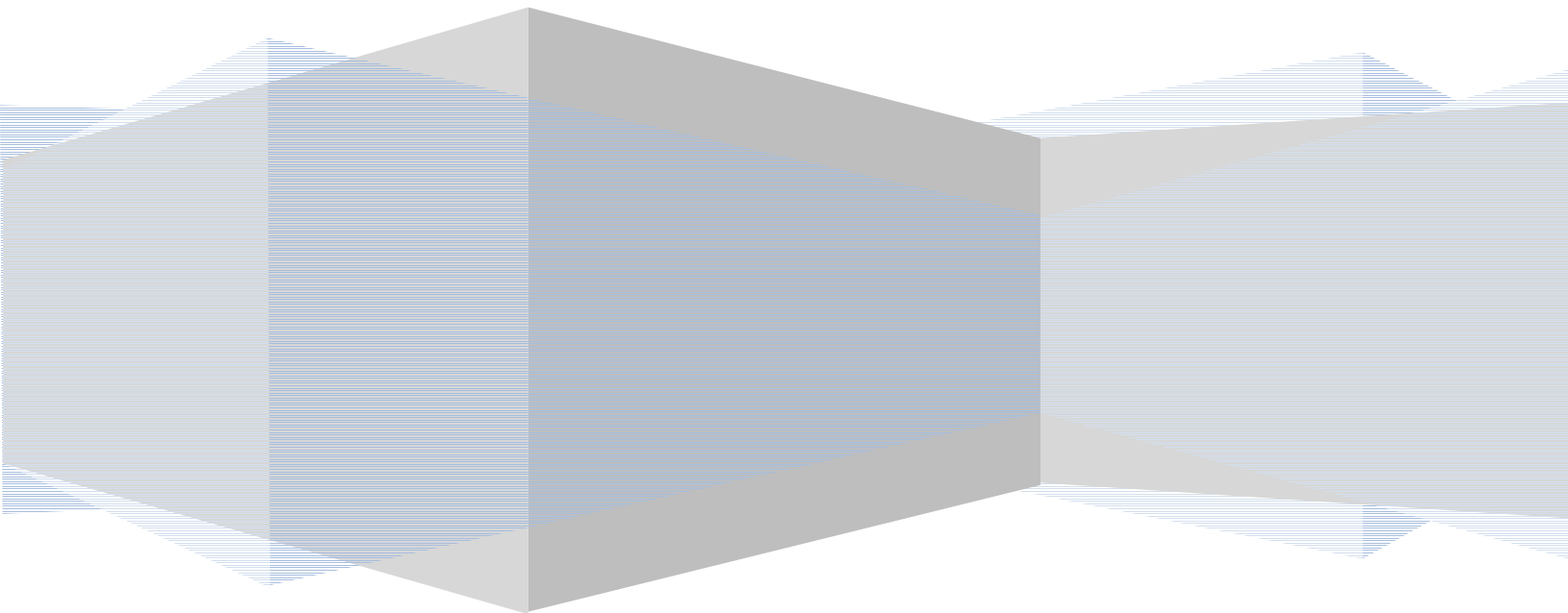


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The Aleve “arthritis pain relief” Success Story

Taking a Different Approach



An In-Depth Look at Marketing Success

Introduction—Taking a Different Approach

The Aleve success story marked a significant shift in the general analgesic market. Prior to Bayer Pharmaceutical’s introduction of Aleve and its identification with arthritis relief, the pervasive assumption had been that broad pain-relief positioning was necessary for attracting and maintaining customers. This white paper outlines the five key steps for excellence in marketing and explains how those goals were achieved:

- Defining Scope of Market
- Analyzing the Buying Process
- Performing Market Segmentation
- Segment Selection
- Action Plan—Ensuring Growth

It explains how the Aleve marketing team achieved significant breakthroughs on marketing their product, reaching a wider audience and increasing brand share resulting in a significant success story for the company.

Defining Scope of Market

The wide variety of body pain medication currently available for consumers is a direct result of Endo Pharmaceutical’s earlier marketing decisions which refocused efforts on promoting Aleve’s symptom-specific pain relief.

However in 2001, the general analgesic market was in a period of stagnation and sales for Aleve were flat. The goal was to re-establish the Aleve brand identity, activate new target segments and restore growth.

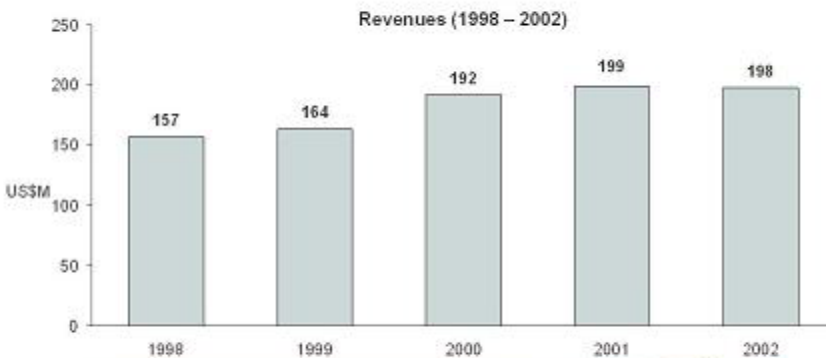
Early attempts at stimulating growth for Aleve had failed, such as wider distribution and increased advertising. Previous hypotheses had assumed that focusing on specific areas of pain relief meant smaller market share. But once the Scope of Market was defined, it was apparent that there were certain pain states for which a strong and lasting analgesic was relevant. Aleve had capabilities that outstripped those of its competitors, Tylenol and Advil.



Repositioning Aleve as effective arthritis relief soon translated to increased market share in the symptom-specific body pain market.

This new strategy illustrated the importance of *owning* a position in a subsection of the market rather than having *broad* positioning in a competitive market, such as general analgesics.

Previous attempts to stimulate growth had failed



previously implemented multiple initiatives to stimulate growth, e.g. expanding distribution, line extensions, and advertising. However more recent initiatives had had little impact on sales and there was no real innovation in the pipeline

Analyzing the Buying Process

The Buying Process looks at a broad range of potential opportunities to focus marketing efforts and to increase their impact. Correct insight into the Buying Process indicates where and how to intervene in customers buying habits. By cutting in at the right points you can steer customers into paths that lead them to value an offering.



Analysis of the Buying Process for Aleve revealed that doctor recommendations of Aleve increased market share by 36 percent in contrast to a 7.8 percent rise without a recommendation.

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Clearly, convincing physicians of Aleve’s efficacy for arthritis pain and having them recommend it to patients was crucial to its success.

Performing Market Segmentation

Market Segmentation structures knowledge and information about customers to highlight the most important characteristics. These characteristics will help predict how customers will act and what will motivate them.

In the case of Aleve, Market Segmentation illustrated that the product gained different numbers of shares depending on a segment’s pain state. For example, Aleve was used disproportionately less for headaches which required quick relief instead of Aleve’s high-strength, long-lasting benefits.

However, in the case of arthritis pain relief, Aleve’s effectiveness resulted in a twenty-two percent higher market share. Consumers over 45 with arthritis who consulted with their physician became the primary target audience.

It was determined that increased growth was based on reinforcing the link between Aleve and arthritis, driving doctor recommendations and increasing consumer usage. In addition, an emphasis on physician recommendations resulted in a significant shift away from in-store promotions toward a reliance on activities for reaching those doctors.

Segment Selection

Identifying target segments and selecting them is based on ranking. What segments in a particular market represent the richest opportunities? And of those, where does one have the greatest opportunity to convince customers to change their behavior and drive growth for the brand?



Each of the previous steps: Defining the Scope of Market, Analyzing the Buying Process and Performing Market Segmentation resulted in key information and insights regarding the various segments. As a result, physicians were identified as a key segment for establishing Aleve and ensuring its success.

Marketing messages in the form of physician letters were conveyed to establish the link between arthritis and Aleve and to encourage doctors to recommend it to their patients.

Consumer advertisements emphasized arthritis pain relief, the strength of Aleve to last all day, and the importance of discussing arthritis treatment options with doctors.

Emphasised mobility in both segments

Target Segment	Body Pain Sufferers Ages 25-49	Arthritis Sufferers Ages 50+
Consumer Insight	Recurring back and joint pain often gets in the way of their active lifestyle	Arthritis is chronic and bothersome and makes daily tasks and hobbies hard to perform
Shared Functional Benefit	Pain free movement	
Shared Emotional Benefit	So they can live life to the fullest	

Action Plan—Ensuring Growth

The Action Plan helped the marketing team to align messaging activities with their target segment’s preferred communication methods as well as to optimize the marketing mix based on ROI.



The Action Plan synthesizes all the marketing decisions that were made up to this point into an effective plan for activation. New target segments were identified in order to ensure Aleve’s continued growth.

For example, younger body pain consumers could be targeted with the same functional and emotional benefits as arthritis sufferers: ease of mobility and freedom to do what they choose.

Liquid gel tablets were eventually advertised to these consumers as a modern product with fast pain relief that fulfilled their active lifestyle.

