



## COMMUNICATING UNDER SEIGE

RESTORING TRUST IN A NATIONAL BRAND

### THE LAUNCH ADVISORY TEAM

BusinessCare for HealthCare™

#### SUMMARY & BENEFITS

- Corporate Image and Identity
- Brand Restoration
- Communication Strategy
- Restoring Market Confidence
- Integrity and Responsibility

A well-known pharmaceutical manufacturer, in 1982, faced a crisis of brand when it was reported that some of its product was tampered with causing deaths of innocent people in the Chicago area. At the time of these tragic events, the brand enjoyed a 35% market share which was more than the next three largest national brands combined. In response to this crisis, the manufacturer took steps to recall and replace product and, despite industry experts' and analysts' opinions that the brand would never recover, took steps to restore confidence in the brand and ensure its safety and efficacy while addressing the immediate needs of clinicians, pharmacists, retailers, and consumers. In addition, the manufacturer pioneered a safety / security solution that now provides extraordinary benefits throughout the world for many different consumer products with tamper-evidence, tamper resistant, and tamper-proof technologies.

A member of the Launch Advisory Team participated in developing some of the communication strategies and tactics as member of the corporate initiative to create ongoing information and awareness with the public and media, restore professional and consumer confidence, and rebuild the brand. By the mid 1980's, the brand rebounded to its original market share thanks to this work. In addition to addressing the immediate needs of this crisis, however, this same member also worked with corporate executive officers and leadership team to restore confidence in the overall corporate name and reputation by having developed internal and external communications for its image and identity and by reinforcing the corporate credo, its principles and policies, with its constituency for corporate responsibility, integrity, compassion, and contribution.

By focusing on its principles of operation as well as its corporate credo and contributions to health care since 1886, this leading manufacturer was able to deal powerfully and effectively with a crisis that would otherwise have been a disaster for another brand. By focusing on its corporate heritage, *"It became clear that our value system had been vital to our ability to outperform... for nearly one hundred years."*