



## Case Study

# Repositioning a Major Brand

## MARKETING CHALLENGE: POSITIONING

### BACKGROUND

A strategic initiative for Pfizer was to extend the brand and product portfolio into the fast-growing “health and wellness” domain.



One of the first endeavors was a study to better understand how consumers defined healthy habits, what enabled or curtailed achievement of these habits, and how other well-known consumer brands connected to “health and wellness.” Insights from this research (and other studies) were used to establish new brand pillars and innovation platforms.

### THE ASSIGNMENT

Important to this assignment was a deep understanding of the various motivations and barriers to healthy habits. There was concern from the beginning that study participants would provide shallow responses or not be completely forthcoming in their feedback. As such, we employed our **We** methodology to this assignment. In short, **We...**



- Is a group discussion optimized to understand motivations and emotional drivers
- Focuses on developing high degrees of trust to encourage deeper feedback
- Selects participants with strong storytelling abilities which allow them to easily share emotions
- Is an alternative to one-one-one interviews that allow for deeper exploration but lose the divergence of a group session



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#### THE EXPERIMENT

Because this was a new methodology for our client, we conducted an experiment. In total, four sessions were conducted. Two sessions were standard focus groups and two sessions were conducted using the **We** methodology. Differences between the two approaches are summarized below.

	We.	Standard Focus Group
Topic	Motivations and emotions around achievement (or not) of healthy habits	
Behavioral Science Construct	Deeper conveyance of motivations and emotions requires a high level of <u>trust</u>	NA
Venue	Conference room at a botanical garden / no observation room	Standard focus group facility with one-way mirror
Format for each session	Recruited 8 to social platform / 7 attended live event	Recruited 8 / 6 attended
Archetypes	All Storytellers	2 Problem Solvers 2 Storytellers 2 Implementers
Session Length	2 hours	2 hours
Documentation	Social platform discussion, photographs of live events, group activities, show-and-tell, and private “selfie” videos	Audio and video / written transcripts



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## THE OUTCOME

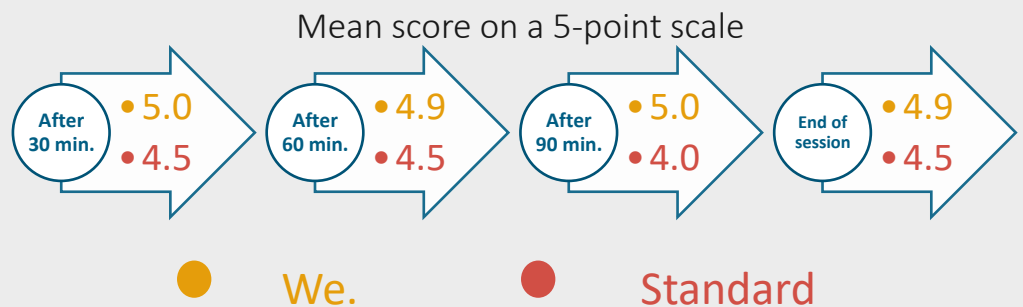
In order to assess the effectiveness of the **We** groups, we asked study participants to evaluate their study experience two ways: (1) engagement levels at four different time intervals (quantitative evaluation) and (2) written feedback (qualitative evaluation). Engagement levels were consistently higher for **We** group participants, and written feedback was notably richer.

### Participant Quantitative Evaluation

At this point in time, how engaged are you in this meeting?

*Check one box. Your response is anonymous.*

1. Very Disengaged	<input type="checkbox"/>
2. Somewhat Disengaged	<input type="checkbox"/>
3. Neither Engaged nor Disengaged	<input type="checkbox"/>
4. Somewhat Engaged	<input type="checkbox"/>
5. Very Engaged	<input type="checkbox"/>



### Participant Qualitative Evaluation

*"The experience was better because the web chat helped in getting to know the other participants and also the topics to be discussed."*

*"The online experience was a great icebreaker. Open dialogue and more feelings were shared."*

*"Having conversations prior and learning about each other lowers the wall."*

*"Having met online before, it was easier to connect."*

*"It was fun."*

*"Interesting topic."*

*"Moderator was relatable."*



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We also decided to take our analysis of the experiment a step further. We hired a PhD candidate from Georgia State University to review study transcripts and code the number of emotional responses between the **We** sessions and the standard focus group sessions. The analyst was not aware of differences in methodology. The **We** groups yielded nearly 2x the number of emotional responses. The analyst was also asked to note any qualitative differences between the sessions.

We.	Standard
89	54

#### Number of emotional responses

*An emotional response is defined as a response where the study participant described an emotion (e.g. sadness, anger, joy, etc.) during the sessions*



*"We felt like the first two groups were more passionate overall when looking at their stories and the detail of them. They were informed about what was happening around them and they wanted a healthy environment to be part of a healthy lifestyle. The quality of their insights was better overall due to the details and recommendations on improvements. They provided really good recommendations on what they thought needed to change. They wanted a very balanced physical, emotional, and mental state in their health."*



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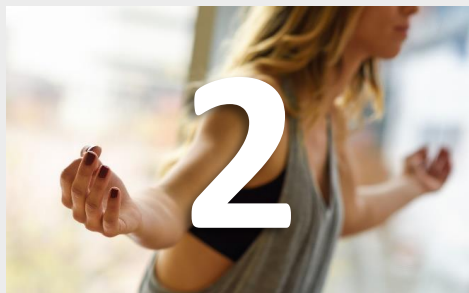
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#### HOW OUR CLIENT BENEFITED

This study yielded 6 durable pillars that were successfully incorporated into brand development and product innovation. To see how the Pfizer brand is connected to health and wellness today, click here: <https://www.pfizer.com/health-wellness>



Provide a roadmap to companies for making health & wellness practices part of their DNA



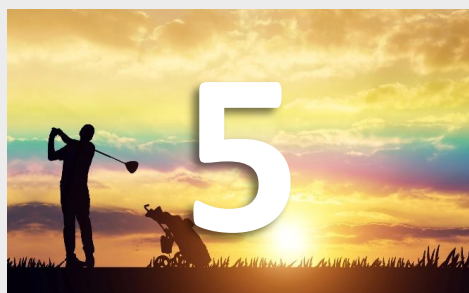
Create lifestyle products and services that address all three pillars of wellness – body, mind and soul



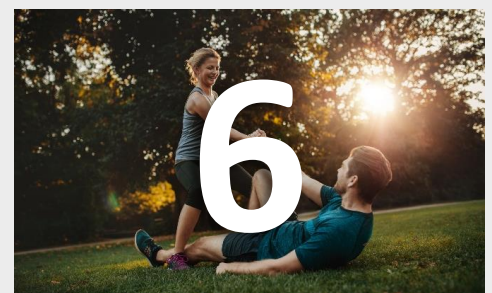
Reframe health & wellness initiatives to focus on more short-term quality of life vs. only on the extension of life



Provide consumers with long term accountability and support they need to maintain healthy habits



Help consumers uncover their passions that align to health & wellness



Make health & wellness products, services and initiatives feel personal and customized



**Get Smart**

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**Get Smarter**

- We highly recommend the book *Positioning: The Battle for Your Mind*. It's a marketing classic, an easy read, and worth the time.
- Does your organization need a responsive helping hand when conducting do-it-yourself research? Our consultants are available to assist with problem definition, project scoping, reviewing discussion guides, reviewing questionnaires, interview coaching, and more. This is the best way to offer your team the training and support they need to elevate customer understanding across the organization. Blocks of time can be booked according to your needs. [Contact us](#) for more details.
- Check out our [event schedule](#) for upcoming workshops.



**Kickstart**

You can quickly activate the positioning process with a workshop focused on your own brand and products. It is an excellent way to enhance skills, roll up internal ideas, and identify gaps in your knowledge. [Contact us for more details.](#)