



INSTRUCTOR

**Dr.Ahmed Saleh** 

Senior Product Manager



# ROLE OF PUBLIC RELATIONS

In Pharmaceutical Industry



, Marketing Consultant







### What Is Public Relations (PR)?

Public relations (PR) is the set of techniques and strategies related to managing how information about an individual or company is disseminated to the public, and especially the media.









### **OBJECTIVES**

- 1. Disseminate important company news or events
- 2. Maintain a brand image,
- 3. Put a positive spin on negative events to minimize their fallout.







# NEGATIVE PR



















Negative PR or publicity can take different forms in business, involving harmful published information, which can affect anything from sales to your reputation. Different types of negative PR about your business could include:

- •Bad press about your company in the news, online, in newspapers, or on television
- •Poor reviews about your products or services on adviser sites and online forums
- •Complaints and negative comments about your business on social channels Countering such bad PR and publicity about your business involves aiming to reduce and neutralise that negative information - and this starts with your initial response.







#### بالفيديو | القصمة الكاملة لـ"خناقة المنتقبات" في مطعم "أم حسن"

أصدرت مجموعة مطاعم "أم حسن" على صفحتها على موقع التواصل الاجتماعي "فيس بوك" بيانا بشأن ما تردد حول الصدرت مجموعة مطاعم الم

Jun 18, 2017



#### مصدر أمنى يكشف حقيقة غلق مطعم «أم حسن»

قال مصدر أمني إن أجهزة الأمن بالقاهرة، بالتنسيق مع شرطة المرافق شنت حملة إزالة إشغالات بمنطقة المعادي، وأمام سلملة مطاعم «أم حسن»، استعدادا...

Jun 15, 2015



# بالفيديو.. مدير مطاعم «أم حسن» يبكي على الهواء.. ويقول: نحمي مصر من البطالة والإرهاب

أعرب المهندس محمد شمس الدين، رئيس مجلس إدارة الشركة المصرية المالكة لمطاعم «أم حسن»، عن حزنه بسبب ما وصفه بالهجمة الشرسة التي تتعرض لها...

Jun 16, 2015

#### Masrawy

بالفيديو والصور - "المدخنة" سر حريق "أم حسن".. وشاهد: "مبير ضوش يقفلوا علشان الصيانة"

كتبت \_ نانيس البيلي: تصوير \_ محمود بكار وأحمد لطفي: بالجزء الخلفي من مطعم "أم حسن" بشارع البطل أحمد عبد























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عاجل حوادث تقارير 1 الرئيسية

منشور لهيئة الدواء المصرية المواطنين نشرته شعبة الصيدليات بالغرف التجارية على الجروب من عقارين مغشوشين في الأسواق وناشدت مقدمي الخدمة الطبية بمراجعة ستحضر FASENRA 30 MG SIRINGA PRERIEMPITA المستخدمة لحالات

الت هيئة الدواء إن الشركة المصنعة أبلغت عن وجود عبوات لا تخص السوق المصرية، وضرورة قرقة بينها وبين العبوات المقلدة والأصلية، عن طريق الآتى:

لعبوة غير المخصصة للسوقي المصري لا توجد عليها أي بيانات تفيد الاستيراد الرسمي ودخول البلاد، لمُغة خلاف العربية والإنجليزية، لذا لزم التنويه نحو توخي الحذر من استخدام المستحضر في حاله لابقته للشروط.

صدرت هيئة الدواء منشورا توجويا عن عقار آخر، مناشدة مقدمي الخدمة الطبية مراجعة المستحضر .500mg/100ml Erbitu

قدت أنه يمكن التقرقة بين العبوات الأصلية والمقلدة والتي لا تخص السوق المصرية من خلال اللغة ربية والإنجليزية ولا يوجد أي بيانات تقيد الاستيراد.

ار إلى أن العقاريستخدم في علاج سرطان القولون أو المستقيم المنتشر للسرطان حرشفي الخلايا في أس والرقبة.



#### العبوة غير المخصصة للسوق المصرى

- تلاحظ عدم وجود أي بيانات تفيد الاستيراد الرسمي للتداول داخل البلاد.

الوطئ 🧥 بث مباشر | أخبار مصر | حوادث | المحافظات | فن | اقتصاد | أخبار العالم | حياة كريمة | أي خدمة | منوعات | المزي

- اللغة خلاف العربية والإنجليزية.





تليفزيون





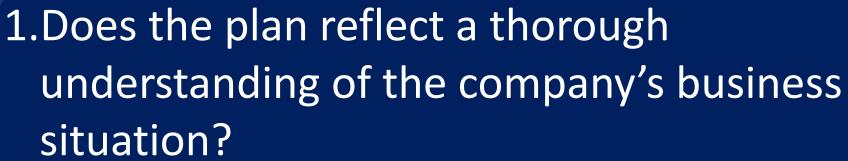
# How to handle negative PR effectively!

- 1. Choosing the right response
- 2. Creating positive company messages Protecting your business
- 3. Protecting your business

















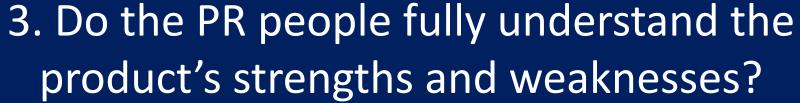
2. Has the PR program made good use of research and background sources?



















# 4.Are the program objectives specific and measurable?











5. Does the program clearly describe what the PR activity will be and how it will benefit the company?

















# 7. Has the PR department communicated with marketing throughout the development of the program?









Establishing PR Plan

# Four-step process for developing a PUBLIC RELATION Plan:



4- Evaluating the Program

How did we do?

**Assesement** 

How and when do we do and say it?

Implementation

3- Taking action and communicate

1- Define Public Relations problems

What's happening now?

Situation Analysis

What should we do and say and why?

Strategy

2- Planning & Management





### **Public Relations Proposal Template**



| 1 | EXECUTIVE SUMMARY  | overall summary of the plan you will set forth below.  |
|---|--|--|
| 2 | SITUATION ANALYSIS   | Following extensive research and analysis, the circumstances and situation affecting Client ,Company or Product  |
| 4 | OBJECTIVES   | Qualitative and Quantitative  • REASONING  • BENEFITS  • MEASUREMENT   |
| 5 | TARGET AUDIENCE  | <ol> <li>Internal audiences</li> <li>External audiences</li> <li>Employees of the Firm</li> <li>Stockholders and Investors</li> <li>Community Members</li> <li>Suppliers and Customers</li> <li>Governments</li> </ol> |
| 6 | TARGET MEDIA   | As public relations deals directly with media outlets, this section should address what media sources you will target.   |
| 7 | this section may vary. If the public relations team is also responsible for generating marketing concepts, this area can detail those ideas and how they will be used. If the client already has an existing marketing concept, this section can simply explain how the PR plan will maintain and continue to promote that concept, perhaps including fresh new approaches to the idea |  |

| STRATEGIES AND TACTICS | a) Media Outreach: This will include a list of media the PR plan will focus on building or improving relations with, and how they will help impact or reach the target audience. b) Press Releases: Depending on the needs of the PR proposal, this subsection may detail specific press releases planned in conjunction with a specific product or release of a new line or promo. With a more company-geared public relations proposal, this section might focus on generating new and creative ideas for press releases. c) Events: There may be upcoming events which will provide excellent public relations opportunities for the Client or its product. These could be trade shows, fundraisers, conferences, or other types of events d) Social Media: In conjunction with the marketing team or plan, this subsection will provide details on the social media use in regards to specific PR campaigns. |
|------------------------|--|
| TIMELINE               | The Timeline section should outline the time period addressed in this PR proposal and contain all important relevant dates. This would be an excellent place to include a chart or calendar detailing the above-mentioned tactics.   |









| BUDGET       | This section will handle the budget needed for the included public relations plan. If the plan includes a flat fee, put that here, or if pricing is per item, proposed budget should be detailed and include pricing for each specific item.   |
|--------------|--|
| MEASUREMENTS | In this section, you can describe how the success of the public relations proposal will be measured. You can include a timeframe for assessing the plan throughout the year. Show what elements or results will be necessary to indicate the success or failure the plan, and how these will be addressed. |
| ACCEPTANCE   | Your signature below indicates acceptance of this public relations proposal and entrance into a contractual agreement with [COMPANY]   |

### [COMPANY]

Representative: [NAME], [TITLE]

[ADDRESS] [PHONE]

Signature: \_\_\_\_\_\_

Printed Name: \_\_\_\_\_

Date: \_\_\_\_\_







# Determining Relevant Target Audiences



- 1. Internal Audiences.
- 2. External Audiences.
- 3. Employees of the Firm.
- 4. Stockholders and Investors
- 5. Suppliers and Customers.
- 6. Civic and Business Organizations
- 7. Governments







### 1- Internal Audiences

### May include

- The employees
- Stockholders
- investors of the firm as well as members of the local community, suppliers, and current customers.







### 2- External Audiences

- People who are not closely connected with the organization.
- It may be necessary to communicate with these groups on an ongoing basis for a variety of reasons, ranging from ensuring goodwill to introducing new policies, procedures, or even products.







# **Employees of the Firm**

- Maintaining morale and showcasing the results of employees' efforts are often prime objectives of the public relations program.
- Organizational newsletters, notices on bulletin boards, awards ceremonies and events, direct mail, and annual reports are some of the methods used to communicate with these groups.





















It has become very common for companies to use annual reports for public relations purposes—to

- Generate additional investments.
- Bring more of their stocks.
- Produce funding to solve specific problems, as well as to promote goodwill

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|   | ey underpin the assessment of overall<br>formance for the Annual Incentive  |
|   | al compensation must be sufficient to ract and retain key global talent   |
|   |   |
|   | erarching emphasis on pay for<br>formance   |







# **Suppliers and Customers**

- An organization wishes to maintain goodwill with its suppliers as well as its consuming public.
- Suppliers may be inclined to do the same. Sometimes sponsoring a public relations effort results in direct evidence of success.

















#### MusicFest@SGH

MusicFest @SGH was conceived with the belief that music has the ability to uplift the spirit and improve a patient's journey to recovery. Since 2013, we have enabled this event by bringing our associates, local artistes and the community together to transform medical centers into live performing arts theatres, bringing joy to patients and their families. Our long-standing commitment to MusicFest has also led us to be a receipient of the "Friend of the Arts Award" by The National Arts Council















# **Civic and Business Organizations**

- The nonprofit civic organizations also serve as gatekeepers of information.
- Companies' financial contributions to these groups, speeches at organization functions, and sponsorships are all designed to create goodwill.
- Corporate executives' service on the boards of nonprofit organizations also generates positive public relations.













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#### **Governments**

- Public relations often attempts to influence government bodies directly at both local and national levels.
- The pharmaceutical industry lobbied hard for permission to advertise prescription drugs directly to the consumer. Within the first five years of approval, an estimated 65 million consumers approached their doctors to inquire about the drugs as a result.















Implementing the PR Program

























#### 1- The Press Release

- One of the most important publics is the press.
- information must be factual and true.
- The source of the press release can do certain things to improve the likelihood that the "news" will be disseminated, such as ensuring that it reaches the right target audience, making it interesting, and making it easy to pass along.
- The information in a press release won't be used unless it is of interest to the users of the medium it is sent to.









القعيس، ٢٢ قيراير ٢٠١٨ ـ نقيار اليوم

#### ١١ سفيرا من نجوم الفن والكرة يدعمون مبادرة "عنيك في عنينا"

ختارت مبادرة "عنيك في عنينا" لمكافحة مسينات العمى التي أطلقتها مؤسسة "صناع الغير" للتنمية، ١١ شخصية من رموز كرة القدم والفن في مصر والعالم العربي كسفراء للمبادرة، هم إلهام شاهين، ووفاء عاس ، ودرة، وهنا شيحة، وفتحي عبد الوهاب، وأحمد قلوكس، وأحمد جمال، وحازم إمام، وأحمد حمن، ونادر عبد الله، وبهاء سلطان.

وصرح التكثور محمد العقبي، المدير التنفيذي للمبادرة، أن تعاون نجوم القن والكرة من أصحاب الجماهرية الكبيرة يعزز تواجد وانتشار المبادرة بين الجمهور، ويسهل التواصل معهم، مشيرا إلى أن المبادرات العالمية دائما ما تعتمد على لعني الفن والرياضة للوصول إلى القاعدة الكبيرة من الجمهور.

وأكد العقبي أن جميع سفراء المبادرة شاركوا في تصوير فيديو موجه للهمهور لتشجيعهم على الكشف والحصول على العلاج، ودعم المبادرة في رحلتها للقضاء على مسببات العمى في مصر، الافتا إلى أنهم أبدوا رغبتهم واستعدادهم أيضنا لمرافقة قوافل الممنح الطبي التي تطلق أسبوعها بقرى ونجوع مصر للتواصل مع الجمهور بشكل مباشر.

# Which Better?





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Press Conference



















#### 2- Press Conferences

- We are all familiar with press conferences held by political figures.
- The topic must be of major interest to a specific group before it is likely to gain coverage.
- Companies often call press conferences when they have significant news to announce, such as the introduction of a new product or advertising campaign.

























#### Interviews



















#### 3- Interviews

- When you watch TV or read magazines, pay close attention to the personal interviews.
- Usually someone will raise specific questions, and a spokesperson provided by the firm will answer them.





















# Community Involvement



















## **4- Community Involvement**

Many companies and individuals enhance their public image through involvement in the local community.























#### Websites





















#### 5- The Internet

Companies have used their websites to address issues, as well as to provide information about products and services, archive press releases, link to other articles and sites, and provide lists of activities and events. Many corporate websites have sections listing their press activities.

https://www.sanofi.com.eg/













#### **Events**

















### **6- Events**

- Launch Event
- CME Programs
- PSP
- Symposiums























Social Media







### 6- Social Networks and Blogs



- Companies and organizations are making use of social networks, blogs, and other Web
   2.0 media for public relations purposes.
- Examples: Facebook, Twitter, and other social media
- One of the many advantages cited for the use of social media is for PR purposes, keeping those on the networks current in events surrounding the company or organization.



















Influencers









# Social Media in Pharmaceutical Marketing







### 1. Invest in employee advocacy

Many pharmaceutical firms, merely **establishing a social media presence** on all relevant platforms poses a challenge.

Considering all the benefits social media provides business-wise, amongst which **building brand awareness** is the essential one, it should be the go-to means of B2C communication.









This is something **Novartis** does great. If you scroll through their Twitter profile, you'll notice their employees are constantly featured in their content. Be it promoting their success or activities in various campaigns and initiatives. There's one example that particularly caught my eye which really emphasizes the effectiveness of this type of content, and

it's the video in which Novartis' Chief Digital Officer Bertrand

Bodson shares his personal experience with malaria























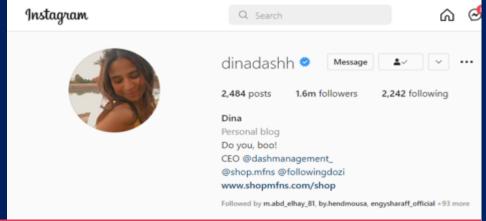
3- Implement video in your pharma marketing efforts



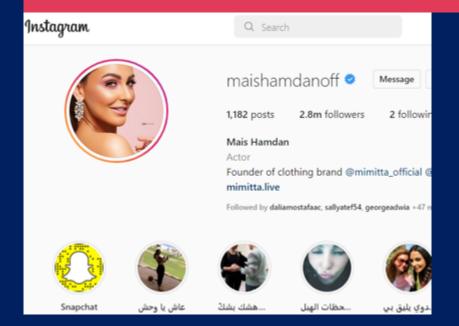


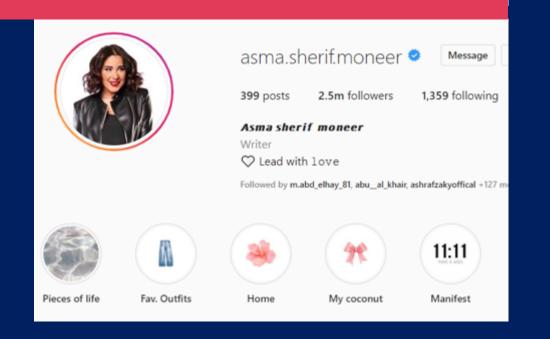






# INFLUNCERS AND BLOGGERS





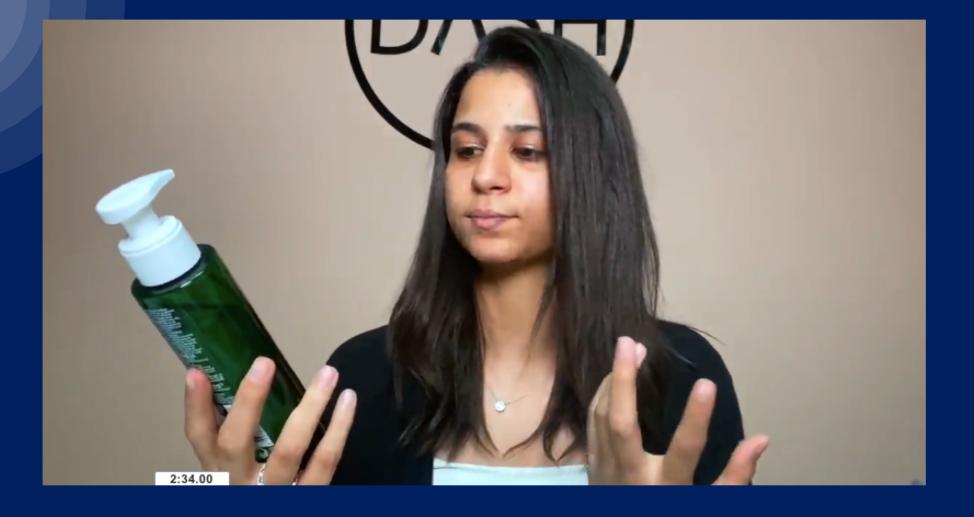




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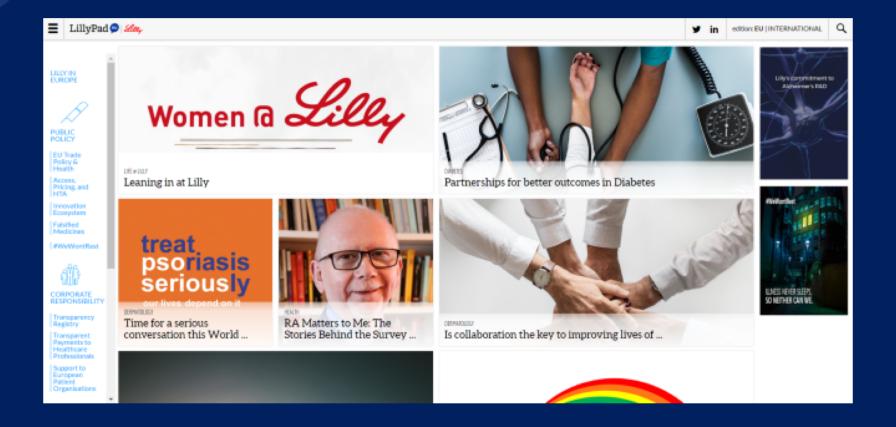








- Many Bloggers are Influencers, but not all Influencers are Bloggers.
- Some Bloggers do manage to become Influencers through their writing, but Influencers don't have to have a blog.



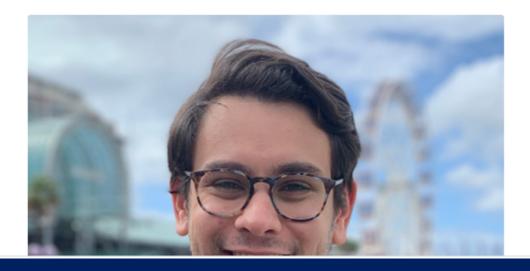






#### 1. Mohamed Khairat

Mohamed Khairat is the founder of Egyptian Streets, a blogsite of an independent and grass roots news coverage aimed at providing an alternate depiction of events in Egyptian and the Middle East.



#### 4. Noha Serageldin

Noha Serageldin is an Egyptian Food Blogger, with her blog Matters of the Belly, though she is currently living in Australia, her blog focuses on Egyptian whole foods, healthy recipes.



She shares her knowledge on the food she likes the most and the memories lingers!

#### Blog & Social Media Stats

Blog: https://www.mattersofthebelly.com/

Facebook Page: 10.8k Likes Instagram Page: 15.6k Followers







| # |   | @Username  | Country | Topics                   | Followers | Engagement Rate |
|---|---|--|---------|--------------------------|-----------|-----------------|
| 1 |   | Tamer Hosny<br>@tamerhosny                               | Egypt   | Singer Music Songwriting | 21.1M     | 0.40%           |
| 2 | 1 | Yasmine Sabri<br>@yasmine_sabri                          | Egypt   | Actors Lifestyle         | 17.3M     | 2.10%           |
| 3 |   | Mustafa Hosny<br>مصطفی حسلی<br>@mustafahosnyoff<br>icial | Egypt   | Religion                 | 16.9M     | 0.10%           |
| 4 |   | Mohamed<br>Ramadan<br>@mohamedramad                      | Egypt   | Actors                   | 15.3M     | 1.20%           |







# How to Find the Perfect Social Media Influencer For Your Brand or Product









#### What is an influencer?

- Blogger
- Social Media User
- Content Creator
- Industry Expert
- Thought Leader
- Celebrity











- Audience
- 2. Engagement rate
- 3. Relevance
- 4. Values
- 5. Content quality
- Frequency
- 7. Reliability
- 8. Audience quality

#### Where can you find influencers?









- You can use audience demographic features, available on influencer marketing platforms, to identify influencers who have an audience in your target location, age, or gender.
- This gives you the opportunity to reach the right audience and communicate about your products and services







## 2- Engagement Rate

- You should divide the total with the influencers' number of followers, then multiply the result by 100.
- To find the average engagement rate of an Instagram profile, you should find the average engagement rate over a minimum of 10 posts.
- In addition to calculating engagement rates, you should also check whether the influencers are taking the time to respond to their followers. Influencers who react quickly to comments develop great relationships with their followers. In turn, their followers are likely more invested in the content that's shared with them.







#### **3-Relevance**

- It's important that you collaborate with influencers who are a good fit for your brand.
- When you're looking through the influencers' Instagram profiles, you should be able to imagine your products or services being advertised there.
- Influencers who have profiles that are a good fit for your brand will have an audience that's interested in your products or services.
- When you collaborate with them, their sponsored posts will resonate well with their audience.







#### 4-Values

- Before partnering up with influencers, you should check to see if you and the influencers have matching values.
- To get a sense of their values, go through the influencers' Instagram bio, photos & videos, and captions.
- Their bios may reveal some of their likes and dislikes, what brands they may be ambassadors for, or what causes they support.
- You should also look for photos or videos that can be related to the industry you're in.
- You can read the influencers' captions to see what they normally talk about and what they believe in. Then, you'll be able to evaluate the type of content they create, as it's likely they'll create something similar for you.







## **5-Content Quality**

When you work with influencers, you're giving them creative freedom to create sponsored content for your brand. Because their content will be representing you, it's important to check whether their content quality is a fit for your brand image. When you look at the influencers' profiles, you should look closely for content that's clear, well-composed, creative, consistent, and optimized for Instagram.







## 6-Frequency

- When you explore influencers' Instagram profiles, be sure to look at how often the influencers publish content.
- In order for influencers to build a loyal audience, they need to engage their followers by posting highquality content on their Instagram regularly.
- Active Instagram profiles should ideally publish content once every 1-3 days.
- You should also check how often the influencers publish sponsored content.
- You should be looking for a good balance of sponsored and normal content.
- You should then read through some of the comments their followers have left on their sponsored posts.
- Negative comments indicate that the influencer may be promoting too many brands.







## 7-Reliability

- Reliable influencers are proactive, and they should typically reply to all
  of your messages promptly and professionally.
- If influencers take over a week to answer your messages, it may be a sign that they'll be slow at communication when you start collaborating!
- Some influencer marketing platforms also go have a review system in place. You can read through the feedback brands left them in previous collaborations to see what their experiences were like.





## 8- Audience quality



When you search for influencers, you may come across some who have fake followers or engagement. To determine whether they do, it's important to keep your eyes peeled for these 10 abnormalities:

The influencers' content quality is poor, but the influencers have a high following.

The influencers publish very little content, but they have a high number of engagements or a large following.

They have very high or low engagement for their number of followers.







The influencers have more people they're following than followers. They may have, for example, 5,000 followers, but they're following 7,000 people. This follower to following ratio may be a result of 'follow-for-follow' or 'follow-unfollow' tactics.



- a) little to no content
- b) no profile photos,
- c) strange usernames,
- d) anonymous profiles,
- e) suspicious follower to following ratios,
- f) copied bios
- g) stock photos for their profile photos.





The influencers recently created their Instagram profiles, but they already have a large following.



There are sudden and irregular follower patterns on the influencers' Instagram profiles. They may suddenly display massive bursts of follower growth, then experience large drops in their following.

The majority of the comments left on their posts are spammy, generic, and repetitive.

After publishing content, the influencers' post quickly gains a large amount of likes in a very short period of time

The influencers' videos have a low number of views compared to their follower size. Bear in mind that even if influencers' Instagram profiles may display one or more of the abnormalities listed above, it doesn't necessarily mean that the creator is fake.

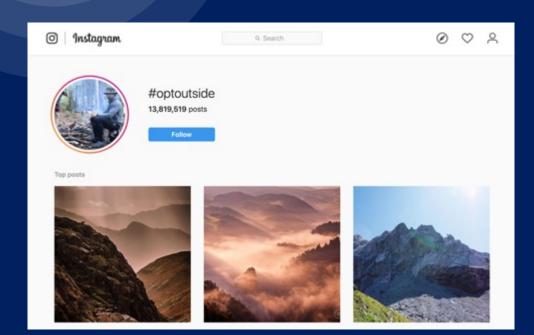




# Where can you find influencers?



# 1. Hashtags









# Where can you find influencers? 2. Google



Finding influencers by typing in a Google search

| Google |  |             |
|--------|--|-------------|
| Q      | Top food and drink influ                             | <b>↓</b>    |
| Q<br>Q | top food and drink influencers uk                    |             |
|        | Google Search I'm Feeling Lucky Report inappropriate | predictions |





## Where can you find influencers?



## 3.Influencer Marketing Platforms

Tools like influencer marketing platforms have search features that allow you to explore the top influencers amongst certain niches. They can provide you with information such as their emails and social profiles, providing multiples means in which to contact them. However, proceed with caution, a lot of the companies offering this service provide out of date information, so it's important to do your research before committing!





## Where can you find influencers?

## 4. Tiktok

























## Mistake No 1:

- No Research or Understanding
- Not Understanding the Journalist.
- Not Hitting the Right Publications.







## Mistake No 2:

- Spreading No-News
- Self-Promotion.







## Mistake No 3:

- No Media Relations
- Too Many Follow-Ups.
- Mass Email Blast.







## Mistake No 4:

## **Targeting Only Top Media**





# Select the Perfect PR Agency









#### What services do PR agencies offer?

PR agencies offer a wide variety of services to help build your company's reputation and contact the public on your behalf. Many of them charge specific rates based on which services you'd like to receive. Common services PR agencies offer include:

- Media relations
- Company brand and messaging
- Strategy development
- Crisis and reputation management
- Press release creation
- Market research







- 1.Experience in your industry.
- 2. Agency size.
- 3. Capability alignment.
- 4.Budget alignment.
- 5. Candor about the point people.
- 6. Digital capabilities.
- 7.Results.







#### 1. DEFINE YOUR COMPANY'S GOALS

- Detail specific goals, like the markets you'd like to reach, the key messaging you'd them to communicate and the number of media interactions to reach.
- Present these goals to PR firms so they can review and explain how they'll help you hit each milestone.
- You can even input these into a brief or request for proposal if you're planning to have PR firms build proposals and undergo a selection process.







#### 2. ASK TO SPEAK WITH REFERENCES

When you've met with different companies and learned more about the services they offer, ask to speak with past and current clients. This allows you to understand where their strengths and weaknesses lie and helps you learn firsthand how well they work with other clients. Research the PR firms online as well to find honest client reviews and feedback regarding their experience working with each agency.







#### 3. HAVE THEM MEET SEVERAL EMPLOYEES AT YOUR COMPANY

Once you've narrowed the agencies down further, arrange a meeting in person for both of your teams to interact with each other. Bring the employees who will be collaborating with them regularly on certain projects. Ask for your team members' honest feedback to understand what they think of the firm's staff and if they believe they'd enjoy working with them every day. It's crucial to find an agency that works well with your team, so all employees feel excited to collaborate and deliver strong PR materials.







#### 4. DETERMINE YOUR BUDGET

After conducting research and comparing different firms' prices, decide which one aligns best with your budget. If you find an agency you enjoy that's too far out of your price range, see if you have room in your budget to adjust to their prices. There may be some firms you find challenging to choose between. If this is the case, select the one that fits within your budget while still offering quality services. When you pick a firm that works best with your needs and budget, build a schedule to regularly meet and strategize your plans to meet your PR goals. Your relationship with the firm should be ongoing and treated like a partnership.







#### **5. CULTURE & CHEMISTRY**

One of the most important parts of the relationship between a marketer and an agency is 'chemistry' or 'fit'. Most relationships that go the distance are based on mutual respect, understanding, transparency, communication and collaboration. And from our experience, if you have a strong cultural fit between marketer and agency, you can normally overcome most issues in any relationship.







#### 6. CAPABILITIES

Not all agencies are created equal. True story. Be clear on what areas you need your agency to be strong in — do you need strategic firepower, or is your strategy clear, and do you need creative brilliance? Do you need a new PR strategy, or is it more about executing better? Being clear on what you need and shaping any advertising agency selection process based on that will help you and your team overcome the tendency to be swayed by the bright lights and shiny toys agencies can wheel out during a pitch, toys that look and sound amazing but may not be at all what you need to deliver your marketing requirements successfully. If you already have a clear strategy and need an agency to take that and create effective comms, being starstruck by a superstar strategic lead won't help create an idea that will lead to sales and make you and your brand famous.







#### **8.CATEGORY EXPERTISE**

Many advertisers want an agency with recent experience in their category without competitive conflicts. Whilst it may be ideal to have an agency with category experience, it could be this comes with a package of set thinking and preconceived notions about the category.

#### Look for:

- •relevant experience in similar categories or those with similar challenges eg. low interest, FMCG, service, and so on;
- •a cohesive team that can deliver a mature experience and fresh creativity.







#### 9. MANAGEMENT SKILLS

Agencies are businesses in their own right, and managing their revenue and profit centres requires business acumen. The experience these management teams can bring to the table is priceless.

#### Look for:

- •key personnel who have experience across many industries and categories;
- •managers who have 'skin in the game' and are hands-on with clients (use referrals to talk to other clients);
- demonstrably good management skills (strong and consistent agency performance);
- •key personnel who will be helpful for stakeholder management and decision making.











