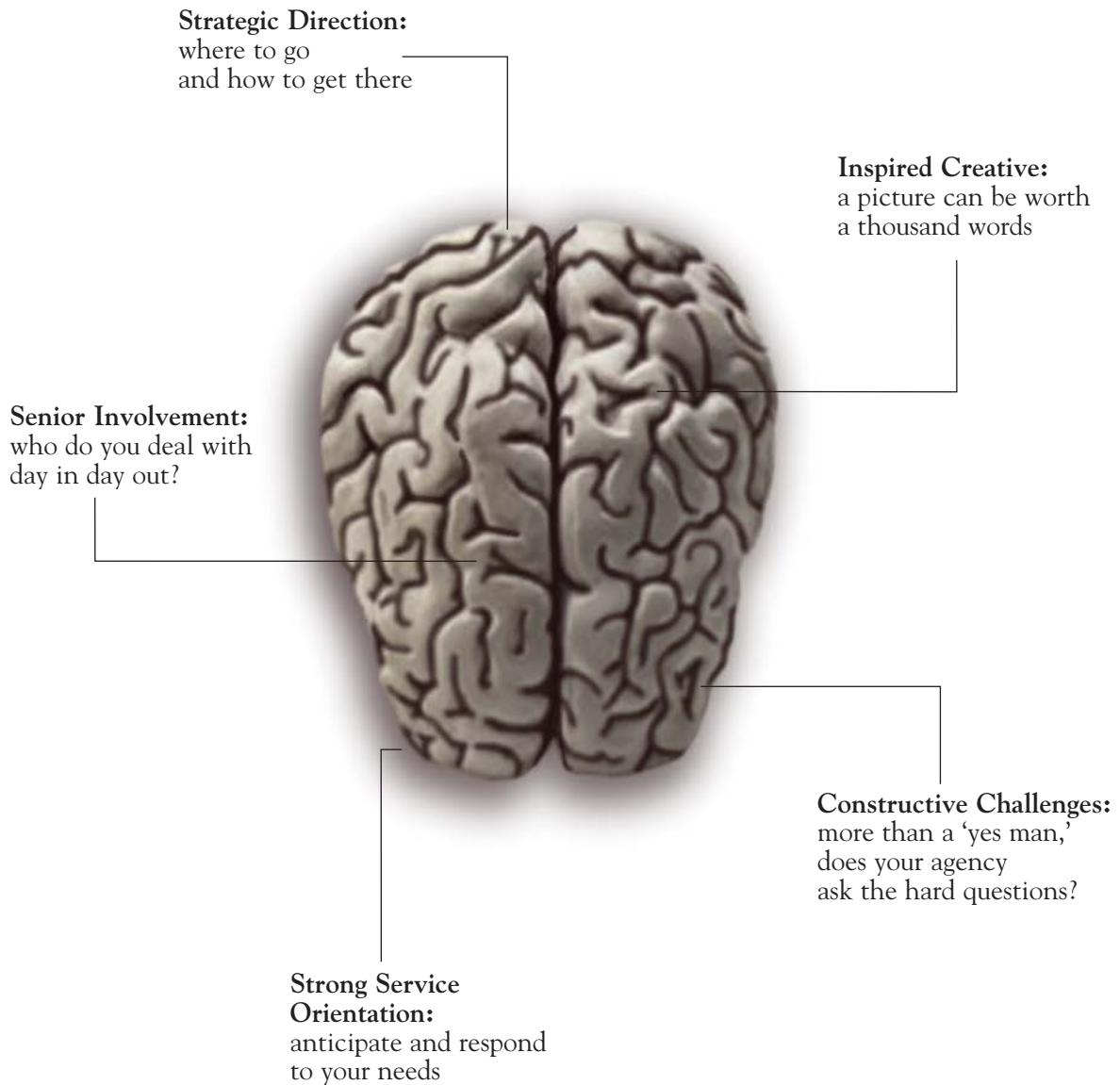

Anatomy of a Healthcare Agency



Setting Standards

Is there room for modesty in advertising? Is the truth really so relative that any spin you put on it is acceptable? What should a client expect from its agency of choice? Are there standards that every agency should try to live up to?

Those are the kinds of questions we found ourselves asking when we sat down to discuss this article. Seems like it's easier to promote other people's products or services than your own. Which is why clients hire agencies in the first place, right?

A Passion For Strategy

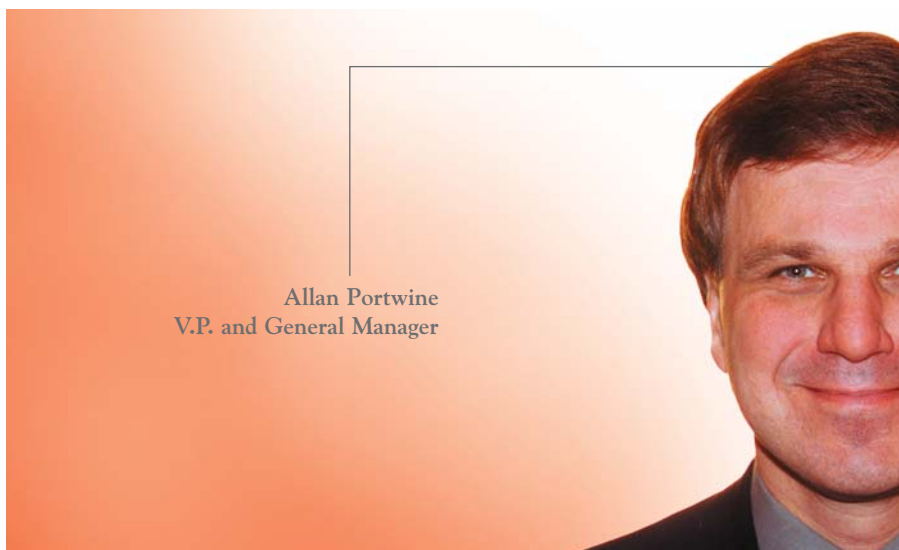
Producing impactful creative is half the advertising battle. As important is an agency's ability to contribute valuable direction in developing effective strategies and defining key messages. Once a strategy is in place, an agency should follow through with tactical options, encompassing print, media, and interactive that reach the target audience you want.

Sounds easy enough. All you need are the right people to do the job.

Perspective and Know-How

Phase V's Allan Portwine, V.P. and General Manager: "We've sourced our strategic team from a wide variety of backgrounds. Our areas of expertise encompass medical science, market research, retail pharmacy, sales, multimedia, publishing, direct marketing and, of course, healthcare marketing. That range brings something invaluable to the table.

"An individual product manager may have worked on three or four brands in the span of a 10 year career. Together, our team has worked on forty or fifty brands, which translates into a lot of perspective and know-how, especially when it comes to providing



Allan Portwine
V.P. and General Manager

clients with opportunities to do things in novel, original ways." Being innovative may not be so important when you're promoting a breakthrough or one-of-a-kind product that will do well no matter how bland or ineffective the campaign behind it is. But when you're trying to get your brand to stand out among a crowd of look-alikes, a combination of great strategy and creative is essential.

The Touch of 'Caire'

There are few things Eric Caire finds more enjoyable than injecting a

launch campaign with the life-force of a brilliant and innovative creative concept (and what those things are cannot be mentioned here). So what makes a concept work? Here's what Eric has to say:

"For a concept to be great it must have **a)** Stopping power. The problem with most ads is not that they are not read entirely, but that they are entirely ignored. Impact is generated by demanding reader participation. By provoking emotions, arousing curiosity, challenging preconceptions.

"Find THE great idea, the concept that conveys a clear message while serving a given strategy."

"b) Simplicity. Less is more. A great concept relies on a strong, simple yet unexpected proposition. The creative process, like the strategic process, must converge on a single claim, the most important message the concept is designed to convey."

Eric brings a wealth of experience, knowledge and talent to every project he is involved in. His 20

better the chances of winning. But then what? Does the creative and strategic process stop there? Not at all.

Optimal conditions for success

Once approved, concepts and strategy have to be fine-tuned,

2002. A key internal strategy has been 'controlled growth.'

Expand too quickly and you risk spreading your resources too thin. No client is happy about being relegated to a back burner because new clients have been added to an agency's roster. In terms of dollars and cents, rapid growth may increase your revenues, but actually result in a decrease in overall profits, as expenses skyrocket.

Allan Portwine: "I don't believe in using and discarding people as occasion demands. We have a strong team, and we try to exploit each other's strengths, and compensate for our various weak-

The extra mile

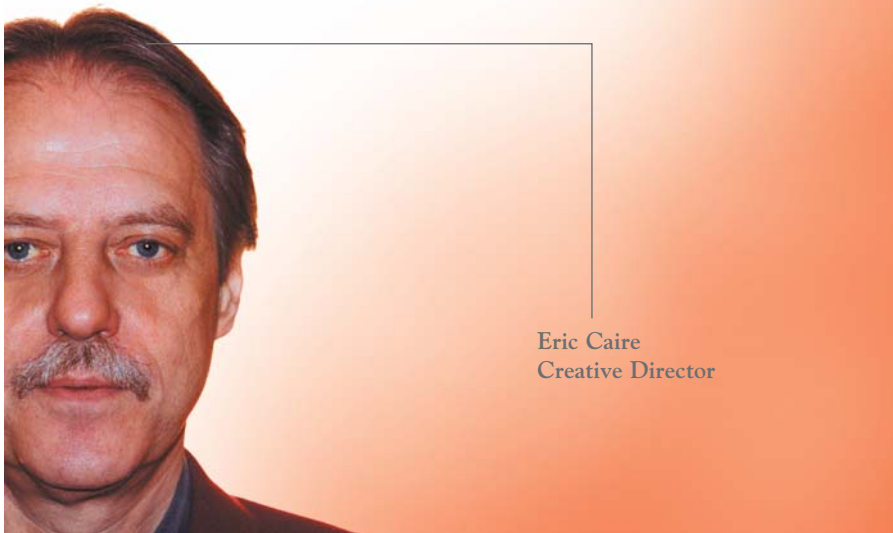
nesses. The foundation for excellence is in place, and our people are ready to go the extra mile to get the work done on time. Our clients know that, and we don't mind if they expect it from us."

Productive Head-Butting

Robert Brosseau, Director of Client Services: "I'd say there's a healthy dose of friction between our creative and account groups. After all, deadlines don't always coincide with inspiration. But the right degree of head-butting can work for you instead of against you.

"On the other hand, when your personnel turnover is high, synergy suffers. Frictions between people who aren't used to working with each other can become counterproductive. And that can only be detrimental to clients."

Nicole Faubert, Senior Account Exec: "I think consistency is important to clients. Knowing the people who will be working on their



Eric Caire
Creative Director

years of creative directing for major agencies in both consumer and healthcare has earned him a series of national and international awards which, although he doesn't accord them much importance himself, demonstrate the practical benefits of his passion for originality.

Stopping power and simplicity

No one is more serious about the importance of channeling creativity to give clients the most for their advertising investment.

Big Gun Access

Agencies generally put a lot of effort into pitches. Makes sense. The more impressive the pitch, the

adapted, executed and evaluated. That requires a close involvement between agency and client. To create optimal conditions for success, a client should have access to senior agency people at every step. Why? Because senior people have the confidence to challenge clients, guiding them towards ways of using their advertising dollars most effectively. Phase V clients know that discussing strategy or tactics is just a phone call away. Clients cannot be serviced properly when they're handed over to junior account people or freelancers who have had little or no involvement with a campaign's evolution.

Growing Without Pain

Phase V was in expansion mode in



Robert Brosseau
Director of Client Services

account. If you're bringing in new people all the time things tend to get overlooked, fall through the cracks. And often it's the little details that make the difference between average and exceptional results."

The Phase V approach

A. Keep serving current clients—the ones who helped us get where we are—with excellent strategy, creative and production.

B. Take on new clients we know we can handle, and bring people in who add a new dimension and the right chemistry, as the growing workload demands.

Globally Connected

Sure, Phase V's privileged association with Grey Healthcare Worldwide offers clients the potential for global exposure. In conjunction with Grey Worldwide, Phase V can coordinate strategy, unify branding and synchronize PR events across oceans and continents. But when it comes to creative strategy, concepting and execution, the shoe is often on the other foot, with Grey Worldwide relying on Phase V for global applications.

Cases in point:

- The European Head Office of a major Canadian pharmaceutical company adopts corporate brand-

ing developed by Phase V for an international launch.

- In conjunction with Grey Worldwide, Phase V develops clinical trial recruitment materials to be used in North America, Europe, Asia and Africa.
- An innovative Phase V 'rapid uptake' physician kit is implemented in a world product launch.

Up Up and Away

Speaking of launches, Phase V is fortunate to have been involved in a number of important launch campaigns over the past year.

Launches are exciting challenges for any agency, and client confidence in an agency is a huge

HCP projects involve informing the healthcare community about the proven health benefits of products that have been traditionally perceived as consumer items. The goal, of course, is to encourage doctors and other healthcare providers to recommend products for their health benefits. HCP is a burgeoning sector in healthcare advertising, and almost opposite to what was done in the past, when key messages for over-the-counter brands were tailored exclusively for consumers.

DTP advertising aims to boost awareness among consumers of the health benefits of a prescription or non-prescription product. Due to severe restraints imposed by government regulators, the chal-

Ask not what Global can do for us but rather... what we can do for Global.

factor in awarding them. Getting the job done right involves:

- giving products a unique character;
- working closely with clients on the strategies and tactics needed to carry the product through its initial upswing;
- developing, coordinating, and producing an extensive range of promotional materials;
- ensuring regulatory approval in the shortest possible time;
- watching results as they happen, and hopefully sharing in the heady taste of success!

HCP and DTP Know-How

In case you're not up on your acronyms, HCP refers to Health Care Professionals, and DTP stands for Direct To Patients. Phase V has developed considerable expertise in both these highly specialized marketing fields.

lenge in DTP marketing is to find inventive ways of getting messages across, without breaking the rules.



Nicole Faubert
Senior Account Executive

Successful HCP / DTP campaigns can boost sales considerably, as doctors become more likely to recommend products they are convinced are beneficial to health, while patients are more likely to seek out products they've learned can be used to treat or prevent given health concerns.

Robert Brosseau: "The search for innovative ways of reaching consumers and prescribers here in

Healthy side-effects

Canada is inversely proportional to the degree to which our industry is regulated. But regulation need not be seen as a negative. Because we are so strictly controlled, most physicians have confidence in the accuracy of our claims. In fact, a healthy side-effect of regulation is that we provide physicians with concise, accurate information about latest developments in the industry, information they might otherwise not have time to access.

"As such, we are an integral and necessary part of the healthcare community, not separate from it. We know what doctors and other members of the healthcare community need to know about pharmaceutical products and services, and we also know how best to communicate that information to them."

Allan Portwine: "Our biggest challenge is to find ways of meeting the expectations of our industry without getting trapped in repetition, churning out the same 'old-hat' strategies and tired creative. Product managers often feel isolated, as they work alone on their particular brand.

"We try to avoid that by having our account execs set up working teams. They brainstorm, challenge each other, in the same way that we challenge clients. Result? A much broader range of ideas, and a greater potential for innovation."

Talking the Talk...

Clients have to live with the work their agency provides for months or years. Of course they want to

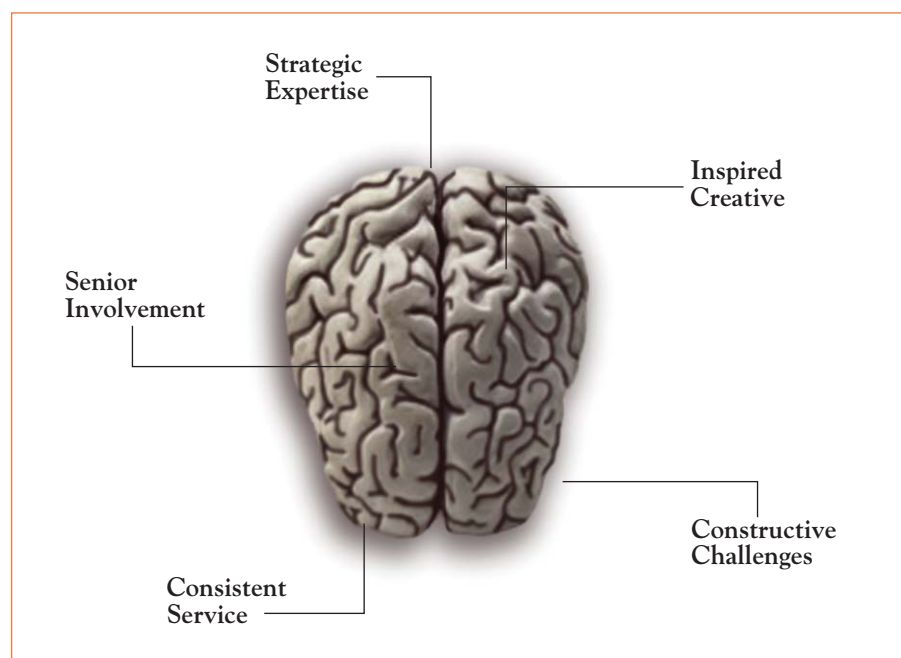
feel proud of their brands, and in the final analysis, an agency's success boils down to making its clients look good, both in the media and on the balance sheets at the end of the year.

At Phase V we like to think we are engaged in responsible advertising. Responsible to our clients, of course, but also to physicians and other healthcare professionals, as well as to the patients who ultimately benefit from the products our industry provides.

Is there an inherent contradiction here? We don't think so. We believe responsible advertising results in a win-win situation,

moment and ask yourself, based on the five points mentioned at the start of this article, how your agency of choice measures up. Are these standards being addressed? Are you getting the kind of service you should be getting?

Allan Portwine: "So far, judging from client feedback and the calls we've been getting to present credentials, I'd say the Phase V track record is pretty good. The volume of business being awarded us by our existing clients has increased steadily. The diversity of our involvement has enabled us to promote a broad range of brands, including those that are more con-



where sales rise along with physician and consumer confidence.

Walking the Walk

So is there room for modesty in advertising? Yes, mixed with equal parts confidence and pride. Is the truth completely relative? No. As a communications agency we have a responsibility to consumers and healthcare professionals, as well as to our clients.

Now you might want to take a

sumer-oriented, and others that are highly specialized.

"What does that say to me? Well, it says that we've been serving our clients' needs well. More than just adapting to an evolving industry, we've actually been shaping the future of healthcare marketing in our own small way, and benefiting our clients in the process."