

# The 5 Biggest Lies We Tell Ourselves in Brand Management

DESPITE KNOWING THEY AREN'T TRUE

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We don't set out to lie to ourselves. Conscientious Brand Managers work hard every day to fight entropy and deal with the myriad of events which take yesterday's efficiency and equilibrium to create today's inefficiencies and chaos.

Somewhere in all of that work, in our commitment to improvement and optimization, we become more pragmatic than optimistic, more passive than aggressive, and more rote than curious. The result is that we tend to oversimplify focusing only on what we can easily measure, instead of searching for the breakthroughs that are waiting to be observed and discovered.

That leads us to the self-talk and justifications we apply to our work and our environment. **Here are the five biggest Brand Management lies we tell ourselves and *the real truth behind them.***



Andrea Westmeyer, CEO

Andrea is Measurement Mojo's founder and CEO. She brings a laser-sharp focus on performance and results. She provides C-suite executives and brand management with insights and proven tools to identify internal friction and potential inefficiencies. The result: a much improved bottom line.

# Revenue increases mean that we are spending our money optimally

**It's often wishful thinking.** We are all proud when our work results in the same dollars driving more revenue. But even with period-over-period revenue increases, it doesn't mean that our spending is optimal.

Invariably, some element of what we are doing outperforms the other elements. This provides an opportunity for further optimization *if* we look closely enough and *if* we understand what the numbers are really telling us. But the prevalent "we've always done it this way and it has worked fine" attitude and general inability to tie expenditures to actual KPIs results in complacency. It further complicates matters when outside agencies with limited insights attempt to tie metrics together that are not a true cause and effect fit.

The result is often a false indication of our spending optimization.

## CASE STUDY

One relevant turnaround example involves a top-50 pharma with a multi-channel marketing campaign targeting healthcare providers (HCPs). This was a well-established brand moving into the harvest lifecycle stage; total promotional spend annually was \$3M. The brand came to Measurement Mojo with the mission of improving their results with the same or a lower spend.

Using a proprietary Intelliscore® predictive algorithm, Measurement Mojo dug into the campaign strategy and tactical plan, focusing on both channels and audiences targeted. Following the resulting recommendations, the company changed the target recipients, leveraged top of email for better click rates, and expanded use of FAX. The result was a 39% increase in marketing ROI (3.98 vs 2.87), \$1.2 million increase in net revenue, and a 22,000 increase in scripts written. These improvements were determined even after an outside agency declared that the campaign was already optimized. This provided the clout and proof needed for the brand to increase the marketing budget for the following year.

**The keys to unlock a brand's true potential are embedded in the data and people on the team. Through deep examination of current processes and leveraging decision science, Measurement Mojo was able to uncover new strategies to align the team, focus on prioritized actions, and better align operational action to financial performance.**

	YEAR 1 (October-December)	YEAR 2 (July-January)	YEAR 3 (February-August)
ADVANCED TARGETING	<b>8,673 Test Targets</b> <ul style="list-style-type: none"> <li>13% Optometrists</li> <li>85% Ophthalmologists</li> <li>2% Retinal Specialists</li> <li>88% Called On</li> </ul>	<b>20,856 Test Targets</b> <ul style="list-style-type: none"> <li>47% Optometrists</li> <li>50% Ophthalmologists</li> <li>3% Retinal Specialists</li> <li>75% Called On</li> </ul>	<b>20,270 Test Targets</b> <ul style="list-style-type: none"> <li>47% Optometrists</li> <li>51% Ophthalmologists</li> <li>2% Retinal Specialists</li> <li>58% Called On</li> </ul>
CHANNEL OPTIMIZATION	<b>Tactics</b> <ul style="list-style-type: none"> <li>3 DM</li> <li>3 EM</li> <li>2 Fax (to top 1,000 ODs)</li> </ul>	<b>Tactics</b> <ul style="list-style-type: none"> <li>3 DM</li> <li>5 EM</li> <li>2 Fax (to top 3,500 ODs)</li> </ul>	<b>Tactics</b> <ul style="list-style-type: none"> <li>Up to 5 DM</li> <li>3 EM</li> <li>2 Fax (to top 3,500 ODs)</li> </ul>
ROI MEASURED WITH CONTROL	<ul style="list-style-type: none"> <li><b>ROI 2.87:1, \$600K in net revenue</b></li> </ul>	<ul style="list-style-type: none"> <li><b>ROI 3.98:1, \$1,250K in net revenue (22K more scripts)</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Proposed testing for next year:</b> <ul style="list-style-type: none"> <li>Evaluate email preheader info</li> <li>Test variable CTAs</li> </ul> </li> </ul>
PERFORMANCE TUNING		<ul style="list-style-type: none"> <li><b>Learning Applied from Year 1</b> <ul style="list-style-type: none"> <li>Used IntelliScore® to select targets</li> <li>Leverage top of email for better click rates</li> <li>Expanded fax tactic</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Learning Applied from Year 2</b> <ul style="list-style-type: none"> <li>Used IntelliScore® to select targets</li> <li>Using email best practices to boost click rates</li> <li>Tiered Spend approach</li> </ul> </li> </ul>

Measurement Mojo began by evaluating number of targets and mix of specialty

## MOJO RECOMMENDATION

Measurement Mojo recommended tiered spend by segment rather than the same tactics for all IntelliScore®. Measurement Mojo's proprietary engagement quotient is a predictive metric used in combination with prescribing behavior. The metric scores the potential of targets and contributes to prioritizing targets based upon a variety of inputs. The potential of a target to engage in combination with share potential is known.

# Our marketing and sales teams are well aligned and working together with maximum efficiency

**Were it only true.** Studies reveal just the opposite. One study reported that 8 percent\* of sales and marketing teams were truly aligned. The remainder are misaligned in a variety of areas, but the collective misalignments exhibit one common truth: **optimization and efficiency problems between marketing and sales negatively affect revenue and sales potential.**

In fact, most companies' marketing and sales teams are not even working towards the same set of common KPIs. Sales team typically focuses on aggregate sales dollars and scripts written while marketing may embrace ROI and market share as critical metrics. Alignment is challenging at best when the two groups don't have the same ends in mind.

*\*Forrester Research*

## CASE STUDY

One top 20 diabetes franchise recognized the problem of KPI disconnect and sought to improve their Marketing and Sales alignment. They wanted to empower the sales team to provide input into local market promotion and felt that the team would have the best insight into what works in each of their markets.

Measurement Mojo stepped in to help identify the most pressing issue: the efficient use of marketing funds by sales representatives.

To address this challenge, a custom dashboard was designed to present performance data by territory (50+) and region (10+). The dashboard provided a highly sortable view into marketing and sales performance. It also enabled the development of insights for more dynamic and meaningful conversations.

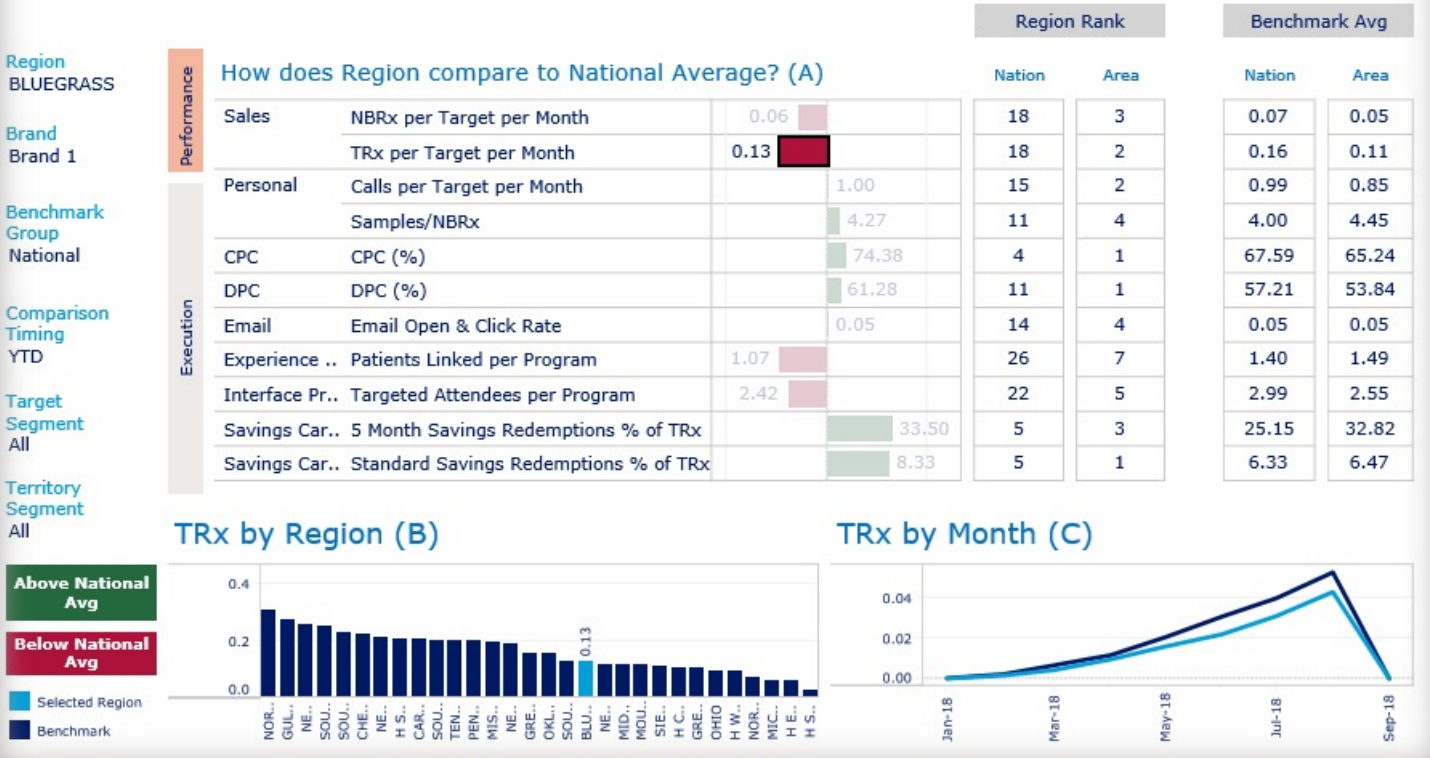
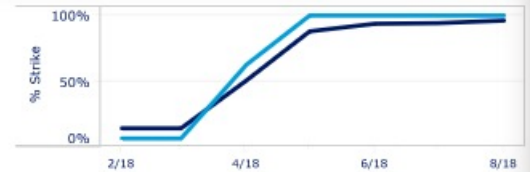
Companies that have an integrated view into the performance of their sales and marketing activities gain clarity of direction, alignment across roles and departments, and accountability. At the same time, it gives sales leadership a tool to have more meaningful sales team conversations and improve results in their territory or region.

**Measurement Mojo ultimately empowered the company to draw important actionable conclusions including allocating local marketing dollars. The result was better alignment between the marketing and sales teams, unifying KPIs, and providing visibility into local market performance.**

## Class Regional Performance through 9/30/2018 BLUEGRASS REGION

### Takeaways:

- (A) Overall TRx sales 20% below national average; but 2nd in the area
- (A, Interface Programs ) Interface Program attendance 20% below national average and 5% below area average
- (A - Select 5 month Savings) 5 months savings redemptions are 5th highest among the regions



Tool includes a 'hover' mode allowing users to see definition and/or how data is calculated

Filters include: Region, Brand, Benchmark (Area or Nation), Timing, Target Segment and Territory Segment



# More leads bring higher sales

**Not necessarily.** There is an expected correlation between leads and sales, the implication being that the more people you drive into the sales funnel, the more scripts that will be written. Yet all too often it is not a linear relationship. Simply driving in more leads does NOT guarantee more patients on therapy.

The marketing and sales teams who focus on conversion actions within the customer journey will be more successful.

## CASE STUDY

A top 10 global pharma manufacturer with a neuroscience launch brand implemented a multi-channel patient marketing program. This was a launch brand within an existing franchise of products; the brand was positioned to support patients who were experiencing early signs of disease progression. Several channels were used to target patients and caregivers.

The goal was to improve depth of patient engagement, break through competitive noise, and be more relevant through hypertargeting. Several call-to-actions were created to encourage hand-raising engagement through patient and educational portals.



These supplemented the main paid lead source, a health and wellness consumer engagement platform, which combined criteria to identify patient prospects in larger numbers. However, the company and marketing team were focused on how to improve the key action of submitting a Start Form (SF). This was determined to be a leading indicator for starting therapy, yet were unable to tie this back to their leads.

Measurement Mojo brought the key players together and developed a system to help the brand answer their core question. Results showed that while the main paid lead source *should have been* a significant source of Start Forms, they actually had the lowest conversion rate at just 0.1% as compared to 1.0% for other sources.

By testing and then changing the screening question, Measurement Mojo was able to double the percentage of diagnosed patients from **7% to 14%**. Just as important, the recommendation was to continue improvements in the screening questions as too many leads were falling into “other” and potentially being categorized incorrectly.

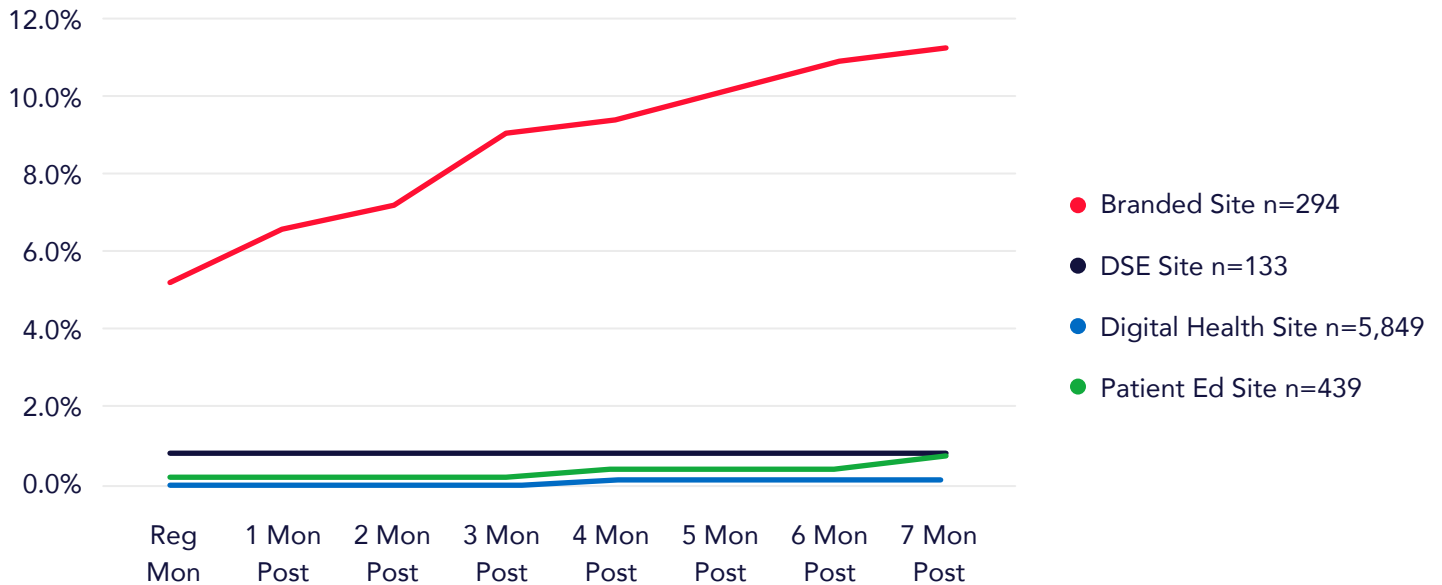
More leads do not by themselves guarantee higher patient engagement.

More QUALIFIED leads bring individuals who take the Key Action that is likely to lead to desired engagement.

Once again, it’s important to focus on the quality of the leads defined by the likelihood that the targeted group takes the desired activity that leads to a physician conversation, diagnosis and treatment.

**Measurement Mojo was able to analyze current marketing efforts, identify the disconnects between KPI use and their effect on the true end goal, and make recommendations to improve goal attainment.**

### % OF START FORM (SF) SUBMISSIONS OVER TIME BY SOURCE



*CRITICAL OBSERVATION: The website with the greatest volume of leads (the digital health site) had the lowest conversion rate indicating lower quality*

Quality of CRM registrations is important. An explicit goal should be driving traffic to "How to Start Brand" page to boost likelihood of HCP visit.

Conversion: By testing and changing a screening question on digital health site, the percentage of leads that identified as diagnosed patients doubled from 7% to 14%, indicating an increase in lead quality.

### MOJO RECOMMENDATION

Understand which leads actually influence key actions (Start Form) and ramp up marketing dollar allocation there



# Web traffic went up, so it proves that our campaign is working correctly

**This is one of the tricky lies we tell ourselves because it's a lie wrapped in a truth.** Of course we want web traffic to go up...engagement is a path to increased sales. The problem is that we are not asking the right questions, including "What did that engagement cost and what did it get us?"

First, let's look at how the cost could impact how we interpret an increase in web traffic. Was a 20% jump in web traffic due to a 10% increase in spend or a 50% increase in spend? The answer will affect how we value the increase in traffic. And while that's critically important, it still relies on other metrics to fully understand the impact. It is not simply the *cost* of that volume, it is also the *quality* of the click that is vitally important.

To define quality, we have to ask, "What did that click get us?" Since all traffic is NOT created equal, the increase could result in an equal increase in bounce statistics. If we're not careful, this is where KPIs can lead us in the wrong direction.

## CASE STUDY

An oncology brand chose Measurement Mojo to conduct a 12 month evaluation and review of channel and tactic performance. The resulting insights were used to forecast optimal spend across channels and allocation of budget by channel and numbers of touches.

With a CPC of \$6.70 from Bing vs. \$7.87 for Google, the favored result should be obvious, right? However it isn't that simple because *the click itself isn't the real goal*. We need to know the quality of the traffic as shown by what they do when they are on the brand site. To assess this quality, we need to identify Key Site Actions that can be tied back to the clicks. Key Site Actions may include signing up for a newsletter, requesting more information, watching a video, completing a sample form or requesting a call. It is important to identify those web engagements we believe are tied to future product use.

In this case, the higher cost CPC with Adwords leads to a significant cost advantage in Key Action. That offers valuable intelligence in decision-making, which in turn may lower overall spend, increase sales and revenue, or both. It also applies to additional funds allocated.

**True KPIs typically require an integrated, holistic view. Measurement Mojo connected the dots between operational and financial measures clearing the path for informed decision-making on how to optimize investment for a better ROI.**

**Paid search is typically one of the main sources of paid media web traffic and provides the highest key site action conversion rates**

	ADWORDS JAN-DEC 2019	ADWORDS JAN-JUNE 2020	CHANGE YOY	BING JAN-DEC 2019	BING JAN-JUNE 2020	CHANGE YOY
CTR	3.09%	4.49%	+45.1%	4.01%	4.03%	+0.4%
CPM	\$293.39	\$352.97	+20.3%	\$297.17	<sup>(A)</sup> \$269.93	-9.2%
CPC	\$9.49	\$7.87	-17.1%	\$7.40	<sup>(B)</sup> \$6.70	-9.5%
CPKSA	NA	\$95.03	-	NA	<sup>(C)</sup> \$114.24	-

Cost Per Key Site Action –  
important to determine what  
actions lead to product use and  
correlate to clicks

A. Bing CPM was 24% lower  
than Google AdWords

B. Bing CPC was 15% lower than Google  
AdWords over the prior two years

C. However, Bing CPKSA is 20% higher  
than Google suggesting lower quality

## MOJO RECOMMENDATION

Increase proportion of paid search investment with Google and maintain paid search investment as key part of next year's plan

# It's the best we can do

**This is the most dangerous lie of them all**, because it signifies that we have conceded and stopped seeking ways to improve processes or results, or that we acknowledge that there are better paths to take and choose to not pursue them.

Whether the excuse used is expense, disruption to existing processes, or even an inflexibility or acceptance by others with whom we work, they all have the same net effect. We talk ourselves into something we know isn't true. And that stops us from moving forward.

The fact is, we CAN do better. The examples and case studies show how to turn the lies around. Using smarter methodologies drive a better understanding of the

facts. Using the insights derived, we improve efficiencies and optimization of channel use, human resources and budget allocations. Every example shown provides a net improvement in ROI for the current and future years.

The lies we tell ourselves are often the result of previous experience, limited resources, and not investigating alternative solutions. We can address our biggest challenges, rethink the approach, and find new optimization and efficiencies that deliver significant improvement to ROI.

And that's no lie.



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# The Measurement Mojo Advantage

## GETTING TO THE TRUTH TAKES COLLABORATION.

Measurement Mojo brings an experienced team of strategists, data scientists, software engineers, and project managers to client engagements. We offer analytic depth and breadth and apply a pragmatic sensibility you would expect from seasoned marketers and business leaders.

We counsel clients to improve performance through better processes, measurement frameworks and clarifying KPIs to link impact top down. Our solutions grow market capitalization and connect the dots between strategy, tactics and financial goals. What we do is tangible, proven, and impactful.

Our collaboration with clients focuses attention on commercial excellence achieved through expense optimization and revenue growth. Implementations have saved brands 14% in marketing spend annually which can be reinvested for greater impact. Annual increases in marketing-attributed revenue are often over 19%. ROI on our work is easily achieved in less than a year and many experience it in as few as six months.

It's time you unleash your organization's potential. Let's talk!

# 19%

Increase in Marketing  
Attributed Revenue

# 14%

Decrease in Marketing  
Expense

# 3:1 ROI

When Partnering with  
Measurement Mojo

*Please note: client confidentiality does not permit Measurement Mojo to reveal client company names, individual names, quotes, and other identifiable or sensitive information.*

**Measurement Mojo improves marketing and sales ROI**  
by driving productivity gain through their proprietary  
Commercial Performance Architecture<sup>SM</sup>, a proven system  
of measurement and process optimization.

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