

Henley Management College

To what extent do Danish pharmaceutical companies explore current corporate branding philosophies and which issues surround principles of corporate branding, when applied in the Danish pharmaceutical industry?

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Abstract

Currently the pharmaceutical industry experiences a growing demand for transparency and accountability of the organization's policies and practices behind the products they market. Strategic focus has been on product brand management, whereas focus on the corporation has been somewhat limited.

The growing stakeholder, political and economical strain, together with a poor image of the industry, demands the industry to broaden its focus from products to the role of the whole corporation. The present research seeks to identify if corporate branding can be used as a tool to support the demand for transparency.

Research question:

To what extent do Danish pharmaceutical companies explore current corporate branding philosophies and which issues surround principles of corporate branding, when applied in the Danish pharmaceutical industry?

Literature on corporate branding in the pharmaceutical industry is very sparse and appears to be dominated by marketing thinking and does not illustrate how corporate branding applies to the Danish pharmaceutical industry. The industry shows signs of translating part of corporate branding, but is still characterized by a product driven tactical focus and appears to lack understanding of the role of organizational members and in particular stakeholder management.

Corporate branding is a cross-disciplinary activity, which evolves around academic disciplines as marketing, visual identity, communication, strategy and organizational theory. The conflict towards corporate branding is mainly caused by implementation within the boundaries of one of the academic disciplines.

Partial Research Question 1:

Are Danish pharmaceutical companies still operating in a product paradigm and not organized according to a corporate branding strategy or exploiting corporate branding as a strategic lever?

The industry is mainly driven by product branding, but does engage in corporate branding activities, however focussed on corporate branding as an inside-out activity. The empirical study demonstrated a rather obsolete view on corporate branding, which indicates that Danish pharmaceutical companies are not getting the most out of their corporate branding efforts.

Partial Research Question 2:

Can Hatch & Schultz' corporate branding model be transferred and used in the pharmaceutical industry?

Companies demonstrate gaps in their “strategic stars” as the interconnections between vision, image and culture seems to be managed poorly. Companies do not acknowledge the role of external stakeholders in relation to corporate branding. Focus is based on strategic vision and culture and not how organizations can develop themselves together with stakeholders.

Partial Research Question 3:

Do Danish pharmaceutical companies understand the embedded dynamics that unfold amongst the different stakeholders and are they managing these stakeholders?

Until recently stakeholders were easily identified in the pharmaceutical industry – but within the past years a shift in stakeholder relations has developed, which demands pharmaceutical companies to re-visit their approach to stakeholder management. Stakeholder management appears to be a major issue in relation to corporate branding. The general focus on corporate branding as an internal activity, combined with poor stakeholder management, creates an in-side out approach to corporate branding, not acknowledging the role of external stakeholders.

As corporate branding is a relatively new approach in the pharmaceutical industry, there is a demand for further research – both academic and empirical - within in this field.

Rikke Brüner

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1. Introduction

"The industry is stuck in a stakeholder strain: Politicians seeking to lower costs of pharmaceuticals, LDC's, NGOs and the media claiming equal access to medication, patients & advocacy groups demanding new pharmaceutical solutions to their disease and at the same time investors demanding return on investments, new investments and attraction of new talent"

Quote: House of Monday Morning, August 2003

Today the pharmaceutical industry experiences high attention on pharmaceutical prices as health care expenditure is growing, due to more and more senior citizens and lifestyle diseases. At the same time the amount of taxpayers are decreasing. Somehow the frustration of growing health care expenditure is fuelled towards the pharmaceutical industry – despite that fact that pharmaceutical cost only apply to 6,4% of the total health care expenditure¹.

In January 2007, The Danish Municipal Reform will replace the country's traditional 14 counties with 5 new administrative units, and health services are transferred to these regions. This is expected to increase intense commitment to controlling healthcare costs. Currently the government exercises strict control over the prices of, and reimbursement for, pharmaceutical products.

Over the past years a value crisis has developed in the Danish pharmaceutical industry with a growing political strain on the industry. This has created a more hostile sales environment, which challenges the future sales of branded pharmaceuticals.

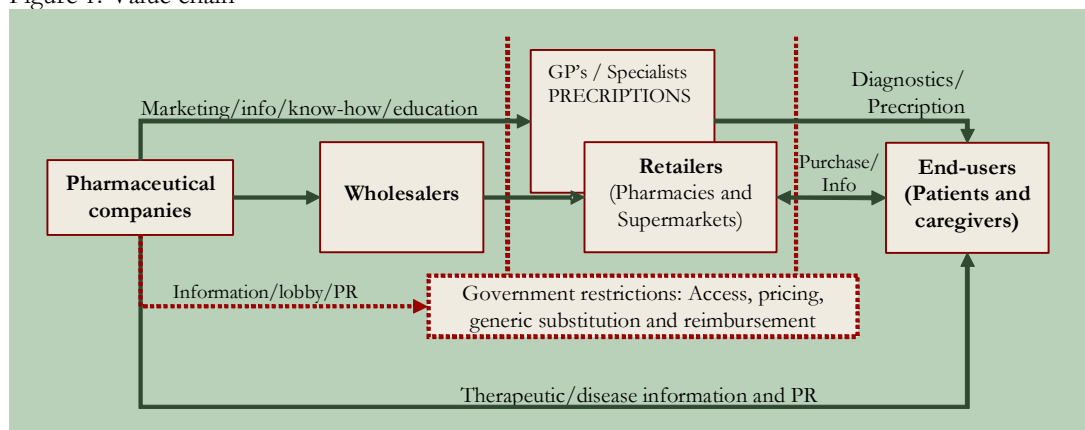
According to Wadman & Hütt (2004), the European branded pharmaceutical industry is experiencing the most challenging business environment in years. Generic attack, parallel import, meagre pipelines and patent challenges all affect the traditional business model and pharmaceutical companies must adapt to the increasing complexity of the network of influencers and changing conditions. Sales and marketing will no longer be focused on a relatively small (and sceptical) group of customers - pharmaceutical companies must learn to survive and thrive in a new and more complex healthcare market space with other stakeholders such as payers, patients, nurses and pharmacists.

Several stakeholders in the value system make the buying roles of prescription medication complex. The buyer is partly the government, patient and insurance companies. Authorities impose heavy regulations on pharmaceutical access, GP's decision power and pharmacy role.

¹ The Ministry of the Interior and Health "Sundhedssektoren i tal", revised September 2005. www.im.dk

These industry structures and market drivers create a highly complex market with limited access to the end-user. The complexity is illustrated in the value chain below.

Figure 1: Value chain

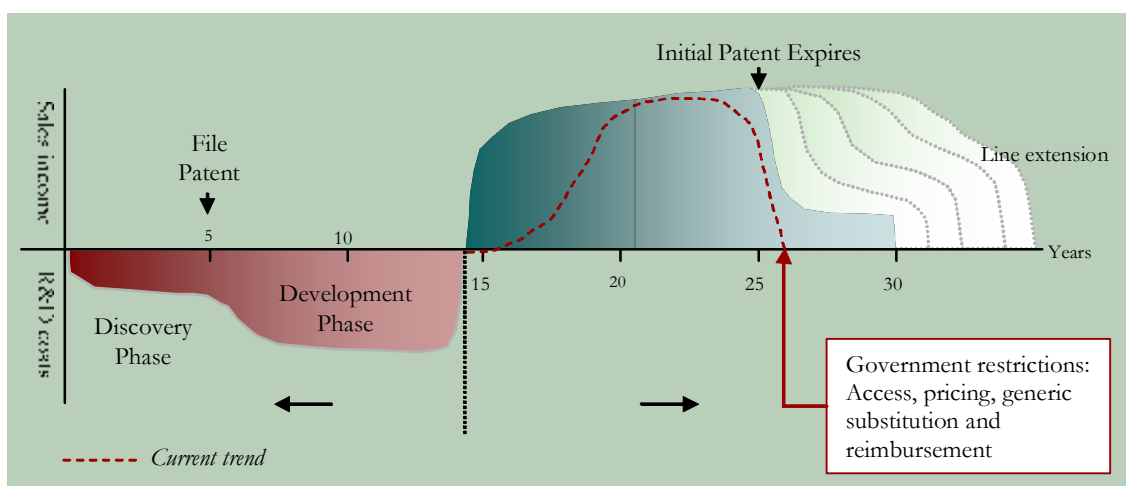


Source: own creation

A key issue in relation to product branding in the pharmaceutical industry is the limitations on product branding in relation to prescription medication. Direct to consumer activities are limited to disease awareness. The only option for product branding is through the media and healthcare personnel as gatekeepers. The corporate brand is currently granted safe passage, but is being questioned due to an increasing number of disease awareness campaigns towards the public.

Government restrictions rule out the opportunity for continued sales after patent expiry, as original products are subsidized with generic products following loss of exclusivity. Illustrated in figure 2 below.

Figure 2: Product lifecycle



Source: Shearson/Lehman Report + own creation

The industry's bloated overheads appear to be driving its decisions on the sort of drugs it seeks to develop. Like a supermodel who will not get out of bed for less than \$10,000 a day, Big Pharma has decided that it is simply not worth investing in anything but a blockbuster.

Quote: The economist, Dec 4th, 2003

1.1: Dissertation topic & objectives

Currently the pharmaceutical industry experiences a growing demand for transparency and accountability of the organization's policies and practices behind the products they market. Publicity surrounding the actions of an organization can impose dramatic effect on the ability to deliver economic value of product brands.

Historically strategic focus has been on heavy marketing/sales initiatives based on product brand management, whereas focus on the corporation and/or corporate brand has been somewhat limited. The growing stakeholder, political and economical strain together with a poorer image of the industry, demands the industry to broaden its focus from products to the role of the whole corporation - both to operate within new market terms and to manage new stakeholders.

New research within the field of corporate branding brings together strategic direction, stakeholder management and identity, and may support the demand for transparency in the pharmaceutical industry.

1.1.1: Research question & objectives

On the following page the main purpose of the dissertation is captured in the research question. In order to narrow the research question, three partial research questions are formulated and finally, in order to answer the research questions, three research objectives are pursued.

Research question:
To what extend do Danish pharmaceutical companies explore current corporate branding philosophies and which issues surround principles of corporate branding, when applied in the Danish pharmaceutical industry?

Partial Research Questions (PRQ)

PRQ1: Are Danish pharmaceutical companies still operating in a product paradigm and not organized according to a corporate branding strategy or exploiting corporate branding as a strategic lever?

PRQ2: Can Hatch & Schultz' corporate branding model be transferred and used in the pharmaceutical industry?

PRQ3: Do Danish pharmaceutical companies understand the embedded dynamics that unfold amongst the different stakeholders and are they managing these stakeholders?

Research Objectives (RO)

RO1: To clarify some of the issues surrounding principles of corporate branding, when applied to the pharmaceutical industry - based on a literature review and empirical study

RO2: To document, based on empirical studies, how Danish pharmaceutical companies understand the term corporate branding

RO3: To identify key issues related to Schultz & Hatch corporate branding model: The Vision-Culture-Image Model

1.1.2: Personal objectives

I have engaged into corporate branding issues for the past 9 years – the past 4 within pharmaceutical branding. This has led to an interest in how corporate branding in the pharmaceutical industry differs from other industries.

Corporate branding has been subject to research and learning for years. The literature review demonstrates that there is a gap in relevant literature approaching corporate branding in the pharmaceutical industry.

By conducting this research, I seek to improve my own understanding of the subject, to shed some light on how the pharmaceutical industry can approach the principles of corporate branding and to fill a part of the gap in current literature.

1.2: Dissertation structure

Present dissertation is structured in six parts. The **introduction (part 1)** introduces the reader to the subject, defines the problem and presents a hypothesis.

The **literature review (part 2)** covers historical background, definitions and principles of product and corporate branding and a critical review of a current branding model.

Following the theoretical section, **empirical evidence (part 3 & 4)** documents if and how pharmaceutical companies in Denmark practice their corporate brand and how they “translate” the work of corporate branding from other industries to the pharmaceutical industry.

In the last sections **(part 5 & 6) research results** and possible contradictions between theory and practice are **discussed**. Part six also offers **recommendations** on how to interpret corporate branding principles to the pharmaceutical industry in Denmark.

2. Literature review

2.1: Literature sources

The purpose of the literature review is to investigate relevant literature on the study subject. The literature found on branding issues is quite extensive and the review is therefore based on the following key-words:

- *Product & corporate branding*
- *Pharmaceutical branding*
- *Corporate identity & values*
- *Stakeholder management*

These key areas are considered to provide a well-rounded view of the background and understanding of corporate branding.

The literature review is based primarily on academic journal articles. In addition, a selection of books and articles from Business papers, IFF (Copenhagen Institute for Future Studies) and 'House of Monday Morning' have been reviewed. The literature research is mainly done through Henley Management College Library, Copenhagen Business School Library and article databases as "Proquest" and "EBSCO". There are an extensive number of books available on branding. In order to cover current sources of inspiration to practitioners, a number of these have been reviewed as well, however narrowed down to a smaller selection.

The most important contribution to the literature review is made by Majken Schultz, Professor at Copenhagen Business School and Mary Jo Hatch, Professor at University of Virginia. Their research is mainly based on a more holistic and strategic approach to corporate branding. A broad range of other authors have however contributed to the understanding and the development of branding and are also used as reference.

The Harvard referencing system is used in present dissertation and a complete overview of the bibliography can be found in section 8.

2.2: Means of Branding: Product & Corporate

*A product is "made in the factory" and copyable whereas
brands are "made in the mind" and therefore unique
Aconis, 2003*

The concept of branding leads back to early man, stamping ownership on his livestock or creating a potter's mark. Under the civilizing influence of the Romans, the usage of the maker's name gradually became more sophisticated. Signs were used to advertise trade, also amongst the earliest dealers in medicine – apothecaries. The widespread use of brands is a phenomenon of the late 19th and 20th centuries following mass marketing of consumer products. (Blackett & Robins, 2001). According to the Danish Institute of Future Studies branding was originally a marketing tool used to ensure preference of one product to another in the same category – creating an immaterial value ad or as expressed by Knox, 2000, “a product or service, which a customer perceive to have distinctive benefits beyond price and functional performance”.

The concept of product branding mainly derives from marketing seeking to create preference for a product or service in the mind of the consumer. It is a mixture of attributes, tangible and intangible, which creates this preference. Kotler (2003) defines branding as “the cornerstone of marketing” and defines a brand as: “a name, term, sign, symbol, design or combination of them, intended to identify the goods or services of one seller”.

Over time, product brand management developed allowing for an increasing incorporation of the organization behind the brand. The reason for this is argued to be a growing strain on product branding, as differentiation is becoming more and more difficult (Hatch & Schultz, 2003) and a growing requirement to manage interactions with multiple stakeholder audiences (Knox & Bickerton, 2000). Corporate branding draws on the traditions of product branding in that it shares the same objectives of creating differentiation and preference, but there are significant differences between the two concepts as illustrated in table 1.

Table 1: Product vs. Corporate Branding

	Product Brands	Corporate Brand
Focus attention on	The product	The company
Attract attention and gain support of	Customers	Multiple Stakeholders
Delivered by	Marketing	Whole Company
Time horizon	Short (life of product)	Long (life of company)
Importance to company	Functional	Strategic

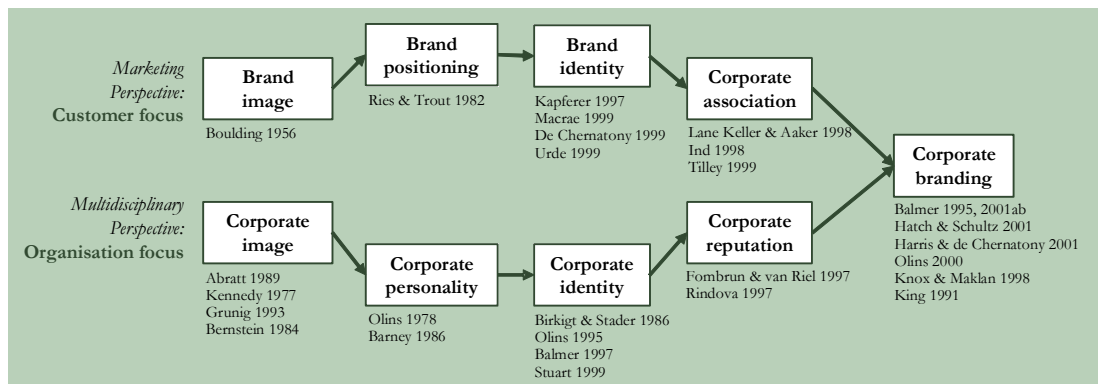
Source: Hatch & Schultz, 2001: Bringing the corporation in to corporate branding

Corporate branding differs from product branding as it requires organization-wide support and should be managed by Top Management at a strategic and not functional level. Corporate branding is a process, creating, nurturing and sustaining a mutually rewarding relationship between a company and its internal and external stakeholders (Schultz, 2003).

2.3: Approaches to corporate branding

Views on corporate branding have converged in academic literature over time - merging the marketing perspective and the organisational focus into a multidisciplinary perspective. (illustrated in figure 3 below).

Figure 3: Convergence of academic thinking towards corporate branding



Source: Knox & Bickerton, 2001

The journey illustrated in organisational theory is described by Bickerton (2000), who argue that development in organizational theory from corporate image through the current focus on corporate reputation has mirrored development of brand concepts in the marketing literature.

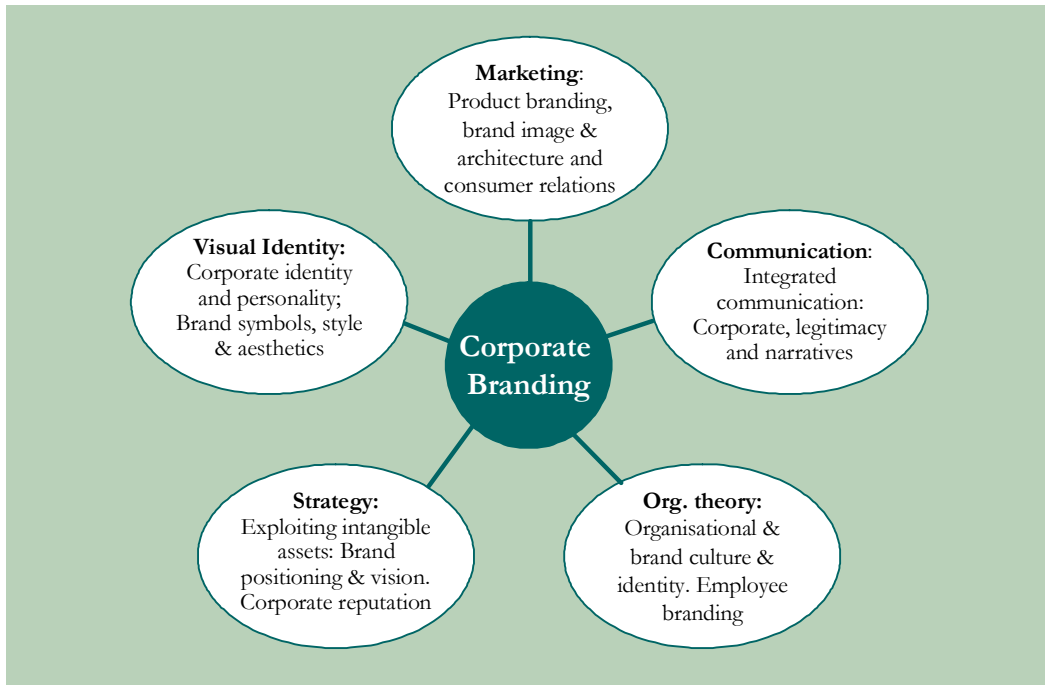
The convergence of multiple academic disciplines is further elaborated by Schultz (2005) who point out five, which have contributed most to the understanding of corporate branding. These are illustrated in figure 4 on the following page.

Schultz also points to the multiple disciplines being sources of traps. She argues that conceptualizing and implementing corporate branding within the boundaries of any of the five disciplines will lead to corporate branding traps such as a corporate branding becoming “sugar coating”, a visual campaign, a giant size product brand or an in-side out process with limited interaction with stakeholders.

Knox & Bickerton (2001) describes this as a tension in developing the corporate branding domain, as the multidisciplinary approach creates conflicting viewpoints of contributing authors

from different academic disciplines. They claim that the underlying generative mechanisms and processes that enable successful corporate brand management are not clearly understood by practitioners.

Figure 4: Academic disciplines contributing to corporate branding



Source: Shultz, 2005

The focus on corporate branding in Denmark has been on identity, culture and “story-telling”. Practitioners have been dazzled by thoughts of the advertising CEO Jesper Kunde. With his book, *Corporate Religion*, Kunde (1997) reached far into the boardrooms of Danish companies.

Kunde (1997) claims that a company must connect company culture and external positioning – a so called corporate concept. *Corporate Religion* was a new way of thinking – focusing on the company itself, instead of products. It is about promotion of company attitudes and values. *Corporate Religion* is a centralistic model, where top management bring the power back to the boardroom/head quarter. Subsidiaries are reduced to offices implementing the mission. Employees become missionaries. Focus is on capturing market shares by communicating the corporate concept through a marketing concept.

Kundes approach to corporate branding is being questioned as it reflects a marketing mindset where marketers use vision and culture as a part of a unique selling proposition (Hatch et al,

2000) and challenges the balance between a strong, coherent and engaging culture and a controlling uniform “big brother” culture (Schultz and Charnatony, 2002)

In the wake of Kundes corporate religion, Copenhagen Institute for Future Studies introduced “Dream Society” - a model for market logic with focus on immaterial needs: ascribing products and companies value by story telling and emotional selling points. The new logic affected approaches to corporate branding focusing on telling “the company story”.

This has led to high focus on building identity, creating “stories” and positioning the company. In many cases this focus has created corporate branding traps as described by Schultz – sugar coating, campaign driven corporate brands and too much focus on the inside out perspective. These logics are not improving the understanding of relations with, and roles of, multiple stakeholders, which are essential for managing a corporate brand.

The book “*Creative Man*” (Andreasen, 2004), expresses a conflict and confusion towards corporate branding, stating that corporate branding is not here to stay. The authors claim that corporate branding is all embracing, reactive, a matter of control and a prefabricated dream, leaving no room for the individual or the need of stakeholders, which is contrasting their predictions of the future “the era of creative man”.

Another author questioning the effect of branding is Anthony Aconis in his book “Fireball” (2003). Aconis consider that branding is a necessity to act in the marketplace, but that branding has had a single-minded focus on awareness and visual presence. Branding has locked companies in a strain of mass communication with no focus on real life. He claims that branding has become uninteresting. He questions Lundbeck’s (Danish pharmaceutical company) investment in their corporate brand and argues that they should focus on product innovation and running their business.

Both “Creative man” and Aconis tend to view corporate branding purely from a marketing perspective. From this perspective, their judgement of corporate branding may be relevant. They describe what happens when corporate branding initiatives go wrong – when it is nothing more than bloated advertising campaigns and a growing distrust from internal and external stakeholders or when it becomes a religion, with no room for the individual.

The view on corporate branding has been dominated by marketing thinking, but by expanding stakeholders from customers and shareholder to a wider group, focus has shifted to the role of

organizational members (Morsing & Kristensen, 2001, Know & Bickerton, 2001). Engaging into Corporate branding does not mean exclusion of marketing, but shifting marketing to an element of corporate branding and not the source of corporate branding. In general, the marketing literature does not address organizational implications of corporate branding. It is important to bring the whole corporation into corporate branding – or at least integrate efforts of HR, communication and marketing. It is also necessary to shift focus from customers to multiple stakeholders. (Hatch and Schultz, 2003)

Corporate branding is a powerful mean for companies to express themselves in a way that is not tied into a specific product or service (Keller, 1998). Organizational members are active players in expressing values and attitudes of the company. Therefore, it is necessary to gain a better understanding of their coherence with the corporate brand and the relation between internal and external stakeholders (Morsing & Kristensen, 2001).

2.4: Corporate Branding & Stakeholder Management

Stakeholders and stakeholder images are regularly being mentioned in connection with corporate branding. Schultz (2005) stresses a need for improving understanding of the embedded dynamics that unfold among the different stakeholders in the brand.

The concept of a “stakeholder” has evolved through the development in academic thinking within corporate branding, where authors as Olins (1978) and Barney (1986) focus on the interaction between employees and customers. The stakeholder mindset is taken further by Olins (1995) and Balmer (1997) to include all stakeholder audiences and by Balmer (2001a), Hatch & Schultz (2001, 2003) and Schultz (2005) pointing out a need to satisfy the commitment of multiple stakeholders through management of the corporate brand

As stakeholder thinking is a major part of corporate branding, it is interesting to look into the academic discipline “stakeholder theory” and “stakeholder management”

The term stakeholders defines a group much broader than a corporation's shareholders: it includes employees, customers, suppliers and the governments, and extends to anyone who benefits- or is at risk-from a company and its operations. (Clarkson, 1998). Mutually satisfactory relationships with a wide range of stakeholders are a critical requirement for successful corporate performance over the long run (Preston et al, 1999)

There is considerable debate, given large multifunctional corporations are now the dominant form of economic organization worldwide, about how responsive and accountable companies should be to their stakeholders. This debate includes fundamental questions such as: Who should be considered stakeholders? Which stakeholder interests should a corporation take into account? How should stakeholder interests be balanced against stakeholder objectives (such as profits)?

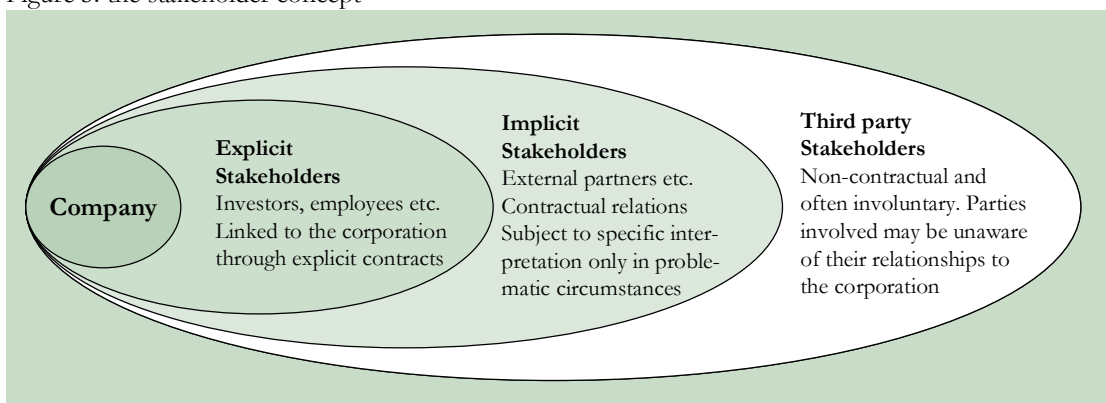
Stakeholder theory begins with the assumption that values are necessarily and explicitly a part of doing business and business is about creating value for stakeholders. (Freeman, 1994, 2004). Hence companies must know which value proposition they offer each stakeholder.

Freeman (2005) has created a number of questions to help companies assess stakeholder relations. Three important questions are:

1. “Are we helping to build/restore confidence in business, or are we part of the problem?”
2. Do we know how our basic value proposition makes each stakeholder better off?
3. Do we know what we are trying to accomplish with each key stakeholders?

Stakeholder relationships can be managed, influenced and led but NOT manipulated. It is a matter of creating win-win relationships with stakeholders that endure over time. Initially companies must identify and evaluate stakeholder relations, which can be divided into three subgroups – illustrated in figure 5: Explicit, implicit and third party stakeholders.

Figure 5: the stakeholder concept



Source: Preston et al, 1999 and own creation

The stakeholder strain currently experienced in the Pharmaceutical industry is mainly because of third party stakeholders playing a significant larger role in their relation with the pharmaceutical

industry. The industry must understand the effect actions have on others and their potential effect on the industry.

Preston et al (1999) points out that companies have a moral duty of embracing all stakeholders and deal openly and honestly with various stakeholders. The “Clarkson principles of stakeholder management” (listed by Preston, 1999) focus on management responsibility towards stakeholders. For example acknowledging concerns of all legitimate stakeholders and taking their interests appropriately into account in decision-making and operations. Management should listen to and openly communicate with stakeholders about their respective concerns and contributions.

Hatch & Schultz (2001, 2003) have developed a corporate branding model, which includes the interplay between companies and stakeholders. Schultz (2005) expresses stakeholder management within corporate branding as a part of the complexity.

2.5: Pharmaceutical branding

“it could even be argued that the pharmaceutical industry accepts brand destruction within its business model – it is not at all unusual to see the withdrawal of virtually all support for a pharmaceutical product as patent expiry approaches”

Quote: Schuiling & Moss, 2004

Only a few academic articles focus on branding/corporate branding in the pharmaceutical industry. Focus is mainly on product branding and only commentators reflect on the role of corporate branding in the pharmaceutical industry.

The aim of product branding within for example fast moving consumer goods (FMCG) is to create a preference for one product over the other in consumers’ minds. Conditions for branded pharmaceutical are difficult as rights conferred in a patent rarely last more than 20 years, of which the first 10 are used to get the product to the market. The FMCG reality will only last as long as the pharmaceutical product is protected.

Earlier pharmaceutical companies were able to sustain some market share after loss of exclusivity. Today original products are pushed out of the market literally on the day intellectual property rights are lost. Generic products depend heavily on the creation of original product brands and exist under heavy price-competition.

Historically product branding has been predominant in the pharmaceutical industry as intellectual property rights are granted to a new molecule – hence product life cycle optimisation (Blackett and Robins, 2001). In general, patients and prescribers (doctors) are not interested in who made the product as long as it works. In addition, the pharmaceutical industry is in a round of numerous mergers and acquisitions due to severe market challenges with a hostile sales environment and a slender R&D pipeline. CEO incentives to invest in corporate brands are therefore limited in many organizations.

Blackett and Robbins (2001) express a lack of serious brand building in the pharmaceutical industry. First of all because of industry characteristics being unlike any other, as prescription-only medicine is highly regulated and subject to government and political intervention, and secondly because payers and consumers are separate parties in many cases. A major problem appears to lie in the constant cycle of product improvement; resulting in new brands constantly being introduced at the expense of existing products. Blackett and Robbins imply that the industry's constant focus on new products replacing the old dilutes product branding.

Other authors also argue that pharmaceutical companies are confused in the way brands are defined (Schuiling & Moss, 2004; Chandon & Knight, 2004), because they often forfeit esteemed old brands in favour of new. These authors claim that pharmaceutical companies give up too easily on old brands, because they don't know how to leverage the power of their brands or not realizing that they are managing brands – and not just block-buster products. Companies hold on to three factors: strong research, aggressive defence of patents and use of powerful sales forces. That makes the industry product and R&D driven – not market or brand driven. The authors consider that the pharmaceutical industry has come late to branding, but that product branding can help to sustain the brand against generic products after the patent has expired, which constitute a new competitive edge.

When applying these thoughts to the Danish market there are a number of political imposed hurdles to this strategy.

- 1) After patent expiry doctors are to prescribe the cheapest product available
- 2) If the doctor has not prescribed the cheapest product, the pharmacist is to replace the original product with a cheaper generic product
- 3) If patients demand the original product, reimbursement is only granted according to the cheapest generic product.

With these limitations in mind the author's thoughts on pharmaceutical branding do not seem sustainable. This is supported by Moss (2001) as he considers the relative short patent life, narrow exclusivity window and rapidly changing medical environment a hindrance for real brand building. He also compares FMCG with pharmaceutical brands, which illustrates that 19 out of 22 FMCG categories had the same leading brand in 1985 as in 1925 – hence long term product-brand building. This is literally impossible to copy in the pharmaceutical industry. Shifting efforts to corporate branding can convey a number of advantages: Trust, loyalty, scientific credibility for its R&D, spin-off credibility for sales forces as well as creating an environment for launching new products.

In an article on brandchannel.com (2004) Jon Parton, Director of Global Branding at AstraZeneca, expresses a need for corporate branding, as he expects patients to be involved in their prescribing decisions, and may want to know who makes the medicine they get. Tara Rehl, Relationship Marketing Manager, Pfizer says it is now a question of having both corporate and product branding. Jeff Daniels, Grey Healthcare, points out that corporate branding is becoming more important as merging partners seek to gain or shed heritage.

In 2002 Gregory & Sellers published a survey regarding pharmaceutical corporate brands, which states that the journey towards corporate branding is a journey towards a more balanced market approach to improve financial return. They argue that better positioned and trusted corporate brands have an advantage in shaping complex decisions of external stakeholders. Their study confirms that the power of the brand is not proportional to the advertising investment, but more linked to corporate culture and day-to-day business. The result of the study offers empirical evidence to the corporate branding model of Hatch and Schultz (2001, 2003).

2.6: The second wave to Corporate Branding

If you want to become a strong brand, you have to start the troublesome process of creating trustworthy and solid relations between managers, employees and external stakeholders.

Quote: Ralf Lodberg, Advice A/S (K-Forum, Branding 3.0)

Schultz et al (2005) consider that corporate branding is entering a second wave. A wave, which is rethinking the original purpose of corporate branding. This section takes the reader through the underlying thoughts of the second wave to corporate branding.

The first wave of corporate branding was characterized by a product driven tactical focus, whereas the second wave involves reaching inside the corporation to better project and communicate practiced organizational values to external stakeholders. The difference between the two is illustrated in table 2 below.

Table 2: The first and second wave of corporate branding

	First wave of corporate branding	Second wave of corporate branding
Basis	Corporate branding grounded in a marketing and campaign approach	Corporate branding grounded in a strategic and cross-function perspective
Aim	Corporate branding aims to optimize transactions between the organization and consumers as part of its value creation	Corporate branding focuses on the organization's reason for being. Value creation arises in the interaction between the organizations and its stakeholders
Internal grounding	Marketing and communication function	All functions and business areas in the organization
Key concerns	"Share of market"	"Share of organizations-stakeholder integration"
Communication goals	Information, transfer and dialog relating to products and emotional sales messages	Interaction, exchange of ideas and viewpoints, co-creating of brand meaning and manifestations
Metaphor for the role of the corporate brand	Sense giver	Facilitator: Relations between sense giving and sense making
Process	Linear	Dynamic

Source: Schultz et al (2005)

Schultz et al (2005) argue that the first wave to corporate branding failed as a concept, as it was translated into practice before the conceptual foundation was sufficiently clarified. For most companies it became a marketing and campaign driven approach, which created a number of myths such as:

- Corporate branding is like product branding, just at the organizational level
- Corporate branding is "owned" by the marketing department
- Corporate branding is like a sugar coating
- The goal of corporate branding is to standardize the organization's communication

In their book, the authors state that taking the direction of the first wave will gradually undermine the concept. Other authors support this statement: Knox & Bickerton (2001) argue that corporate brand management is not clearly understood; Scultz & Kitchen (2004) state that only few saw the value of the corporate brand, particularly product-branded firms, Balmer (1998) and Ind (1998) stress confusion in the field.

Charnatony (1999) describes the new branding model as one which emphasizes value through employees' involvement in relationship building. Hatch & Schultz (2001 & 2003) take this conceptualizing further and describe corporate branding as an alignment between the origin and everyday practices of the organization (Organizational culture); where the organization aspires to go (strategic vision); how the organization is perceived by external stakeholders (images); all nested in perceptions of who the organization is (identity).

2.6.1: The corporate branding toolkit and CVI model

The stakeholder strain currently being experienced in the Danish pharmaceutical industry demands the industry to look into their current business model – extreme focus on marketing and sales has to be replaced by a more holistic approach to stakeholder management, focus on the industry's value proposition, industry role in society and the role of all organisational members. Previous focus on corporate branding has been based on the marketing perspective. The industry must integrate the marketing perspective with an organizational perspective, however without creating an in-side out approach to corporate branding. Hatch and Schultz's corporate branding toolkit and "CVI model" - offers such an approach, by integrating the external perspective (stakeholders and image) and the internal aspect (culture and identity) with corporate vision. The present section of the literature review has therefore been dedicated to a review of the toolkit and model, as it is considered as a potential approach to corporate branding in the Danish pharmaceutical industry.

The toolkit/model was introduced by Hatch & Schultz in 2001, and was further enhanced in 2003 and again by Hatch in 2005 (Second wave of corporate branding). Hatch and Schultz argue that a company must align three essential, independent elements – the strategic stars – to create a strong corporate brand identity. Alignment means that vision is supported by all cultures **and** is experienced as relevant and appealing by all stakeholders **and** employee everyday behaviour fulfil the promises of the brand.

Strategic vision: The central idea behind the company that embodies and expresses Top Management aspirations for what the company will achieve in the future (Direction, mission, vision and value proposition).

Organizational culture: Internal values, beliefs and basic assumptions that embody the heritage of the company and how these are manifested in the ways employees feel about the company they work for.

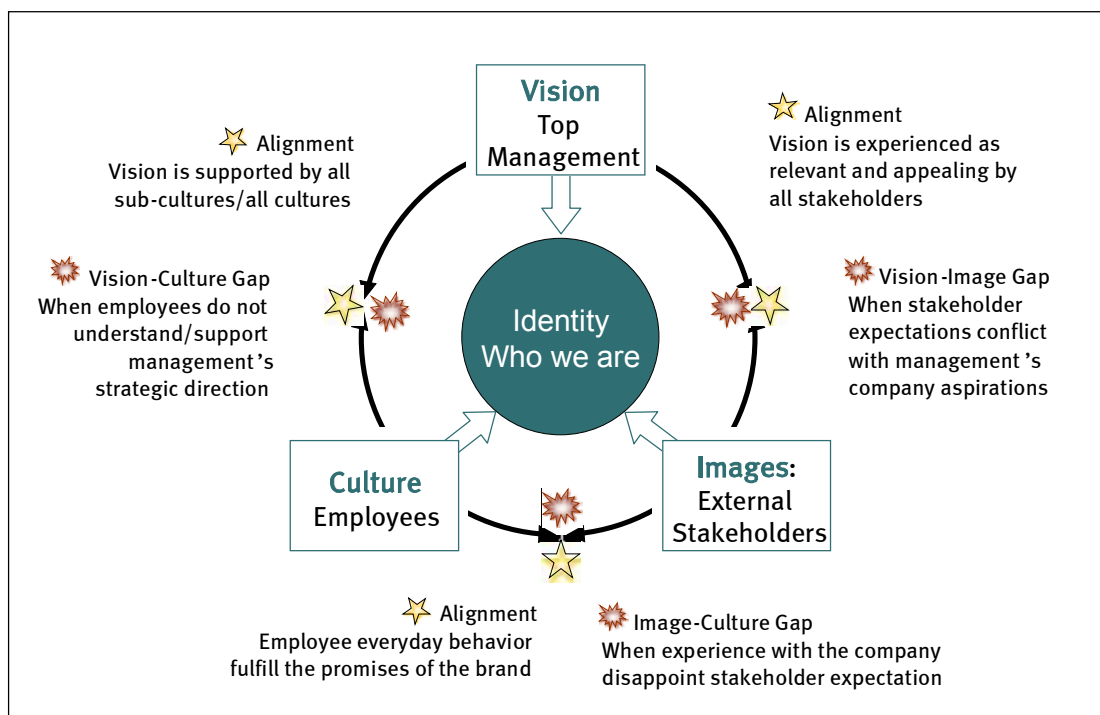
Stakeholder images: Views of the organization developed by its external stakeholders; the outside world’s overall impression of the company.

Corporate brand identity: Occurs at the juncture between vision, culture and image and defines how “we” perceive ourselves as an organization. (core values, beliefs).

Other authors support parts of this view to corporate branding: Collins & Porras (1994) define vision as “what the organization aspires to be in the future – research demonstrates that successful companies build their vision from redefinitions and reinventions of core values rather than revolutionary shift from one value set to another (*vision, culture and values*). Olins (1996) states that true feeling of identity starts from the inside and moves outwards – i.e. identity is not a “decision” of management, but based on the context from where it arises (*culture and identity*). Van Riel (2000), discusses how corporate story must be build on a permanent interaction between external and internal stakeholders (*image*).

Figure 6 below illustrates the four elements of the corporate branding toolkit:

Figure 6: The corporate branding toolkit



Source: Adapted from Hatch and Schultz (2001, 2003) and Schultz (2005)

Their corporate branding toolkit can be used for analysis and tracking of gaps or disconnections between the elements of the brand:

Gaps

Vision-image gap: Is management taking the company in a direction that its stakeholders support? Is there a conflict between outsiders' images and management's strategic vision? A company's vision must be aligned with what customers want from the company. This is a matter of knowing company stakeholders and what value the company offers each stakeholder.

Image-Culture gap: Leads to confusion among customers about what the company stands for. It may occur when a company seeks to extend their brand. This may blemish reputation among key stakeholders and if the gap is too wide it may leave stakeholders in confusion about who the company is. This is a matter of relationship between company employees and stakeholders

Culture-Vision gap: Emerges when top management wants the company to go in a direction not supported by employees. Aspirations are too ambitious for the organization to implement. Employees may react with everything from de-motivation to obstructive behaviour. The key is to understand what organizational values are shared across the company and creating a vision which is based on those values.

As the industry is caught in a stakeholder strain, it is likely that these gaps will happen in pharmaceutical companies. The pharmaceutical industry is in need for a shift in paradigm - do external stakeholders support this shift –or understand it? Do employees understand the new direction, do they agree with the new direction and are they able to communicate and act according to this new direction? The challenge is to manage these elements and not create gaps.

Knox and Bickerton (2001) approach corporate branding in a similar way and have carried out a research amongst several companies. Their research outlined six conventions for understanding management of corporate brands:

1. **Brand context:** Multidimensional corporate branding practices, combining elements of strategy, corporate communications and culture or vision, culture and image
2. **Corporate brand positioning framework:** A common starting point: The central values of the organisation which form the foundation for all corporate communication
3. **Articulating the corporate brand positioning:** Development of agreed corporate language for all organisation communication and a series of brand statements

4. **Brand consistency – consistent corporate communications:** Dividing channels of stakeholders communications according to their level of formality = Stakeholder communications
5. **Driving the brand deeper into the organisation:** Aligning relevant business processes with the corporate brand in order to deliver customer value (Processes: Communications, Operations, knowledge management and strategic development)
6. **Monitoring for relevance and distinctiveness:** Regular auditing through the development cycle and renewal phase. Corporate brand management is a continuous process. Ensuring that communication is reinforced by organisation behaviours.

Schultz, Hatch, Knox and Bickerton focus on stakeholders – Schultz & Hatch as the “creators” of a company’s image and Knox & Bickerton as receivers of communication. The question is whether stakeholder management has been acknowledged highly enough as a part of a company’s corporate branding efforts.

2.7: Conclusions

Literature on corporate branding in the pharmaceutical industry is very sparse. Most literature focus on product branding in the industry and how to manage product life cycle. In general the idea of branding is dominated by marketing thinking, and does not fully allow for the role of organisational members in conveying a corporate brand.

Corporate branding is a cross-disciplinary activity, which evolves around academic disciplines as marketing, visual identity, communication, strategy and organizational theory. The conflict towards corporate branding is mainly caused by a limited view on what corporate branding is, and implementation of corporate branding within the boundaries of one of the academic disciplines.

The first wave to corporate branding failed as it was translated into practice before the conceptual foundation was sufficiently clarified. The corporate branding toolkit created by Hatch & Schultz offers a set of diagnostic tools to evaluate potential gaps in “strategic stars”: Vision, Culture and Image. The description of how stakeholder management influences corporate branding is limited. Both stakeholder management and corporate branding mention the importance of building relationships. Relationships between a company’s employees and it’s stakeholders. And no matter how the stakeholder approaches the company, the experience of adding value should be the same.

3. Research questions & methodology

3.1: Research questions and objectives

The specification of research questions or hypotheses (i.e., what is to be studied) and research methodology (i.e., how to conduct the study) is an important part of the research (Yin, 1989). Research questions or hypotheses influence the employed methodology to either provide answers to the questions or verify/falsify hypotheses.

The research question presented below is a result of iteration through the actual research and evolved as a part of the research process. On one side, the literature review demonstrated a gap in relevant literature approaching corporate branding specifically in the pharmaceutical industry. On the other side, the Danish pharmaceutical industry appears to practice only elements of corporate branding. Hence the research question seeks to answer how current principles apply to the industry and how, and IF, the industry is using corporate branding principles.

Answering the research question will contribute to a deeper understanding within the research area – specifically aimed at pharmaceutical corporate branding. As it is not possible to transfer learning’s from other industries directly to the pharmaceutical industry, practitioners are offered an insight into applying corporate branding within the pharmaceutical industry.

Research question:

To what extent do Danish pharmaceutical companies explore current corporate branding philosophies and which issues surround principles of corporate branding, when applied in the Danish pharmaceutical industry?

In order to narrow the research question, three partial research questions are formulated. These questions could have been set forward as hypotheses to be verified/falsified. Instead, these partial research questions will be answered, based on the literature review and empirical study.

Partial Research Questions (PRQ)

PRQ1: Are Danish pharmaceutical companies still operating in a product paradigm and not organized according to a corporate branding strategy or exploiting corporate branding as a strategic lever?

PRQ2: Can Hatch & Schultz' corporate branding model be transferred and used in the pharmaceutical industry?

PRQ3: Do Danish pharmaceutical companies understand the embedded dynamics that unfold amongst the different stakeholders and are they managing these stakeholders?

The partial research questions have been formulated based on the following

PRQ1: Personal industry experience indicates that most pharmaceutical companies are very focussed on product management. In addition, the industry has not been practising corporate branding in the context described by for example Hatch & Schultz (2001, 2003) and Schultz 2005. The empirical study will answer the industry approach to corporate branding and indicate whether or not the approach to corporate branding can be improved.

PRQ2: Researcher as Hatch & Schultz have extensively been investigating how convergence of multiple academic disciplines can be used within corporate branding. Their approach to corporate branding appears to be suitable for the pharmaceutical industry. In particular, their inclusion of external stakeholders is appealing when considering the current stakeholder challenges in the Danish pharmaceutical industry. A review of their branding model together with the empirical study will answer whether or not their concept is transferable to the industry.

PRQ3: The current stakeholder strain demands the industry to change their business model and approach a wider number of stakeholders. In many cases the industry is limited in their approach to stakeholder management. As this is an essential part of corporate branding, it is necessary to obtain an understanding of both stakeholder management (literature review) and how the industry approaches and manages stakeholders (empirical research).

In order to answer the research questions, three research objectives are pursued.

Research Objectives (RO)

- | **RO1:** To clarify some of the issues surrounding principles of corporate branding, when applied to the pharmaceutical industry - based on a literature review and empirical study
- | **RO2:** To document, based on empirical studies, how Danish pharmaceutical companies understand the term corporate branding
- | **RO3:** To identify key issues related to Schultz & Hatch corporate branding model: The Vision-Culture-Image Model.

RO1 focuses on the **issues** part of the overall research objective, whereas RO2 and RO3 seeks to answers to **what extend** Danish pharmaceutical companies explore current corporate branding philosophies.

The research questions presented above cannot be given exhaustive answers within the limited scope of current dissertation. The research does however seek to provide some insight into the subject and the specific industry along with recommendations.

3.2: Methodology of gathering empirical evidence

Research methods distinguish between quantitative and qualitative research designs (Bryman and Bell, 2003; Creswell, 2003; Easterby-Smith et al, 2002). As the design of the present research is deductive, a quantitative research method has been chosen, in order to quantify responses to certain statements in relation to corporate branding. Empirical evidence is gathered through an online questionnaire (www.freeonlinesurveys.com) in order to reach more participants to ensure adequate responses to assure validity of findings. Most questions are multiple-choice in order to be able to analyze the data statistically. A few open-ended questions have been added to allow for individual input.

3.2.1: Structure and design

The questionnaire is designed to provide answers to the research questions and objectives. The questionnaire is highly inspired by Hatch and Schultz's "Corporate Branding Toolkit", which is a series of diagnostic questions designed to reveal misalignments in corporate vision, culture and image.

Questions addressed in the original toolkit demands more extensive investigation by individual organizations. For this reason, the questions are adapted to a number of statements allowing the research population to either confirm or reject statements at five levels from “strongly agree” to “strongly disagree”. A few questions have a list of answer options or yes/no answer possibilities.

Questions regarding stakeholder management are primarily based on Edward Freeman’s “Managing for stakeholders” thoughts as the literature research revealed a lack of stakeholder management understanding in much of corporate branding literature.

The final questionnaire is structured according to the following:

Section 1: Company information and respondent role: information is used to sub-analyse according to respondent type.

Section 2: General branding understanding: Question 2.1 – 2.7: Information is used to understand how respondents think of branding. Do they have a marketing/product mindset or the more holistic mind-set? Are they stuck in the first wave of branding (defined by Hatch/Schultz) or the second wave coming up? In their toolkit Schultz/Hatch express “what a corporate brand can do for you” - question 2.8 – 2.11 seek to test respondent view on these specific statements. This section addresses the overall research question, PRQ1, PRQ2 and all research objectives.

Section 3 – 5: vision/culture gap, Image/culture gap and Image/vision gap: Information is used to identify potential misalignment and view on corporate branding. Questions are a mix of questions from Hatch/Schultz tool-kit and own questions in order to identify these gaps in a quantitative questionnaire. These sections address the overall research question, PRQ2, PRQ3 and all research objectives.

Section 6: Managing the corporate brand: Information gathered will help to understand how respondent perceive corporate branding – marketing or strategy. Information will also add to understanding of if/how the branding model fits into the industry. This section addresses the overall research question, PRQ1, RO1 and RO2.

Section 7: Live the brand: Will help to understand identity/value and implementation. This section addresses the overall research question, PRQ2 and all research objectives.

3.3: Pilot

A pilot of the research questionnaire was sent out to 10 individuals in order to test:

- Methodology
- Time consumption
- Functionality of online questionnaire (does the link work, navigation etc.)
- General flow of questionnaire / Clarity of instructions
- Basic understanding of questions

Remarks to the pilot primarily concerned understanding of questions, such as lack of understanding of terms and the exact meaning of English wording. Following the pilot, minor changes were made to the questionnaire to enhance understanding of questions and Danish translations were added in brackets in 3 cases where the test population was unsure of the exact meaning.

3.4: Unit of analysis

The research question defines the target group as “the Danish pharmaceutical industry”. This is defined as a particular grouping of pharmaceutical companies operating in Denmark, involved in pharmaceutical R&D, production, sales or marketing. Companies must have a Danish parent company or operate as a Danish subsidiary of an international company.

As the research set out to examine the context of corporate branding in the industry and whether or not corporate branding is used as strategic lever, individuals at top management level were primarily targeted. In order to reach this target group, recruitment was primarily done through The Danish Association of the Pharmaceutical Industry (LIF) - an association with 41 member companies, which covers app. 90 percent of the sale of pharmaceuticals in Denmark. The Henley DK alumni/student database and own personal network were also used as point of contact.

Recruitment through LIF was done through the LIF head office and LIF chairperson, Karin Verland. Approximately 25-30 persons at top level were contacted in this manner. In addition, the questionnaire was sent to another 32 individuals, at different levels in pharmaceutical organisations. These contacts were made through the Henley network and own personal network. The 32 individuals were requested to distribute the questionnaire link to other potential respondents in the industry (at highest possible level in own organisation).

In order to assure anonymity, contacts who forwarded the questionnaire were not asked to supply a list of contact persons, but to inform which organisations they were able to contact.

This information was requested in order to ensure that the questionnaire was sent to a wide group of companies within the industry.

3.5: Data collection, processing and analysis

The Free Online Survey framework was used for questionnaire design and data collection. Respondents were contacted by email, which included a short presentation and a link to the survey framework at www.freeonlinesurveys.com.

The survey was anonymous to ensure participation. Respondents could however request a copy of the survey, by sending an email separately. This was mentioned as a part of the introduction in order to encourage participation. Questions were not locked – i.e. respondents were able to submit the answers even if not all questions were answered. A response limitation could reduce the number of respondents. Two out of fifty-one respondents did not answer part five to seven.

Data analysis was conducted using Free Online Survey database and an Excel spreadsheet.

3.6: Survey deficiencies and limitations

The deficiencies and limitations of the survey are summarized below:

- The survey was not set up to prevent the respondent to exit the survey if he/she had not answered all questions. Two respondents did not answer the full questionnaire (no answer to questions 5.1 – 7.9).
- 64 persons accessed the questionnaire. Out of these 7 questionnaires were blank and 6 were void as only part one was answered. If the active link to freeonlinesurvey.com is used it is registered as part of the total survey population. The 13 blank/void responses were deleted from the survey population – leaving 51 responses
- Access to the target population was a limitation for reaching a higher number of participants.
- A co-Henley student was sending out questionnaires to the same target population, at the same time as present survey, which may have diluted the potential.

Henley Management College requires at least 50 completed questionnaires and preferably 100. As the members of LIF only consist of 41 companies, and access to the target population was limited, a response rate of 51 completed questionnaires is assessed as being satisfactory. In addition, many of the respondents were recruited amongst top management. Therefore, the present data is assessed to provide valid and representative data, which will contribute to the subject of present dissertation.

4: Research findings & analysis

In the following part of the dissertation, key findings of the empirical research are presented. Key findings and conclusions for question 2.1-7.9 will be presented – and are based on profiles identified in part 1 of the survey.

The profiles are split into 5 illustrative groups – based on answers to question 1.1, 1.5a and 1.5b

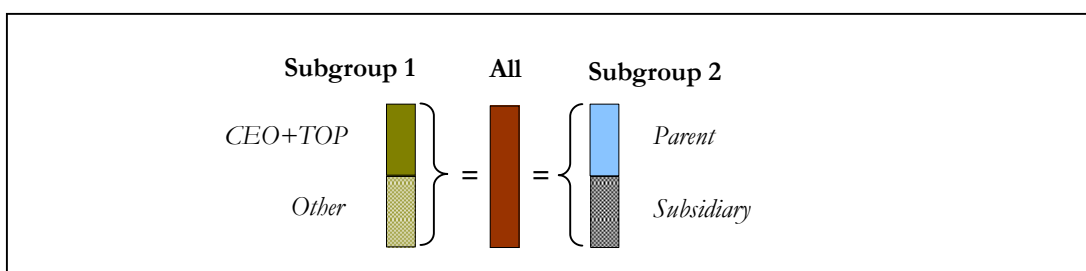
1. “ALL” = All respondents
2. “CEO+TOP” = Top Management and CEO level
3. “Other” = Middle management, Project/Product Manager, Specialist and other (as specified in question 1.5.a).
4. “Parent” = Respondents working for a parent company
5. “Subsidiary” = Respondents working for a subsidiary.

Research findings are analyzed by viewing the total population from two different angles (subgroups) based on profiles identified in part one of the questionnaire:

1. How the result “ALL” is divided amongst “**CEO+TOP**” and **Other**.
2. How the result “ALL” is divided amongst **parent companies** and **subsidiaries**.

Due to the number of respondents, the total survey population “ALL” is mainly used as reference for analysis. If answers apply to a certain subgroup, this is pointed out, otherwise subgroups are primarily used illustrative in graphs.

All graphs illustrate the total population and the result divided into the two demographics.



4.1 Respondent profile

Part one of the survey is used to identify profiles of respondents and further to analyse answers in subgroups. Respondents are almost equally split between parent companies and subsidiaries (51% vs.49%) and 68% are employed in small/medium sized organizations. Companies represented in the survey are mainly functionally organized (49%) as illustrated in table 3.

Table 3: Question 1.4.a: The part of the company I work for is organized by

Functional	49 %
Business unit	27 %
Project organisation	16 %
Other	8 %

Respondents answering “Other” mainly work in organizations, which are Functional, a mixture of Functional/Business Unit or a Matrix Organisation.

Table 4: Question 1.5.a: Please specify your role

CEO/owners	3
Top Management level	22
Middle Management	13
Project/Product Mgr	4
Specialists	3
Other	6

Respondents in the category “other” are primarily deployed in the specialist category or middle management. “CEO+TOP” accounts for 49% of the total population.

4.2: General branding understanding

I sometimes feel that we create a universe of what we want to see or expect from customers. In general, I do not think that they care a lot about corporate branding. Only one succeeding is Novo Nordisk - mainly because it is a Danish company.

Anonymous quote from survey

Question 2.1: My company is driven by:

Forty-nine percent of respondents state that their company is driven by product branding, 16% by category branding and only 8% by corporate branding. Twenty-two percent state that both product and corporate branding drive their company. This indicates that the Danish pharmaceutical industry is mainly operating in a “product paradigm”.

Question 2.2: What do you associate with the term “branding”? and question 2.3: What do you associate with the term “corporate branding”?

Most respondents argue that the terms of branding mostly concern standardization of communication. Answers regarding “branding” include terms as positioning, differentiation and communication – and mainly relates to “products”. Whereas replies regarding “corporate

branding” tend to argue a more holistic approach – however concentrated around communication, values, identity and for many also marketing. See table 5 for selected quotes and appendix 9.3 and 9.4 for all quotes.

None of the respondents reflects on the term “corporate branding” as a strategic tool. Many express corporate branding as communicating identity or image. None expresses stakeholder management or stakeholder dialogue as a part of corporate branding. Apparently, focus is based on strategic vision and culture and not how organizations can develop themselves together with stakeholders or how corporate branding is aligned with corporate strategy.

Respondents seem to differentiate product and corporate branding, but lack a full understanding of corporate branding involving vision, culture, identity and stakeholders.

Table 5: Associations with the terms "branding" and “corporate branding”

Branding	Corporate branding
<p><i>“Branding is creating singularity, awareness and differentiation for a product in the mind of the target market”</i></p> <p><i>“Generate a positive attitude towards your product and features surrounding your product in order to create a preference for your product”</i></p> <p><i>“Positioning of the product based on an image rather than actual facts”</i></p> <p><i>“Making customers aware of the benefits of the product”</i></p> <p><i>“Rational and emotional communication of specific brand (product) in order to build on / maintain clear and relevant positioning of brand in the mind of the stakeholders - within all elements of the marketing mix (integrated and consistent)”</i></p> <p><i>“a strong communicated promise to the 'world/ markets/ stake-shareholders' that we will fulfil certain needs”</i></p>	<p><i>“The communication of the "inner life" of the company in all aspects of the business; telling the company story, the values, the products, the history...”</i></p> <p><i>“Corporate branding is the communication of corporate values - not necessarily as differences to other companies but merely as the merits of the company. In building a corporate brand you must always remember to "walk the talk" and make sure that the internal communication isn't forgotten”</i></p> <p><i>“Mainstream product branding so that the customer can easily recognise the company behind the product”</i></p> <p><i>“The marketing of a corporation - where the marketing elements are used consistently to communicate and support the selected corporate platform (tone of voice, images, values, emotions etc)”</i></p> <p><i>“A corporate brand promise tells the world who we are and what differentiates us from other companies. Its promise is born from the strengths that define our culture and expresses our commitment to our people and our customers. Its foundation lies within our vision and the core values that drive our business”</i></p>

Questions 2.4 (fig. 7), 2.5 (fig. 8), 2.6 (fig. 9) and 2.7 (fig. 10)

Figure 7: Question 2.4: In my opinion, corporate branding is ...

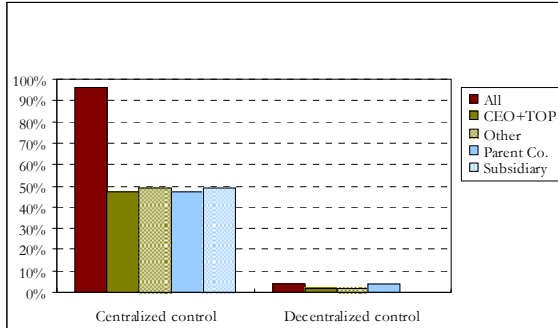


Figure 8: Question 2.5: In my opinion, corporate branding is mostly...

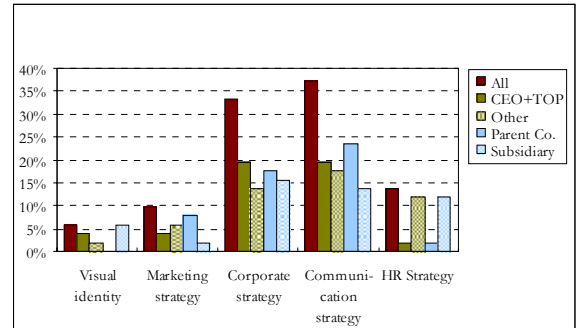


Figure 9: Question 2.6: My company considers corporate branding to be an external related communication activity

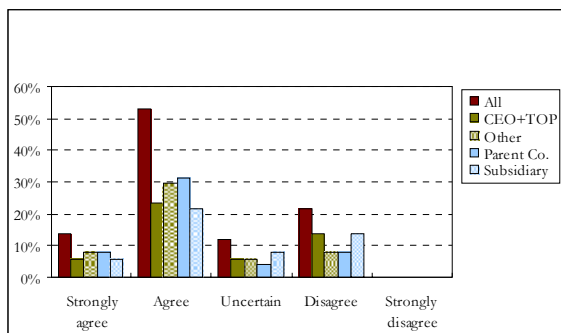
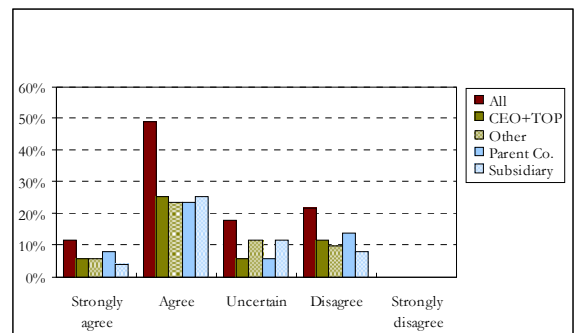


Figure 10: Question 2.7: My company considers corporate branding to be an internal identity activity



Ninety-six percent of respondents consider corporate branding as being centralized control and 37% corporate branding being a communication strategy. It is however interesting to compare statements from question 2.2 with answers to questions 2.5 as 33% consider corporate branding as a corporate strategy, as none referred to corporate branding as a strategic tool in question 2.2.

Sixty-seven percent of respondents support (agree/strongly agree) that corporate branding is an external related communication activity and 61% that it is an internal identity activity, which indicates that respondent do see corporate branding as an activity both involving the central organizations AND the external environment. With a “one only” choice to these questions, respondents may support more than one.

Questions: 2.8 (fig 11), 2.9 (fig. 12), 2.10 (fig. 13) and 2.11 (fig. 14)

Figure 11: Question 2.8: In my company, we believe that corporate branding gives customers a sense of community

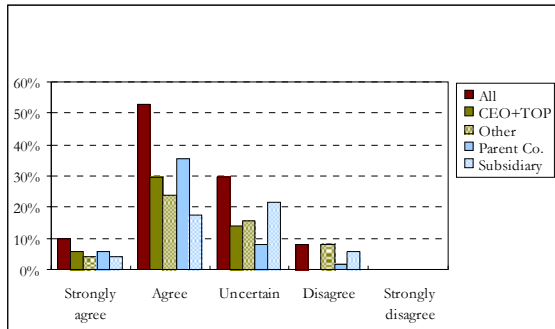


Figure 12: Question 2.9: In my company, we believe that corporate branding provides a “seal of approval”

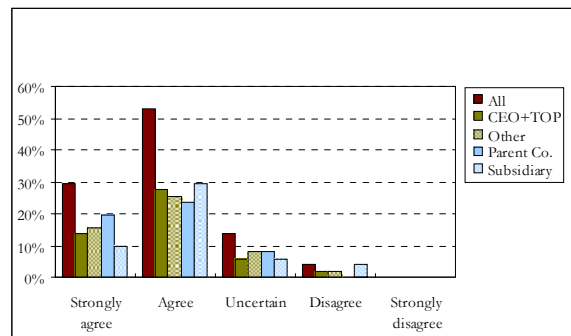


Figure 13: Question 2.10: In my company, we believe that corporate branding creates common ground

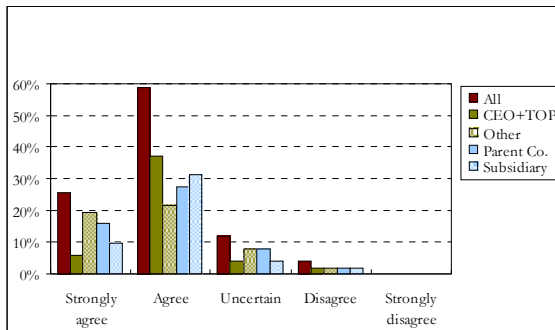
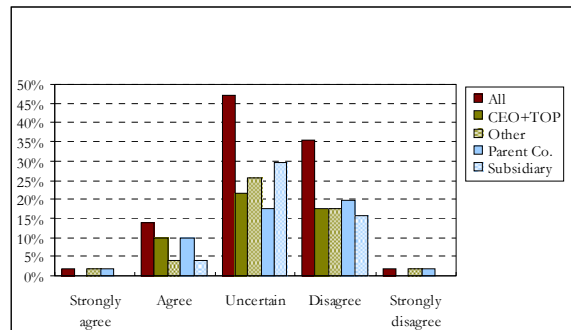


Figure 14: Question 2.11: In my company, we believe that corporate branding reduces costs



In their toolkit, “Are the Strategic Stars Aligned for Your Corporate Brand”, Schultz & Hatch (2001) express “what a corporate brand can do for you” under four statements. These statements have been transformed into four questions to test respondent view on these statements. Respondents agree/strongly agree with Schultz & Hatch regarding community (63%), “seal of approval” (82%) and common ground (84%), but only 14 % agree/ 2 % strongly agree with the statement regarding reduction of costs.

Hatch & Schultz (2003) argue that large corporations can reduce costs by using corporate brands to exploit economies of scale in advertising and marketing. An example used to support their statement lies within the pharmaceutical industry. Additionally corporate brand should make sense in markets where product life cycles have shortened. The question may not only be of reducing cost, but a question of pharmaceutical companies believing in the competitive advantages of corporate branding – do stakeholders care about the company behind the products and do pharmaceutical companies trust return on corporate branding investments?

Currently the pharmaceutical industry experiences lean product pipeline and a number of patent expiration on blockbuster drugs. The question is if the industry is willing to invest in long-term corporate brand building whilst experiencing decreasing revenues.

4.3: Key issues related to Schultz & Hatch corporate branding model

This purpose of part 3-5 of the questionnaire is both to test Schultz & Hatch’s corporate branding model and to further explore and test the research questions and objectives with main focus on partial research question 2 and research objective 3. Section 4.3.1 seeks to answers if companies practice the values they promote, if their vision inspires all subcultures and whether or not vision and culture are differentiated from competitors. Section 4.3.2 seeks to uncover companies’ stakeholder management and how companies interact with stakeholders and section 4.3.3 will further investigate who pharmaceutical stakeholders are and how well companies know their stakeholders.

4.3.1: Vision/culture gap

Question: 3.1 (fig. 15) and 3.2 (Fig. 16)

Figure 15: Question 3.1: My company has defined a clear vision and/or mission

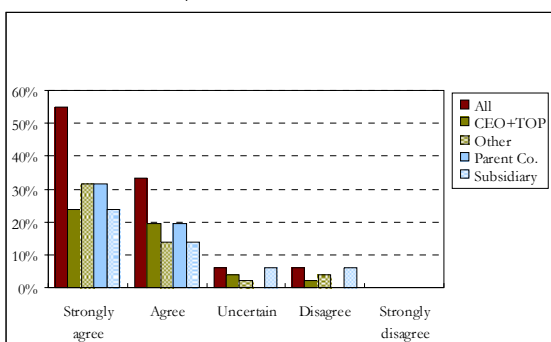
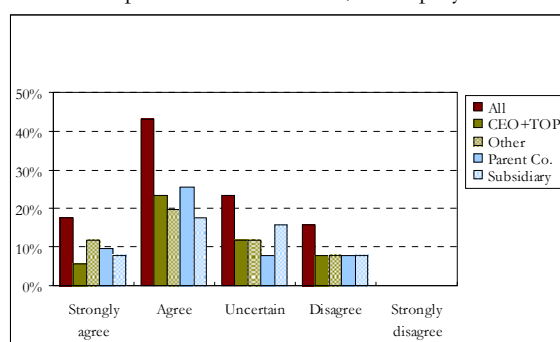


Figure 16: Question 3.2: My company vision and/or mission inspire all its subcultures/all employees



With 55 % of respondents strongly supporting and 33% “agreeing” the industry appears to have clear visions. A large proportion of respondents (61%) give their consent, when asked if their vision/mission inspires all subcultures. Only respondents from subsidiaries are responding negatively to this statement. This may reflect the fact that respondents from parent companies are “closer to the source” than subsidiaries.

A large proportion of respondents (61%) give their consent, when asking if their vision/mission inspires all subcultures. Even so, comparing the statement with question 3.1, there are significantly more negative or uncertain responses (39%). For subsidiaries, it may be difficult to

cascade the true meaning of a company vision to the lowest level or some companies may treat vision/mission statements as a positioning statement with no real connection to the other elements of the corporate branding model (image, culture and identity).

Question: 3.3 (fig. 17), 3.4 (fig. 18), 3.5 (fig. 19) and 3.6 (fig. 20)

Figure 17: Question 3.3: My company has defined a clear set of values

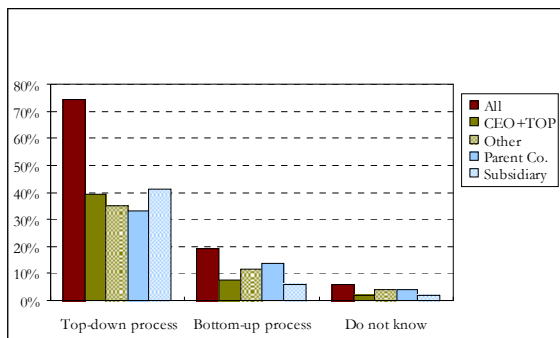


Figure 18: Question 3.4: My company values are developed by a...

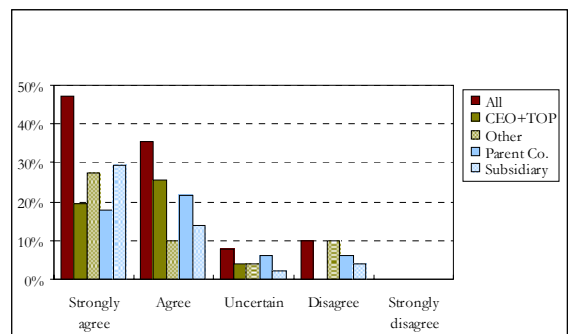


Figure 19: Question 3.5: My company practice the values it promotes

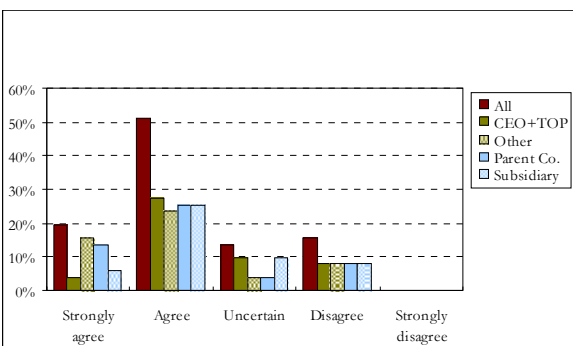
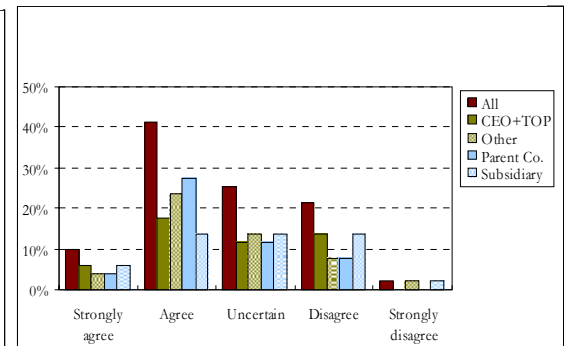


Figure 20: Question 3.6: My company's vision and culture is sufficiently differentiated from our competitors



“I believe that most pharma companies have similar value statements. It is however my experience that they apply them quite differently. In our case, we have 14 fulltime professionals to evaluate this implementation in all parts of the company. These assessments are consolidated and sent to the Board. We are the only company who focus in this way on values implementation”

Anonymous quote from survey

Overall companies have defined a clear set of values (47% strongly agreeing and 35 % agreeing). The subgroup “other” seems to disagree with the statement (10%). Values are primarily

developed through a “top-down” process (75%). Twenty percent refer to their process as being a bottom-up process.

It is interesting to note that not as many support they practice the values they promote. Only 20% support this statement strongly. There is a tendency that CEO+TOP and “subsidiaries” are more uncertain about this statement – which may indicate the same issue as for vision statements – that subsidiaries find themselves far away from the source of these values (parent company). This may cause issues in relation to the corporate branding model, where Hatch & Schultz point out it is important to build vision and identity through real values of the company. Having a misalignment in global and local values may very well cause difficulties in local markets.

Another key issue when discussing the vision/culture gap seems to be differentiation from competitors. Fifty-one percent of respondents agree/strongly agree, whereas 25% are uncertain, 22% disagree and 2 % strongly disagree.

4.3.2: Image/culture gap

Question: 4.1 (fig. 21), 4.2 (fig. 22) and 4.3 (fig. 23)

Figure 21: Question 4.1: My company often carries out surveys to understand stakeholder perception of the company

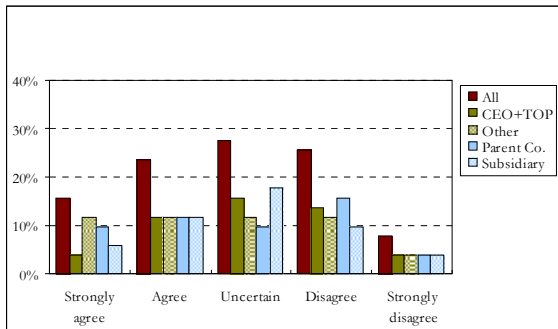


Figure 22: Question 4.2: My company systematically collects data regarding stakeholder perception

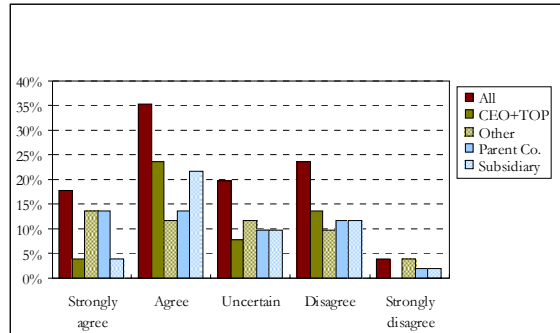
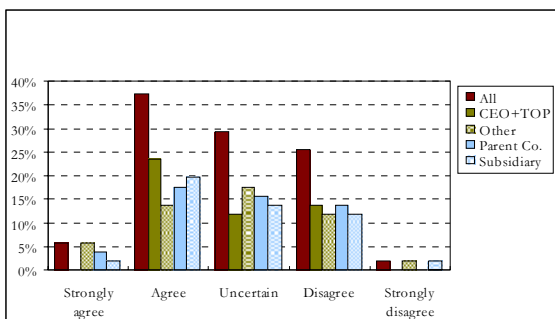


Figure 23: Question 4.3: My company's employees have a clear sense of all stakeholders



We do some of this to a certain extent, but not as strongly as stated in the statements
Anonymous quote from survey

Fifty-three percent of respondents are systematically collecting data regarding stakeholder perception, but are not as persistently carrying out surveys to understand stakeholders (40% agree/strongly agree) and as many as 57% are uncertain or disagree that employees have a clear sense of all stakeholders.

Question: 4.4 (fig. 24) and 4.5 (fig. 25)

Figure 24: Question 4.4: My company knows what we are trying to accomplish with each key stakeholder

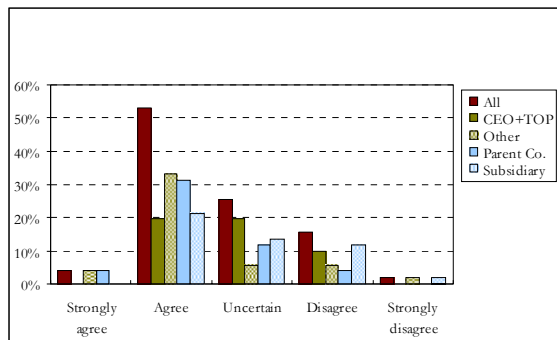
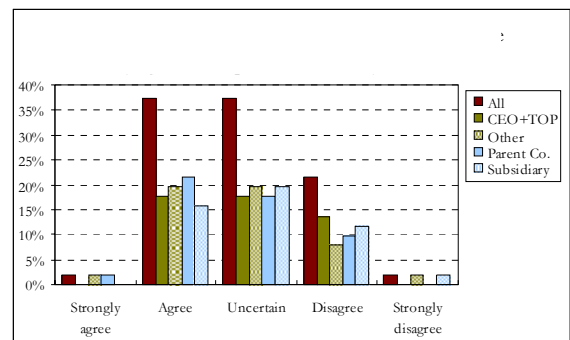


Figure 25: Question 4.5: Employees in my company know what we are trying to accomplish with each key stakeholder



Fifty-seven percent of respondents agree/strongly agree that their company knows what they want to accomplish with each stakeholder. Only 39% agree/strongly agree that employees are aware of this. It is interesting to note the divergence between the subgroups. When splitting the 57% in subgroup CEO+TOP/Other the divergence 20% vs. 37% - indicating that CEO+TOP is less convinced they know what they are trying to accomplish.

Question: 4.6 (fig. 26) and 4.7 (fig. 27)

Figure 26: Question 4.6: My company has a specific strategy for each stakeholder

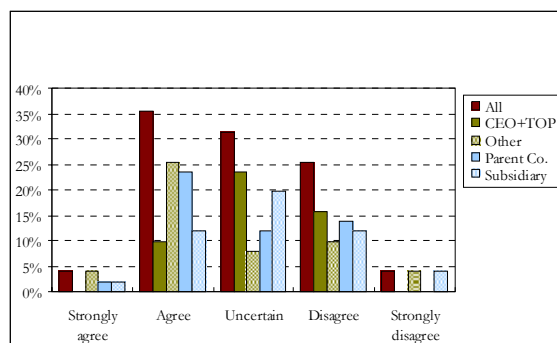
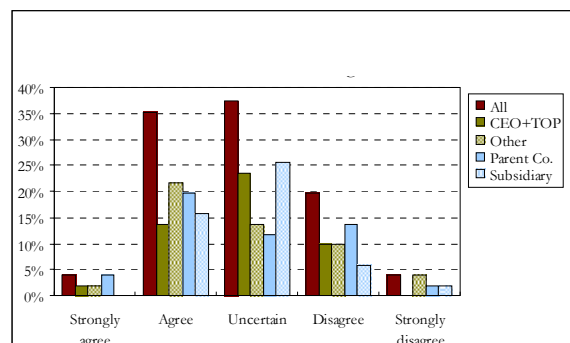


Figure 27: Question 4.7: Employees in my company are aware of stakeholder strategies



Despite 57% of respondents stating that they know what they want to accomplish with each stakeholder (Q 4.4), only 39% state that they have a specific strategy for stakeholders, and 39% say that employees are aware of these stakeholder strategies. Again a source of misalignment between other elements of the corporate branding model.

Question: 4.8 (fig. 28) and 4.9 (fig. 29)

Figure 28: Question 4.8: Employees in my company are aware of all communication channels used to reach our stakeholders

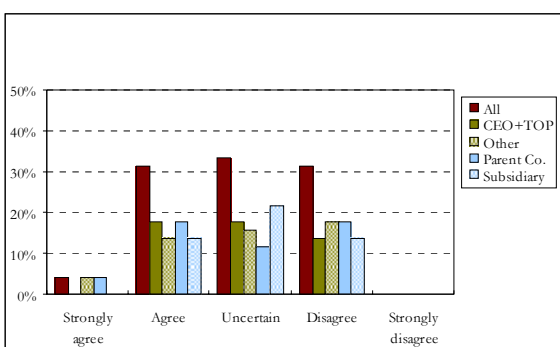
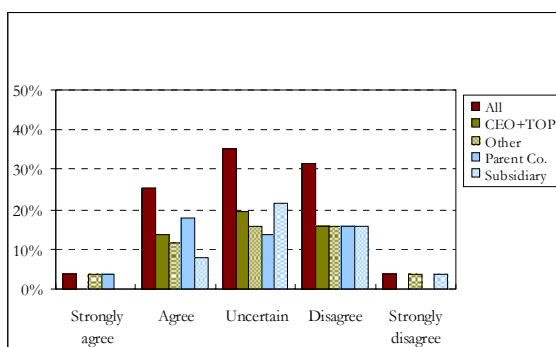


Figure 29: Question 4.9: Employees in my company are aware of our value proposition to each stakeholder



Respondents support (35%) employees being aware of all communication channels used to reach stakeholder – however, only 4% support the statement strongly. Most respondents are uncertain (33%) or disagree (31%). Most respondents are uncertain, 35%, or disagree, 35%, that employees are aware of the value proposition offered to each stakeholder. Only 30% supports this statement. Out of these only 4% support the statement strongly. Respondents of subsidiaries support the statement least, with 8% vs. 22% (=30% ALL.)

4.3.3: Image/vision gap

Question 5.1: My company’s five most important stakeholders are?

Respondents mention more than 20 stakeholders when answering the question. See appendix 9.5 for a full list and scores. Stakeholders only mentioned once have been removed and others have been grouped: (Customers = Doctors / Consumer = Patient / Authorities = Health care authorities). Remaining stakeholders were then listed and rated both according to number of times mentioned and by a total score according to priority.

Stakeholders mentioned most times

1. “Doctors”
2. Shareholders / Investors
3. Health care authorities
4. Employees
5. Patients

Stakeholders with highest scores

1. “Doctors”
2. Shareholders / Investors
3. Patients
4. Healthcare Authorities
5. Employee

Question 5.2 (fig. 30) and 5.3 (fig. 31)

Figure 30: Question 5.2: In my company, a continuous process is used to identify new stakeholders

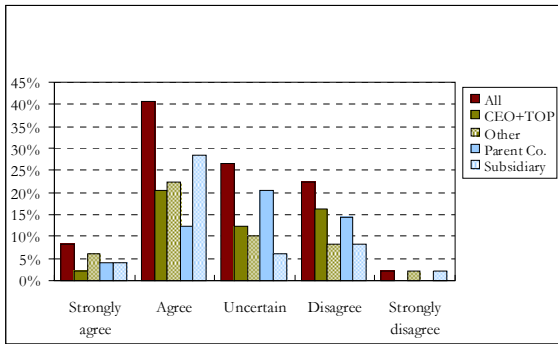
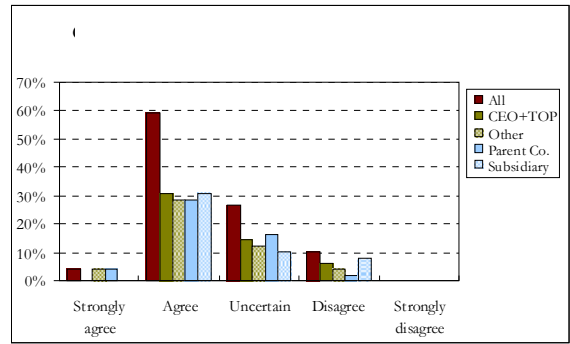


Figure 31: Question 5.3: My company constantly monitor and redesign processes to make us better understand and serve our stakeholders.



Respondents are better at creating processes to understand current stakeholders - 63% - than identifying new stakeholders – 49%. Fifty-one percent are uncertain if they have, or disagree that they have, a continuous process to identify stakeholders. Twenty-seven percent are not aware of their company monitoring/redesigning processes and only 10 % are not doing this.

Question: 5.4 (fig. 32), 5.5 (fig. 33) and 5.6 (fig. 34)

Figure 32: Question 5.4: My company is aware of all our stakeholders' objectives – what they are trying to accomplish in the long-run

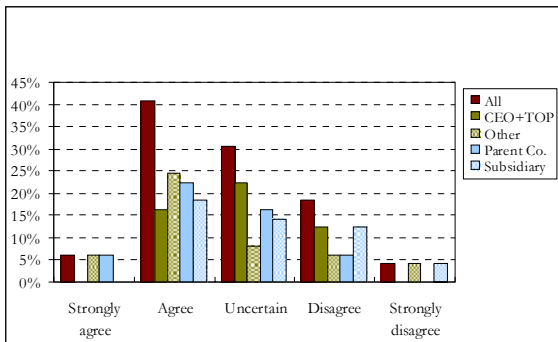


Figure 33: Question 5.5: My company knows how our basic "value proposition" makes each stakeholder better off

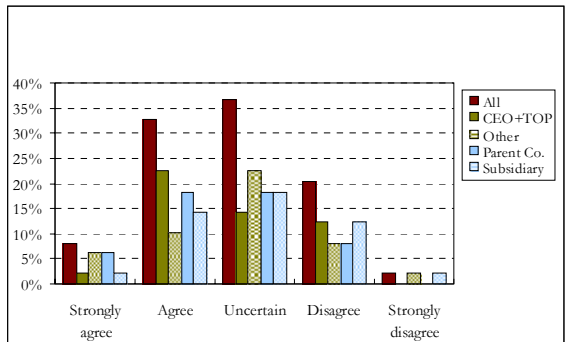
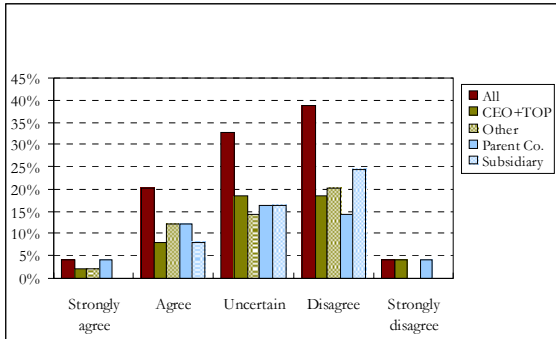


Figure 34: Question 5.6: Everything that my company does serves stakeholders. My company never trades off the interests of one versus the other



A majority of respondents state they are aware of stakeholder objectives (47%), but many, 31%, are still uncertain about this and 22% state that their company is not aware of stakeholder objectives – additionally many companies are uncertain (37%) or do not know (22%) how they make their stakeholders better off. Moreover, there seems to be a stakeholder strain, trading off interest of one stakeholder versus the other – with only 24% supporting statement 5.6. As many as 43% of respondents disagree with this statement.

Question 5.7 (fig. 35), 5.8 (fig. 36) and 5.9 (fig. 37)

Figure 35: Question 5.7: My company has developed a clear positioning strategy on the basis of corporate values

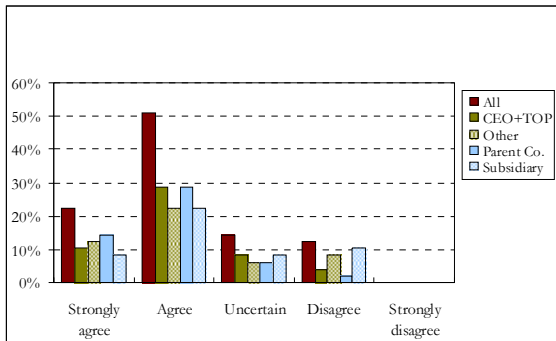


Figure 36: Question 5.8: My company communicates in a consistent way to all stakeholders

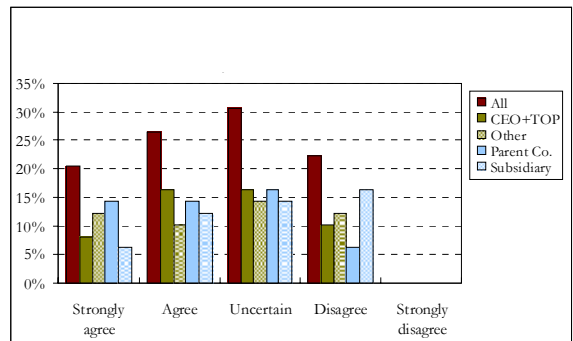
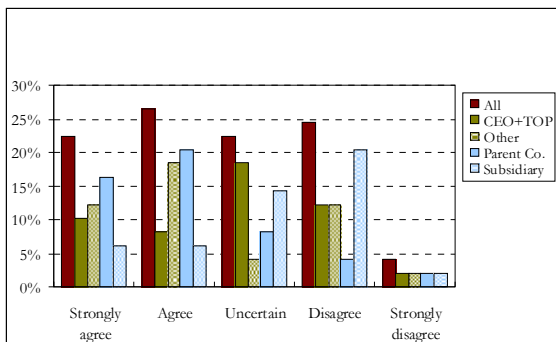


Figure 37: Question 5.9: My company communicates our vision and strategies to all stakeholders



Seventy-three percent of companies have developed a clear positioning strategy. Those uncertain (14%) or disagreeing (12%) are mainly subsidiaries. 47% of respondents agree/strongly agree that they are communicating in a consistent way. 49% agree/strongly agree that they communicate their vision/strategies to stakeholder, but interestingly 36% of this number originate from parent companies and only 12% from subsidiaries. 1/3 of respondent are not communicating vision/strategies.

4.4: Managing the corporate brand

This section seeks to uncover how respondents see management of the corporate brand and if/how the branding model fits the industry.

Question 6.1 (fig. 38), 6.2 (fig. 39) and 6.3 (Fig. 40)

Figure 38: Question 6.1: My company has defined a clear business strategy

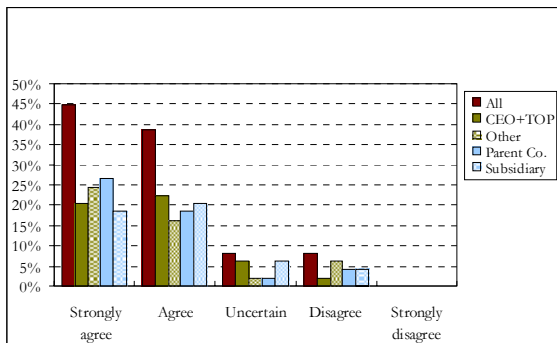


Figure 39: Question 6.2: My company has defined a clear corporate branding strategy

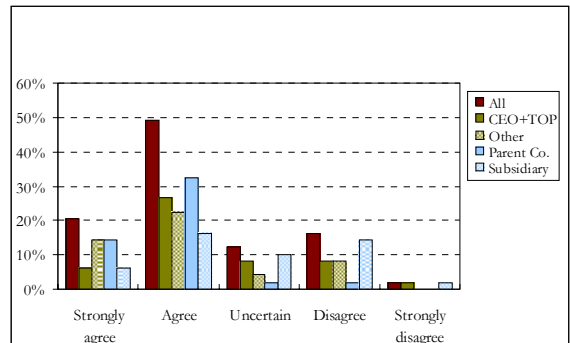
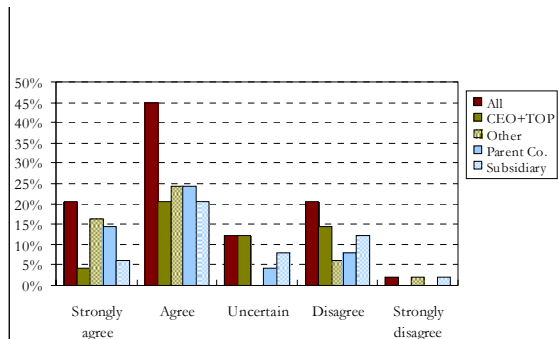


Figure 40: Question 6.3: Our corporate brand strategy is considered an integrated part of the overall business strategy



Eighty-four percent of respondents have a clear business strategy, but fewer - 69% - agree/strongly agree that they have a clear corporate branding strategy. Sixty-five percent agree/strongly agree their corporate branding strategy is integrated with the business strategy. It is noteworthy that four CEO+TOP are uncertain/disagree that they have a clear business strategy.

Question: 6.4 (Fig. 41), 6.5 (Fig. 42) and 6.6 (Fig. 43)

Figure 41: Question 6.4: My company has a special department, project group or person responsible of our corporate brand

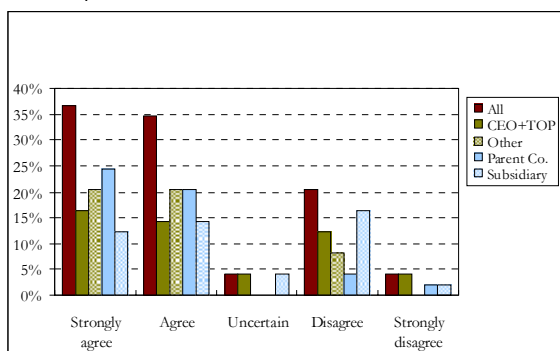


Figure 42: Question 6.5: In my company the following is responsible for corporate branding initiatives (Choose more than one if appropriate)

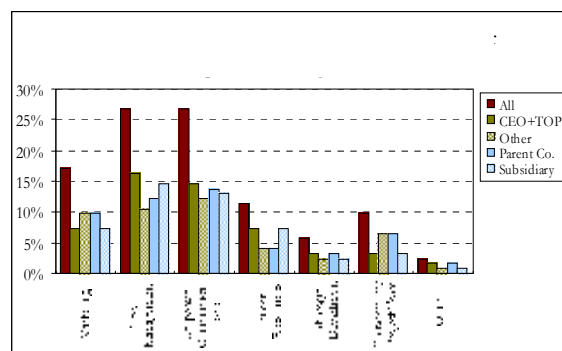
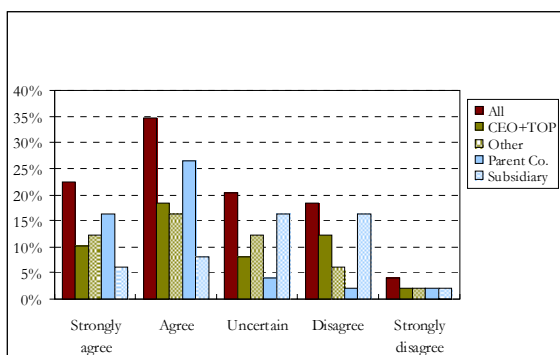


Figure 43: Question 6.6: My company has a dedicated budget for corporate branding initiatives



Seventy-two percent state they have a special department or person being responsible for the corporate brand. Responsibility is spread out amongst different departments. Respondents marked (average) three different departments as being responsible. The three departments most often mentioned are Marketing, Top Management and Corporate Communications. More than 50% of companies have a budget for corporate branding initiatives. Interestingly subsidiaries seem to lack specific corporate branding budgets. Despite most pharmaceutical companies are driven by their product brands, there seems to be some attention to the corporate brand. Responsibility for the corporate brand appears to reflect the general opinion regarding corporate branding being a communication and/or marketing activity.

4.5: Live the brand

This section will help to understand views on identity, values and implementation

Question: 7.1 (Fig. 44), 7.2 (Fig. 45), 7.3 (Fig. 46) and 7.4 (Fig. 47)

Figure 44: Question 7.1: The managers in my company are managing according to our mission, vision and corporate values.

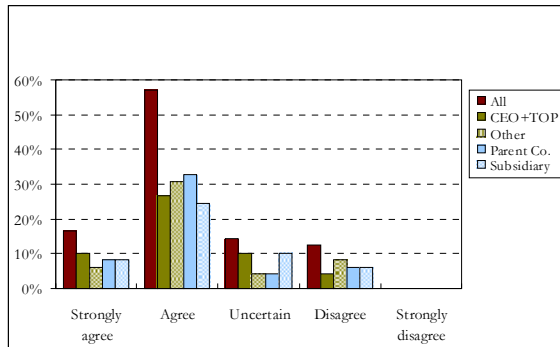


Figure 45: Question 7.2: Management in my company is good at explaining and communicating which behaviour they believe is suitable

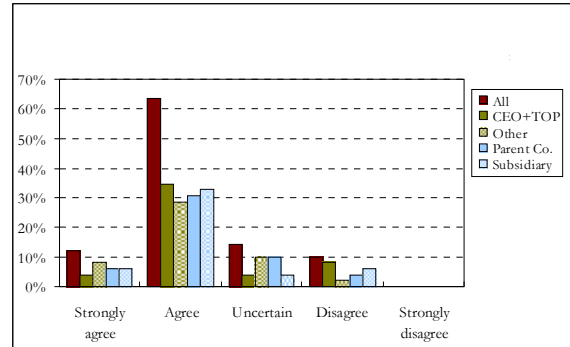


Figure 46: Question 7.3: We relate and talk about our mission, vision and corp. values on a regular basis

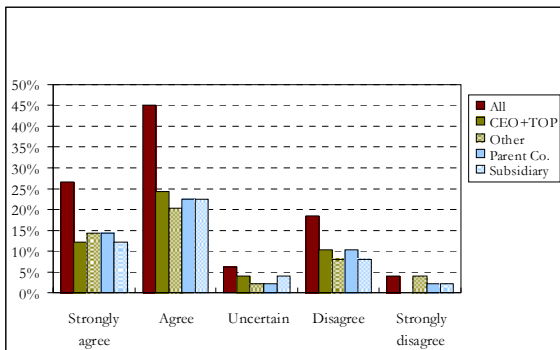
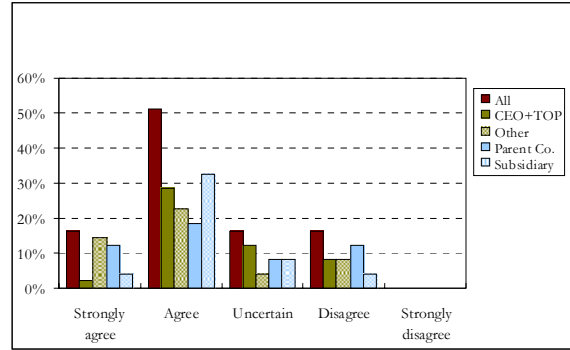


Figure 47: Question 7.4: Management considers corporate branding as everybody's responsibility



Management in Danish pharmaceutical companies are managing according to mission, vision and values with 73% supporting question 7.1. Moreover, 75% agree/strongly agree that management is good at explaining and communicating adequate behaviour. Most respondents, 72 %, consider their company relate and talk about mission, vision and values on a regular basis. Sixty-seven percent of respondents give their consent to branding being everybody's responsibility.

Companies appear to focus on corporate branding as an internal activity. When comparing this with poor stakeholder management (as identified in part 4.3) there is a risk of creating an in-side out approach to corporate branding, not acknowledging the role of external stakeholders.

Question: 7.5 (Fig. 48), 7.6 (Fig. 49) and 7.7 (Fig. 50)

Figure 48: Question 7.5: My company has introduced our corporate branding strategy to all employees

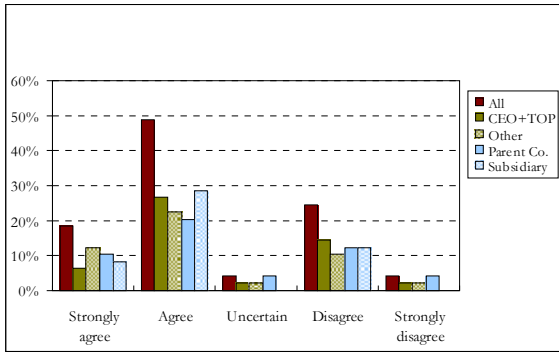


Figure 49: Question 7.6: My company educates and trains all employees in our mission, vision and corporate values on a regular basis

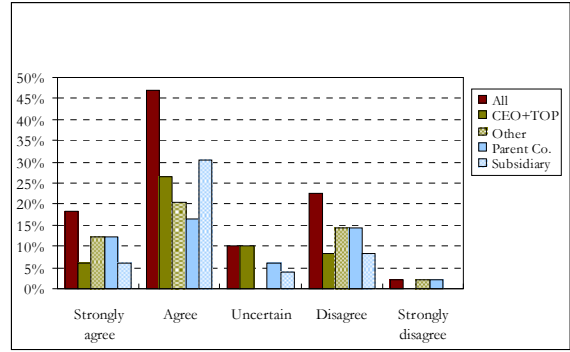
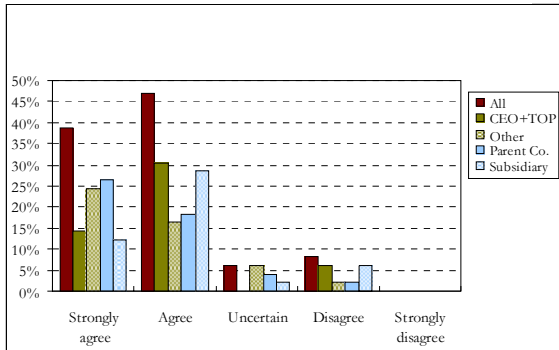


Figure 50: Question 7.7: Our vision / mission and corp. values are explained to new employees



Sixty-seven percent state they have introduced their corporate branding strategy to all employees, 4% are uncertain and 28% have not introduced it. Sixty-five percent also state that the training is ongoing, but companies are more persistent with training for new employees (86% agree/strongly agree) than with ongoing training for all employees.

Question 7.8 (Fig. 51) and 7.9 (Fig. 52)

Figure 51: Question 7.8: My company has brand drivers who are role models to their colleagues

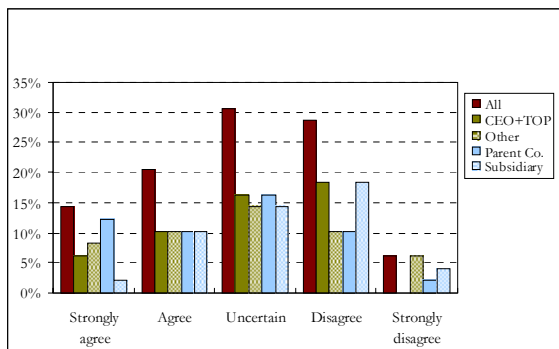
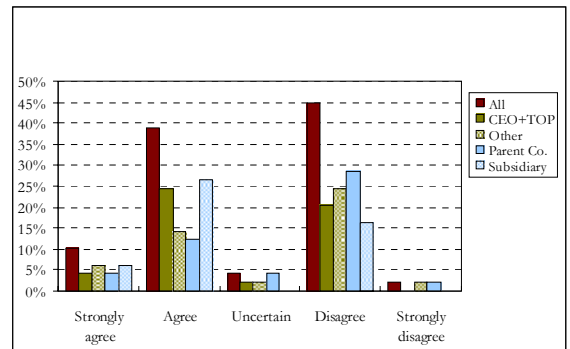


Figure 52: Question 7.9: My company makes internal campaigns to enhance brand understanding and involve our employees in the brand



Only 1/3 of respondents believe that their company have actual brand drivers, 31% are uncertain and 35% are convinced that they have none. Parent companies seem to support this statement more strongly than subsidiaries. More respondents state that they have internal campaigns to enhance understanding (49%) – but almost as many (47%) state that they have no campaigns.

4.6: Finding in context of research questions

Findings in the empirical study are summarized by revisiting the research questions

Research question:

To what extend do Danish pharmaceutical companies explore current corporate branding philosophies and which issues surround principles of corporate branding, when applied in the Danish pharmaceutical industry?

Two thirds of Danish pharmaceutical companies do have a corporate branding strategy, but appear to explore only fragments of corporate branding. Focus is on marketing and communication elements and practices appear to evolve around internal values and external campaigns. An overall issue appears to be inclusion of stakeholder management or stakeholder dialogue as a part of corporate branding.

Responsibility for the corporate brand appears to reflect the general opinion regarding corporate branding being a communication and/or marketing activity. By locating the responsibility within a functional department companies may cause a more fragmented approach to corporate branding.

Many attempt to understand stakeholders, but lack understanding of new stakeholders and what their value proposition is offering each stakeholder. Despite having processes to identify new stakeholders companies are not creating specific strategies for what they want to accomplish with each stakeholder nor involving employees in these strategies.

Partial Research Questions (PRQ)

***PRQ1:** Are Danish pharmaceutical companies still operating in a product paradigm and not organized according to a corporate branding strategy or exploiting corporate branding as a strategic lever?*

According to the survey, Danish pharmaceutical companies are still operating in a product paradigm as they are mainly driven by product branding. They DO engage in corporate branding activities however not at a strategic level. Companies mainly view corporate branding as a

centralized communication or marketing strategy and only few refer to the process as a strategic tool. The empirical study did not clearly verify whether or not companies are organized according to a corporate branding strategy.

PRQ2: *Can Hatch & Schultz' corporate branding model be transferred and used in the pharmaceutical industry?*

Using Hatch & Schultz' corporate branding model appeared effectively as a diagnostic tool. The tool should however be applied more thoroughly at company level. Using the tool as an overall diagnostic tool for the industry did reveal disconnections between the academic disciplines contributing to corporate branding.

Most pharmaceutical companies have a clear vision and many consider that it supports all subcultures. They also have a clear set of values, developed by a top-down process and respondents experience they practice the values they promote. Respondents from subsidiaries express difficulties in living vision and values and there may potentially be misalignment in global and local values.

Misalignment was most obvious in the case of stakeholder management in relation to vision and culture elements. The industry appears to manage individual elements, but it does not manage the relations between the corporate vision, culture and image (stakeholders)

PRQ3: *Do Danish pharmaceutical companies understand the embedded dynamics that unfold amongst the different stakeholders and are they managing these stakeholders?*

More than 50% of companies collect data regarding stakeholder perception of their company – but the main issue is to understand stakeholders and involving employees in this understanding. Many companies know what they are trying to accomplish with stakeholders, but think that most employees are not aware of this. Despite knowing what they want to accomplish with stakeholders, many pharmaceutical companies do not have specific strategies for stakeholders. If the companies have specific strategies, employees do not know of these. In addition, companies are not aware of all communication channels used to reach all stakeholders.

Pharmaceutical companies do not really know which value they add to each stakeholder and still consider traditional stakeholders as primary. The companies are better at creating processes to

understand current stakeholders than new stakeholders and less than half believe they know stakeholder objectives.

Current stakeholder management may cause issues in relation to the corporate branding model, as employees may not know how to interact with stakeholder, and management visions for the company may be poorly aligned with company stakeholders. Companies may try to move stakeholders in a direction they do not wish as companies are not aware of what their stakeholder want. Some employees may cause misalignment between their company and stakeholders, as they are not aware of how they should interact with stakeholders.

A major issue in relation to corporate branding in the Danish pharmaceutical industry appears to be stakeholder management and a deeper understanding of the embedded dynamics that unfold amongst different stakeholders.

The Corporate branding model indicates that companies may risk creating a gap between stakeholders and the direction the company is taking. There seems to be major issues in the Danish pharmaceutical industry in aligning stakeholders and company visions. In some cases, companies do not even know how they make their stakeholders better off, which indicates that companies are not aware of what to do for whom to create mutual success.

Findings from the empirical study are further elaborated, discussed and compared to existing literature and research questions & objectives in chapter 5.

5: Discussion & analysis

In the present chapter, the research questions and objectives are further explored and tested. Findings in the literature review are compared to key issues identified in the empirical research. Possible discrepancies and agreements are further discussed.

5.1: Discussion of research compared to literature

5.1.1: Issues when applying corporate branding to the pharmaceutical industry.

Several authors (Blackett & Harris, 2001, Blackett & Robins, 2001 and Schuiling & Moss, 2004, Moss, 2001), claim that the pharmaceutical industry is treating their products as “block-busters” and not as real brands. They consider that the industry should invest more heavily in their product brands – as branding should help to sustain the brand against generic products after its patent has expired. This does however not appear to be a sustainable solution for the Danish pharmaceutical industry due to heavy regulations in the market and a lack of individual choice of pharmaceutical products.

As long as the industry is subject to heavy regulations, it is not possible to treat pharmaceutical products as for example FMCG brands. Companies should use some of the logic from FMCG product branding, when bringing pharmaceutical brands on the market, but instead of investing in long-term product branding, investment must be shifted to category and corporate branding.

Then the challenge is to understand how Danish pharmaceutical companies can use corporate branding at its fullest. Even amongst authors, researching within the academic field of corporate branding, there are numerous definitions and interpretations of the concept of corporate branding. It has been very much up to practitioners to choose their path of interpretation. Schultz (2005) has identified five academic disciplines contributing to corporate branding: Marketing, Communication, Organizational Theory, Strategy and Visual Identity. Answers to section two in the empirical study reveals a tendency to focus on conceptualizing within boundaries of these disciplines.

Focus in the Danish pharmaceutical industry has mainly been within communication and marketing. This indicates that corporate branding is not practiced as a cross-disciplinary activity (Schultz 2005) and companies may risk being caught in corporate branding traps such as a corporate branding becoming “sugar coating”, a visual campaign or an in-side out process with limited interaction with stakeholders. This does not mean that practitioners, in the

pharmaceutical industry, disagree with current literature, but it illustrates a tendency to practice only elements of corporate branding and that corporate brand management is not clearly understood – as indicated by Knox & Bickerton (2001).

Especially interaction with stakeholders seems to be an issue. To a large extent corporate branding seems to be about promotion of company attitudes and values – Jesper Kunders approach to corporate branding.

Literature (Schultz, 2005) states that corporate branding should be treated as a complex strategic tool with management of interactions with multiple stakeholders. There seems to be some divergence in this respect – especially a specific stakeholder approach seems to be missing. Until recently, stakeholders were easily identified in the pharmaceutical industry – but within the past years a shift in stakeholder relations has developed, which demands pharmaceutical companies to re-visit their approach to stakeholder management.

One could argue that especially the Danish pharmaceutical industry “is stuck in the first wave of branding” (Schultz, 2005), which is characterized by a product driven tactical focus. There are however, some visible elements present of the “second wave” – with companies focusing on building a strong vision, developing internal values and a strong identity. Misalignment happens due to a lack of including stakeholders in the efforts.

In their toolkit Hatch & Schultz (2003) stresses the importance of integrating the strategic stars. Based on answers from part 2 of the questionnaire, focus seems to be on strategic vision and culture and NOT how organizations can develop themselves together with stakeholders.

Edward Freeman (2005) also expresses the importance of integrating stakeholder relations with the creation of “what do we stand for” statement. The linkage between vision, values and stakeholders does not seem apparent in responses.

Section two of the questionnaire also tested four statements regarding the value of corporate branding, made by Hatch & Schultz (2003). Respondents agree on 3 out of 4 statements; corporate branding creates a sense of community, common ground and a “seal of approval”. The fourth statement regarding corporate branding reducing costs was not supported.

The literature often mentions a shift from product to corporate branding. As 49% of companies are driven by product branding, it may be difficult to visualize a complete shift in focus. It may

be interesting to challenge the theory and not create a shift from one to the other – but rather a shift from focus on product branding to focus on product, category and corporate branding. It is questionable if a corporate brand is able to consume larger product portfolios under a single corporate umbrella.

Schultz (2005) expresses an important difference in the so-called “first and second wave” of corporate branding. An important difference is the basis of corporate branding, which must be grounded in a strategic and cross-functional perspective.

About 1/3 of pharmaceutical companies in this survey do not have a clear corporate branding strategy and responsibility for the corporate brand is mostly spread out amongst Marketing, Top Management and Corporate Communication. There seems to be a lack of integrating corporate branding initiatives – and to focus on a cross-functional perspective.

5.1.2: Gaps in strategic stars

Section 3-5 of the questionnaire seeks to test “the corporate branding toolkit” – a diagnostic tool developed by Hatch & Schultz (2001, 2003 and 2005). The following discuss whether the Danish pharmaceutical industry reveals misalignments in corporate vision, culture and image.

The following will only give an indication of this as the diagnostic questions are meant for a more thorough investigation by the company itself – i.e. interviews, focus groups, image and awareness studies etc. Answers given are based on a current self-assessment, but do reveal gaps in the translation of theory.

Vision/culture gap

Schultz (2005) points out that a vision-culture gap emerges when top management wants the company to go in a direction not supported by employees. This happens if management aspirations are too ambitious for the organization to implement. The key is to understand which organizational values are shared across the company and creating a vision which is based on those values.

The industry appears to have clear visions and most respondents consider their vision inspires all subcultures. In addition, most companies have clear values, which they practice. The main issue when discussing the vision/culture gap seems to be differentiation from competitors. From a self-assessment view, the vision-culture gap does not seem to be a major issue. Answers did not

reveal whether or not values were defined by management or based on the context from where it arises (Olins, 1996).

Image/culture gap and image/vision gap:

The image-culture gap leads to confusion amongst customers about what the company stand for, because companies are not practicing what they preach. An important step in exploring gaps in corporate branding is to compare employee perceptions of who the company is and how it compares with stakeholder images. (Schultz, 2005). Employees serve as mouthpieces towards stakeholders in expressing a company's vision and values. If employees do not support the vision/direction of their company this may rub off on stakeholders (Vision-culture gap).

More than 50% of companies collect data regarding stakeholder perception of their company – but the main issue is to understand stakeholders and involve employees in this understanding. Many companies know what they are trying to accomplish with stakeholders, but think that most employees are not aware of this. Despite knowing what they want to accomplish with stakeholders, many pharmaceutical companies do not have specific strategies for stakeholders. If having strategies, employees do not know of these. In addition, companies are not aware of all communication channels used to reach all stakeholders.

When comparing these finding to stakeholder management theories, there seem to be significant issues in this respect. Preston et al (1999) express that mutually satisfactory relationships with a wide range of stakeholders are a critical requirement for successful corporate performance over the long run. With no explicit strategies for stakeholders and employees not knowing what companies wish to accomplish with stakeholders, it may be difficult for employees to serve as actual mouthpieces or even ambassadors towards stakeholders.

As the pharmaceutical industry is undergoing great changes these years, with new stakeholders entering the scene, it is important to acknowledge all levels of stakeholders; explicit, implicit and third party stakeholders (Preston et al, 1999). There seems to be a lack of processes identifying new stakeholders and specific stakeholder strategies.

A company's vision must be aligned with what customers want from the company. (Hatch & Schultz, 2003). This is a matter of knowing company stakeholders and what value the company offers each stakeholder. (Freeman, 2005). The empirical study reveals an important issue in relation to the **vision-image gap**. If companies do not acknowledge all stakeholders, it is difficult to know how to make stakeholders better off. The question is if employees really

understand the vision of the pharmaceutical industry or if current visions support the new reality. In both cases, there are significant risks of creating gaps towards employees and stakeholders.

As the industry is caught in a stakeholder strain, it is likely that these gaps will happen in pharmaceutical companies. The pharmaceutical industry is in a need for a shift in paradigm - do external stakeholders support this shift –or understand it? Do employees understand the new direction, do they agree with the new direction and are they able to communicate and act according to this new direction? The challenge is to manage these elements and not create gaps.

There seem to be specific issues in relation to subsidiaries. Apparently they find it difficult to cascade the true meaning of a company vision to the lowest level. One reason could be differences in company cultures from a global to a local view or lack of understanding the full meaning of a corporate company vision. This may cause issues in relation to the corporate branding model, where Hatch & Schultz point out it is important to build vision and identity through real values of the company. Having a misalignment in global and local values may very well cause difficulties in local markets.

5.1.3: Comparing findings with research question & objectives

In the following findings reported in literature review and empirical study are explored and tested in more detail, by returning to the research questions.

The main research question has two parts. One part focussing on “**issues**” (RO1) and the other part focussing on “**extend**” (RO1 and RO2) in relation to corporate branding.

Main Research question:

To what extend do Danish pharmaceutical companies explore current corporate branding philosophies and which issues surround principles of corporate branding, when applied in the Danish pharmaceutical industry

Issues in relation to corporate branding have been explored both as a part of the literature review in part 2 and as the empirical analysis in part 4.

Main issues in relation to applying corporate branding in the pharmaceutical industry can be found both within the principles themselves and within the extend of practising (exploring) the principles. The gap in literature does appear to cause issues for practitioners applying the principles in their daily work. Looking into pharmaceutical branding, researcher are mostly

focussed on how branding creates strong pharmaceutical brands, by drawing parallels to FMCG, and not on how to use corporate brands in the pharmaceutical industry.

Researchers focus on creating a shift from product to corporate branding, may seem extreme to practitioners in the pharmaceutical industry, as almost half of the companies in the study are driven by product branding.

Researchers are shifting between appraising usage highly to questioning the effect. With only limited research and practical exploration of corporate branding in the industry, companies are bound to be confused in application of principles. Several authors point out this potential confusion in the field. The confusion does seem apparent in the empirical study, with a tendency to practice only elements of corporate branding.

Hatch & Schultz indicates that practising only elements of corporate branding may create a gap between stakeholders and the direction the company is taking. Aligning stakeholders and company vision appears to be one of the major issues in the Danish pharmaceutical industry – hence the industry is creating gaps as illustrated by Hatch & Schultz. In some cases, companies do not even know how they make their stakeholders better off, which indicates that companies are not aware of what to do for whom to create mutual success. In addition there appears to be an issue in aligning vision with employees and employees with stakeholder management.

In particular stakeholder management appears to be missing in relation to corporate branding. Authors stress the importance of stakeholder management / image management, but the literature within corporate branding lack a deeper exploration of this. To gain a deeper understanding of stakeholder management, and other of the academic disciplines contributing to corporate branding, practitioners are forced to explore specific research literature within the different fields. This makes principles of corporate branding very extensive and difficult to manage.

Partial Research Question 1

Are Danish pharmaceutical companies still operating in a product paradigm and not organized according to a corporate branding strategy or exploiting corporate branding as a strategic lever?

Exploration of PRQ1 is limited to the empirical analysis in part 4, as only answers from companies will contribute to this.

The empirical study verified that pharmaceutical companies are mainly driven by product branding (49%). Companies mainly view corporate branding as a centralized communication or marketing strategy and only few refer to the process as a strategic tool. The empirical study did not clearly verify whether or not companies are organized according to a corporate branding strategy.

Respondents did differentiate the concepts of product and corporate branding, but appear to associate corporate branding more as an internal identity and external marketing activity.

The current strain on the industry may strengthen the willingness to investigate the potential within corporate branding further. On the other hand the lack of research within the industry and no clear evidence of economic scale when implementing corporate branding, may limit the willingness to explore the potential. Experience and competencies in the industry are based on long term product branding and companies find it difficult to point out which value they add to different stakeholder groups.

Using corporate branding as a strategic lever demands a willingness to invest in long-term activities at the expense of short-term financial results. With meagre pipelines and lower financial returns it is questionable if the industry is willing to create this shift. Especially with only limited evidence of success.

Partial Research Question 2

Can Hatch & Schultz' corporate branding model be transferred and used in the pharmaceutical industry?

Exploration of PRQ2 is based on literature review part 2.6 and empirical analysis in part 4.

Hatch & Schultz have extensively been investigating how convergence of multiple academic disciplines can be used within corporate branding. Their approach to corporate branding appears to be suitable for the pharmaceutical industry. Their inclusion of external stakeholders is appealing when considering the current stakeholder challenges in the Danish pharmaceutical industry. Hatch & Schultz's corporate branding toolkit and CVI-model appears to be transferable to the pharmaceutical industry, as it offers a multidisciplinary approach to the discipline.

When testing the elements of the corporate branding model, the industry demonstrated a rather obsolete view on corporate branding in the context described by Hatch & Schultz. Especially stakeholder management and the interconnections between vision, image and culture seems to be

managed poorly. The complexity of the model creates challenges in relation to implementation, as it demands companies to consider corporate branding as a strategic lever and organize differently. Returns are long-term and difficult to predict in detail.

Partial Research Question 3

Do Danish pharmaceutical companies understand the embedded dynamics that unfold amongst the different stakeholders and are they managing these stakeholders?

Exploration of PRQ3 is based on literature review part 2.4 and elements within the empirical analysis focussing on stakeholder management (part 4).

The current stakeholder strain forces the industry to change their business model and approach a wider number of stakeholders. In many cases, the industry is limited in their approach to stakeholder management, and the role of stakeholders in corporate branding is faint. As this is an essential part of corporate branding, it is necessary to obtain a better understanding of principles of stakeholder management and how the industry approaches and manages stakeholders.

Practitioners should explore the research within stakeholder management to a wider extend, to understand the importance of including these in their corporate branding efforts. Relationships with a wide range of stakeholders are a critical requirement for successful corporate performance over the long run.

The industry does not appear to understand the role of the wider stakeholder groups. Stakeholder management proved to be the most difficult task for Danish pharmaceutical companies. Pharmaceutical companies do not really know which value they add to each stakeholder and still consider traditional stakeholders as primary. The companies are better at creating processes to understand current stakeholders than new stakeholders and are not fully aware of stakeholder objectives. The current debate regarding “how” accountable companies should be to their stakeholders is very visible in the pharmaceutical industry – mainly because of third party stakeholders playing a significant role in their relation with pharmaceutical companies.

Conclusions to the key issues identified in the present part of the research are summarized in part 6, which also offers future recommendations to the subject.

6. Conclusion & recommendations

Conclusions of key issues, identified in part 5, are summarized in part 6.1 and part 6.2 offers recommendations to future application of corporate branding in the pharmaceutical industry.

6.1: Conclusions to research questions

Main Research question:

To what extent do Danish pharmaceutical companies explore current corporate branding philosophies and which issues surround principles of corporate branding, when applied in the Danish pharmaceutical industry

Literature appears to be dominated by marketing thinking and does not illustrate how corporate branding applies to the Danish pharmaceutical industry. The industry shows signs of translating part of corporate branding, but is still characterized by a product driven tactical focus. The industry is not practicing corporate branding at its fullest and appears to lack understanding of the role of organisational members and in particular stakeholder management. The second wave to corporate branding does however offer solutions, which may help to create more transparency within the industry and more effective stakeholder management.

The gap in literature itself causes issues for practitioners in applying principles in their daily work. The limited industry specific research and sparse practical experience causes confusion in application of corporate branding principles.

The present research indicate that extensive research is needed within the industry and cases illustrating how practitioners can apply corporate branding is also needed.

Partial Research Question 1

Are Danish pharmaceutical companies still operating in a product paradigm and not organized according to a corporate branding strategy or exploiting corporate branding as a strategic lever?

Danish pharmaceutical companies seem to operate in a product paradigm, however practicing elements of corporate branding. The industry approach to corporate branding can be substantially improved, but demands willingness to invest in long-term activities at the expense of short-term financial results. A deeper understanding of the role of product, category and corporate branding is needed.

Partial Research Question 2

Can Hatch & Schultz' corporate branding model be transferred and used in the pharmaceutical industry?

Hatch & Schultz approach to corporate branding is suitable for the pharmaceutical industry, as their inclusion of external stakeholders may help creating transparency in the relations between the industry and its stakeholders.

The industry demonstrate a rather obsolete view on corporate branding in the context described by Hatch & Schultz. Especially stakeholder management and the interconnections between vision, image and culture seems to be managed poorly. The complexity of the model does however create challenges in relation to implementation

Partial Research Question 3

Do Danish pharmaceutical companies understand the embedded dynamics that unfold amongst the different stakeholders and are they managing these stakeholders?

The industry is limited in their approach to stakeholder management, and the role of a wider stakeholder group is not clearly understood. The industry needs to understand principles of stakeholder management and how this can be used as an essential part of corporate branding. The industry is currently creating an in-side out approach to corporate branding, not acknowledging the role of external stakeholders.

6.2: Recommendations

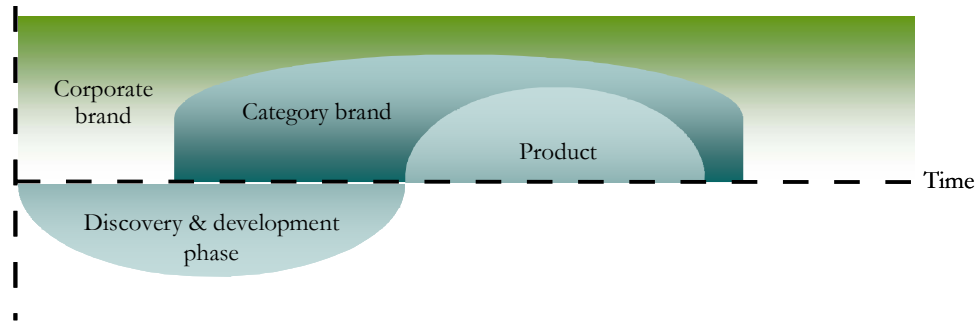
6.2.1: Application of corporate branding in the Danish pharmaceutical industry

Companies should use some of the logic from FMCG product branding, when bringing pharmaceutical brands on the market, but instead of investing primarily in long-term product branding, part of the investments should be to category and corporate branding.

Figure 53 below illustrates how product, category and corporate branding can be brought together. The category brand supports products within its field and ensures that products have access to the market once launched. Stakeholder management should be done primarily within the category or the corporate brand to ensure that important relations are not lost once the

product loses exclusivity – and thereby support. By engaging in the category brand, the pharmaceutical industry has an opportunity to prolong return on investment from one product to another.

Figure 53: Bringing product, category and corporate branding together



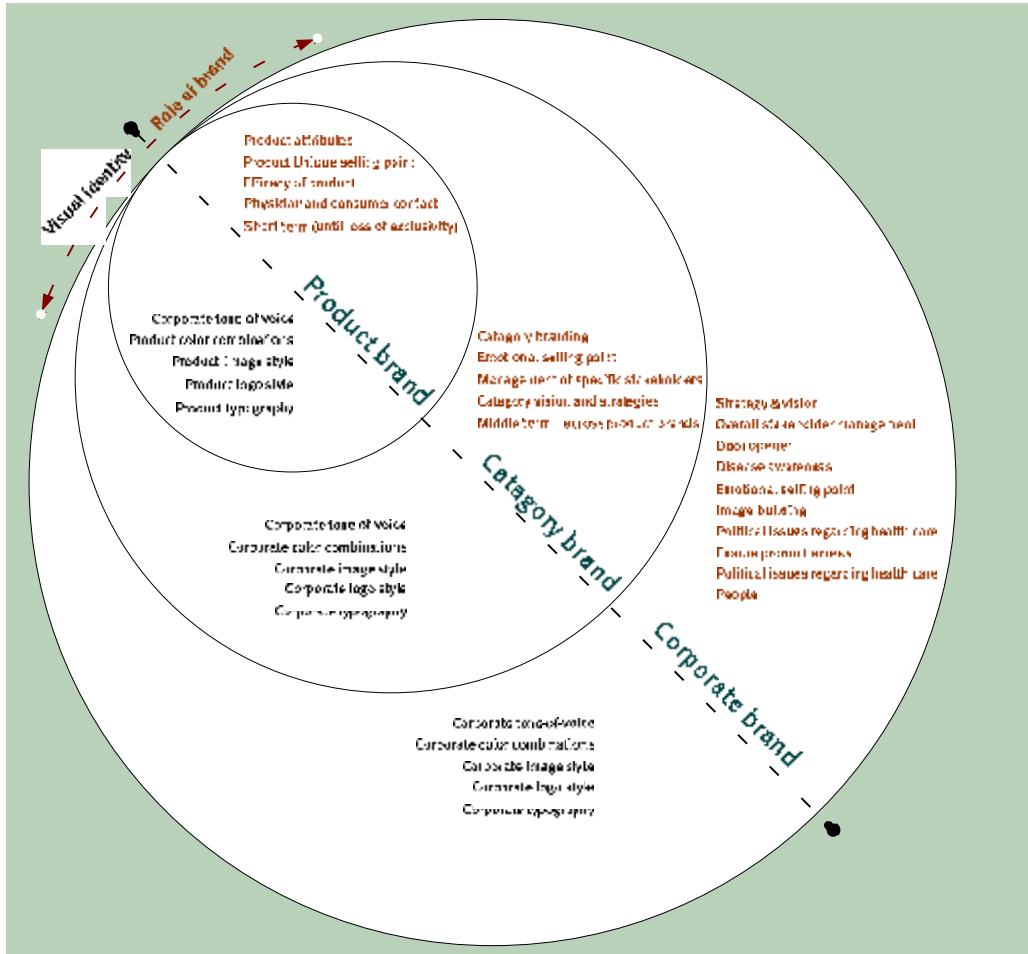
Source: own creation

It is important to acknowledge the roles of the product, category and corporate brand. Figure 54 on the following page illustrates both the role of branding categories and visual identity of each.

Some companies may be able to reduce costs by exploiting economies of scale in advertising and marketing. This does however depend on the size of a company's product portfolio. Pharmaceutical companies with huge portfolio may find it difficult to capture all product visuals under the corporate umbrella. Figure 54 illustrates how visual identity can be used across the three disciplines. Some companies may wish to extend the visuals of the corporate brand to the product brand as well.

Figure 54 also illustrate how vision and behaviour (values) are captured under the corporate umbrella. Stakeholder management is done across the corporate and the category brand, whereas the product brand only captures product capabilities and attributes.

Figure 54: Role of product, category and corporate brand



Source: own creation

6.2.2: Using the corporate branding model in the pharmaceutical industry

Danish pharmaceutical organizations must start the change within, in order to integrate vision, image and culture. The apparent lack of stakeholder management affects vision, culture and ultimately identity. It is important that organizations initiate programs to understand stakeholders better and how these affect vision and identity. Implementation of a corporate brand is time consuming and return on investment is long-term. It is recommended that organizations start by looking into the corporate branding toolkit – assessing potential gaps in vision, culture, image and identity.

6.2.3: Managing stakeholders in the pharmaceutical industry

Due to a shift in power of prescriptions from the doctors to a more complex network of stakeholders, it is important to acknowledge other groups as important stakeholders. It is all about creating value for all stakeholders, knowing how the company's value proposition makes

each stakeholder better off, knowing what the company is trying to accomplish with each key stakeholder and who these stakeholders are.

To manage stakeholders a thoroughly mapping is needed. It should be based on their interest and power – this can only be done by intensive dialogue with each stakeholder. To mobilize stakeholders companies must:

Map, assess and segment all stakeholders

Identify value proposition in relation to each stakeholder

1. What do we stand for?
 2. What is our purpose?
 3. What are our key values?
 4. Who has a stake in what we do
- } Value Proposition
- } Stakeholders

Identify how the value proposition makes each stakeholder better off

Identify what the company is trying to accomplish with each stakeholder

The stakeholder mindset has to be rolled out and made available for all employees. All contact must support the value proposition and the strategy identified in relation to the stakeholder.

6.3: Future research

As literature on corporate branding in the pharmaceutical industry is sparse and highly focussed on the marketing perspective further research is needed. Research should not be limited to academic research but also involve empirical studies and include themes such as:

- Investigate implications of using a multidisciplinary branding model in the industry
- Investigate how product, category and corporate branding can be used in the industry
Investigate implications for subsidiaries when implementing corporate branding from a global perspective. How can subsidiaries leverage corporate branding strategies evolving from parent companies, and how should these strategies be adapted to local markets
- Investigate how corporate branding can be used for stakeholder management in the pharmaceutical industry

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8. Appendices

Appendix 8.1: Seven principles of stakeholder management

<i>Principle 1</i>	Managers should acknowledge and actively monitor the concerns of all legitimate stakeholders, and should take their interests appropriately into account in decision-making and operations.
<i>Principle 2</i>	Managers should listen to and openly communicate with stakeholders about their respective concerns and contributions, and about the risks that they assume because of their involvement with the corporation.
<i>Principle 3</i>	Managers should adopt processes and modes of behaviour that are sensitive to the concerns and capabilities of each stakeholder constituency.
<i>Principle 4</i>	Managers should recognize the interdependence of efforts and rewards among stakeholders, and should attempt to achieve a fair distribution of the benefits and burdens of corporate activity among them, taking into account their respective risks and vulnerabilities.
<i>Principle 5</i>	Managers should work cooperatively with other entities, both public and private, to insure that risks and harms arising from corporate activities are minimized and, where they cannot be avoided, appropriately compensated.
<i>Principle 6</i>	Managers should avoid altogether activities that might jeopardize inalienable human rights (e.g., the right to life) or give rise to risks which, if clearly understood, would be patently unacceptable to relevant stakeholders.
<i>Principle 7</i>	Managers should acknowledge the potential conflicts between (a) their own role as corporate stakeholders, and (b) their legal and moral responsibilities for the interests of stakeholders, and should address such conflicts through open communication, appropriate reporting and incentive systems and, where necessary, third party review.

Source: Preston et al (1999)

Appendix 8.2: Questionnaire

Corporate branding in the Danish pharmaceutical industry

As part of my MBA studies at Henley Management College I am preparing my final dissertation on the subject "Corporate Branding in the Danish pharmaceutical industry". The overall objective of the research is to clarify some of the issues surrounding the principles of corporate branding, when applied to the pharmaceutical industry. The aim is also to examine to which extent the Danish Pharmaceutical industry is using the corporate branding philosophy.

I would highly appreciate your participation in this research. The questionnaire is primarily "multiple-choice" and should take you no more than 15 minutes to answer. Your participation is 100% anonymous and no individual responses will be published.

Deadline for participation is 5, January 2006. Thank you in advance for your help. A complementary summary of the research will be forwarded on request.

Section 1: Company information and respondent role										
1.1: What type of company do you work for	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Parent company – R&D based company	25	49,02%	10	40%	15	58%	25	96%	0	0%
Parent company – Generic production	1	1,96%	0	0%	1	4%	1	4%	0	0%
Parent company – Parallel import	0	0,00%	0	0%	0	0%	0	0%	0	0%
Subsidiary of R&D based company	25	49,02%	15	60%	10	38%	0	0%	25	100%
Subsidiary – Generic production	0	0,00%	0	0%	0	0%	0	0%	0	0%
Subsidiary – Parallel import	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
1.2: No of employees in your part of the company	Responses		CEO+TOP		Other		Parent	%	Subs.	%
0-100 employees	16	31,37%	9	36%	7	27%	6	23%	10	40%
101 – 250 employees	15	29,41%	7	28%	8	31%	3	12%	12	48%
251 – 500 employees	4	7,84%	2	8%	2	8%	2	8%	2	8%
501 – 1.000 employees	3	5,88%	1	4%	2	8%	3	12%	0	0%
1.001 – 5.000 employees	6	11,76%	3	12%	3	12%	6	23%	0	0%
> 5.000 employees	7	13,73%	3	12%	4	15%	6	23%	1	4%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
1.3: Annual turnover in DKK in your part of the company	Responses		CEO+TOP		Other		Parent	%	Subs.	%
0 – 50 mio	5	9,80%	1	4%	4	15%	5	19%	0	0%
51 – 100 mio	3	5,88%	1	4%	2	8%	0	0%	3	12%
101 – 200 mio	3	5,88%	3	12%	0	0%	1	4%	2	8%
201 – 500 mio	14	27,45%	8	32%	6	23%	3	12%	11	44%
501 – 750 mio	3	5,88%	3	12%	0	0%	3	12%	0	0%
751 – 1 mia	10	19,61%	3	12%	7	27%	4	15%	6	24%
> 1 mia.	13	25,49%	6	24%	7	27%	10	38%	3	12%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
1.4.a: The part of the company I work for is organized by	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Functional (sales, marketing etc)	25	49,02%	12	48%	13	50%	11	42%	14	56%
Business unit	14	27,45%	10	40%	4	15%	8	31%	6	24%
Project organization	8	15,69%	3	12%	5	19%	5	19%	3	12%
Other - please specify in 1.4.b	4	7,84%	0	0%	4	15%	2	8%	2	8%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
<i>1.4.b: If responding "other" in 1.4.a please specify your answer below</i>										
1.5.a: Please specify your role	Responses		CEO+TOP		Other		Parent	%	Subsidiary	%
CEO/Owner	3	5,88%	3	12%	0	0%	0	0%	3	12%
Senior Management (e.g. Marketing Director, Sales Director, Finance Director etc.)	22	43,14%	22	88%	0	0%	10	38%	12	48%
Middle Management (e.g. Sales Manager, Marketing manager etc. a Manager reporting to a Director)	13	25,49%	0	0%	13	50%	8	31%	5	20%
Project/Product Manager	4	7,84%	0	0%	4	15%	2	8%	2	8%
Specialist	3	5,88%	0	0%	3	12%	3	12%	0	0%
Other - please specify in 1.5.b	6	11,76%	0	0%	6	23%	3	12%	3	12%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
<i>1.5.b: If responding "other" in 1.5.a please specify your answer below</i>										
1.6: In which department do you work?	Responses		CEO+TOP		Other		Parent	%	Subsidiary	%
Management	12	23,53%	11	44%	1	4%	4	15%	8	32%
HR	5	9,80%	3	12%	2	8%	4	15%	1	4%
Strategy	2	3,92%	0	0%	2	8%	2	8%	0	0%
Corporate Communications	3	5,88%	1	4%	2	8%	3	12%	0	0%
Corporate Affairs	0	0,00%	0	0%	0	0%	0	0%	0	0%
Marketing	12	23,53%	4	16%	8	31%	4	15%	8	32%
Sales	4	7,84%	1	4%	3	12%	2	8%	2	8%
Medical	5	9,80%	3	12%	2	8%	1	4%	4	16%
Other	8	15,69%	2	8%	6	23%	6	23%	2	8%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%

Section 2: General branding understanding

In this section you will be asked about your opinion about the term "branding". For question 2.2 and 2.3 your definition of the term is requested. In cases where you don't know the exact answer for your company, please state your own opinion

2.1: My company is driven by	Responses		CEO+TOP		Other		Parent	%	Subsidiary	%
Product branding	25	49,02%	13	52%	12	46%	10	38%	15	60%
Category branding (fx. therapeutic/disease area)	8	15,69%	5	20%	3	12%	3	12%	5	20%
Corporate branding (your company is the sender)	4	7,84%	2	8%	2	8%	2	8%	2	8%
Both	11	21,57%	5	20%	6	23%	9	35%	2	8%
None	1	1,96%	0	0%	1	4%	1	4%	0	0%
Do not know	2	3,92%	0	0%	2	8%	1	4%	1	4%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
2.2: What do you associate with the term "branding"?										
		0,00%								
2.3: What do you associate with the term "corporate branding"?										
		0,00%								
2.4: In my opinion corporate branding is	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Centralized control	49	96,08%	24	96%	25	96%	24	92%	25	100%
Decentralized control	2	3,92%	1	4%	1	4%	2	8%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
2.5: In my opinion corporate branding is mostly	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Visual identity (design, pictures, logo etc.)	3	5,88%	2	8%	1	4%	0	0%	3	12%
Marketing strategy	5	9,80%	2	8%	3	12%	4	15%	1	4%
Corporate strategy	17	33,33%	10	40%	7	27%	9	35%	8	32%
Communication strategy	19	37,25%	10	40%	9	35%	12	46%	7	28%
HR Strategy (mindset, values & culture)	7	13,73%	1	4%	6	23%	1	4%	6	24%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
2.6: My company considers corporate branding to be an external related communication activity	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	7	13,73%	3	12%	4	15%	4	15%	3	12%
Agree	27	52,94%	12	48%	15	58%	16	62%	11	44%
Uncertain	6	11,76%	3	12%	3	12%	2	8%	4	16%
Disagree	11	21,57%	7	28%	4	15%	4	15%	7	28%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
2.7: My company considers corporate branding to be an internal identity activity	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	6	11,76%	3	12%	3	12%	4	15%	2	8%
Agree	25	49,02%	13	52%	12	46%	12	46%	13	52%
Uncertain	9	17,65%	3	12%	6	23%	3	12%	6	24%
Disagree	11	21,57%	6	24%	5	19%	7	27%	4	16%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
2.8: In my company we believe that corporate branding gives customers a sense of community	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	5	9,80%	3	12%	2	8%	3	12%	2	8%
Agree	27	52,94%	15	60%	12	46%	18	69%	9	36%
Uncertain	15	29,41%	7	28%	8	31%	4	15%	11	44%
Disagree	4	7,84%	0	0%	4	15%	1	4%	3	12%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
2.9: In my company we believe that corporate branding provides a "seal of approval" (Customers/Stakeholders know what they can expect of the company when they see the logo or hear the	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	15	29,41%	7	28%	8	31%	10	38%	5	20%
Agree	27	52,94%	14	56%	13	50%	12	46%	15	60%
Uncertain	7	13,73%	3	12%	4	15%	4	15%	3	12%
Disagree	2	3,92%	1	4%	1	4%	0	0%	2	8%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
2.10: In my company we believe that corporate branding creates common ground	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	13	25,49%	3	13%	10	40%	8	30%	5	21%
Agree	30	58,82%	19	79%	10	40%	14	52%	16	67%
Uncertain	6	11,76%	1	4%	4	16%	4	15%	2	8%
Disagree	2	3,92%	1	4%	1	4%	1	4%	1	4%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	51	100,00%	24	100%	25	100%	27	100%	24	100%
2.11: In my company we believe that corporate branding reduces costs	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	1	1,96%	0	0%	1	4%	1	4%	0	0%
Agree	7	13,73%	5	20%	2	8%	5	19%	2	8%
Uncertain	24	47,06%	11	44%	13	50%	9	35%	15	60%
Disagree	18	35,29%	9	36%	9	35%	10	38%	8	32%
Strongly disagree	1	1,96%	0	0%	1	4%	1	4%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
2.12: In my company we believe that corporate branding is building our corporate reputation	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	18	35,29%	6	24%	12	46%	13	50%	5	20%
Agree	29	56,86%	17	68%	12	46%	12	46%	17	68%
Uncertain	2	3,92%	0	0%	2	8%	1	4%	1	4%
Disagree	2	3,92%	2	8%	0	0%	0	0%	2	8%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%

Section 3: Vision-Culture

Does your company practice the values it promotes? Does your company's vision inspire all its subcultures? Are your vision and culture differentiated from those of your competitors?

3.1: My company has defined a clear vision and/or mission (Choose one)	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	28	54,90%	12	48%	16	62%	16	62%	12	48%
Agree	17	33,33%	10	40%	7	27%	10	38%	7	28%
Uncertain	3	5,88%	2	8%	1	4%	0	0%	3	12%
Disagree	3	5,88%	1	4%	2	8%	0	0%	3	12%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
3.2: My company vision and/or mission inspire all its subcultures/all employees (Choose one)	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	9	17,65%	3	12%	6	23%	5	19%	4	16%
Agree	22	43,14%	12	48%	10	38%	13	50%	9	36%
Uncertain	12	23,53%	6	24%	6	23%	4	15%	8	32%
Disagree	8	15,69%	4	16%	4	15%	4	15%	4	16%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
3.3: My company has defined a clear set of values	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	24	47,06%	10	40%	14	54%	9	35%	15	60%
Agree	18	35,29%	13	52%	5	19%	11	42%	7	28%
Uncertain	4	7,84%	2	8%	2	8%	3	12%	1	4%
Disagree	5	9,80%	0	0%	5	19%	3	12%	2	8%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
3.4: My company values are developed by a	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Top-down process	38	74,51%	20	80%	18	69%	17	65%	21	84%
Bottom-up process	10	19,61%	4	16%	6	23%	7	27%	3	12%
Do not know	3	5,88%	1	4%	2	8%	2	8%	1	4%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
3.5: My company practice the values it promotes	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	10	19,61%	2	8%	8	31%	7	27%	3	12%
Agree	26	50,98%	14	56%	12	46%	13	50%	13	52%
Uncertain	7	13,73%	5	20%	2	8%	2	8%	5	20%
Disagree	8	15,69%	4	16%	4	15%	4	15%	4	16%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
3.6: My company's vision and culture is sufficiently differentiated from our competitors	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	5	9,80%	3	12%	2	8%	2	8%	3	12%
Agree	21	41,18%	9	36%	12	46%	14	54%	7	28%
Uncertain	13	25,49%	6	24%	7	27%	6	23%	7	28%
Disagree	11	21,57%	7	28%	4	15%	4	15%	7	28%
Strongly disagree	1	1,96%	0	0%	1	4%	0	0%	1	4%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
Comments: Please add any comments you may have to section 3. If none, proceed to section 4.	Responses		CEO+TOP		Other					

Section 4: Image-Culture

What images do stakeholders associate with the company? In what ways do employees and external stakeholders interact? Do employees care what external stakeholders think of the company? Stakeholders = People with a stake/interest in the company (Interressenter)?

4.1: My company often carries out surveys to understand stakeholder perception of the company										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	8	15,69%	2	8%	6	23%	5	19%	3	12%
Agree	12	23,53%	6	24%	6	23%	6	23%	6	24%
Uncertain	14	27,45%	8	32%	6	23%	5	19%	9	36%
Disagree	13	25,49%	7	28%	6	23%	8	31%	5	20%
Strongly disagree	4	7,84%	2	8%	2	8%	2	8%	2	8%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
4.2: My company systematic collects data regarding stakeholder perception										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	9	17,65%	2	8%	7	27%	7	27%	2	8%
Agree	18	35,29%	12	48%	6	23%	7	27%	11	44%
Uncertain	10	19,61%	4	16%	6	23%	5	19%	5	20%
Disagree	12	23,53%	7	28%	5	19%	6	23%	6	24%
Strongly disagree	2	3,92%	0	0%	2	8%	1	4%	1	4%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
4.3: My company's employees have a clear sense of all stakeholders										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	3	5,88%	0	0%	3	12%	2	8%	1	4%
Agree	19	37,25%	12	48%	7	27%	9	35%	10	40%
Uncertain	15	29,41%	6	24%	9	35%	8	31%	7	28%
Disagree	13	25,49%	7	28%	6	23%	7	27%	6	24%
Strongly disagree	1	1,96%	0	0%	1	4%	0	0%	1	4%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
4.4: My company knows what we are trying to accomplish with each key stakeholder										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	2	3,92%	0	0%	2	8%	2	8%	0	0%
Agree	27	52,94%	10	40%	17	65%	16	62%	11	44%
Uncertain	13	25,49%	10	40%	3	12%	6	23%	7	28%
Disagree	8	15,69%	5	20%	3	12%	2	8%	6	24%
Strongly disagree	1	1,96%	0	0%	1	4%	0	0%	1	4%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
4.5: Employees in my company knows what we are trying to accomplish with each key stakeholder										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	1	1,96%	0	0%	1	4%	1	4%	0	0%
Agree	19	37,25%	9	36%	10	38%	11	42%	8	32%
Uncertain	19	37,25%	9	36%	10	38%	9	35%	10	40%
Disagree	11	21,57%	7	28%	4	15%	5	19%	6	24%
Strongly disagree	1	1,96%	0	0%	1	4%	0	0%	1	4%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
4.6: My company has a specific strategy for each stakeholder										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	2	3,92%	0	0%	2	8%	1	4%	1	4%
Agree	18	35,29%	5	20%	13	50%	12	46%	6	24%
Uncertain	16	31,37%	12	48%	4	15%	6	23%	10	40%
Disagree	13	25,49%	8	32%	5	19%	7	27%	6	24%
Strongly disagree	2	3,92%	0	0%	2	8%	0	0%	2	8%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
4.7: Employees in my company are aware of stakeholder strategies										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	2	3,92%	1	4%	1	4%	2	8%	0	0%
Agree	18	35,29%	7	28%	11	42%	10	38%	8	32%
Uncertain	19	37,25%	12	48%	7	27%	6	23%	13	52%
Disagree	10	19,61%	5	20%	5	19%	7	27%	3	12%
Strongly disagree	2	3,92%	0	0%	2	8%	1	4%	1	4%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
4.8: Employees in my company are aware of all communication channels used to reach our stakeholders										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	2	3,92%	0	0%	2	8%	2	8%	0	0%
Agree	16	31,37%	9	36%	7	27%	9	35%	7	28%
Uncertain	17	33,33%	9	36%	8	31%	6	23%	11	44%
Disagree	16	31,37%	7	28%	9	35%	9	35%	7	28%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%
4.9: Employees in my company are aware of our value proposition to each stakeholder										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	2	3,92%	0	0%	2	8%	2	8%	0	0%
Agree	13	25,49%	7	28%	6	23%	9	35%	4	16%
Uncertain	18	35,29%	10	40%	8	31%	7	27%	11	44%
Disagree	16	31,37%	8	32%	8	31%	8	31%	8	32%
Strongly disagree	2	3,92%	0	0%	2	8%	0	0%	2	8%
Total responses:	51	100,00%	25	100%	26	100%	26	100%	25	100%

Section 5: Image-Vision

Who are the stakeholders of the company? What do they want from the company? Does the company effectively communicate it's vision to stakeholders? Stakeholders = People with a stake/interest in the company (Interressenter)

5.1: My company's five most important stakeholders are?										
Please state your five most important stakeholders in a prioritized list. LIST ONLY FIVE.										
5.2: In my company a continuous process is used to identify new stakeholders	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	4	8,16%	1	4%	3	13%	2	8%	2	8%
Agree	20	40,82%	10	40%	11	46%	6	24%	14	58%
Uncertain	13	26,53%	6	24%	5	21%	10	40%	3	13%
Disagree	11	22,45%	8	32%	4	17%	7	28%	4	17%
Strongly disagree	1	2,04%	0	0%	1	4%	0	0%	1	4%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
5.3: My company is aware of all our stakeholders' objectives - what they are trying to accomplish in the long-run	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	3	6,12%	0	0%	3	13%	3	12%	0	0%
Agree	20	40,82%	8	32%	12	50%	11	44%	9	38%
Uncertain	15	30,61%	11	44%	4	17%	8	32%	7	29%
Disagree	9	18,37%	6	24%	3	13%	3	12%	6	25%
Strongly disagree	2	4,08%	0	0%	2	8%	0	0%	2	8%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
5.4: My company knows how our basic "value proposition" makes each stakeholder better off	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	4	8,16%	1	4%	3	13%	3	12%	1	4%
Agree	16	32,65%	11	44%	5	21%	9	36%	7	29%
Uncertain	18	36,73%	7	28%	11	46%	9	36%	9	38%
Disagree	10	20,41%	6	24%	4	17%	4	16%	6	25%
Strongly disagree	1	2,04%	0	0%	1	4%	0	0%	1	4%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
5.5: Everything that my company does serves stakeholders. My company never trade off the interests of one versus the other	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	2	4,08%	1	4%	1	4%	2	4%	0	0%
Agree	10	20,41%	4	16%	6	25%	6	12%	4	8%
Uncertain	16	32,65%	9	36%	7	29%	8	16%	8	16%
Disagree	19	38,78%	9	36%	10	42%	7	14%	12	24%
Strongly disagree	2	4,08%	2	8%	0	0%	2	4%	0	0%
Total responses:	49	100,00%	25	100%	24	100%	25	51%	24	49%
5.6: My company constantly monitor and redesign processes to make us better understand and serve our stakeholders.	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	2	4,08%	0	0%	2	8%	2	8%	0	0%
Agree	29	59,18%	15	60%	14	58%	14	56%	15	63%
Uncertain	13	26,53%	7	28%	6	25%	8	32%	5	21%
Disagree	5	10,20%	3	12%	2	8%	1	4%	4	17%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
5.7: My company has developed a clear positioning strategy (how we want to be perceived in the market) on the basis of the corporate values	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	11	22,45%	5	20%	6	25%	7	28%	4	17%
Agree	25	51,02%	14	56%	11	46%	14	56%	11	46%
Uncertain	7	14,29%	4	16%	3	13%	3	12%	4	17%
Disagree	6	12,24%	2	8%	4	17%	1	4%	5	21%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
5.8: My company communicate in a consistent way to all stakeholders	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	10	20,41%	4	16%	6	25%	7	28%	3	13%
Agree	13	26,53%	8	32%	5	21%	7	28%	6	25%
Uncertain	15	30,61%	8	32%	7	29%	8	32%	7	29%
Disagree	11	22,45%	5	20%	6	25%	3	12%	8	33%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
5.9: My company communicates our vision and strategies to all stakeholders	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	11	22,45%	5	20%	6	25%	8	32%	3	13%
Agree	13	26,53%	4	16%	9	38%	10	40%	3	13%
Uncertain	11	22,45%	9	36%	2	8%	4	16%	7	29%
Disagree	12	24,49%	6	24%	6	25%	2	8%	10	42%
Strongly disagree	2	4,08%	1	4%	1	4%	1	4%	1	4%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%

Section 6: Managing the corporate brand										
6.1: My company has defined a clear business strategy										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	22	44,90%	10	40%	12	50%	13	52%	9	38%
Agree	19	38,78%	11	44%	8	33%	9	36%	10	42%
Uncertain	4	8,16%	3	12%	1	4%	1	4%	3	13%
Disagree	4	8,16%	1	4%	3	13%	2	8%	2	8%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
6.2: My company has defined a clear corporate branding strategy										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	10	20,41%	3	12%	7	29%	7	28%	3	13%
Agree	24	48,98%	13	52%	11	46%	16	64%	8	33%
Uncertain	6	12,24%	4	16%	2	8%	1	4%	5	21%
Disagree	8	16,33%	4	16%	4	17%	1	4%	7	29%
Strongly disagree	1	2,04%	1	4%	0	0%	0	0%	1	4%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
6.3: Our corporate brand strategy is considered an integrated part of the overall business strategy										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	10	20,41%	2	8%	8	33%	7	28%	3	13%
Agree	22	44,90%	10	40%	12	50%	12	48%	10	42%
Uncertain	6	12,24%	6	24%	0	0%	2	8%	4	17%
Disagree	10	20,41%	7	28%	3	13%	4	16%	6	25%
Strongly disagree	1	2,04%	0	0%	1	4%	0	0%	1	4%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
6.4: My company has a special department, project group or person responsible of our corporate brand (Choose one)										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	18	36,73%	8	32%	10	42%	12	48%	6	25%
Agree	17	34,69%	7	28%	10	42%	10	40%	7	29%
Uncertain	2	4,08%	2	8%	0	0%	0	0%	2	8%
Disagree	10	20,41%	6	24%	4	17%	2	8%	8	33%
Strongly disagree	2	4,08%	2	8%	0	0%	1	4%	1	4%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
6.5: In my company the following is responsible for corporate branding initiatives (Choose more than one if appropriate)										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Marketing	21	17,07%	9	14%	12	21%	12	19%	9	15%
Top Management	33	26,83%	20	30%	13	23%	15	24%	18	30%
Corporate Communication	33	26,83%	18	27%	15	26%	17	27%	16	27%
Human Resources	14	11,38%	9	14%	5	9%	5	8%	9	15%
Strategic department	7	5,69%	4	6%	3	5%	4	6%	3	5%
Corporate branding task force / project team	12	9,76%	4	6%	8	14%	8	13%	4	7%
Other	3	2,44%	2	3%	1	2%	2	3%	1	2%
Total responses:	123	100,00%	66	100%	57	100%	63	100%	60	100%
6.6: My company has a dedicated budget for corporate branding initiatives										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	11	22,45%	5	20%	6	25%	8	32%	3	13%
Agree	17	34,69%	9	36%	8	33%	13	52%	4	17%
Uncertain	10	20,41%	4	16%	6	25%	2	8%	8	33%
Disagree	9	18,37%	6	24%	3	13%	1	4%	8	33%
Strongly disagree	2	4,08%	1	4%	1	4%	1	4%	1	4%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%

Section 7: Live the brand										
7.1: The managers in my company are managing according to our mission, vision and corp. Values										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	8	16,33%	5	20%	3	13%	4	16%	4	17%
Agree	28	57,14%	13	52%	15	63%	16	64%	12	50%
Uncertain	7	14,29%	5	20%	2	8%	2	8%	5	21%
Disagree	6	12,24%	2	8%	4	17%	3	12%	3	13%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
7.2: Management in my company is good at explaining and communicating with behaviour they believe is suitable (Choose one)										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	6	12,24%	2	8%	4	17%	3	12%	3	13%
Agree	31	63,27%	17	68%	14	58%	15	60%	16	67%
Uncertain	7	14,29%	2	8%	5	21%	5	20%	2	8%
Disagree	5	10,20%	4	16%	1	4%	2	8%	3	13%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
7.3: We relate and talk about our mission, vision and corp. values on a regular basis (Choose one)										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	13	26,53%	6	24%	7	29%	7	28%	6	25%
Agree	22	44,90%	12	48%	10	42%	11	44%	11	46%
Uncertain	3	6,12%	2	8%	1	4%	1	4%	2	8%
Disagree	9	18,37%	5	20%	4	17%	5	20%	4	17%
Strongly disagree	2	4,08%	0	0%	2	8%	1	4%	1	4%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
7.4: Management considers corporate branding as everybody's responsibility (Choose one)										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	8	16,33%	1	4%	7	29%	6	24%	2	8%
Agree	25	51,02%	14	56%	11	46%	9	36%	16	67%
Uncertain	8	16,33%	6	24%	2	8%	4	16%	4	17%
Disagree	8	16,33%	4	16%	4	17%	6	24%	2	8%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
7.5: My company has introduced our corporate branding strategy to all employees (Choose one)										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	9	18,37%	3	12%	6	25%	5	20%	4	17%
Agree	24	48,98%	13	52%	11	46%	10	40%	14	58%
Uncertain	2	4,08%	1	4%	1	4%	2	8%	0	0%
Disagree	12	24,49%	7	28%	5	21%	6	24%	6	25%
Strongly disagree	2	4,08%	1	4%	1	4%	2	8%	0	0%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
7.6: My company educate and train all employees in our mission, vision and corporate values on a regular basis										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	9	18,37%	3	12%	6	25%	6	24%	3	13%
Agree	23	46,94%	13	52%	10	42%	8	32%	15	63%
Uncertain	5	10,20%	5	20%	0	0%	3	12%	2	8%
Disagree	11	22,45%	4	16%	7	29%	7	28%	4	17%
Strongly disagree	1	2,04%	0	0%	1	4%	1	4%	0	0%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
7.7: Our vision / mission and corp. values are explained to new employees										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	19	38,78%	7	28%	12	50%	13	52%	6	25%
Agree	23	46,94%	15	60%	8	33%	9	36%	14	58%
Uncertain	3	6,12%	0	0%	3	13%	2	8%	1	4%
Disagree	4	8,16%	3	12%	1	4%	1	4%	3	13%
Strongly disagree	0	0,00%	0	0%	0	0%	0	0%	0	0%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
7.8: My company has brand drivers (such as employees who understands the brand and our values) who are role models to their colleagues										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	7	14,29%	3	12%	4	17%	6	24%	1	4%
Agree	10	20,41%	5	20%	5	21%	5	20%	5	21%
Uncertain	15	30,61%	8	32%	7	29%	8	32%	7	29%
Disagree	14	28,57%	9	36%	5	21%	5	20%	9	38%
Strongly disagree	3	6,12%	0	0%	3	13%	1	4%	2	8%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%
7.9: My company makes internal campaigns to enhance the brand understanding and involve our employees in the brand (Choose one)										
	Responses		CEO+TOP		Other		Parent	%	Subs.	%
Strongly agree	5	10,20%	2	8%	3	13%	2	8%	3	13%
Agree	19	38,78%	12	48%	7	29%	6	24%	13	54%
Uncertain	2	4,08%	1	4%	1	4%	2	8%	0	0%
Disagree	22	44,90%	10	40%	12	50%	14	56%	8	33%
Strongly disagree	1	2,04%	0	0%	1	4%	1	4%	0	0%
Total responses:	49	100,00%	25	100%	24	100%	25	100%	24	100%

Thank you for your participation. If you wish to add further comments, which you think may add to the understanding of "corporate branding in the Danish pharmaceutical industry" please use the free text space below. If you wish to receive a summary of the results please state your email in the free text space or, to remain anonymous in the present survey, send your contact information to rbrauner@mail.dk

Appendix 8.3: Question 2.2. What do you associate with the term "branding"

- Rational and emotional communication of specific brand (product) in order to build on / maintain clear and relevant positioning of brand in the mind of the stakeholders - within all elements of the marketing mix (integrated and consistent)
- Building a clear image among our targeted customers
- Everything, which is done – the decisions we make, the way we behave, the way we look and how we communicate – influences the way we are perceived.
- Creating knowledge about the value, uniqueness, and competitive drivers of your product
- Everything around the fact that our companies' services and products are well known and the fact that we can use our name within the pharmaceutical industry and advertise it.
- Branding is when a company communicates all business activities, services, brands, products - in order to create an added value in the market.
- Create an overall perception of a product, a company, a person etc.
- To communicate - hopefully sustainable - differences between our offer (product/service) and the corresponding from the competition.
- Working with a product's value propositions to enhance customer focus
- The connection between product and other values for the customer
- Perception of product value proposition
- Identity associated with certain values, physical characteristics, and other tacit identifiers
- to have a product that is well known
- Identity, as communicated to stakeholders
- Surround the product characteristics with an emotional, look and feel platform that is consistently used when communicating the "brand"
- Positioning of the product based on an image rather than actual facts
- The way your product is perceived by customers and non customers
- The process of influencing on others perception of the image of the object
- Generate a positive attitude towards your product and features surrounding your product in order to create a preference for your product
- The value, history, myth, perception, basic facts and visual appearance of a product or a company
- "Orchestrated" characteristics and emotions linked to a given product, service or company.
- Branding is for me how you look on a person, a product, a company
- Quality products or quality companies
- A mean to create a "personality" for whatever you are branding
- Making customers aware of the benefits of the product
- Established values perceived by target group
- The image/picture send about a specific entity to potential customers, users of products and employees
- Market positioning through association to values from the chosen identity
- Branding is creating singularity, awareness and differentiation for a product in the mind of the target market.
- Give knowledge to other people about a specific "thing" (product, company etc.)
- Building "personality" into the features of a product, service, etc.
- Promoting a company and it's products
- Overall associations and values related to product, company, employees
- Recognition without wordy explanation
- Positioning and placement of image
- To make a product known by a specified population. The product can be a specific product or a concept.
- Perception, recognition, subconscious
- A strong communicated promise to the 'world/markets/stake-shareholders' that we will fulfil certain needs
- A quality, service and customer focused approach to making patients feel comfortable and safe when they use OUR treatment guidelines and drugs.
- Strong product brands, excessive sales and marketing spend

Appendix 8.4: Question 2.3: What do you associate with the term “corporate branding?”

Same as for 2.2 - but then for the company in stead of the individual brands
Building a clear and consistent image of our company among our customers
A corporate brand promise tells the world who we are and what differentiates us from other companies. It's promise is born from the strengths that define our culture and expresses our commitment to our people and our customers. Its foundation lies within our vision and the core values that drive our business.
Creating knowledge about the products, values, uniqueness, history and culture in your company
The legal frame our companies branding is organised in.
The communication of the "inner life" of the company in all aspects of the business; telling the company story, the values, the products, the history...
Create an overall perception of a company
Corporate branding is communication of corporate values - not necessarily as differences to other companies but merely as the merits of the company. In building a corporate brand you must always remember to "walk the talk" and ensure internal communication is not forgotten
Mainstream product branding so the customer easily recognise the company behind the product
Knowledge for all stakeholders about the company values all over the world
The perception of a company's products and reputation
That the same corporate identity is shared across the corporation
To have a company that is well known to the general public
A way to communicate the company's image and identity
The marketing of a corporation - where the marketing elements are used consistently to communicate and support the selected corporate platform (tone of voice, images, values, emotions etc)
The process by which the true character and purpose of the company or organization is communicated
The way your company is perceived by the customers and non customers
The process of influencing on others perception of the image of the company
Same as above but here you use your company to create a preference for all your products
As above except linked to the company per se, i.e. not attached to any specific brand or service, but rather the entire company
Corporate branding is for me a combination of people and products. The values and behaviours represented in all areas in a company. The corporate branding is both internal and external
Companies with respect, reliability, good results and social responsibility
The personality of a company and how a company wants to be perceived in the public
Making stakeholders aware of the benefits of the company
Values established with corporate organisation, e.g. image drivers
That the organization as a whole carries certain values, that in one way or another is specific to the company.
Company name is the primary value adding & company profiling
Corporate Branding is branding of the company instead of products, creating an umbrella brand that provides a unique platform for marketing of not-so-different products.
Letting both internal and external people know the company values and goals
Establishing a platform for communicating how the company wish to be perceived by the society
Promoting a company and it's products world wide
see above - A logo or name is automatically associated with what it stands for, or what you want it to be associated in people's minds
To make a company known in a population. Branding e.g. values in the company.
Stakeholder perception, reputation, attractiveness (employees, customers etc.)
A significant signal to the 'world' that this company makes certain guarantees. This is a contrast to product branding where the company is invisible and makes no promises
Worldwide Branding of the company name
Integrated approach to stakeholder management

