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Zyprexa U.S. Positioning Recommendation



Presentation

May 2, 2001

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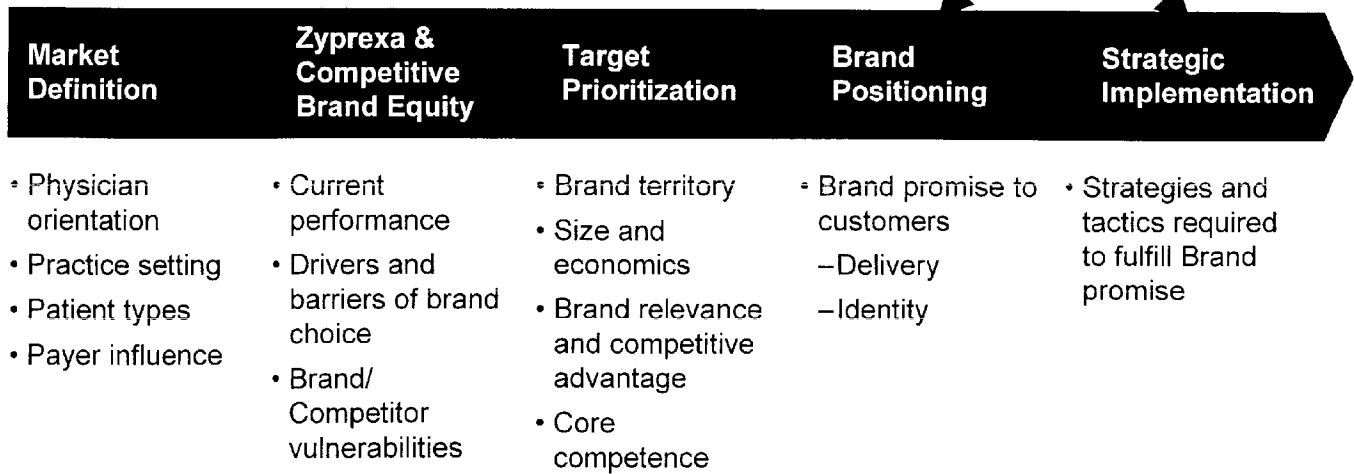
- Overview and Background
 - Positioning Definition
 - Target Segments
 - Positioning Objectives
- Methodology
- Brand Positioning Exploration
- Recommendation
- Strategic Imperatives/Tactical Direction

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Zyprexa Brand Development Project

Today's Focus



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Overview and Background

BRAND POSITIONING DEFINITION

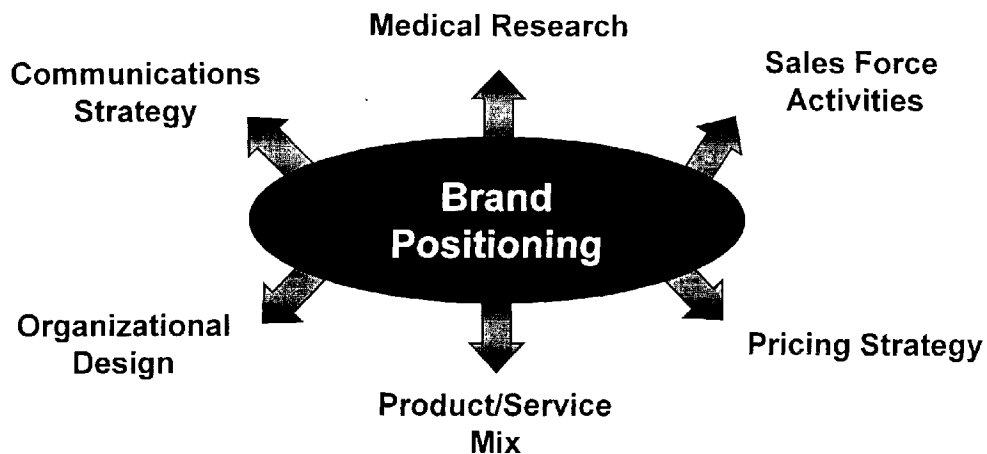
The most salient dimensions of the Brand Identity and Brand Delivery that will comprise the brand's promise to the target audience and will demonstrate a point of difference vs. the competition.

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BRAND POSITIONING ROLE

- Brand Positioning is the link to drive both internal and external actions to **set and fulfill customers' expectations.**



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BRAND POSITIONING

COMPONENTS AND KEY QUESTIONS ANSWERED

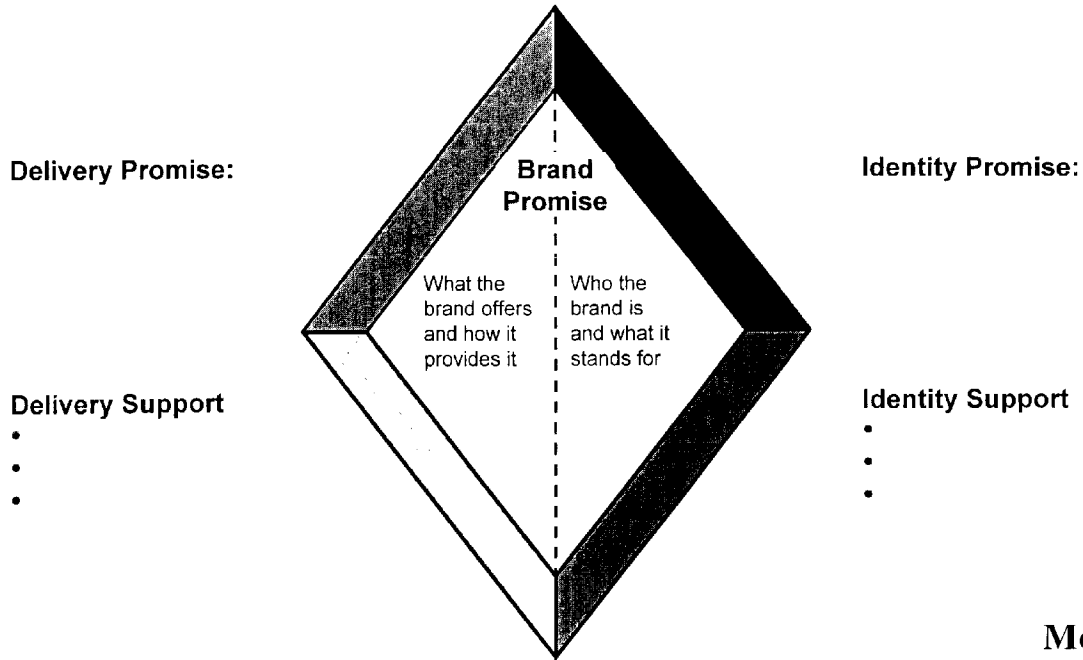
- | | |
|--|---|
| • Target Audience/Needs | • Who do you serve and what are their defining needs? |
| • Frame of Reference | • What business are you in? |
| • Point of Difference
– Brand Delivery
– Brand Identity | • What make you distinctive?
– What do you offer?
– Who are you? |

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THE BRAND POSITIONING FRAMEWORK

Consumer Target <ul style="list-style-type: none">• Core Needs:• Key Attitudes	Frame of Reference <ul style="list-style-type: none">• Strategic Intent/Scope:• Key Competitors
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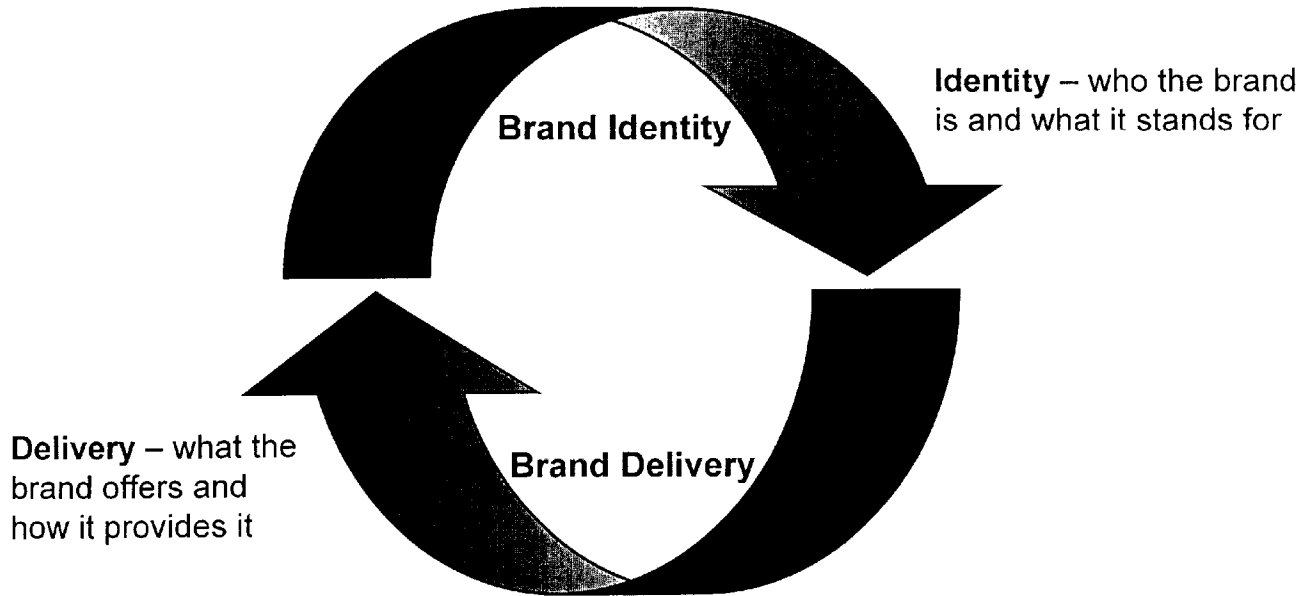


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BRAND POSITIONING




- For effective positioning, Brand Identity and Delivery must work together synergistically:



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BRAND POSITIONING EXAMPLES
CONSUMER

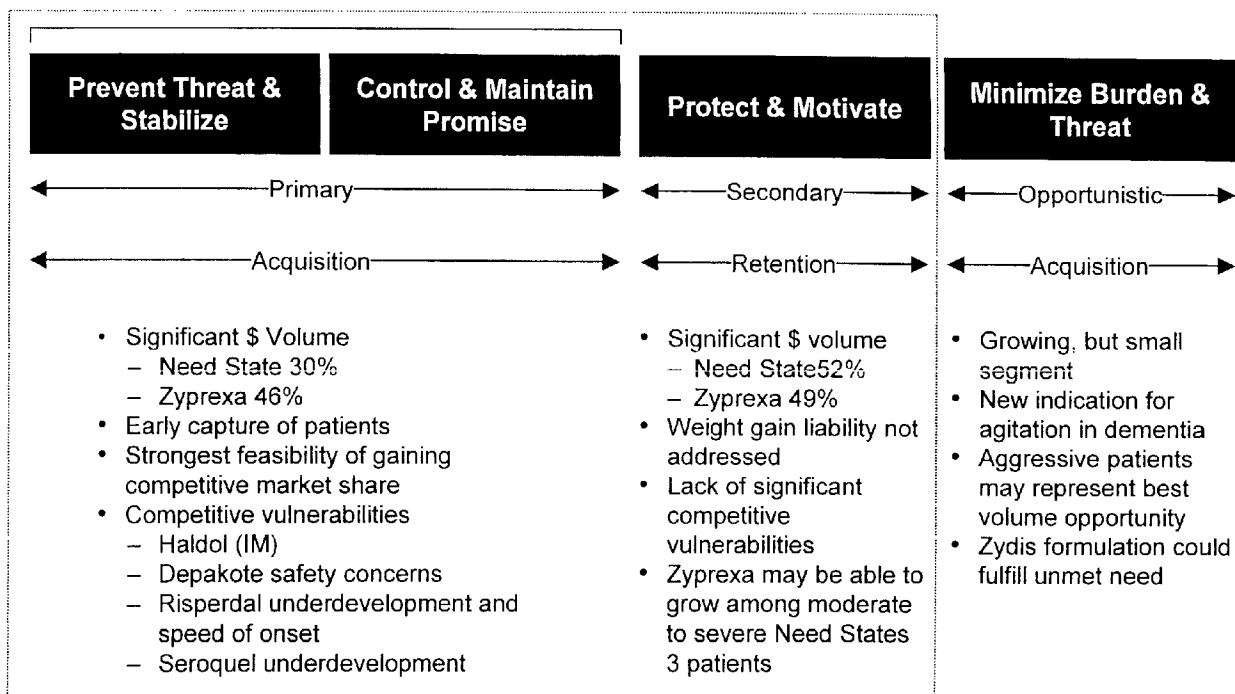
Brand	Identity Promise	Delivery Promise
	<ul style="list-style-type: none"> • Advocate of feminine strength and confidence 	<ul style="list-style-type: none"> • Offers high efficacy and strong protection • Provides self-confidence that allows a woman to feel in control
	<ul style="list-style-type: none"> • A grass roots organization that takes pride in improving the car ownership experience 	<ul style="list-style-type: none"> • A better, enduring ownership experience (sale→ maintenance) that respects your good sense
	<ul style="list-style-type: none"> • Enduring classic – “The original” 	<ul style="list-style-type: none"> • Refreshment and good times

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POSITIONING TARGET REVIEW

NEED STATES

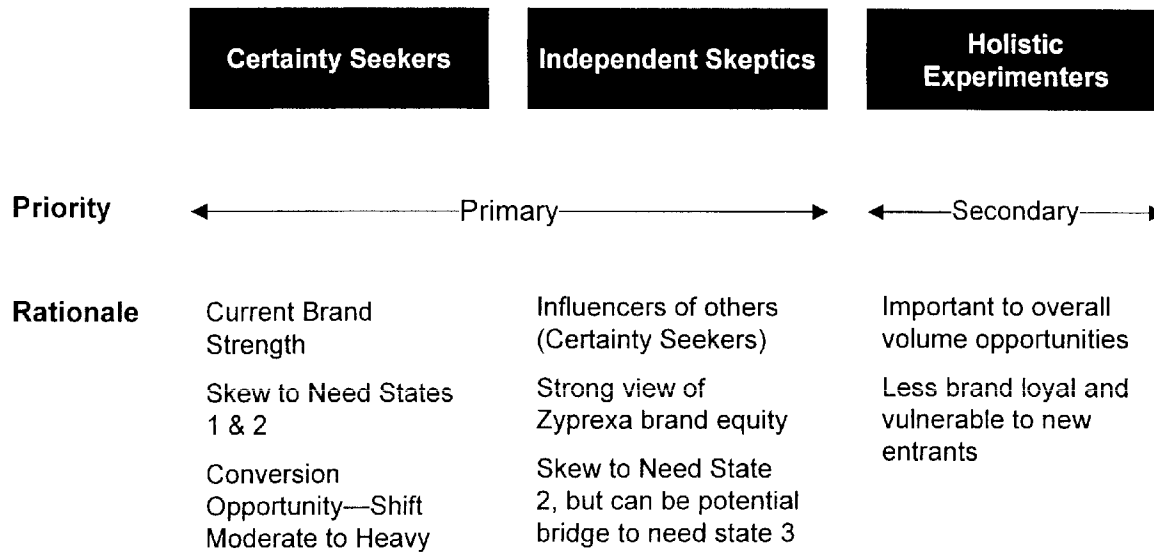


Must identify the attitudinal segments to prioritize within these need states

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POSITIONING TARGET REVIEW
ATTITUDINAL ORIENTATION



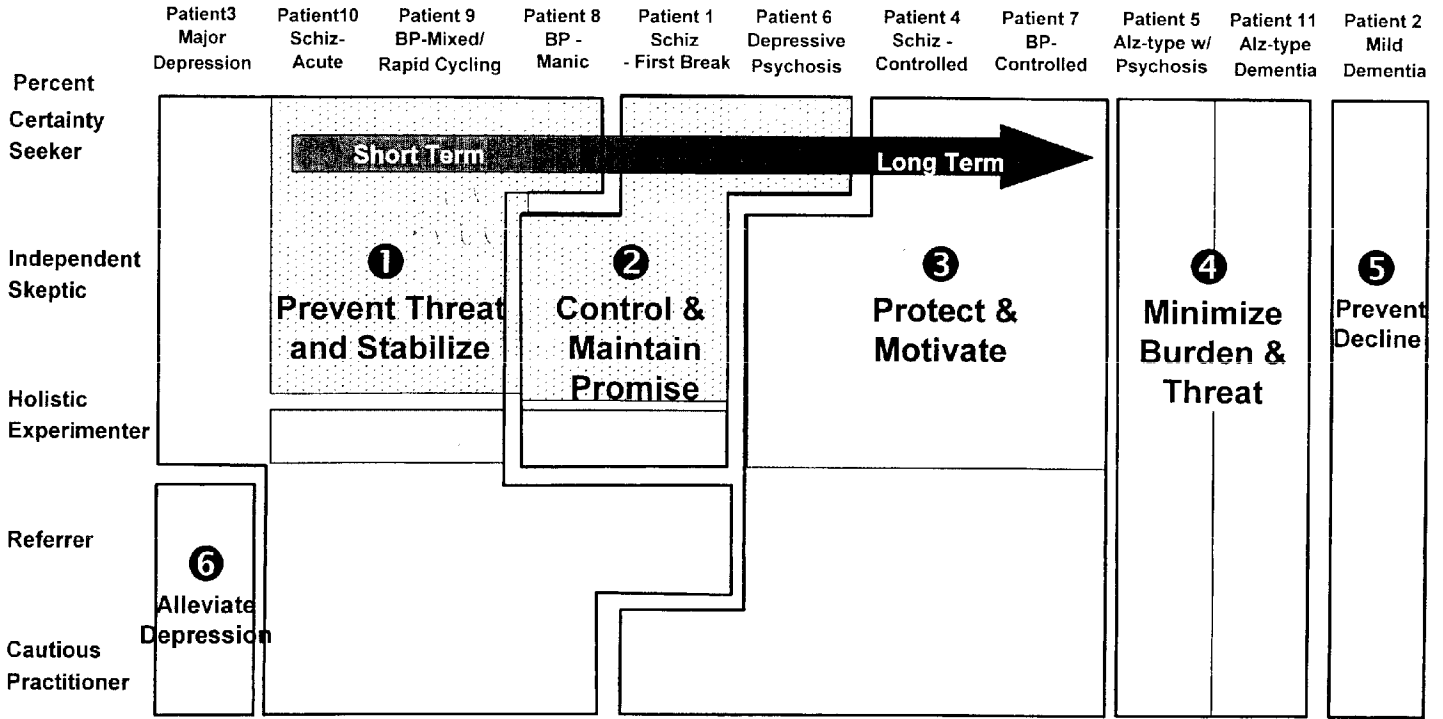
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POSITIONING TARGET REVIEW SUMMARY

- Physicians' overall goal is to move Need State 1 & 2 patients into Need State 3 and keep them there.

Primary
 Secondary



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POSITIONING OBJECTIVES

The Zyprexa brand positioning should...

- Establish a benefit platform that is both relevant and distinctive to physician goal of stabilizing acute patients (Need State 1 & 2) and transitioning them to Need State 3
- Leverage existing brand equities and address brand liabilities
- Define a space that offers distinctiveness and the opportunity for long-term competitive advantage
- Ensure that positioning is consistent with Lilly core competencies and “answers that matter” corporate positioning
- Enable opportunistic capture against patient type 5

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Methodology

QUALITATIVE METHODOLOGY

MARKETS & TARGETS

Markets

- To develop the positioning for the Zyprexa brand, focus groups were conducted from March 27th through April 20th in:
 - New York
 - Los Angeles
 - Chicago

Targets

- Independent Skeptics (Psychiatrists) – Primary target
- Certainty Seekers (Psychiatrists) – Primary target
- Holistic Experimenters (Psychiatrists) – Secondary target
- Cautious Practitioners (PCPs (Redacted)) – Selective target

Screening Criteria

- Meet attitudinal criteria for target Physician Orientations
 - Typing algorithms developed from quantitative data to identify attitudinal targets
- Heavy writers of antipsychotics
- Neutral to positive attitudes toward Zyprexa
- Practice in Need States:
 - 1-3 (4 to fall naturally) – Psychiatrists
 - 4 (1-3 to fall naturally) – PCPs

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QUALITATIVE METHODOLOGY PROCESS

Groups: 20 Total

- 14 2-hour, 4-6 person groups for positioning development
- 6 1.5 hour dyads for refinement of positioning language

Qualitative Research Process

- Prior to the qualitative research, multiple Delivery and Identity positioning platforms were developed based on:
 - Quantitative data
 - Brand equity analyses
 - Path modeling of equity and attitudinal items
 - Core team knowledge of market and other research efforts
- Qualitative process:
 - Testing of multiple Delivery and Identity positioning alternatives and product/service concepts
 - Continuous refinement and optimization of positioning and product/service innovations
 - Additions/deletions based on physician feedback and Lilly core competencies
 - Development of single positioning statement that is relevant to physicians and differentiates Zyprexa from the competition

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Brand Positioning Exploration

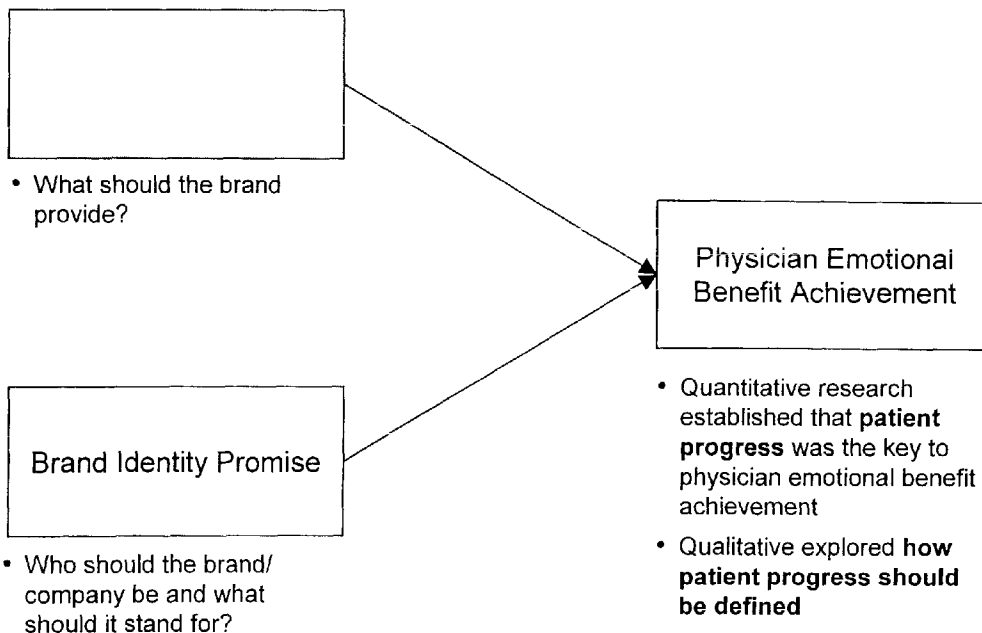
BRAND POSITIONING EXPLORATION

KEY QUESTIONS

Overarching Questions

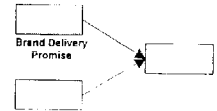
- What benefits are physicians seeking from the brand/company?
- What should Zyprexa's Brand Delivery and Brand Identity be in order to provide those benefits?

Current section



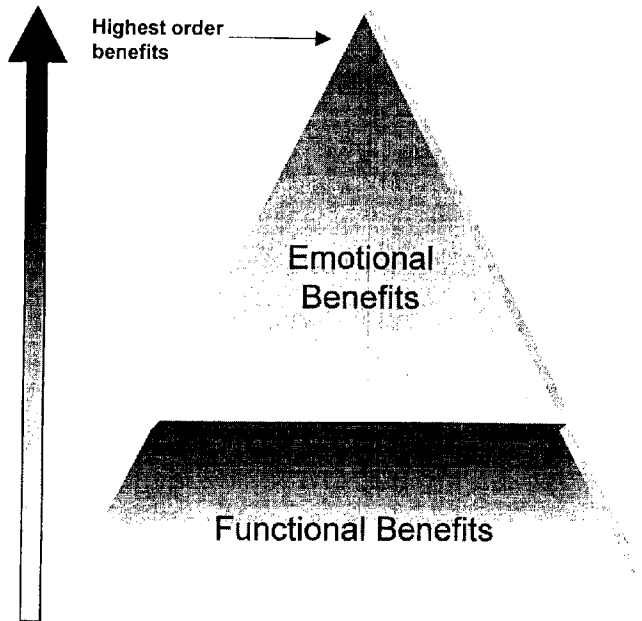
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BRAND DELIVERY EXPLORATION BENEFIT HIERARCHY

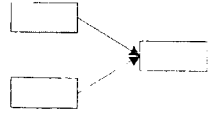
- A strong brand delivery promise should be based on both emotional and functional benefits
 - Emotional benefits offer potential for more sustainable competitive advantage because they are more difficult for competitors to copy.
 - Functional benefits provide the reasons to believe that emotional benefits are possible.



- Emotional benefits of a brand fulfill longer-term goals that physicians have for their patients.
- It is generally difficult to position against the highest order emotional benefits without establishing the brand at lower levels because they must be a “takeaway” versus part of the promise.
- Functional benefits are the specific, direct outcomes or attributes of the drug.
- Functional benefits are necessary but not sufficient. Many are required to participate effectively in the category (antes). Therefore, Zyprexa must reassure on them (e.g., positive symptom efficacy) but not use as the basis for positioning.

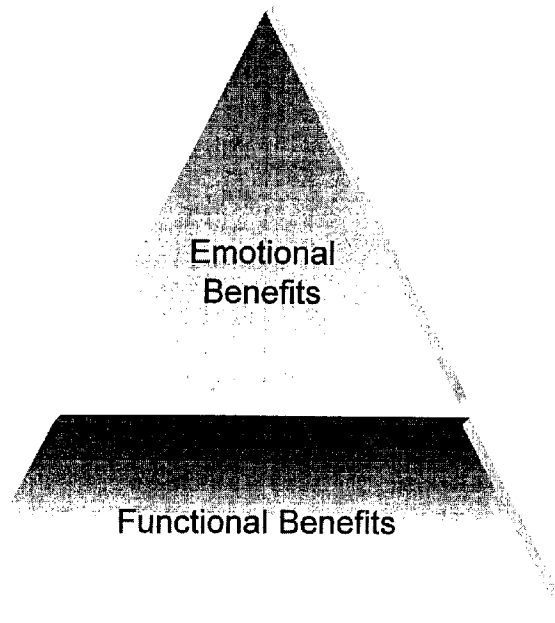
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BRAND DELIVERY EXPLORATION
BENEFIT HIEARCHY— EXAMPLE

Secret

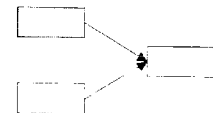


Self confidence that allows a woman to feel in control

- Superior efficacy versus other female oriented brands
- Strong protection – enough for a man
- PH balanced for a woman

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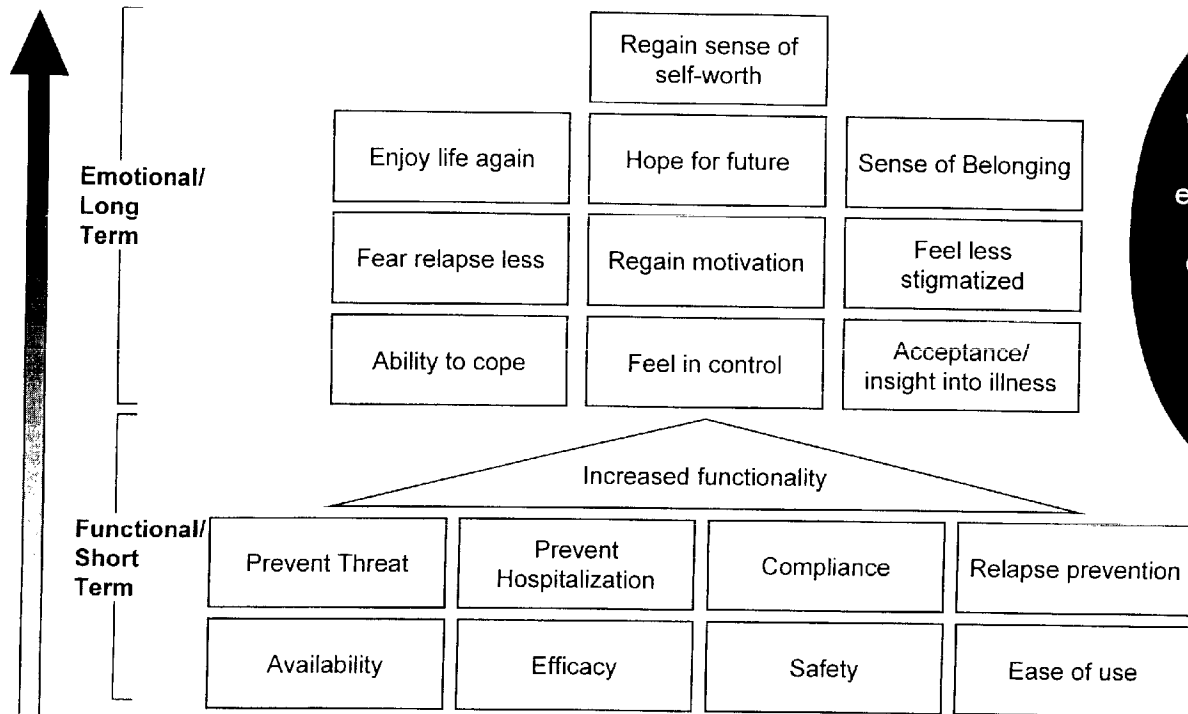
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BRAND DELIVERY EXPLORATION

PATIENT PROGRESS HIERARCHY

- Physicians view patient progress in a hierarchy from functional (short term) to emotional (long term)



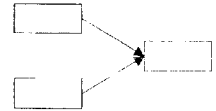
Key Question:
 What is the area of emphasis for positioning exploration given physician needs and Zyprexa equity?

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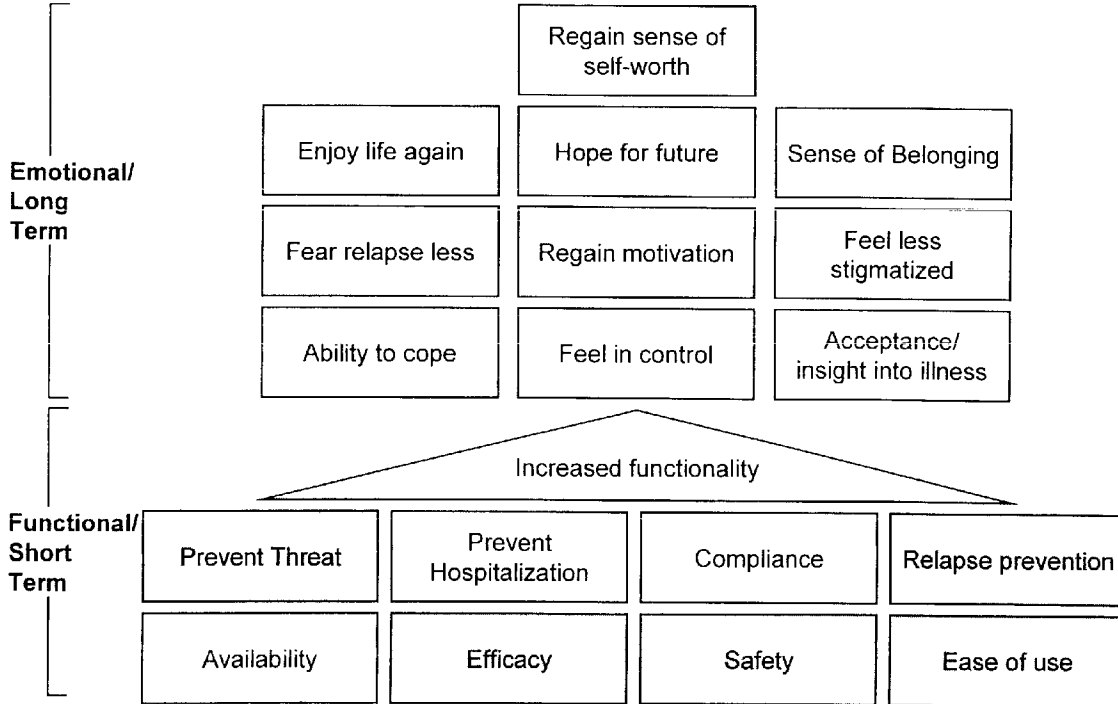
BRAND DELIVERY EXPLORATION

PATIENT PROGRESS HIERARCHY



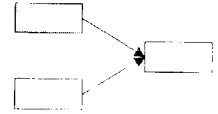
- Functional benefits must be established in order to position against emotional benefits
- Zyprexa has several functional benefits to leverage

Highly associated with Zyprexa



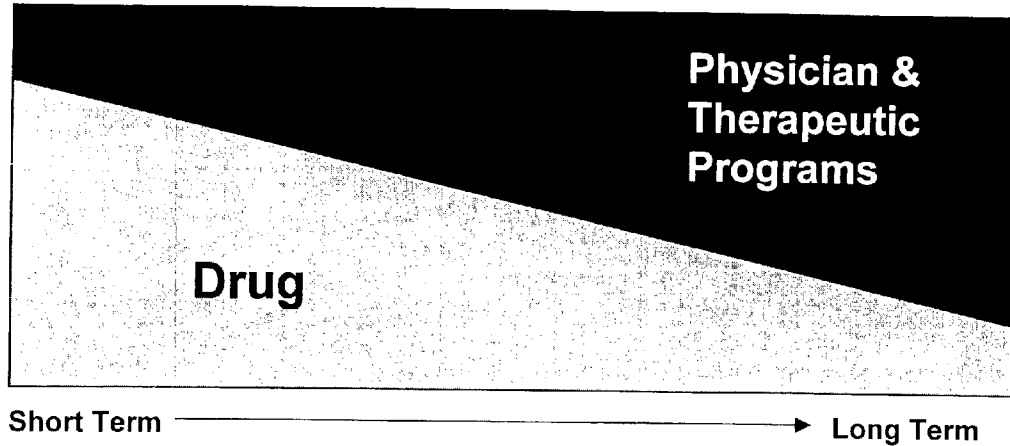
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BRAND DELIVERY EXPLORATION THERAPEUTIC ROLES

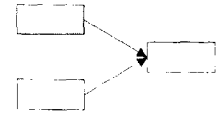
- Physicians believe both the drug and the physician play a key role, that shifts over time



- In order for Zyprexa to position the brand, the brand must recognize and enable the physician in both the short term and the long term

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BRAND DELIVERY EXPLORATION
TIME DIMENSION



- Treatment Goals**
- Prevent threat and stabilize
 - Control and maintain promise

- Protect and motivate

Control over symptoms and life

Help each patient progress as far as possible



Implications for Positioning Exploration

Explore dimensions of **control**

Understand what patient progress means to physicians in the long-term

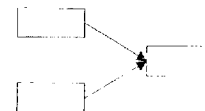
- Realistic, yet aspirational

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BRAND DELIVERY EXPLORATION

PATIENT PROGRESS: SHORT TERM PROMISE



Control was dimensionalized and explored...

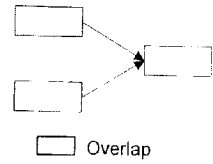
Control	Description	Physician Feedback	Key Needs
Powerful Control	<ul style="list-style-type: none"> • Has rapid onset • Is strong enough to work on even your most severe patients (chronic and acute) • Has efficacy in positive symptoms 	<ul style="list-style-type: none"> • Short term focused, too strong. • Haldol and Clozaril are frame of reference • Implies "Chemical straitjacket" 	
Versatile Control	<ul style="list-style-type: none"> • Works on wide range of patients • Efficacy in broad array of symptoms • Stabilizes mood and reduces psychosis • Offers ability to dose to efficacy without fear of side effects • Has range of formulations and delivery systems 	<ul style="list-style-type: none"> • Had appealing aspects, but viewed as an overpromise • Becomes a broad spectrum antibiotic – "Shotgun approach" • Goes against diagnosis focus of IS and CS 	<ul style="list-style-type: none"> • While versatility is desired, it should be a takeaway versus the major element of promise
Dependable Control	<ul style="list-style-type: none"> • Reliable – can count on this drug to work most of the time • Predictable – works on similar patient types in a consistent way • Will not lose its efficacy over time • Reduces need for polypharmacy • No unexpected side effects 	<ul style="list-style-type: none"> • Very compelling if it can be supported by science • Generates rich feedback by physicians 	<ul style="list-style-type: none"> • Dependability is bulls eye of need. • Must be careful not to over promise.
Balanced/Selective Control	<ul style="list-style-type: none"> • Selective efficacy – works on the right receptors • Establishes symptom efficacy without overwhelming patient • Balance between power and specificity 	<ul style="list-style-type: none"> • Confusing • Low appeal relative to other ideas 	
Immediate Control	<ul style="list-style-type: none"> • Rapid efficacy • Fast onset • Arrest acute symptoms • Minimize downside, e.g., prevent threat to self and others 	<ul style="list-style-type: none"> • Important in short term for most acute patients, but only covers a very defined window 	

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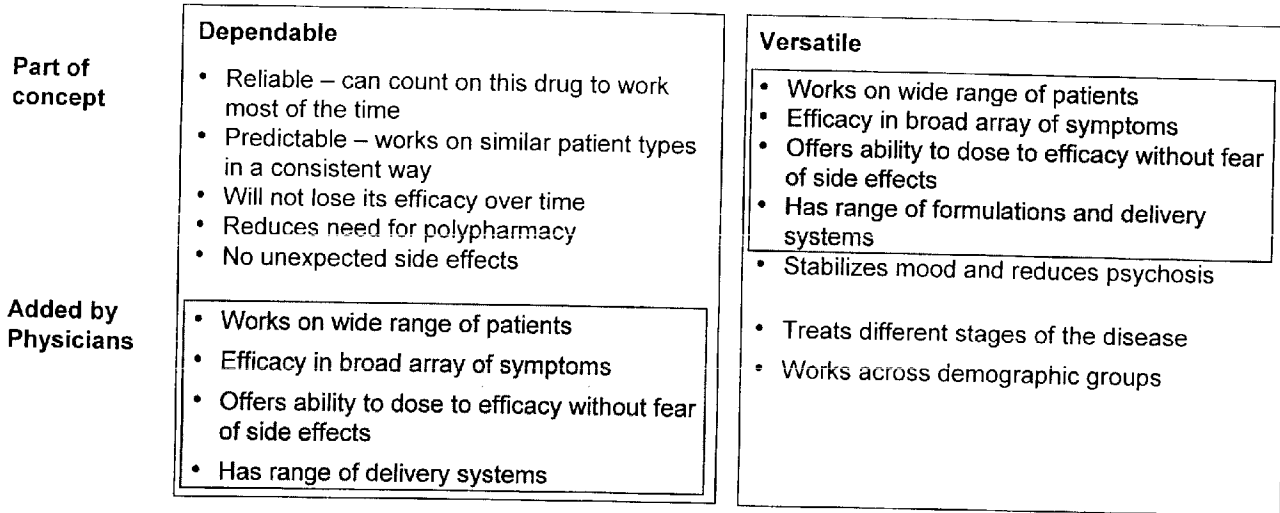
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BRAND DELIVERY EXPLORATION

SHORT TERM PROMISE



- When defined by physicians, dependable control includes the most compelling elements of versatility

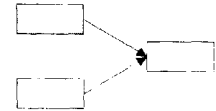


Dependable was selected as a better representation of the overall short term promise given its universal appeal and ability to cover key dimensions of **versatile** without its risks

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BRAND DELIVERY EXPLORATION SHORT TERM PROMISE

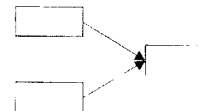


- Final short term promise as defined by physicians...

Dependable Control

- Works consistently
- Targets multiple symptomatology in thought and mood disorders
- Controls dangerous/inappropriate behaviors
- Has known side effect profile with ability to dose to efficacy
- Has superior relapse prevention
- Is easy to use

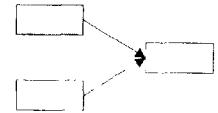
BRAND DELIVERY EXPLORATION LONG TERM PROMISE



- Physicians view each patient as an individual, with different potential long-term outcomes

Concept	Physician Feedback	Evolution
Helps you stop the downward spiral of the disease	<ul style="list-style-type: none"> • In general, too negative. • Depending upon interpretation, is an over promise (i.e. "cure") or is not aspirational enough. 	
Allows your patients to have less fear of losing what they have achieved and begin to enjoy life again	<ul style="list-style-type: none"> • Consistently resonates. Patients being able to fear relapse less represents a clearly articulated goal that physicians have. 	Fear relapse less and gain control over lives are outcomes of short term promise
Helps patients regain charge over their lives so they can feel motivated again	<ul style="list-style-type: none"> • Regaining charge is very compelling, with rich connotations. • Preferred gain control over lives as the outcome. • Interpretation of motivation ranges from simple negative symptom efficacy to achievement. 	
Allows patients to gain insight into their illness so they can accept and manage it	<ul style="list-style-type: none"> • Insight believed to be too lofty an aspiration for most patients. Drug cannot deliver insight. • Patients being able to "manage" the disease is compelling. 	Therapeutic alliance is reason to believe long term goals are possible
Helps you achieve a more effective therapeutic alliance so you can take your patients further	<ul style="list-style-type: none"> • Drug helping achieve therapeutic alliance has strong appeal— it credits both the physician and the drug. • "Further" is too ambiguous. • "Feel more like themselves" arose as a goal. 	
Helps your patients feel less stigmatized and more comfortable in everyday situations	<ul style="list-style-type: none"> • Flat response. Believed to be less applicable since many of these patients are not aware of stigma. • Comfort in everyday situations is appealing, but part of a broader idea. 	More comfortable and re-establishing relationships are part of broader concept of feel more like themselves
Enables your patients to re-establish relationships	<ul style="list-style-type: none"> • Flat response relative to other concepts. • Relationships are important, but not sufficient as a long term goal. 	

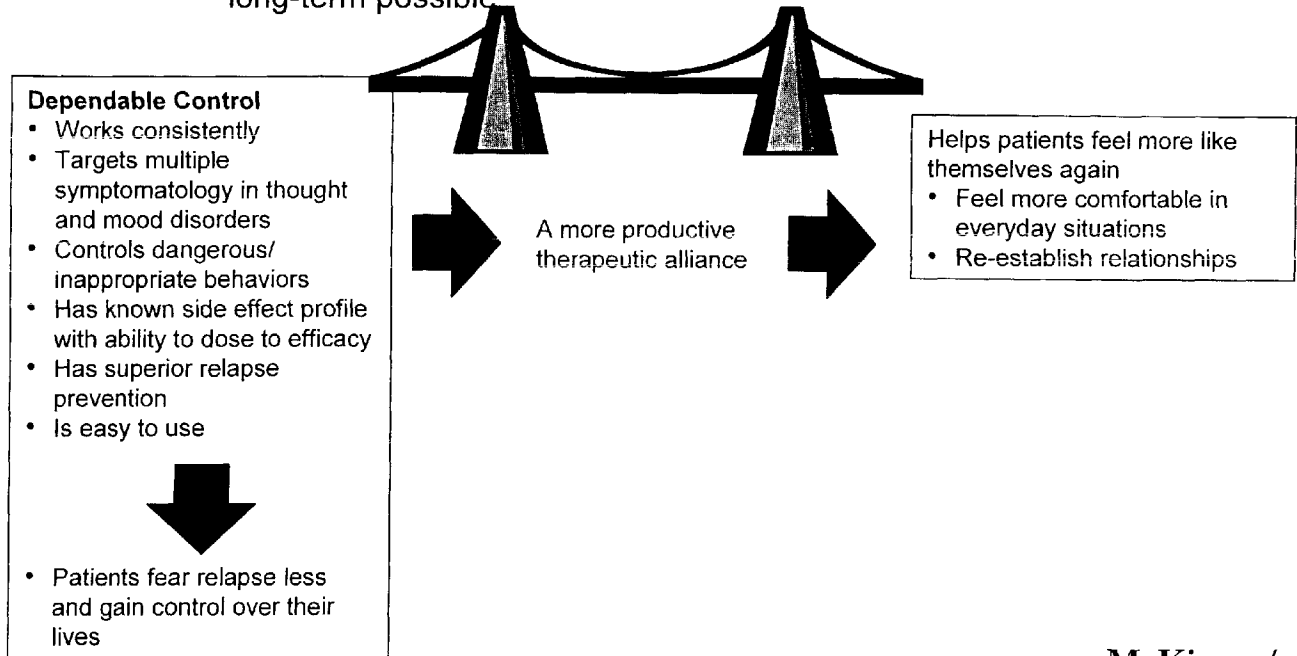
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BRAND DELIVERY EXPLORATION

BRIDGE BETWEEN SHORT TERM AND LONG TERM

- To achieve the long term goal, the drug is necessary but not sufficient. Because a drug can only set the stage for the long term, a bridge is required to link the goals
- The drug and an effective therapeutic alliance make the long-term possible

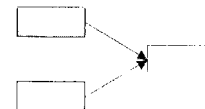


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BRAND DELIVERY EXPLORATION

LONG-TERM PROMISE REFINEMENT



“Feel more like themselves again” was compelling but sometimes misunderstood.

Helps patients feel more like themselves again

- Feel more comfortable in everyday situations
- Re-establish relationships

Positive aspects of “feel more like themselves again”

- Relieves troubling symptoms so they can be back to themselves
- Restores previous level of functioning and helps them feel productive again
- Relationships and comfort in everyday situations are very important to patient progress
- Helps achieve normalcy-- relative to patient’s individual goals and potential

Concerns raised by physicians

- Many schizophrenia patients don't remember the pre-morbid condition, so what they remember as “themselves” is not positive
- Should attempt to take patients to a better place

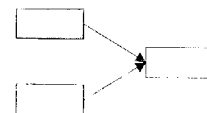


Develop long term promise that captures the essence of restoring baseline functioning and then taking patients beyond that to achieve the progress that they are capable of achieving

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BRAND DELIVERY EXPLORATION LONG TERM PROMISE REFINEMENT



Optimization of the long term promise was conducted against the following areas

Explored several areas that captured the essence of what physicians found relevant in “feel more like themselves”

Return to positives of pre-morbid condition

- Meaning in Life
- Sense of self
- Individual Potential



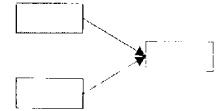
**Move their lives forward
and realize their potential**
found to be very compelling

- Implies that baseline has been restored
- Addresses need to take patients to a better place
- Recognizes the individual nature of patient progress

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BRAND DELIVERY PROMISE RESULTING FRAMEWORK



**Short-term
promise of the
medication**

Dependable control which helps patients gain control over their lives

**Bridge to long-
term aspirations
via physician role**

Opens the door for physicians to establish a more productive therapeutic alliance



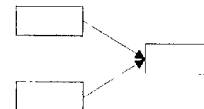
**Long-term
promise**

Patients move their lives forward and realize their potential

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BRAND DELIVERY PROMISE CONCEPT



Dependable control so you can help your patients move their lives forward and realize their potential

Zyprexa offers dependable control that...

- Works consistently
- Targets multiple symptomatology in thought and mood disorders
- Controls dangerous/inappropriate behaviors
- Has known side effect profile with ability to dose to efficacy
- Has superior relapse prevention
- Is easy to use

Dependable, enduring efficacy enables your patients to fear relapse less and think more clearly...

- Controls hallucinations/delusions
- Stops racing thoughts
- Does not dull cognition

...which helps patients gain control over their lives

This opens the door for you to establish a more productive therapeutic alliance

- Helps patients recognize relapse triggers and better manage disease
- Patients are more engaged
- Fosters the trust you are trying to create

A more effective therapeutic alliance enables psychotherapy and psychosocial programs to be more impactful. This helps patients begin to move their lives forward and realize their potential.

- Feel more comfortable in everyday situations
- Feel more productive (e.g., employment)
- Re-engage in relationships

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SERVICES EXPLORATION OVERVIEW

- Given the holistic and aspirational nature of the brand delivery promise, Zyprexa (Lilly) must offer more than the drug to make it achievable in the eyes of the physician
- Patient and physician services not only enable the promise, but also create goodwill and brand loyalty

Services were explored and judged based on

- Physician relevance
- Fit with brand delivery concept
- Differentiation
- Feasibility

Concepts fell into four categories

- Low to moderate relevance
- Relevant but poor fit with brand delivery promise
- Antes
- Differentiating



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SERVICES EXPLORATION
LOW TO MODERATE RELEVANCE

Concept	Description	Feedback
Staff training	Education for more effective triage and operations	Don't want this from a drug company – lack of trust.
Customized weight gain prevention program	Prevention of weight gain through nutritional counseling or pharmacology	Prevention not feasible given not everyone gains weight.
Compliance program	Encouragement to patients to maintain treatment via sliding price scale and reminder notices	Hand-holding is an impediment to patient recovery and contradicts patient control over lives part of concept
24/7 Help-line for families	Medication information and connection to local services	Infringes on physician's role.
Recreational programs	Supervised outings for patient and families	Appealing, but less compelling than other services.
Patient progress awards	Local nominations for physician, staff and patient awards	Small number of people impacted. Mixed notion of whether patients value this and criteria is a question.



Do not pursue further

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SERVICES EXPLORATION RELEVANT BUT POOR FIT

Concept	Description	Feedback
---------	-------------	----------

Redacted

Van service

Transport patients to treatment related activities

Appealing – good gesture from drug company. Already available somewhat in community. Very schizophrenia focused.



Do not pursue further

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**SERVICES EXPLORATION
RELEVANT BUT NOT DIFFERENTIATING**

Concept	Description	Feedback
Starter pack	Initial supply and educational materials	Valued. Opportunity to be distinctive by including additional information and samples together
Best practice forums/CME's	Host discussions among local physicians about current issues	Mixed value-time investment, issue. Not distinctive CME's are required, and should be continued, but must be unbiased.
Physician website	Forums, information, inquiries, connection to local programs/services	Less appeal, Expected from a company/brand
Website for patients/families	Information on disease management and related services	Expect low patient usage, but would be appreciated by some

Category
antes:
Must
Provide

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SERVICES EXPLORATION RELEVANT AND DIFFERENTIATING

Concept	Description	Feedback
Educational scholarships	State level awards for tuition and fees	Favorable, but small number of people impacted.
Transitional employment service	Training and job placement	Appealing, but already exists in community.
Customized weight gain treatment program	Treatment of weight gain through nutritional counseling or pharmacology	Aversion to pharmacological option if accompanied by other side effects. Expect low compliance with nutritional guidance. Still, recognize that Zyprexa must address this issue.
Bipolar institute	Patient empowerment through education and services for illness and medications	Appealing, but need is less immediate from physician perspective.
Psychiatric patient wellness service	Annual physical and regular monitoring for high-risk ailments	Very appealing given inadequate coverage of many patients. Helps address diabetes concern.

Most important priorities



















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SERVICES RECOMMENDATION

- Pursue services that have high relevance to physicians, support the brand positioning, and are feasible

 High
 Low

Strong Appeal and Fit	Feasibility	Differentiation	Rationale	
1. Customized weight management			Mitigates a strong brand liability.	Priority services are both feasible and distinctive
2. Psychiatric patient wellness service			Helps patients feel more like themselves.	
3. Transitional employment services			Supports patient control over life. Infrastructure exists that can be funded.	
4. Educational scholarships			Supports patient control over life. Infrastructure exists that can be funded.	
5. Bipolar institute			Facilitates therapeutic alliance and patient control.	
Physician website			Reinforces therapeutic alliance.	Some services are important to support the concept or required to be competitive
Patient/family website			Helps patients gain control over life.	
CME's			Reinforces therapeutic alliance, company leadership.	
Starter packs			Provides support expected from "dependable" brand.	

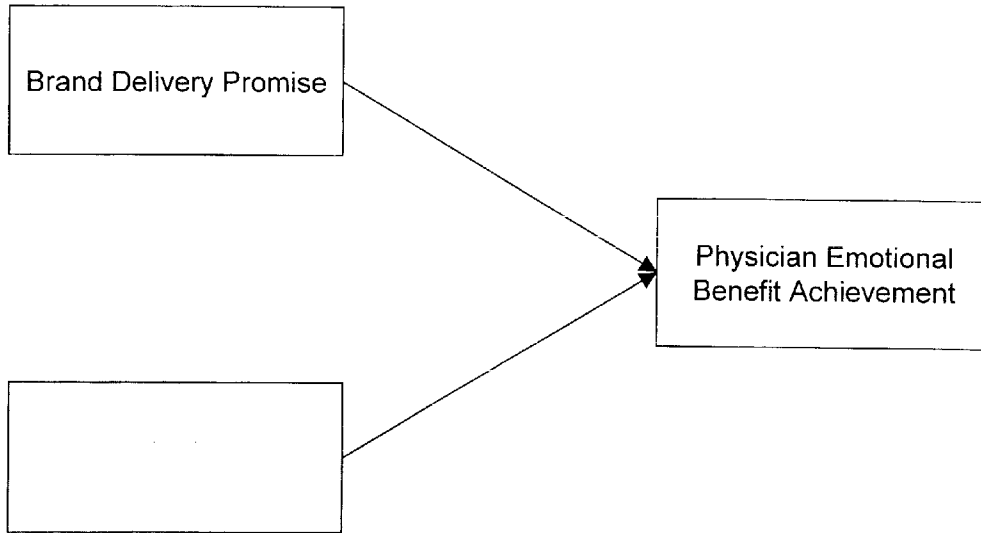
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BRAND IDENTITY EXPLORATION

Key question: Given the desired brand delivery and service direction, what is the most compelling Brand Identity.

Current Section



Identity was explored based on...

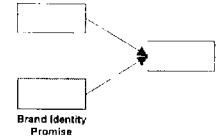
- Fit with delivery promise/services
- Relevance to physicians
- Fit with corporate brand positioning

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BRAND IDENTITY EXPLORATION

CONCEPT RELEVANCE AND FIT WITH BRAND DELIVERY



High Relevance/Fit

Low Relevance/Fit

Identified in quantitative research

Brand Identity exploration areas stemmed from quantitative and qualitative research

- Innovative
- Dependable
- Leader*
- Dedicated
- Committed
- Caring
- Collaborative
- Partner
- Supportive
- Facilitative

- Powerful
- Versatile
- Revolutionary
- Protective
- Dynamic
- Evolving
- Reassuring
- Informative
- Balanced
- Socially Responsible
- Reputable



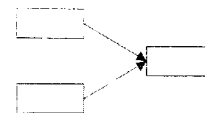
Clear pattern of compelling identity elements emerge

* Neuroscience leader in quantitative

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BRAND IDENTITY EXPLORATION

CONCEPT APPEAL AND FIT WITH BRAND DELIVERY



Concept	Physician Reaction	Strategic Fit With Concept
Innovative	<ul style="list-style-type: none"> Appropriate for any atypical some of the services are especially innovative (e.g., scholarships). 	
Dependable	<ul style="list-style-type: none"> Natural out flow of services and delivery concept, but acknowledge repetitive with concept. 	
Leader	<ul style="list-style-type: none"> Appealing, but interpreted sometimes as sales and other times as superiority. Good fit with concept. 	
Dedicated	<ul style="list-style-type: none"> Generosity for indigent patients. Strong fit with concept. 	
Committed	<ul style="list-style-type: none"> Company has several medications to treat mental illness. Strong fit with concept. 	
Caring	<ul style="list-style-type: none"> Difficult to connect this with company given sales rep behavior. 	
Collaborative	<ul style="list-style-type: none"> Cooperating with the physician. Be careful not to interfere with care. 	
Partner	<ul style="list-style-type: none"> Indigent programs and involving physician in research suggest partnering with physicians and patients. 	
Supportive	<ul style="list-style-type: none"> Back up patients who are on the medications with information, indigent assistance. 	
Facilitative	<ul style="list-style-type: none"> Bringing together medication and services for physicians and patients. 	

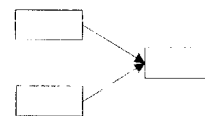
Most promising areas



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BRAND IDENTITY EXPLORATION

FIT WITH CORPORATE BRAND POSITIONING



 Strong fit
 Weak fit

Most Compelling Identity Elements	Fit With "Answers That Matter"	Rationale
-----------------------------------	--------------------------------	-----------

- Dedicated



- Committed



- Leader



- Does what matters to physicians and patients
- Enduring

- Advancing treatment through neuroscience research that discovers answers



Dedicated/Committed Leader provides a compelling brand identity that is a strong fit with the brand delivery and the corporate brand positioning

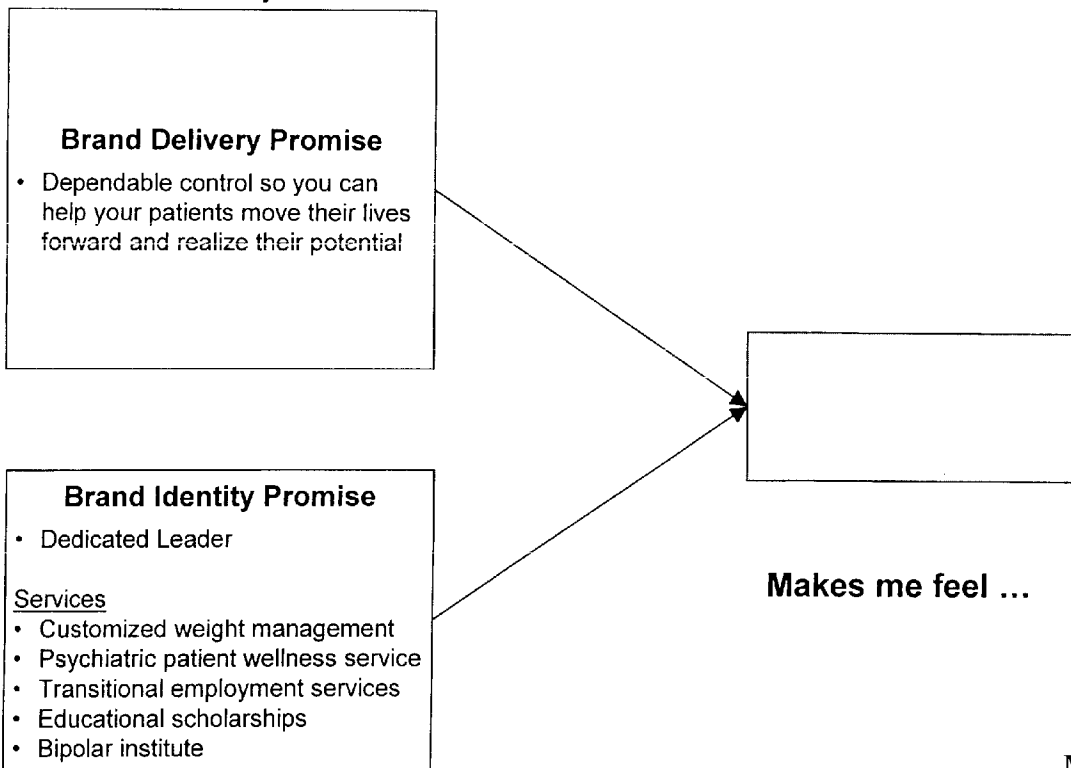
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OVERALL PHYSICIAN REACTION

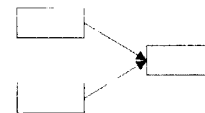
- The combination of the Brand Delivery promise and the Brand Identity promise yield an ultimate physician benefit takeaway

Current section



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OVERALL PHYSICIAN REACTION EMOTIONAL BENEFIT TAKEAWAY

Physicians have rich emotional benefit takeaways if they can achieve the Zyprexa Brand Promise

- I feel good as a physician when I can help them achieve this
- All patients won't get all the way there, but if I can move them closer, I feel like I've done something
- Improving patient's quality of life is rewarding
- I feel more comfortable and less burdened
- It is a relief because I don't have to worry that a patient is symptomatic or will relapse
- Strong sense of fulfillment and happiness for my patient
- Sense of accomplishment
- Means I've done a good job. That is satisfying, gratifying

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OVERALL PHYSICIAN REACTION PERCEPTION OF BELIEVABILITY AND DISTINCTIVENESS

Having established that the positioning concept was compelling to the target customers, qualitative research explored with physicians:

- Could Zyprexa offer this?
- If Zyprexa offered this, would it be differentiating?

Believability for Zyprexa

Question: Physicians were exposed to the full positioning concept unbranded and asked which brand comes closest to being able to offer this today.

Response: Zyprexa was the brand most often mentioned first.

Weight gain is the number one issue that must be addressed to enhance long term relevance.

Distinctiveness

Physicians responded that a brand which provided the total offering being described (Delivery and Identity promises, including services) would be very distinctive and unique:

- This would be differentiating because nobody else is doing it.
- Makes the doctor think more favorably towards that one medication. Reluctantly admit that likely to write more prescriptions because this offering conveys that the company is committed.

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Positioning Recommendation

THE BRAND POSITIONING FRAMEWORK

Target: Independent Skeptics and Certainty Seekers

- **Core Need:** Control/Stabilization of NS 1&2 patients—transition to NS 3
- **Key Attitude:** Therapeutic Alliance is bridge between short and long term.

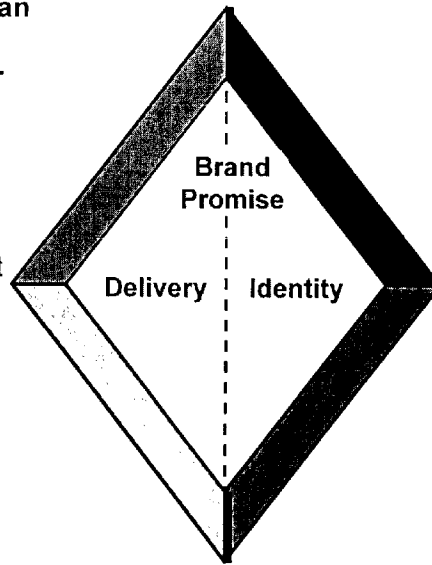
Frame of Reference

- Bipolar and Schizophrenia patients in NS1-3.
- Key Competitors: Risperdal, Geodon, Depakote

Delivery Promise:
Dependable Control so you can help your patients move their lives forward and realize their potential

Delivery Support

- Superior Relapse Prevention
- Ability to dose to efficacy without fear of EPS, TD or QTC prolongation
- Positive Symptom Efficacy and Mood Stabilization
- Does not dull cognition like traditional mood stabilizers
- Easy to use – QD dosing, uncomplicated titration



Identity Promise:
Dedicated Leader

Identity Support

- Only drug with indications in bipolar (mania) and schizophrenia
- Weight Gain Treatment Program
- Services that enable therapeutic alliance between physician and patient and help achieve long term goal
 - Psychiatric Patient Wellness Program
 - Transitional Employment Service
 - Educational Scholarships
 - Bipolar Institute

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POSITIONING STATEMENT

To Independent Skeptics and Certainty Seekers seeking control and long term stabilization of Need State 1 & 2 Bipolar and Schizophrenia patients, Zyprexa is the Dedicated Leader that offers the dependable control you need to enable a more effective therapeutic alliance so you can help your patients begin to move their lives forward and realize their potential.

Reasons to Believe

Delivery

- Superior Relapse Prevention
- Ability to dose to efficacy without fear of EPS, TD or QTC prolongation
- Positive Symptom Efficacy and Mood Stabilization
- Does not dull cognition like traditional mood stabilizers
- Easy to use – QD dosing, uncomplicated titration

Identity

Only drug with indications in bipolar (mania) and schizophrenia

- Weight Gain Treatment Program
- Services that enable therapeutic alliance between physician and patient and help achieve long term goal
 - Psychiatric Patient Wellness Program
 - Transitional Employment Service
 - Educational Scholarships
 - Bipolar Institute

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CONSISTENCY WITH POSITIONING OBJECTIVES

Objective	Concept Alignment
<ul style="list-style-type: none"> Establish a benefit platform that is relevant to physician goal of stabilizing acute patients (Need State 1 & 2) and transitioning them to Need State 3 	<ul style="list-style-type: none"> Concept is realistic and aspirational for physicians in Need States 1 and 2 and represents goals they have in Need State 3.
<ul style="list-style-type: none"> Leverage existing brand equities and address brand liabilities 	<ul style="list-style-type: none"> Incorporates drivers, often as reasons to believe for higher order, emotional benefits. Weight gain and diabetes are key elements of branded services. Zyprexa is most often mentioned first as the brand that could deliver this the concept.
<ul style="list-style-type: none"> Define a space that offers distinctiveness and the opportunity for long-term competitive advantage 	<ul style="list-style-type: none"> Complete concept including delivery and identity components are consistently regarded as differentiated and will lead to brand loyalty. Evokes compelling physician emotional benefit takeaways, which are more difficult for competitors to duplicate.
<ul style="list-style-type: none"> Ensure that positioning is consistent with Lilly core competencies and “answers that matter” corporate positioning 	<ul style="list-style-type: none"> Leverages Lilly competence with drugs that work against severe patients. Excellent fit with answers that matter.
<ul style="list-style-type: none"> Enable opportunistic capture against patient type 5 	<ul style="list-style-type: none"> Dependable control meets a key need for this segment. Long-term part of brand delivery promise not relevant.

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COMPETITIVE POSITIONING SUMMARY

	Delivery Promise	Identity Promise
Zyprexa	Dependable control you need to enable a more effective therapeutic alliance so you can help your patients move their lives forward and realize their potential	Dedicated Leader
Risperdal	Gives patients a new start in life--- efficacy uncompromised by weight gain	Leading antipsychotic, Hopeful
Depakote	Easier and Safer than Lithium. Most effective drug for rapid cyclers	A "better/cleaner" Lithium. The cornerstone/foundation for treatment of Bipolar Disorder
Seroquel	Help patients with psychotic disorders achieve a more normal life	Safe haven antipsychotic
Haldol	Fast-acting agent that works on positive symptoms for acute or non-compliant patients	The original—it works but has issues
Lithium	Proven track record	Original Standard Mood Stabilizer
Geodon	Atypical efficacy without weight gain, EPS or sexual dysfunction	Pfizer

New positioning is distinct from competition

- Recognizes the physician's role in patient progress -- therapeutic alliance
- Focuses on moving patients forward rather than just symptom relief or restoration to baseline
- Addresses both mood and thought disorders
- Raises battle above previous side effect competition

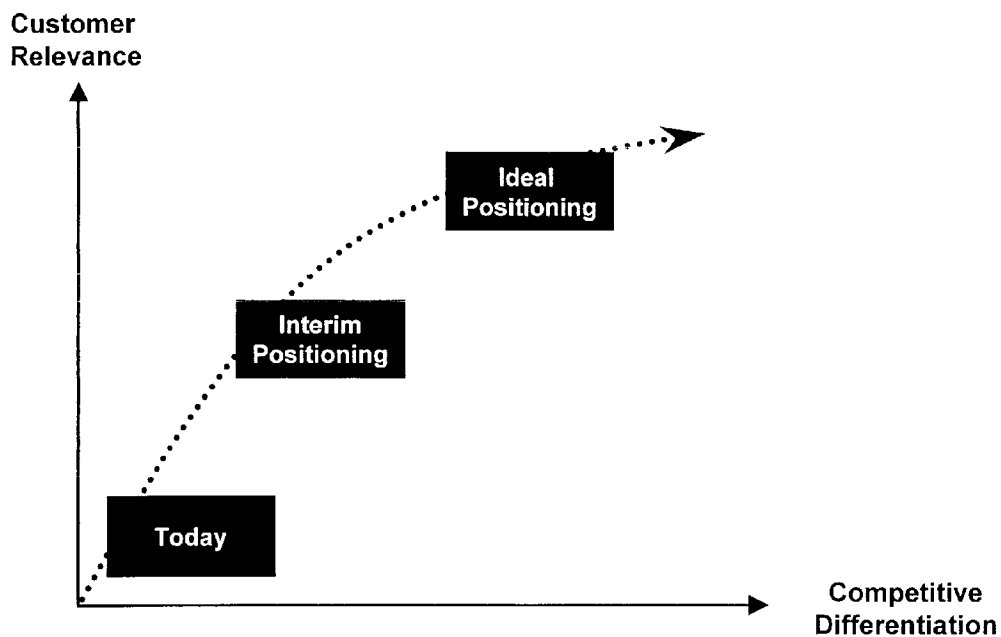
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Positioning Evolution

POSITIONING EVOLUTION

- Recognizing that a brand cannot achieve its ultimate positioning immediately, an evolutionary plan may be required.

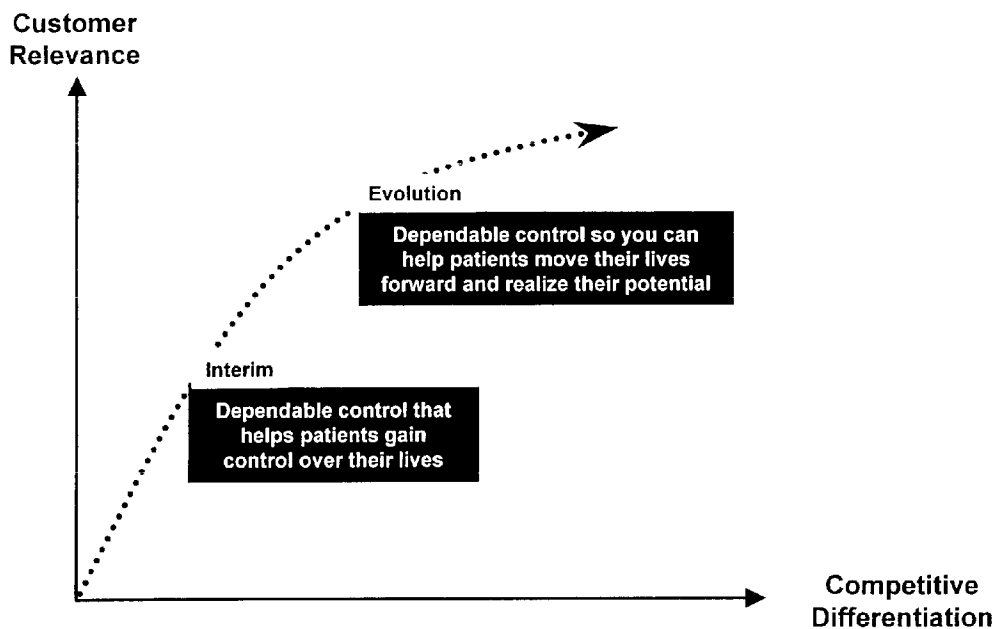


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POSITIONING EVOLUTION

- Given rich equity perceptions in Need States 1 & 2, an evolutionary Brand Identity is not required. Additional services (e.g. Wellness Program) will enhance and support credibility of **Dedicated Leader** Brand Identity.
- An evolution is required to achieve the ideal Brand Delivery Promise. Once **Dependable Control** has been established (as measured by Brand Equity tracking), the brand can evolve to the long term goal.



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BRAND DELIVERY PROMISE — INTERIM

Associated with Zyprexa in Need States 1/2

Zyprexa offers dependable control that...

- Works consistently
- Targets multiple symptomatology in thought and mood disorders*
- Controls dangerous/inappropriate behaviors
- Has known side effect profile with ability to dose to efficacy
- Has superior relapse prevention**
- Is easy to use

Dependable, enduring efficacy enables your patients to fear relapse less and think more clearly...

- Controls hallucinations/delusions
- Stops racing thoughts***
- Does not dull cognition

...which helps patients gain control over their lives



Zyprexa should solidify the short term promise of dependable control by reinforcing current associations and building associations of other dimensions

*Only moderate association with stabilizing mood in bipolar

**Although a driver in Need State 2 for Schizophrenia, is only moderately associated in Need State 1 and bipolar


***Highly associated with Zyprexa when measured as "controls mania"

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BRAND DELIVERY PROMISE — EVOLUTION

- As dependable control is being solidified, the long-term promise must be seeded by introducing physician/patient services that enable/strengthen the therapeutic alliance and increase chances of achieving long-term goals.
 - Weight gain treatment program
 - Patient wellness program
 - Educational scholarships



This opens the door for you to establish a more productive therapeutic alliance

- Helps patients recognize relapse triggers and better manage disease
- Patients are more engaged
- Fosters the trust you are trying to create

A more effective therapeutic alliance enables psychotherapy and psychosocial programs to be more impactful. This helps patients begin to move their lives forward and realize their potential.

- Feel more comfortable in everyday situations
- Feel more productive (e.g., employment)
- Re-engage in relationships

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Strategic Imperatives and Tactical Direction

STRATEGIC IMPERATIVES

OVERALL

- Establish and strengthen Zyprexa positioning among physicians through tangible and consistent demonstration of:
 - Dedicated leadership in advancing treatment of schizophrenia and bipolar disorder
 - Dependable control that enables a more effective therapeutic alliance to help achieve long term goal

Communication

- Launch a unified brand communication strategy that conveys the overarching brand promise while providing disease specific reasons to believe across promotional, scientific and access communications.

Sales Force

- Educate and equip sales force to focus on need state priorities and represent Dedicated Leader identity

Medical Research

- Develop scientific research and publication plan that enhances credibility of the new brand positioning and enables the achievement of the ideal positioning

Product/Services

- Introduce forms that support dependable control and drive atypical conversion in need states 1 & 2.
- Launch services that enable the physician/patient therapeutic alliance and lay the foundation to achieve the long-term goal

Organizational Design

- Align Zyprexa organizational design and brand culture with new market framework and brand positioning

Redacted

Long-term Care

- Develop a proposition for physicians treating dementia patients with psychosis that is consistent with the overall brand positioning and compelling enough to be a competitive threat to Risperdal

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STRATEGIC IMPERATIVES COMMUNICATION

- Launch a unified brand communication strategy that conveys the overarching brand promise while providing disease specific reasons to believe across promotional, scientific, and access communications

Interim

Overall

Develop an integrated communication plan to:

- Achieve the interim brand positioning
 - Focus initial communications on key parts of Dependable Control not already associated with Zyprexa and reinforce current brand drivers within the short term promise
 - Reassure on category antes (e.g., positive symptom efficacy and mood stabilization)
- Strengthen link with Lilly (Neurosciences) as key part of visual Brand Identity
 - Develop new or evolve brand logo

Promotional

- Utilize single brand sales aid (1) with unifying brand promise and imagery (2) yet enables customization for individual physician needs within brand territory (e.g., private office physicians treating bipolar patients)

Scientific

- Focus publication efforts and claims against key interim brand positioning elements

Access

-
-

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Evolution

Shift communications over time to focus on the ideal brand positioning

- Communicate long term brand promise
- Stimulate awareness of services as they are established and integrate them into the positioning as reasons to believe the brand promise
- Evolve scientific communications to support the ideal positioning

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STRATEGIC IMPERATIVES AND TACTICAL DIRECTION

SALES FORCE

- Educate and equip sales force to focus on need state priorities and represent Dedicated Leader identity

Tactical Direction:

Interim

- Educate and train sales force on new brand positioning
 - Continue to reduce physician perceptions of aggressive behavior
 - Continue to increase knowledge of patient types across disease states, (e.g., Voice of the Customer)
- Ensure that PCP force is focused on Need States 1-3, with only opportunistic effort against Need State 4. Discontinue Need State 5 efforts
 - Realign incentives

Evolution

- Train sales force in behaviors consistent with "Dedicated Leader" identity
 - Increased responsiveness
 - In depth services knowledge
- Shift PCP sales force to new drug introductions over time if appropriate

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STRATEGIC IMPERATIVES AND TACTICAL DIRECTION

MEDICAL RESEARCH

- Develop scientific research and publications plan that enhances credibility of the new positioning and enables the achievement of the ideal positioning.

Tactical Direction:

Interim

- Continue to aggressively address weight gain liability as top priority
- Mine existing data to generate and publish findings that support the reasons to believe the brand promise
- Initiate or continue additional studies that support the reasons to believe the brand promise
- Initiate studies with Independent Skeptics as principal investigators, retaining Lilly test standards
- Translate Health Economics data to support long term value of Zyprexa

Evolution

- Structure compliance study including both schizophrenia and bipolar patients
- Continue longitudinal studies of long term efficacy and side effects

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STRATEGIC IMPERATIVES AND TACTICAL DIRECTION

MEDICAL RESEARCH – continued

Preliminary – Please Edit

- Data in trial and publications should focus on reasons to believe the brand promise.

Promise	Reasons to Believe	Studies
Dependable control	<ul style="list-style-type: none"> • Works consistently • Targets multiple symptomatology • Controls dangerous or inappropriate behaviors • Has known side effect profile with ability to dose to efficacy • Has superior relapse prevention • Is easy to use 	<ul style="list-style-type: none"> • Head to head versus Risperdal/Geodon • 25 mg--30mg dose studies • Translate health economics data to support value • Head-to-head versus Depakote and Lithium • Head-to-head versus Depakote and Lithium • Head-to-head versus Risperdal/Geodon • Demonstration that diabetes is not uniquely linked to Zyprexa • Demonstration that QTC prolongation is not a class effect • Head-to-head versus Risperdal/Geodon • N/A
Patients gain control over their lives	<ul style="list-style-type: none"> • Helps patients think more clearly • Controls hallucinations/delusions • Stops racing thoughts • Does not dull cognition 	<ul style="list-style-type: none"> • Head-to-head versus Risperdal/Geodon • Head-to-head versus Risperdal/Geodon • Head-to-head versus Depakote • Head-to-head versus Depakote

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STRATEGIC IMPERATIVES AND TACTICAL DIRECTION PRODUCT/SERVICES

- Introduce forms that support dependable control and drive conversion to atypicals in Need States 1 & 2.
- Launch services that enable the physician/patient therapeutic alliance and lay the foundation to achieve the long-term goal

Tactical Direction:

Interim

- Introduce IM
 - Reinforcement of dependable control in acute situations
 - Capture physicians at this entry point with the aim of retaining them as their patients transition into Need State 3
- Introduce Zydys at 15 mg and 20 mg
- Invest heavily in services selected to support positioning and stay committed to them; disinvest in others
 - Aggressively launch weight gain treatment program
 - Sponsor wellness program to meet patient's basic health care needs and monitor side effects
 - Localize educational scholarships to broaden impact of program (1-2 for each market)

Evolution

- Introduce high doses: 25mg and 30mg
- Develop depot formulation to support compliance and relapse prevention elements of dependable control
- Sponsor bipolar institute
- Sponsor transitional employment service
- Develop longitudinal studies of long term efficacy and side effects

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STRATEGIC IMPERATIVES AND TACTICAL DIRECTION

ORGANIZATIONAL DESIGN

- Align Zyprexa organization and brand culture with new market framework and brand positioning

Tactical Direction:

Interim

- Create manager/director level position that is accountable for all Zyprexa Brand internal and external communications
- Realign brand managers to be consistent with strategic objectives
 - Implement findings of Organizational Effectiveness effort to support brand strategy
- Develop mechanisms to track brand equity performance

Evolution

- Build broader marketing capabilities to steward the brand over time

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STRATEGIC IMPERATIVES AND TACTICAL DIRECTION LONG-TERM CARE

- Develop a proposition for physicians treating dementia patients with psychosis that is consistent with the brand positioning and compelling enough to be a competitive threat to Risperdal.

Tactical Direction:

Interim

- Continue to deploy sales force to focus on the most severe patients in long term care facilities
- Introduce 1, 2.5 and 5 mg tablets (Zydis formulation would be ideal if manufacturing issues were resolved)

Evolution

- Shift resources to focus on other Lilly brands as they are introduced into the long-term care setting

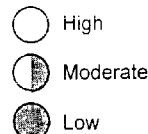
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Appendix

BRAND DELIVERY PROMISE

EXISTING ASSOCIATIONS WITH ZYPREXA

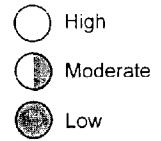


Positioning Element	Quantitative Measure	Zyprexa Association	
		Anti-psychotic	Mood Stabilizer
Dependable	•Dependable	◐	○
Works consistently	•Predictable	◐	○
	•Effective in a wider range of patients	◑	◑
Targets multiple symptomatology in thought and mood disorders	•First in its class to be approved for multiple indications	◑	◑
	•Effectively reduces depressive symptoms	○	○
	•Effectively stabilizes moods	◑	◐
Controls dangerous/inappropriate behaviors	•Effectively reduces aggression/hostility	◑	N/A
	•Effectively reduces agitation/irritability	◑	N/A
Has known side effect profile with ability to dose to efficacy	•Known for excellent safety profile	◑	◑
	•Allows dosing to a higher range without fear of side effects	◐	◐
	•Low risk of EPS at therapeutic dose	◑	○
	•Loses its atypicality at higher doses	○	○
Has superior relapse prevention	•More likely to prevent relapse	◐	◐
Is easy to use	•Therapeutic dose is easy to establish	◐	◐
Patients fear relapse less	•Patients fear relapse less	◑	◑
Think more clearly	•Helps patients to think more clearly	◐	◐
		◑	◑

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**BRAND DELIVERY PROMISE
EXISTING ASSOCIATIONS WITH ZYPREXA**



Positioning Element	Quantitative Measure	Zyprexa Association	
		Anti-psychotic	Mood Stabilizer
Stops racing thoughts	•Controls mania without causing depression		
Does not dull cognition	•Therapeutic dose is too sedating		
Patients gain control over their lives	•Patients gain greater sense of control over their lives		
More productive therapeutic alliance	•Achieve the therapeutic alliance I seek with my patient		
Patients recognize relapse trigger and better manage disease	•Patients gain insight into their illness		
Psychotherapy and psychosocial programs are more impactful	•Helps psychosocial programs be impactful		
	•Helps psychotherapy to have more impact		
Move their lives forward and realize their potential	•Feel motivated again		
	•More likely to bond emotionally with family again		
	•Enjoy life again		

End of Document

BRAND POSITIONING EXPLORATION

KEY STRATEGIC LEARNINGS

- Several important themes emerged from qualitative exploration
 - The company/brand must respect certain treatment “boundaries”
 - Cannot be perceived as infringing on the role of the physician
 - Must be careful not to overstep what physicians believe patients should do for themselves
 - Weight gain continues to be a major impediment to traction in Need State 3, and is the primary inhibitor to believability of a compelling long term promise
 - Due to skepticism regarding drug companies, a brand will need to demonstrate commitment over time (through services) in order to establish credibility for the rich, compelling identities around “dedication” and “commitment” to treatment.

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QUALITATIVE FINDINGS – DELIVERY

ZYPREXA BRAND DELIVERY EQUITY

Concept element

Antipsychotic

Mood Stabilizer

Drivers

- More likely to prevent relapse
- Effectively stabilizes mood
- Low risk of EPS
- Physicians feel successful due to progress

- Helps patients think more clearly
- Easy to establish dose
- Once-a-day dose
- Fast onset
- Effectively controls hallucinations
- Value for the dollar given safety
- Costs more but worth it
- Helps me prescribe fewer drugs
- Families worry less about behavior

Potential Drivers

- Safety**
- Low risk of elevated prolactin/serious side effects
 - Dose higher w/o fear of side effects
 - Helps me prescribe fewer drugs
 - Families have hope and feel done their best
 - Patient experiences serenity, motivation, self-worth, hope, and enjoys life again with less fear of relapse

- Safety**
- Low risk of serious side effects
 - Dose higher w/o fear of side effects
 - Families feel they've done their best
 - Controls anxiety effectively

Opportunities

- Prevents Threats**
- Quickly reduces aggression/hostility
 - Quickly reduces agitation/irritability
 - Quickly controls hallucinations/delusions
 - Patient more likely to bond with family
 - Available without payer restrictions

- Dependable**
- Gentle and unique
 - Quickly stabilizes mood
 - Costs more, but worth it
 - Greater compliance
 - I trust it to work every time
 - Dependable

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STRATEGIC IMPERATIVES COMMUNICATION

- Launch a unified brand communication strategy that conveys the overarching brand promise while providing disease specific reasons to believe across promotional, scientific, and access communications

Overall

Develop an integrated communication plan to:

- Evolve communications over time to achieve the ideal brand positioning
 - Focus interim communications on key parts of Dependable Control not already associated with Zyprexa and reinforce current brand drivers within the short term promise
 - Reassure on category antes (e.g., positive symptom efficacy and mood stabilization)
 - Evolve to communication of services and long term promise
- Strengthen link with Lilly (Neurosciences) as key part of visual Brand Identity
 - Develop new or evolve brand logo

Promotional

- Utilize single brand sales aid with unifying brand promise and imagery, yet enables customization for individual physician needs within brand territory (e.g., private office physicians treating bipolar patients)

Scientific

- Focus publication efforts and claims against key brand positioning elements
- Evolve to enable ideal positioning

Access

-
-

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