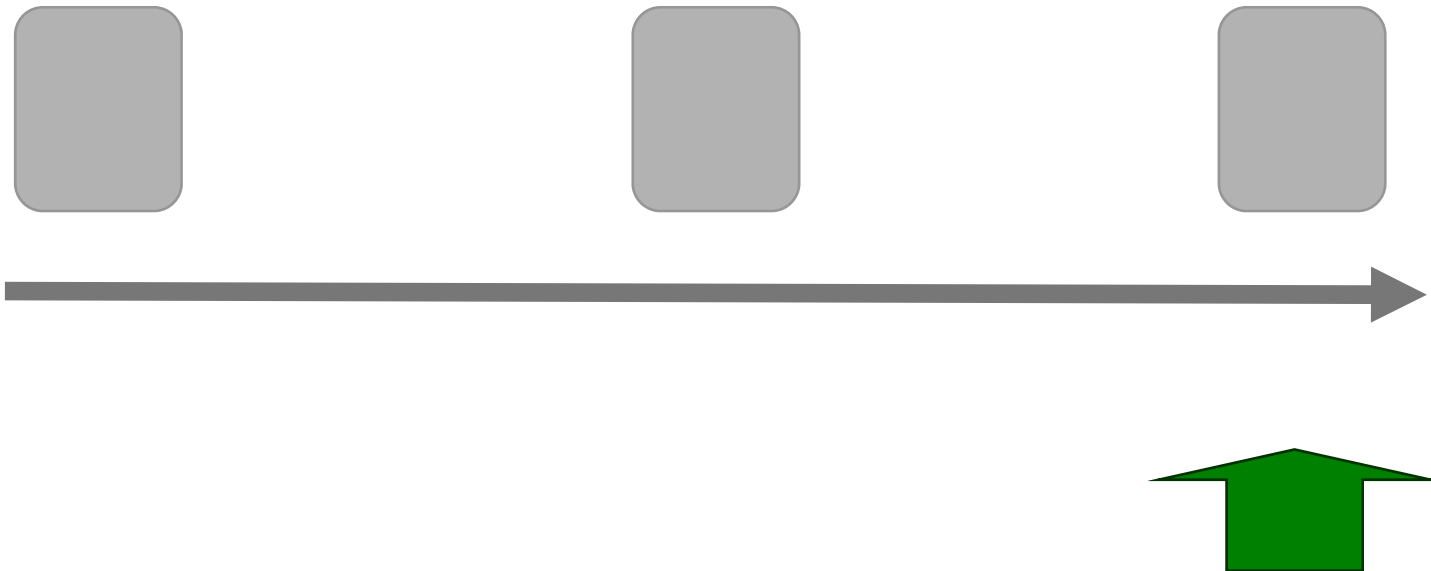
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- Visit the patients' website
- Download a questionnaire
- Ask the doctor about it



# Best Point in Time

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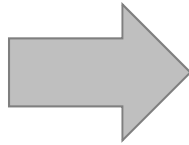


# Give Options

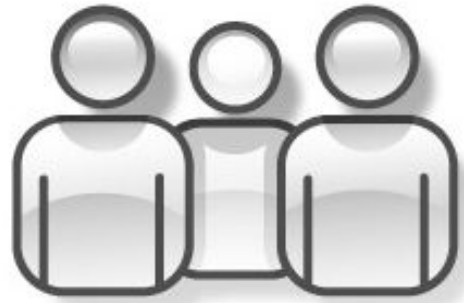
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Turn the customer's question from

“Should  
I act?”



“Which option  
should I choose?”



# Engage

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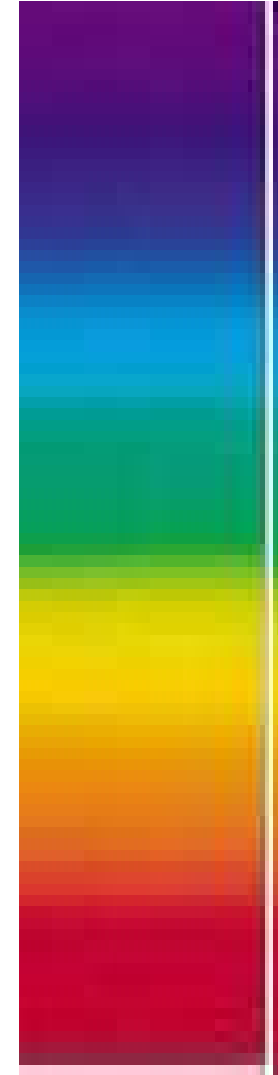
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# Modes of Expression

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Address all senses  
to create a memorable  
customer experience:

Develop a  
powerful brand



# **Make Products Come Alive**

---

## **Address Emotions**

To the rational aspect of the brain  
you must add the emotional dimension

**Feelings: Trust, Confidence, Caring**

You want to make your brand  
an object of interest

# The Power of a Brand



"You should require less time to find customers, because the customers are finding you"



# Terminology

Positioning

Product Personality

Value Proposition

Brand Equity

Brand Personality

Brand Identity

Crystallized Brand Promise

Brand Benefit Edge



# "Brand Diamond"

Brand Name

Brand Logo

Brand Colour

Key Words

Key Visuals

Key Audio

Note: There are different versions

# Branding Guidelines

"Brand Book" or "Brand Manual"

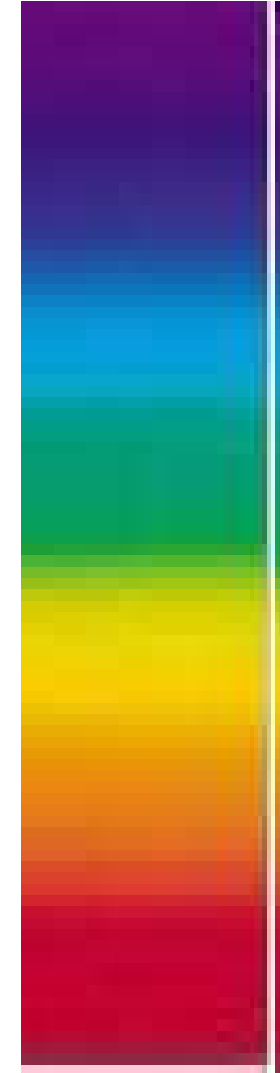
**Aim:** Realize a uniform, consistent, easily recognizable, global brand design by aligning communication activities

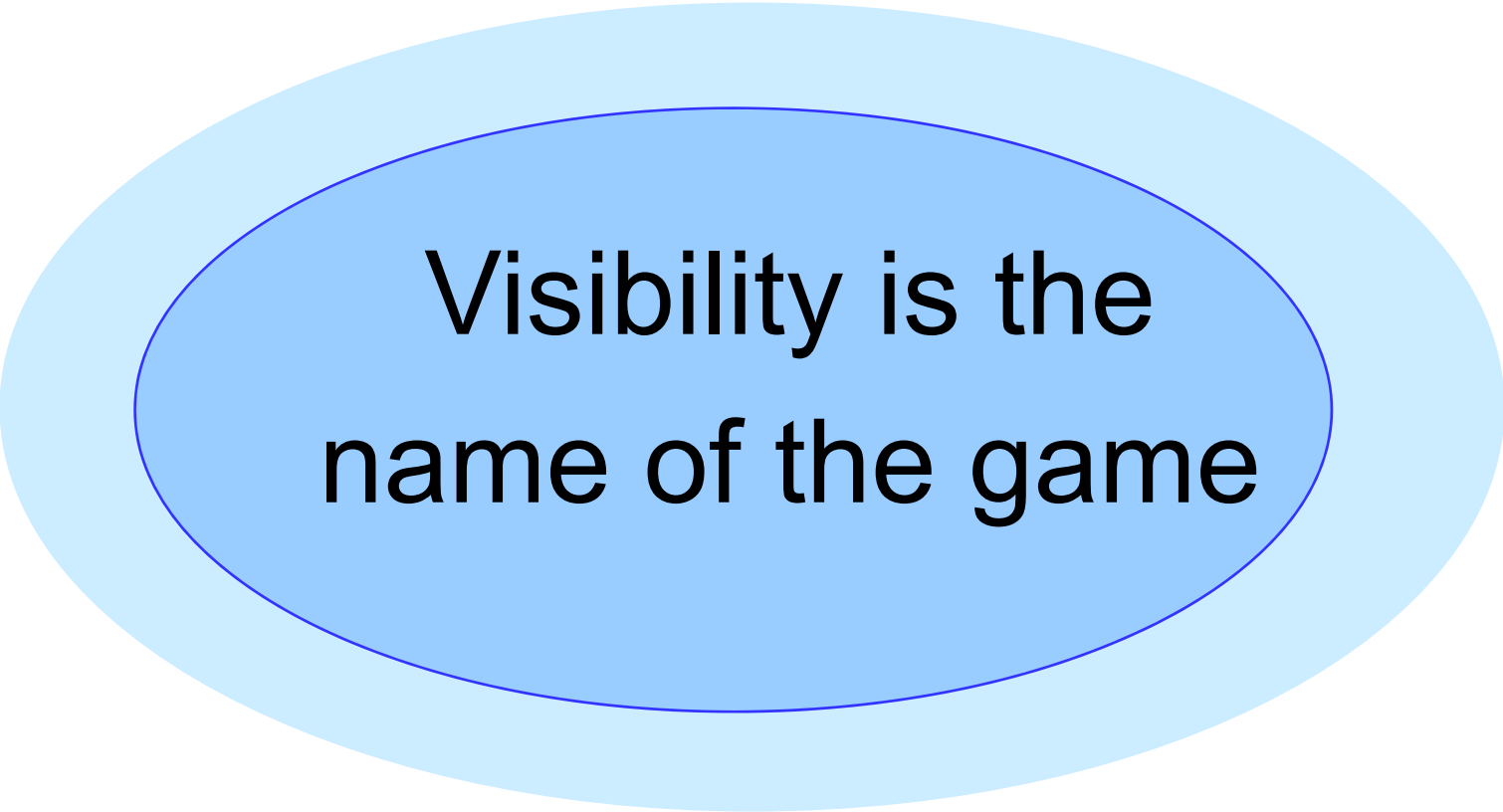
Local agencies should always use these brand elements

# Modes of Expression

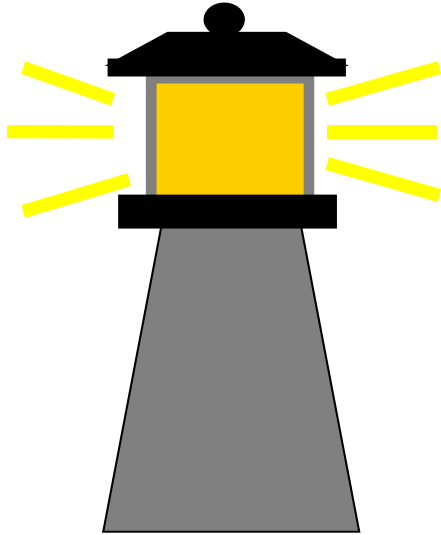
---

- **Trademark**  
**Brand vocabulary**  
**Core message**  
**Bullet points**  
**Important number**  
**Memorable marks**  
**Easy legibility**  
**Proven layout**  
**Right colour**  
**Comprehensible tables**  
**Convincing graphs**  
**Compelling visuals**  
**Give-aways**





**Visibility is the  
name of the game**



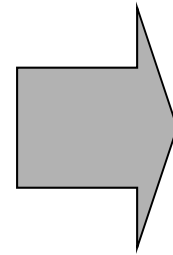
Create a  
Lighthouse  
Identity

Brand name  
in study name?

Rename or  
modify the  
study name

---

**Scandinavian  
Simvastatin  
Survival  
Study**

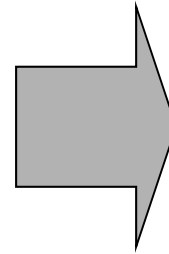


**Zocor  
Survival  
Study**

**Merck & Co**

---

**I**nternational  
**N**ifedipine once-daily  
**S**tudy:  
**I**ntervention as a  
**G**oal in  
**H**ypertension  
**T**reatment

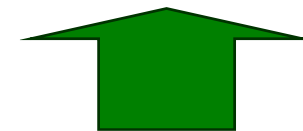
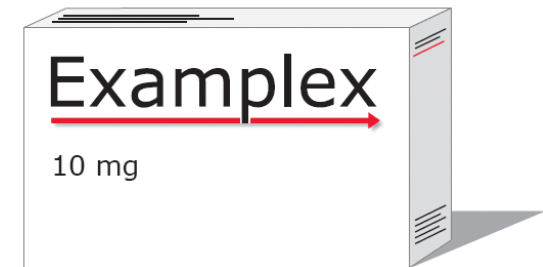


**Adalat<sup>®</sup>**  
INSIGHT  
Study



# Show what you sell

---



Packshot

# Modes of Expression

---

## Trademark

**Brand vocabulary**

**Core message**

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**Give-aways**

**Verbal  
= Language**

# Modes of Expression

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# Dictionary

---



Forge your identity  
with the right words

Use only those terms that  
convey your message

# Dictionary I

---



- Exampless
- Substantin
- convenient
- solution
- very good
- improves
- clinical outcome
- saves time
- faster
- advantage
- physiological

# Dictionary II

---

- Exampless
- Substantin
- Highly active
- Antibiotic
- Bacterial infections
- Acute exacerbations of chronic bronchitis
- Effective
- Treatment
- Rapidly travels to the site of infection
- Provides fast clinical recovery



# Alternatives to "Prove"

---

## Avoid

- Prove

## Prefer

- Validate
- Document
- Confirm
- Highlight
- Emphasize
- Underline

# Use Attractive Headlines

---

- Analysis of the ABC trial
- Abstract "
- Results "
- Summary "
- Conclusions "
- Lessons learned "



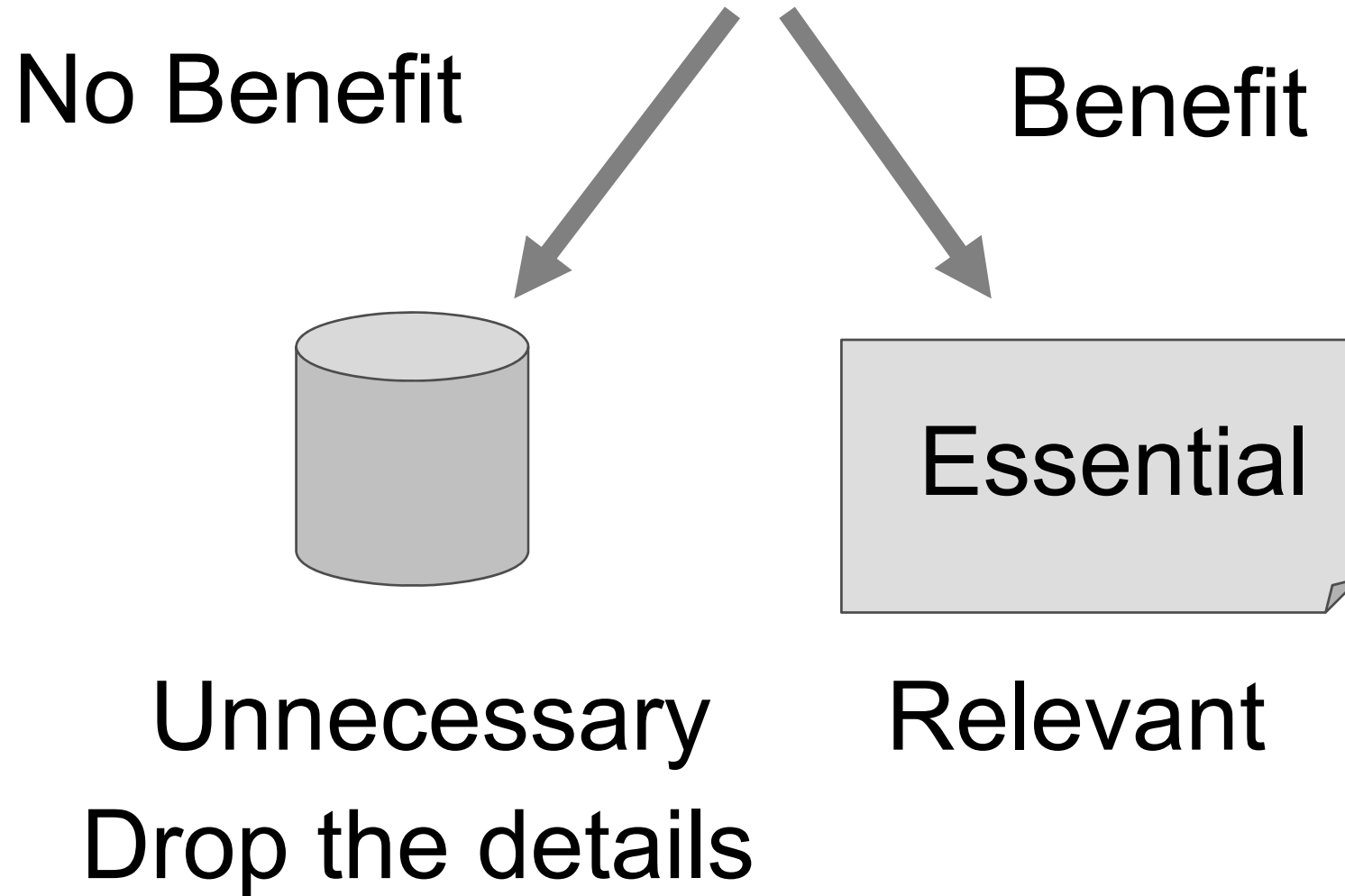
# Modes of Expression

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# Decision Criterion

---





With language you are playing  
an incredibly dangerous game

Frank Luntz: Words that work

# Be Aware

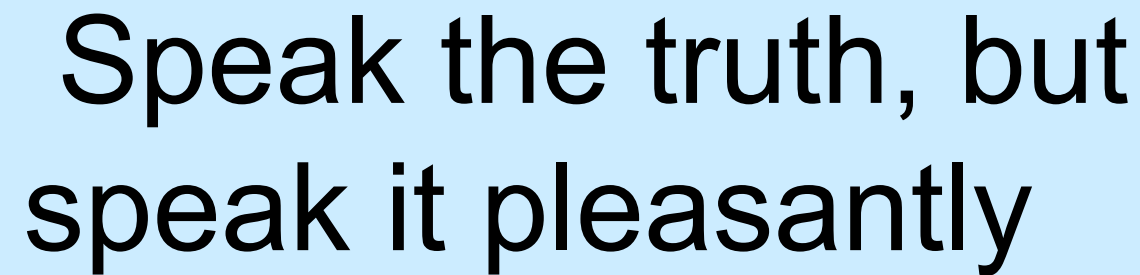
---



Loose lips  
sink ships



---

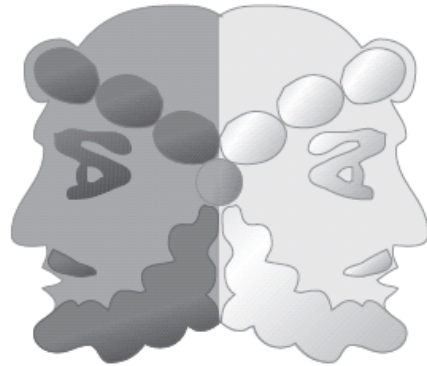


Speak the truth, but  
speak it pleasantly

Zarathustra

# Language

---

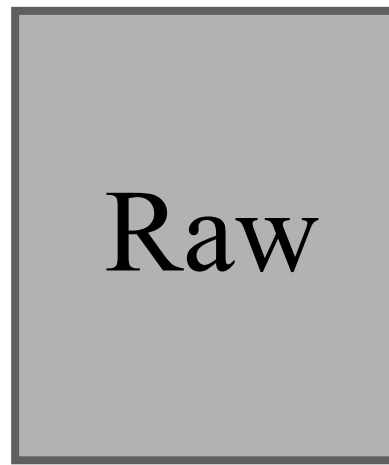


Words with

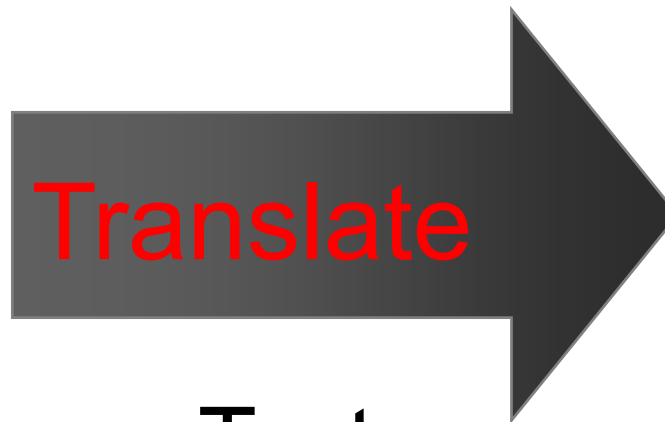
Positive interpretations

Optimistic connotations

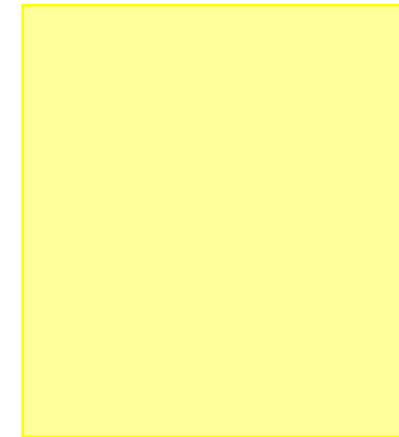
Agreeable implications



Original



Text

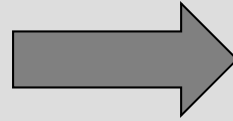


Edited

Choose positive wordings

Express things in favourable terms

-



+

Examp<sup>lex</sup>  
reduces  
mortality

Examp<sup>lex</sup>  
prolongs  
survival

Examp<sup>lex</sup>  
improves  
survival



-

+

Fewer side  
effects

Better  
tolerability

-

+

No titration  
necessary

Easy to use  
No titration necessary

-

+

Less treatment  
discontinuation

Better treatment  
adherence

# Modes of Expression

---

**Trademark**

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**Compelling visuals**

**Give-aways**

# Continuous Text

# Bullet Points

---

Format your text for clarity and easy reading. Your headline has grabbed the reader's eye. She's reading what you've got to say with interest and curiosity. Bullet points highlight the information you want to emphasize. Which is clearer, continuous text or text laid out using bullet points?

- Attention
- Interest
- Clarity

# Number of Bullet Points

---

Uneven

Even

3

Make lists of three

# Modes of Expression

---

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# Numeric Identity

---

Zovirax: Reduction of  
herpes recurrences

75%

Captopril: Reduction of  
cardiovascular morbidity

20%

Versatis: Responder rate  
in Post-herpetic neuralgia

62%



# Modes of Expression

---

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**Visual**

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- Compelling visuals**
- Give-aways**

# Typography

Charts

Font Size

> 30 pt



# Modes of Expression

---

**Trademark**

**Brand vocabulary**

**Core message**

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● **Proven layout**

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**Give-aways**

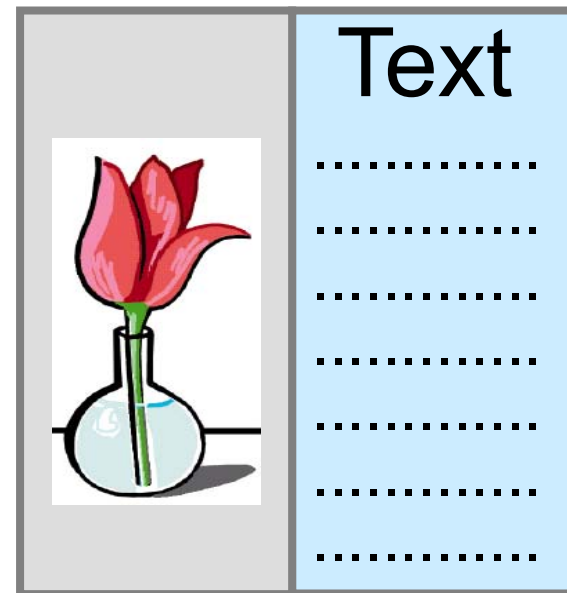
# Layout

---

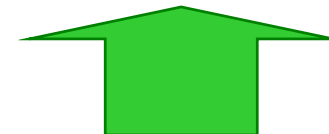
## Page Architecture

Composition of text and image

How do you arrange the elements?

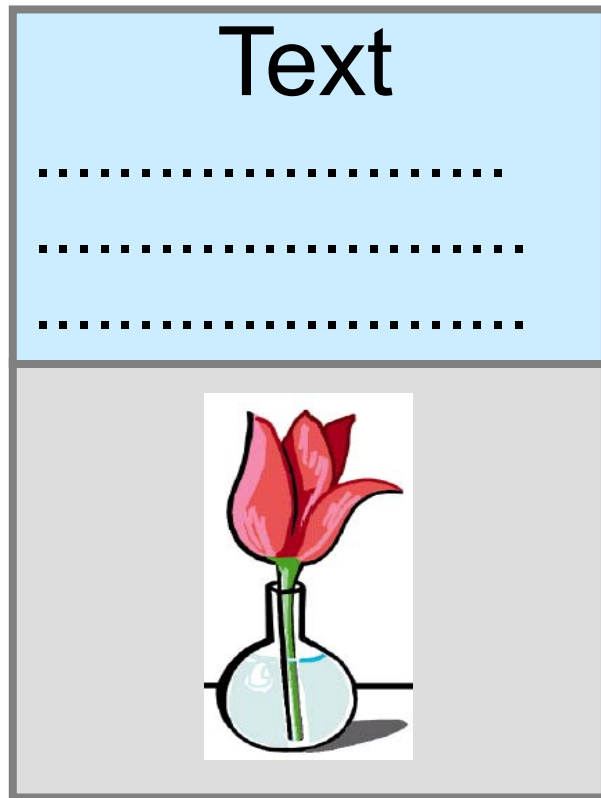


?

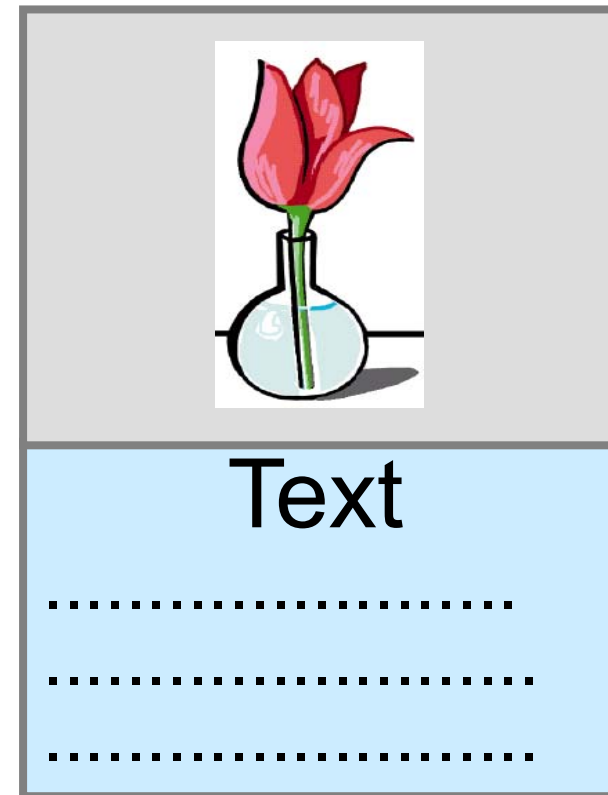


# Horizontal

---



?





# Precious Space

---

Which are the **first** and which are the **second** elements to be read in a piece?

Headline

1

First words of copy

☐

Last words of copy

☐

Words underneath the photo

2

---

# Case Study

# Glomerular Filtration Rate

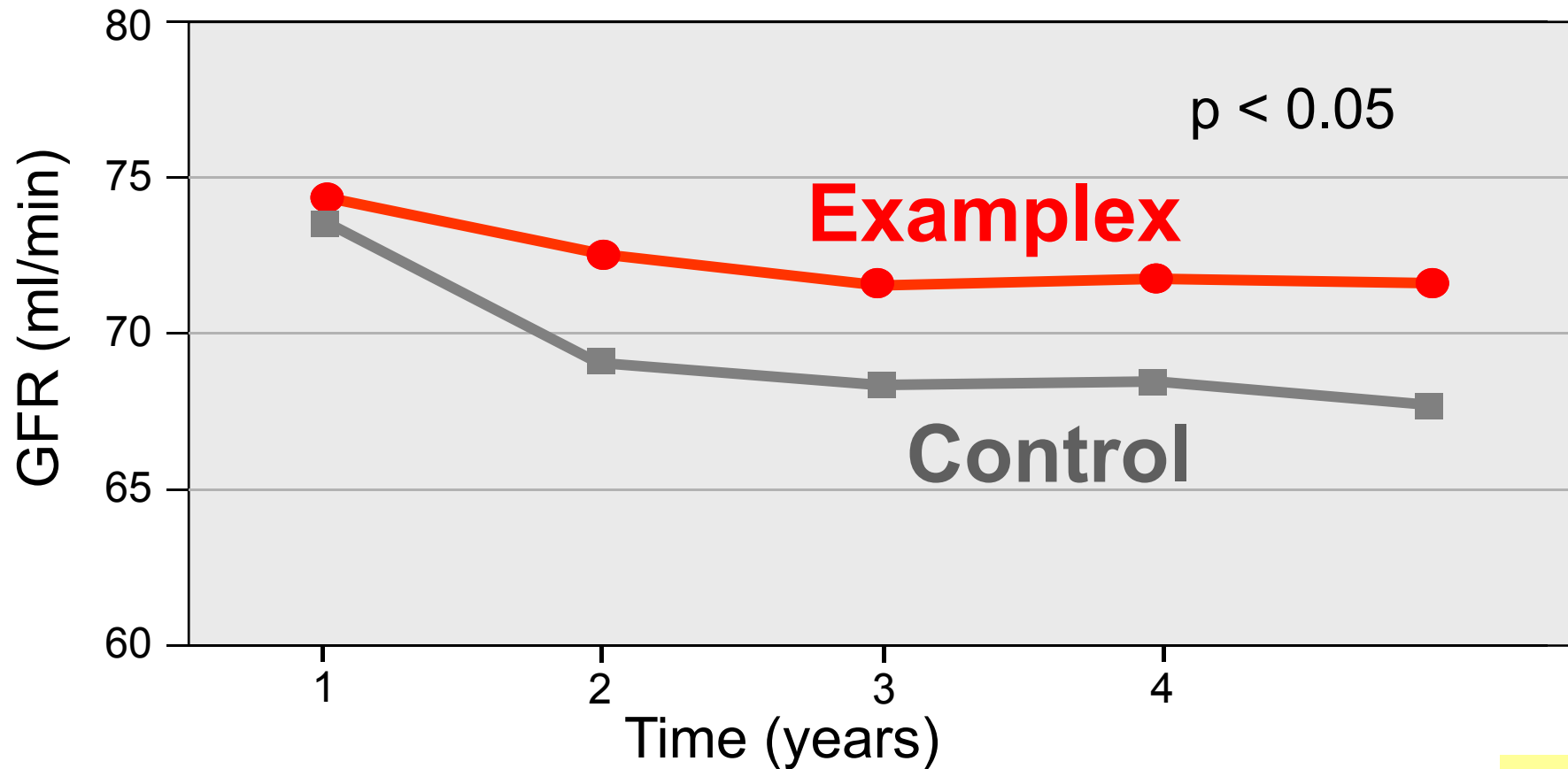
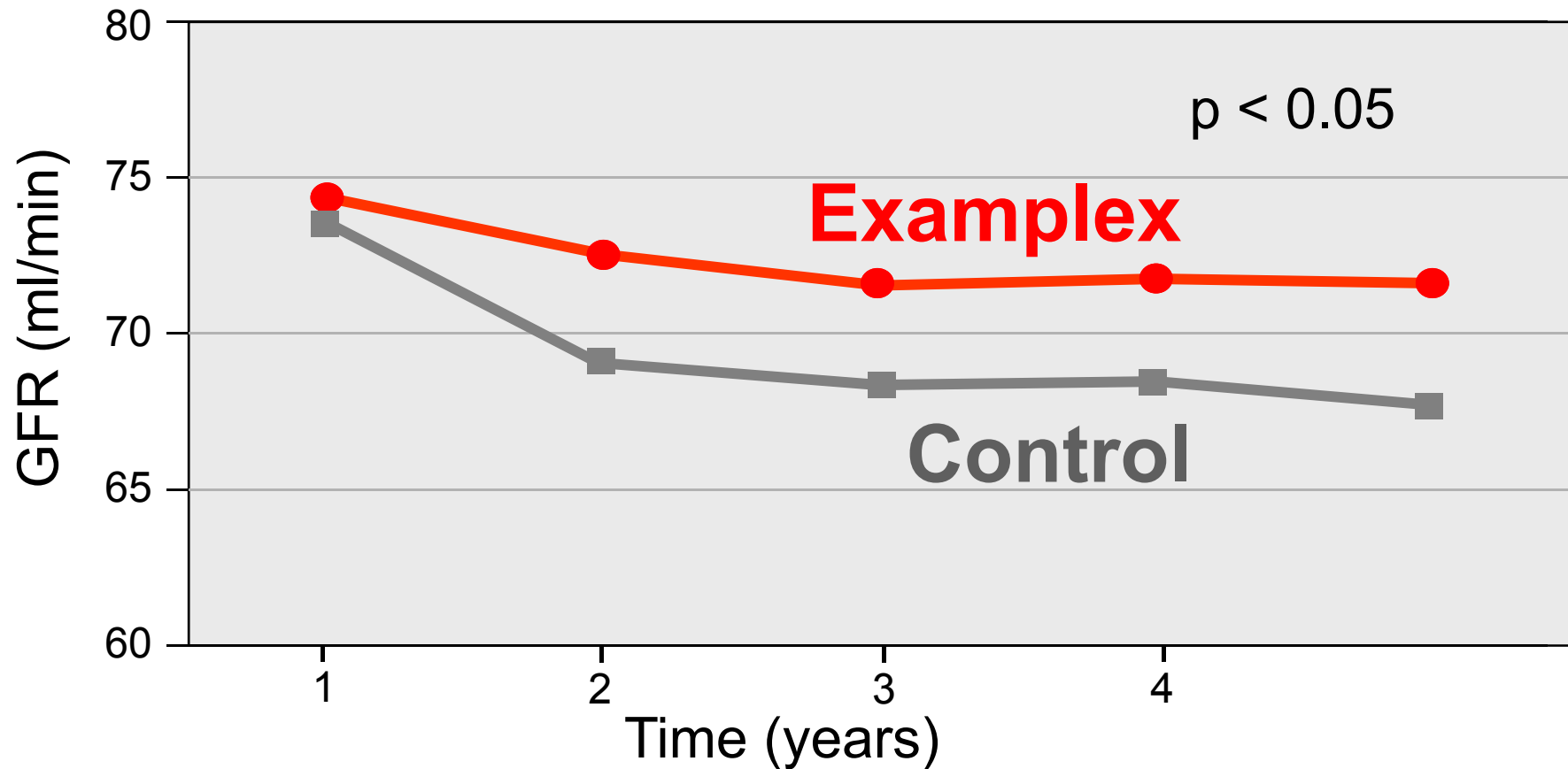


Figure 3: Analysis of data from measurements of glomerular filtration rate in the two treatment groups

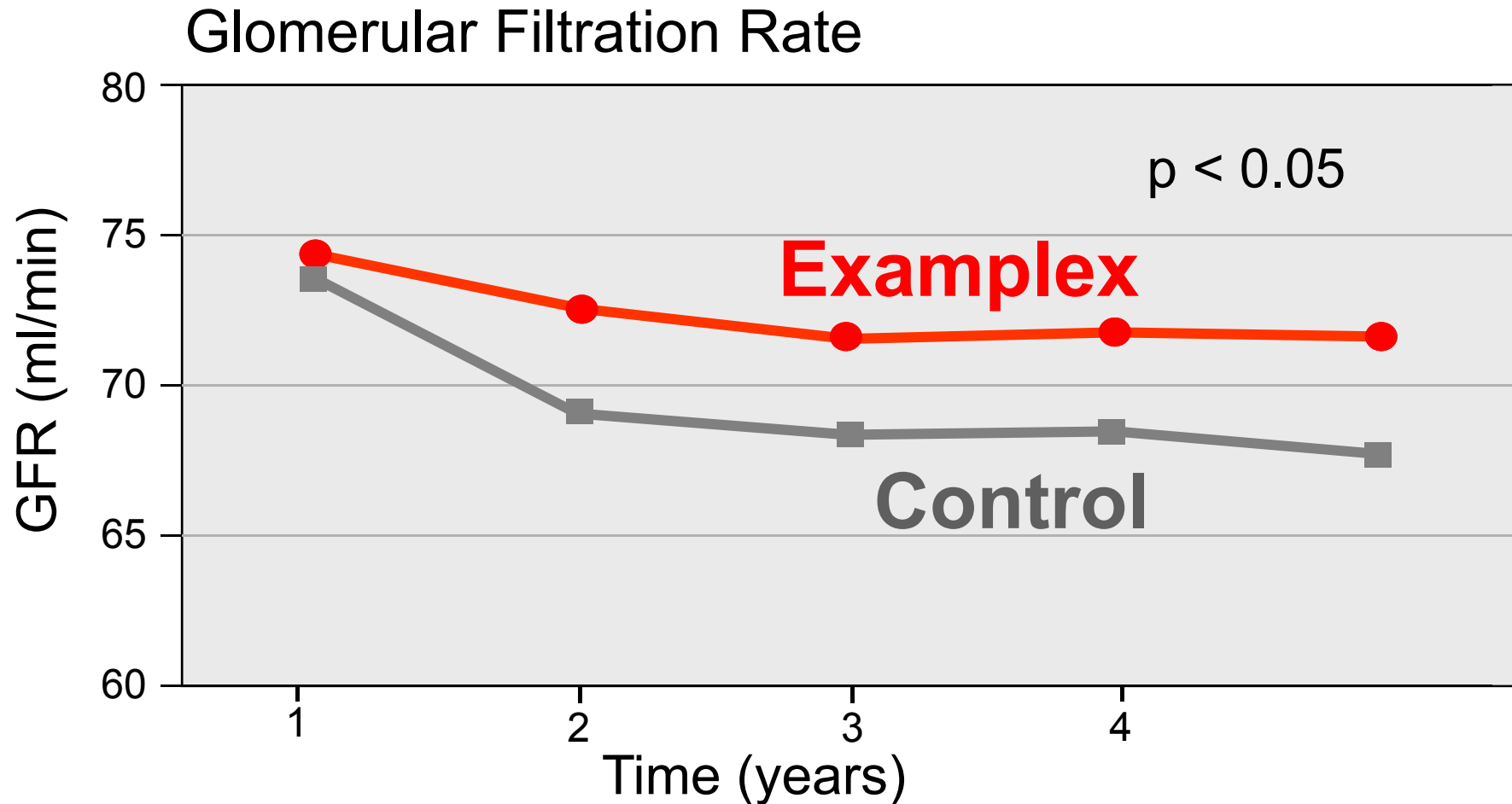


# Glomerular Filtration Rate ?



Better preservation of renal function with Examplex

# Renal Function



Better preservation of renal function with Examplex

# Modes of Expression

---

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**Core message**

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**Comprehensible tables**

**Convincing graphs**

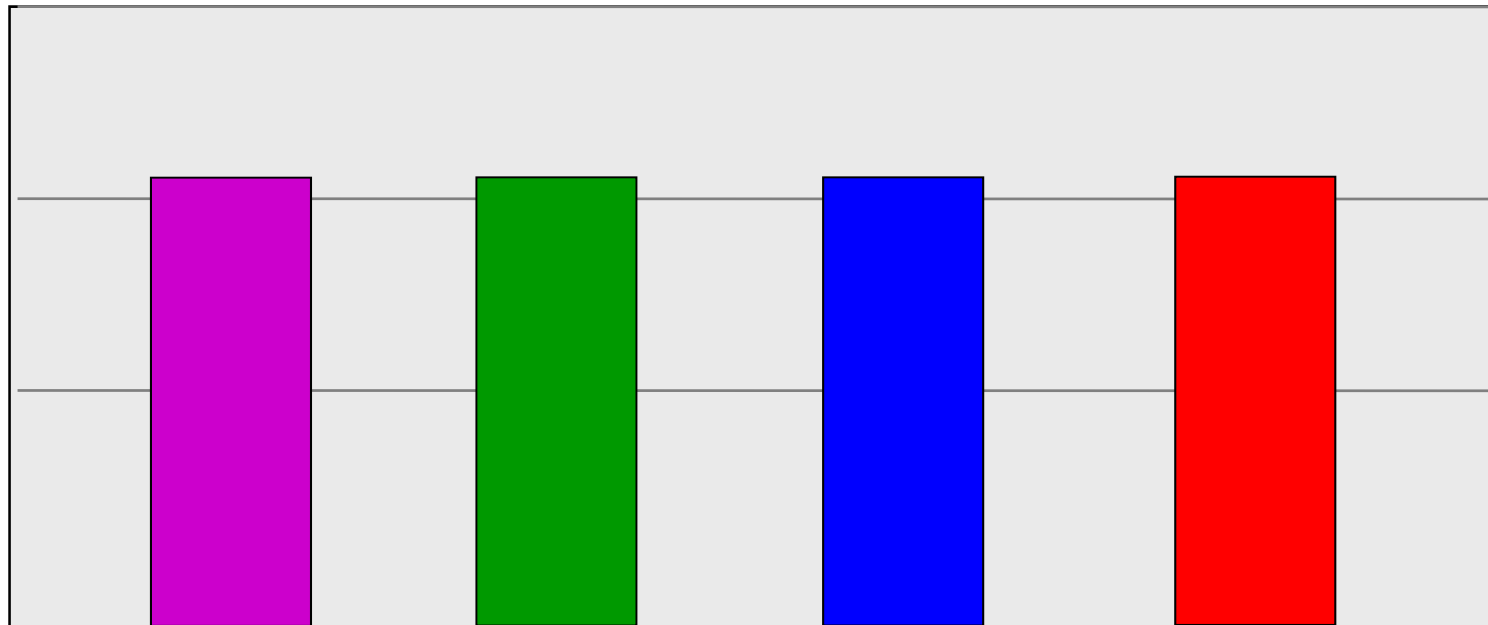
**Compelling visuals**

**Give-aways**

# The Product Column

---

Use Your Brand Color



**Purple**

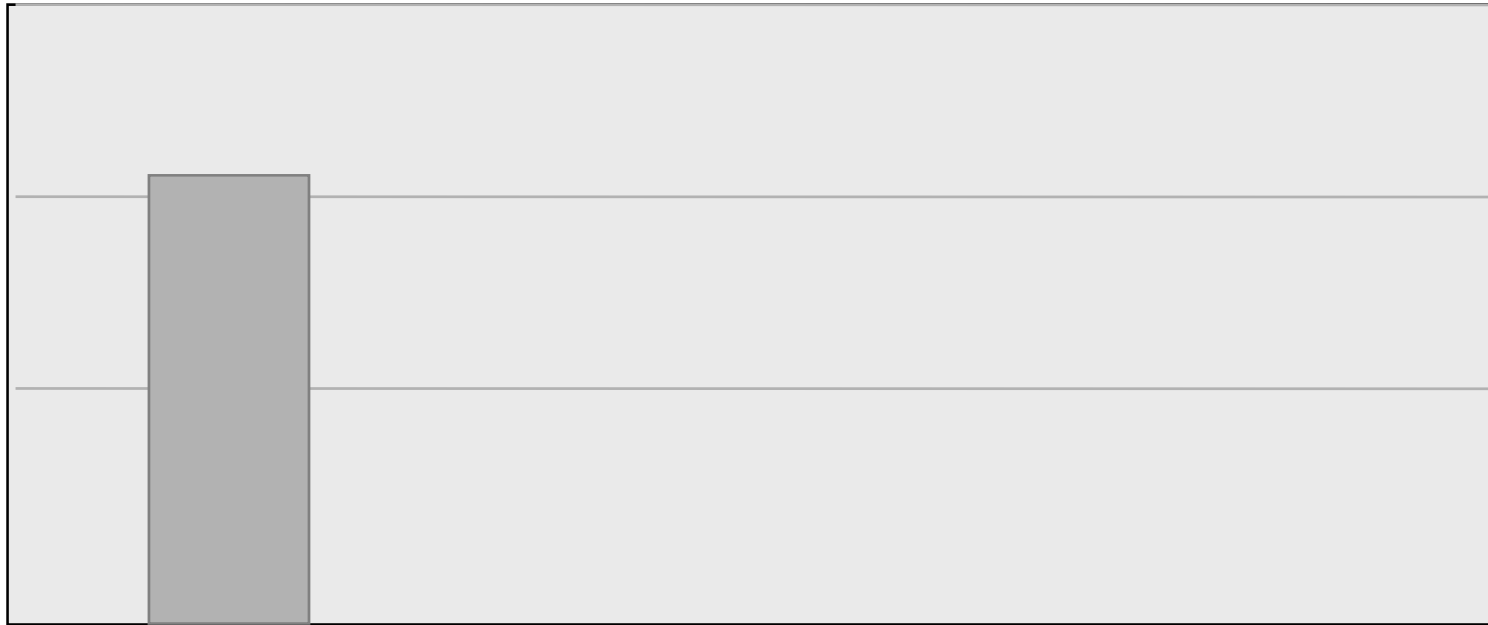
**Green**

**Blue**

**Red**

# The Placebo Column Colour

should be ... inconspicuous



e.g. **Grey**



# Modes of Expression

---

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**Proven layout**

**Right colour**

**Comprehensible tables**

**Convincing graphs**

● **Compelling visuals**

**Give-aways / Acoustic branding**

# The Impact of Images

---

Visual information

works at a subconscious level

Use pictures, illustrations and symbols to support your claim

← Brand's "Image Library"

# Modes of Expression

---

**Trademark**

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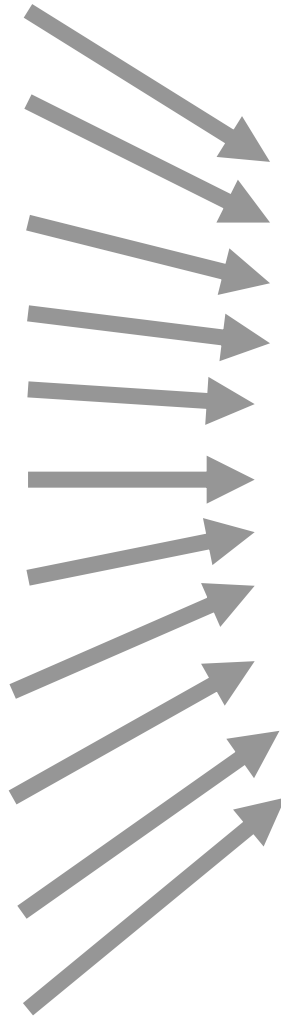
**Convincing graphs**

**Compelling visuals**

● **Give-aways**

# Alignment

---



A brand  
addressing  
all senses

---

**Framework:** Goals, Time, Markets

**Analysis:** Identify 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

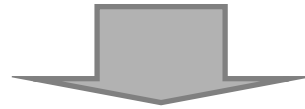
**Success Criteria:** Define performance indicators

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

# The Draft Testing Cycle

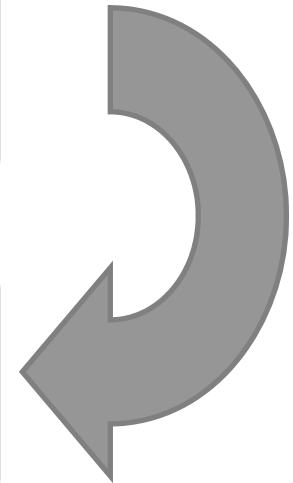
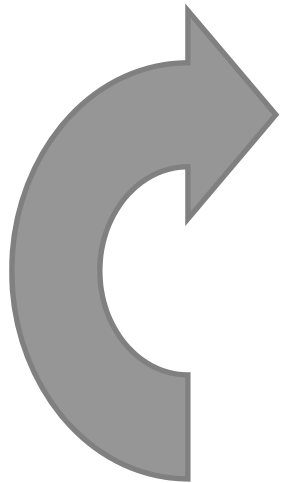
---

Prepare a  
preliminary version



Test it = Try it  
Get rapid feedback

Adjust = Fine-tune  
Adapt to feedback



# Rapid Prototyping (Pilot Projects)

---

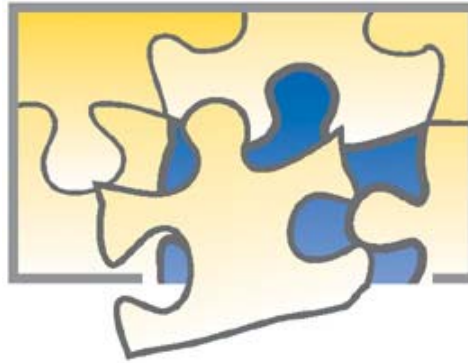
- Ask good questions
- Listen to customers
- Adjust to feedback

"Fail faster and succeed sooner"



# Find the Pieces That Fit

---



# Content Marketing

---

Work on content  
before you worry  
about the delivery

A channel is  
only as good  
as its content

---

**Framework:** Goals, Time, Markets

**Analysis:** Identify 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

# Multi Channel Management

---

Integrated implementation  
across multiple channels

Choose the communication paths  
that your target audience prefers

Start a dialogue with your clients

# Channels: Overview

---

Experts

Events

Scientific publications

Personal contacts

Market research

Electronic media

Public relations

Advertising

Sales force

Direct marketing

Additional options

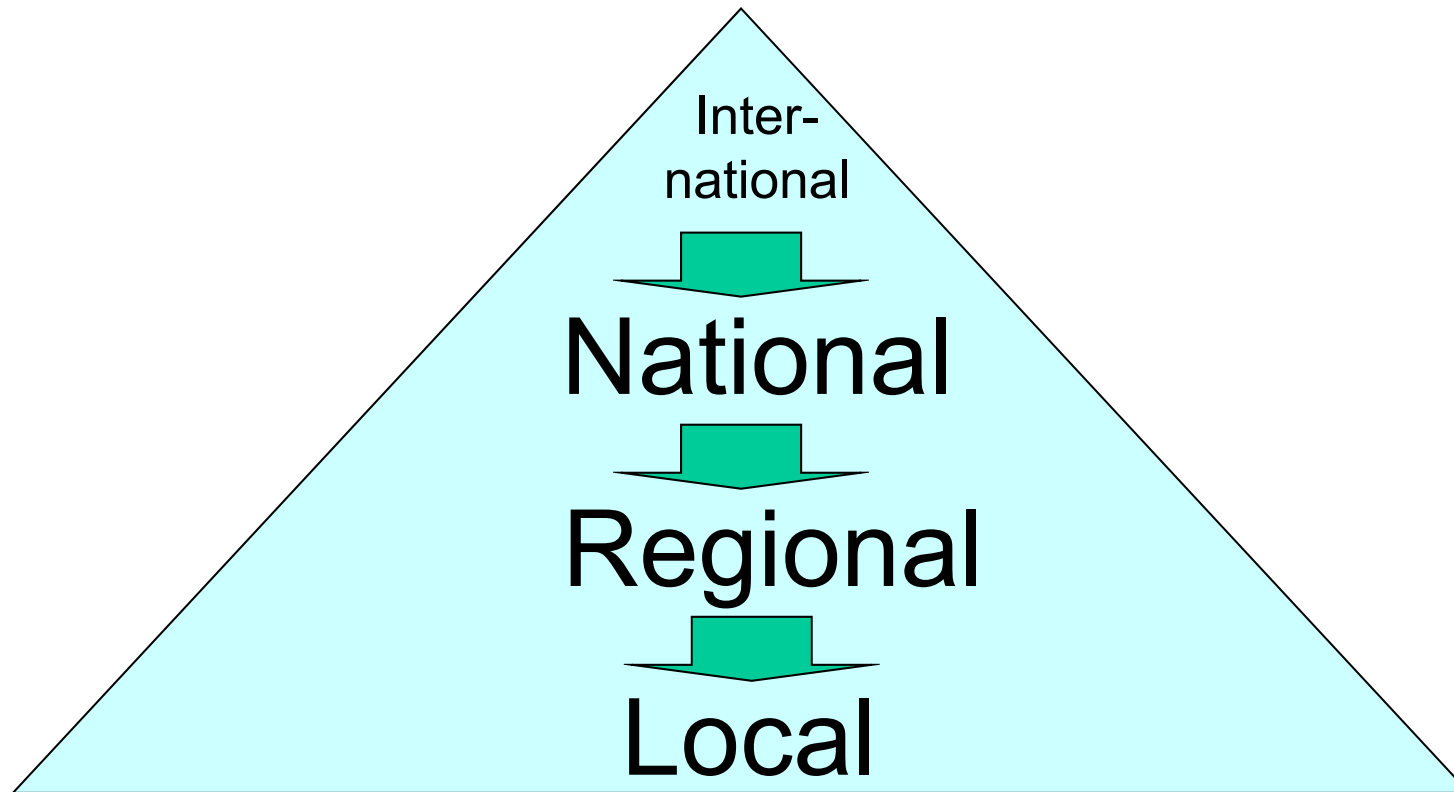
# Communication Channels

---

- **Experts:** Individuals, advisory boards, professional societies  
**Events:** Conferences, workshops, presentations ...  
**Scientific publications:** Abstracts, articles ...  
**Personal contacts:** Connect and network with people  
**Market research:** Interviews, focus groups ...  
**Electronic media:** Websites, videos, social media ...  
**Public relations:** Engage the media, work with journalists  
**Advertising:** Print and electronic adverts, brochures ...  
**Sales force:** Train and motivate representatives ...  
**Direct marketing:** Print and electronic mailings, telephone service hotlines, call centers ...  
**Additional options:** Continuing medical education, clinical studies, sponsorships, self-help groups, imaginative actions ...

# Opinion Leader Sequence

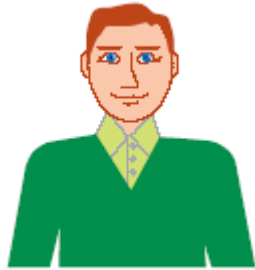
---



Contact them in the right order!

# Organize Workshops

---



Invite Experts and Key  
Opinion Leaders (KOLs)



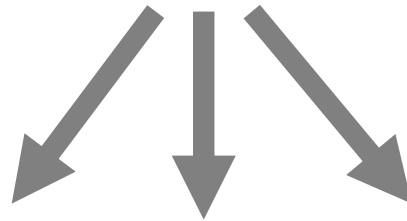
Let the Educators educate  
themselves



# Endorsement Options

---

Establish regular contacts to facilitate a good cooperation



Individual  
Opinion  
Leaders

Expert  
Panel  
Meetings

Conferences  
of Medical  
Societies

# The Forgotten Heros

---



Benefit from the contacts already established by the 'Medical Team'

Clinical  
Investi-  
gators

- Include them
- Involve them
- Invite them

Turn investigators into advocates

# Talent Scout Mode

---

Look for

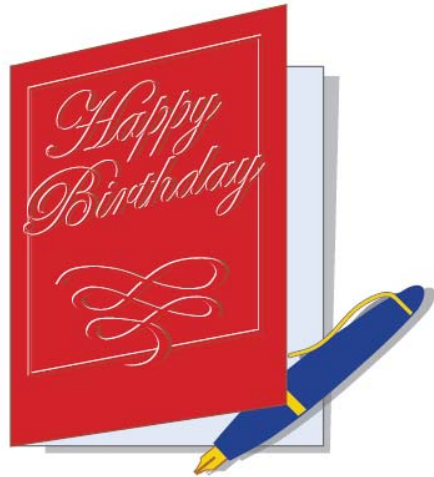
- "Young Lions",
- "Emerging Stars"
- "Rising Stars"
- "Emerging Scientific Leader"
- "Potential Thought Leaders"



➔ Establish contacts with future KOLs early

# Bridging the Gap

---



Maintaining  
regular  
contacts

Between your company  
and thought leaders

Marketing

Medical Liasion

Scientific Relations

Who?

# Forms of Cooperation

---

- Visualise data in charts
- Facilitate a publication
- Invite to participate at workshop
- Invite as speaker to an event
- Invite as chairman to an event
- Member of an advisory board
- ...

# Communication Channels

---

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telephone service hotlines, call centers ...

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clinical studies, sponsorships, self-help groups,  
imaginative actions ...

# Meetings, Events, Congresses

---

Educational  
event and a

worthwhile  
experience

Create an event that  
people will remember

# Enlarge Your Network

---

Connect to your guests

Establish personal rapport



# Conference Checklist

---



Wealth  
of  
options

- Main session
- Satellite symposium
- Expert workshop
- Press activities
- Booth at exhibition
- Hand-out materials
- Hotel reservations

# Satellite Symposia

---

- Which conference?
- What attractive topic?
- Who as speakers, chairpersons?
- Which support for travel, slides?

Meet speakers and chairpersons before the event

# The Exhibition Booth

---



- Make your brand visible
- Structure: The higher the better
- Keep it interactive
- Use images

# Communication Channels

---

**Experts:** Individuals, advisory boards, professional societies

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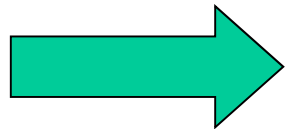
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telephone service hotlines, call centers ...

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imaginative actions ...

# Publication Strategy

---

- Abstract
- Report by journalist attending the conference
- Original article
- Editorial
- Subset analyses
- Review articles
- Publications in languages other than English



Quotable references

- Pocket Guide: Practical help

# Consistency in Words

---

Use identical vocabulary and terminology in

- Publications
- Press releases
- Advertisements

# Communication Channels

---

**Experts:** Individuals, advisory boards, professional societies

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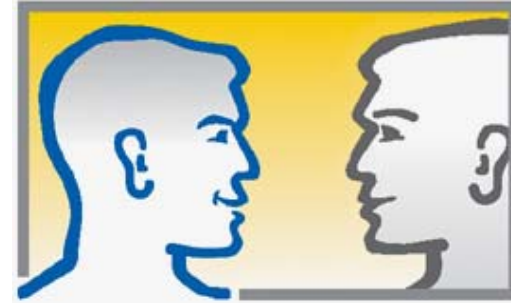
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imaginative actions ...

# Human Relationships

---



You **never**  
have a relation-  
ship with an  
organization

You **always**  
have a relation-  
ship with an  
individual

... It's always personal



# Communication Channels

---

**Experts:** Individuals, advisory boards, professional societies

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clinical studies, sponsorships, self-help groups,  
imaginative actions ...

# Market Research

---

Telephone interviews

Focus groups

Workshops with doctors

...

# Communication Channels

---

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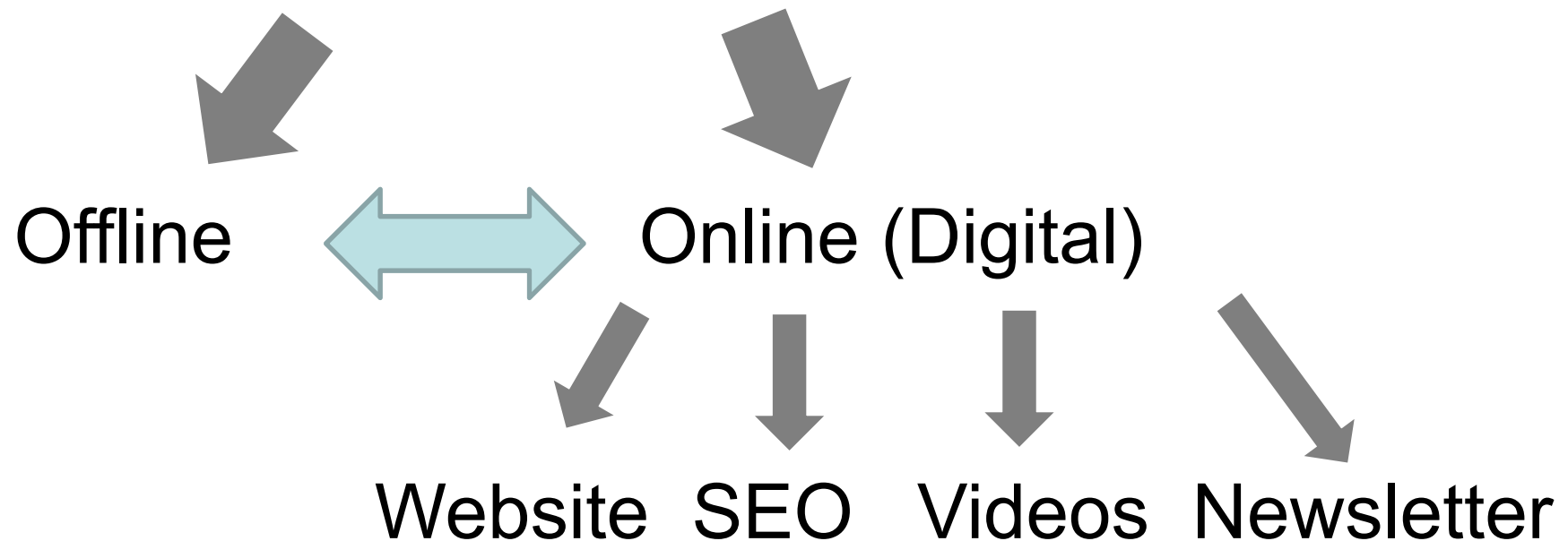
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clinical studies, sponsorships, self-help groups,  
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# Elements

---

## Marketing Strategy



SEO = Search Engine Optimization

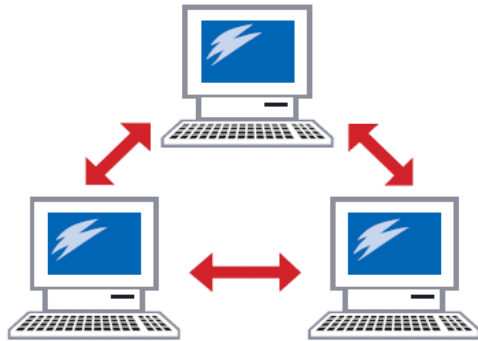
# Web

---

How happy are your customers  
with your websites?

# Using the Web

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Write clearly

Visualize

Ensure easy navigation

Promote the web address

Measure visits

Improve continuously

# Web: Investment?

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Where people start

Google Adwords

10%

Paid: Sponsored links

Organic:

90%

Search results

# Communication Channels

---

**Experts:** Individuals, advisory boards, professional societies

**Events:** Conferences, workshops, presentations ...

**Scientific publications:** Abstracts, articles ...

**Personal contacts:** Connect and network with people

**Market research:** Interviews, focus groups ...

**Electronic media:** Websites, videos, social media ...

- **Public relations:** Engage the media, work with journalists

**Advertising:** Print and electronic adverts, brochures ...

**Sales force:** Train and motivate representatives ...

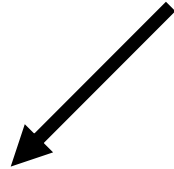
**Direct marketing:** Print and electronic mailings,  
telephone service hotlines, call centers ...

**Additional options:** Continuing medical education,  
clinical studies, sponsorships, self-help groups,  
imaginative actions ...



# Public Relations (PR)

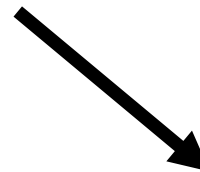
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**Healthcare  
Professionals**

Physicians  
Pharmacists

...



**General  
Public**

Patients  
Family members

...

# Communication Channels

---

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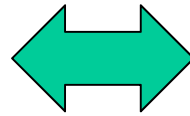
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# Challenges

---

**Sales Force**



**Marketing**

# What do Sales Reps want?

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Appreciation and higher commissions

Materials with a Convincing Message

Good reasons to see the doctor:

Always something new

Superb training

Samples

# Communication Channels

---

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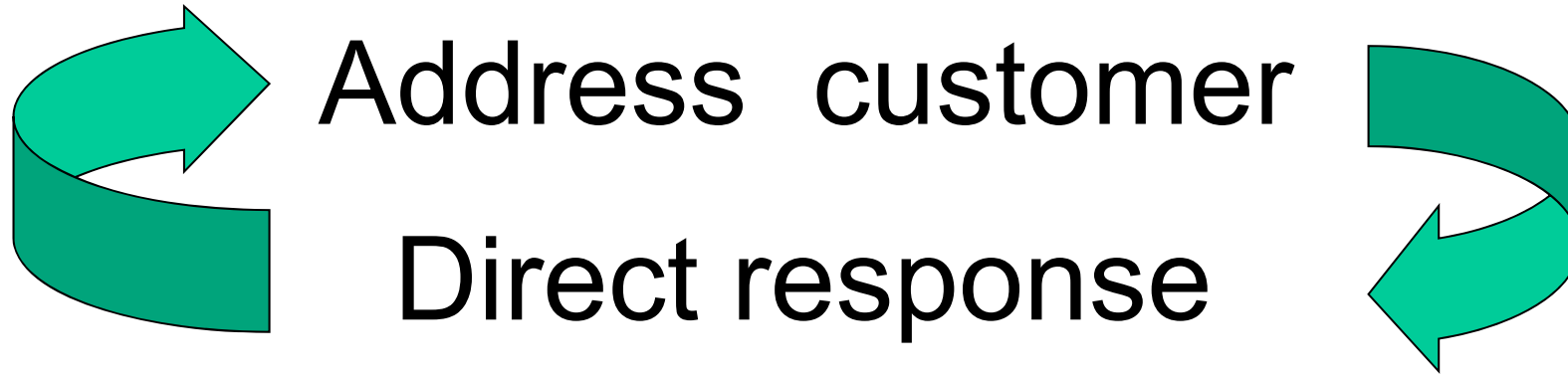
**Sales force:** Train and motivate representatives ...

- **Direct marketing:** Print and electronic mailings, telephone service hotlines, call centers ...

**Additional options:** Continuing medical education, clinical studies, sponsorships, self-help groups, imaginative actions ...

# Direct Response Marketing

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Get better every time

...

"Closed Loop Marketing"

... You need a good CRM: Collect, interpret  
and use information from customers

(and for iPads, the permission to collect all the data and transfer it to a central computer)

# Communication Channels

---

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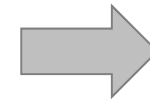
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- **Additional options:** Continuing medical education, clinical studies, sponsorships, self-help groups, imaginative actions ...

# Additional Options

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- Continuing medical education
- Clinical studies
- Sponsorships of events
- Imaginative actions
- Initiatives toward patients





# Reaching the Patient

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Brochures for patients

Newsletter

Telephone hotline

Educational website

# Multi Channel Management

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Experts

Events

Scientific publications

Personal contacts

Market research

Electronic media

Public relations

Advertising

Sales force

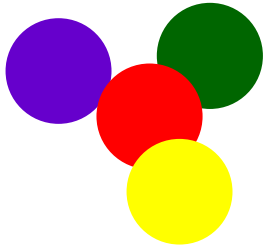
Direct marketing

Additional options

The art of  
integrating  
all components

# Combination

---



Lots of little things done well  
can make a powerful difference

Richard Branson

# Consistency Across Time

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Repeat identical  
key messages  
year on year

# Consistency in Content

---



Stick to the  
same piece

**Play it  
again**

---

"Brand work is boring work"

# BMW

---

Value creation by  
consistent branding

Head of Marketing

---

**Framework:** Goals, Time, Markets

**Analysis:** Identify 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



# Success Criteria

---

## Input

### Activities and Tasks

Hours worked

Days spent in the office

Physicians visited

Number of daily calls

Powerpoint charts made

Meetings organized

## Results

**Business  
Outcomes**

# KPI: Key Performance Indicators

---

Measuring progress: Are we on the right track?

- Number of contacts in data base
- Visitors or downloads on website
- Number of subscribers to newsletter
- Response rates to print mailings
- People asking for presentations
- Feedback from key opinion leaders
- Number of participants at workshops
- Trend in monthly market share or sales
- ...

---

**Framework:** Goals, Time, Markets

**Analysis:** Identify target group

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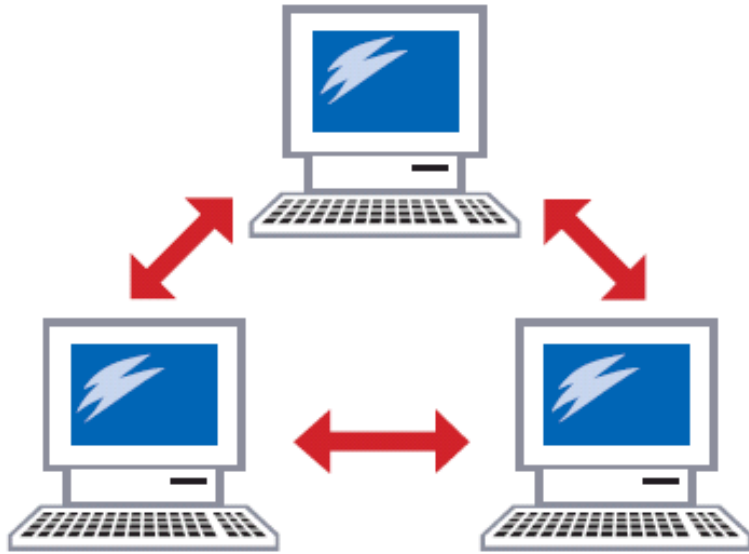
**Channels:** Find effective communication routes

**Success Criteria:** Define performance indicators

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

# Names

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**Customer  
Relationship  
Management**

Collect, store and update data

**Navigate** ➡ **Valuable clients**

# CRM

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Number of clients \_\_\_\_\_

Their postal address \_\_\_\_\_ %

Their email address \_\_\_\_\_ %

# Classifying Typical Customers

- Current revenue
- Potential future revenue
- Likelihood of success

**Type**

**A**

**B**

**C**

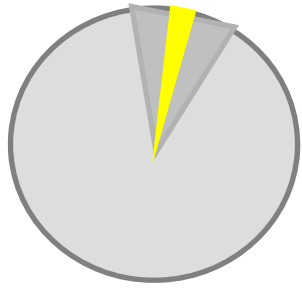
**D**

**Relevance**

**High**

**Low**

# Customer Profiles

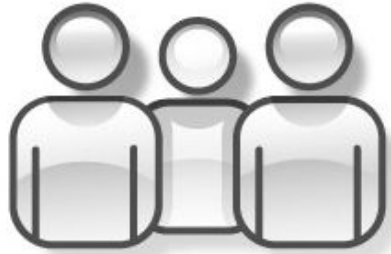


A vs B vs C

- Use appropriate channels
- Focus on high-value physicians

# Good Clients

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receive the  
following privileges

...



# Action Plan

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What we will deliver

Headquarters

Affiliates

# Cascade of Events

Who	What	When
Andy	• Expert Meetings	.
Peter	• Press Conference	.
Tom	• Email to Investigators	.
.	• Main Scientific Session	.
.	• Material at Booth	.
.	• Internal email	.
.	• Website online	.
.	• Workshops at Conference	.
.	• Satellite Symposium	.
.	• Publication	.

# Deadline

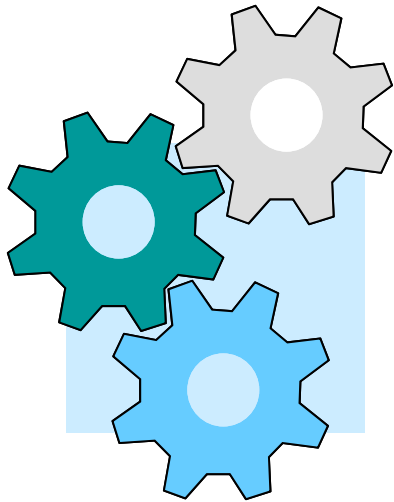
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The **latest** time by which something must be completed

# Multi Channel Management

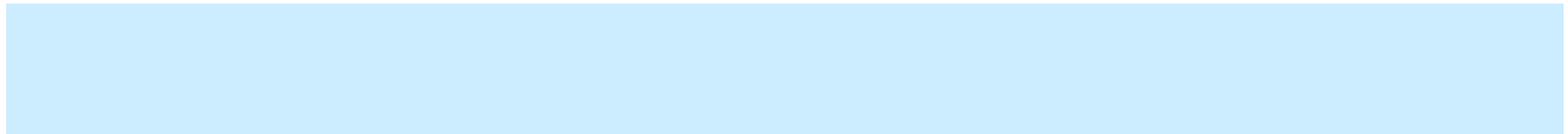
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Coordinate and  
harmonize  
all activities

---

**Live up to  
your true potential**



# Think

---

Customer Needs

Performance

Action

Growth

# Success Factor

---

It's people  
who make it  
or break it



---

Usually the team with  
the best players wins

# The Big Secret

---



Get out and do it

---

# Execution

## Implementation

### Getting things done

# Wake Up

---



Morning

Alert

Act

Make every day count

# Rise to New Heights

---



No one can  
predict to what  
heights you  
can soar

Even you will not know until  
you spread your wings

---

# Appendix

# Five Golden Rules

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- 1) Keep it short and simple
- 2) Test and adjust
- 3) Keep deadlines
- 4) Communicate consistently
- 5) Keep people motivated

# Free Tips and Ideas

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HEALTHCARE MARKETING  
DR. UMBACH & PARTNER

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