



**Social media for disease
awareness in Brazil: Pharmaceutical
employees perspective**



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STATEMENT OF DECLARATION

I hereby declare that all the work in this dissertation is entirely my own and has not been taken from the work of others. Ideas, statements and thoughts of other authors have been cited and acknowledged within the text and referenced with the original source. A full reference list is found within the Bibliography.

No part of this work has previously been submitted for assessment, in any form, either at Dublin Business School or any other institute.

Signed: Marcela Assunção

Date: 15th January 2015.

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LIST OF ABBREVIATIONS

Ads - Advertisements

DAA – Disease Awareness Advertisement

DTC – Direct to Consumer

DTCA – Direct to Consumer Advertisement

EFPIA - European Federation of Pharmaceutical Industries and Associations

EMA - European Medicines Agency

FDA – Food and Drugs Administration

KPI – Key Performance Indicators

SM – Social Media

USA – United States of America

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""Such short little lives our pets have to spend with us, and they spend most of it waiting for us to come home each day.

It is amazing how much love and laughter they bring into our lives and even how much closer we become with each other because of them."

John Grogan, Marley and Me: Life and Love With the World's Worst Dog

ABSTRACT

The Problem: Digital progress has affected the way companies interact and think their marketing strategies. In Brazil, social media has been demonstrated to be an **effective tool to improve customer's reach and engagement**. However pharmaceutical industry has some restrictions and the customers decision-making process seems to be more complicated and it involves others influencers. When **investing in social media for patients' education, Pharmaceutical industry needs to tell people they may be sick and need to sick for a doctor**. However "seek for a doctor" is just the **begging of the patient** journey until he buys and/or consume the medicine. Due to the communication restriction, the freshness of social media and the complexity of the patient journey, marketers need to have a guide to help them to develop and implement social media campaigns and also be aware about the impact of social media campaign on sales performance to justify this investment. **This research aims to answer the following question: "How can pharmaceutical industry use social media in Brazil as a tool to provide patient education, and encourage patients to seek for treatment with theirs doctors?"**

Methodology: The employees sample size was 45 pharmaceutical employees of different departments at the pharmaceutical industry while 3 products managers (with experience in social media campaign into the Pharmaceutical Industry) agreed to take part in the quantitative element of this research investigation. The research was conducting using cross-sectional quantitative (Employee survey) and qualitative (Product managers analysis) overall design.

Conclusion and Recommendations: This research provides a first guideline to support social media development in the pharmaceutical industry in Brazil. Pharmaceutical employees demonstrated confidence with the use of social media to generate disease awareness however they demonstrated to be less confident with social media and sales impact. Social media is used as tool mainly to improve reach with a lower investment and it represents an opportunity for marketers to provide reliable information and encourage health behavior change. It is proposed a framework to develop social media: Plan (1- Internal factors: product life cycle and supplier definition; 2- External factors: market size, consumer characteristics; 3- Information: market research with doctors and patients; 4-Partnership: medical and patients associations), Execution (based on behavioral health theories, target and message definition, campaign pilot test, multichannel and competitors bench marketing) and Measurement (insight, exposure, reach and engagement). Further research is required in order to validate and improve the presented framework.

Key words: Social media; pharmaceutical marketing; Brazilian pharmaceutical industry, pharma 2.0; disease awareness, direct-to-consumer; health marketing.

1. Introduction

1.1. Background of Research Topic

Pharmaceutical marketing has some peculiarities compared to other industries **marketing activities, due to the fact that people’s lives and health are the main reason of pharmaceutical products** (EFPIA,2014), marketing activities in this market are strictly regulated worldwide. However, restrictions are different in each country, being stricter in Europe and more flexible in USA (United State of America), for example (Appendix 1 - Overview: Pharmaceutical Marketing and Brazillian Market).

The table below demonstrates a short comparison between European Union, American and Brazilian laws regarding advertisement of prescription drugs for patients (Table 1 - Comparison of DTC for prescription drugs (Adapted from Hall and Jones ,2008 and ANVISA webpage,2014).




			
Regulatory Agency	European Medicines Agency (EMA)	Food and Drugs Administration (FDA)	National Health Surveillance Agency (ANVISA)
DTC	Banned	It includes product name and can include specific product benefits. Must include a fair balance of risk and benefit information and a major statement of the main risks.	Banned
DAA	Provide information generally on diseases such as symptoms and prevalence. May mention that treatments are available but cannot name specific products. Usually includes advice to “talk to your doctor”.		
Unbranded product Ad	Promotes the use or supply of product by inviting the consumers to seek further information about symptoms or conditions and/ or their treatment or management while not referring overtly to any particular brand product.		

Table 1 - Comparison of DTC for prescription drugs (Adapted from Hall and Jones ,2008 and ANVISA webpage,2014).

This research focus in Brazil, in this country, drugs regulation prohibit pharmaceutical companies to promote drugs under prescription through DTC (Direct to consumer) marketing campaign (in fact, DTC campaign in developed countries for those products is allowed just in USA and New Zealand). In Brazil, as well as in Canada, firms can make only DAA (Disease Awareness Advisement) and unbranded or **“see your doctor” campaign** targeting patients. Only physicians can be targeted with promotional materials and campaigns including the drug commercial name, benefits and risks (Appendix 2 - Brazilian Pharmaceutical Example).

The effects of DTC and DAA have been studied in many researches (there are two extremes point of view in this practice: firstly critics who are usually from health organizations and accuse pharmaceutical marketing of creating new diseases and encourage patients to be treated of diseases they may not have. On the other side, marketers of pharmaceutical industry believe that pharmaceutical marketing is giving to people the opportunity to be treated of conditions that did not know that a treatment is available and once they are treated, they are going to have a better quality of life. Moreover patients can not treat themselves before seek for a doctor because a prescription is needed to buy a drug, as conclusion patients those are sick will be treated after seek for a doctor and have a prescription. DAA or DTC would straight influence the patient decision making process about seek for a doctor but not about buy a medicine.

Due to the advent of technology and new communication, pharmaceutical and health marketing have changed the range of channels used to target patients and doctors on their campaigns. Channels such as mobile applications, websites and social media have been included into the pharmaceutical marketing mix targeting either doctors or patients (Appendix 3 - Pharmaceutical marketing mix in the digital era).

Social Media tends to be a new way of communication around the world for all the industries, but in Brazil it seems to be higher, data from Facebook Report on 2012, has demonstrated that Brazil is the second country in the world in number of active members on Facebook.

Even the Brazilian government, on its Ministry of Health Facebook page, is active on Facebook in order to generate information for the population (Appendix 4 - Ministry of Health Facebook page). However it seems that pharmaceutical industry can be more active on social media, a study from IMS Institute for Healthcare Informatics (2014) showed that Pharmaceutical Industries around the world still do not know how use social media as a strategy into its marketing mix. However there is no published guideline or articles focus on provide to pharmaceutical industry marketers information regarding what should be considered when they are planning a social media campaign in order to make it effective.

In Brazil, one of the strategies adopted by the firms is the use of social media focusing on promote the disease (*disease branding*) to the general public in order to encourage them to seek for a doctor and to be treated with its drugs (as it was demonstrated on the Appendix 2 - Brazilian Pharmaceutical Example).

Social media can be a powerful tool to engage people around health subjects (Moorhead S at all, 2013) and pharmaceutical industry, as well as any other company involved in health, should consider social media as part of their marketing mix. Considering the strong presence of social media in Brazilian's lives and the presence of global pharmaceutical industries in this country, it is crucial to investigate the aspects of social media as part of marketing strategies and understand how pharmaceutical industry can extract the best from social media in order to improve their strategies. It requires a depth knowledge not only about social media strategies but also about marketing principles and how to apply marketing strategies to social media, for example, should product cycle life be consider before take the decision of to invest or do not invest in social media or should product performance and market share to be consider?

Due to the limitation of market resources, marketer are challenged and pressured to invest on the best strategies that are going to bring the best returns for the companies, it is necessary to understand when and how to invest in social media activities. Whereas the lack of published information about the use of social media in the pharmaceutical industry and the importance of social media and the Brazilian

pharmaceutical market, it is necessary to develop a guideline in order to improve social media strategies.

This research focus on the aspects that marketers should take into consideration while developing social media strategies for pharmaceutical products including not only digital marketing principles but also to guide marketers about how to extract old practices from traditional media and apply to digital era. This research provides an initial guideline that demonstrates some aspects marketer should consider when developing a social media campaign.

1.2. Background of the researcher and Learning Style

This research topic emerged by two main reasons:

- The author passion and professional experience in the marketing department at pharmaceutical industries in Brazil, , where she worked for two Europeans companies as a marketing intern and marketing analyst from 2008 to 2014 and;
- **The author's particular interest in digital marketing trends.**

The author had the opportunity to lead a social media campaign in the pharmaceutical industry in 2012 and 2013 then later, in 2014, she took the Digital Marketing module at DBS (Dublin Business School) , where she realised that some important aspects of digital marketing strategies were missing into pharmaceutical strategies, as consequence she started to search and read academic articles about this topic and she could found just few articles investigating the use of social media in the pharmaceutical industry. All these factors motivated her to investigate about this topic for her master degree research in order to provide to marketers the first guideline about social media strategies for disease awareness and patient education.

Based on Honey and Mumford theory the author's learning style is reflector, before think about the structure or any other thing, she needs to seat down and read all the information, search for new information then, when she have all the needed information in mind, she starts to work and write about the topic.

As a result the author conducted a depth research before she had started to write this document and once, she had enough information she she started to develop depth analysis and define the gaps in the literature.

1.3. Research Purpose and Recipients

As mentioned on the previous sub sessions of this introduction, this research aims to fill a gap in the literature, providing an initial guideline that can be consulted by marketers and used as start point for social media marketing campaigns in the pharmaceutical industry. This research aims to answer the following question: **“How can pharmaceutical industry use social media in Brazil to generate disease awareness, and encourage patients to seek for treatment with their doctors?”**

The objectives for this research are structured as follow (Figure 1 - Research Objectives):

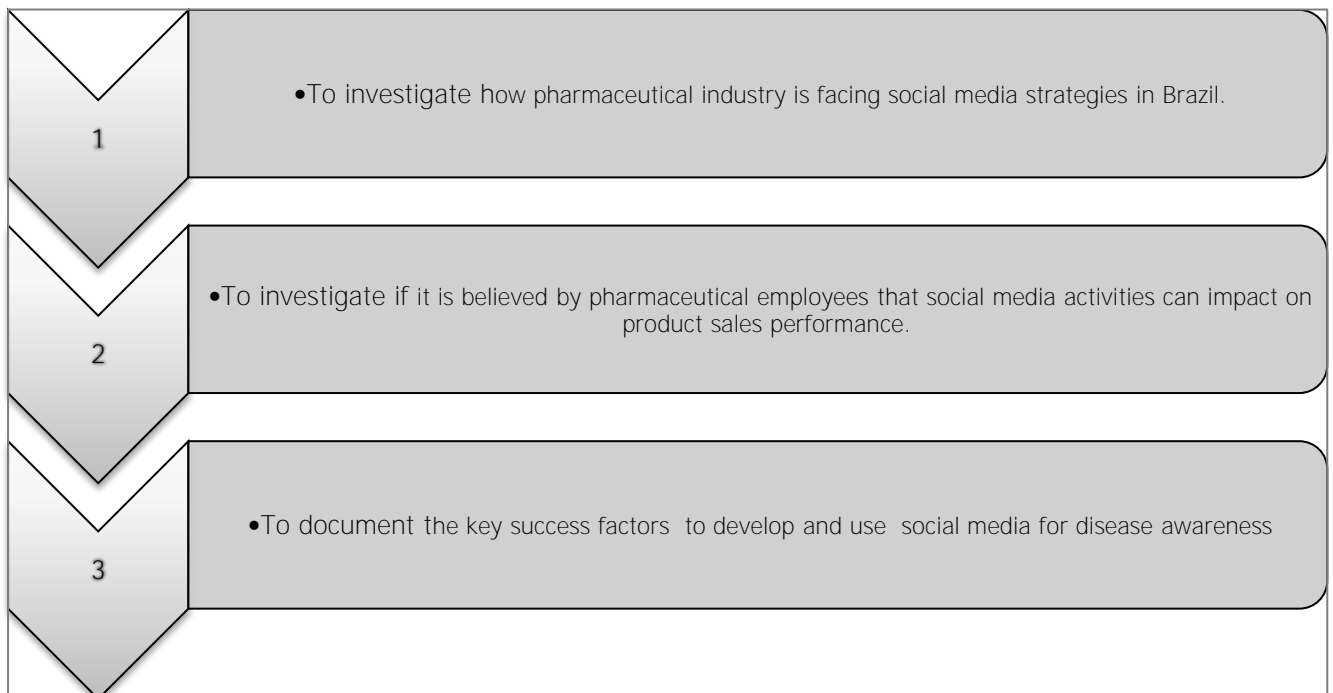


Figure 1 - Research Objectives

Findings of this research provide a guide for marketers about how to use social media for patient education and demonstrates how to apply existent theories in the practice of planning and developing social media activities for disease awareness.

The receipts of this research are Dublin Business School, where the author is enrolled in a full time Master in Marketing degree and Enda Murphy who is the dissertation' supervisor.

1.4. Dissertation Structure

The research is structured into 6 chapters in order to facilitate readers experience and comprehension:

The first chapter is the **Introduction**, which aims to define clearly the background of the research topic as well as to demonstrate the gaps and reasons for this research. Second chapter is the **Literature Review,** which summarizes and discusses published articles about pharmaceutical and health marketing, ethical issues and social media use, demonstrating the clear existence of a gap in the literature about the usage of social media in the pharmaceutical industry.

Third chapter is about **Research Methodology and Methods, which**, presents in-depth the research problem, research questions,, research methodology, and some/a few methods used by the author in order to answer the research question.

Fourth chapter is about **Data Analysis & Findings, which** demonstrates the analysis and findings of the primary research. Based on the previous chapter, next chapter brings a **Discussion** of the primary research as well as a confront of these findings with the literature reviews findings. Finally, the last chapter provides some **Conclusions & Recommendations** concerning the topic in order to equip readers with some thoughts/suggestions for next researches.

1.5. Scope and Limitations

This research started on September 2014, when the author had her research propose approved by the DBS teachers.

The main limitations for this research are time and financial resources. As a consequence, some decisions had to be made in order to achieve the best results to overcome these limitations.

Research submission was on 16th January 2015.

Please see appendix cost and time management for more details (Appendix 5 – Time, cost and project management).

2. Literature Review

2.1. Introduction to Pharmaceutical Marketing Strategies

Pharmaceutical Marketing has some particularities and usually it has stricter regulation compared to other markets. Pharmaceutical industry is a prime example of an industry that combines both “push” and “pull” strategies (Figure 2 - Pull and Push Strategy in the Pharmaceutical Industry) in their promotional efforts (Parker & Pettijohn, 2005). Pharmaceutical marketing expenses are usually focused on “push” strategies through detailing and personal sales directly to physician and “pull” strategies represents a small part of marketing activities (Ladeira, 2011) in Brazil.

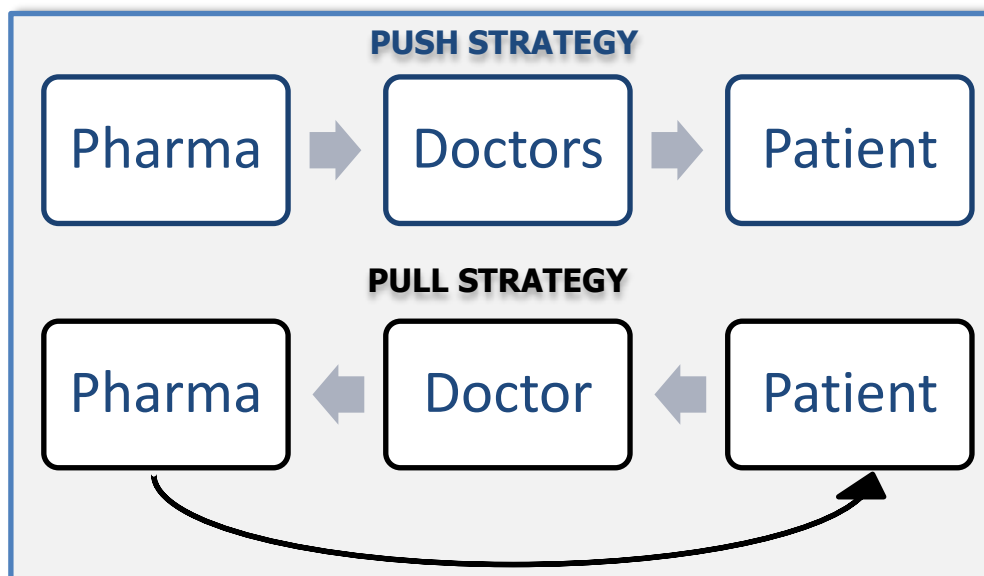


Figure 2 - Pull and Push Strategy in the Pharmaceutical Industry

However pharmaceutical companies worldwide have been creating communications focus on pull strategy. It is usually done through DTC or DAA campaigns. Some published articles has demonstrated the benefits of DTC advertising, Amaldoss and He (2009) concluded that DTC has a significant positive effect on category sales, once it is focus on disease, not on product, it helps firm to expand the overall market, thus there is an opportunity for firm to free ride on DTC of the competing firm. On the other hand, some authors believe that DTC increases traffic to clinic where detailing is the main strategy and has been found to be far more effective in determining brand share (Ladeira et all,2011). Finally, some authors defend the

combination of pull and push strategies because it seems clear that the combination of these push and pull strategies are aimed at increasing the awareness of various types of products by both the consumer (patient) and the physician, and ultimately increasing the sale of those products (Cavusgil and Calantone 2011).

During this literature review, only one research evaluating a Brazilian population was found, however this study has some limitation as it was used a non-probabilistic sample-by-convenience method (Appendix 6 - Hypothesized model of DTC advertising).

Ladeira et al (2011) concluded that in Brazil the close relationship between doctor and seller tends to be more direct under such a premise directly resulting in a higher influence on the doctor at the time of prescribing medication, influencing prescription factors with a strongly impact were brand of a drug and advertisement. Relationship industry-patient, as well as DAA campaign or patient participation in decision making process was not considered.

This study corroborates with previous findings from the researches presented in this chapter reinforcing that strategies targeting doctors will influence in brand choice.

Findings in this chapters demonstrated that the decision of perform a DTC campaigns should be strategically defined, having in mind it will increase market size thereby products cycle life, product market share and product characteristics need to be considered when deciding about invest or do not invest in DTC campaign, DTC is often the greatest when drugs are new, when they are of high quality, and when the untreated population is large (Lizuka, 2004 cited in Wilson and Till,2007). These findings are important to support the objective 3 of this research.

Some researchers believe that by adopting behaviors models as part of the communication strategy of prescriptions drugs is possible to develop behavioral interventions and improve outcomes in behaviors change (Mackert and Love,2011; Mitter,2013 and Lee-Wingate and Xie, 2010; Gerend and Shepherd,2012):

Mackert and Love (2011) suggested that health literacy—the ability to obtain, process, and appropriately act on health information (Nielsen-Bohlman, Panzer, &

Kindig, 2004 cited in Mackert and Love, 2011) — and the Health Belief Model (HBM) should be considered together when designing educational materials (Appendix 5 – Health Belief Model), this suggestion was made after the author analyzed pharmaceutical DTC advertisements in USA magazines, it is not specified in the study the type of DTC that were analyzed (help-seeking, product claim or reminder) and it was an observational study thus additional researches should be done in order to assess the effectiveness of the author suggestions.

Mitter (2013) developed a new framework for health communications, this model was called Engaging Consumer in Health and Healthcare in Communities (Appendix 7 - ECHC framework) the main differences in this model, comparing to past models, is that it is not considered just the individual characteristics but also the group and community characteristics.

Contrary to Mackert and Love (2011), Mitter (2013) tested the proposed model in two different populations in order to demonstrate its usability as an adequate tool to help marketers to consider how they can meet programs goals both individually and **collectively, however this Mitter's model does not consider health literacy that plays** an important role on health communications.

Based on these findings, it is possible to concluded that behavioral theories and health literacy play an important role when marketers are developing communications strategies for healthcare campaign, despite the lack of studies evaluating the effectiveness of this models applied to social media campaign it is possible to apply the learning from traditional media to digital medias and build a social media campaign based on behavioral theories and health literacy.

Some questions (Thinking about Social Media + Disease Branding) for the quantitative part of this research were designed based on elements of behavioral theories and it aimed to understand which elements of behavioral theories are believed to be relevant for social media strategies in Brazil, according to pharmaceutical employees opinion.

2.2. Ethical Discussions regarding DTC

Although DTC camping has shown positive effects on product performance, this practice has been criticized and defined as disease mongering. Parsons (2007) argued that when pharmaceutical companies create a disease branding strategy, the start point of the strategy is a new disease to be concern about or a new way to look at an old disease, product is secondary in the messaging but subsequent the objective is increase drugs sales. By using the Five Pillars of Ethic in Public Communication, pharmaceutical DTC were analyzed and it was concluded that disease branding fails in four of the five moral pillars.

Despite the usage of the five pillars of ethic represents a valid reflection for pharmaceutical communication strategies, this study was exploratory and the five pillars were analyzed using different campaigns instead of apply all the pillars in all the campaigns then take considerations based on an average.

On the other hand, some authors defend the practice justifying that patients do not know they are sick and a medicine is available to improve their health condition, consequently they fail in consult their doctors (Arnaldos and He, 2009), keeping them informed is an excellent way to me growing demand for medical information, empowering consumer by educating them about health conditions and possible treatments (Holmer,1999, p.380 cited in Mackert and Love 2011).

Communication strategies targeting patients should be planned considering the patient as the center of the activities. From the health literacy concept, the Engaging Consumer in Health and Healthcare in Communities, to the Five Pillars of Ethical Communication, patients must be at the centre of marketing activities.

2.3. Consumer behavior towards DTC and DAA

Extensive literature has been published assessing the patient response towards DTC advertisements but little has given to patient response towards DAA (Hall, 2011). DTC and DAA campaigns have the some final objective: increase awareness about a disease or treatment.

Consumer behavior towards DTC has been analyzed in an extensive research conducted by Wilson and Till (2007) and demonstrated that it is possible to define consumers who are more likely to respond to DTC. For example, education, age, involvement in their healthcare and positive attitudes towards DTC can impact on consumer behavior and their final decision to contact a doctor.

Gerend and Shepherd (2012) conducted a research aiming to compare two behavioral applied to a DTC campaign for HPV vaccination. Both theories Health Belief Model (HBM) and Theory of Planned Model (TPB) are theories that have as objective to predict health behavior through an individual approach, both are based on expectancy-value framework, health decision making process is heavily deliberative and rational process. This study has demonstrated that TPB has a clear advantage over HBM, it was demonstrated that consumers tend to look to close others or health care providers for advice when facing a difficult situation.

This study has approached a specific campaign that has as main objective to prevent a disease instead of being diagnosed (that usually is the objective of a DTC campaign for a prescription product), as a result, this conclusion cannot be taken as default for all the pharmaceutical campaign, because consumers will probably act different when they are already illness.

Finally, Hall (2011) **conducted a research in aiming to compare consumers'** responses towards DTC and DAA in New Zeland and Australia, respectively. In this study, both represented similar benefits, some of them were heightened awareness of treatment options and improved discussion with doctors. However, DTC negative outcomes were associated with unbalanced information, inappropriate requests to doctor and consumer confusion.

As conclusion for this chapter, it is possible to assume that consumer behavior towards DTC or DAA has positives impacts, according to the consumer perspective.

2.4. The healthcare consumer behavior on Internet

According to a survey supported by the London School of Economics, BRIC countries and Mexico are highly likely to search online for health information. In these countries, 85% to 95% of Internet users sometimes or often search for health information.

Worldwide, the primary uses of the Internet for health purposes are (Caley-Reidenbach Consulting, L. , 2011):

- finding information about medicines (68% of respondents),
- attempting to make a self-diagnosis (46%), and
- **seeking other patients' experiences** (39%).

Another survey by Deloitte (2011) named Survey of Health Care Consumers Global Report, reported that among Brazilians respondents:

- 31% declared to use social networking sites for health related proposes in the past year;
- 41% declared to look online for treatment options or a particular treatment

Both surveys were conducted by renowned institutions and add important findings for this research and it answers to the objective 1(a) of this research.

2.5. Social Media (SM) Definition

SM was defined, in a simplistic way, as activities among people gathered online who share information using conversational media (SAFKO & BRAKE 2009 cited in NEIGER et al 2012), from a marketing perspective it is a low cost and little biased tool and that will be the **marketing's future** (KOTLER et al 2010- pg.9).

SM is part of Web 2.0, in this environment marketing efforts are focus on consumers and its objectives are to satisfy and to retain the consumers (KOTLER et al 2010- pg.6). From a pharmaceutical company perspective, social media should be part of marketing efforts, not only with the purpose to increase disease awareness and

drive patients to the clinics but also in order to develop and increase **patients'** compliance and empowerment.

2.6. Pharmaceutical Marketing and SM opportunities

An extensive research was conducted on Ebsco® using key words as "social media" + "health" or "social media" + "pharmaceutical industry" and few relevant articles were found, it shows that there is a gap in the literature and little has been published about the appropriate role in health promotion and even less about evaluation, more studies in the area of SM for Health are needed (NEIGER at al ,2012 and Moorhead, 2013) in order to provide a guide to healthcare marketers. Therefore recommendations included in this chapter are exclusively from reviews that analyzed published articles approaching the use of SM for health communication.

SM is used by general public, patients and health professionals for various propose and offer opportunities for modifying health behavior and monitor the spread of misinformation and intervene with credible information (Korda and Itani, 2013; Moorhead et all, 2013; Chou et all, 2013).

Social media strategy for health, as traditional media strategy, should consider basically the same aspects of traditional media DTC (as presented in the previous chapters):

- Importance of using a validated theoretical framework (Korda and Itani, 2013),
 - Patients may experience empowerment in decision making about their health through online learning, finding they have increased confidence asking questions of providers and information to help them to manage their condition (Fleisher at al., as cited in Jacobson, 2007; Fox, Ward, & O'Rourke,2005, as cited Jacobson cited in Korda and Itani, 2013).
- Delivering the message
 - Using tailored messaging and encouraging users to engage with web-based applications as well as with other users are among the most

promising (Korda and Itani, 2013). Health literacy should be considered in the moment of message definitions and strategy.

Another possible model to be used is the STAR model suggested by Chou et al (2013), this model considers technological aspects that could be considered during the definition of the strategies, for example the channels to be used more than in the communication and content definition as suggested by the author.

- Using STAR model to facilitate the e-communication (Chou et al, 2013):
- Identifying and understanding user needs
- Planning ways that technology can meet needs
- Implementing these plans in system design
- Reviewing the system and adjusting design based on user feedback and
- Implementing the system

This chapter reinforces that there is a gap in the literature regarding the use of social media for healthcare and pharmaceutical industry where the main goal of these campaigns is to encourage patients to seek for treatment with their doctors.

Based on the learnings from offline DTC campaigns is possible to understand the importance to apply health literacy and behaviors theories into social media environment. However, models such as START model suggested by Chou and colleagues seems to be focus on technical aspects and omit communication and message design aspects.

The objective 3 of this research aims to fill this important gap in the literature: To document the Key success factors to develop and use a social media for disease awareness.

Based on marketers experience and pharmaceutical employees' opinion, quantitative and qualitative researches will fill this gap.

2.7. Best Practice of Social Media in the Pharmaceutical Industry – an example of success from Japan

Warc.com is an online service offering advertising best practice, evidence and insights from the world's leading brands, Warc has an annual competition which aims to look for examples of social ideas that drive business results, The Warc Prize for Social Strategy (Warc,2014). "Iki-Iki Jinja: COPD Awareness Campaign" was the winner in 2014.

"Iki-Iki Jinja" is an example of how social media can be used to generate disease awareness and drive patients to clinics. The aim of this sub-section is to present this case study to support the conclusion for the objective 3.

- **Campaign Details and Objectives**

Brand owner: Nippon Boehringer Ingelheim (NBI)

Agency: Cosmo PR

Brand: COPD Awareness

Country: Japan

"The overall objectives of the campaign were to: increase COPD awareness and understanding by patients; increase call to action by target audience – ie motivation by patients to seek treatment; and, finally, increase diagnosis of COPD (Lau and Mahgiub, 2014)".

- **Japan regulatory restriction**

In Japan, as with Brazil, DTC is forbidden and companies need to focus on disease awareness campaigns.

- **Target Audience and Channels**

This campaign focused on primarily target patient influencers and non-traditional stakeholders. According to Cosmo's insight in Japan, women are in charge of the family's health management so it was defined that to effect behavioral change in male patients, the best way would be to influence their influencers.

Another important aspect in this campaign was the multi-channel approaches.

- **How did it work?**

“Potential patients would receive a personalized message warning them of their risk of COPD based on their symptoms, a direct call to action (‘Please visit your doctor’) and an emotional prayer/message from their wives and daughters” (Lau and Mahgiub, 2014).

“This would all exert influence on a potential patient's choice to see a doctor that would not have been possible without the use of online media and was made more effective via the sharing possible on social media” (Lau and Mahgiub, 2014).



What are *ema*?

- ***Ema* are small wooden plaques on which Shinto worshippers write their prayers or wishes. The *ema* are then left hanging up at the shrine, where the *kami* (spirits or gods) receive them.**
- ***Ema* are sold for various wishes. Common reasons for buying a plaque are for success in exams or work, a happy marriage, to have children, and for **good health**.**

Source: <http://www.ema.com>

Figure 3 - Ema Meaning - Extracted from Lau and Mahgiub, 2014.

The idea was create an webpage where wives and daughter could send an ema (Figure 3 - Ema Meaning - Extracted from Lau and Mahgiub, 2014.) to their husband/father. The strategy was : to engage patient influencers, and have them motivate their loved ones to see a doctor.

The campaign was launched t a media event for World COPD Day. “Mini-celebrities”, who had online influence on the target audience , were invited to the event and

each one had a loved one who was a potential COPD patient, so they were the first one to write and send an ema and link it in a story in their blogs.

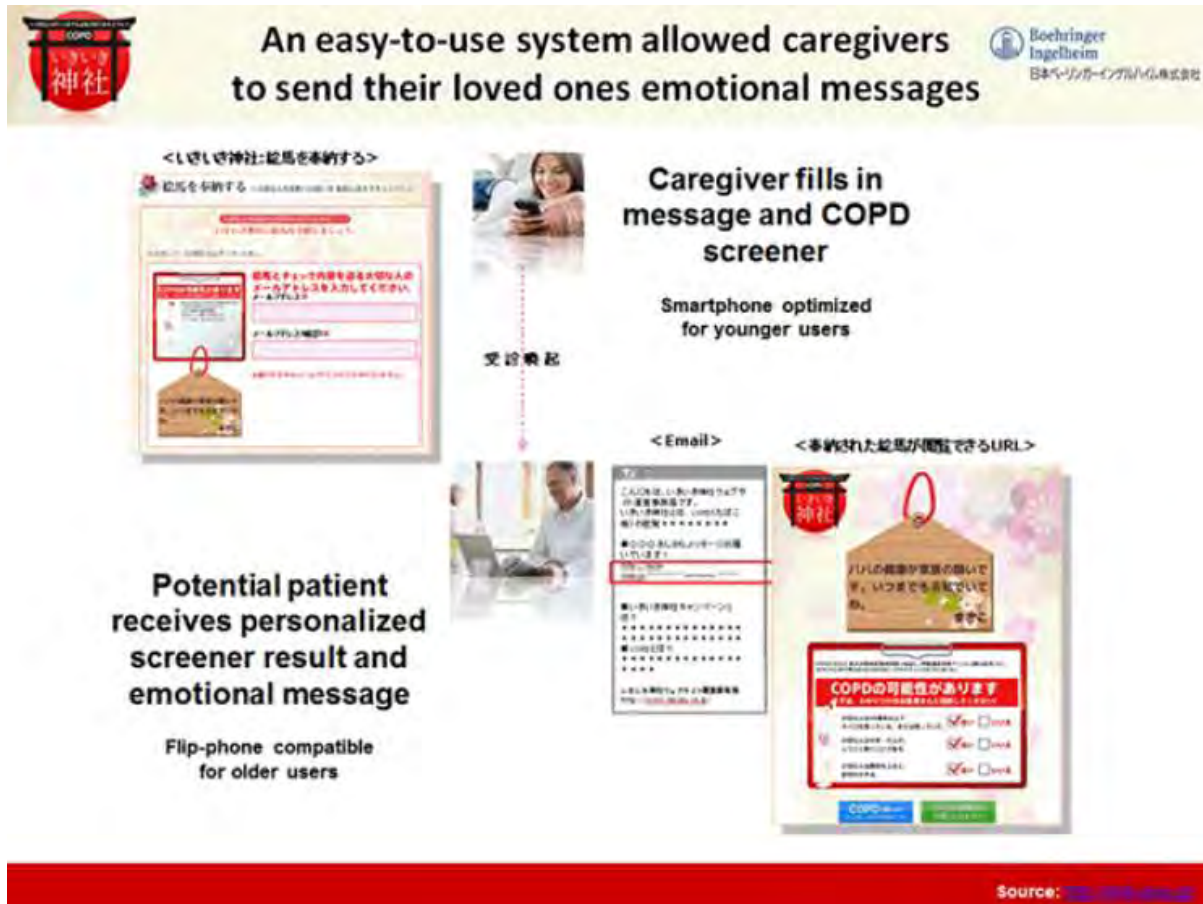


Figure 4 - How did it work - Extracted from Lau and Mahgiub, 2014.

The strategy also included earned media (TV, print and online), alpha bloggers, and friends' social-media accounts. Repeated exposure to key messages was ensured via the utilization of banner ads and SEM. Prizes were given for the best messages, as voted for by site visitors.

	% Spend
Earned media (public relationship activities)	30%
Owned media (website and official SNS)	45%
Paid media (ads, promotion etc)	25%

Table 2 - Approximate weight of spend – Adapted of Lau and Mahgiub, 2014

- **The results**
 - **Social Media and Impressions**
 - Facebook (last 12 months): 14,200 likes, with a total viral reach of over 2.6 million impressions;
 - Media impressions: over 50 million media impressions;
 - Page views: 520,000 page views on the official website.
 - **Impact on patients/ caregivers actions**
 - 50.5%, followed up on their online activities by talking directly to their loved ones about COPD.
 - 54% of the ema recipients surveyed said they would go see a doctor about COPD.

- **Other comments extracted from the case study**
 - “This was the first ever campaign carried out by a pharmaceutical company in Japan for a disease-awareness programme in support of a prescription drug that utilized influencers and social media in this way” (Lau and Mahgiub, 2014).
 - “**Behavioral** change can be instigated in hard-to-reach potential patients by utilizing a multi-channel approach and leveraging social media to educate, spread messages and activate influencers” (Lau and Mahgiub, 2014).
 - “The campaign also proved that focusing on patient influencers/non-traditional stakeholders as the primary communication targets can be an **effective approach.**” (Lau and Mahgiub, 2014).
 - “Finally, this campaign proved that social media could be used in way that is compliant within the regulatory framework and, importantly, effective.” (Lau and Mahgiub, 2014).

3. Methodology

3.1. Research Objectives and Questions

This research aimed is to answer the following research question **“How can pharmaceutical industry use social media in Brazil to generate disease awareness, and encourage patients to seek for treatment with their doctors?”**

In order to answer this research question, the researcher defined 03 (three) research objectives as it will be explained on the following paragraphs:

1. To investigate how pharmaceutical industry is facing social media strategies in Brazil.

As it was mentioned before, the pharmaceutical industry has some peculiarities and it usually has different laws in each country. Given this special attention to this topic and the lack of published researches regarding Brazilian Pharmaceutical Marketing, the first objective of this research was to investigate how pharmaceutical industry is using social media into their marketing mix in Brazil, as well as to have a better understanding of employees' perceptions and beliefs about social media for disease awareness.

2. To investigate if it is believed by pharmaceutical employees that social media activities can impact on the product sales performance.

Social media marketing is still in its first steps and some questions have not been answered yet. It is known that social media can impact on products and sales performances either positively or negatively. In the Brazilian pharmaceutical industry it is also a question with no answer and due to the complexity of this market, it is even harder to have a correct answer.

The social media campaign will be just a part of a marketing strategy that will drive consumers to the clinic to be diagnosed but once the patient is diagnosed it is nearly impossible to predict the product that the doctor is going to prescribe and later if the patient is going to follow medical instruction and buy the product or once the patient

has decided to take the treatment and he goes to the pharmacy to buy the prescribed drug, the pharmacist can offer a generic product (if it is available), for example (Figure 5 - Patient Flow after being impacted by a Social Media Campaign).

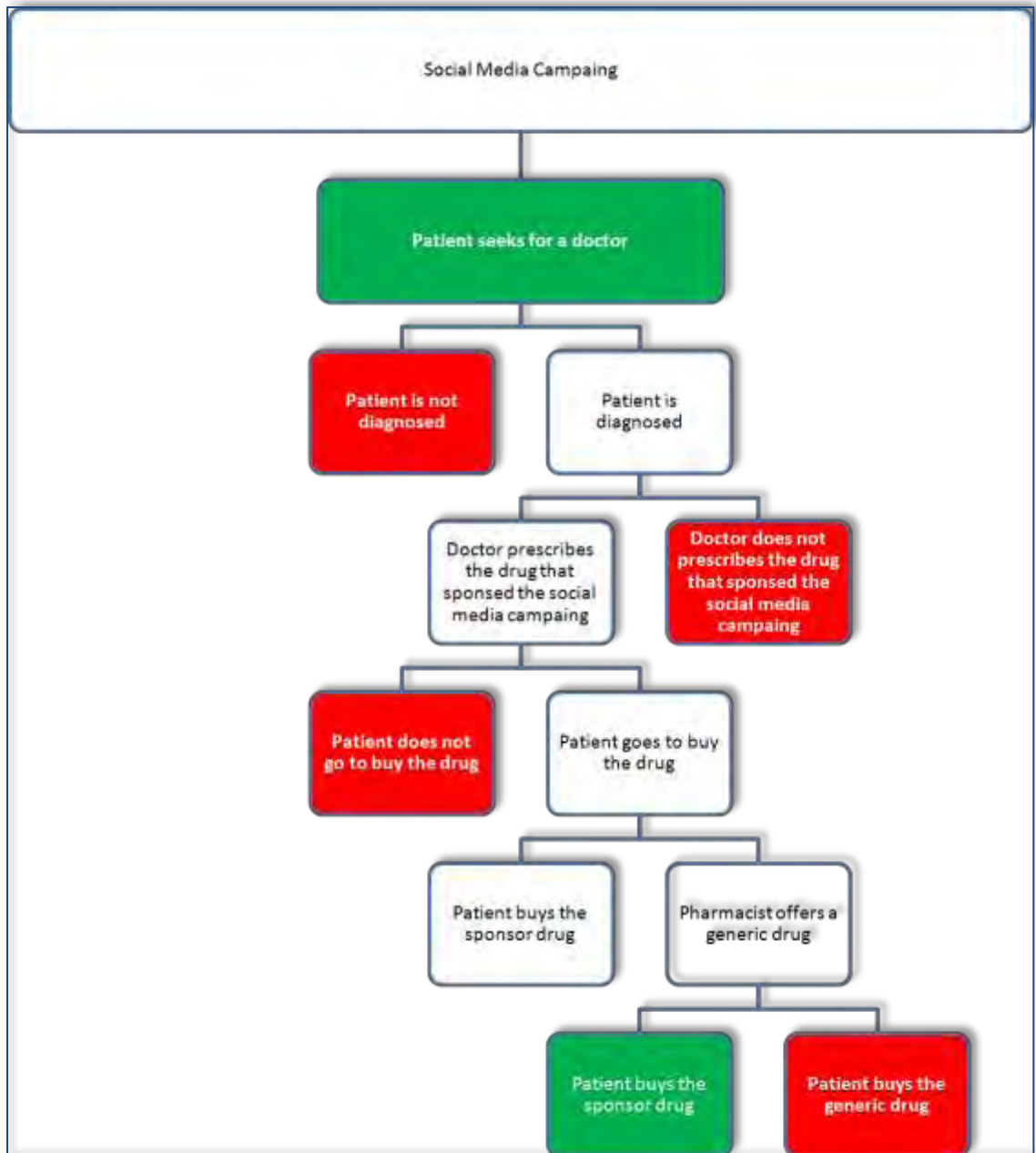


Figure 5 - Patient Flow after being impacted by a Social Media Campaign

With so many influencers during the buying process, it is difficult to predict which effort had impact on the patient buying decision.

This research accessed the employees' **perception** about how social media campaigns can impact on sales performance. Due the lack of time and resources, it was not possible to evaluate sales impact. However considering the professional experience of the respondents, included in this research, it was possible to have an overview regarding this topic.

3. To document the Key success factors to develop and use a social media for disease awareness.

Finally, last stage aimed to reunite data from items 1 and 2 then build the qualitative questionnaire that will assess senior marketer's and pharmaceutical employees opinion to document a guide that will answers the following research question **"How can pharmaceutical industry use social media in Brazil to generate disease awareness, and encourage patients to seek for treatment with their doctors?"**

In order to describe the reason for each choice of this research methodology, the researcher will use the "research onion" elements (Figure 6 - Research Onion) (Saunders et al., 2007, p.102).

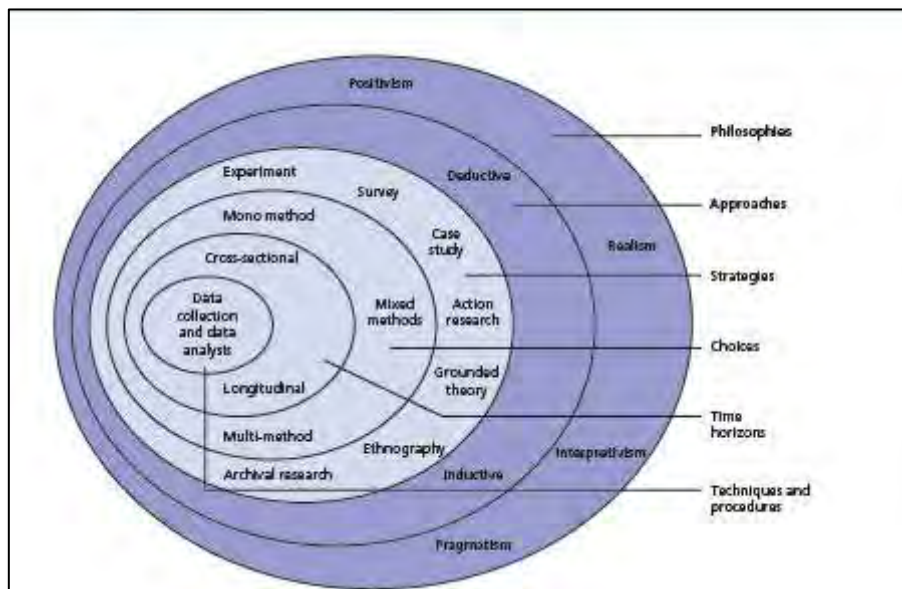


Figure 6 - Research Onion

3.2. Research Philosophy & Research Approach

Research philosophy relates to the development of new knowledge and the nature of that knowledge it the first part of the Research Framework (or Research Onion) that needs to be addressed (Saunders et al., 2009), it is divided into 4 approaches: positivism, realism, interpretivism and pragmatism.

The research choice was made based on the research question and objectives presented in the previous chapter.

Firstly, this research philosophy is ***positivism*** once it is a business research and the all the questions for the quantitative survey were based on existent theories.

Secondly, this research philosophy can also be argued ***interpretivism***, which considers that business people are all different and interpret different business differently, considering that the researcher has her own biases and background the interpretation of the finding could be different.

This selection was made considering mainly Positivism, that has more quantitative approach will be adequate in themes that will be employed deductive reasoning such as the employees survey, and interpretivism that has more qualitative approach will be used during the interviews with senior marketers.

Research approach is divided in two categories: deductive and inductive.

The main difference between them is that deductive approach tests a theory while inductive build a new theory however other aspects can differentiate both approaches (Saunders et al., 2009):

Deductive emphasizes: scientific principles, moving from theory to data, the need to explain causal relationships, between variables, the collection of quantitative data, the application of controls to ensure validity of data, the operationalization of concepts to ensure clarity of definition, a highly structured approach, researcher independence of what is being researched and the necessity to select samples of sufficient size in order to generalize conclusions.

Induction emphasizes: gaining an understanding of the meanings ,humans attach to events, a close understanding of the research context, the collection of qualitative

data, a more flexible structure to permit changes of research emphasis as the research progresses, a realization that the researcher is part of the research process and less concern with the need to generalize.

This research will have a ***pluralistic approach or double movement of reflective thought*** once it will involve quantitative and qualitative researches and some final objectives will be answered through the development of some new theory however it is not an inductive research because the researcher is not becoming an expert in the theme.

3.3. Research Strategy

Research strategy is the method employed to answer the research question, it is divided in seven categories: surveys, case studies, ethnography, action research, guided approach and experiments (Saunders et al., 2009).

After analyzing the available options, it was concluded that the ***survey*** was the most suitable to answer the research question and objectives of this study.

3.3.1. Research choice

Saunders et al (2009) highlighted three choices of research methods:

Mono Method – single quantitative or qualitative data gathering approach and corresponding analysis procedure;

Multi Method – more than one quantitative or qualitative data gathering approach and corresponding analysis procedures, but not both;

Mixed Method – This is a form of multi-method where both quantitative and qualitative data gathering and corresponding analysis procedures are used.

This research will use both quantitative (surveys) and qualitative (interviews) therefore a ***mixed-method approach*** was chosen because some data needed to be collected in depth in order to support the 3 objectives of this research, so a

qualitative research was conducted. However, due the restriction of time and cost, it was not possible to have a large sample for qualitative research therefore it was conducted a quantitative research which included a larger number of respondents.

3.3.2. Time Horizon

As highlighted by Saunders et al (2009), there are two types of time horizons which include cross-sectional and longitudinal studies.

Once a ***longitudinal*** would require a longer time to be conducted, this research was a ***cross-sectional study*** , once it will use a 'snapshot' approach where the data will be collected at one point in time. This choice made mainly because of the pressure of time and resources (Gray, 2009).

3.3.3. Techniques and Procedures

Primary and secondary research were conducted during this research.

This research was a ***descripto-explanatory study*** :

- Exploratory studies seek to explore what is happening and to ask questions about it (Gray,2009) and it is suitable of the objectives described in the stages 1 and 2 on the Research Objectives chapter. Gray (2009) mentioned some practices characteristics of exploratory research that will be used in this paper: a search of the literature and talking to experts in the field in order to answer objectives in the stages 1(a) and 2(a and b).
- **Descriptive studies seek to 'draw a picture' of a situation, person or event or show how things are related to each other (Gray,2009), in order to answer to the objective 1(b) and 2(a) a descriptive study will be conducted to analyse the relation social media in the pharmaceutical industry and employees perceptions.**

3.3.3.1. Primary Research

1st Interview to investigate how if social media is part of marketing mix strategies in the pharmaceutical industry in Brazil and how it has been used, as well as its strength and weakness.

2nd Survey to assess pharmaceutical employees opinion about what is considered the best practices in social media to generate disease awareness and also to determinate the employees perceptions about the use of this strategy.

3.3.3.2. Data Collection

Due to the particularities of pharmaceutical marketing and the existence of gaps in the literature, a primary qualitative data collection will be structured **semi-structured individual depth interviews**. As this study has an **exploratory study**, this choice was based on Saunders et al (2009) recommendations "in an exploratory study, in-depth interviews can be very helpful to 'find out what is happening [and] to seek new insights" and "semi-structured interviews may be used in order to understand the relationships between variables, such as those revealed from a descriptive study".

Interviews were conducted with product manager of pharmaceutical companies.

Firstly, they were invited to take part of the research via phone call (it was not necessary a pre-defined script because they were contacts from the researcher network), the only pre-requirement was to have experience direct or indirect with disease awareness social media campaign.

Once they agreed to participate in the survey, a schedule interview was created in order to organize the researcher time and required resources (Appendix 11 - Schedule for Qualitative Interview).

Interview structure addressed to uncovered themes in the literature such as key success factors in the use of social media for disease awareness: including internal factors such as product cycle life and market share, marketing mix strategies and its

impacts on product sales, as well as external factors as audience and messages definition (Appendix 12 - Standard questions for qualitative interview).

Previous to the final interviews, the researcher conducted pilot-test interviews with 2 marketing analysts from pharmaceutical industry via phone call in order to estimate the understanding and time. Some adaptations were made to improve questions quality then the researcher conducted the final interviews.

Interview lengths were around 30-40 minutes.

Based on the findings of the literature review and some subjects emerged from the qualitative interviews, the researcher developed ***primary quantitative research***. The aim of the quantitative research was to have a picture of what is considered the best practices in the use of social media for disease awareness.

This survey was conducted from 8th to 9th December 2014, it was used a questionnaire designed using Google Form link (Appendix 13 - Published Quantitative Questionnaire). The researcher chose Google Form taking into account that it is represented by well-known company (Google) and it would give more secure to respondents (regarding virus or data privacy).

The survey contained only closed (using category, list, ranking and rating questions) and aimed **to identify employees' perception towards social media strategies for disease awareness**.

3.3.3.3. Secondary research

It was conducted searching for information about pharmaceutical marketing DTC. Facebook pages from pharmaceutical industries, case studies and other examples were also consulted in order to document how the social media strategies could be applied to Pharmaceutical companies.

3.4. Ethical Issues and Procedure

Potential ethical issues in this research should be the code of conduct within the organizations as well as with the individuals that will be interviewed. In order to reduce ethical issues, participants of the qualitative interview were informed that the interview was being recorded and that the information would be used exclusively for **the research and their names, employer's name and products names would be preserved**. For the quantitative research, due to its existents policies, the researcher **will not be able to access respondents' personal data**.

3.5. Population and Sample

Quantitative Survey

There are 135 pharmaceutical companies in Brazil and it is not possible to access the number of employees for each company. It is neither possible nor necessary to survey the entire population of employees in the pharmaceutical industry. In order to reduce the population, the researcher choose interview only employees from pharmaceutical industry, working at companies that are associated to INTERFARMA code (Interfarma is an association of pharmaceutical industries in Brazil that provides an ethical conduct code with regulation even strictly than Brazilian Agency). There are 35 companies associated to INTERMA code in Brazil and it still would represent a large population, if the researcher has chosen to interview all the employees from these companies and if it was limited to one or two companies it **could be interpreted as the "company employees opinion"** and some ethical issues could be addressed.

Therefore, the researcher decided to maintain the filter of companies associated to INTERFARMA but will use a **non-probability** and **convenience-sampling** methods.

The researcher has in her Facebook® network 75 people whose are employees of different companies associated to INTERFARMA and either have more than 5 year working experience in the pharmaceutical industry. The researcher decided to create a group message on Facebook® and added her 75 contacts who matched with the

profile described below, then she sent to them an informal cover letter followed by a survey link.

Saunders (2009) stated a rate of responses of 11% for links researches however the researcher has a strong and reliable relationship with the employees whose had received the link and using the group message, the respondents were requested not share the link with friends. Finally, the researcher received 45 respondents (61% of the receipts).

Depth Individual interview

Population: Marketers from the Brazilian pharmaceutical industry who had undertaken social media programs for disease awareness.

Experience: more than 5 years working at pharmaceutical marketing department.

Sample: **purposive sampling** and **convenience sample** of 03 (three) individuals from the researcher networking.

3.6. Data Collection, Editing, Coding and Analysis

Via Skype or Facetime depth interview because this research is analyzing aspects from a company perspective and the researcher could have easier access to the employees through using these tools.

Data from qualitative interview was recorded, transcript using Microsoft word and it was analyzed firstly defining the type of date for each answer received then a data matrix was developed to divide data insights.

4. Data Analysis & Findings

4.1. Product Managers In-Depth Interview

The aim of qualitative aspect of this research was to explore uncovered themes in the literature that could be useful to establish the key success factors in the use of social media for disease awareness in Brazil (Appendix 14 - Transcription – Qualitative interviews). In order to generate a coherent and adequate analysis, the content approached during the interviews was categorized. Categorizing data involves two activities: developing categories and, subsequently, attaching these categories to meaningful chunks of data (Saunders,2009).

Following the transcription, the next step was to create a table summarizing the question and answers of each participant (Table 3- Qualitative Findings) then create

QUESTIONS	PARTICIPANT 1	PARTICIPANT 2	PARTICIPANT 3
1 What is your perception about the use of social media for patient education? Do you believe that social media can be an important tool for patient education?	- Due to technical this part was not recorded	- It is important for awareness. - Low investment for a defined target. - Social media is superficial and needs to come with follow by a real person and others offline activities.	-She believes that it is very important tool due to the industry and internet evolution. It is a channel to reach patients and generate engagement. - Benefits: provide information about diseases (mainly for niche diseases). - Industry has been investing in this channel in order to improve reach rates. It allows communicating with high number of patients, doctors, patient caregivers. Partnership with patients association and even with competitors. It helps patient to improve the way he deals with the diseases. Pharmaceutical industry has just started to work with social media, it is initial stage. She believes it will expand in the next 3 years. Pharmaceutical industry is still late and has a lot to learn and medical societies are even later.
2	Strength:	Weakness:	Strengths – It improves reach

categories.

<p>Could you mention the weakness and the strengths of social media for patient education?</p>	<ul style="list-style-type: none"> - Reach people you would not reach with rare disease and eliminate sales force cost when you have a low budget. -It improves company's image - Institutional image can be improved. 	<ul style="list-style-type: none"> - To be sure about the quality of information. Information is generalized and can generate an inappropriate diagnostics and let the patient confused. - Reach - Mentioned that media plan to increase likes can have a negative impact, once you may impact inappropriate people. Strengths: <ul style="list-style-type: none"> - Increase information access and help people to seek for help. - Democratization of the information: available to everyone. - Easy access to a range of content. 	<p>either doctors or patients who would not be reached in a traditional way.</p> <ul style="list-style-type: none"> - Low cost that allows great results with low cost. <p>Weakness – Fake information and myths that emerges from social media.</p>
<p style="text-align: center;">3</p> <p>Which products characteristics do you think it is important to take into consideration when deciding about implement a social media strategy?</p> <p>a. In not mentioned, stimulate:</p> <p>i. product cycle life (PCL) and market share;</p> <p>ii. disease prevalence (market size), or</p> <p>iii. consumer characteristics (which characteristic: age, incomes, geographic, etc.).</p>	<p>It is better for rare diseases.</p> <p>PCL: it is possible to invest in different moments.</p> <p>Launch: when you have an innovative product you can expand the information and stimulates the patient to ask the doctor that medicine.</p> <p>Mature/Decline: it is important to remind about the product and the disease.</p> <p>Consumer characteristics are important, it important to segment for the right target and to be more assertive.</p>	<ul style="list-style-type: none"> - OTC and branded campaign for sure. - Prescription medicines, cannot mention the company name. - Every product should have a Facebook fan page to have a direct talk with the patient. - All the campaign should be 360° campaign. -Being a leader you must invest and develop the market and stimulate demand but all the other elements should be ready (forecast, doctor communication). 	<p>She believes social media must be considered into every marketing plan.</p> <p>It is not perceived by products managers as “another thing I need to do” but as “another thing I must to do”.</p> <p>For specialties products: it is possible to provide information for people whose do not have information. Patient has not been diagnosed yet.</p> <p>Mass products: it allows you to provide information about how important is to treat that disease. Every product should be in social media.</p> <p>It can also improve corporative image.</p> <p>PLC: it is relevant in every moment of the product since launch to mature products. Not sure about products in decline stage.</p> <p>She believes that partnership with competitor must be interesting when there are more than one treatment available to treat the disease.</p>
<p style="text-align: center;">4</p>	<ul style="list-style-type: none"> - Identify 	<ul style="list-style-type: none"> - Contract the right 	<ul style="list-style-type: none"> - Target and messages definition

<p>Once you have decided to develop social media strategies for a specific which steps should be taken from the planning process to implementation?</p> <p>a. In not mentioned, stimulate:</p> <p>i. market research to define target audiences and their needs;</p> <p>ii. use of some behavior theory to design messages (if not, why?)</p> <p>iii. message and concept test.</p>	<p>opportunity</p> <ul style="list-style-type: none"> - Study viability - Validate concepts and how it is presented - Technical validation - To validate with communication department - He has knowledge about behavioral theories but he thinks it is better to do something less personalized due to the lack of human resources 	<p>agency to guarantee the frequency and quality of your content.</p> <ul style="list-style-type: none"> - Integration of online and offline activities. - She believes that market research is necessary. - Message definition should be offered by the agency that is the specialist. - Message and concept test is important and should be tested with doctors and patients. 	<p>are the first step: where my target is, how to reach it .</p> <ul style="list-style-type: none"> - It is important to contract companies that have the market information and also conduct market research in order to define the key messages. - Look for medical society support to be more relevant and align industry and medical society expectations. - It is important to choose the right digital agency. - She does not know about the behavior theories but they choose an agency with experience in Digital Marketing and Pharmaceutical and the agency uses some elements of behavior theory.
<p style="text-align: center;">5</p> <hr/> <p>Which social media channels do you believe that are relevant for pharmaceutical strategies?</p>		<ul style="list-style-type: none"> - Facebook is the main channel even if you are not talking to the patient, you can talk with the caregivers. - She believes that YouTube and Instagram are other important tools. 	<ul style="list-style-type: none"> - In Brazil Facebook is more relevant. - Link webpage with Facebook page, SEO and others digital strategies. - Facebook Ads. - Patients usually start the journey in Facebook then access product and medical society's webpage.
<p style="text-align: center;">6</p> <hr/> <p>Do you believe social media strategies can impact on product performance?</p>	<ul style="list-style-type: none"> - He is not sure about how social media can impact on product performance in the mass Market. - It is better to work some institutional in this case. - Specialty market would have more direct impact. 	<ul style="list-style-type: none"> - It impacts on product performance but it needs to have higher investments. 	<ul style="list-style-type: none"> - She is sure it impacts on awareness. During her experience she could hear reports from doctors saying that new patients started to seek for after being impacted for medical societies. - Sales is not guaranteed when there are other competitors in the market to treat that disease.
<p style="text-align: center;">7</p> <hr/> <p>Does your social media campaign have defined KPI's? If does, which ones?</p> <p>a. Do you think that insights, exposure, reach, engagement would be appropriate KPI's?</p>	<ul style="list-style-type: none"> - His campaign has KPI's: - Likes - Clicks on link - Number of mentions Agree with the presented KPI's and believes that her campaign has exactly this KPI's. 	<ul style="list-style-type: none"> - Her campaign does not have defined KPI's. It will have for next year. - She believes that the presented KPI's are adequate to social media campaigns. 	<p>She has KPI's. Very specific for social media and webpage. It has a strict follow-up.</p> <p>Agree with the presented KPI's and believes that her campaign has exactly this KPI's.</p>

Table 3- Qualitative Findings

Based on the findings emerged from the table above, the researcher decided to create 4 four main categories as it is shown on the figure below (Table 4 - Categories for Qualitative Analysis):

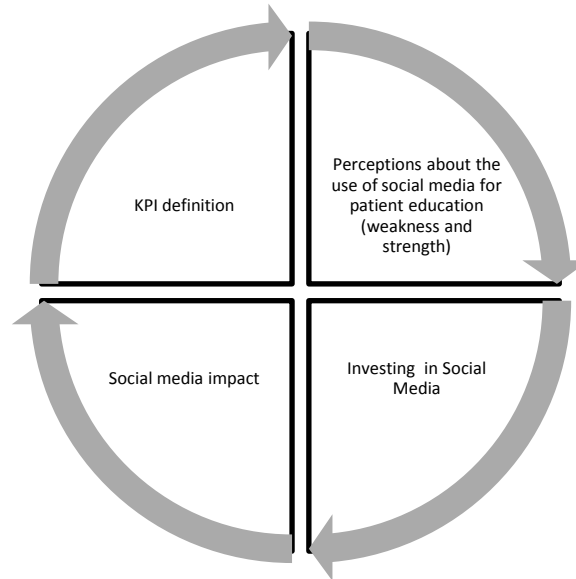


Table 4 - Categories for Qualitative Analysis

In order to generate a depth analysis, each category was broken-down into subgroups and interviewee’s opinions were compared and contrasted.

4.1.1. Perceptions about the use of social media for patient education (including its weakness and strength)

This first category aims to support the objective 1, which is to investigate how pharmaceutical industry is facing social media in Brazil, and objective 3, which is to document the key success factors to develop and use social media as an option at marketing strategies for pharmaceutical industry.

For this category, the analyses were broken-down into 3 parts as it is shown in the figure below (Figure 7 - Break-down - Perceptions about the use of social media for patient education).

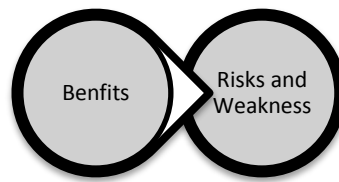


Figure 7 - Break-down - Perceptions about the use of social media for patient education

4.1.1.1. Benefits

Awareness, low investment, reach improvement were cited by both participants and it seems to be perceived as the main benefits of social media.

Participant 3 *"You can reach regions and places you could not reach with your sales forces. You can reduce costs and reach more people."*

Participant 2: *"It is important to generate awareness and provide content. It works with a low investment and with a pre-defined target"*

Other benefits were mentioned for example Participant 1 and 3 also mentioned that sales force cost could be reduced through the use of social media and mentioned two examples. Participant 3 mentioned one product that had a large market but due to the size of the country (Brazil) was impossible to reach doctors and patients in some places, in this case social media was used to reach people that would not be reached by a traditional way (sales representative visit). On the other hand, Participant 1 mentioned one example which social media was used to reach patients diagnosed with a rare disease and due to limited: *"When you talk about rare disease market you can reach people you would not reach before. So I had an example at the company I used to work for, there is a product manager that she manages a product with 16 patients in Brazil, so she had a media plan using the social media as a way of the awareness of the disease because if you think about it, with 16 patients is not the kind of product that need a sales force. So, you can reach places and people that you wouldn't do and you eliminate the sales force cost"*.

Participant 1 also mentioned the opportunity of reinforce institutional image using social media. This is an important but also issue in social media use in Brazil due to the lack of clear rules from ANVISA , some companies do not mention that they are the sponsor of the campaign because they believe it would be indirect promotion (which is prohibited in Brazil). On the other hand, some companies insert their institutional logotype in their campaigns and it can either improve their institutional image or have a negative impact on consumer decision, once not sponsored advertisement has demonstrated to be more effective than sponsored (Jones and Iverson, 2011; Hall and Jones,2008).

4.1.1.2. Risks and Weakness

It was possible to perceive that the mentions regarding risks and weakness were **directly related to the participants' experiences, success and fails with their social media campaigns.**

Participant 3 has been working with a more structured and successful social media campaign which has proved enormous benefits and has generated a positive repercussion among doctors, patients and medical society. However participant 2 has a small project which has not been well structured since its begin, consequently results have not been perceived.

Participant 2: *"Sometime the excess of information can bring some confusion. **Either because you don't know the origin of the dates or the media targets."***

Participant 3: *"...the big risk I see today is that there is a lot of false information on the internet, a lot of information that is not veridical. Today people tend to get more information on internet and end up believing in **everything they read."***

However, quality of information and social media impact on patients' decision making process seems to be the major risk perceived by the interviewees. There is the risk of over diagnosis and also auto-medication, according to the interviewees. It was also mentioned that social media by itself is not enough, it should be followed by a celebrity endorsement and others offline activities such

as partnership with medical societies and diagnoses campaigns on street or events.

4.1.2. Investing in social media

This first category aims to support the objective 3, which is to document the key success factors to develop and use social media as an option at marketing strategies for pharmaceutical industry.

For this category, the analyses were broken-down into 4 parts as it is shown in the figure below (Figure 8 - Breakdown - Investing in social media).

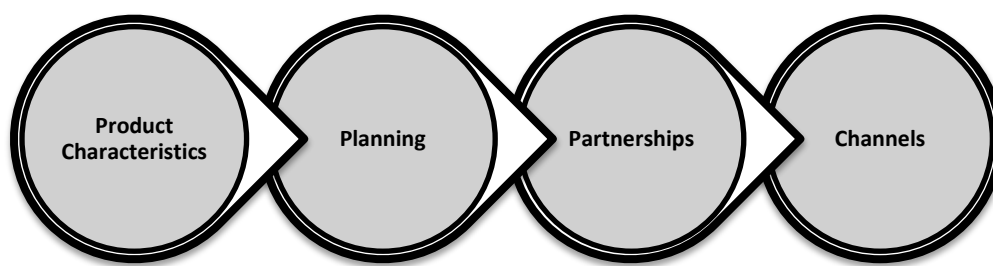


Figure 8 - Breakdown - Investing in social media

4.1.2.1. Product Characteristics

All those interviewed mentioned that every product should have a social media strategy, however when they were stimulated to think about the product characteristic or product life cycle, it was possible to notice that everyone demonstrated to be more secure about the use of social media for some specific products or moments of the product cycle life, for example: niche diseases, branded campaigns or pioneer/leaders products.

Participant 1: *"I think you can invest in different phases of the life cycle of the product. when there is a product launch, usually there is a different appeal, for example, we have a launch right now for a medicine that is the evolution of the*

other one so people don't know that one is the evolution of the older one, so you can work with this, they can try to change their medicine, for example. "

Participant 2: *"...if you are the market leader, it is your responsibility to promote the market, we can't just wait for an organic grown. If there is an increasing in our economy or in the pharmaceutical market, you need to follow it and use the social media to increase the demand as well."*

Participant 3: *"...it is very relevant (social media investment), since the launch up to products which are in a maturing phase in which you already reached the peak, you do not have greater potential of growth but I think maybe that is a path that you can invest a little bit because possibly there are products that are already mature for some time, it has less investment, so it is a way to keep expanding in a cheaper way."*

4.1.2.2. Planning

It was not possible to establish a default step by step or similar item among the interviewees' mentions regarding planning. However two of the interviewees mentioned that messages should be tested before beginning of the campaign and that the choice of the right agency is crucial to guarantee the success of the campaign. Participant 1 demonstrated more worried about technical problems and also mentioned the importance of validate the campaign with Information Technology and Communication departments. Participant 3 did not mention the importance of the Communication department in the planning but she mentioned innumerous times that the Communication Department was involved during all the planning and implementation.

Participants demonstrated low knowledge about the use of behavioral theories as a tool to develop disease branding campaign and also mentioned that the agency should be in charge of this task. Participant 1 mentioned that it would be useful the use of behavioral theories but it is a hard work due to the lack of time and resources to produce and test the messages.

Participant 1: *"The first step is to identify how you would address in the best way..I did a market research, so I validated the concepts that I wanted to introduce, I validated in two ways, with two groups in Sao Paulo and a research by telephone, also some online, via Skype. So we validated the concept and the way of communication. We also did some pre-test of images, to see what kind of image the audience would click more. So, yes, we need to validate and test not only with the patients but with the doctors as well."*

Participant 2: *"The first step is to hire a good advertisement agency... The second thing is to connect everything, when you have an online ad, it doesn't have the power by its own that it would have if you had something happening at the same time."*

Participant 3:" : *I think that the first thing is to understand and to define who your target audience is, then who you want to achieve, where you want to get. ...Partnering with agencies that have greater knowledge and the know-how...what I find very importantis always has a support of a medical society, because that brings relevance."*

4.1.2.3. Partnership

Partnership emerged during the interview with the Participant 3 and it was not mentioned by the other participants. However, if accessed some Pharmaceutical pages on Facebook it was possible to find partnership pharmaceutical-pharmaceutical and pharmaceutical-medical societies (Appendix 15 - Partnership Example)

Participant 3: *"I find very important, as we're talking about the pharmaceutical industry, in my opinion is always have a support of a medical society, because that brings relevance, it is very different when I speak on behalf of Novartis, for example, Roche or Galderma, of when I speak of a medical society. So the medical society that is taking such a notice, then the relevance in media becomes very different. then, from the beginning, in my case, I tried to align expectative of the medical society with my expectations, we structured very well what are the messages that*

we believed were important to that audience, this was accomplished with some market research that we had done in the past, and there, so we went after who knew and understood more business than us, to understand where it was this audience and the best way to communicate with them.”

4.1.2.4. Channels

All those interviewed were aware about Facebook popularity in Brazil and cited that as the main channel for social media campaigns. Only Participant 3 mentioned that the social media campaign should be linked with other digital marketing activities as SEO (Search Engine Optimization) and Medical Society webpages. Other channels were mentioned: Youtube, Instagram.

Participant 2: “But definitely, Facebook has a bigger range. After Facebook, I would say that Instagram and Youtube.”

Participant 3: “Generally, the patient or the caregiver begins on Facebook, then visit the website, watches the Youtube channel.”

4.1.3. Social Media Impact

This third category aims to support the objective 2, which is to investigate if it is believed by pharmaceutical employees that social media activities can impact on the product sales performance.

None of the interviewed demonstrated to be secure about the use of social media and its impacts on product performance. All of them affirmed that social media will impact on awareness but they believe that due to the lack of track is difficult to affirm that social media activities will impact on sales. Participants 2 and 3 affirmed that the impact on sales would be guaranteed only on the market of niche diseases or products that are sold direct to the doctors. It was also mentioned that when there are more than one player in the market it is more difficult to impact on sales.

Participant 2 mentioned that to generate impact on sale, it would be needed a high investment.

Participant 1: *"Yes, it can and cannot at the same time, is a little bit tricky because you can control if you **generated an awareness...but you only** can complete the chain, if you have just one medicine (in the market) and you can sell it (direct to doctors), it is much more easy... but if you have a mass market, with a known disease, already stable, **you can't control the awareness and sales (if you or your competitor gained sales).**"*

Participant 2: *"That's what we hope. But we are not 100% sure because we can't measure it. If you have a more aggressive investment, I believe it does but when the investment is very low, I can't say that it is impacting on the product."*

Participant 3: *"I'm sure it does. In awareness it is clear... Disease awareness is amazing, in a short time you get a result, but talking about sales, the result is medium to long-term."*

4.1.4. KPI definition

Participants were questioned about the use of KPIs in their social media campaigns, two of the interviewed had defined KPIs to measure and follow up their campaign performance. Participant 3 had KPI's similar to the ones proposed by Neiger and colleagues,2014. All respondents agreed that the KPI's proposed by Neiger and colleagues, 2014 would be sufficient and adequate for their social media campaigns.

P1: *"If you see that a lot of people shared and liked, the probability that you check it is bigger than one that has a low number of likes and sharing. So, that's why I think the number of Likes is a good KPI. Another one is to see how many people clicked on the new to actually read it. And also the hashtags because you can measure the engagement."*

P2: *"I think the Engagement is what everyone is looking for but sometimes it doesn't happen because the person doesn't want to make it public. But I wouldn't include any other KPI, it is enough."*

P3: *"I totally agree with you and considering your comments, we fit in all four and we are based on them."*

4.2. Pharmaceutical employees quantitative survey

The aim of quantitative aspect of this research was to present to the respondents some aspects which emerged from the literature review and qualitative research in order to understand their opinion then propose a guideline which will contain the key success factors to develop a social media, based on published articles and employees experience and point of view which will support the objective 3 (to document the key success factors to develop and use social media as an option at marketing strategies for pharmaceutical products under prescription).

The research sample included 45 respondents.

4.2.1. Respondents profile/background

There was a diversity profile of **respondents' profile/background**, which allowed this research analysis, conclusions and recommendations to be based on the opinion of employees whose were aware about the particularities of each market as well as the restrictions and opportunities. Due to the diversity of employees experience and background it was possible to have a balanced and not tendentious conclusion (for example, conclusion will be based on marketing and regulatory affairs opinion. Marketing employees tend to be more creative while regulatory affair tend to be more restricted and worried about laws and policies).

4.2.1.1. Employees experience:

- 54% - Prescription, 56% OTC, 31% Medical Devices, 16% Hospital and 11% Others (Figure 9 - Employees Experience).

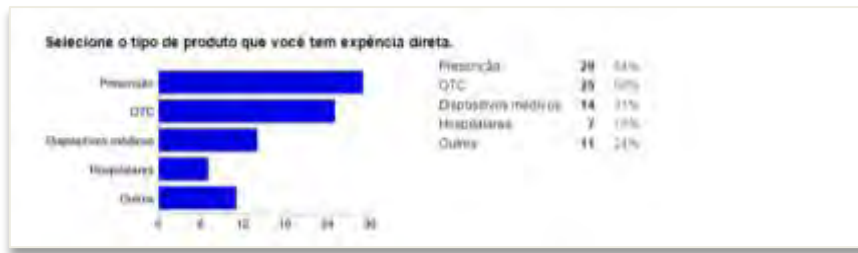


Figure 9 - Employees Experience

4.2.1.2. Employees Department

Respondents from different departments took part in the survey; however market and sales respondents (together) represented 62% of the respondents. It is an important aspect because employees from marketing and sales are used to deal direct with patients, doctors and medical societies consequently they have a better understanding about customers and stakeholders needs. However other departments were included in the sample in order to provide a balance between **customers' needs and company' needs** (respect to the regulations, for example).

- 31% - Marketing, 31% Sales Force, 16% Regulatory Affairs, 13% Marketing Services (CRM, Marketing Intelligence or Events), 4% Other, 2% Communication and 2% Medical (Figure 10 - Employees Department).



Figure 10 - Employees Department

4.2.2. Perception about the use of social media for disease branding

The respondents were introduced to an example of disease branding followed by the **definition** "Disease Brand campaign is a marketing activity where companies develop promotional materials and marketing activities focus on a disease instead of a product or brand (See example above)." then requested to answer the follow **question** "According to the definition above. In your opinion, how is this type of campaign (online) effective in order to drive patients to clinics to seek for treatment?"

a. Total

When analyzing the answers of all the respondents it was found out that 23 respondents (51%) respondents believe that this type of campaign has some effectiveness on drive patients to the clinics, while and 18 respondents (40%) were not sure about its effectiveness and only 4 (8%) were not convinced about its effectiveness.

The Weighted Average (WA) was 2,1 which demonstrated that respondents were closer to very effective than not effective.

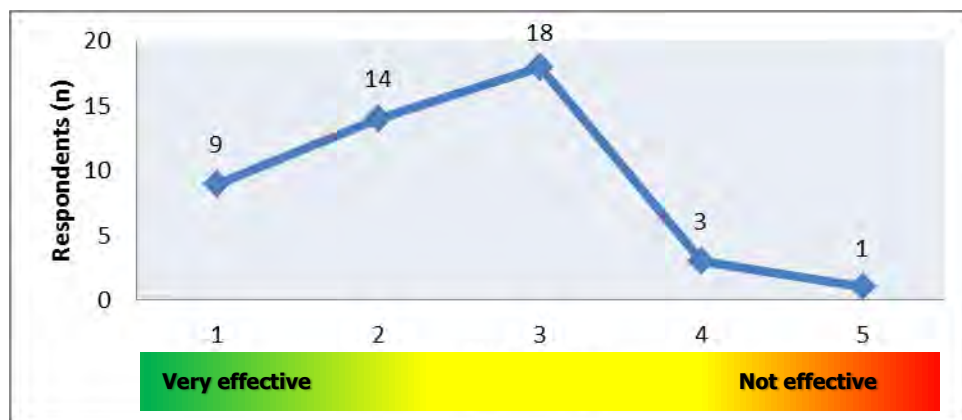
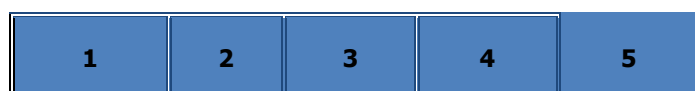


Figure 11 - Perception about the use of social media for disease branding (Total)

a. Per department

When analyzing the answers of all the respondents per department, marketing (WA=1,7) and marketing service (WA=1,66) demonstrated to be more confident about social media effectiveness, in contrast regulatory affairs (WA=2,5) and sales force (WA=2,28) employees demonstrated a lower level of confidence.



Regulatory Affairs (n=8)	13%	25%	63%	0%	0%
Communication (n=1)	0%	0%	0%	0%	100%
Sales Force (n=14)	21%	29%	50%	0%	0%
Marketing (n=14)	14%	36%	29%	21%	0%
Medical (n=1)	0%	100%	0%	0%	0%
Marketing Services (n=6)	50%	33%	17%	0%	0%
Other (n=1)	0%	0%	100%	0%	0%

Table 5 - Perception about the use of social media for disease branding (per department)

4.2.3. Thinking about Social Media + Disease Branding

This section of the quantitative research aimed to stimulate the participants to think about social media and its use to generate disease awareness. Some elements which should be considered during decision-making process before a company invests in social media (according to literature review and qualitative findings) were presented and participants were requested to select how nearly they agreed or disagreed with the presented statements. This section was split into two parts as it is presented in the following paragraphs. This section contributed to the objectives 1 and 2 of this research.

4.2.3.1. What is your perception about the use of “disease campaigns” on social media?

- **It will increase the number of patients seeking for treatment with their doctors.**

Findings in this question demonstrated that 80% of the employees believe that social media activities will increase the number of patient seekin for treatment, it means disease awareness will increase and generate demand for treatment.

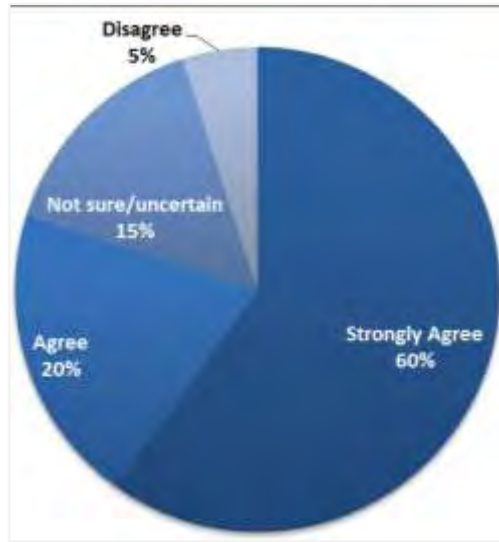


Figure 12 - It will increase the number of patients seeking for treatment with their doctors

- **It should be used only when the product behind the camping is the only one available for the treatment of that disease/condition.**

Respondents were divided about the product characterist while 60% expressed some disagreement with the presented stament, 30% agreed. This finding corraborates with the qualitative findings where interviewees were not sure about this theme.

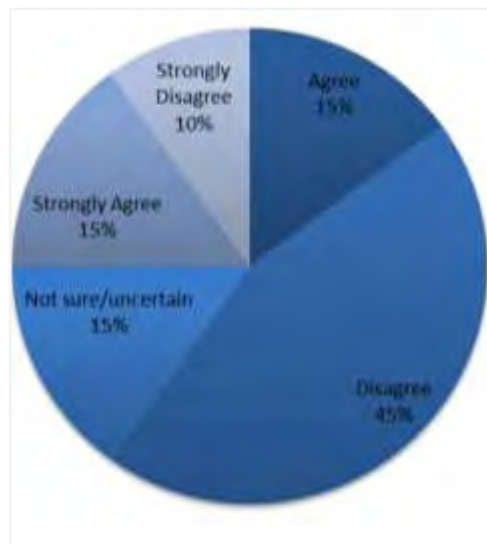


Figure 13- It should be used only when the product behind the camping is the only one available for the treatment of that disease/condition.

- **It should be used only when the product behind the camping has demonstrated superior efficacy compared to competitors for the treatment of that disease/condition.**

Respondents did not demonstrate a consensus or right answer regarding this other product characteristic (efficacy). The number of respondents who expressed some agreement (30%) was similar to the ones who disagree (45%).

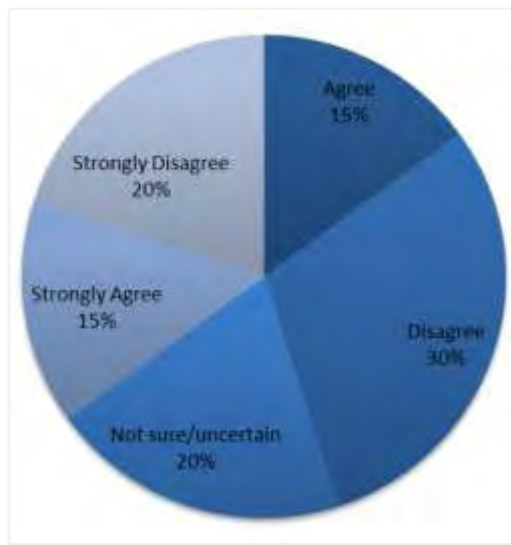


Figure 14 - It should be used only when the product behind the camping has demonstrated superior efficacy compared to competitors for the treatment of that disease/condition.

- **It should be done based on the number of people affected by the disease. Only mass disease should have a social media campaign.**

In contrast to the findings of the qualitative interview, where participants demonstrated to be more secure about the use of social media for rare disease, participants of the quantitative survey demonstrated to be favorable to the use of social media exclusively for mass disease.

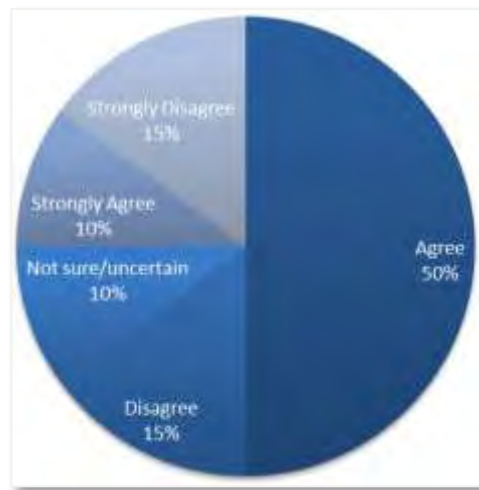


Figure 15 - Only mass disease should have a social media campaign.

- **It should be done based on the number of people diagnosed by the disease. Only underdiagnosed should have a social media campaign.**

Participants did not agree with the use of social media exclusively for underdiagnosed disease. Few participants (30%) agreed with the statement.

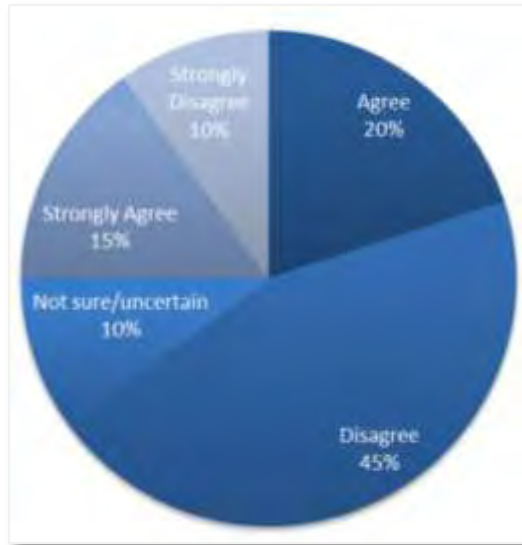


Figure 16 - Only underdiagnosed should have a social media campaign.

4.2.3.2. What is your opinion about the CONTENT for “disease campaigns” on social media?

The options presented in this question aimed to stimulate the respondents to think about the messages and contents (based on behavioral theories elements) for social media disease campaign and express their opinion about the statements.

	Strongly Agree	Agree	Not sure/uncertain	Disagree
Disease prevalence	36%	45%	15%	3%
Disease symptoms	44%	56%	0%	0%
Disease susceptibility	37%	59%	5%	0%
Seek for a doctor claims	22%	66%	12%	0%
Treatment is available	44%	49%	5%	2%

Table 6 - Social media content

The majority of the respondents demonstrated to be favorable to all the demonstrated items (Table 6 - Social media content). All the presented options were based on elements from behavioral theories and they are usually part of promotional materials focus on patients and developed by pharmaceutical companies. However the element "seek for a doctor" had a lower "strongly agree" compared to the other elements.

4.2.4. Benefits and Key Success Factors

The last section of the quantitative research aimed to support objectives 1 and 3. The presented benefits and key success factors were also based on findings from the literature review and qualitative interviews. The objective was to reinforce the theories and findings in order to validate the recommendations and conclusions for this research.

4.2.4.1. The most important benefits for patients when a pharmaceutical invests on social media thought disease campaign.

Access to reliable information (33; 73%), it increases of patient interaction with other (27; 60%) and it allows patient to be aware about treatment options (26; 58%) were the most important benefits pointed by the respondents. Access to information regardless population characteristics (44%) was mentioned during the qualitative interview, however it did not appeared with the same importance for the quantitative survey respondents (Figure 17 - Benefits for patients (Total)).

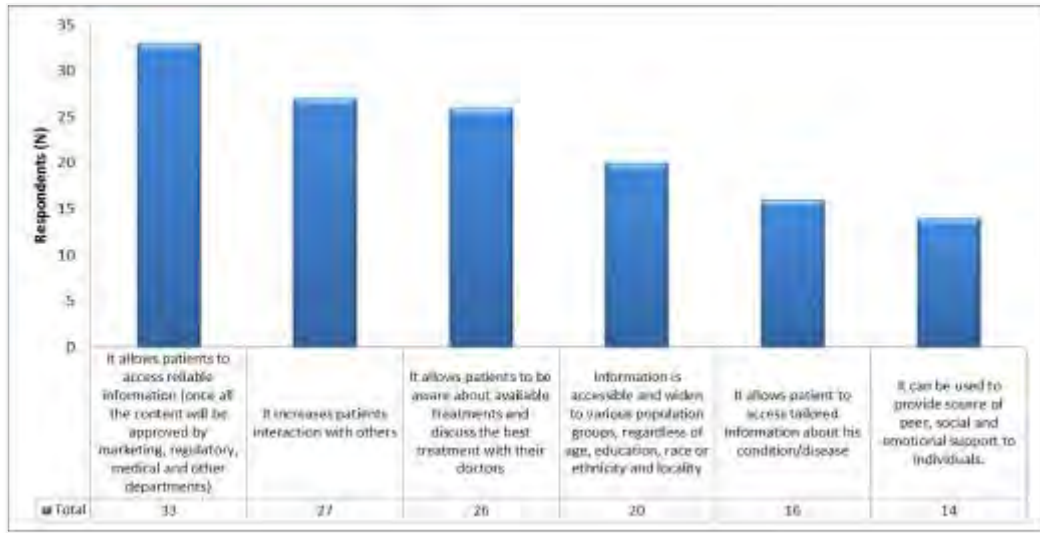


Figure 17 - Benefits for patients (Total)

The data collected from the responses to this question were separated in order to generate an analysis per department (Figure 18 – Benefits for patients - Per department) **Erro! Fonte de referência não encontrada.** to find out if there was some explicit difference of opinion among departments. However respondents from different departments had similar opinions. The item “It allows patient to access reliable information” was chosen by the majority of the respondents in each group.

The item “it allows patient to be aware about available treatments and discuss the best option with their doctors “was chosen by a high percentage of respondents of Regulatory Affairs and Sales Force departments.

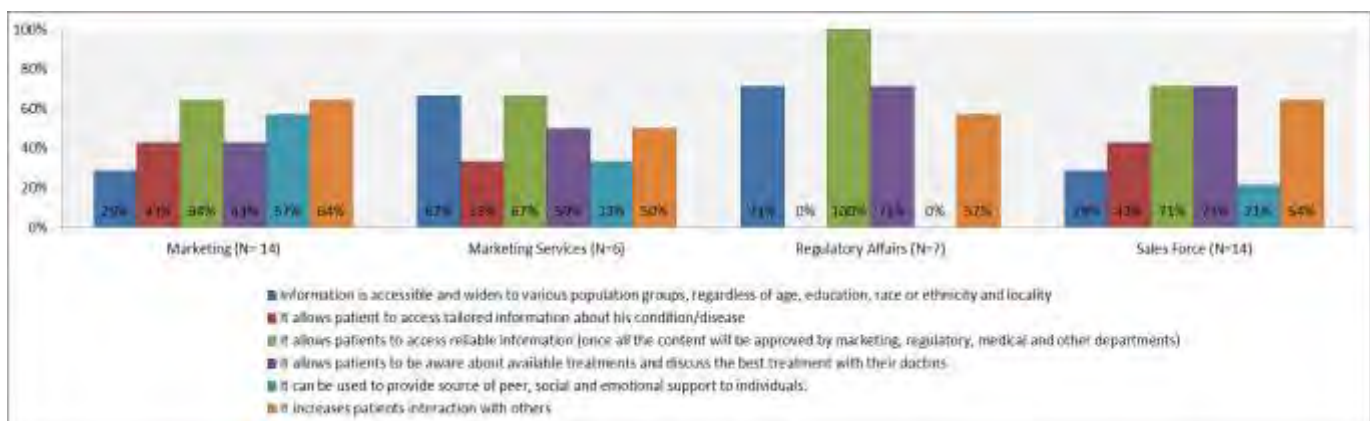


Figure 18 – Benefits for patients - Per department

4.2.4.2. In your opinion what is crucial for a disease branding campaign on social media to be effective?

This question aimed to contribute to the objective 3 of this research. The respondents were requested to select 5 statements from a list with 10 statements regarding social media effectiveness. The results demonstrated that pharmaceutical employees believed that consumers (patients) and customers (doctors) opinion were the most relevant elements, followed by partnerships with third parts(Figure 19 – KSF (total)).

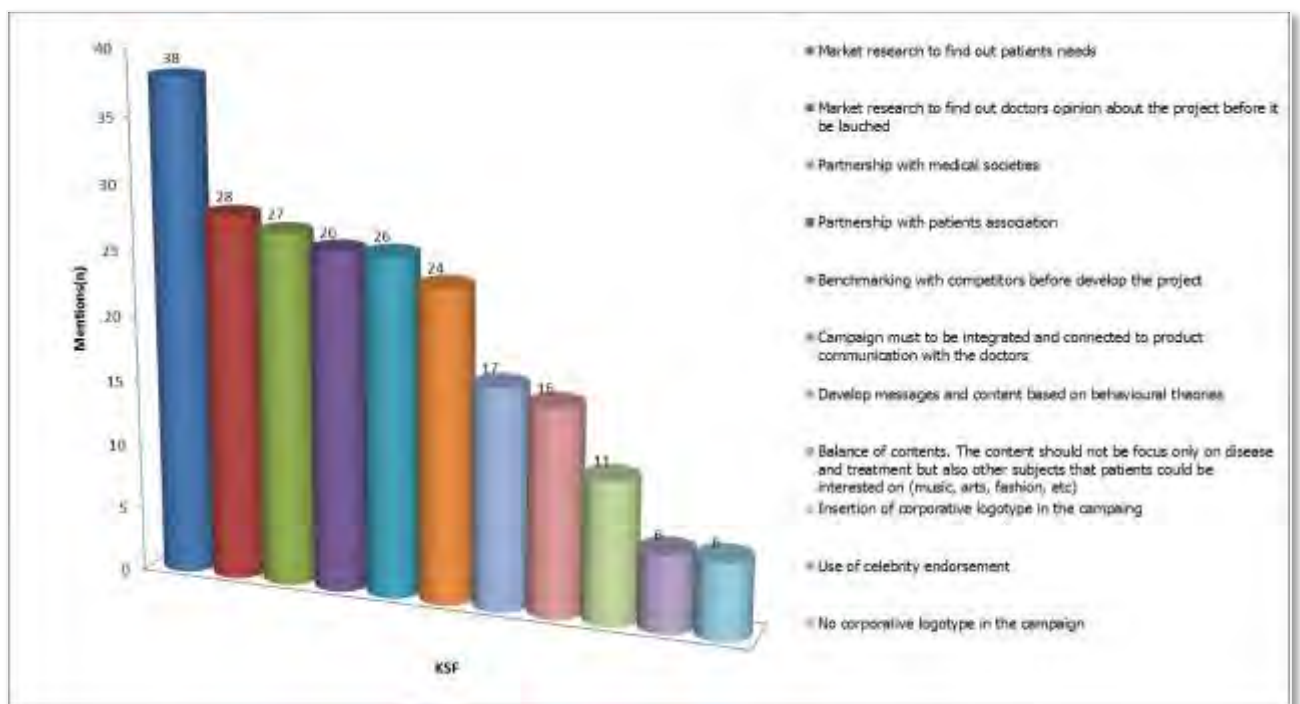


Figure 19 – KSF (total)

The top 5 results were: Market research to find out patient needs (38; 84%) and doctors opinion (28; 62%); partnerships with medical societies (27; 60%) and patients associations (26; 55%) followed by benchmarking with competitors (26; 55%) were the five main key success factors selected by the pharmaceutical employees (Figure 20 - TOP 5 KSF (Total))

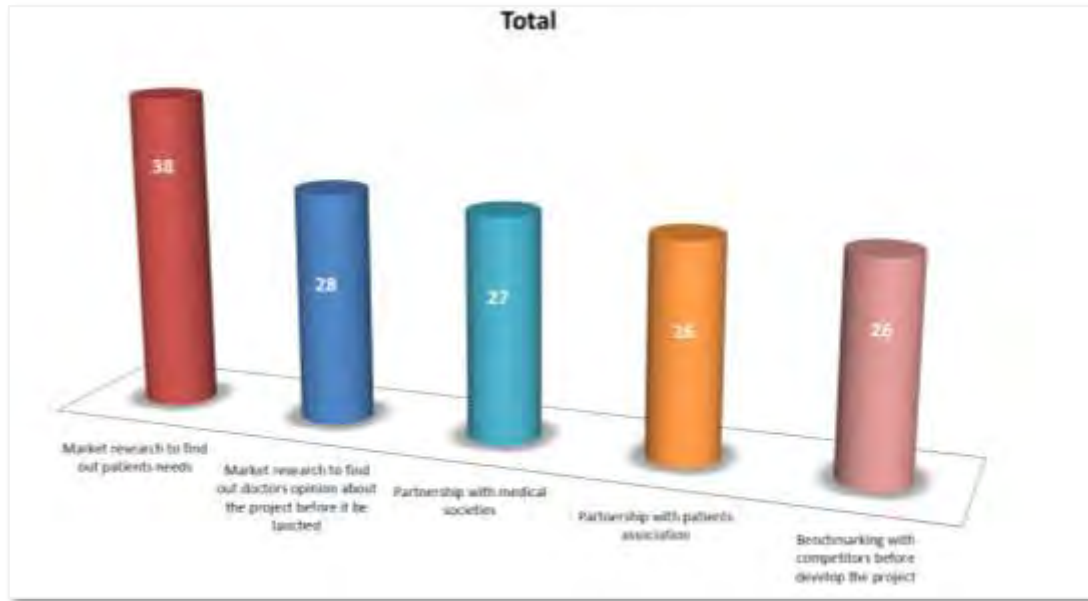


Figure 20 - TOP 5 KSF (Total)

When analyzing the results per departments, respondents had similar opinion for the fourth first items, however while partnership with patients associations was perceived as crucial for 71% of the marketers and 86% of Regulatory Affairs respondents, just nearly one third (36%) of sales force employees selected this item. On the other hand, an integrated and connected campaign was selected by 83% of marketing services employees, while 79% of sales force and 83% of regulatory affairs employees indicated market research with doctors.

	Marketing (N= 14)	Marketing Services (N=6)	Regulatory Affairs (N=8)	Sales Force (N=14)
Market research (Patients)	100%	100%	100%	79%
Market research (Doctors)	50%	50%	86%	79%
Partnership with medical societies	57%	67%	86%	50%
Benchmarking with competitors	57%	67%	57%	64%
Partnership with patients association	71%	50%	86%	36%
Campaign must to be integrated and connected	36%	83%	43%	57%
Balance of contents	36%	0%	29%	50%
Develop messages and content based on behavioral theories	36%	33%	29%	43%

Insertion of corporative logotype in the campaign	29%	33%	14%	21%
Use of celebrity endorsement	14%	17%	14%	14%
No corporative logotype in the campaign	14%	0%	29%	7%

Table 7 - TOP 5 KSF (per department)

4.2.5. Social media impact on sales

4.2.5.1. Social media "disease branding" campaign will increase sponsor product sales performance.

The last section of the quantitative questionnaire aimed to support the objective 2 of this research, which is "to investigate if it is believed by pharmaceutical employees that social media activities can impact on the product sales performance. In a scale from 1 (Strongly Agree) to 5 (Strongly Disagree) results obtained demonstrated that respondents were in a scale of 2,6 (Table 8 - Social Media and Sales Impact).

Question	SUBJECTS FREQUENCY					Weighted Average
	1	2	3	4	5	
Social media "disease branding" campaign will increase sponsor product sales.	5	18	17	0	5	2,6

Table 8 - Social Media and Sales Impact

Sales force, marketing and marketing services employees demonstrated to be more confident about the relationship between social media and sales increase. On the other hand, employees of Regulatory Affairs department demonstrated to be less confident, with an weighted average of 3,38 (Table 9 - Social Media and Sales Impact - Per Department).

	Weighted Average
Sales Force (n=14)	2,14
Marketing (n=14)	2,29

Marketing Services (n=6)	2,5
Other (n=1)	3
Regulatory Affairs (n=8)	3,38
Communication (n=1)	5
Medical (n=1)	5

Table 9 - Social Media and Sales Impact - Per Department

5. Discussion

This chapter aims to introduce a review and interpretation of the findings demonstrated in the previous chapters. Based on the literature review, primary research and the researcher knowledge and experience this chapter brings to the reader an overview of this research, including a critically evaluation of this research and also demonstrating how this research contributes to the marketers and the industry.

This chapter is guided by the research question and research objectives. To be coherent and facilitate the access and understanding of the information, firstly it is shown the research objectives and their results and finally the research question is answered.

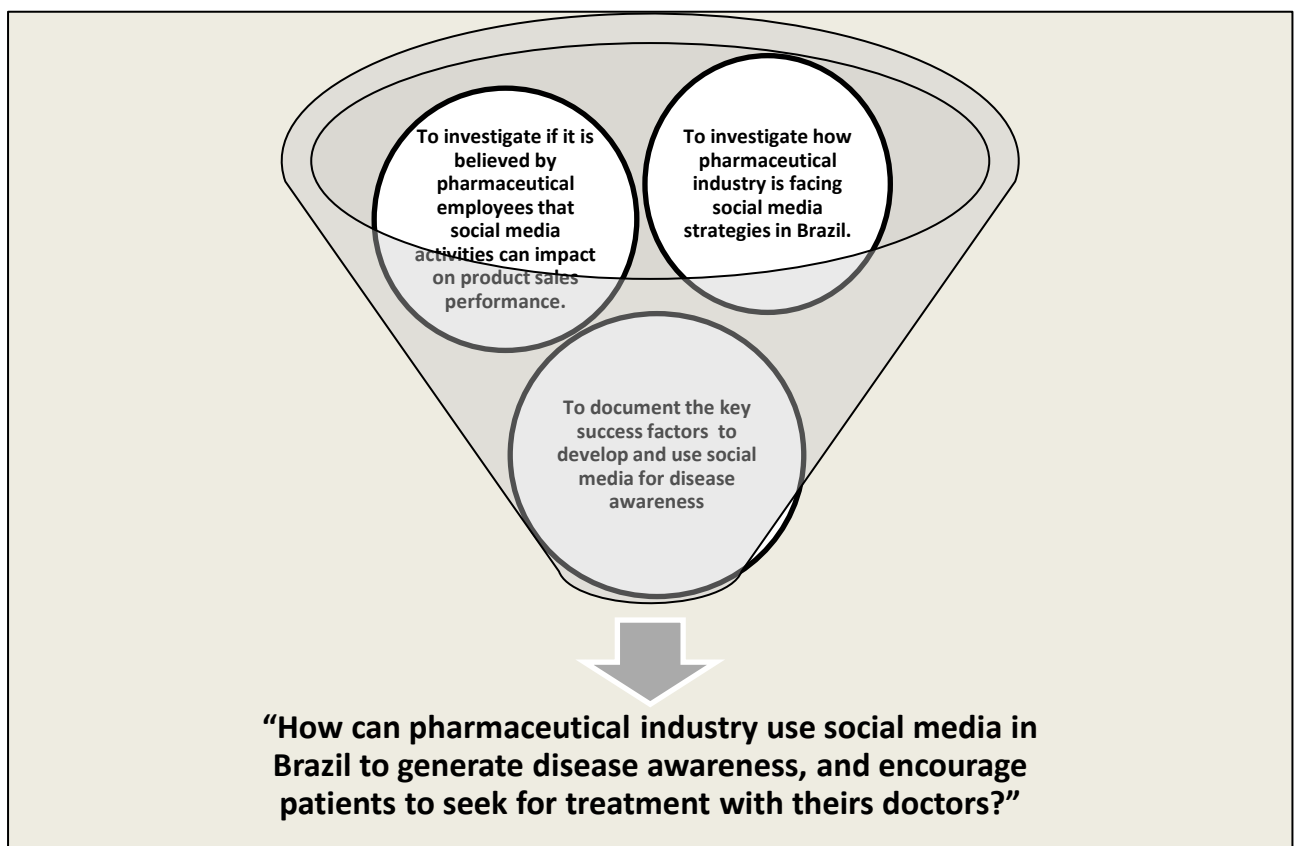


Figure 21 - Research Objectives and Question

5.1. How is pharmaceutical industry facing social media strategies in Brazil?

Pharmaceutical companies represent an important business in Brazil and worldwide, in the first semester of 2014 this market saw a turnover of R\$15.8 billion (around € 5.0 billion). Brazil is ranked at the fourth place in the worldwide drugs consumption (sinprafarmasp.org.br, 2014).

Pharmaceutical is a very dynamic and competitive market that requires innovation from the drug development to the drug promotion. To be innovative demands a good planning and understanding of the market. Nowadays, regardless the industry type, innovation in marketing almost always involves digital activities. Social media is part of digital activities used by a lot of companies and it should be included into pharmaceutical marketing plans. The role of social media in healthcare and impact on patient engagement is moving to center-stage, propelled by mobile technology, patient demand and growing influence of the digital native generation (IMS, 2014).

The first research objective of this research aimed to provide an overview about how pharmaceutical employees are facing social media strategy in Brazil. The results obtained from secondary research reinforced that 31% of consumers are connected and using internet to search for health subjects while 41% access internet to look for treatment options or a particular treatment in Brazil, as demonstrated in the Literature Review chapter.

However Brazilian market is marked by a strong relationship doctor-sales force (Ladeira et al, 2011) but social media starts to be an import tool into marketing strategies, the objective of social media strategies is not replace the sales force but findings from the qualitative interview demonstrated that in some cases (when the disease prevalence is low or when the currently sales force cannot cover all regions, for example) the industry is using the social media to reach places and people that was not possible to reach through the traditional way.

In fact, reach seems to be perceived as one of the main benefits of social media for pharmaceutical industry employees. It was mentioned by all the participants of the qualitative interviews. Social media is also perceived a low cost and important tool

to generate disease awareness. However the social media usage, due to its democracy, allows people to post and talk free and in some moments it can create myths and fake information, it was also one of the products **manager's** worries about social media during the qualitative interview.

The information presented on the two previous paragraphs is based on findings from the qualitative part of this research and, due the small sample involved in this research; it is not possible to assume that every pharmaceutical employee has the same perception. It would be required a bigger sample in order to obtain an information closer to the reality.

During the quantitative research, it was investigated the benefits of social media for patients, the item access to reliable information (73%) was the major perceived benefit for patients, according to employees opinion, followed by increase of interaction among patients (60%) and patient to be aware about treatment options (58%).

When crossing the weakness mentioned by the product managers with benefits perceived by the pharmaceutical employees, one big opportunity appears: Pharmaceutical industry has the opportunity to offer reliable information to patients, doing so, and pharmaceutical industry is also gaining because providing reliable information will help to demystify possible myths regarding diseases, drugs and health attitudes. This finding corroborates with previous research that demonstrated that social media offers opportunities for modifying health behavior and monitor the spread of misinformation and intervene with credible information (Korda and Itani, 2013; Moorhead et all, 2013; Chou et all, 2013), as demonstrated in the literature review chapter.

Pharmaceutical employees demonstrated to be confident with the use of social media to generate disease awareness, during the qualitative interview all the participants expressed to be positive about the relationship social media effectiveness x disease awareness impact. Data from the quantitative research also suggested that pharmaceutical employees are positive about disease awareness towards social media strategies. Social media effectiveness to increase demand for treatment was ranked as 2.1 (in a scale from 1-Totally Agree to 5-Total Disagree).

When analyzing per departments, marketers demonstrated to be more positive (1.7) than sale force employees (2.28). Consequently, employees also demonstrated to be positive about how social media use will impact on patient behavior, 80% of the employees believe that social media activities will increase the number of patient seeking for treatment. This research did not explore the reasons and beliefs regarding social media effectiveness, further research, preferably including a large sample, are necessary in order to document the reasons for some employees to be more positive than others.

According to the qualitative interview, social media seems to be considered **as "must have"** into every product marketing planning, independent of product or market characteristics. Based on their opinion, the aspect that will change is the amount of investment and type of partnerships (for example, a product which is playing in the mass market could join other companies and develop a social media disease awareness campaign together), although interviewees expressed more confident while talking about the use of social media for disease awareness when the sponsored product is the leader or the only one available in the market.

These findings corroborates previous evidence **about social media's impact on health** knowledge, behavior and outcomes shows these tools can be effective in meeting individuals needs and population health needs (Korda and Itani, 2013).

In contrast, results from the quantitative research demonstrated that a high number of employees believe that social media disease awareness strategies should be used only for mass disease (50% "Agreed" and 15% "**Strongly Agreed**"). Finally, it was **not possible to stablish the "do's" and "don'ts" regarding employees perceptions** about the use of social media based on product and market characteristics according to the research finding because the it was not find a balance among the respondents and there is not published article regarding the subject.

The qualitative interviews also brought one point that was not approached during the literature review: managers have the perception that social media cannot be used isolated, it needs to be integrated with other activities, including offline activities and in some cases celebrity endorsements. It is known that the use of integrate communication (online and offline) will have better impacts than isolated

strategies. The best practice, presented in the literature review chapter, involved offline and online activities. Another example is the UCB case study that used Facebook to engage patients suffering of Rheumatoid Arthritis, the social media activity was linked with an offline event and resulted on very positive outcomes for **the company. "Bringing its online and offline communities together thus seemingly constituted an attractive strategy for the pharma manufacturer (WHITESIDE,2014)".** Regarding the use of celebrity endorsement in DTC ads, it has been studied and results has demonstrated that although celebrity endorsement helps to catch consumer attention, it will not have impact on consumer behavior to seek for a doctor, researchers suggested that the outcomes may not justify the high cost involved (Kim and Lee, 2012; Rollins and Bhutada, 2014; N. Bergner et all 2013). Although all the mentioned references were evaluating the offline DTC ads, the presented results can be considered as start point for online campaigns. It seems that there is a lack of information and guidance for marketers; further researches are required in order to compare the efficacy of social media activities isolated or integrate with offline activities and celebrity endorsement.

Summarizing the finding of the first objective of this research, pharmaceutical industry is facing social media as powerful and effective tool to provide disease awareness. It was also identified that social media represents an opportunity for pharmaceutical industry to provide reliable information that will help patients to be aware about their health issues and also give them empowerment to discuss with their doctors about the available treatments. Being present in social media is also an opportunity for companies demystify some myths and provide fill the gap of missed information.

Secondly, marketers seem to be confident that social media by itself will not have the expected results; it needs to be integrated to other offline activities and also online activities (as SEO, SEM, webpage, for example). But regarding this subjects a gap emerges: it is needed to know the type of strategy that is more effective for each product, as well as how much should be invested, which partnerships should be done and when it should be done.

Based on the range of gaps and indefinite aspects, further researches are necessary in order to provide to marketers more information that will be useful during decision-making process to define when and how invest in social media for disease awareness.

5.2. Is believed by pharmaceutical employees that social media activities can impact on product sales performance?

Pharmaceutical market, as it was mentioned during the introduction chapter, there is another fact in the Brazilian industry has another special fact that deserves attention when we come to sales performance: the generic drugs and the pharmacist have the empowerment to replace a brand drug by a generic drug one in the moment of the purchase.

This is not a specific fact of Brazil, generic products originated in USA on the 1960's but only in 1984 the American established the criteria that would be adopted internationally for this type of medicine. In some countries, as Germany, USA and UK generic products are more established and represent 60% of the sales (PROGENERICO, 2014). In Brazil, generic products still represent only 23% of drugs sales (SINPRAFARMASP, 2014).

When asked about social media and its impact on sales performance, employees were not as confident as they were with disease awareness. The generic products were mentioned during the qualitative interview as one of the reasons that is difficult to believe that social media will impact on sales performance.

The product manager needs to guarantee that all the chain is aligned in order to ensure that once the patient is impacted by a social media campaign, he will end up buying the promoted drug.

In a scale from 1 (Strongly Agree) to 5 (Strongly Disagree) results obtained demonstrated that respondents were in a scale of 2.6 agreement with the statement.

Comparing the global average and average per department of respondents about social effectiveness to drive patients to clinics and sales impact, respondents were

more confident about drive patients to clinics (2.1) than social media effectiveness for sales impact (2.6).

Products managers seem to be more confident with sales impact when the product advertised is the market leader, the only one available in the market. However they believed it can impact on sale but they were not able to affirm with 100% sure or specify how much it will impact.

This research approached only the employees' opinion and perception about the sale impact and it demonstrated that employees are not sure about sales impact and the more confident about social media for disease awareness and change patient behavior (seek for a doctor).

There is a lack of research assessing disease awareness campaign and sales impact, it necessary to test sales impact analyzing different types of products (retail, direct sales, hospital, vaccine, etc), in different countries but it would be a long-term research.

However , the *"It is extremely difficult to calculate the value of a mouse click online or how internet traffic translates into actual sales. This not only relates to healthcare but also to other sectors; in a survey of marketers in other industries, 87% of respondents reported the need for help in measuring a return on investment (ROI) for their social media marketing. Conversely, in the same survey 86% agreed that social media was important to their business (IMS, 2014 cited Stelzner M. 2013)"*.

Finally the finding demonstrated in this research is new because it was not find any **research evaluating neither employees' perception or social media and sales impact** in the pharmaceutical industry.

5.3. Key success factors to develop and use a social media for disease awareness

The last question of this research was also its main contribution for marketers and pharmaceutical industry in the Brazil. The following paragraphs provided a guide

that will be useful during the decision-making process every time a product manager needs to invest on social media.

This research has some limitations as the sample was not large enough and the theories and suggestions were no tested. However it is a first step for a guide about social media for disease awareness.

The findings related to KSF for social media awareness, will be divided into 3 (three) stages that suggest a model to develop social media for disease awareness (Figure 22- Model to develop Social Media for disease awareness).

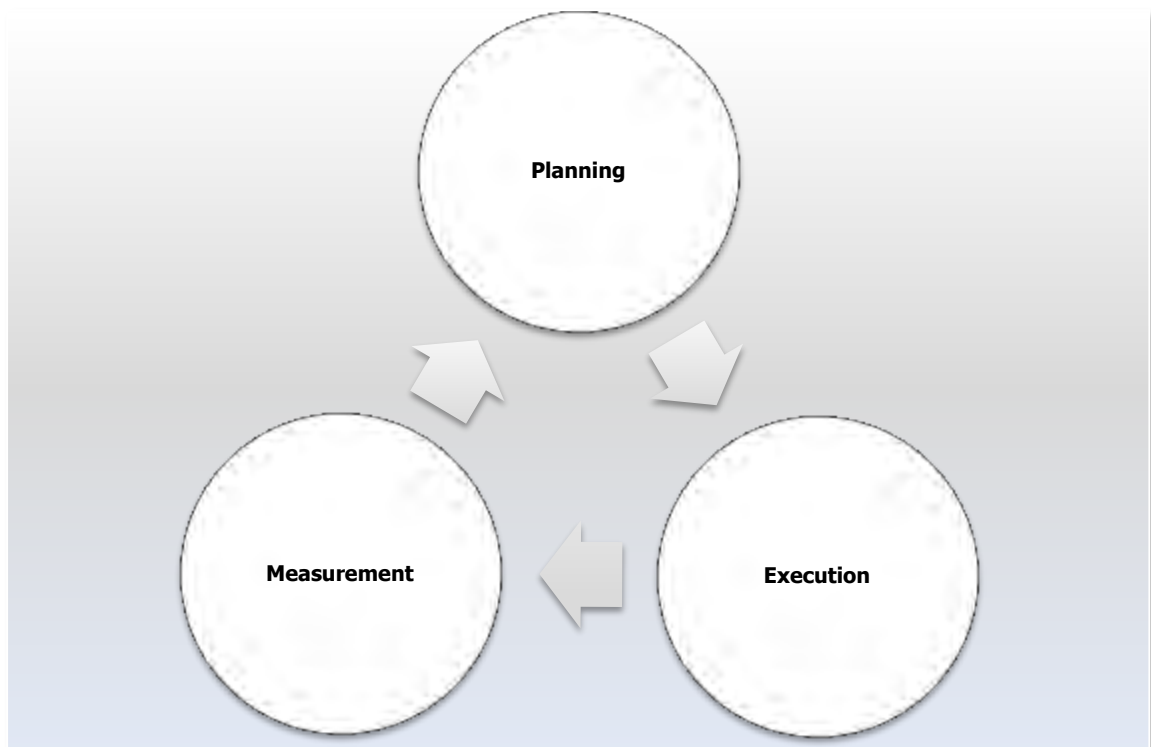


Figure 22- Model to develop Social Media for disease awareness

- **Planning**

According to the literature review and qualitative findings, it known that disease awareness campaign helps to expand the overall market (Arnaldos and He, 2009), due to the complexity of the Brazilian pharmaceutical market, as it was discussed on the section 5.2, this step requires depth comprehension and situational analysis that will support managers decision about invest or do not invest on social media for determinate product or indication.

It is necessary to take into consideration that the company may have a large portfolio and, in some cases, the same drug can be used to treat more than one or two disease. During the qualitative research, managers affirmed that every product should be a social media campaign but in reality, it would demand human and financial resources and the investment may not justify the cost.

Previous researches concluded that DTC is often the greatest when drugs are new, when they are of high quality, and when the untreated population is large (Lizuka, 2004 cited in Wilson and Till,2007). However, in contrast to previous research, results of the qualitative interview in this current research indicated that regarding the product life cycle manager should invest on the stages of introduction and growth for sure. Product that is in the maturity and decline stages should be carefully evaluated and when it comes to market characteristic, market leaders (or pioneers) and niche products were the favorites to receive investments, according to the products managers.

Corroborating with the literature review, results of the quantitative demonstrated that pharmaceutical employees are more comfortable with the use of social media disease awareness campaign for mass market products (15% SA; 50% A).

Once again, further research is needed to compare and evaluate the best moment to invest, considering market, consumers and products characteristics. Based on this research, social media can be effective independently of market characteristics (mass or niche). However, product life cycle should be carefully considered before invest mainly in mass market that usually is more competitive (Figure 23 - Market and PLC).

MARKET \ PLC	INTRODUCTION	GROWTH	MATURE	DECLINE
MASS	√	√	?	?
NICHE	√	√	?	?

Figure 23 - Market and PLC

When it comes to consumer characteristics, it was not explored in the current research, however previous investigations concluded that it is possible to define consumers who are more likely to respond to DTC (Wilson and Till, 2007) thus is important also consider this aspect when planning social media disease awareness campaign.

Scholars suggested that social media may have the capacity to engage traditionally **“hard to reach” populations** (Chou et al, 2013), during the qualitative interview two participants mentioned examples in which social media was utilized focusing on reach, reach patients or even doctors those would not be reached using traditional media.

To understand target audience and their information preferences, to develop tailored messaging for different audiences segments and base program design and evaluation on theories of social behavior change are and priorities for all health promotion initiatives (Korda and Itani, 2013). Products managers were aware about **the importance of market researches to find out patients and doctor’s needs, as well** as prior test messages and campaign. Findings of previous researches and qualitative interviews were corroborated with results of the quantitative interview (Table 7 - TOP 5 KSF (per department)).

Another important part in the planning stage is the supplier. Products managers mentioned that making the right choice of supplier (digital agency and market research agencies) is crucial for the success, it is important to consider the supplier expertise: it must have expertise with pharmaceutical or co-related industries and depth knowledge of digital marketing strategies.

In parallel, partnership with medical societies should also be part of the planning, this finding was mentioned during the qualitative interview and its importance was reinforced in the quantitative results. Products managers should establish a good relationship with medical societies, aligning campaign objectives, expectations and **it is relevant, pharmaceutical may also sponsor medical society’s webpage.**

Next KSF demonstrated in the quantitative research is the benchmark, it is necessary to be aware about competitor campaigns and analyze what is working and what is not working. It will help the company in developing something new and better.

Another secondary finding in the quantitative research was partnership with patient associations, when it exists, that should be conducted in the same way as the one with medical society.

The figure above (Figure 24 - Planning Stage) demonstrates the important aspects that should consider during the decision and planning stage.

Internal Factors	Product Life Cycle
	Supplier Definition
External Factors	Market Size
	Consumer Characteristics
Information	MARKET RESEACH W/ PATIENT
	Doctors Opinion
Partnerships/ Alliances	Partnership Medical Society
	Partnership Patient Association

Figure 24 - Planning Stage

The presented flow is the author’s suggestion based on her experience and findings of the de primary and secondary research. However some elements were not find in the literature review (supplier definition, market research and partnerships) thus more research, with a larger sample and intervention, focusing on social media planning is needed in order to have validated framework.

Once the manager has the planning stablished, the next step will be the execution.

- **Execution**

Keep patient informed is an excellent way to meet the growing demand for medical information, empowering them about health conditions and possible treatments (Mackert and Love, 2001 cited Holmer, 119,p.380), however social media is not just

about designing and publishing content; it also crucial to consider the way content is disseminated (Brad et al, 2014).

The importance of an integrated campaign was discussed on the previous sections, it is known that repurposing content through cross-platform communications strategies expands messaging opportunities at the same time reinforcing messages through multiple channels (Korda and Itani, 2013) it also should be part of the planning stage, managers need to decide the best channels (online and offline) to improve reach and impact.

Once the target was identified during the planning stage, it needed to consider the messages and channels that will be used to impact each target.

On the literature review chapter the use of behavior theories to change health behaviors was presented and later, during the qualitative research, products managers were questioned about the use of these theories and none of them were aware about its importance, two of them mentioned that the advertising agency should be in charge of the inclusion of this theories in the messages. The use of behavior theories was also excluded of the Top 5 KSF according to the quantitative research.

It justifies why still, many health behavior change websites are not theory driven and fail to incorporate proven, evidence-based approaches (Korda and Itani, 2013). The products managers have the right to empower the advertisement agency to do this task however these theories and their importance should be more accessible and shared with the managers so they can demand this service on the agency.

Firstly, one important finding in this research is that probably, social media campaigns for disease awareness in Brazil are not using behavioral theories or this aspect is not being demanded. Product managers and pharmaceutical employees should pay more attention to its importance.

The current research focused only on the content elements of behavioral theories and found out that, according to quantitative research, the majority of the employees believed that all elements should be used into the messages.

Further research is needed in order to evaluate if advertisement and communication employees have the same beliefs regarding behavioral theories.

Multi-channels were explored during the literature review and it has demonstrated to be crucial to achieve successful campaigns thus it should be into de execution plan. This research included only question regarding social media channels, in this category, Facebook was pointed as the most important for all the respondents followed by mentions of Instagram, Twitter and Youtube. It was spontaneously mentioned the use of SEM and SEO to intensify message spread.

- **Measurement**

As use of social media develops with health promotion settings, it will become increasingly important to track **KPI's and metrics (Brad at all, 2014)**, two of the product managers interviewed in this current research had KPI defined and one was aware about its importance and she will create ones.

There was just one article, written by (Brad at all, 2014), suggesting **KPI's for social media in health promotion. The defined KPI's were: insight, exposure, reach and engagement** (3 levels of engagement) as described below:

- **Insights** – consumer feedback: number and type of suggestions and recommendations
- **Exposure** – number of times contents was viewed: number of comments, views on a video, reviews, ratings, etc.
- **Reach** – number of people who have contact with the social media: fans/like pages, number of people participating on discussion
- **Engagement** – number of people who engage with the page: comments, retweets, mentions, people participation on offline activities.

These KPI's were introduced to the product managers during the qualitative interview and all of them agreed that they would be enough and useful to measure their social media activities.

As conclusion, measurement should be included in every social media strategy because it is an indicator that will help the managers to figure out how far he is from established objectives.

Based on the KPI's results, managers will have an idea about what is working and what is not working, so it is time to study and understand where the campaign needs improvements and what must be kept.

Because of the constant evolution of social media platforms and the multiple applications that they offer, companies in fact experiment constantly by testing various ways of using social media and observing their use by competitors (Tsimonis and Dimitriadis, 2013). In this stage, managers will be able to do a critical review and start all the process of planning and execution again, adjusting and implementing improvements, when it is necessary.

6. Conclusion and Recommendations

This research corroborated with previous findings and demonstrated the potential of social media for health change behavior. However it has an important contribution to the industry and marketers because it included new aspects which need to part of the social media strategies.

Based on this research question (“**How can pharmaceutical industry** use social media in Brazil to generate disease awareness, and encourage patients to seek for **treatment with theirs doctors?**”), this paper provided a first guide for marketers about some elements that should be included into a social media strategy for pharmaceutical products.

First of all, it was identified that pharmaceutical employees are confident about social media effectiveness to generate disease awareness but this confidence is not perceived when it comes to sales. However it is not a pharmaceutical industry characteristic and other studies are needed to assess social media and sale impact.

Secondly, this research provided some information about product characteristics, market size, partnership and other elements that emerged from the qualitative interview and literature review. These are important finding that will help marketer when taking decision about invest in social media but this research had a limited sample and a new study involving more product managers and communication and marketing employees is necessary in order to provide a complete guide for marketers based on different point of views.

Third the multichannel is recommended for every industry nowadays, this research did not explore the offline channel or other digital channels (SEO,SEM, Website, PR, etc), a new research including all the aspects of a digital marketing plan and an integrated communication plan is required to assess the effectiveness of each tool.

Regarding the execution, although behavioral theories had demonstrated to be essential for health communication, it is not being used in Brazil. Again, a larger sample (including communication and advertising agencies) is needed to affirm this statement but these theories can offer an opportunity for pharmaceutical improve their disease awareness campaigns.

Finally, the KPI suggested are based on one article and should also to be tested and assessed in other studies.

Despite the limitation exposed on previous paragraphs, this research provides new and important information that can support marketers decision making process and also offers a first guide focusing on how pharmaceutical companies can use social media for disease awareness.

7. Reflection on Learning

Based on Honey and Mumford theory the author's learning style is reflector, before think about the structure or any other thing, she needs to seat down and read all the information, search for new information then, when she have all the needed information in mind, she starts to work and write about the topic.

As a result the author has made a depth research before she starts to write this document and once, she had enough information she could develop depth analysis and define the gaps in the literature.

Saunders (2007,p.5) defined research as something that people undertake in order to find out things in a systematic way, thereby increasing their knowledge. This is how this research has started and is now finished. This research project started on January 2014 when she was challenged to pick up a topic that I interested about and define my research objectives. The author used the Kolb Learning Cycle to write this reflective article.

Concrete Experience:

I had already an idea about my research topic before I started my master degree but it needed to be systematically refined and evaluated in order to become a real research project.

I have been decided and passionate about my topic since some months before my course has started but I did not have clear idea about my objectives and how it could be achieved. My objectives were revised, modified and refined all along my dissertation period and it was a huge challenge to ensure that my literature review and primary research would be able to answer properly to all my objectives.

My topic is about a very specific market that few people know about and it can be changeable according to the local regulation. At this point, it made my work harder because first of all I had to create a clear manner to explain, not only about my topic but also about the market and the country I was talking about.

In addition this dissertation brought me other challenges apart of the typical challenges that research project could bring me: overcome the language and cultural barriers. All the work of reading, writing and talking in English during the process

was a new, hard but priceless experience that certainly has improved not only my English language skills, but also communication skills. Cultural barriers were not a huge problem but it has influenced my results and achievements in somehow.

However this dissertation is just one part of my Master Degree, during my course I had the opportunity to attend to other modules those have helped me to improve my knowledge about marketing theories and also added me a huge knowledge about digital marketing and integrated marketing communications.

Reflective Observation:

During my research I had the opportunity to discover new marketing and behavioural theories and I could notice that some theories I had learnt during my course could not be applied to my dissertation (AIDA model or RACE model, for example) even these theories have some connection with my topic I concluded that these models could not answer my dissertation propose because they usually involve sales and for this dissertation sales were not part of my approach.

It was difficult to decide to cut off some theories and introduce new ones to my in project because it could sounds to my supervisor that I did not know about the existence of these models. I took the risk of writing and researching about something that was not in the modules of my course but it is still part of marketing and marketing strategies to this market.

As part of the systematic process of my dissertation, I did an extensive literature review and I am proud of myself and my dedication for this part of my research. Thanks to this extensive search and reading or articles I could have a better understanding of my topic and take some important decisions as the one mentioned on the previous paragraph. However I should be more critical about the articles and write a better chapter but I think that critical thinking is something that you improve with the time and I am sure that I have improved a lot since I started this course and now during my professional career I will have to focus on develop even more this ability in order to become a better professional that is able to criticize and implement improvements on her works and projects.

Another huge part of my systematic process during this work was the methodology chapter. I have studied the content of this chapter during my bachelor degree in Brazil but in Ireland I had a depth knowledge regarding this subjected that helped me to define more logical choices for my research.

Finally the data analysis and conclusion were the best parts of my research because **in this moment I was able to connect all the articles I have read with the "real life"**. Some beliefs were reinforced and for other I could see concluded my point of view and expectations were wrong.

Abstract Conceptualisation

Professionally, with all the new content and theories that I have learned during the Master Degree I will have the opportunity to develop better marketing strategies for the products under my responsibility and become a competitive professional in the market.

Personally, my experience working with different people, from different countries , has given me the opportunity to improve my abilities dealing with people and also helped me to reflect about some weakness I have and that I need to improve as communication skill and to be more persistent and defend my ideas and point of view.

Overall I had a lot of challenges to overcome during my dissertation process but I can highlight two main challenges: time management and interpersonal relationship/self-confidence. Time is always a problem when we are not able to manage it properly and it was my situation. Time managements is a very difficult task for me and the dissertation process demands a good time management, a bad one can negatively impact on dissertation achievements. My first step was creating a schedule but at the end I could not follow my plan as I should. Now, that I have finished my dissertation and could notice that this is an issue that I will have to improve during my career and personal life if I want to be successful in my projects. Interpersonal relationship is another important skill mainly in the corporative environment and during my dissertation

Active Experimentation

I had to challenge myself and overcome some issues, being active e persistent with people in order to have my interviews done in the right time and with the right people. I was successful with my interviews and surveys but I could have a shorter pathway if I had better interpersonal skills. Due to the importance of this skill, my dissertation process showed me that this is another important issue that I need to overcome.

Finally, according to the final definition of Saunders that I presented on the beginning of this reflection, the research should improve my knowledge and I am sure that this goal was achieved and now I have a better knowledge about my research topic and also about myself and my strengths and weak.

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9. Appendices

9.1. Appendix 1 - Overview: Pharmaceutical Marketing and Brazilian Market

Pharmaceutical market is divided into prescription and non-prescription drugs. Sales and marketing activities of pharmaceutical products in Brazil are tightly regulated by the National Health Surveillance Agency (ANVISA).

Prescription represents a doctor-patient relationship, where there is an action or intervention of the active medical prescribing agent (doctor) on the passive receptor patient agent (patient). Different of other economic decisions, here it is not up to the consumers, or the patients, to make the final decision of purchasing the product (Kim and King, 2009).

It is important to highlight the DTCA (Direct to Consumer Advertisement) types permitted in USA by the Food and Drug Administration (FDA) (Chen and Carroll, 2007):

(1) product-claim advertisements, which mention the name of the drug, outline its use, and describe the risks and benefits, in addition to discussing the medical condition it treats;

(2) help-seeking advertisements, which discuss the medical condition but do not mention a specific drug product; and

(3) reminder advertisements, which provide the name of the drug its uses, risks, or benefits, nor the medical condition it treats.

In the published literature, researchers usually describe items 1 and 3 as DTCA and the item 2 as DAA (Disease awareness advertisement).

At present, only the United States and New Zealand allow DTCA (Hall et al, 2010) of prescription medicine. In Brazil, as with other markets, only DAA can be used targeting patients. In DAA, advertisements do not name a drug directly, but provide general information about diseases and treatments, and encourage consumers to talk to their doctor (Hall et al, 2010).

1 Arbitraer
(misvastatium) 100mg tablets

2 Help Relieve Seasonal Allergy Symptoms

3 Arbitraer is a prescription medicine that helps control seasonal allergy symptoms, like runny nose, sneezing, and itchy, watery eyes. By taking Arbitraer, **once a day** you can relieve your allergy symptoms for up to 24 hours.

4 You may begin to experience relief of allergy symptoms 2 hours after taking Arbitraer.

You may experience headaches, cold symptoms, coughing, or backaches while using Arbitraer.

5 Arbitraer is for use in adults 18 and older. Arbitraer is not for use in children.

6 You are encouraged to report negative side effects of prescription drugs to the FDA. Visit www.fda.gov/medwatch, or call 1-800-FDA-1088.

7 See reverse for important information about Arbitraer.

8 Ask your doctor if Arbitraer is right for you.

9 **ACE**
Pharmaceuticals
800-555-5555 www.arbitraer.com

This advertisement is provided for informational purposes only. It is not intended to be used for medical advice or diagnosis. Consult your doctor for more information.

Figure 25 - Product-claim advertisements



1 *Ask Your Doctor About*

2 **Arbitraer**
(misvastatium)

This advertisement is entirely fictional and contains no connection between "Arbitraer" and "misvastatium" and they were completely or partially fabricated, adapted, or copied.

Figure 26 - Reminder Ad

1

2

Runny Nose?
Sneezing?
Itchy, Watery
eyes?

You may be suffering from
Seasonal Allergies

3 There is help.
Ask your healthcare provider for more information.

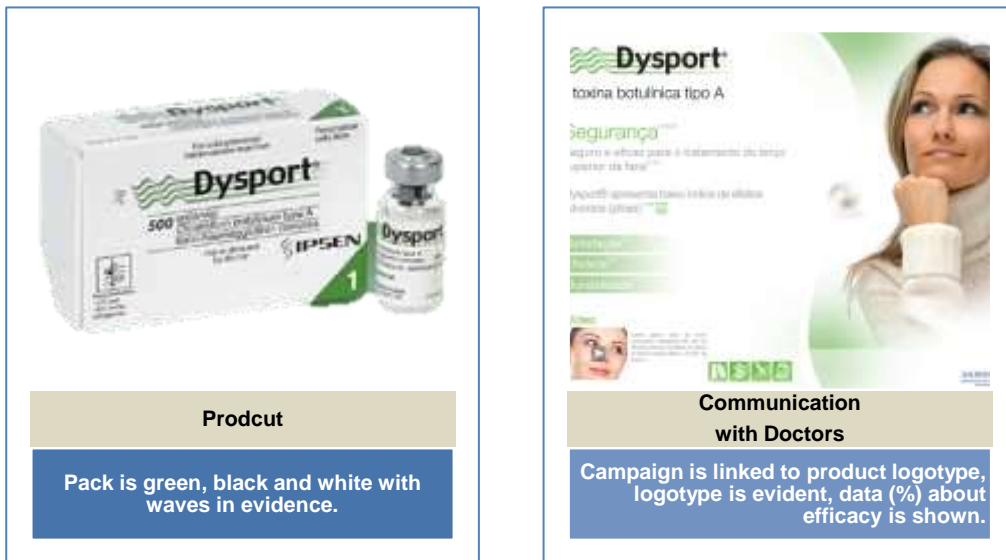
4

drug co.

*This advertisement is written by Merck and Co., Inc. © 2014 Merck and Co., Inc. All rights reserved. For more information, visit www.merck.com.
Only use as directed. Read the label carefully. For more information, visit www.merck.com.

Figure 27 - Help-Seeking Ad

9.2. Appendix 2 - Brazilian Pharmaceutical Example



Source (Picture) : Luxobasiquinho.com.br, (2014).

Source (Picture) : Behance.net, (2014).

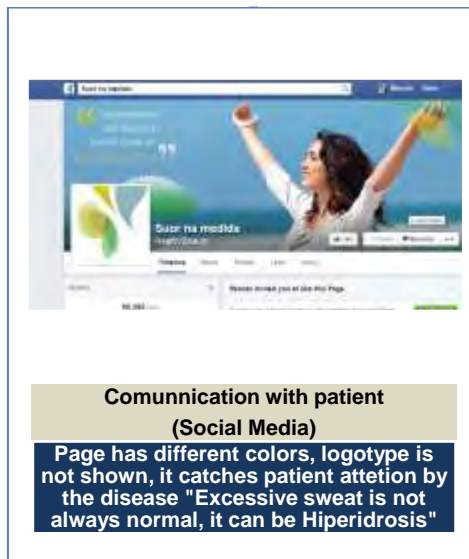


Figure 28 - Brazilian Example

9.3. Appendix 3 - Pharmaceutical marketing mix in the digital era



Figure 29 - Mobile App for Diabetes Control in Brazil

Source (picture): Ciência, (2012).



Figure 30 - Sales force app in Japan



Figure 31 – Global Sanofi Aventis Youtube Channel (disease awareness)

9.4. Appendix 4 - Ministry of Health Facebook page



#HPV vaccine

Despite progress on death caused by Cervix Can, almost 14 million women die per day in Brazil as consequence of this disease. Vaccinated girls can have the first generation free of Cervix Cancer because they are going to combine the vaccine protection with smear test.

This is an unthinkable opportunity for 10 years: see one generation virtually free of the be died by Cervix Cancer.

Figure 32 - Post on Ministry of Health Facebook page about HPV vaccine

9.5. Appendix 5 – Time, cost and project management

ACTIVITY UNDERTAKEN	Research Log													
	Month	June				July					August			
	Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13
Review research methods lecture material relevant to the proposal														
Conduct literature search														
Write and finalise literature chapter														
Contact suitable companies for research investigation														
Hypotheses development and finalization														
Construct a methodology strategy														

Table 10 - Research Log

ACTIVITY UNDERTAKEN	Research Log <i>continued</i>																	
	Month	September				October			November				December					
	Weeks	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	3	3
Construct qualitative & quantitative surveys																		
Write / finalise method chapter																		
Conduct primary data collection																		
Conduct data analysis phase																		
Write / finalise results chapter																		
Write / finalise discussion, conclusions & abstract																		
Referencing, appendices & final proofing																		

Table 11 - Research Log (Continued)

The costs involved in this research are:

Articles Purchase - $2 \times 8,00 = 16,00$

Articles print (20 articles, 10 pages each, 0.007 per page) = 14,00

Hard copy version of the Final Dissertation (150 pag, 0.07 per pag, 2 copies.) -
 $150 \times 0,07 \times 2 = 20,00$

Total expenses: 60,00 euros

9.6. Appendix 6 - Hypothesized model of DTC advertising

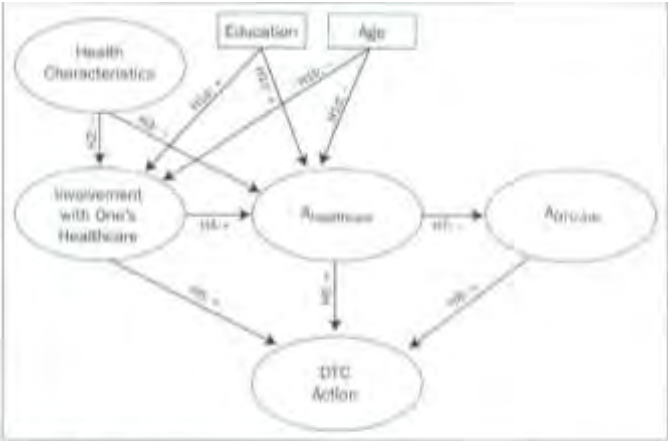


Figure 1. Hypothesized Model of DTC Advertising Effectiveness

9.7. Appendix 7 - ECHC framework

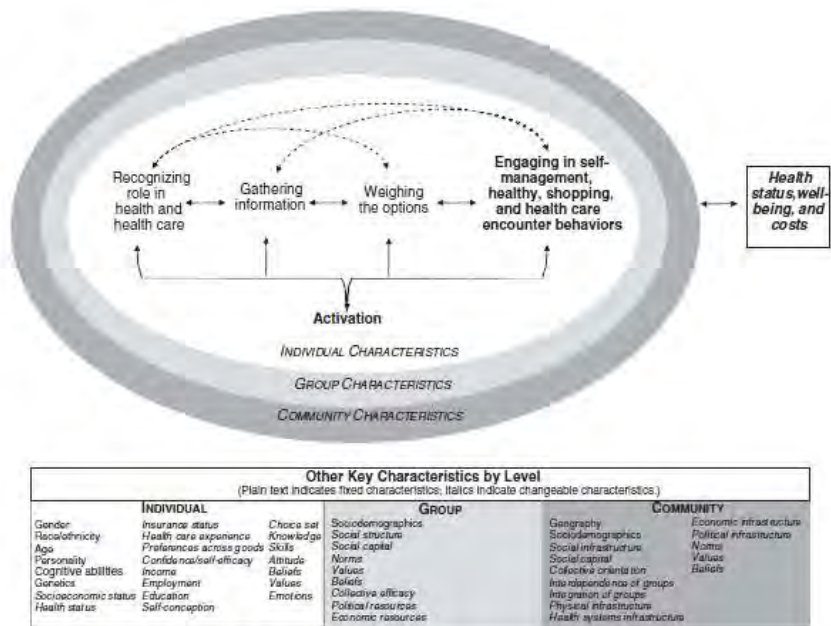
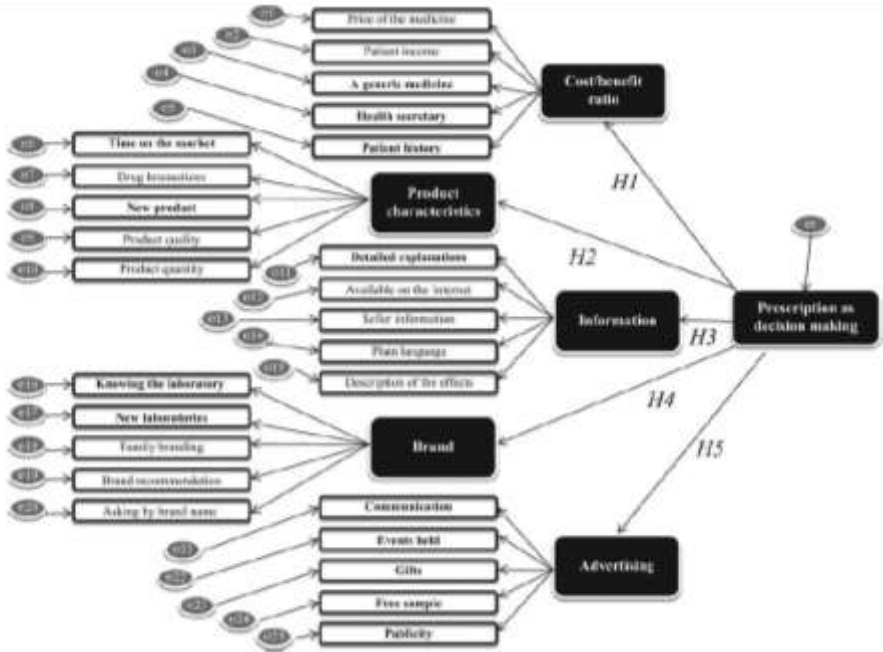


FIGURE 1. The Engaging Consumers in Health and Health Care in Communities (ECHC) framework.

9.8. Appendix 8 - Hypothesis Model for Drugs Prescription



9.9. Appendix 9 - Health Belief Model

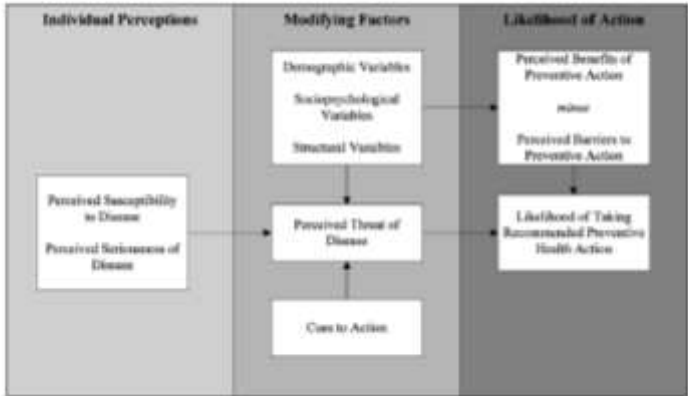


FIGURE 1 Health belief model.

9.10. Appendix 10 - Covering letter for quantitative survey

I am a Masters student in Dublin Business School (Dublin, Ireland). My dissertation is being supervised by Enda Murphy.

I am conducting research in the use of social media for patient education in Brazil.

My research involves an online survey designed exclusively for pharmaceutical employees and I would be very grateful if you would participate in this survey.

It is very simple to complete the questionnaire: just follow the link:

[LINK](#)

The survey will take approx. 5 minutes to complete. Please do not hesitate to contact me if you need further information.

Yours sincerely,

Marcela Assunção

Student number: 10122651

MSc in Marketing

Dublin Business School

Marcela Assunção (Masters Student at Dublin Business School)

Email: ma.bassuncao@gmail.com

Mobile: +55 11 99468-2605

9.11. Appendix 11 - Schedule for Qualitative Interview

Participant	Date/Hour	Years of Experience in the Pharma Industry	Type Experience with social media	Preferred Software	Required Resources
1	2 nd December 2014 8:00pm	6 years	Webpage (own social media)	Skype	Notebook
2	3 rd December 2014 6:00 pm	7 years	Social media Facebook, SEO, SEM, Twitter, own webpage.	Facetime	Cellphone and Notebook (to record audio)
3	3 rd December 2014 8:00 pm	5 years	Social media Facebook, SEM, Twitter, own webpage.	Facetime	Cellphone and Notebook (to record audio)

Table 12 - Schedule for Qualitative Interview

9.12. Appendix 12 - Standard questions for qualitative interview

- 1) What is your perception about the use of social media for patient education?
Do you believe that social media can be an important tool for patient education?
- 2) Could you mention the weakness and the strengths of social media for patient education?
- 3) Which products characteristics do you think it is important to take into consideration when deciding about implement a social media strategy?
 - a. In not mentioned, stimulate:
 - i. product cycle life and market share
 - ii. disease prevalence (market size)
- 4) Once you have decided to develop social media strategies for a specific which steps should be taken from the planning process to implementation?
 - a. In not mentioned, stimulate:
 - i. market research to define target audiences and their needs;
 - ii. use of some behaviour theory to design messages (if not, why?)
 - iii. message and concept test.
- 5) Which social media channels do you believe that are relevant for pharmaceutical strategies? Should it be adapted according to the product or disease?
- 6) Do you believe social media strategies can impact on product performance?
- 7) **Does your social media campaign have defined KPI's? If does, which ones?**
 - a. Do you think that insights, exposure, reach, engagement would be **appropriate KPI's?**
 - i. Insights – consumer feedback: number and type of suggestions and recommendations
 - ii. Exposure – number of times contents was viewed: number of comments, views on a video, reviews, ratings, etc.

- iii. Reach –number of people who have contact with the social media: fans/like pages, number of people participating on discussion
- iv. Engagement – number of people who engage with the page: comments, retweets, mentions, people participation on offline activities.

8) Any other comment?

9.13. Appendix 13 - Published Quantitative Questionnaire

O uso das mídias sociais para educação de pacientes

***Obrigatório**

Selecione o tipo de produto que você tem experiência direta. *

Prescrição

OTC

Dispositivos médicos

Hospitalares

Outro:

De acordo com a definição acima, em sua opinião, quão efetiva esse tipo de campanha (online) pode ser com o objetivo de incentivar os pacientes a buscarem ajuda médica. *

1 2 3 4 5

Muito efetiva Não efetiva

A Campanha Disease Branding é uma atividade de marketing na qual as empresas, associações de pacientes ou governo focam suas mensagens na patologia/doença ao invés da marca/produto (veja exemplo abaixo).



Em qual departamento você trabalha? *

- Médico
- Assuntos Regulatórios
- Marketing
- Força de Vendas
- Farmacovigilância
- Comunicação
- Serviços/ Suporte de Marketing (CRM, Inteligência de mercado, Eventos)
- Outro:

Pensando sobre mídias sociais + Disease Branding

Exemplos de mídias sociais



Qual é a sua percepção sobre a criação de campanhas "disease branding" nas mídias sociais? *

Campanhas "disease branding" através das mídias sociais...

	Concordo plenamente	Concordo	Não concordo nem discordo	Discordo	Discordo plenamente
Aumentariam o número de pacientes buscando por ajuda médica	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deveriam receber investimentos somente quando há apenas uma opção de produto/medicamento para tratar a indicação promovida na campanha	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Deveriam receber investimentos somente quando o produto por de trás da indicação promovida na campanha tiver eficácia superior aos concorrentes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deveriam receber investimentos baseado no número de pacientes afetados pela doença (apenas produtos para tratar doenças de massa deveriam ter esse tipo de campanha)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Deveriam receber investimentos baseado no número de pacientes diagnosticado com a doença (apenas produtos para tratar doenças subdiagnosticadas deveriam ter esse tipo de campanha)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Qual é a sua opinião com relação ao conteúdo de campanhas "disease branding" nas mídias sociais?

Pensando sobre publicações no Facebook, Twitter, Blogs, etc.

	Concordo plenamente	Concordo	Não concordo nem discordo	Discordo	Discordo plenamente
Prevalência da doença - Ex: 10% da população tem diabetes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sintomas da doença. - Ex: Sentir muita sede é um sinal do Diabetes. Preste atenção aos sinais do seu corpo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Possibilidade de ter a doença. Ex: Você tem histórico de diabetes na sua família? Se sim, preste mais atenção aos seus sintomas. Diabetes é hereditário.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orientação de buscar um médico - Ex: Consulte seu médico e converse com ele sobre o novo tratamento disponível para o conteúdo da	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Enviar

Nunca envie senhas em Formulários Google.

Powered by
Google Forms

Este conteúdo não foi criado nem aprovado pelo Google.
[Denunciar abuso](#) - [Termos de Serviço](#) - [Termos Adicionais](#)

9.14. Appendix 14 - Transcription – Qualitative interviews

PARTICIPANT 1

QUESTION 1 - What is your perception regarding the social media when it comes to the patient's education? Do you believe the social media is an important tool for their education?

QUESTION 2 – Could you mention 3 weaknesses and strengths of the social media in this regard?

P1: 3 strengths – I think when you talk about the market of rare diseases, you will **be able to reach people that you wouldn't before**. So I had an example at the Novartis, there is a product manager that she manages a product with 16 patients in Brazil, so she had a media plan using the social media as a way of the awareness of the disease because if you think about it, with 16 patients is not the kind of product that need a sales marketing. **So, you can reach places and people that you wouldn't do and you eliminate the sales need.**

The second one is that people don't interact with laboratories however if you show them that you worried about something, like a disease, people tend to have a better image of the company. They see that the company is supporting something special and they rely to it. The laboratories, they try to send the message of wellbeing, health and these kind of thing, what is nice because people appreciate it. It would change the perception of the product and of the company, it is a positive publicity.

The third point, thinking about Brazil and my specific market, we have a lot of laboratories that have a strong marketing, like Medley that sponsors Ronaldo and it **is everywhere, however they don't have any new releases, they have mature products**, so they have to be strong on the institution market, so they can stand out as a brand to beat the competition. The social media would help with that.

QUESTION 3 - Thinking about the product characteristics, when would you invest in Social media? What would you consider in this product to decide that you want to invest on it?

P1: I think you can invest in different phases of the life cycle of the product. And we talk about the pharmaceutical market, when there is a product launch, usually there is a different appeal, for example, we have a launch right now for a medicine that is **the evolution of the other one so people don't know** that one is the evolution of the older one, so you can work with this, they can try to change their medicine, for example.

On the other hand, when the product is in decline, it is important because of the challenge, it is important to work branding with these products.

MARCELA – Thinking about the characteristics of your consumer, does it have an impact on your decision to invest in social media?

P1: I think so. Nowadays, everybody receives a ton of messages per day, so if you have a target audience, you will be able to be more assertive. For example, the company I work for , there was a contraceptive pill and they created a website that would trace the woman profile to tell her what would be her best contraceptive **based on her answers to the website's** questions. It was a huge success.

So, when you put a target, you will be more assertive. And with Facebook, Google and the websites, is totally possible to do it.

P1: The first step is to identify how you would address in the best way, work with the internal stakeholders to check the viability of the project. In my case, I did a market research, so I validated the concepts that I wanted to introduce, I validated in two ways, with two groups in Sao Paulo and a research by telephone, also some online, via Skype. So we validated the concept and the way of communication. People receive so many messages, it has to be a thing that is not boring and that it calls our attention. We also did some pre-test of images, to see what kind of image

the audience would click more. So, yes, we need to validate and test not only with the patients but with the doctors as well.

QUESTION 6 - About the process of message definition and how to develop it, when you want to change a consumer behaviour, so for example, to health, there are some theories that speak of the steps that you would have to follow to get you to talk to the person that is sick, if he has to look for a doctor, then there are some topics they deem required to this message, you guys have used something of theory patient behaviour, something like that to develop this message, so for example, say that 10% of the population suffers from it, or asking them to look for a doctor, with these things, as it was with this definition of these messages, it was based on some theory, finally, how it happened?

P1: I think this theories is like the consumer behaviour, if I can compare... We have so many difficulties to create the messages, it is so complex, so that we prefer to do something in general that can reach a big part of the audience, however without being personalized than to do something more direct. But if you have the structure to do it, it is valid.

QUESTION 7 – Do you think the social media actions can impact on the performance of the product? Both sales and awareness?

P1: Yes, it can and cannot at the same time, is a little bit tricky because if you can control if you generated an awareness, if you can complete the chain, if you have an only medicine and you can sell it, it is much more easy but if you have a mass **market, with a known disease, already stable, you can't control the awareness. But I think it can impact, but is much more difficult in Brazil's reality, here we do a hard work to convince the patient.**

QUESTION 8 – Which KPI would you use to measure social media campaign? Which of them you consider important?

P1: When you think about Facebook, there are a lot of measurements, the likes is something that can give you an idea of the information you need. It helps us to spread the knowledge and to reference the information. Your friends can see what you Like, so it is a way of spreading the notice. If you see that a lot of people shared and liked, the probability that you check it is bigger than one that has a low number **of likes and sharing. So, that's why** I think the number of Likes is a good KPI. Another one is to see how many people clicked on the new to actually read it. And also the hashtags because you can measure the engagement. For example, on my project, I disclosed to 5 thousand doctors and 300 of them applied for it, of these 300, 180 interacted at the platform. So I could measure the engagement. So, these **are the two more important KPI's for me.**

PARTICIPANT 2

QUESTION 1 - What is your perception regarding the social media when it comes to the **patient's education? Do you believe the social media is an important tool for their education?**

P2: It is important because at that moment the person identify his disease, he **doesn't think it is a problem, he goes to search a tool to find the way and if this person is embarrassing to share it, he's not sharing the page or disease, as a company, we don't care about the interaction of this patient but about the awareness. We can't measure if we are reaching the target audience because they don't interact.**

For example, when they have some embarrassing disease. But it works as an important vehicle and cheap investment.

QUESTION 2 – Could you mention 3 weaknesses and strengths of the social media in this regard?

P2: First of all, to be sure that the information is real, is reliable. It is easiest if I join groups of some specific disease that I want to reach, instead of join any group. Sometime the excess of information can bring some confusion. Either because you

don't know the origin of the dates or the media targets. Another thing that I think it is not good is the sponsorships. For example, people who are there liking, sharing and commenting, they are people from the agency, from the sponsorship, it is not the patient so it is not trustworthy as we would like to be. And also the sponsored ads, when you sponsor the likes on Facebook. When you make a content for post and you have a budget X and you also have an amount to spend in media plan, so you spend, for example, 1 in content for post and 9 in media to be able to impact a **higher number of your target audience. I don't know if it is right or wrong but I** know that it has been changed from this year, so the professionals need to re-educate themselves to be able to reach a certain result.

The positive point is **access, the patient doesn't need to wait to go to a doctor to have information. Sometimes this patient doesn't have money, so he can go online and search for information, share experience for free. So he is not waiting for a doctor's appointment, which it is very good.** It is very democratic because any **person can get the information. Another positive thing is that I don't need to read a lot of articles to get an information. It is very dynamic, I can have it very fast.** Sometimes I have the opportunity to communicate with Drauzio Varella, which it is **very good because if I were just a regular person (not a company), I wouldn't be able to do it.** And also the power that it has, for example, when we had the protests on the streets, it was all organized through the social media. So, the government **can't control what we post. Of course, they do a certain control about some videos, etc. but generally speaking, he can't control us, it is very democratic.**

QUESTION 3 - Thinking about the product characteristics, when would you invest in Social media? What would you consider in this product to decide that you want to invest on it?

P2: For example, Product X, it worth it because I'll be also investing in the branch, I can work with concept, treatment and branch through the social media. But in the Product Y case, that it is a medication, I barely can work with the treatment. I can't mention the company's name. I can mention only the disease. Apart from any

product, we will have a social media because it is not increasing the cost, even with products that are not leaders on the market, we still decide to have a social media for it because it is very important to have a straight communication with the patient. But if you are going to invest in Media Plan, is another thing, we need to study the market, to know our target audience, the impact that we want to cause and if we decide to invest on it, it means the market is ready to receive this demand too. It is not just a Media plan, it is a whole project. You need to consider if you will have the product available, if you are prepared for the demand. And if you are the market **leader, it is your responsibility to promote the market, we can't just wait for an organic grown.** If there is an increasing in our economy or in the pharmaceutical market, you need to follow it and use the social media to increase the demand as well. So, everything needs to be connected.

QUESTION 4 – Considering the product market share, would you take it into consideration when it comes to invest in social media?

P2: Yes, we would invest anyway. We have some good examples of it, so I think we should do it anyway considering the cost is very low.

QUESTION 5 – Thinking about the characteristics of your consumer, does it have an impact on your decision to invest in social media?

P2: Yes, we need to analyse how is going to be done and how much we are willing to spend.

QUESTION 4: Now thinking about the projects that you run, once you already defined the product, if it is worth to invest or not. What are the steps you, as a manager, should follow to the process of the implementation of the social media. So well, in relation to market research, finally, from the beginning when did you decide to invest, to define the strategy of social media, what steps would you follow?

P2: The first step is to hire a good advertisement agency, one who can update your website, who can respect the contract and practice it.

The second thing is to connect everything, when you have an online ad, it doesn't have the power by its own that it would have if you had something happening at the same time. For example, we had a running campaign, we created an icon, that runner was an icon on that day, everybody was watching and cheering. All because we connected the ad with the event, this is very powerful. When you can connect something that is happening in the real world with something that is happening online. This interaction has a lot of power.

QUESTION 5 - Do you think it is worth to do a market research to define your audience target and their needs? To define the kind of message you want to give? Would it be a part of your Media plan?

P2: Yes, for example, we had a case in the company. All the treatments for Disease x were considered as a dermatological problem, but we were not sure if it would be treated by a dermatologist or endocrinologist. And we do not visit or sell for endocrinologist. So before we invest a lot of money and time on it, we needed to have this information clear.

QUESTION 6 – But thinking about the patient, do you think it is important to make a research to understand the kind of information that is missing, if that patient looks for information on the social media?

P2: In our case there are two restrictions, one is financial and the other one is time. All information is welcome since it is reliable. So, the social media has to be one of the channels but not the only one. If we decide to invest in one product, we would do a complete research not just about the social media. In our case, it is secondary, it is not a priority. But yes, we would try to understand what kind of information is missing to the patient since we decide to invest on it.

QUESTION 6 - About the process of message definition and how to develop it, when you want to change a consumer behaviour, so for example, to health, there are some theories that speak of the steps that you would have to follow to get you to talk to the person that is sick, if he has to look for a doctor, then there are some topics they deem required to this message, you guys have used something of patient behavior theory, something like that to develop this message, so for example, say that 10% of the population suffers from it, or asking them to look for a doctor, with these things, as it was with this definition of these messages, it was based on some theory, finally, how it happened?

P2: So, it is a kind of information that I would require from the ad agency. I would let them to introduce these theories and how it is happening on my project. But it is not important to me.

QUESTION 7 - Do you think it is important to do a concept test before sending any message?

P2: **Yes, it is very important. I don't have** the disease x, so how can I be sure that my audience is understanding what I am saying or if I am saying properly. I really think it is important and I demanded it from the ad company because I need to be sure the message was being sent correctly. Not just for the patient but also for the doctors, we need to be sure we are speaking the same language that they are. **That's why I always** want to test before.

QUESTION 8 - In social media channels, which one do you think it is the most relevant to the pharmaceutical industry?

P2: Nowadays, Facebook! I like to use Instagram but it is not one channel that would reach the audience so much. Ok, it is not because my audience is elder **people that I wouldn't ad on Twitter** because a lot of times, we are communicating with the caregiver. But definitely, Facebook has a bigger range. After Facebook, I would say that Instagram and Youtube.

QUESTION 9 – Do you think the social media actions can impact on the performance of the product? Both sales and awareness?

P2: **That's what we hope. But we are not 100% sure because we can't measure it.** As the investment **is very low, I can't say that it is impacting** on the product.

QUESTION 10 - Do you have KPIs to measure your social media campaign?

P2: No. We will have for the next year though. It was a lesson learned.

QUESTION 11 – **Thinking in those four KPI's (Insight, Exposition, Range and Engagement)** do you think they would be suitable for measuring social media, would you include something else or exclude anything?

P2: **I think the Engagement is what everyone is looking for but sometimes it doesn't** happen because **the person doesn't want to make it public. But I wouldn't include** any other KPI, it is enough.

PARTICIPANT 3

QUESTION 1 - What is your perception regarding the social media when it comes to the patient's education? **Do you believe the social media is an important tool for** their education?

P3: I think it is very important, with the industrial evolution and even the internet one, it is a mean of reaching the patients and also the doctors, making them to engage. Bringing information about diseases, especially for niche diseases, when a lot of times, the patient **doesn't have the chance to go to a specialist. Nowadays, I** see more and more that the industry is investing in social media as a mean to increase the range of reaching people. Today, we are able to reach a higher number of doctors, patients, caregiver and reference centres through the social media, partnership with some medical society and also partnership between some **industries. That's why I strongly believe that the social media is a very important** way to reach the patient, bring information to them, engage them to be careful with

the disease, to look for a proper professional help, to understand the treatments and to understand more their own pathology.

QUESTION 2 – Could you mention 3 weaknesses and strengths of the social media in this regard?

P3 : Ok, the main strength is the range of people we can reach and how far we can take the information, such as remote areas, when we mention the traditional sales **work, we know that we can't reach all regions and all doctors.** Even with the Product X, where we have where we have 14 sales consultants and today the largest population of patients and the diabetic, then in Brazil, most of the diabetic population is not controlled, the potential market is very large because the glicemic control is fully connected to diabetic. We cannot get in the regions where the public health is more difficult in Brazil, so we have managed to do it together, along with the medical societies, both work to get this doctors (because this patient, often is not being taken care of by an expert, but by a general practitioner), so now we can **reach doctors that we don't reach traditionally** and bring information to the greatest number of people where we do not normally have that range. So for me, the main point is in fact you have all this and reach for a low cost, you can reduce your costs and get more people. I think it is the main benefit of social media, with very little you can do much and have incredible results. And to me, the main problem is that people today believe in anything, all they see in social media. But not always the sources are **e reliable and I think that it's** a risk, actually, so everything has its benefits and its risks and the big risk I see today is that there is a lot of false information on the internet, a lot of information that is not veridical. Today people tend to get more information on internet and end up believing in everything they read. There are many myths that arise today through social media.

QUESTION 3 - Thinking about the product characteristics, in your case, you have the Product x, but thinking of all kinds of products that we can have both a product with an RX, a prescription or even a product specialty, thinking of all the characteristics, both the market in which it operates, as the product life cycle, if it is a mature

product or a launch, do you think that any product can have a social media, a strategy of social media or would you niche only specialty products, prescription products. So when the market is not developed, what is your opinion in relation to the product features and social media and when would you invest?

P3: I think today's social media fits into anything and should be in any marketing plan, I also think that this is a tendency that today the product manager he **doesn't** see the cost in media as "it is one more thing I need to do, but one thing that I will do and invest". So for example, talking a little bit of **niche products** and specialties, this part is very important, because you can get information for a population who do not have information, sometimes even doctors who do not have information, because diseases are a bit more rare **and possibly this patient doesn't** have the diagnostic still; it is not a patient diagnosed, it is not a patient who is coming to an expert and on the other hand also the dough product reaching has a so competitive market and you can bring information of how much this medication and how much a good treatment can make a difference for that patient. So today, in my opinion, using social media fits into any product, I think that actually it is essential that we follow the evolution of this market, it is very important the presence of brands to strengthen brand, speaking of some corporate and the presence of industries within the medias I think it is very important. About the product cycle, I also think it is highly relevant from an allocation that you can bring information about new ways of treatment, new oral medication or a new injectable medication what is the latest in the treatment of that disease, it is very relevant, since the launch up to products which are in a maturing phase in which you already reached the peak, you do not have greater likelihood of growth but I think maybe that is a path that you can invest a little bit because possibly there are products that are already mature for some time, it has less investment, so it is a way to keep expanding in a cheaper way.

What I wonder myself is maybe about the products in decline, products that depends more of the corporate strategy. You need to decide if it is time to finish such a product or if you should keep investing. You need to think about whether it is

worth even have any kind of investment, it depends on the billing of the company and what that product represents to the company. But generally speaking, I think it fits and it is increasing a lot. I think we are just beginning in fact, we are learning to be pharmaceutical and working with social media, it is starting slowly, but I think it will grow much within the next five years or even less, perhaps within the next 3 years.

QUESTION 3: Now thinking about the projects that you run, once you already defined the product, if it is worth to invest or not. What are the steps you, as a manager, should follow to the process of the implementation of the social media. So well, in relation to market research, finally, from the beginning when did you decide to invest, to define the strategy of social media, what steps would you follow?

P3: I think that the first thing is to understand and to define who your target audience is, then who you want to achieve, where you want to get. So, I think the most important point is so what are the messages you need to take about that branch or disease. To define the key message, it has to be a very direct message and a good definition of who the target is, together make a research of where these people are. How to trigger it, to get it, then the further research. Partnering with agencies that have greater knowledge and the know-how. A lot of experience, it is very important for us to understand in fact who this audience is, the message that I need to send, I need to have a strategy and do very well and define how it will be applied. Oh, what I find very important as we're talking about the pharmaceutical industry, in my opinion is who always has a support of a medical society, because that brings relevance, it is very different when I speak on behalf of Novartis, for example, Roche or Galderma, I know it, and when I speak of a medical society. So the medical society that is taking such a notice, then the relevance in media becomes very different. then, from the beginning, in my case, I tried to align expectative of the medical society with my expectations, we structured very well what are the messages that we believed were important to that audience, this was accomplished with some market research that we had done in the past, and there, so we went after who knew and understood more business than us, to understand

where it was this audience and the best way to communicate with them. So, it was basically how we designed the communication plan that we have with social media. Oh, we could not be restricted exclusively to Youtube, Facebook, we were in contact with this using a public multi-channel form, therefore, in many ways. And when we realized along the way that the internet was the best and cheaper way. At first the campaign we did for example "Veja bem, veja bem para sempre", the first year the investment was too big because there was an ad on TV, radio spot and public relationship, internet, there was a bit of everything. And then we saw that most relevance was on the internet that was our lower costs. We understand the dimension of this, and how we could get and for example, in the first year we invested 1 million and on the second year, we invested 50 thousand reais. So investing in social media, if youtube, facebook, placing our first page in google search page, people would search the internet if they researched diabetes, retinal, it is identified and then we act. It begins when the person opens his Facebook and our page is the first one to appear. So we learned that we needed to invest, because we **needed to know more, because we didn't** know anything. And then we realized we knew nothing and had a lot to learn. But the first thing is to realize that you do not know anything that you are in the pharmaceutical industry, which it is still very limited and late in this area. But today we already have a lot of apps, I already called the guy from Global two weeks ago to come to talk to me, because I needed help; I'm too late. There is a lot to be done, the medical colleges know less than us because even for the websites structuring they need help. We had to reformulate two new societies because we needed a channel to campaign this one was very poorly done, sometimes we needed some reference and we could not use it because their website was very poor. And they need and want this industry support, so it has been really nice to learn a little.

(Comment QUESTION)

We are still crawling but I have no doubt that this is the future, we are trying hard. The staff tried to make a site that was basically a Facebook between doctors and patients to make glycemic control, put variability curve of glycemic, so the website would be good. They manage to make the thing make sense, it took a while, they

had to change the suppliers and, as any launch, it has to be very well done to work out, then, as they released very bad, they spent years crawling, until the site becomes reliable and the doctors have credibility. It was cool to be used to try to sell it to patients, then I think we are at the very beginning.

QUESTION 4 - And in the process of message definition, all, the agency brought to you something about how to develop, as it creates message when you want to change a behavior consumer, so for example, to health, there are some theories that speak of the steps that you would have to follow to get you to talk to the person that is sick, if he has to look for a doctor, then there are some topics they deem required to this message, you guys have used something of theory patient behaviour, something like that to develop this message, so for example, say that 10% of the population suffers from it, or asking them to look for a doctor, with these things, as it was with this definition of these messages, it was based on some theory, finally, how it happened?

P3 - OK, being very transparent, I just know these theories I've heard about and when we searched for an agency to help us with the campaign, one of the criteria we had was an agency that had used to work with the industry, who knew the industry and understand consumers, so we went after agencies that the oncology had worked before, that all companies in the group had worked, we talked a little with each of them, so I know the messages were used, we work a lot with numbers, the numbers make an impact with the patient, so be aware that information, then contact your doctor, look for a retinal specialist, then these more ready messages that draw attention, so I know they had this care, **but I particularly don't know that** much about these theories, but the first thing we tried to do was then bring an agency that already had the know-how of how to talk to the patient, to work with industry and already understand a little of who is that person that we want to reach and how this message will be passed, it cannot shock, but at the same time it must be shocking in itself sufficient to bring the attention and impact to that person. Because with social media, when you are online, you have impact whatsoever, we are competing with a lot of more interesting things than disease, than medicine,

than to talk to a doctor, so it was a concern. I know it happened, but I personally know very little of this kind of theory, for example I never read an article about it, so if you have something to show me, I'd love to.

QUESTION 5 - In connection channels, you already talked a bit about Youtube, Facebook, which one do you find most relevant to the industry?

P3: OK, I believe that changes a bit from place to place. In Brazil Facebook has an absurd relevance, while in the US, twitter is super relevant, in Brazil the twitter is a little less relevant, then I think that changes from population to population, then in Brazil we already have some cases and today, when we talk about social media, the media that has the highest relevance is Facebook. Also Google is very important, but today, where we invest more, our main concern, no doubt, is our Fun Page on Facebook. Generally, the patient or the caregiver begins on Facebook, then visit the website, watches the Youtube channel and so on.

QUESTION 6 - Do you think that social media can impact the performance of the product? Both sales and awareness?

P3 - I'm sure **it does. In awareness it is clear...** In my case it is very clear because the diabetic patient, the last concern that the patient has is to lose the eyesight, the last concern of the doctor is the patient to lost the eyesight, then this the patient who does not arrive in the doctor or he arrives late (when the disease is in an advanced stage), the diagnostic does not happen and nowadays we already see an incredible change in a short time. My product is the market leader but 80% of my sales come from another indication. Because the greatest market potential today is the diabetic, then as leader we have the role to expand the market, and can act within the market and where we have focused on the campaign now. So today, this referencing, it already begins and what we have done through the social media is to bring these specialties, then the referencing begins to happen naturally and today the patient too, he's looking for information. We have medical reports saying that patients began to look for them, so it already has happened and has made a lot of

difference. We grew a lot this year, diabetic a patient who came to today, it is work of ants, where the result is a long-term one, but I have no doubt that it is very important and that the social media brings many results but, if done right. Place your brand on any channel, will not multiply your sales overnight, on the contrary. Alert disease is amazing, in a short time you get a result, but talking about sales, the result is medium to long-term.

So I think it is smarter when we talk about a product, which has many competitors, these companies come together and work together. It makes more sense, in my case, we wanted to do something only with our company because there are almost none competitors and competitors do not have the same indications that we, so it made more sense Be recognized with a brand ... then we already are on the head of this doctor and this patient, as the main supplier.

QUESTION 7 - Do you have KPIs to measure your social media campaign?

P3: Yes, we have some kpis yes, then it shows which were our goals, what we wanted to achieve, what we already achieved, what are the new goals and there we also separates one on youtube, one on facebook, one on the site. So how long we expect that the person stay there, what the main message that we want to achieve, if this message came to that person or not. On facebook, which were our goals. We follow it closely, the communication is responsible for making the follow up with the agency and also with the medical society that and have passed me several monthly KPIs that are properly analyzed. We have quite different KPIs. There are several insightful information.

QUESTION 8 - Thinking in those four blocks, do you think they would be suitable for measuring social media, would you include something else or exclude anything?

P3: No, I would not exclude anything, I totally agree with you and considering your comments, we fit in all four and we are based on them. We had a classic example in the divulgation of social media, which has a diagnosis day, at a location of Sao Paulo, which was a part of the campaign, we released in social media, then had

people from other cities who came, who asked to bring family, who were cycling to the place, people who actually engaged to participate in the campaign, participate in this special day, it had to pass medical information, it was very cool, we got the presence of the television, big channels that covered the event. We also have all the views being monitoring, the likes, and feedback from patients comments, then all that kind of analysis is very important. On the website we do a better analysis, which were the most accessed contents. Our average is more than 2 minutes that the person is on the page, which is considered very relevant. We have full information as well, we have videos and we can measure how many people saw the video and watched until the end and also who is our audience, which is part of our analysis for future marketing strategy.

9.15. Appendix 15 - Partnership Example



Figure 33 - Partnership Example