



# Paula Garrett

## Focusing on the Few Important Things



Paula Garrett learned several core lessons when she began her career as a packaged-goods marketer that helped shape her future. The DTC Hall of Fame inductee took some time out recently to discuss these lessons, her pioneering work on Cialis and her hopes for the future.

BY JENNIFER HAUG

Dedicated. Focused. Magnetic. These are just a few words that can be used to describe Hall of Fame inductee Paula Garrett. *DTC Perspectives* sat down with Lilly USA's senior director of consumer marketing to discuss her career in pharmaceutical marketing and discovered a marketer with a sense of deep commitment to patients and healthcare.

Garrett began her career as a packaged-goods marketer, starting at Procter & Gamble on the Puffs brand. It was there that she worked for brand manager Mark Ketchum, who was instrumental in helping her to learn a lesson that helped shape her marketing philosophy and expertise. She said that learning from Ketchum's analytical and strategic skills, as well as his focus that "just only a handful of things are important, were really great lessons to learn early in my career."

### Lessons from packaged-goods

While at P&G, she also worked on such products as Puffs Plus, White Cloud and Charmin, before being selected as one of the first brand marketers to work on P&G's Wal-Mart customer team, an initiative at the forefront of how packaged-goods companies work with retail partners. She then joined the Coca-Cola Company, overseeing the promotional strategies for the fountain division, worked for the high-end footwear company Johnston & Murphy, and spent four years as a consultant for companies such as Kraft Foods, Dockers Footwear and the PGA Tour.

Garrett's tenure in the packaged-goods field taught her some principles that she has been able to apply to her pharmaceutical marketing. "Probably the biggest benefit to starting in packaged-goods, and I think the biggest differentiation, is the discipline of the process, the strategic nature of the consumer marketing process," she said. "Even though the work is much more complex [in the DTC space], I do think the discipline principles still apply." Her experiences in DTC marketing have run a gamut of disease states, including work largely on Cialis, as well as Humalog, Byetta, Evista, and even a little bit on Cymbalta.

### Going against the #1 ED brand

While much of Garrett's pharmaceutical marketing career has been spent on Cialis, she actually began working on the erectile dysfunction treatment as an agency partner. In August 2000, she was working for the broad-based consumer agency marchFIRST, which was the interactive agency of record for Cialis, then marketed by Lilly ICOS. After about a year, she was hired away by the pharmaceutical giant.

When planning the consumer launch of Cialis, Garrett explained that its top competitor, Viagra, was spending upwards of \$100 million at the time. However, the Pfizer drug was not doing full-branded advertising on television; rather it was limiting its television commercials to only reminder or unbranded efforts. Lilly saw an opportunity for Cialis to make a mark in the ED marketplace. Thus, Cialis became "the first brand to put full branded advertising on television and discuss the benefits and risks of the drug," she explained.



Along with their other agency partners Grey Worldwide, OMD and Velocity, the Cialis marketing team measured the success of the consumer launch campaign against several variables, depending on what stage of the process they were in at the time. Garrett explained that they wanted to know, "How well did it deliver against the creative brief? How well did it do in copy tests? Tell us how well it delivered against the specific business objectives." After collecting and analyzing the results, the campaign was deemed a very successful launch.

**Taking pride in successes**

Naturally, Garrett takes great pride in her work on Cialis for several reasons. One of the things she was most proud of was the team's ability to overcome any challenges. They were working in a sensitive disease state and "[going] up against the number one pharma brand in the world." However, they were not only "able to successfully launch and grow a business, but to also do it in a way that was tasteful and very respectful of the target."

She also attributes the success of the Cialis launch to the drug's team members. "I think it was because we just had all of the right folks. We had a lot of respect and just a really strong, strong team." From the intelligent brand team, to the informative people in the market

research, legal and regulatory, and medical groups, to the knowledgeable agency partners – the combination of talent led to solid, cohesive efforts.

Garrett considers her work on Cialis to be one of her most, if not the most, important achievement from an advertising perspective. However, from an overall career perspective, she is most proud of the team that she built for consumer marketing at Lilly. The consumer marketing team consists of nearly 30 people that have been centralized for two and a half years. They are a "very talented mix of former packaged-goods talent, agency talent and then some internal talent. I'd put them up against anyone," she proclaimed.

**Evolution in DTC marketing**

Over the past 10 years, the world of DTC marketing has evolved significantly. Advertisements have gone from a vague, mass appeal to a more relatable, engaging approach. Marketers have received improved, clarifying guidelines from regulators and also experienced a bit of trial and error over the years, but that has taught them how to reach consumers better through stronger advertising.

While she thinks that there will always be an ad or two in the media that makes you wonder, "Oh! Why did they

do that?" Garrett does see the vast improvements made throughout the past decade. "The advertising has gotten much better overall. I think you can see the consumer insights reflected. I think you can see tremendous creative talent, and a real just understanding and appreciation for people who may benefit from the medicines."

She recommends that those just starting out in consumer marketing "focus on deep understanding; really try to get to that deep insight. What is it that is the frustration or the unmet need [of the consumer]? Focus on that and then everything else will follow." Comprehending the different touch points in the treatment continuum for patients is critical. "My wish is that we were able to find a way, as an industry, as a government, as a regulatory body, to give consumers the information they need at the time they need it and not have a 'one-size fits all' regulation."

Garrett understands the challenge in that wish, saying it is "definitely a tall order." Yet, the importance and benefits of figuring out how to complete such an undertaking would produce massive dividends to both the consumers who need the appropriate information at the right time, as well as the bottom line for the brand and ultimately, the manufacturing company.

Sending the right message at the right time is key, according to Garrett.

"[Giving] someone who is first experiencing symptoms the information that they need is going to be different than the information someone needs right after they have received their prescription and the first time they take a medicine. It's just very different environments."

**Looking to the future**

At the DTC Hall of Fame induction ceremony, Garrett joked that typically these "lifetime achievement" awards often indicate that the recipient has passed their prime or is nearing the end of their run. She believes, however, that she is far from being done.

"I'm very focused right now on how do we make more progress in helping consumers achieve their treatment goals," she said at the time. "How do we really make a dent in that? How do we measure that? I think we do it; it's certainly what we strive to do everyday, but I'd love to get more momentum on that. I think for Lilly, our company vision is to improve outcomes for individual patients and I think no one is better suited than the folks on my team to be able to help the organization make that happen. And so to the extent that we can bring these folks to life – for the scientists, physicians, attorneys and the brands – we really set the organization up to be able to help consumers who take our medicines."



Ellen Fields of DDB NY presents a Hall of Fame award to Paula Garrett.