



Millions of Reasons - One Purpose - Repositioning Prime Therapeutics

Weber Shandwick and Larsen Design and Prime Therapeutics LLC, Jan 1, 2013

Summary: 2013 Silver Anvil Award Winner — Internal Communications — Business (Fewer Than 10,000 Employees)

In an effort to define and differentiate itself in the pharmacy benefit management space, Prime Therapeutics, along with its public relations agency, Weber Shandwick, and branding and design agency, Larsen, developed a new reputation platform. After extensive research and planning, Prime rolled out a new purpose statement, “To help people get the medicine they need to feel better and live well,” to all employees and members. Post-launch survey results revealed 96 percent of employees believed the new purpose statement was relevant, 94 percent found it to be believable and 91 percent believed it had a positive influence on their work.

Internal communications includes programs targeted specifically to special publics directly allied with an organization, such as employees, members, affiliated dealers and franchisees.

Full Text: **SITUATION ANALYSIS**

The health care industry has undergone, and continues to undergo, significant change with the passage of the Patient Protection and Affordable Care Act (aka PPACA or “Obamacare”) in 2010. That same year, Prime Therapeutics (Prime), a company that provides the pharmacy benefit (prescription medications) to nearly 20 million Blue Cross and Blue Shield members throughout the U.S., saw the need to redefine itself, and better differentiate itself, in the face of the changing competitive landscape (larger competitors merging), and the fact that with health care reform, the percentage of individuals who will purchase health care is expected to increase dramatically. In addition, the frequency of decisions around health care insurance purchases is also expected to increase.

Over the years Prime had struggled with defining itself *and* differentiating itself in the pharmacy benefit management space. “No one knows who we are,” or “No one knows what we do,” were common refrains among Prime leadership as it worked to get its voice heard amongst the “Big 3,” now “Big 2” – Express Scripts/Medco and CVS Caremark. Prime’s size (not one of the big two, but not small) and its unique ownership structure, made it a tough organization to understand and thus, easily overlooked.

Prime knew its corporate positioning wasn’t current, it wasn’t memorable nor was it differentiating. It enlisted its public relations agency, Weber Shandwick, in the early stages of this project to develop a new reputation platform. It also used branding and design agency, Larsen Design, to solidify key messaging. Once the research and planning phases were complete, Prime’s internal marketing and communications team handled the execution of the internal communications campaign.

RESEARCH

In the first phase of its IMAGINE process (a strategic planning and creative process), Weber

Shandwick conducted research to fully understand Prime's current positioning, how its key competitors defined themselves, and perceptions about Prime's key audiences. This included:

Secondary Research:

- **Comprehensive review of Prime's extensive existing research;** hundreds of documents including:
 - Customer service research
 - Brand research
 - Consultant/analyst research and interviews
 - Member research
 - Competitor research
 - Internal positioning efforts and results
 - Market segmentation reports
 - Sales and training materials
 - Consumer experience research
 - Member satisfaction reports
 - Client satisfaction reports

Primary Research:

- **Supplemented existing competitive research with website review of competitors** (top four competitors)
- **Conducted news media review of Prime and competitors** (top 25 daily newspapers and Drug Benefit News, Jan. 2010 – November 2011)
- **Prime conducted an internal survey of its employees** to determine their understanding of the company's purpose, their primary audience and their mission statement. It was clear from the results that the majority of employees (79 percent) did not remember their mission.

PLANNING

Weber Shandwick held several meetings with Prime executive leadership to provide its analysis and proffer an initial concept. That concept evolved into a platform that focused on people (not profits), that Prime could put on the mantle of a people-centric pharmacy benefit manager that conducts its activities with the good of the member in mind, not the stockholder.

Prime also used Weber Shandwick's national "Creative Improv" team to brainstorm thinking and creative application of Prime's new position. Early iterations of their thinking ("People not Patients" "People. Focused." "Prescriptions are Personal") were affirmed in Prime's ultimate positioning.

Prime then took the concepts in house and after an extensive review and discussion, the following purpose was agreed upon: ***"To help people get the medicine they need to feel better and live well."***

New key messages and an elevator speech were developed to accompany the positioning, and an external communications plan was created. What remained was the task of communicating the new positioning internally so that all Prime employees would speak with one voice about the company's purpose and who they are.

The target audience for this internal campaign was:

- Employees

The objectives for the campaign were:

- Inform and educate employees about the updated Prime purpose statement and its brand
- Create a memorable experience for employees, resulting in employees being inspired to

embrace and become ambassadors of the new positioning

The measurement criteria for the campaign were:

- #1: Results of pre-launch and launch purpose statement employee surveys.
- #2: Employee testimonials in response to blog post announcing the new purpose statement.

Timeline & Budget: This project began in November 2011 with rollout to employees on September 5, 2012. Total budget was \$105,000, including agency fees (Weber Shandwick and Larsen Design).

EXECUTION

Tactics

Prime executed a series of tactics/activities to roll out the internal communications campaign to employees. Prime's internal creative team designed all materials used to inform employees about the new brand platform and purpose.

Tactics included:

Inter/Intranet communication

- CEO blog announcing new purpose statement
- Intranet rotating banner

Email communication

- Monday Minute (weekly email sent to employees with important information for the week) announced employee meetings to learn more about the new purpose statement
- PrimeTime Monthly (electronic newsletter sent to employees) featured chief marketing officer talking about the purpose statement

Materials distribution

- Purpose statement handout for employees
- Purpose statement handout for Board of Directors and client engagement staff
- Poster displayed in all facilities
- 8th floor mural (graphic and lobby picture)
- Computer "pop ups" (upon signing in to computer)
- Screen saver
- Broadcast voicemail
- Board of Directors gift
- Marketing deck/toolkit
- Code of Conduct

Employee meetings/orientations

- All-employee meeting in Minnesota to discuss clarifying Prime's purpose, aligning with its Blue owners and differentiating Prime from other PBMs (September 2012)
- New hire orientation presentation

EVALUATION

Metric #1: Results of pre-launch and launch purpose statement employee surveys
Pre-launch survey results

- The pre-launch survey found that 80 percent of those who responded to the survey had a general grasp of what Prime's primary objective was.

- However, employees felt that the Blue plans were its primary stakeholder (62 percent), with members, or people in the new vernacular, chosen second (45 percent).
- Nearly 80 percent of employees couldn't recite Prime's mission statement.

Post-launch survey results

- As of 12/21/2012, the post-launch survey found that 96 percent of those who responded to the survey were informed of Prime's new purpose statement and 96 percent could recite it verbatim.
- The survey also revealed that 96 percent of employees believed the new purpose statement was relevant, 94 percent found it to be believable and 91 percent thought that it had a positive influence on their work.

Metric #2: Employee testimonials in response to blog post announcing the new purpose statement.

Results

- Prime's announcement of the new purpose statement on the CEO blog generated **26 positive employee testimonials**, including:
 - "I love the new purpose statement. It is clear, succinct and easy to remember."
 - "I thought about it for a minute and you know, this is what we are out to do."
 - "I'm also struck by how many different areas of the company will have to work together as a team with very intentional collaboration to deliver amidst competing demands. I say Prime is up for it!"
 - "As a recent hire I am thrilled with the new purpose statement and the altruism within Prime it evokes. My role within the company is to define our digital strategy and I cannot think of a better statement that exemplifies the power of digital communication than to help people get the medicine they need to feel better and live well."
 - "Our new purpose statement says to me that we must not forget there is a human being in front of each transaction and we must be committed to get the right drug to the right patient at the right time."
 - "What has impressed me with this statement is that it is apparent that each word in the statement was chosen deliberately and with a specific purpose."
 - "The introduction of our new purpose statement marks an important milestone for Prime, and a clear declaration of what we're all here to do on a daily basis."
 - "I think about how that statement means something different for every person we serve and I look forward to working towards ensuring that every single one of our members feels like they can say that Prime helped me to get the medicine I need to feel better and live well."

Additional Metric:

- PrimeTime Monthly: September's edition featuring the chief marketing officer talking about the new purpose statement had an 82% open rate, one of the highest for 2012.