

### 3. Influencing Strategic Direction via Engaging and Actionable Deliverables

#### Winning Submission: Beyond the Comfort Zone: Packing a Punch with Dynamic Deliverables and Behavioural Science.

Cathy Haw, HRW and Dennis Engelke, Jazz Pharma.

This award focused on how results from a research project were delivered in such a way as to immerse the brand team in the findings.



Cathy Haw & Dennis Engelke with Karsten Trautman. Read more about this winning paper on page 31





# EphMRA Award – Influencing strategic direction via engaging and actionable deliverables

## Beyond the Comfort Zone: Packing a punch with dynamic deliverables and behavioural science look at this important data collection methodology



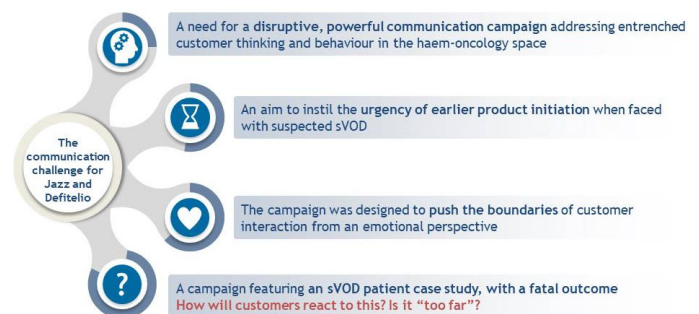
**Speakers:** Dennis Engelke, Jazz Pharmaceuticals & Cathy Haw, HRW

**Chair:** Bernadette Rogers, EphMRA

**Catherine Haw and Dennis Engelke presented their EphMRA Award-winning paper demonstrating how market research influenced strategic direction via engaging and actionable deliverables.**

Jazz Pharma has a product, Defitelio, for the treatment of severe venous-occlusive disease (sVOD). The communication challenge for Jazz and Defitelio was the need for a disruptive, powerful communication campaign addressing entrenched customer thinking and behaviour in the haem-oncology space. The team wanted to instil the urgency of earlier product initiation when faced with suspected sVOD and push the boundaries of customer interaction from an emotional perspective. The idea was mooted to develop a campaign featuring an sVOD patient case study, with a fatal outcome, but there were concerns over customer reactions and whether this would be considered a “step too far”.

The project involved a deep dive into the emotional resonance and impact of the campaign, including an exploration of the dynamic of “difficult conversations” about sVOD. The team needed to measure the fit between the creative concepts and the core story, as well as identifying areas for improvement and fine-tuning. Ultimately, they needed to assess the overall viability of this approach and provide guidance for implementation by the sales force if this impactful approach was approved. The key objective was to create strong deliverables – it was considered essential to capture the attention, connect emotionally and communication actionable insights.



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In terms of methodology, interviews involved an exploration of the physician experience of managing sVOD, before presenting the case study and exploring reactions. Audio-clips were captured to be used in the final presentation. To address the need for guidance for the sales force, the interviews included questions that would be posed to the doctors when they looked at the case study, to make it as realistic as possible.

Analysis included identification of any local nuances arising from the assessment of the case study to allow for tailoring in each market, as well as for key customer segments. The materials were assessed based on HRW's "Sticky Ideas criteria" (six different criteria proven to be linked with motivation and behavioural change). HRW's in-house Behavioural Science team (HRW Shift) was also consulted to characterise the behaviours emerging from the reactions to the case study, which could then be used to guide the strategic recommendations.



Catherine then described the deliverables which contributed to the success of the project, explaining that they included three different elements: practical advice for using the material in the field; the science of behavioural change and some creative dynamics to enhance the impact of the deliverables themselves.

## 1. Practical advice for the sales force:

When designing the report, the HRW team focused on the sales force who would ultimately be using the material in the field. They included simple, straightforward advice on how to use the material, including identifying the likely behaviours that they might expect from customers and objection-handling suggestions.

## 2. The science of behavioural change:

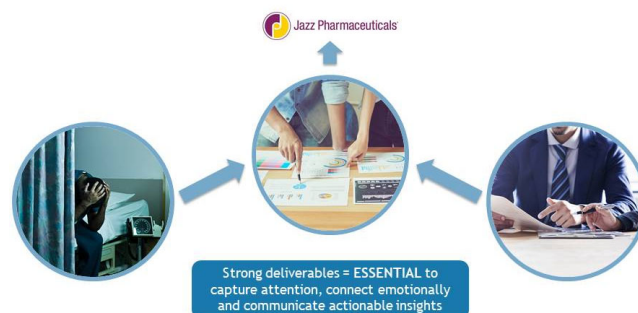
The report brought to life the emotional analysis of the customer mindset and response to the case study, including linguistic and emotional analysis of the customer approach to sVOD and how the case study took the existing anxiety to its ultimate conclusion. Catherine described this is a dark and negative space but noted that very few respondents actually rejected the idea, with most finding they could relate to the experience. Reinforcing the conclusion that the case study worked to support the core messages for Defitelio, the behavioural science team characterised some of the specific behaviours and traits that emerged, explaining how they supported the impact of the case study. Loss aversion, activating the power of negative emotion and both the backfire effect and choice supportive bias were identified, not only providing evidence for the effectiveness of the case study but providing guidance for the sales force on how to gently challenge physicians with aspects of the case study that stood out from the current status quo.

## 3. Creative dynamics to enhance the impact of deliverables:

The final deliverable was a workshop with a senior audience, and HRW wanted to grab their attention quickly, engage them emotionally and motivate the audience to act. They decided to begin with a five-minute animated summary of the research, incorporating audio clips from respondents, music, images, written verbatims and logos to tell the story in an impactful way.

The team found that coming up with the initial storyboard plan was the most important step as they needed to agree on the key messages they wanted the audience to remember. They distilled the objectives down to three key questions that needed to be addressed: did the approach work? What was the potential impact? What does the sales force need to bear in mind in order to implement it effectively?

Dennis summarised the reaction to the deliverables, explaining that the results from the market research and the impact they were seeing in the field were fascinating. The case study brings physicians to an emotionally dark place, but the product detail and clinical data provides them with a solution which then makes sense to them.



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Dennis reported that the field force experience challenging conversations with physicians, but that the approach opens up considerable patient-focused discussion and facilitates education about this rare condition, raising awareness and placing the product as a positive solution.

The project has been very well received, and Dennis was pleased to report that there had been several senior-level discussions at Jazz Pharma headquarters with far-reaching impact across the business, engaging the organisation and motivating the sales force.

And the impact...?

*"...a true collaborative partnership between HRW & Jazz, delivering the best piece of research that Jazz senior management had encountered to date, including clear actionable outputs which addressed key strategic questions giving comfort that this is the correct approach for the brand and the company"*

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Catherine concluded with some final thoughts on what can be learned from the project.

From a research perspective, she noted, it was a valuable exercise for the team to challenge itself to deliver a succinct and engaging deliverable rather than the multiple slides that are commonly seen. The process of achieving the impactful deliverable proved to be an excellent analytical exercise involving identification of the key questions and finding the most effective way to answer them.

Dennis concluded that a key learning is that sometimes you must test a bold idea, without shying away from something that initially looks too different and risky. He also urged us to think about the key stakeholder groups from the outset, to ensure that the final deliverable engages each different stakeholder group and delivers maximum value from the research project.