



Is Your Brand in
Shape to Win?

**BRAND
CHAMPION**
Health Check





"A hero is an ordinary individual who finds the strength to persevere and endure in spite of overwhelming obstacles."

- CHRISTOPHER REEVE

**BE A BRAND
CHAMPION**

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“In health there is freedom. Health is the first of all liberties”

- HENRI FREDERIC AMIEL,
SWISS PHILOSOPHER

WHY A BRAND CHAMPION HEALTH CHECK?

Champions know that health is a critical success factor. They work hard to stay healthy – to prevent sickness or injury. And they recognize early discovery and treatment as keys to minimizing costly down time and poor performance: it’s much more competitive to address a small emerging problem than to miss it until it’s big enough to really interfere.

- Are you staying on top of your health? Regularly checking your risk factors?
- Are you honing your skills across key imperatives?
- Could your brand use a boost over the top?

Champions know that success can breed failure. Use these pages to test your brand’s health, to stimulate new thinking, to help choose where to focus your learning in the next few months, and to ensure your brand is in top health to win.





Be the brand that
out-maneuvers
potential pitfalls

Is Your Brand
at Risk?

FIVE RISK FACTORS TO AVOID

- Bells and Whistles Blindness
- Short-Tail Marketing
- Lip Service to Patients
- Me-too Marketing & Messaging
- Overlooking Consumer Distrust



1

Bells and Whistles Blindness

Leave chasing bells and whistles to your competitors. When many are itching to try each and every new-fangled technology and platform, put your focus on identifying media and platforms that meet key patients and professionals where they are – not where you want them to be. And be sure to match your customers' technology savviness, and their most pressing needs.

While the tried and true may not look sexy, it often gets the job done. Focus less on technology, and more on content that brings your customers value.

More than ever, effectively reaching bombarded consumers and physicians is an enormous challenge. Mitigate this risk factor:

- Ensure you're not distracted by the continuing technological and media explosion; focus on what fits your targets' needs and lifestyles. Observe shifting use of mobile devices and social platforms, and new ways to view traditional media.

Build your engagement strategy around function, goals, and purpose, not specific tools... "The only truism in technology is that it always changes. It...always... changes." *The Now Revolution*, by J. Baer, A. Naslund

- Message for an ADHD world. People want one-second sound bites before they commit to investing more time. Growing addiction to new technology is further feeding the consumer experience of being barraged.

Make sure you're not part of the noise; be part of the solution with value-creation. It takes focus, thoroughness, and creativity to both create and curate the right content and message for the right patient at the right time.

It's not only about the underlying technology. Use storytelling to tell your brand promise in a more engaging way. Data visualization also provides an increasingly powerful means to communicate clearly and effectively. The wise will consider these to help position their company and brands in digital marketing today.

- Drive tactics with powerful strategies and brand promises. Don't chase tactics, force fit them, or let them lead – the result is 'mishmash'. Let others lack unity and consistency across channels and platforms while you keep your brand promise crystal clear.

... "all that glitters is not gold."

- WILLIAM SHAKESPEARE

ADDITIONAL *facts* AND GREAT *reads*:

- ~ *Forget Social Media. Start Here* by Jonathan Richman, Dose of Digital
- ~ *Maximize Education Opportunities Through SEM* by Ellen Hoenig
- ~ *Generations and Their Gadgets*, Pew Internet and American Life Project
- ~ *Chronic Disease and The Internet* by S. Fox and K Purcell, Pew Internet
- ~ *The Influence of Mobile Apps on Pharma*: eyeforpharma
- ~ *What Would It Take To Make A Great YouTube Channel* by Mark Senak, Eye on FDA
- ~ *Social Media Is Not For Advertising Brands* by Jonathan Richman
- ~ *11 Digital Trends To Watch in 2011* by Steve Rubel and David Armano, Edelman Digital



1 Bells and Whistles Blindness

WHERE'S YOUR *risk*?

- What's the right mix of media channels and social media platforms to best engage high-priority targets? What role should traditional off-line and on-line media play? Mobile, Twitter, Facebook, Email, SEO? Where should you initiate pilots? Where will you place your bets?
- How will you assess core targets' media and technology savvyness and appetite? How will you reach those in a TIVO or Hulo world, or still not web-savvy?
- Taking customers' needs and disease conditions into account, what technologies can deliver the right information or service at the right time and place? What is your mobile health strategy?
- Are there social and/or technology lessons from outside Pharma that might be applied to improving patients' health? e.g. applying gamification to healthcare?
- Where will you find the right expertise to manage increasing media specialties and unique technology needs?





2

Short Tail Marketing

Let competitors take the short-tail risk: over-relying on mass marketing and one-size-fits-all. Seize web 2.0 advantages to better target smaller segments and niches, and fulfill unmet needs. A mass market approach may reach a lot of people, but connect with fewer and fewer. With decreasing opportunities for blockbusters, and the continued growth of specialty Pharma and rare disease treatments, a new Pharma marketing approach is taking root.

The Long Tail reality isn't new, but it remains central to 2011 challenges. Patients' conditions and diseases continue to become smaller and more nuanced groups, and niche markets often find what they need in a world unhindered by brick-and-mortar. Internet savvy can yield smaller, more precise targets that can add up to significant volume vs. broad targets that aren't reached as well. While it may take more work upfront to create plans and messaging

for multiple smaller targets, ultimately the rewards can be equally as large and more profitable than the mass blanketed approach. There's plenty of opportunity for those who step up.

Like any risk factor, this one begs for discipline. Consumers and physicians are looking for 'perfect fit' products and experiences, including personalized drugs or personalized interactions with others like themselves. Lower your brand risk through more precise targeting and prioritizing, deeper understanding of each target's unmet needs and delivering more personalized treatment, content and experiences. And consider the rewards of enabling 'peer-to-peer' healthcare.

"Normal is nothing more than a cycle on a washing machine." - WHOOP! GOLDBERG

ADDITIONAL *facts* AND GREAT *reads*:

- ~ *ePharma Summit 2010: The Long Tail of The Pharmaceutical Industry*, Chris Anderson Presentation
- ~ *The Decisive Advantage of Optimizing for the Long Tail*, Search Engine Land
- ~ *Are You Missing The Opportunity With Long-Tail Search?* By Wendy White, Siren Interactive
- ~ *Rare Disease and Peer-to-Peer Healthcare* by Ellen Hoenig, [Includes Pew Internet Peer-to-Peer Study]
- ~ *Micro-Targeting Health at SXSW* by E. O'Brien, Siren
- ~ *Personalized Therapy For Prostate Cancer*, by Sally Church, Ph.D, Pharma Strategy Blog



2 Short Tail Marketing

WHERE'S YOUR *risk*?

- Does your marketing plan support deeper targeting? How will you adjust your brand promise and content to provide a perfect fit for critical but smaller patient segments?
- How can you apply greater use of long tail marketing concepts to your current marketing and web plan?
 - Is there still room for greater use of more specific Pay Per Click and Search Engine Optimization to better capture the smaller, but often more interested, segments?
 - Given smaller targets, how can you leverage existing social networks, and dialogue to online or virtual communities, to extend messaging to low-incidence patients groups in a cost effective way?
- What might you learn from marketers who have long focused on rare diseases and their ensuing micro-targets?
- What can you learn from the many active e-Patients who have cultivated meaningful communities and peer-to-peer support?





3

Lip Service to Patients

The risk of paying lip service to patients has never been greater. Let competitors be tempted by the easy path, and set your sights on being the most authentic and engaged with patients' concerns. Make sure that your content genuinely helps patients find their way to being healthier.

Consumer power is a fact of modern life, and with it comes increasing patient power, driving a new set of expectations that profoundly impact every healthcare constituent.

Web 2.0 has irrevocably changed public standards, generating the 'equipped, enabled, empowered, engaged, and educated e-Patient'. One-way push is increasingly less effective. Patients expect to be listened to and engaged with right away, demanding much greater depth of value-add content and support. Nor can they be fooled.

Speak with a voice that reveals humanity. Focus on how your products or services touch the lives of people. Keep your choice of words simple, using the language of your patients and caregivers. Speak in a conversational tone, with personality, empathy, and true emotion.

More transparency, less selling, and more education are required, including opportunities for learning from other patients like themselves. It's a fact: most patients prefer to learn from each other, and not from brands or Pharma.

While industry anxiously awaits DDMAC direction on web and social media communications, more and more marketers are making careful moves to increase two-way communications with patients and caregivers.

Increasingly, active and influential e-Patients are writing books, blogging, tweeting and supporting their fellow patients any way they can. Patient Opinion Leaders (POL's) are influencing other patients; active e-Patients are happy to act as whistle blowers if they're not satisfied. They are also happy to participate with Pharma companies that want to listen and engage (Roche has engaged diabetes bloggers two years running.)

Mitigate brand risk by engaging real e-Patients for their input and expertise. Listen. Let patients help improve product development/clinical outcomes, services and marketing – from the beginning, and consistently. Using real patients in marketing communications can provide priceless authenticity and passion.

Do your part to stimulate patient learning and involvement; to encourage patients to be their own best advocates and health team partners.

“Difficult as it is really to listen to someone in affliction, it is just as difficult for him to know that compassion is listening to him.”

- SIMONE WEIL, FRENCH PHILOSOPHER

ADDITIONAL *facts* AND GREAT *reads*:

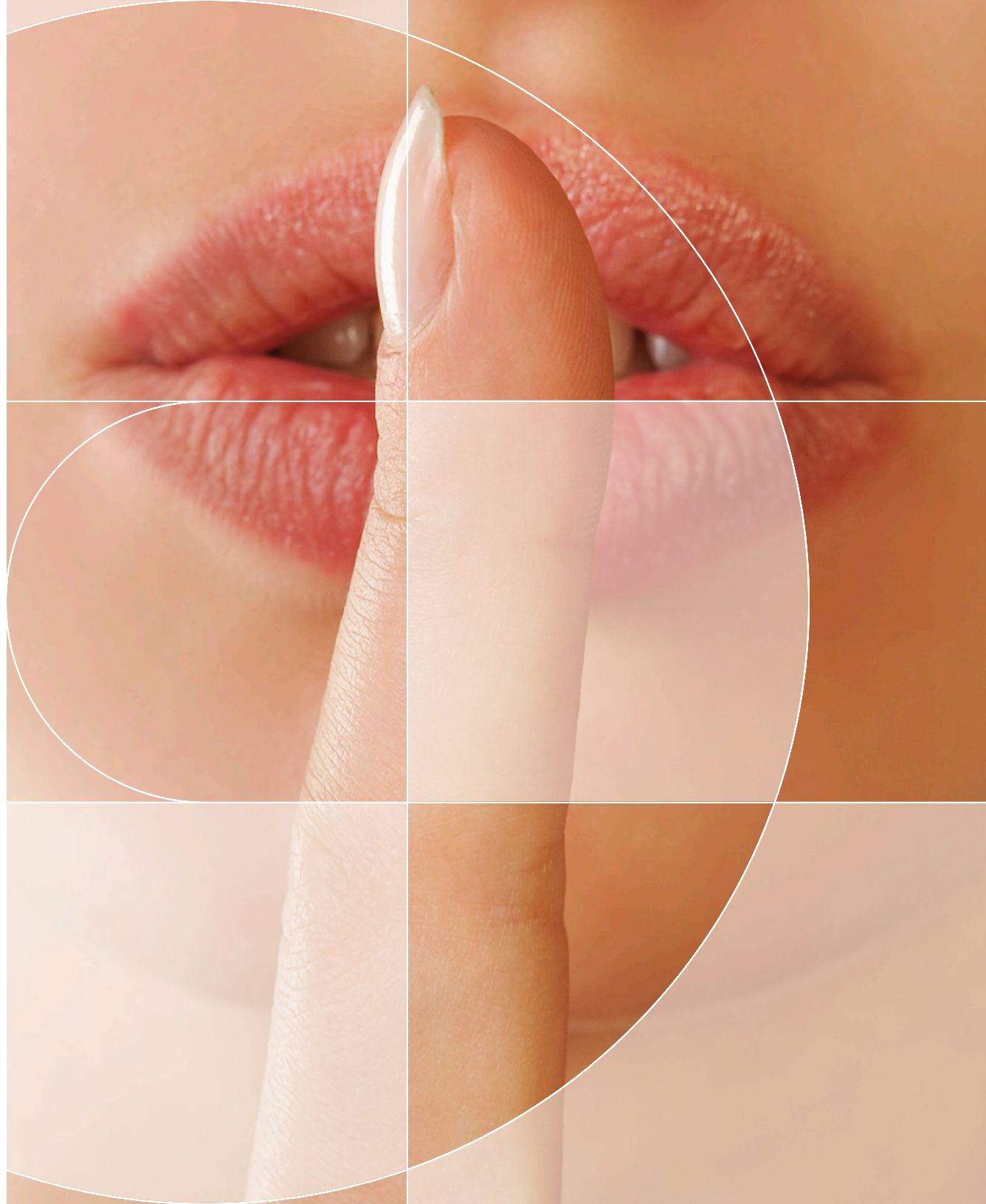
- ~ *e-Patient Connections 2010 Wrap-up: It's the Patient Connections That Count*, by Kevin Kruse, Kru Research [incl. 24 speaker presentations]
- ~ *e-Patients: Educated. Engaged. Empowered.* by Eileen O'Brien
- ~ *Seven Life or Death Lessons from @ePatientDave*, by Ellen Hoenig, Book Review
- ~ *High Times for Patient Advocates* by Amy Tenderich, DiabetesMine [including Roche Presentation]
- ~ *What Would A Truly Patient-Centered ACO Look Like?* by Kent Bottles, MD, The Healthcare Blog
- ~ *Pharma: Is Your Brand Patient-Centered? 5 Critical Success Factors.* By Ellen Hoenig, MedAd News



3 Lip Service to Patients

WHERE'S YOUR *risk*?

- Is patient insight part of early stage clinical and launch planning, such that product labeling and claims are patient-centric and differentiated? Do patients and their perspectives have a seat at the table at every important decision?
- Is your listening active or passive? Consistent or sporadic? What's your process for turning listening into learning into action? How is listening and action integrated across department boundaries?
- Do you know the key POL's in your disease areas? The key e-Patients? How do e-Patients rate your brand, including benefits and concerns? eg mediguard.org
- What experiences are you generating for patients? Are prospects enjoying value and support at every touch point?
- Does your organization have a social media policy? This is the first step to active engagement.
- What aspects of social media can you adopt to enhance listening and learning, engagement, patient education and service?





4

Me-too Marketing and Messaging

The way to gain market position, often the only way, is to develop offerings so innovative that they create new categories or sub-segments making competitors irrelevant. In the case of Pharma, this encourages the doctor and the patient to select a new category or subcategory for which your brand is the only one with credibility and visibility. Enbrel comes to mind when it was the first self-injectable biologic to treat Rheumatoid Arthritis.

Most brands, however, don't have this luxury (or luck) to create new categories, and find themselves in the middle of what David Aaker would call "brand preference competition". Further, market uncertainty makes me-too messaging especially tempting; leave that to competitors. Find a way for your brand to lead. Consider these factors:

Comparative effectiveness research plus a tougher and more ambiguous regulatory environment will continue to put pressure on brand messaging, making it harder for watered-down or me-too messages to pass muster. Brands face increasing number of warning letters due to stricter oversight on risk/benefit balance, unsubstantiated superiority and indication creep. [And surprisingly, there are almost as many DDMAC letters for professional promotion as for consumer DTC]

Ad hoc, open label and investigator-initiated studies, while important, may not be enough to stand up to regulatory scrutiny when applied to aggressive claims and messaging not in a brand's approved labeling. This is often the case for consumer claims, which come under tough inspection if they do not carefully mimic an approved label – which often was originally put together prior to in-depth consumer insight learning.

Regulatory uncertainty regarding social media and search marketing still leaves Pharma sorely lagging behind other industries, not keeping up with new technologies and media platforms. This is fertile territory for those willing to step out, and every day, more are willing to do so. [For examples, visit the Pharma and Healthcare Social Media Wiki curated by Jonathan Richman, Dose of Digital.]

While clinical studies provide the backbone for Pharma labeling and differentiated messaging, marketers are wise to explore other means to fuel differentiation, including what many might term the "social health" of doing business in today's "Thank You Economy". Importantly, to forge a unique identity and enduring memorable brand, you'll have to stop sounding like everyone else!

"The competitor to be feared is one who never bothers about you at all, but goes on making his own business better all the time."

- HENRY FORD

ADDITIONAL *facts* AND GREAT *reads*:

- ~ *Brand Preference vs. Brand Relevance* by Aaker on Brands
- ~ *Same, Same... But Different* by R Czerniawski & M Maloney, BDN International
- ~ *Pharma Marketers: 6 Key Skills Every Brand Champion Will Possess*, DTC Perspectives
- ~ *It's Not Your Imagination; Marketing Really Has Gotten Harder, Especially for Rx Drugs* by Rich Meyer
- ~ *Innovation: It's More Than Just A Buzzword* by Wendy Blackburn, Intouch Solutions
- ~ *Differentiating on Customer Experience* by M Hinshaw
- ~ *Five Marketing and Social Networking Lessons From the Grateful Dead* by Ellen Hoenig
- ~ *Content Rules* by Ann Handley and C.C. Chapman



4 Me-too Marketing and Messaging

WHERE'S YOUR *risk*?

- Do you have the processes and people in place to consider patient needs early in the drug development process?
- Is your clinical plan structured for maximum end-point differentiation in the label? How can comparative effectiveness research [CER] further brand differentiation and adoption? What new Phase-IV studies should be considered that could be submitted in an sNDA?
- Have you zero-based your marketing plan? Taken a fresh view of where might you build in new strategies and tactics to leverage brand differentiation?
- How can you listen more effectively to help identify new opportunities for brand differentiation?
- Can data visualization strengthen communication of your differences? Can the use of gamification provide new fun and active ways to further health education and motivation?
- What aspects of social media platforms might you test/adopt to strengthen brand differentiation possibly through better customer service, or content curation and marketing, personalization, and/or patient engagement?





5

Overlooking Consumer Distrust

It's a fact; people don't trust Pharma. Trust has traditionally been considered a cornerstone of effective doctor-patient relationships, but it's just as important for brands, other healthcare providers, institutions, and government. Trust is mission critical; overlooking this factor is a risk no brand or company can afford.

You are tasked to win the trust of patients and their families, as well as physicians and the broader community – and to do it publicly. Social media offer no slack around value and transparency. And while transparency has become imperative, it's not enough. Consistently and continually demonstrating that your brand/company knows and cares what patients care about is a *sine qua non*.

Finding ways to appropriately share 'non-monetized' objectives – benefits that are not just tied to buying more of your drug or product – with consumers is also increasingly important.

There's huge leadership opportunity here for those willing to step up to the challenges of communicating in a borderless world with many interdependencies but virtually zero time to react. [Also called the "fog of real-time business" in Baer and Naslund's The NOW Revolution.]

Certainly new media have changed the landscape, but trust can only be built the old-fashioned way: step by step with genuine, consistent actions. One careless violation can launch a huge setback and unravel years of work. Rebuilding trust is not as straightforward as building trust in the first place. Actions speak louder than words. [You might read the chapter "Build a Fire Extinguisher" from The NOW Revolution for a good discussion on the elements of successful, real-time crisis management... just in case!]

Face it, if you are like every pharma company and brand manager out there today who wants its patients/customers to 'spread the good word', then you too are in the business of referrals. John Jantsch, author of The Referral Engine, says it well, "Trust is the most important reason a recommendation is made and, conversely, lack of trust the single greatest reason referrals don't happen." Need we say more?

"Your most unhappy customers are your greatest source of learning." - BILL GATES

ADDITIONAL *facts* AND GREAT *reads*:

- ~ *Edelman Trust Barometer 2011*
- ~ *Edelman Health Engagement Barometer 2010*
- ~ *Consumers Don't Trust Pharma, So What Can We Do? [Includes 11/2010 Harris Poll]* by Eileen O'Brien, Siren Interactive
- ~ *Developing Customer Trust in a Multi-Channel Environment* by Mark Sales, Kantar Health, DTC Perspective
- ~ *The Health of Pharma As Measured Through the Lens of Consumer Trust* by Hensley Evans, DTC Perspectives
- ~ *The Now Revolution* by Jay Baer and Amber Naslund
- ~ *Trust Agents* by C Brogan and Julien Smith



5 Overlooking Consumer Distrust

WHERE'S YOUR *risk*?

- How do you know when you are trusted?
- How can you assess your level of trust with key stakeholders?
- What new actions will you take in 2011 to build trust? Are you building or rebuilding?
- How will you demonstrate to consumers and physicians that you genuinely care about their concerns?
- How can your brand help to encourage greater trust and dialogue between doctors and their patients and families, to help improve patient outcomes?
- Are you ready to protect your brand and any built-up trust in the event you're hit with a real-time crisis?





How does your brand perform across key imperatives?

Forge a powerful combination of strategic discipline and high-return execution

SEVEN IMPERATIVES FOR A HEALTHY BRAND

- 20-20 vision
- Keen ears
- Good gut
- Strong muscles
- Nimble reflexes
- Brain sparks
- Systems in sync



"The best way to predict the future is to create it."

- PETER DRUCKER

1

20/20 Vision

Champion your brand with both a constant view of the big picture and a sharp watch on the details that matter most. Both sets of eyes are imperative.

- Are your objectives visionary enough to power a leading brand?
- Can you sustain focus on both a compelling strategy and the fine points that drive superior execution?
- Do you see the details that consumers care about? Often it's the little things that get one remembered, appreciated and loved.
- How can you bring 'fresh eyes' and new insight to current practices that need shifting?
- What are your practices for illuminating blind spots?





2

Keen ears

Don't treat listening as child's play.

Champion your brand with more listening than talking.

Are you out-listening competitors?

- Daily vs. sporadically? Real-time or 'quarterly' reports?
- Beyond focus groups and quantitative studies, where consumers and physicians really are?
- Listening yourself vs delegating to others?
- Hearing the good, the bad, and the ugly? Doing something about it?
- Separating the noise from new insights?
- Designed your key word searches to listen to all three distinct categories? Brand? Competition? Industry Discussion?

Do customers believe that you're listening?

"If you make listening and observation your occupation you will gain much more than you can by talk."

- ROBERT BADEN-POWELL





3

Good gut

Champion brands are gut-grabbers – often by stepping out in front. Sometimes you have to listen more to your own gut, sometimes more to consumers'. How will you know?

- What is your gut saying?
- Do you have the stomach to follow your gut and make the hard calls? To lead vs. follow?
- Are you talking with emotion and grabbing consumers in the gut?

Bellies don't lie. Do you know enough about consumers' current reality to forge an attention-grabbing, believable, own-able, meaningful brand promise? That you know is good in your gut, and customers feel good in theirs?

Smart brands pay attention to body signals: they're a fast-track to effective communication. Only when you know that you've captured the right insight will your belly go along... and only what's honest and transparent will make the cut.

Consumers will trust their guts.

Can you trust yours?





4

Strong, elastic muscles

It takes *vigilante* strength, balance and endurance to stay the course, and not get side-tracked long enough to bring your vision to life. That's what's required to ensure that you don't weaken your strategy or your brand promise.

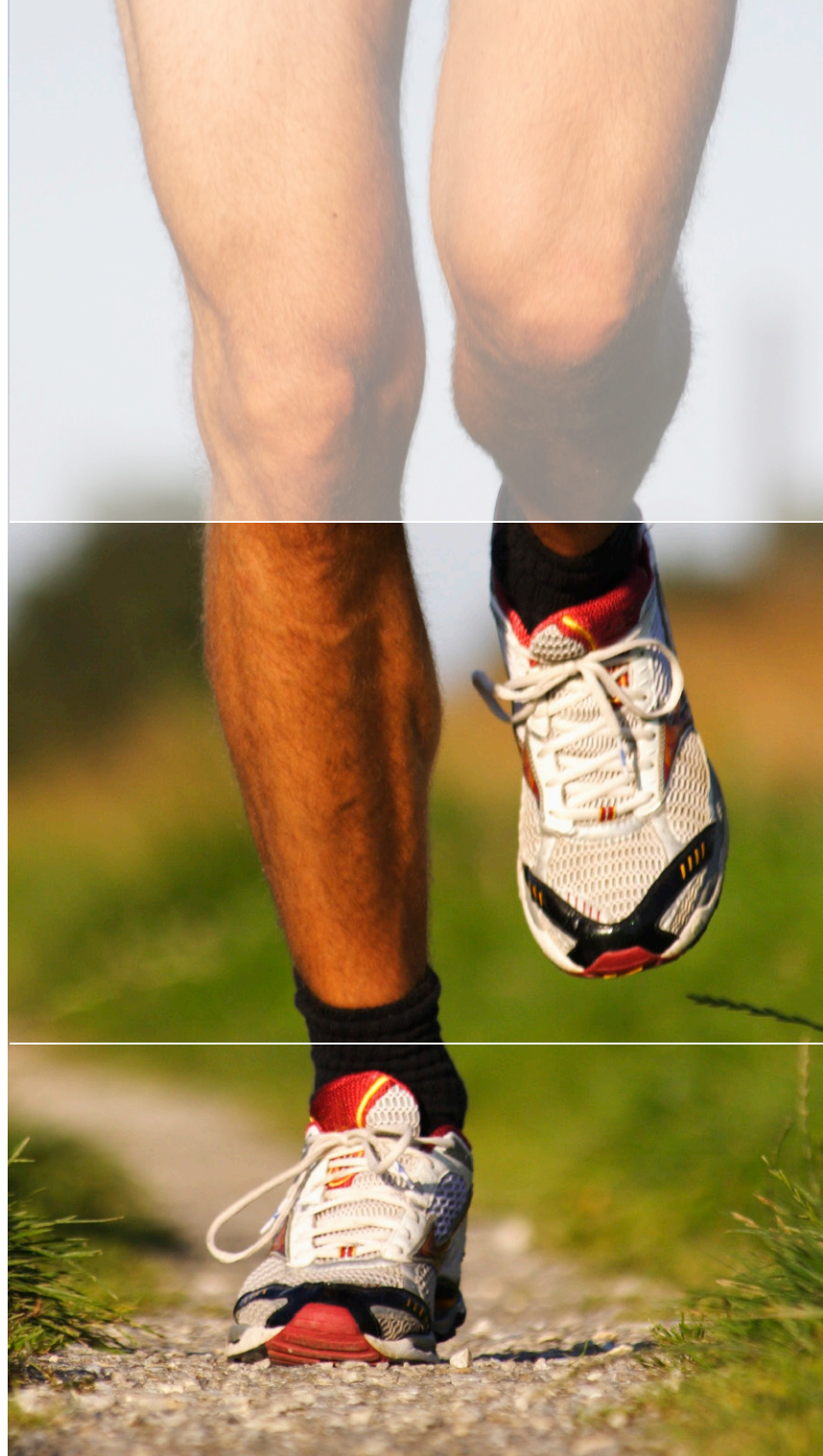
- Do you have the range of motion to increase your reach?
- Are you able to keep your core balanced and steady to better weather the next crisis or the unexpected?
- Are you flexible enough not to get injured by surprises?
- Are you fast as well as accurate?
- Do you have the strength and stamina to forge a new path when warranted?

And make sure you have enough senior support to ensure consistency.

Strength is multi-dimensional. Champion your brand with power, flexibility, speed, and endurance.

"You become a champion by fighting one more round. When things are tough, you fight one more round."

- JAMES J. CORBETT





5

Nimble Reflexes

Champions ensure their reflexes are superior by practicing and practicing, until they can trust their reactions without thinking. Champion your brand by eschewing rigidity, complacency and delay. Get in shape to respond to surprises quickly – with good decisions.

Invest in practice with new questions and puzzles. Cultivate superior skills for seamless execution, and make sure your reflexes are good enough to know when and how to respond to a weak link... regain your balance and get back on track.

Can you react quickly, integrate different types of information, and make the right move in today's NOW, or near-instantaneous world?

"Everyone has a plan until they've been hit." – JOE LEWIS





6

“Every great advance in science has issued from a new audacity of imagination.”

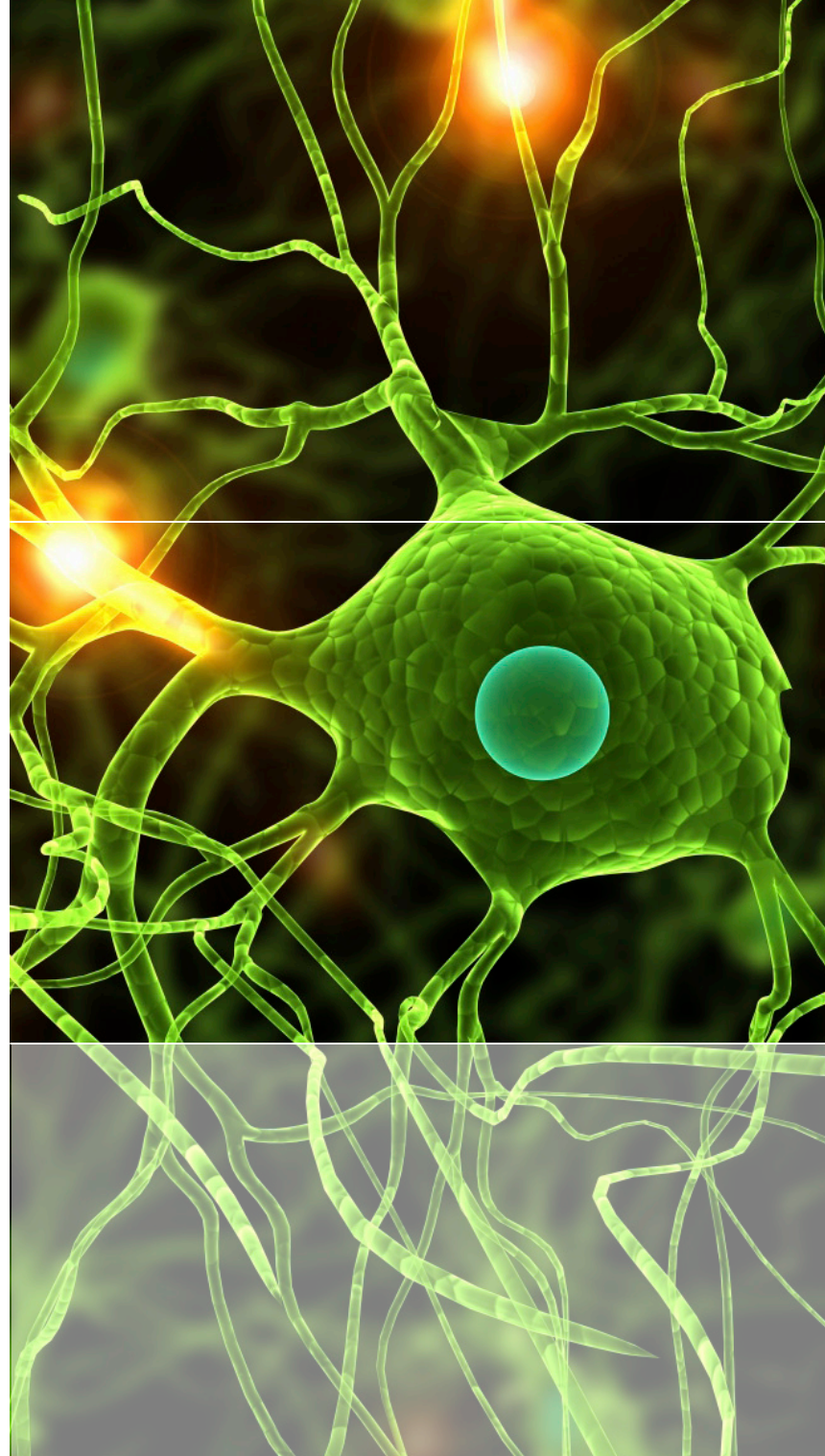
- JOHN DEWEY

Brain sparks

Champion your brand by ensuring smart, fresh thinking at every step. Smart strategy and content has to spark consumers’ curiosity and anticipate their concerns.

- Is your brain in shape to welcome change and do something better than yesterday? Ingenious, curious to figure out the gaps, reshuffle the puzzle pieces, create useful content?
- What are you doing to keep your brain in better shape than competitors? [Hint: Multi-tasking and working 80 hour weeks don’t make for the best thinking; how are you rejuvenating your brain?]
- How are you helping patients rejuvenate their brains and stimulate curiosity and learning? In our current state where “Content is King”, focus on engaging content: the story you have to tell, the context, and the audience you are trying to attract.
- How are you driving your brand ahead, innovating new ideas?

While branding and strategy may stay more constant, champion execution requires spontaneity: the right spark for the moment.





7

Systems in sync

Champion your brand by ensuring that all systems are in good stead and well-coordinated – it all has to work together.

Being strong but not flexible won't do the trick.

Being smart but not really listening is no better.

Seeing more but not responding quickly isn't enough.

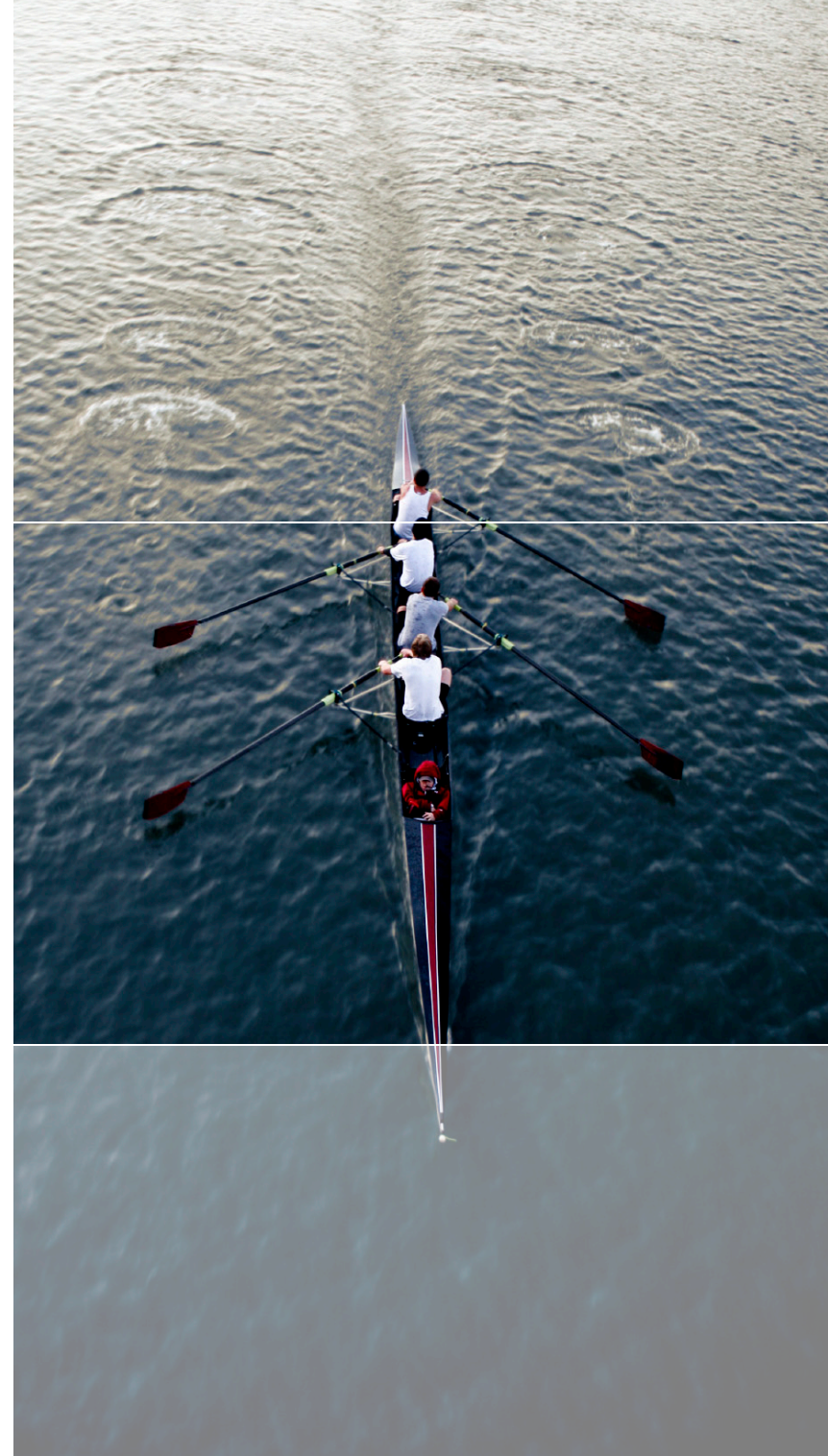
Do you have metrics and indicators that monitor how it's all clicking together? Checks and balances?

Key Performance Indicators (KPIs) that match-up with your key objectives?

Are you set up to accentuate the positive and decrease the negative, work with brand strengths and minimize weaknesses... eg. good cholesterol and bad cholesterol.

Do you have systems to integrate the latest information and technology to keep everything in top shape and working together?

Just as a doctor would do in an annual check up, give your brand a holistic health check.





FOUR BOOSTERS TO POWER GROWTH

- Swim without a splash
- Forego the illusion of control
- Catalyze your specialists
- Do something unexpected

Could your brand
use a boost?

Widen your
competitive gap



"I fear not the man who has practiced 10,000 kicks once, but I fear the man who has practiced one kick 10,000 times." - BRUCE LEE

1 Swim without a splash.

Champions are poetry in motion. Their moves are elegant. Olympic divers part the water like a knife. Great athletic performance looks effortless.

Champion athletes practice and practice – Malcolm Gladwell makes a good case for 10,000 hours – so body and mind perform seamlessly, without thinking, with excellence.

They're incredibly focused: on winning, on the gold medal... They don't do anything that doesn't contribute to reaching their goal. What will you stop doing to preserve your focus? Do you have a 'stop-doing' list to refocus your marketing?

What might be required to give up short term distractions for long term goals?

Brand champions cannot expect to become experts overnight or to win with one campaign. And they can never stop training. It takes ongoing practice, learning, focus, and the will to win...

Champion athletes have to constantly pass Qualifiers. Are you confident that you've identified the key moves to win your game? That you've built a team of true experts that are well practiced?

Set your marketing sights on a degree of efficiency that has you swimming without a splash – leave competitors to thrash around and waste resources. Champion your brand with superb performance.





2 Forego the illusion of control

“Controlled customer communication is a dream from the past. One result of the internet revolution is that the people formerly known as the patients/audiences became publishers and broadcasters – and pundits and critics.”
(Lee Rainie, Director, Pew Internet & American Life Project)

Adopt the wisdom of the martial arts: use opposing energy; choose to move with it vs. against it. In Tae Kwon Do, a person always moves together with his opponent.

The wise will work with the growing force of patient power. Let competitors spend their energy fighting it. Embrace new ways of engaging patients and helping to drive participatory medicine.

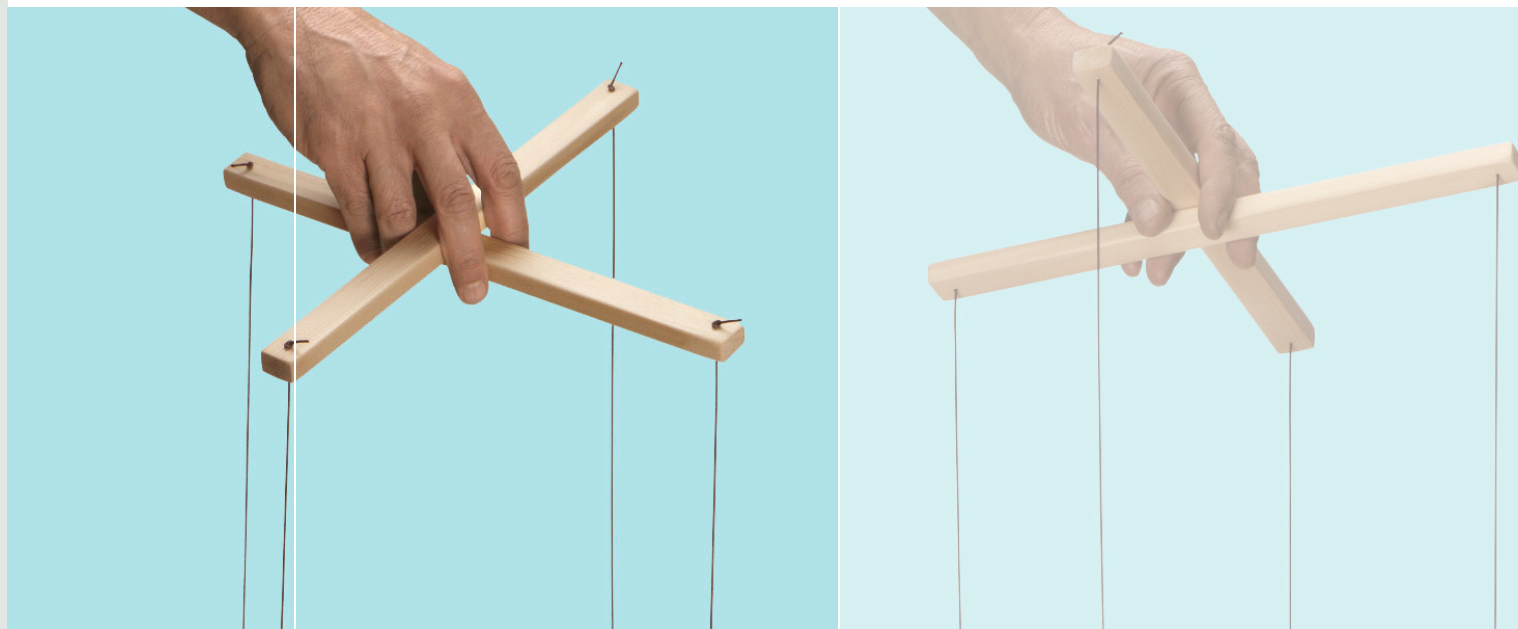
Give up the illusion of control. Who owns a brand? Turns out that customers are the primary force, not the manufacturer. Boost your brand by letting the conversations flow, including peer- to- peer, patient-to- professionals, patient- to- pharma... Don't be driven by fear.

A good read: 'What Would Google Do' by Jeff Jarvis. Pharma can learn much from Google; they are masterful at ceding control and embracing openness and publicness.

Brand champions will win through a new mindset: accepting the growing power of the patient and moving with it.

“I agree with the words of Charlie Safran, MD... 'patients are the most under-utilized resource' in health IT, and I think it applies to all of healthcare.”

- E-PATIENT
DAVE DEBRONKART
AUTHOR, LAUGH, SING,
AND EAT LIKE A PIG





3 Catalyze your specialists

Everybody claims superior collaboration. It's never been more important to champion your brand with superior ways of integrating internal and external specialists. And be sure that you set them up to do their best, creative thinking, while maintaining unified brand focus.

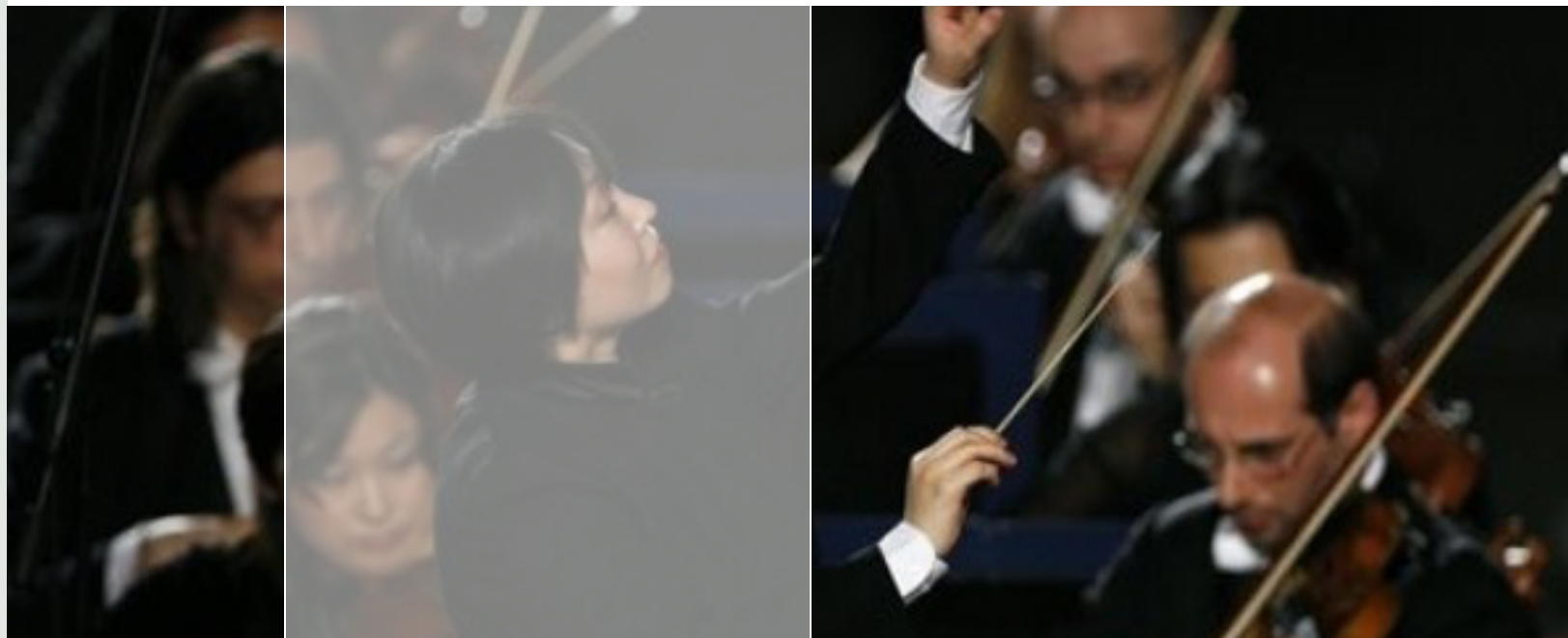
Provide strong enough leadership that you can partner with top expertise while ensuring that egos are out of the way and focus never wavers from brand objectives. Be the smart brand that spends a tiny fraction of your budget on superb processes that guide experts in powerful dialogues.

Use new technology to enable sharing and collaboration, and compelling leadership to keep a widening team laser-focused on business objectives, brand promise and tight strategy.

Ensure that agency partners do not dilute the brand with their own creative interpretations and the latest 'bells and whistles', rather harness their expertise to help strengthen the brand platform and connections.

"Talent wins games, but teamwork and intelligence win championships."

- MICHAEL JORDAN



4

Do Something Unexpected

People remember what surprises them. In their book, *Content Rules*, CC Chapman and A Handley make a strong case for using surprise – at least occasionally – to drive viral sharing and enhance brand personality. Your brand story must engage before it can be expected to do anything else.

Likewise, from Gary Vaynerchuk’s *The Thank You Economy*, “We all know that the middle is safe. The middle is quantifiable. And you reach a lot of people in the middle... YET, very little in the middle is often memorable, and what is memorable is what sticks. Stories and ideas that catch us off guard, make us pay attention, and show up where we didn’t expect them – those are sticky. Sticky stories are the ones that get carried forward, permeating the barrier around the middle and reaching far more people...”

NewsLab questioned master storytellers: people who tell stories in different ways and in different media. What was striking was how much they agreed on the essential elements of superb storytelling. “A great story, they said, is not predictable although its central truth is often familiar. A great story surprises. It teaches. It hooks the audience, sometimes with an image or a metaphor. It connects.”

Taking the time to understand what people expect, and then going beyond that to do the unexpected can give your brand or company a welcome boost.

“Surprise is the greatest gift which life can grant us.”

- BORIS PASTERNAK





"I skate to where the puck is going to be, not where it has been."

- WAYNE GRETZKY
[QUOTED BY STEVE JOBS,
IPHONE INTRODUCTION 2007]

Are you in shape
to champion
your brand into
the future?

- Risk Factors?
- Imperatives?
- Boosters?

How do you score?



“To champion a brand demands a dynamic tension of discipline and creativity, with a good dose of strategic learning and real compassion for what patients are facing. Nothing less will do.”

- ELLEN HOENIG

How are brand champions getting the job done?

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- » A few elegant solutions
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Champion Your Brand for Leading Performance

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