

CONTENTS

<i>Acknowledgements</i>	<i>xv</i>
<i>To the Reader</i>	<i>xvii</i>
<i>Codes of Practice</i>	<i>xiv</i>
Introduction	1
Personal story	1
Designed for your career	1
The blueprint for your success	1
Examples and case studies as illustrations	2
Section 1: Personal Goals and Objectives	3
Imagine your goals	3
Define your success criteria	3
Identify success criteria for the clinical development team	4
Get everything on the table	4
Seize your opportunities	5
Section 2: Analysing the Market and Devising a Strategy	7
Design a winning strategy	7
Get to know your market	7
Identify and study your target groups	8
Apply the Pareto Principle	8
Find out what doctors want	9
Use evidence to shape perception	9
Which image do you want to create?	10
Section 3: Developing Your Content	11
Study the scientific results	11
Interpret the data	11
Develop your message	12
Avoid irrelevant messages	13
Look for competitive advantages	13
Work the angles considering all data	14
Ask the right questions	14
Seek insights from the investigators	14
Set the right focus	15
Beware of questions about the ‘class effect’	15

Keep tight-lipped about theories	16
Learn the power of language	16
Think positive	17
Capture the spirit	17
Create a convincing message	18
Keep it simple	18
Check for clarity	19
Avoid pitfalls when developing content	19
Be concise	20
Move from features to benefits	20
Solve customers' problems	20
Offer solutions	21
Follow the solution imperative	21
Understand the real needs	22
Pin down your solution	22
Communicate explicit benefits	23
The COMET case study	24
The ACTION case study	25
The 4'S' case study	26
The Examplex case study	26
Sell the product, not the study	29
Know and respect statutory limits	29
Handle 'negative data' appropriately	30
Choose your words with care	30
Beware careless emails	30
Section 4: Winning Attention	31
Give impact	31
Capture attention	31
Apply proven eye-catchers in your documents	32
Emphasize uniqueness	32
Add attractive adjectives when appropriate	34
Use precise numbers	34
Be culturally sensitive	35
Offer practical tips to the reader	35
Section 5: Making Best Use of Language	37
Develop the complete package to convey your message	37
Find the right vocabulary	37
Be clear and convincing	38
Tailor your headlines	38
Evoke an emotional response	39

Evoked imagination if the evidence supports it	39
Capture the imagination	40
Learn the ‘magic’ words	40
Establish a trial vocabulary	41
Check your brand vocabulary	41
Build a vocabulary for the press	42
Avoid loaded words	42
Beware of arrogance	43
Avoid clichés	43
Beware of jargon	44
Plan an inner logic in your texts	44
Remember Zarathustra	46
Beware of hidden connotations	46
Use positive language	47
Accentuate the positive and keep a fair balance	47
Be affirmative	50
Always choose concision	50
Emphasize the benefits	51
Find alternatives to ‘prove’	51
Replace ‘difference’	52
Use the active voice	52
Edit your scientific texts	53
Convert ‘blind’ headlines	53
Insert pertinent subheadings	54
Post your vocabulary	54
Section 6: Design: Choosing Style	55
Make use of bullets	55
Try lists of three	55
Choose suitable symbols	56
Use notes to annotate	56
Pay attention to typography	57
Opt for narrow columns	59
Choose reader-friendly line spacing	59
Contrast text and background	59
Use initial capitals	60
Use direct quotations	60
Section 7: Design: Layout	61
The importance of layout	61
Use the white space	61
How to combine pictures and text	62

Put key elements in key spots	62
Use captions with care	63
Stretch your headlines	63
Work and rework your layout	64
Make use of a Johnson box	64
Section 8: Designing Diagrams and Charts	65
Follow your reader's eyes	65
Use your fonts to reinforce your message	66
Introduce a dynamic	66
Be precise	67
Use the brand name	67
Strengthen your brand	68
Make your diagrams clear	68
Use your brand colour	69
Use contrasting colours	69
Beware of the design pitfalls	70
Think 'black and white'	70
Label columns directly	71
Test your colour illustrations	71
Work on your design skills	72
Section 9: Devising Direct Mail That Gets Good Responses	73
Open a dialogue with your customers	73
Target the recipient	73
Find credible gatekeepers	74
Use suggestive design	74
Trade on familiarity	75
Personalize your letters	75
Disclose your first name	76
Avoid ostentatious signatures	76
Enclose your business card	77
Show the incentive	77
Create a sense of urgency	78
Test and test again	78
Always measure the response to your activities	79
Section 10: Using Images and Illustrations	81
Know the advantage of visual information	81
Use visual information	81
Choose the right symbol	82
Visualize your message	82

Make use of all your image sources	84
Employ colour for images	84
'Humanize' your pieces	85
Prefer photographs to illustrations	85
Pay for professional photography	86
Show the package	86
Section 11: Creating Emotional Impact	87
Distinguish between the value and impact of data	87
Build an emotional bond	87
Tell a captivating human interest story	88
Use evidence-based arguments	88
Combine facts and feelings	89
Section 12: Improving Your Branding Skills	91
Remember the hallmarks of successful brands	91
Build a 'lighthouse' identity	91
Align your marketing activities	92
Use your brand identity	92
Build brand equity	93
Brand all your material	93
Brand your emails	93
Exploit the mathematics of emails	94
Learn from branding failures and successes	94
Remember: change is bad news	95
Ensure branding consistency	95
Section 13: Adapting to a Professional Role	97
Train your voice	97
Sharpen your presentation skills	98
Become a top performer	98
Consider the company as your theatre	99
Learn to connect with your audience	99
Cultivate your sense of humour	100
Section 14: Becoming More Resourceful	101
Communicate your project	101
Ensure sufficient resources	102
Seek out support from key persons	102
Play the numbers game	103
Leverage the investment in clinical development	103
Spell out your assumptions	104
Develop comparative scenarios	104

Highlight the project's commercial value	105
Ask for the budget	105
Use your budget	106
Section 15: Marketing Internally	107
Develop an internal marketing programme	107
Focus on overt and implicit messages	108
Enlarge your network of supporters	108
Sell the project inside your company first	109
Involve decision makers	109
Enlist support from senior management	109
Give frequent presentations	110
Place articles in internal newsletters	110
Initiate internal interviews	111
Ask the right questions	111
Exploit the hierarchy	112
Develop your intranet site	112
Use the intranet to save time	113
Write emails with hyperlinks	113
Build a complete communication platform	114
Try 'questions-and-answers'	114
Produce electronic and hard copy versions	115
Educate the sales representatives	115
Check the incentives scheme	116
Think global, act local	116
Get all of your stakeholders on board	117
Enlist your boss's help	117
Think 'seamless communication'	118
Weave a web of supporters	118
Become a networker	119
Update your stakeholders	119
Use the telephone	120
Set up 'good news' emails	120
Start your emails with the most important words	121
Coordinate internal marketing activities	121
Section 16: Communicating Externally	123
Develop an external communication campaign	123
Analyse the essentials	123
Plan pre-marketing	124
Choose the most appropriate pre-marketing alternative	124
Acknowledge a medical need	125

Address a research question	125
Create an umbrella concept	126
Develop a publication strategy	126
Fine-tune the wording	127
Be generous with reprints	127
Mail out your reprints	128
Draft the cover letter	128
Emphasize key sentences	129
Stimulate follow-up articles	129
Encourage your authors	130
Develop an appropriate fee structure	130
Transform your events	131
Use your imagination	131
Get the most out of your events	132
Time your invitations	132
Print a road map	133
Create an event checklist	133
Organize satellite symposia	134
Get the most from your booth	134
Establish the sequence of opinion leaders	135
Seek endorsements	135
Connect with people	136
Locate future thought leaders	136
Set up an effective liaison	137
Use credible quotations	137
Appreciate the forgotten heroes	138
Set up VIP micro meetings	138
Make the most of VIP micro meetings	139
Establish an expert panel	139
Organize lecture tours	140
Use the web	140
Consider a webcast	141
Learn the statutory limitations for new media	141
Identify the most appropriate web option	142
Set up a patient information website	142
Create a website for healthcare professionals	143
Support a study group's web presence	145
Consider a website for the US market	144
Select the appropriate web page format	144
Choose your type of public relations activities	145
Evaluate your public relations plans before you start	145

Manage the journalists	146
Plan your direct-to-consumer marketing	146
Steer your public relations to professionals	147
Insist on effective advertising	148
Evaluate proposed advertisements	148
Make best use of the sales force	149
Develop a concise message for sales representatives	149
Interact intensely with your sales force	150
Get feedback from the market	150
Establish the right sequence	151
Section 17: Maximizing Your Impact	153
Create a control room	153
Be persistent	154
Stick to your guns	154
Resist the sales representatives' call for change	156
Use the best mix of channels	156
Remember the power of personal presentation	157
Encourage a dialogue	157
Repeat, repeat, repeat	158
Section 18: Mobilizing External Support	159
Find the right agency	159
Prepare your people for the pitch	160
Identify an expert guide	160
Get the most from your agency	161
Make your objectives clear	161
Beware the 'full service offer'	162
Section 19: Developing the Project Strategy	163
Manage the project phases	163
Define your own project parameters	164
Modify the project to suit the needs	164
Think about your personal image	165
Shape your project profile	165
Take the initiative	166
Stretch your comfort zones	166
Try new things	167
Plan the submarine phase	167
Identify the crew	168
Manage confidentiality	168
Prevent leaks of information	169

Keep the process going forward	169
Test your drafts	170
Seek confidential feedback	170
Be a silent witness to focus groups	171
Beware the three reasons for not testing	171
Look at your company culture	172
Move to the flagship phase	172
Kick-start the roll-out	173
Move into selling mode	173
Plan your exit strategy	174
Celebrate your teams achievements	175
Depart with style	175
Section 20: Implementing the Project	177
Make a difference	177
Develop your storyboard	178
Keep timelines	178
Make the right things happen at the right time	179
Start with the action plan	179
Communicate your deadlines	180
Update your action plan	180
Keep the project moving forward	181
Conduct regular review meetings	181
Find a project coordinator	182
Hold people accountable	182
Make sure everything is on time	183
Avoid missing opportunities	183
Section 21: Becoming a Project Leader	185
Remember the key success factor	185
Build a winning team	186
Make your project appealing	186
Foster a great team culture	187
Become the 'de facto' project leader	187
Engender trust and credibility	188
Exude optimism	188
Offer benefits to your team	189
Train your team	189
Provide a professional experience	190
Motivate your team	190
Demand performance	191
Take time to praise people	191

SUCCESSFULLY MARKETING CLINICAL TRIAL RESULTS

Build self-confidence in your team members	192
Offer empathy	192
Keep your people	193
Section 22: Action	195
Be awake	195
Live up to your potential	195