Janssen-Cilag
The communication Challenge

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1 Introduction

The aim of this chapter is to give a short overview of the topic, demonstrate the problem or challenge, the research question and the purpose.

1.1 Background

The pharmaceutical industry is relating to the production of drugs and medicines. Medicines are products that give a desirable result on the body, which can be to prevent or cure diseases or to relieve pain. The discovery, development and effective use of medicines have improved many people’s life in quality, reduced the need of visiting doctors and reduced the length of these visits, and medicines save many lives.¹

The pharmaceutical industry is a really big industry. The total worldwide sales of medicines were $735 billion 2007 and it is expected to expand to $745 in 2008². The market is still growing due to the availability of the medicines always getting better in a market always in development. Pharmaceutical companies are spending more and more money on Research and Development. In the US, major pharmaceutical companies spend of the order of 24% to 33%³ of sales on marketing, about twice as much as on R&D. But still the pharmaceutical industry spends more on research and development, relative to its sales revenue, than almost any other industry.

Research and development is an essential part of the pharmaceutical industry. You have to have products that are up to date to be successful in this market. Drug development is a risky and expensive process and involves combining scientific excellence with a thorough understanding of the business environment. The developing process takes 12 to 16 years. Pharmaceutical research laboratories test between 10,000 and 30,000 substances before only one can be commercialised. The patent for a drug lasts 20 to 25 years in certain cases. Pharmaceutical companies estimate that return on investment of one product had to cover the costs of 5 drugs undeveloped till the end of the process.⁴ Drugs with approximately $20 billion in annual sales will face patent expiry in 2008, similar to levels seen over the past two years. Leading products are expected to lose market exclusivity in one or more major markets around the world next year. This will help drive growth of generics by 14 - 15 percent next year, to more than $70 billion.⁵

The pharmaceutical market is not a “normal market” in the common sense. The demand is not made by the customers’ needs and wants, but by the need of purchasing the drug for the special diseases. It can be said that the end-users have to purchase the product not by choice, but by necessity, and that the price is not playing such an important part by purchasing the product as concerning with

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² http://www.imshealth.com/ims/portal/front/articleC/0,2777,6025_3665_82713022,00.html
³ http://www.lindalliance.org/pdfs/HofCHealthCommittee.pdf
⁴ http://www.cbo.gov/ftpdocs/76xx/doc7615/10-02-DrugR-D.pdf
⁵ http://www.solvaypharmaceuticals.com/researchanddevelopment/randdprocess/0,,30519-2-0,00.htm
other products (Ibarra, 1998).

The pharmaceutical market is really interesting. For example, the marketing tools cannot be used in a traditional way. The restrictions are much higher and tougher like on other “normal product markets”.

An interesting characteristic of the pharmaceutical market is that the companies are not allowed to promote their products through many marketing channels to the public.

The pharmaceutical industry is the third most profitable economic activity, after tourism and finance. The study of the market is extremely important for the communication. The need of the patients is the same everywhere in the world. The way to do it is different is every country but some trends can be underlined. As the market is worldwide and so are the companies active on it, learning from other countries is very interesting, especially on the communication level.

The pharmaceutical market has to deal with how to communicate in the right way, as it cannot be seen in a traditional marketing way. The pharmaceutical companies have to use the normal communication possibilities and strategies, only on the other way because the marketing tools cannot be used in a normal way. For instance it was written earlier the restrictions are much higher and tougher like on other product markets.

Therefore the company should create a powerful promotion mix. The main theory will be based on the promotional mix which includes advertising (“any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor”), personal selling (“personal presentation by the firm’s sales force for the purpose of making sales and building customer relationships”), sales promotion (“short-term incentives to encourage the purpose or sale of a product or service”), public relation (“building good relations with the company’s various publics by obtaining favourable publicity, building up a good “corporate image”, and handling or heading off unfavourable rumours, stories and events”) and direct marketing (“direct connections with carefully targeted individual consumers to both obtain an intermediate response and cultivate lasting customer relationships – the use of telephone, mail, fax, e-mail, the Internet and other tools to communicate directly with specific consumers”).

On which of the five mentioned tools the company focuses on is up to the management. It depends on the type of the target group and their behaviour and the type of the product and on the budget. Especially in the pharmaceutical industry it depends on the law of the given country.

### 1.2 Research problem: Background, appearance of today’s communication challenge

The communication in the health care system is a challenge for the pharmaceutical companies. 50 years ago; the pharmaceutical companies had to communicate to 3 main groups: the patients, the doctors and the pharmacists. The patient was sick, went to the doctor, he told the patient which drug to take. The companies only had to communicate to the doctors for the prescription drugs. The patient had no knowledge about the disease or the treatment involved. Doctors had 100% of the

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1. 7 APRIL 1995: Koninklijk besluit betreffende de voorlichting en de reclame inzake geneesmiddelen voor menselijk gebruik.
decision; they were the ones that decide which product the patient has to take.¹

Firstly, in today’s pharmaceutical world, new actors appeared like the government or the protection groups. The problem with these new actors is that pharmaceutical companies have to communicate with them. So the companies have to share their attention, it is less power to communicate to the doctors. The government has a big power. With the different laws the government can lobby the communication process.²

Secondly, the internet changed the face of the world. The patients can access to all the health care information they want in just one click. They are better informed and this changes a lot of things in the “offline” world, the face-to-face world. The pharmacist can also provide a lot of information about the medicines nowadays. The communication to the consumer changed.³

1.3  Research question

With all the background knowledge we decided to focus in the pharmaceutical industry on the communication challenge. This study’s research question is:

- What communication tools are possible to use in the pharmaceutical industry?

1.4  Purpose

The purpose of this study is to give an answer for the research question: What communication tools are possible to use in the pharmaceutical industry? The paper analyses the pharmaceutical companies’ activities, how can they communicate with every actors of the communication process, what communication tools can they use, which ways are the best suited, the most effective, and of course useful for the companies. The survey will try to discover, describe and analyse the communication by a case study of a Belgian company. By doing this, new insights and information will help the reader to understand the complexity of the pharmaceutical communication.

As the study should give a proper complete answer to this question, the analysis is based on two different kinds of data. The pharmaceutical industry needs a powerful mixture of communication tools, the dissertation will concentrate on the main five tools (advertisement, sales promotion, direct marketing, personal selling, and public relation). The law, used as a secondary data, is the basis that defines how the companies can work in terms of communication. An interview will be used as primary data to gather information from the inside.

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³ http://www.canada.com/montrealgazette/news/story.html?id=0129f465-421a-4f92-b2eb-d1a7bed28e0d&k=29749
1.5 Own model

The purpose of the next model is to represent a clear view from the communication process to help the reader understand the functioning of how the actors interact with each other. This model shows the changes that appeared in the past few years, changing the pharmaceutical industry’s communication process; the pharmaceutical companies must communicate with the new actors (government and pharmacy). The government influences via laws the pharmaceutical companies’ activities. The reader clearly can see that the customer is not the end-consumer (patient). The doctors, physicians and pharmacies (everybody who is allowed to subscribe a prescription or to sell drugs) cannot be seen as the end-user as they do not consume the product. Pharmaceutical firms have to deal with exactly these customers, as they are the “middle man” in the chain. They have to promote the products to the “middle man” as they prescribe and give the products to the end-user.

This paper is concentrating on the five main tools, how the firms can use those. This model presents every main segment of the dissertation, which the study will describe and analyze.

Model 1: The communication process in the pharmaceutical industry

Source: by authors of this paper
2 Methodology

The aim of this chapter is to show the way from the first thought till the last letter. This chapter should help the reader to understand the choice. This part includes the relation between the primary and secondary data collected for this study, between the qualitative and quantitative and between the inductive and deductive research. This analyze of the research method will help us to define the best way to conduct the study with the aim of having a research answering the research question and corresponding with the theory.

2.1 Introduction

Methodology is “the way, in which information is found or something is done. The methodology includes the methods, procedure and techniques used to collect and analyze information.”

2.2 Research methods

This part of the chapter, the research methods should be introduced to the reader. It describes and compares the different approaches giving us the best suited methods to conduct the study.

2.2.1 Deductive/Inductive research

The research method can be divided among other things into the deductive and the inductive one. The deductive research starts with a model, forms a hypothesis, gathers data to test the hypothesis, the data gathered are used afterwards to conclude whether or not the model accurately describes reality. (Earl R.Babbie, 2005)

On the other side the inductive research starts with data collection, examines the data for patterns, forms a hypothesis and then constructs a theory. It can be said that the process is reverse. (Earl R.Babbie, 2005)

To summarize it can be said that the deductive research starts with the general and proceeds to the specific, inductive research starts with the specific and proceeds to the general.

This paper is based on a deductive research method because it starts with the research question, gives a model about the communication process, explain the problem, then uses every data to reach narrowly the answer of the research question. The model from the introduction was based on personal research and came to the conclusion that the communication between the company and the physicians was the best element to survey. This model is that the amounts of actors influencing the decision-making process are increasing and that the communication to the physicians has to be improved but most important, how.

1 http://www.epa.gov/evaluate/glossary/m-esd.htm
2.2.2 Qualitative/Quantitative research

The market research has to determine what kind of data you needed and which could be the best to you. According to Malhotra (2006), there are two broad types of research that can be collected: these are qualitative research and quantitative research.

There is an important and clear difference between qualitative and quantitative methods. In general, qualitative methods imply the description of characteristics of people, companies or events without doing a comparison between events in order to measurements or amounts. Contrary to this method, quantitative methods focus the attention on measurements of the characteristics, which want to be defined with the research study (Kotler, 2001).

**Qualitative research:** This method involves the studied use and collection of a variety of empirical materials – case study, personal experience, introspective, life story, interview and visual texts - that describe routines and problematic moments and meanings in people’s life. It is generally used for exploratory purposes, with a small number of respondents, not generalized to the whole population (Denzin and Linkoln, 1994).

**Quantitative research** uses numbers and statistical methods. It tends to be based on numerical measurements of specific aspects of phenomena; it abstracts from particular instances to seek general description or to test casual hypotheses; it seeks measurements and analyses that are easily replicable by other researchers. The quantitative method is used to draw conclusions involving a large number of respondents, questioned by surveys and questionnaires (King, Keohane and Verba, 1994).

When going for a research, the same choice has to be done every time: the dilemma between qualitative and quantitative research. This dissertation focuses on qualitative research. The reason is that giving the purpose of the study. A quantitative study would not be appropriate because of the purpose: gain new insights and information, discover, describe and analyze the pharmaceutical communication.

2.3 Types of research

The types of research can be divided in exploratory, descriptive and explanatory research. In this part of the chapter the distinction between these three types are given, followed by explaining the type of the research used in this paper.

According to Aaker (2001), the exploratory research is used to acquire understandings about the nature of the research problem, to draw the possible hypothesis and the relevant variables that need to be considered. The aim is to look for patterns, ideas or hypotheses rather than testing or confirming a hypothesis. This type of research is flexible, not structured and qualitative. The author says that the exploratory research is based on secondary data, which is necessary for the research to be able to collect the primary data, to help with the definition of the research problem and to formulate the hypothesis.

According to Vieira (2002), the descriptive research has the objective to know and interpret a
reality without any interference or change. In these types of investigation the main interest is to find out phenomena, trying to describe, to classify, and to interpret them. He also says that descriptive research goes further than exploratory research in examining a problem since it is undertaken to ascertain and describe the characteristics of the issue. The data collected are often quantitative, and statistical techniques are usually used to summarise the information. Mattar (1996) mention that this types of research is well structured and direct to solve problems.

This paper used both types of research (descriptive and exploratory research). The study is exploratory for the following reasons: the survey (primary data collected during the interview) had to be developed using the secondary data which gave the insights and the information necessary to conduct it. This secondary data was also used to gather the essential information that allowed the authors to form a research question. In the mean time, the study has to be considered as descriptive because it aims to find out the phenomena, try to describe it as accurate as possible and interpret it trough the analysis.

2.4 Population and sampling of the research

To define the population and sample of this study, Richardson's (1999) definition of population and sample was used. For Richardson, one population or universe is the amount of elements that possess some determined characteristics and the sample is any part of the population or universe.

According to Hill, Brierly and MacDougall (1999), there are two main types of samples, which shall be shown in a table below:

<table>
<thead>
<tr>
<th>Probability</th>
<th>Non-probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>simple random sample (every person in the universe stand on equal chances to be surveyed)</td>
<td>convenience sample (people are chosen who are easier to reach and available)</td>
</tr>
<tr>
<td>systematic random sample (every n\textsuperscript{th} person on a list has the chance to be sampled)</td>
<td>judgment sample (experts are using their knowledge to choose a proper sample for the survey)</td>
</tr>
<tr>
<td>stratified random sample (first the customers are divided into value segments after this the sample is randomly within each segment)</td>
<td>quota sample (people are divided in demographic attributes, like age, gender and so to represent the rest of the population)</td>
</tr>
</tbody>
</table>

Table 1: Sampling options
Source: Nigel Hill, John Brierley and Rob MacDougall: How to Measure Customer Satisfaction, p 25

The choice made between the samples depends on the way a sample should be discovered (Hill, Brierly and MacDougall,1999).

This study is based on convenience sampling, which can be found in the non-probability group.

“A convenience sample chooses the individuals that are easiest to reach or sampling that is done easy. Convenience sampling does not represent the entire population so it is considered bias.”

1 Http://score.kings.k12.ca.us/lessons/wwwstats/convenience.sample.htm
According to Hill (1999) the convenience sample is based on the geographical one. The sample of this paper is Janssen-Cilag, a Belgian pharmaceutical company, so the Belgian market was defined naturally for the study. The population of this dissertation could be every pharmaceutical company in Belgium.

So in this study, the sample is a convenience for the simple reason that the study is not represented the all population, every Belgium pharmaceutical companies.

2.5 Instrument/ technique to collect data

2.5.1 Case study

According to Yin (1994) the case study refers to the collection and presentation of detailed information about a particular participant or small group. In a case study, nearly every aspect of the subject’s life and history is analysed to seek patterns and causes for behaviour. The hope is that learning gained from studying one case can be generalized to many others. The author says that unfortunately, case studies tend to be highly subjective and it is difficult to generalize results to a larger population. Researchers do not focus on the discovery of a universal, generalized truth, nor do they typically look for cause-effect relationships; instead, emphasis is placed on exploration and description. The case study is answering for how or why question.

This paper is a case study, first of all this dissertation is based on one company; it is subjective because it only analyses the Janssen-Cilag’s communication behaviour. After analysing this company, it is possible to draw a conclusion to the all Belgian pharmaceutical industry, however they are all working under the same rules. This study is looking for the answer of the research question especially how can the companies communicate.

2.5.2 Interview

Aaker (2001) says that one available technique to collect data in the qualitative method and descriptive types of research is the deep interview. According to the author (2001) this technique is conducted face to face contact with the respondent, and the subject studied is discussed with the interviewed person in details.

To conduct the interviews a guideline was developed to guide the interviewer about the subject and to give the interviewee an idea about the questions. The interview started with some personal question, than the main part was questions for the 5 main tools; how can a company use them in the practice, what are the most useful strategies. The rest of the questions focused on the challenges appearing on the pharmaceutical market.

Who could be more qualified to help to answer the research question than people working with experience on the communication field. The contact from Janssen-Cilag Belgium was found in the beginning of March 2008. His name is Lieven Van Vijnckt, he is the product manager of Janssen-Cilag. He has been working for Janssen-Cilag for 9 years; therefore we can say that he has got the expertise and knowledge about the pharmaceutical communication.

In this case we made several deep interviews with him via telephone and e-mail, it was not possible to do an interview face to face due to the distance factor (Sweden – Belgium).
The telephone interview was semi-standardized; the question guideline was not changed, deleted or added more question, it was therefore more flexible, more or less standardized speaking. The interview via e-mail was standardized due to the fact that he answered to the questions asked without digression. This is the most formally structured kind of an interview. All interviews were hold in English, so the language had to be adapted, as either the interviewed and the interviewers are not English native speaking.

2.5.3 Primary/ Secondary data

First of all a definition about what data means should be given: “Data can be defined as facts or values, often quantified, that describe what is going on within an organization of any kind or in the external environment, in other words; usually raw numbers”.

The process of collecting data is very important because the obtained information must be able to answer the main questions of the thesis (Robert E Stevens, 2005). The data can be divided into two categories – namely primary and secondary one.

**Primary data:** is collected by or for the firm or people who realise a determinate study. Although primary data cost more to obtain and also take more time, it can be collected to meet a specific need and normally this kind of data are gathered for the first time. This information can be obtained using surveys, interviews and questionnaires (Robert E Stevens, 2005).

**Secondary data:** in this case, the data have already been collected and published. The researcher needs to locate the data and evaluate it in a suitable way. This way of collecting data offer two advantages, the costs are lower if it is compared with the primary data and the access to the data is quicker. It is only necessary to know how to investigate in order to obtain the necessary information (Robert E Stevens, 2005).

This paper is based on both -primary and secondary- data. Our primary data were the interviews with the employee working at Janssen-Cilag. Concerning the secondary data, we were using among other things articles, journals, few own and borrowed books, previous dissertation and business magazines. The most important secondary data we were using for the study was the Belgian law. The theoretical framework is only based on secondary data describing the main theory, the communication tools and the law in Belgium.

The empirical part can be seen as a mixture of both, the description of the company, history, and mission was found on the webpage of Janssen-Cilag, but the empirical data is based on the interview with Lieven Van Vijnckt.

We used both of data with our dissertation, but always tried to use only reliable, available information. For the primary source, the person interviewed is a reliable and experienced person from a well-known and international pharmaceutical company.

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1 James H. Myers: Marketing, 1986, p. 132
### 2.6 Delimitation

The limitation in this study was that only one company was interviewed, and this cannot be seen as a representative population. After the analysis, it is not possible to draw a conclusion to the all population, due to the fact that a case study is subjective. The study focuses on the communication process mainly on the five marketing tools (advertising, sales promotion, personal selling, direct marketing, public relation). The paper does not analyse the other 3 P’s. The country was described but some other aspects such as the Belgian political differences, the three languages were not taken into account.
3. Theoretical framework

The aim of the theoretical framework is to give a clear picture of marketing communication strategies/tools: advertising, public relations, sales promotion, sponsorship, direct marketing and personal selling.

3.1 Marketing communication strategies

To get known with the communication possibilities in the pharmaceutical industry, the normal communication possibilities and strategies need to be described. Marketing communication is a management concept that is designed to make all aspects of marketing communication such as advertising, sales promotion, public relations, and direct marketing work together as a unified force, rather than permitting each to work in isolation. It is the communication between the buyer and seller in order to let the buyer get known with your product with the main goal to sell the product (Vosmer, 2006).

The main communication strategies/tools are; advertising, public relations, sales promotion, sponsorship, direct marketing and personal selling. Each tool has its benefits and can be used in different ways to get in contact with the target audiences. The different tools can be used to reach the different goals. A short explanation of where to use witch tool can be seen in the table below, followed by a further explanation about all the tools (Floor & van Raaij, 2006).

<table>
<thead>
<tr>
<th>Objective</th>
<th>Long-term</th>
<th>Short-term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge/attitude</td>
<td>Advertising</td>
<td>Public relations</td>
</tr>
<tr>
<td>(<code>theme</code>)</td>
<td>Sponsoring</td>
<td>Trade shows</td>
</tr>
<tr>
<td>Behaviour</td>
<td>Personal selling</td>
<td>Sales promotion</td>
</tr>
<tr>
<td></td>
<td>Direct marketing communication</td>
<td>In-store communication</td>
</tr>
</tbody>
</table>

Table 2: Overview of the marketing communication tools
Source: Floor & van Raaij, Marketingcommunicatiesstrategies, 2006, p 74

3.1.1 Advertising

Advertising is attempting to influence the buying behaviour of your customers or clients by providing a persuasive selling message about your products and/or services (Susan Ward, 2008).

Advertising is a paid, non-personal communication about an organization and its products that is transmitted to a target audience through a mass medium such as television, radio, newspaper, magazines, direct mail, outdoor displays, or transit vehicles (Lee & Johnson, 1999, p3), to persuade or influence audiences (Richards and Curran 2002).

The purpose of an advertising plan is to provide the means by which appropriate messages are devised and delivered to target audiences who then act in appropriate ways. This can be buying the
product, get information about the product or simply memorize something about the product which can lead to a future action (Fill, 2002).

An advertising plan is composed, essentially, of three main elements:
1. the message, what is to be said
2. the media, how the message will be conveyed.
3. the timing, manner in which the message will be carried

Advertising has three main functions; an informing function, a persuasive function, and a reminder function. The informing function is that advertising is used to communicate information about the product, its features and its location of sale; it tells the consumers about new products. The persuasive function means that advertising tries to persuade consumers to purchase specific brands or to change their attitudes toward the product or company. The reminder function means that advertising constantly reminds consumers about a product so that they will keep buying the advertised product instead of the competitor’s brand (Lee & Johnson, 1999). This leads to the main goal of advertising; to communicate with specific audiences, to build or maintain awareness of a product or an organisation (Fill, 2002).

Advertising can do a lot to a company, for instance the main roles, build awareness, include a dialogue and position brand (Fill, 2002). But it can also create or develop favourable attitudes, develop brand identity, sustain relation relationships, create demand, build up enquiries, support distributors, sustain the organization, launch new products, reach new people, provide a point of difference and offset competition (Farbey, 1998).

The absolute total costs of advertising can be enormous and can influence the cash flow directly. A commercial on television or an advertisement in a newspaper or magazines cost a lot of money but a lot of people will see this advertisement which makes the costs per person not that expensive. So if an audience is measured in hundreds of thousands, the cost of the advertisement spread across each member of the target audience reduces the cost per contact (Floor & van Raaij, 2006).

The message that is been sent in the advertising should be targeted at the right audience, capable of gaining attention, understandable, relevant and acceptable. If the message is correct, the process of dealing with the messages goes for the customer through three stages; cognitive, affective and conative. In the cognitive stage the customer get in contact with the message. In the affective stage the customer is judging the information, and in the conative stage the customer buys the product (Fill, 2002).

There are three models that show the customer process of dealing with an advertisement and how they do this.
To be successful in advertising it is necessary to:

- Present a new product or a product that is substantially different from the others
- Be interesting and stimulating
- Be personally significant.

Advertising works best through the creation of interest and likable moments, from which extracts are taken by consumers and stored away in memory. Interest is generated by fresh relevant ideas where the brand and the messages are linked together in a meaningful and relevant way. This will link the message and the brand together in a positive way (Fill, 2002).

### 3.1.2 Public relation

Public relations is a communication function of management through which organizations adapt to, alter, or maintain their environment for the purpose of achieving organizational goals. Public relations practitioners communicate in order to assist organizations in managing information exchange, identifying and solving problems, managing conflicts, and managing behaviours. Public relations activities include helping the public to understand the company and its products. Often, public relations are conducted through the media, that is, newspapers, television, magazines, etc. (Spicer, 1997, p53).

Public relations is an activity that is part of the management of communication between an organization and its publics (Grunig & Hunt, 1984) Public relations evaluates public attitudes, identifies the policies and procedures of an individual organization with the public interest, and executes a program of action to earn public understanding and acceptance. It has generally a broader objective than publicity, as its purpose is to establish and maintain a positive image of the company among its various publics (Belch and Belch, 1998).

Public relations attempts to shape the attitudes and opinions of the organisation’s stakeholders. In
the communication with these stakeholders the organisation adjusts its own position and/or strategy. By spreading information and improving the level of knowledge that people have on particular issues, the tries to advance itself in the eyes of those it saw as influential. It is creating a good image to the company’s stakeholders (Heath, 2001).

Public relations is concerned with the development and communication of corporate and competitive advantages. Public relations provides visibility or an organisation, which makes the company clear, identified and understood by the stakeholders. Public relations is a management activity that attempts to shape he attitudes and opinions held by an organisation’s stakeholder. Therefore, public relations should be a planned activity. Public relations does not require the purchase of airtime or space in media. It is not sponsored like advertising, the management of the media decides about this kind of promotion. This makes these messages more trustful and better accepted by the audience (Fill, 2002).

The absolute costs of public relations are minimal, and the relative costs are also very low while public relations has a high degree of credibility. The costs of public relations are mostly made by the time and opportunity costs associated with the preparation of press releases and associated literature (Floor & van Raaij, 2006). However, the degree of control that management is able to exert over the transmission of messages can be limited (Fill, 2002).

Public relations is used for long-term strategic image building, developing creditability and raising the organisation’s profile, to enhance other marketing activities. It is a planned element of the wider promotional mix, working in synergy with the others. For instance, a new product launch, or the introduction of a big new innovative advertising campaign, might benefit from planned public relations aimed at specific audiences through specific media to generate interest and awareness (Brassington & Pettitt, 2000).

### 3.1.3 Sales Promotion

Sales promotion are the activities, materials, devices, and techniques used to supplement the advertising and marketing efforts and help coordinate the advertising with the personal selling effort. Sweepstakes are among the best-known sales promotion tools, but other examples include special displays, coupons, promotional discounts, contests, and gift offers (Friedman, 2000).

While one of the main tasks of advertising is to develop awareness in the target audience, the main task of sales promotion is to encourage the target audience to behave in a particular way, which is usually to buy a product. So the sales promotion is a more conative element of communication. Sales promotion seeks to offer buyers additional value, as an inducement to generate an immediate sale (Fill, 2002).

Sales promotion has three main characteristics. First of all the price/quality ratio changes to a, for the customer, more attractive way. Secondly, the promotions are mostly temporary, after the promotion the product will be priced in the ‘old’ normal price again. And thirdly, the main goal of sales promotion is to realise an increase in sales (Floor & van Raaij, 2006).

Sales promotion is generally broken into two major categories: consumer-oriented and trade-oriented activities. Consumer-oriented sales promotion is targeted to the ultimate user of a product or service and includes couponing, sampling, premiums, rebates, contests, sweepstakes, and various
point-of-purchase materials. These promotional tools encourage consumers to make an immediate purchase and thus can stimulate short-term sales.

Trade-oriented sales promotion is targeted toward marketing intermediaries such as wholesalers, distributors, and retailers. Promotional tools and merchandising allowances, price deals, sales contests, and trade shows are some of the promotional tools used to encourage the trade to stock and promote company’s products (Belch and Belch, 1998).

Marketers have shifted more money from advertising to sales promotion in recent years. The main factors are a reduced brand loyalty and emphasis on product price. However, to be able to sell with sales promotion, advertising and personal selling is needed to stimulate or accelerate sales promotion. Sales promotion cannot do the job by itself (Lee & Johnson, 1999).

There are several reasons why to use sales promotion in your communication strategy. The reasons are explained in the table below (Fill, 2002).

<table>
<thead>
<tr>
<th>Reason for Sales Promotion</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reach new customers</td>
<td>They are useful in securing trials for new products and in defending shelf space against anticipated and existing competition.</td>
</tr>
<tr>
<td>Reduce distributor risk</td>
<td>The funds that manufacturers dedicate to them lower the distributor’s risk in stocking new brands.</td>
</tr>
<tr>
<td>Reward behaviour</td>
<td>They can provide rewards for previous purchase behaviour.</td>
</tr>
<tr>
<td>Retention</td>
<td>They can provide interest and attract potential customers and in doing so encourage them to provide personal details for further communications activity.</td>
</tr>
<tr>
<td>Add value</td>
<td>Can encourage sampling and repeat purchase behaviour by providing extra value (superior to competitors’ brands) and a reason to purchase.</td>
</tr>
<tr>
<td>Induce action</td>
<td>They can instil a sense of urgency among consumers to buy while a deal is available. They add excitement and interest at the point of purchase to the merchandising of mature and mundane products.</td>
</tr>
<tr>
<td>Preserve cash flow</td>
<td>Since sales promotion costs are incurred on a pay-as-you-go basis, they can spell survival for smaller, regional brands that cannot afford big advertising programmes.</td>
</tr>
<tr>
<td>Improve efficiency</td>
<td>Sales promotions allow manufacturers to use idle capacity and to adjust to demand and supply imbalances or softness in raw material prices and other input costs, while maintaining the same list prices.</td>
</tr>
<tr>
<td>Integration</td>
<td>Provide a means of linking together other tools of the promotional mix.</td>
</tr>
<tr>
<td>Assist segmentation</td>
<td>They allow manufacturers to price discriminate among consumer segments that vary in price sensitivity. Most manufacturers believe that a high-list, high-deal policy is more profitable than offering a single price to all consumers. A portion of sales promotion expenditures, therefore, consists of reduction in list prices that are set for the least price-sensitive segment of the market.</td>
</tr>
</tbody>
</table>

Table 3: Reasons to use sales promotion
Source: Chris Fill, 2002
3.1.4 Direct marketing

Direct marketing is an interactive system of marketing which uses one or more advertising media to effect a measurable response and/or transaction at any location. There are four key elements of direct marketing. First, direct marketing is described as being an interactive system, which means a two-way communication between marketer and customer. Secondly, direct marketing activity always gives the individuals, the target of the communications, an opportunity to respond. Thirdly, the communication can take place at any location. The contact can be made at anytime and anyplace where there is access to communications media. And finally all direct marketing activities are measurable. A response, or lack thereof, can be associated with the individual prospect (Roberts and Berger, 1999).

Maintaining customer loyalty, so a good relationship is important for all companies. It can cost five to ten times more to create a customer than it does to keep one. Direct marketing can help a lot in building the relationship. Most of the tools of the promotional mix address mass audiences. While there is direct contact with the costumers in direct marketing. Therefore direct marketing can be used perfectly to reach specific target audiences. Companies can choose who to reach (Stone and Jacobs, 2001).

The direct marketer is looking for a direct response, creating some a dialogue with the customer. The objectives are normally behaviours – for example, test drives, votes, contributions, and sales. However not all direct marketing seeks a behavioural response. Many organizations use direct marketing to build an image, maintain customer satisfaction, and inform and/or educate customers in an attempt to lead to future actions (Belch and Belch, 1998).

Direct mail and telemarketing are the main applications of direct marketing. Direct mail is the largest direct response media expenditure by far. Direct mail volumes have increased so that they account for nearly half of the overall letterbox. Telemarketing has its advantage that it provides direct interaction and immediate feedback (Fill, 2002).

The main reason for direct marketing is a strong long-term relationship. With new technologies such as the internet, direct marketing became an easy and cheap communication tool (Verhage, 2004).

3.1.5 Personal selling

Delivery of a specially designed message to a prospect by a seller, usually in the form of face-to-face communication, personal correspondence, or a personal telephone conversation. Unlike advertising, a personal sales message can be more specifically targeted to individual prospects and easily altered if the desired behaviour does not occur (Friedman, 2000).

Personal selling differentiate in the way of communication, it involves selling through a person-to-person communication process. It is a two-way communication process where the receiver of the message has the opportunity to give feedback. It can be seen as an active dialogue between buyer and seller, so the communication is for the consumer much more personal than in any of the other methods of communication (Belch and Belch, 1998).
Personal selling is the most expensive element of the communication mix. Personal selling is most effective at later stages of the hierarchy of effects or buying process, rather than the earlier stage of awareness building. The role of personal selling is representation (Floor & van Raaij, 2006).

There are several reasons to use personal selling (Floor & van Raaij, 2006):

- Small amount of buyers
- Small market
- High price of the product
- Long-term contract with the customer
- Change customers needs
- Further explanation of the product is needed
- Negotiations about the price are possible
- Good relationship

Personal selling cannot work effectively in isolation from the other elements in the promotional mix. It is with advertising that the strongest degree of integration with personal selling can be observed. Advertising is more effective at the initial stages of the response hierarchy, but at later stages of inducing trial and closing for the order are more appropriate for personal selling (Fill, 2002).

### 3.2 Sponsorship

Sponsorship is a business relationship between a provider of funds, resources or services and an individual, event or organisation which offers in return rights and association that may be used for commercial advantage in return for the sponsorship investment.¹

With sponsorship an organisation shows contribution to the local community with a view to being seen as participative, caring and more involved with local affairs. In a more commercial perspective, some organisations use sponsorship as a means of reaching wider target audiences.

Sponsorship can provide the following opportunities or the organisation (Fill, 2002):

- Exposure to particular audiences that each event attracts in order to convey simple awareness-based brand messages.
- To suggest to the target audiences that there is an association between the organisation and the sponsor and that by implication this association may be of interest and/of value.
- To allow members of the target audiences to perceive the sponsor indirectly through a third party and so diffuse any negative effects associated with traditional mass media and direct persuasion.
- Sponsorship provides sponsors with the opportunity to blend a variety of tools in the promotional mix and use resources more efficiently and arguably more effectively.

The primary reasons to do sponsorship are; build awareness, developing customer loyalty and improving the image of the brand or organisation. The second reasons are more contentious, but generally they can be seen to be attract new users, to support dealers and other intermediaries and to act as a form of staff motivation and morale building (Reed, 2004).

Generally, sponsorship plays a supporting or secondary role in the communication mix of many organisations and is not an important source of corporate information. There are different areas to

¹ [http://www.sponsorship.co.uk/in_sponsorship/in_sponsorship.htm](http://www.sponsorship.co.uk/in_sponsorship/in_sponsorship.htm)
Sponsorship can be cost effective in terms of reaching a particular audience. It gives access to very specific types of audiences that otherwise might be difficult to reach. Sponsorship can achieve many different objectives including: increased awareness; image enhancement, improved relationships with many different ‘publics’; increased sales, sampling and database building; creating a platform for new promotional material; beating advertising bans, etc. It also engages an audience in a relaxed atmosphere of goodwill.

But like some say that sponsorship is insidious and that it undermines artistic integrity. In areas such as health and education, some feel that the issues involved are too imported to be left to the whim of a corporation (Smith, 1993).

Sports sponsorship is probably one of the most famous sorts of sponsorship, and has the greatest degree in sports marketing. Sport is the leading type of sponsorship, mainly of the following reasons:

- Sport attract large audiences
- Sport provides a simplistic measure of segmentation
- Visibility opportunities for the sponsor are high in a number of sporting events because of the duration of each event.

The constant media attention enables the sponsors’ names to be showed to distant audiences. The difference between sport sponsorship and the other promotion mix elements is that sports marketing rely heavily on developing successful sponsorship programs. In fact, sponsorship programs are so prevalent in sports marketing that the field is sometimes defined in these terms (Shank, 2001).

Many organisations sponsor arts as a means of enhancing its corporate status and as a means of clarifying its name. Another important reason why organisations use the art is to establish and maintain favourable contact with key business people. Through related corporate hospitality, companies can reach substantial numbers of their targeted key people (Floor & van Raaij, 2006).

TV programmes can also be sponsored, the products will be used in the programme and messages will be send during the programme (Floor & van Raaij, 2006).

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**Table 4: Objectives for sponsor strategies**  
*Source: Floor & van Raaij, Marketingcommunicatiesstrategies, 2006, p 410*

<table>
<thead>
<tr>
<th>Objective</th>
<th>Social projects</th>
<th>Sports</th>
<th>Art</th>
<th>Medium</th>
<th>Education and science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand equity</td>
<td>++</td>
<td>++</td>
<td>+</td>
<td>++</td>
<td>++</td>
</tr>
<tr>
<td>Image</td>
<td>+</td>
<td>++</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>Relations</td>
<td>++</td>
<td>+</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>++</td>
<td>+</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specific audiences</td>
<td>+</td>
<td>++</td>
<td>+</td>
<td>++</td>
<td></td>
</tr>
<tr>
<td>Motivation of own employees</td>
<td>+</td>
<td>++</td>
<td>+</td>
<td>+</td>
<td></td>
</tr>
<tr>
<td>Capital gain</td>
<td>++</td>
<td>+</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Active citizenship</td>
<td>++</td>
<td>+</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Sponsorship may bring advantages if care is taken to invest in communications long before and during the event to communicate the meaning between the brand and the event, which will leverage gratitude from a grateful audience (Fill, 2002).

### 3.3 Exhibition, packaging and field marketing

The five major tools of the communications mix need supplementary activity for a message to be heard. Exhibitions are a significant part of b2b promotional work, packaging is vital to the fast-moving consumer goods sector as the majority of product decisions are made at the point of purchase while merchandising and supplementary activities are necessary to cut through the clutter of both b2bc and b2b messages (Fill, 2002).

#### 3.3.1 Exhibitions and trade shows

Exhibitions are shows of objects that people can go to see (Longman, 2005). Exhibitions fulfil a role for customers by enabling them to become familiar with new development, new products and leading-edge brands. In the b2b market exhibitions and trade shows are very often an integral and important component in the communications mix. An exhibition can be seen as a meeting of friends, customers, suppliers and competitors at the same time (Fill, 2002).

Exhibitions and shows can be of particular importance to the smaller business that may not have the resources to fund an expensive marketing communications programme. The exhibition can be used as cost effective means of building more ‘presence’ and reputation with the trade, and to generate potential leads. International exhibitions can be particularly valuable because they bring together participants from all over the world who might otherwise never meet, and can thus lead to export deals (Brassington and Pettitt, 2000).

The main aim in exhibitions and trade shows is to develop long-term partnership with customers, to build upon or develop the corporate identity and to gather up-to-date market intelligence.

The main reasons to attend in a trade fairs and exhibitions are that it enables organisations to meet (potential) customers, to take orders/make sales, to generate leads and gather market information (Fill, 2002).

#### 3.3.2 Packaging

Packaging is promotion via display, guaranteeing exposure to customers at the point of sale, in return for the cost of designing and producing the package (Baker, 2003).

The manner in which something, such as a proposal or product, or someone, such as a candidate or author, is presented to the public. Packaging can be combined with in-store media as a communication tool, which is also known as point-of-purchase media. Packaging has to make the product more interesting than the competitor’s product. Point-of-purchase media can help to create the awareness of the product in the store (Fill, 2002).

Packaging can be seen as a silent salesman by helping customers by bringing a particular brand to
their attention highlighting USPs, giving friendly tips on usage and, ultimately, helping them to break through the misery of choice created by the increasingly vast range of seemingly similar brands (Smith, 1993).

Packaging can grab and hold the consumer’s attention and involve them with the product. This means that packaging is actually adding value to the brand; this can be achieved through the combination of materials, shape, graphics and colour. It also can be used for advertising or other related products, announcing new products, presenting on-pack offers or distributing samples and gifts (Brassington & Pettitt, 2000).

### 3.3.3 Field marketing

Field marketing seeks to provide support for the sales force and merchandising personnel along with data collection and research facilities for clients. The key to field marketing is the flexibility of services provided to clients. Sales forces can be hired on short-term contracts and promotional teams can be contracted to launch new products, provide samples and undertake a range of other activities (Fill, 2002).

A large number of organisations choose to have their own sales force, but of these many use the services of manufacturer’s agents to supplement their activities. A number of pharmaceutical manufacturers use independent sales forces to supplement the activities of their own sales team (Fill, 2002).

Field marketing is a response to market needs and is a developments practitioners have pioneered to fulfil a range of customer need that presumably had not been adequately satisfied (Chris Fill, 2002).

The core activities and its essential features in field marketing are explained in the table below. (Mc Luhan, 2000).

<table>
<thead>
<tr>
<th>Core activities</th>
<th>Essential features</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>Provides sales force personnel on either a temporary or a permanent basis. This is for business to business and direct to the public.</td>
</tr>
<tr>
<td>Merchandising</td>
<td>Generates awareness and brand visibility through point-of-purchase placement, in-store staff training, product displays and leaflets.</td>
</tr>
<tr>
<td>Sampling</td>
<td>Mainly to the public at shopping centres and station concourses but also for business-to-business purposes.</td>
</tr>
<tr>
<td>Auditing</td>
<td>Used for checking stock availability, pricing and positioning.</td>
</tr>
<tr>
<td>Mystery shopping</td>
<td>Provides feedback on the level and quality of service provided by retail staff and the promotion of special offers.</td>
</tr>
<tr>
<td>Event marketing</td>
<td>Used to create drama and to focus attention at sports events, open air concerts and festivals. Essentially theatrical or entertainment based.</td>
</tr>
<tr>
<td>Door to door (home calls)</td>
<td>A form of selling where relatively uncomplex products and services can be sold through home visits.</td>
</tr>
</tbody>
</table>

Table 5: Core activities and essential features of field marketing
Source: Mc Luhan, 2000
3.4 Description of law in Belgium

3.4.1 Promotion in general

It is prohibited to promote a non-registered drug.

Promotion of a drug should include the same information as the information that is shown in the information leaflet and with the elements that were accepted in the dossier of the drug registration.

Promotion of a drug:
- Has to be controllable
- Has to promote the sensible use of the drug, by showing the correct information without exaggerating the characteristics
- Must not be misleading

It is prohibited to promote drugs:
- With the help of or on airplanes, with ships or on billboards
- With illuminated signs
- By a word of mouth recommendation in public via telephone, fax, electronic mail or mail
- In magazines for children
- With merchandising or sales promotion in public
- With cards able to tear out in public
- With flyers in publications
- In informatics programs

3.4.2 Advertisement

Advertisements are prohibited for:
- Drugs you only can get on a prescription
- Drugs that have elementarily components that anesthetize

The advertisement is prohibited if the advertisement has an element:
- That says that a medical research or surgical intervention is unnecessary
- Does not show that the use of the medicine leads to side effects, or says that the medicine is better than or equal to another one
- That says that the medicine improves the normal health of a human by the use of the medicine
- That says that it will make the normal good health worse if you don’t take the medicine
- That tries to contact children
- That connects the product to famous or scientific people in the message
- That equalizes the result of the medicine to food, cosmetic products or other consumption goods
- That says that the effect or safety of the drug is coming from a natural product
- That gives a description which may lead to a wrong diagnose
- That shows cured people wrongly in a deterrent or deceived way
• That shows the effect of the drugs on the human body wrongly in a deterrent or deceived way
• That uses pictures or drawings that changes the information of the message, or that will change the motivation why to use the drug
• That says that the drug is registered

The advertisement has to:
• make clear that the product is a drug
• include the following aspects in their message
  a) 1. The name of the drug and the general name of the drug
  2. The facts that are indispensable for a good way of using the drug
  3. The statement: ‘‘dit is een geneesmiddel, geen langdurig gebruik zonder geneeskundig advies’’ (this is a drug, no long-term use without a medical advise)

Every notation has to be shown in easy readable letters
b) In easy readable letters:
   - A request to the costumer to read the instructions in the manual and on the package
   - The name of the registration
   - The visa number

3.4.3 Visa for promotion and knowledge providing

An advertisement is allowed when it is accepted and got a visa by the minister. The visa with its number has to be shown in every advertisement with the help of radio or television. An advertisement without a visa has to be send to the minister at least 30 days before the broadcasting. If the minister doesn’t react, it is allowed to broadcast the advertisement.
A visa is valid for 2 years. The visa has not the goal to warrant the properties and results of the drug. The advertisement should not be made for a request of a visa. The request to a visa is directed to the minister by the registration keeper. The request has to be sent by post to the General Pharmaceutical Inspection.
This letter has to include the following parts:
• A prove of registration
• A model of the packaging
• The plan of the advertisement
• The planned media
• The elements that are essential for the control of the drugs

In 20 days after the dossier is received the commission will give an advice and send this advice to the minister who will make a decision in 45 days. If the minister does not make a decision in this time the advertisement can be send.
Every request for a visa will cost you €1240, - , a two-years renewing of this visa will cost €620, - and the second renewing will cost €124, - .
If the drug gets unregistered, a prohibition or a ban, it will also loose its visa.
3.4.4 Personal selling/Direct marketing

Communication to someone who can prescribe the drugs to the customer. In this communication the following aspects has to be said:

- the name of the drug, qualitative and quantitative structure of the active elements just as its pharmaceutical form
- all the elements of the rubric indications, posology, contra-indications and side-effects that are in the scientific instruction manual
- the name of the keeper of the registration just as the number of the registration of the drug
- the classification of the drug with relation to the delivery
- the date of the documentation of the drug

The message should be correct, up-to-date, and able for verification and complete enough for the receiver to get an image of the drug and to know the working of the drug. Quotes, tables, graphs and other illustrations that are obtained out of scientific research or medical magazines need to have an exact stated reference. The original information should be obtainable for the professional who is asking for it.

Scientific studies and education defused by audiovisual tools, with the aim to increase the sales of the drug, are prohibited to promote the drugs in any way.

The ones who are sending the message by a visit to the doctors or other people who are able to give prescriptions to the customer, needs to be educated and have enough scientific knowledge to be able to provide a accurate and complete message. They have to provide the instructions on every visit for every drug. If other information than in the instructions is said during the talk, it has to be accepted in the registration and put together in a dossier. This dossier should be able for the general pharmaceutical inspection. Especially the unlikable side-effects need to be said.

On the moment of communication, with the aim to sell, the senders of the message are not allowed to be too hospitable. The communication should be addressed to professors in the health sector only. The professors working in the health sector are not allowed to accepted products promoted against the rules said in this paragraph.

3.4.5 The one responsible for the communication

The keeper of the registration needs to have the permission of a person recognized by the minister for the communication. The one responsible for the communication has to be registered on a list made and controlled by the minister. His name should be send in a letter to the General Pharmaceutical inspection.

Only people with a degree for a pharmacist or doctor can be responsible for the communication. They have to prove that they have at least 1 year experience in pharmaceutical informing by signing a testimony. This testimony needs to be send to the one who was supervising this person during this year(s) of experience. Vets can be responsible for the communication if they can prove that they have experience of at least 5 years in medication for the human body.

The function of the one responsible is incompatible with the owner of a pharmaceutical firm.

The request to be registered on the list of responsible for communication is directed to the Minister enclosed with the needed proves. The list of registered people is submitted every year in the Belgisch Staatsblad.
The keeper of the registration:
- keeps a sample of every promotion message that the firm send, and notices the receivers, the media and the date of the first sending, able for the ones who are supervising the promotions
- makes sure that the communication process is by the rules
- checks if the communicators have the right acquirements
- gives the supervisors access to the information they need
- checks the decisions made by the minister and take this into account

3.4.6 Summary

- **Advertising**
  Advertising is possible in the pharmaceutical industry, but it deals with a lot of rules. For some drugs it is impossible to promote it with advertising and the ways to promote are limited for all other drugs. It will take more time to have an advertisement in the pharmaceutical industry than in the normal business because the advertisement has to be accepted by a minister before it can be launched.

- **Sales promotion**
  Sales promotion in the pharmaceutical industry is prohibited in public. Making promotion about the price is prohibited in the whole industry.

- **Direct marketing**
  Direct marketing can only be done to people that are part of the business. It is people with a medical background. It can be a useful marketing tool to reach the ones that give the prescriptions to the customers. The sender of the message has to take into account a lot of rules.

- **Public relations**
  Public relations is allowed, but the ones who brings the message have to do this by the rules as well. It is not that easy to have reach your audience with public relations because it will take a lot of effort for the one who is sending the message.

- **Personal selling**
  Personal selling is allowed in the pharmaceutical industry, but the one who is sending the message has to have a lot of acquirements. He has to be educated and have experience. They cannot promote the product in the normal way, they have limited options because of the rules. They can only say correct information.

- **Sponsorship**
  Sponsorship can be done in the pharmaceutical industry by sponsoring events that are related to this industry.
4 Empirical part

The empirical part at first presents the chosen company, their history and mission. After it explains via the company's answers gathered from an interview questionnaires how the communications tools are working in the practice.

4.1 Description of Janssen-Cilag

Janssen-Cilag develops and markets innovative, high-quality pharmaceutical products and services aimed at improving quality of life for people with medical needs across the world. They have products in many therapeutic domains like pain, psychiatry, neurology, gastric and fungal diseases and so on. (www.janssen-cilag.com)

4.1.1 History

Janssen-Cilag was born after the merged of two companies, the Belgian Janssen-Pharmaceutica and the Swiss Cilag. Janssen Pharmaceutica was established in 1953 in Belgium by Dr Paul Janssen and Cilag (Chemical Industry Laboratory AG) was created in 1936 by Dr Bernhard Joos in Switzerland. Those two companies joined to Johnson & Johnson, in 1961 and 1959 so they became part of the world’s second pharmaceutical group. This initiated an international expansion that has resulted in the establishment of the companies in virtually all countries of the world. The two companies merged their sales and marketing activities to form Janssen-Cilag in 1994. Later the two research organizations merged into Johnson & Johnson Pharmaceutical Research & Development (J&JPRD) (www.janssen-cilag.com)

In 1953, Dr Paul Janssen created his own R&D laboratory in Beerse. After 50 years, the laboratory has developed and marketed 75 chemical components. Dr Paul Janssen spent his whole life developing with success drugs. He also knew that he needed qualified people around him to have the resources success. Taking the good people to work with and join Johnson & Johnson were the best decisions for the growth of the company. The history of Janssen-Cilag began 74 years ago in a small laboratory in Belgium and nowadays more than 20000 employees are working to the company in 45 different countries worldwide.(www.janssen-cilag.com)

4.1.2 Mission- Credo

For more than 60 years, a simple, one-page document – Our Credo – has guided their actions in fulfilling their responsibilities to their customers, their employees, the community and their stockholders, as evidenced in the first line of the company's mission statement:
“We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly strive to reduce our costs in order to maintain reasonable prices. Customers' orders must be serviced promptly and accurately. Our suppliers and distributors must have an opportunity to make a fair profit.”

4.2 Empirical data

This analysis is based on an interview with the product manager of Janssen-Cilag, Lieven van Vijnckt, who has been working since 1999 in the pharmaceutical industry. He has been working for Janssen-Cilag for 9 years. The interview is done by e-mail and telephone. The phone call was made on the 14th of April and the e-mail was sent later that day. With this interview, the Belgium law, and the theory, a good analysis about the communication possibilities can be written. The information obtained with the interview will be written in different subparagraphs just like it is been done in the interview. Quotations are used and stated with italics letters.

4.2.1 Major changes in the market which influence the way to communicate

As been said in the introduction a major setback in the market is the loss of patents in generic products. After 20 years a drug is losing its patent and other companies can copy it. When other companies join the market there will be more competition which leads to lower prices. The lower prices are likely for the government. The reason is that if they cost less to the patients, they cost less to the health insurance, the government. A company like Janssen-Cilag, who does not sell generic products, is forced to lower prices of their products when losing a patent.

Another major change in the market is the influence of other players in the market. The market presents three principal actors; the patients, doctors and pharmacists. Communication used to be concentrated on the doctors, nearly hundred percent of the communication was going to them. Nowadays much more parties get involved in the communication. “The doctors do not have 100 percent of the power anymore.” Patients are better informed thanks to the Internet. This forces pharmaceutical companies to spend attention to the patient in their communication. Another factor is that the pharmacists are better educated, and the patients can obtain information from the pharmacists, which means that they can advise which product would be the best for the patient. The government wants more generics and also some other organisms like the hospital pharmacists, light ill patient, the specialists, and the politics also interfere. “We have to take into account that everybody can get information about the products, so we have to spend time on them, also in our communication strategy.”

This all decreased the power of the doctor in the communication strategies. Because of the increase

in actors, more time should be spent on the communication nowadays. It is not only the doctor anymore who decides which product is the best for the customer.

New technologies had also created a major change in the communication strategies. Much more information is available for everyone thanks to the Internet. Patients can communicate easier together about their experiences with products and companies have new possibilities in communicating.

The marketing tool CRM changed the way marketing to the doctors is done. The relationship with the client is totally different. “The patient is getting more and more important; they have influence on the doctors and pharmacists as well nowadays.” The representatives also have to adapt tools like Blackberry, PDA in their communication.

### 4.2.2 The use of advertising

The advertising of drugs differentiates in the sort of drugs. There are drugs you can get without a prescription, OTC products, and products you only can get with a prescription of a doctor, non-OTC products. There are clear rules for the advertising of drugs in the law. The advertising of non-OTC products differs a lot from the normal way of advertising. Even the name of the product cannot be shown in any kind of way to the patient by the company. “The law limits the way we want to do advertising, we have to spend a lot of time to create a good advertisement.” “The message has to include so many things that it is hard to make a clear, simple advertisement that is easy to understand and also attractive for the people.” Janssen-Cilag is using advertising, and they have to use this more nowadays to inform all the players in the market. Advertising is a good way to inform the other players in the market. Advertising is also not well received by the doctors; commercialized products get a bad name by the doctors. Advertising can only be used for OTC products, deliverable without prescription and under certain rules as written in the law.

### 4.2.3 The use of sales promotion

The Sales Promotion techniques that can be used in the pharmaceutical industry are sponsoring, samples, folders but of course coupons, special offers and so on are forbidden. “Sales promotion by giving a reduction of the price doesn’t exist.” So sales promotion is possible in the pharmaceutical industry, but it depends on which means of sales promotion you use. Technically the pharmaceutical companies do not sell directly to the client, the end-user of the product and he buys it under certain condition depending if the product is OTC or non-OTC. The promotion by giving a reduction on the price doesn’t exist. But Sales Promotion is by definition made to increase the sales on a short term basis which is nearly impossible for the non-OTC products. “The doctors mostly don’t care about the price of the product, they don’t buy the products and the patients can get their money back from the insurance companies.” “So making a price more attractive should not even work for doctors.” If the normal role of sales promotion is to increase the dealer’s effectiveness, Janssen-Cilag can increase the doctors’ prescriptions, the pharmacists with them, even if the doctors and pharmacists
cannot be considered as dealers. But informing and promote the products is trying to increase the sales in an indirect way.

### 4.2.4 The use of direct marketing

Direct marketing should be considered as the main canal of communication. The representatives of the companies communicate directly to doctors and specialists. In the direct marketing the representative present the product more by informing than by promoting. They do this because doctors are not commercial people. “Doctors are well educated people that understand the whole industry, so they are interested in the details of the products, not in a nice and funny promotion.” Doctors deal with the health problem and thus do not expect the pharmaceutical company to be too commercial either. The message sent in direct marketing must be personal they will not take you serious otherwise. Because of this personal direct marketing, the direct marketing in the pharmaceutical industry can be linked to personal selling in some ways.

### 4.2.5 The use of personal selling

To communicate to the doctors and specialists, medical delegates called representatives are used. They are mostly the direct link between the doctors and the companies. For Belgium, around hundred representatives per company go around and make calls and visits. They also meet pharmacists, patients, etc. “In these calls they present the products, give advices, medical information and promotional materials.” On the visits the representative can only talk for only 5-15 minutes, the doctors don’t have a lot of time. The reps’ job is a lot of waiting to have in the end a short conversation with the doctors.

According to the law, the representatives need to have a lot of acquirements. Representatives have to possess a perfect knowledge about the product they represent. Janssen-Cilag has training programmes for the representatives in every product line, every product has different effects and way of working. The role of the representatives is to give a better visibility to the company. They meet the doctors and listen to them, so it is a two way communication.

### 4.2.6 The use of public relation

The highest level of Janssen-Cilag’s management spends time communicating with the politics. Politicians make decisions influencing the whole market. This makes contact with them really important, so that they can make those decisions knowing about every aspect of the problem.

In a second time, the image of the company is very essential. The image is so essential because drugs are not really commercial products. Sales of the products depending a lot on the company’s image in this case.

### 4.2.7 Most important marketing tools

Most of the time in the communication strategies of Janssen-Cilag is spent on Medical Education,
sales promotion and advertising. Medical education is very important, it is not only the law that forces the companies to train their employees, also the doctors who do not like commercialized products have their influence. To sell the products to the doctors, the representatives should be able to tell everything they want to know about the product.

Another tool that Janssen-Cilag uses is advertising; they mostly use it to reach the other players in the market besides the doctors like the patients for instance. The advertising is accepted under certain condition and for certain types of products. Like in other business advertising costs a lot. With all the rules that limit the possibilities in advertising and develop imagination

4.2.8 The use of sponsorship

The law says that doctors and specialists need accreditation credits in Belgium. They must follow trainings and educations to be updated with what is going on in the health care market. These courses are regionalised and cover every kind of medical subjects. Every region/cluster has a president who has to create these events, by setting the date for the trainings for instance.

Janssen-Cilag is sponsoring those kinds of trainings (events) by providing logistic help like premises, foods and drinks, presentation materials and the spokesman. Janssen-Cilag also takes care of the invitations. “It can be said that we sponsor the whole event.” The representatives take care of this and sometimes they have the right to speak as well. The representatives are on “the events” with the Janssen-Cilag promotional materials; like folders, posters, pens and so on. All those activities can only be done under strict rules that are written in the law. Sponsoring complete trips are not allowed for instance.

4.2.9 Biggest communication challenge

There should not be a biggest challenge in communication. All the ways of communication should be considered. So there is no particular communication tool that can be seen as a big challenge. But the pharmaceutical companies should be able to handle with all the actors in the market. In the past 60 years the communication in the pharmaceutical industry did not change that much, but 5 to 10 years ago, the communication faced drastic changes. All pharmaceutical companies should understand the big change. But the big change is brought by many other factors than the communication itself.

4.2.10 Internet

Because personal contact is preferred by the doctors and the doctors do not like the commercialized products, Internet cannot be considered as a main channel of communication. The doctors are not ready for a major use of the Internet yet. However Janssen-Cilag provides information on-line as well nowadays. “We try to tries to make websites as good as possible for all actors in the market, patients, physicians, and pharmacists.”

E-mails are mostly seen as spam but Janssen-Cilag tries to make e-mails as personal as possible, which takes more time.

The Internet is not only used for informing doctors and specialists. Some websites are created for
the patients. The law says that no drug name can be exposed on the websites to the eyes of non-professionals. So patients are unable to see a drug name on the websites. The websites are a presentation of the company.

There are also other websites, not built by Janssen-Cilag but supported by the company, that do not promote drugs. These websites are focused on informing the patients by describing the disease. They are not created by Janssen-Cilag but some are developed intern.

The websites informing patients about diseases are really important for the company. They are so important because more than 90% of the people looking for medical information go first on a search engine like Google, and 70% of the Internet users evaluate the Internet information as reliable. Informing customers can also lead to an advice to see the doctor, it can be seen as ‘push’ him to go to a doctor in some cases which increases the sales of the pharmaceutical companies. The return of investment of those websites has been proved to be really interesting. This can be considered as direct to customer advertising.

### 4.2.11 Language difficulties

Language can be a problem in Belgium because Belgium does not have just one official language that everyone speaks. ‘‘We have to do everything twice; the communication has to be in Dutch and in French.’’. Promotion and explanation of the drugs has to be done in two languages.

The language skills of the people in Belgium must be bigger than in any other countries. Most employees must speak French, Dutch and English. The representatives that are working in Brussel for example must be able to switch the language as soon as they visit another doctor speaking one of the two languages.
5. Analysis

The aim of this chapter is to analyse the work and give answer of the question. The research question is:

- What communication tools are possible to use in the pharmaceutical industry?

This chapter compares and conflicts the theatrical part with the empirical part to see the different between theory and practice.

5.1 Promotion in general

Marketing communication is normally the communication between buyer and seller. (Vosmer, 2006) In the pharmaceutical industry more parties get involved in the marketing communication. The government plays an important role with the rules in the law. They limit the ways of communication for the pharmaceutical companies. The main actors in the market are the patients, pharmacists and doctors. The doctor and pharmacists can advise products as well, so the other parties are the sellers in this case. The marketing communication should involve all parties. It can be seen as indirect communication between buyer and seller if the communication goes through the other parties.

The marketing communication in the medical industry used to be focused on the doctors who advise and prescribe the products. The doctor was “the only one” that had knowledge about drugs. Nowadays all parties have knowledge about drugs or can get knowledge about the drugs. Pharmacists have more knowledge than before, so patients can also get a good presentation of the drugs by the pharmacists. This big change forced the pharmaceutical companies to expand their marketing communication to get all parties involved.

Internet played a big role in big change in communication. While the doctors are not using Internet that much, patients (end-users of the products) are using Internet a lot. Nowadays everyone can look on the Internet to look for information and diseases. This makes the patients knowing more about products. There are pages created for the patients only, where they can get advices what to do and look if they have to meet a doctor. The law says that no drug name can be exposed on the websites to the eyes of non-professionals.

The law has some special rules for promoting drugs in general. First of all the promotion has to be controllable, it has to promote the sensible use of the drug, and it must not be misleading. Besides this it is prohibited to promote drugs in some ways which can be read in the law part of the theory.

5.2 Advertising

Advertising is attempting to influence the buying behaviour of your customers or clients by providing a persuasive selling message about your products and/or services (Ward, 2008). The law limits the message that can be send in the advertisement. Advertising can be used by pharmaceutical companies for the promotion of some drugs, but not all drugs in public. There is a big difference in
the promotion for drugs you can get without a prescription (OTC products) and the drugs you only can get with a prescription (non-OTC products) of a doctor or specialist. The law says that it is prohibited to promote the non-OTC products by advertising in public. It is possible to use public advertising for OTC products but only under a lot of strict rules.

Normal advertising has three main functions; an informing function, a persuasive function, and a reminder function (Lee & Johnson, 1999). But for a lot more information needs to be said in the message in advertising a drug. This can make the advertisement more complicated. The main goal of advertising; to communicate with specific audiences, to build or maintain awareness of a product or an organisation. (Fill, 2002) is the same for the pharmaceutical industry.

Pharmaceutical companies should be careful with promoting their OTC products by advertising, because doctors do not like commercialized products. The advertising may lead to an increase of sales, but doctors may stop with advising the product. Janssen-Cilag is using advertising. It is mainly used to reach the other players in the market. With the advertisements they provide knowledge to the other players who influence the doctors as well.

The companies have to take into account that all ways of promotion in Belgium has to be done in the two languages; French and Dutch. Packaging, advertisements, direct marketing, on-to-one communication, etc. everything has include both languages or the market has to be segmented. This will cost more time and money.

### 5.3 Sales promotion

Sales promotion are the activities, materials, devices, and techniques used to supplement the advertising and marketing efforts and help coordinate the advertising with the personal selling effort (Friedman, 2000). The law says that it is prohibited to do sales promotion to the public. The public use of sales promotion is forbidden but sales promotion can be used to reach people in the health sector.

Sales promotion is generally broken into two major categories: consumer-oriented and trade-oriented activities (Belch and Belch, 1998). The consumer-oriented activities can simply not be used in the drug industry, because the sales promotion cannot be used to reach the patients. But this way of sales promotion can be used to the doctors. The trade-oriented activities can not be used either in the way that it is described because trade-oriented sales promotion is more focussed on price cuts which is not allowed.

Sales promotion in the drug industry has other characteristics than the normal sales promotion. It is not possible to use sales promotion with advertising, you cannot promote the drugs with a better price quality ratio. Sales promotion in the pharmaceutical industry is also not aimed to reach the end-user, the customer. The price should not be a big deal in the drug industry, because the doctors do not use the products and the people can get most of the money back from the insurance companies. If you have a disease you want to be cured as good as possible.

The ways how Janssen-Cilag is using sales promotion in their communication plan are; samples and folders, which are examples of consumer-oriented sales promotion (Belch and Belch, 1998). This can be done on, on the pharmaceutical sponsored events for people that work in the pharmaceutical
industry. So these tools are not used for everyone, and the promotion is done for the company and not the products.

Sales promotion is by definition used to increase sales in the short run (Floor & van Raaij, 2006). To do this, price cuts are used a lot which, is impossible in the pharmaceutical industry. So the purpose of increasing sales in the short run is hard for medical products, especially for the non-OTC products.

Doctors and specialists are not a big fan of commercialised products, so if it was possible to promote the drugs with lower prices and so on it might not have the expected result. Doctors and specialists want to have information about the product, not a commercial message. Getting known as a brand is the most important thing what can be reached with sales promotion.

5.4 Direct marketing

Direct marketing is an interactive system of marketing which uses one or more advertising media to affect a measurable response and/or transaction at any location. It is a way to reach individuals and give them the opportunity to respond (Roberts and Berger, 1999). The law says that direct marketing only can be used to people that take part of the pharmaceutical business, like doctors and specialists. The message has to include a lot of information to make it legal, by following the rules that are stated in the law, to use direct marketing as a marketing communication tool.

For Janssen-Cilag, direct marketing is seen as a main canal of communication, because it is so hard to use advertising with the many restrictions and it is easy to reach a specific target audience (Floor & van Raaij, 2006). Reaching specific audiences is very important in the pharmaceutical industry. Much information about the drugs can only be read by professionals. So direct marketing is perfect to let only professionals know about the product.

Janssen-Cilag is using direct marketing more by informing than by promoting. They do this because doctors are not commercial people. Doctors deal with the health problem so they are looking for the information about the products, not for a good deal. The job for the doctor is to help the people, not to make high profits.

Direct mails are often interpreted as spam so companies should try to make them as personal as possible. Normal direct marketing is used for reaching mass audiences, (Floor & van Raaij, 2006) but for the pharmaceutical companies it is more used in a personal way. This makes the message trustful for the reader.

Just like in other businesses direct marketing is used for building a long-term relationship (Floor & van Raaij, 2006). Internet made direct marketing easy and cheap (Verhage 2004), but the companies in the pharmaceutical industry have to take in to account that the message that they send has to be personal. So direct marketing in the pharmaceutical business is more linked to personal selling than in other businesses.
5.5 Personal selling

Delivery of a specially designed message to a prospect by a seller, usually in the form of face-to-face communication, personal correspondence, or a personal telephone conversation (Friedman, 2000). The law prohibits pharmaceutical companies to use personal selling to the public. However personal selling can be very useful in the pharmaceutical industry, because with personal selling specific audiences can be reached easily.

For Janssen-Cilag, personal selling is together with direct marketing the main canal of communication. Personal contact is important in the pharmaceutical industry, with the doctors and specialists who do not like commercialized products. With personal selling, the companies have a perfect opportunity to get in contact with their target audience. In the communication the target audience can give feedback, so the target audience will get informed perfectly which is important for them (Belch and Belch, 1998). Personal selling fits perfect in the pharmaceutical industry because of the further information that is needed and the good relationship, which are two of the main reasons to use personal selling.

Not everybody can do the personal selling in the pharmaceutical industry. To communicate to the specialists and doctors, medical delegates called representatives are used. These representatives have to have a certain amount of knowledge and experience in the medical industry before they can be a representative. They need to have these acquirements, because the medical products are very complicated. Doctors and specialists have also a lot of knowledge, so to make the message attractive for them the message should include everything that is wanted. The acquirements for the representatives are written in the law which is stated in the theory.

The representatives are mostly the direct link between the company and the doctors. Pharmaceutical companies in Belgium make use of around 100 representatives per company. They make use of all the personal selling possibilities, so they make calls and go on visits all around the country. They visit all stakeholders, so next to the doctors the patients, pharmacists, etc. will also be visited. In Janssen-Cilag representatives makes around 7 calls/visits a day. These calls/visits can take a lot of time because of the waiting time to see a doctor. The calls only take 5 to 15 minutes, because the doctors don’t have so much time.

To educate the representatives, companies use training programs. Here the people get all the knowledge about the drug. Of course some drugs are more complicated than the others so every drug has its training program. The non-OTC products are more complicated than the OTC products, so representatives for the non-OTC products should have more knowledge. Most of the representatives have first another position in the company before they become a representative.

Although those training programs and two-way communication cost a lot of money, the effectiveness is incredible (Belch and Belch, 1998). The communication in the pharmaceutical companies is more based on giving information than creating awareness. The way of communication is perfect for the main target audience. They get all the knowledge they want without a too commercialized talk.

The theory says that personal selling cannot work effectively in isolation from the other elements in the promotional mix. Normally advertising has a good effect when it is used with personal selling.
(Fill, 2002). This is not totally truth for the pharmaceutical industry where informing is liked and commercialized products are disliked.

Representatives in Belgium have to be able to switch in languages, especially in the areas where Dutch and French are mixed. The representatives has to speak in the language of the receiver, the receiver will have a dislike with the company otherwise. With all the complicated information that has to be said in the communication about the drugs, the representatives have to speak the both languages fluently.

5.6 Public relation

Public relations is a communication function of management through which organizations adapt to, alter, or maintain their environment for the purpose of achieving organizational goals. Public relations practitioners communicate in order to assist organizations. Public relations activities include helping the public to understand the company and its products (Spicer, 1997).

Public relations can be very useful in the pharmaceutical industry. The image of the company, that public relations create, (Spicer, 1997) is very important for the pharmaceutical companies. All companies rely on their image because the doctors have a dislike for commercialized products. Doctors want to prescribe the best products to help their clients as good as possible. They are prescribing the products based on information, not on a good commercial.

Regulations stated in the law decrease the marketing communication possibilities a lot. To be up-to-date with the rules much time is spend on communication with the politics. The politics make decisions that influence the whole market. Contact with the politics make the politics know, when making decisions, every aspect of the problems. The politics need to know the view of the pharmaceutical companies.

5.7 Sponsorship

With sponsorship an organisation shows contribution to the local community with a view to being seen as participative, caring and more involved with local affairs. In a more commercial perspective, some organisations use sponsorship as a means of reaching wider target audiences (Fill, 2002). It is hard to expand the target audiences because the target audience is already limited by the rules stated in the law. This makes the use of sponsorship less commercial. Of course pharmaceutical companies can sponsor events, but the publicity they can get, which is a main goal (Reed, 2004), it is limited. Companies can get more publicity with the sponsorship within the health sector.

Doctors and specialists need to be educated and be trained to be updated with the developments in the health care market. Janssen-Cilag is sponsoring those training by providing a place, beverages, promotion materials and the spokesman. The help they provide with this kind of sponsorship can be defined as logistic help. The representatives take care of those events and sometimes have the right to speak. Sponsorship in this way can also be linked to personal selling because the spokesman can be a
representative of the company. The company is informing just like representatives normally do.

All opportunities that sponsorship can provide can also appear in the pharmaceutical industry. The primary reasons to do sponsorship; build awareness, developing customer loyalty and improving the image of the brand are also the main reasons in the pharmaceutical industry (Reed, 2004).
6. Conclusion and Recommendation

The final chapter conclude our work as a short summary with confirming the answer of the research question. At the end of the chapter we will give a short recommendation what we would do in a better way.

All marketing communication tools can be used, but some tools are more useful in the pharmaceutical industry than others. The public use of all marketing tools is limited. Out of the five main communication tools, advertising and public relations can be used to reach the patients. For the drugs in general none of the marketing communication tools can be used in the way that it is used normally. The law makes it hard to communicate with the audiences.

Advertising is allowed and is used in the pharmaceutical industry. The message that is sent in the public advertisement should include much more information than in normal advertising. The message that is sent is because of the rules more an informing message than a selling message. The advertising of the drugs you can get without a prescription can be very useful to reach the other actors of the markets, especially the patients. However, too much advertising can influence the image of the company to the doctors.

Sales promotion is not a usual marketing communication tool in the pharmaceutical industry. The main reason for this is the law that reduces the possibilities. The trade-oriented sales promotion is impossible, creating a better price-quality ratio is not allowed. Sales promotion can only be used in some way on events where only people out of the medical sector come. Here samples and folders can be used to promote the drugs more.

Direct marketing is an important marketing communication tool in the pharmaceutical industry. Companies are forced to reach specific audiences only, which makes direct marketing a good way for the promotion. Therefore direct marketing is one of the most important and useful marketing communication tools for Janssen-Cilag.

Personal selling is even a better way of promoting a drug than direct marketing. This is because the audience needs a lot of information. With personal selling, specific audiences can be reached and they can get perfectly informed. Personal selling is not only expensive because of the normal reasons, it is also expensive because the ones who are doing the personal selling need to have some requirements. They need to be trained and educated before they are allowed to do personal selling.

Public relations is an important and useful marketing communication tool in the pharmaceutical industry. As doctors are no commercial people, the image of the company is essential. Public relations is also the only way to have influence on the law and getting known about the law.

Sponsorship can be done in the medical industry for the medical industry. This can be useful because companies can reach bigger audiences at once. The sponsoring of the education about the drugs can be very useful in creating more sales.

The big difference in the normal marketing communication is that the primary target audience, the doctors, are no commercial people. This makes the communication between indirect buyer and
seller more an informing communication.

The use of Internet is far behind in the pharmaceutical industry compared to other normal markets. Doctors and specialists are not using the Internet a lot and feel that the information they get on the Internet is less good than the normal information. But the end-consumer the patient is using Internet a lot so they get more information. Pharmaceutical companies should include the customer more in their marketing communication these days.

Pharmaceutical companies should try to make the doctors use the Internet more. Internet can be used perfectly for the informing about the products, which is what they want. Doctors should be pushed to go on websites of the companies where only doctors can go. All information should be available here and there should be space for any question.
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Appendix

INTERVIEW

Dear Lieven Van Vijnckt,

We are writing a dissertation about the ways to communicate/promote in the pharmaceutical industry. We would like to add an interview in our report to see how companies are dealing with the limited ways communication in the pharmaceutical. Therefore we would like to ask you a couple of questions. It would be a great help if you could answer our questions giving as many details as possible.

At first we would like to ask you some personal questions which are needed for the validity of the interview.

1. How long are you working at Janssen-Cilag?

2. When did you start working in the pharmaceutical industry?

3. What is your current position in the company?

Now we will ask some questions that are relevant for the analysis of our report, we base our analysis on the theory of the five communication tools: Sales promotion, direct marketing, advertisement, public relations, and sponsorship

1. What are the changes that arise in the past few years when we talk about communication in the pharmaceutical industry?

2. Do you use advertising as a communication strategy? If yes, how do you use and which media do you use?

3. Is it possible to use sales promotion and if yes do you make use of it?

4. Do you make use of direct marketing, and how do you do this? Do you only contact doctors and other professionals in the medical industries, or do you reach a broader audience?
5. Do you make use of personal selling? How do you make use of this? And how many qualified representatives do you have at the company for the Belgian market? Do you have a training/education programme for your reps?

6. Do you make use of public relations? Is public relations common in the pharmaceutical industry because of all the communication rules?

7. On which of the five tools do you spend the most time on? On which the most money? And which tool has the best return on investment?

8. Do you sponsor events? If yes, could you define them?

9. What is the biggest communication challenge in Belgium these days?

10. How is the relation with the government, how would you describe the communication to the government?

11. How do you make use of the Internet? And how did the pharmaceutical industry change because of the Internet? Do you think that the amount of Internet communication will increase in the future?

12. Do the 2 languages (Dutch and French) in Belgium make the communication more complicated and if yes in what way?

Thank you very much for your help,
Yours sincerely,
Brigitta Skara and Jens Beune