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**The Most Powerful Name in Corporate News**

**Life Science Marketing for Drug Development, Biotech and Medical Device Companies  
 Offering Website Development, SEO, Lead Generation, Brand Creation, Product  
 Launches, Videos, Email Blasts, Pay Per Click and Banner Advertising Campaigns**



**David Chapin**  
 CEO & Chief Strategist

**CEOCFO: Mr. Chapin, would you tell us about Forma Life Science Marketing?**

**Mr. Chapin:** Forma helps B2B companies along the drug discovery and development chain connect with customers and differentiate themselves while achieving higher revenues and margins.

**CEOCFO: What do you understand about the whole process that gives you a bit of an edge?**

**Mr. Chapin:** I have a Bachelor's Degree in physics and a Masters Degree in design. Physics taught me the analysis; design taught me the synthesis. You need both to develop creative solutions that can be effective for clients.

**CEOCFO: Would you walk us through a couple of representative engagements to get a feel for what point someone comes to you and what the process is?**

**Mr. Chapin:** In summary, we help companies with both marketing strategy and tactics. We begin with strategy and differentiation, because so many companies in this regulated sector have not adequately differentiated themselves from their competitors. After strategy, we'll help companies with tactics, including web sites, inbound marketing, trade shows, and sales presentations, among other service. All of these tactics are designed to increase awareness, revenue and margins.

Companies come to us at all different stages. They come to us with different needs: they might need tactics, such as a new website or a new logo or they might need a new public face or a new story. But once we begin our diagnostics we soon realize that almost all our clients need strategic help. So this is where we typically begin.

One example of a company needing strategic help would be a merger/acquisition; they used to be separate companies and now they are one company. This brings up some interesting questions: how should they go to market? What is the unique value proposition? What is the core message? There are lots of intricacies in this specific example, such as: how should these different organizations relate? Should they all go together as one, or should they be part of a family of brands in which one is the "parent" and which one is the "child"? That is just one example of the challenges that companies face in this fast-moving sector.

Another specific example featured a company that was having trouble getting sales traction. They did not have a clearly defined sales presentation; they didn't know what their "story" was. When we did our diagnostics we determined that they were much better than many of their competitors but they did not know how to articulate this difference and once articulated, they did not know how to promote it. Once we did the work of synthesizing a better position and better sales story, they saw a revenue increase of 292% over the course of the following year.

**CEOCFO: Would you tell us their story and give us an example of what shows the difference in how you position your clients?**

**Mr. Chapin:** Before we began our engagement, they were leading by talking about features and they were spending lots of time discussing arcane topics like "design review, quality processes, under CGMP standards." Then they would claim that they were the only ones who delivered quality. While this might have been strictly true, from a limited viewpoint, it was confusing to their prospects; it was jargon-filled and it was "leading with features." In the end, we helped them develop a story that focused on the benefits of hiring them: speed and certainty. This company now claims that they provide faster recruitment of patients and better data and they have the metrics to back up these distinguishing claims. Bringing those metrics to the forefront was one of the reasons they are now getting more traction. It sounds simple, but it takes a great deal of experience in this sector to create effective solutions.

**CEOCFO: When you are assessing a project, what might you include that less experienced people would not add to the mix?**

**Mr. Chapin:** We start with a “deep-dive” diagnostic activity. For example, we put out a survey and invite all the employees of the company to respond. We talk to customers and also to prospects that thought about buying but said no. That sort of 360-degree view can reveal deep insights.

This sector is highly regulated and differentiation is very difficult because the worldwide regulatory agencies control or regulate both work-product and work-process. This regulation makes it hard to innovate and then highlight a company’s work product or the work process as the point of differentiation. The regulatory agencies do not want work product or work process to be different because it is then harder to analyze the results of a drug trial and figure out whether the drug should be approved. So we’re constantly searching for the factors that truly distinguish our clients, and then we develop and implement appropriate methods of articulating and promoting them.

Along the way we figure out the personality of this organization. Once we have the personality clearly defined, we use archetypes to encapsulate and promote this personality. Archetypes are classic character types from stories that everyone is familiar with. Examples include the hero, the detective or the caregiver. A company that went to market as a caregiver would have a very different personality and a different approach to customer service than a company that went to market as the detective or as the army or as the sovereign.

But we don’t just assign a standard archetype to our clients; we customize an archetype for each client’s individual needs. This ensures that they are really and truly differentiated from their competitors.

**“Why do clients choose Forma? Because we have deep expertise and thirty years of experience. In fact, we wrote the book—literally—on life science marketing. It’s titled Making the Complex Compelling and it’s available from Amazon.” - David Chapin**

**CEOCFO: Do you find that companies today are looking at corporate culture and corporate branding, as important and part of what they are putting out to the public, in a way that they may not have up until recently?**

**Mr. Chapin:** Absolutely! In the nineties there was this idea of the “brand police.” The brand police force was a distinct function responsible for managing all the public facing expressions of the company to make sure that everything was “on brand.” Well, this might have worked when there were only a few channels of public expression, but this is completely impossible today because employees have Facebook and Twitter and YouTube accounts. There are all sorts of channels employees can use to talk about their employer. No one organization can manage that and police all of these different expressions.

Today, it’s impossible for a single small “police force” to ensure that all expressions of a brand are consistent. But having consistency is very important, so how can we make this happen?

What we have to do is deputize employees so that they become the “keepers of the flame.” This is where the idea of archetypes becomes extremely valuable because when employees know that their company archetype is (for example) the caregiver, then this understanding helps employees set their own behavior and monitor and help counsel other employees.

VW is a classic example. They did not deputize their employees, did they? If you look on their web site, VW has a document which lists shared values called: **Code of Conduct**. This document clearly states: *“Responsibility for the Reputation of the Volkswagen Group: The reputation of the Volkswagen Group is determined in large part by the demeanor, actions, and behavior of each individual employee. Inappropriate behavior by just one employee can cause serious damage to the organization. Each of our employees shall make sure that his or her demeanor in public does not damage the reputation of the Volkswagen Group. The fulfillment of his or her duties must always be directed hereto in all respects.”*

But this document didn’t work, did it? A small group of employees went “rogue.” If VW had truly deputized all employees to assist their fellow employees, a few employees wouldn’t have been able to ruin the entire VW brand. This is just one example why corporate culture is gaining such attention as a key part of the marketing mix.

**CEOCFO; How do potential clients find Forma in an online search?**

**Mr. Chapin:** If you go to Google and type in life science marketing, we are typically the first native result. We get a lot of clients that come to us because we rank well on Google. Why do we rank well? Because we understand that marketing

has shifted; I have been writing white papers about life science marketing. These are instructional, educational white papers and I have been writing these for the last eight years. This plethora of unique, valuable, non-sales-focused information is why Google ranks us at the top, because we are the most relevant site when someone searches for information about marketing in the life sciences. This writing is the basis for the book that I published at the end of 2014, entitled **Making the Complex Compelling, Creating High Performance Marketing for the Life Sciences**.

**CEOCFO: Are there services you provide that are not getting the traction you would expect?**

**Mr. Chapin:** One of the services we have launched recently which I believe will be very popular is related to the question about culture and the necessity of being proactive about your culture. You can't leave your culture or your brand to chance. The "brand" of an organization starts with employees. It is not just something that just goes outward from the walls of the organization. The brand of the organization starts inside the building. You cannot have one voice for the public and a separate voice for employees; you need the same voice for everyone. That voice needs to be authentic and employees need to be trained in what that personality is. So we are doing more and more training on our client's behalf to help employees understand what the organization stands for.

**CEOCFO: Do companies come back to you at different points in time?**

**Mr. Chapin:** Absolutely!

**CEOCFO: Do you maintain an ongoing relationship with some of them?**

**Mr. Chapin:** Yes we do. For example, a very large Japanese organization that was making a strategic play in the life sciences hired us to do some research, figure out their position and articulate that position in public messages and a "brand." Now they have hired us to help them with the design of a wide variety of marketing tactics such as website, tradeshow booths, sales presentations, etc. Having a long-standing relationship enables us to understand our clients on a deep level. This enables us to be very proactive as we address their needs.

**CEOCFO: How might you be proactive?**

**Mr. Chapin:** We are proactive in that we look not just at symptoms, but at the underlying causes. For example, a company came to us and asked for our help in solving a tactical challenge (a new website). But when we did our diagnostics we realized that the real issue was they were not getting the revenue they needed. Identifying the deeper problem allows us to be proactive in developing solutions to their real causes, not just their surface symptoms. Now our solutions may be related to marketing or they may be related to other things. For example, it may be that they need to do more education of their clients and therefore they need to get their scientists writing educational content. This solution is more process-based and procedural than a tactical question, like "What color should we make the home page of the web site?" The solution may not a typical marketing solution, such as a brochure or a website. It might be training, or another modality completely.

**CEOCFO: What surprised you as the company has grown?**

**Mr. Chapin:** As we have become more expert in this fascinating sector, I continue to be surprised how far ranging are the needs of our clients and how wide ranging the solutions have to be to adequately address these needs. You'd think this was a narrow sector: B2B marketing along the drug development chain, but the challenges are fascinating and clients really do need significant help. I'm very proud of the results we've achieved for our clients.

**CEOCFO: How do you vet the companies you decide to take on?**

**Mr. Chapin:** We tell all of the people that we are not the cheapest supplier, nor do we want to be. We are not for everybody. If they come to us with a problem that we think someone else might be able to solve more effectively, we will make the referral and decline the engagement. Our vetting process begins with a frank conversation. We are not here to sell anybody anything that they do not want to buy or do not need. We are here to facilitate a decision that works for all parties involved. If the decision is "no," that is great. We want to get to that decision quickly so that we can all move on.

**CEOCFO: How is business?**

**Mr. Chapin:** Business is great. 2016 is looking very strong.

**CEOCFO: Why choose Forma Life Science Marketing?**

**Mr. Chapin:** Why do clients choose Forma? Because we have deep expertise and thirty years of experience. In fact, we wrote the book—literally—on life science marketing. It's titled Making the Complex Compelling, and it's available from Amazon.

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For more information visit:

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