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Branded Drug Web Sites A Look at Major Trends in Health Care Marketing

- The Growing Impact of the Multicultural Market
- The Need to Expand Digital Capacities

JUNE 2013

PRIME-ACCESS.COM



About PRIMEACCESS:

PRIMEACCESS is the largest independently owned health and wellness agency reaching the US Hispanic, African American, Asian American, LGBT, and other diverse US populations. PRIMEACCESS is the only advertising and marketing communications company that provides best-in-class strategies, actionable solutions, and expert cultural guidance in health and wellness to advance the lives of individuals of all cultures.

For more than two decades, PRIMEACCESS has been at the crossroads of health care and cultural fluency with successful marketing initiatives for many of the world's largest brands. Find out how we can be your Cultural Catalysts. Visit prime-access.com today. PRIMEACCESS is a subsidiary of the 9.8 Group of Companies.

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Note: This paper reflects on some of the more common issues related to medication nonadherence and effective patient adherence programs across cultural communities; it is not intended to be community-specific. Medication nonadherence and adherence program issues discussed here may not apply universally to all groups.

"Drugs don't work in patients who don't take them."

C. Everett Koop, MD

Abstract:

Research objective:

This paper reviews the promise and potential of two major trends bound to influence the digital information landscape for health care in the United States. The first being the ever-growing impact of ethnic market segments as a result of their tremendous population and economic growth, as well as the health-related challenges they face due to high rates of certain chronic conditions, poor compliance, and a shortage of culturally-capable providers. The second trend is the deeper utilization of novel digital capacities, in particular, in overcoming barriers to accessing health care related information and improving the health of patients of all ethnic backgrounds. This paper gathers data and analyzes how pharmaceutical companies have responded (or failed to respond) to these two trends to fully maximize their revenue-generating potential. Finally, this paper seeks to provide guidance and recommendations on how to better capitalize on these trends, by offering a demonstrated approach for designing and launching a cultural/language online initiative within cross-cultural markets by cost-effectively leveraging a brand's current online infrastructure.

Research methodology:

- Analyze market patterns and digital behavioral characteristics of major racial and ethnic groups in the US as they relate to health care information.
- Analyze the digital capacities, including the mobile-web, available to pharmaceutical companies to communicate with the major racial and ethnic groups in the US.
- Compare the extent to which major pharmaceutical companies have actually utilized novel capacities of the Internet in their dialogue with racial and ethnic groups.
- Based on Global Advertising Strategy's past experience and thought-leadership in the cross-cultural space, provide guidance, recommendations, and offer a proven approach for designing and launching an online cultural/language initiative within cross-cultural markets.

Conclusions:

- The cross-cultural community in the US represents a lucrative opportunity for the health care market, and their Internet/mobile usage characteristics are well-suited for sophisticated digital communications.

- There are currently three (3) levels of Internet usage by pharmaceutical companies to communicate with racial and ethnic communities:
 1. Basic: the availability of resources in PDF format
 2. Intermediate: the development of a dedicated microsite(s) for an ethnic consumers
 3. Advanced: the presence of interactive online tools for patients and health service providers (HSPs) to ensure better disease awareness and education, drug selection, and prescription compliance.
- There are noticeable differences among major pharmaceutical companies in their digital communications outreach to ethnic communities. Many have begun to move from level 1 to level 2, but very few have further developed to level 3. The pharmaceutical industry as a whole has yet to realize the full potential of the Internet and mobile technologies in their outreach to ethnic communities. The complete shift from simple PDF-presented brochures to interactive web and mobile services is still in its infancy.
- Most pharmaceutical brand marketers and health care clinicians are intrigued by cultural/language consumer online strategies, and generally recognize the need to augment their expertise in cross-cultural online marketing in order to fully maximize their revenue-generating potential, but this has yet to translate into widespread and sustained observable action.
- The presence of interactive digital communications is necessary in order for the pharmaceutical companies and HSPs to ensure full relevance and profitability. The web and mobile technologies have the potential to both deliver personalized and culturally tailored communications over platforms that are widely used and highly trusted by ethnic consumers. Digital communication can bring value across the fundamentals of health care delivery, from access to outcomes.
- Attaining a sophisticated digital communications platform represents a commitment to social responsibility. To create an optimal patient experience and, ultimately, serve the needs of patients of all ethnic backgrounds, would partially alleviate major bottlenecks in American public health.



From Being Pioneers to Being Left in the Dust

By Givi Topchishvili, Founder and President

Nearly 15 years after founding Global Advertising Strategies as a cross-cultural communications agency, I am finally seeing the light at the end of the tunnel. The better half of our first decade was spent proving that the undertapped and emerging audiences in the US will, in many ways, dictate the marketing strategies of tomorrow. Last year, the 2010 Census finally confirmed what we have been saying for over a decade.

At times I catch myself doing a double-take at recent headlines that focus on the importance of competently reaching the multicultural consumer— they appear to be taken out of our presentations circa 2005.

Today's multicultural America isn't just an opportunity for our industry to secure additional revenue. Most Fortune 500 companies have already incorporated cross-cultural outreach in their strategic planning. The demographic shift makes it our responsibility to mind cultural and social intricacies when communicating with niche audiences, especially on such sensitive and critical subjects as health, safety, and education. As the ones responsible for crafting the message behind a brand, we have a chance to make a difference for the future generations, raising the bar from being ROI-driven to being socially responsible.

This remarkable increase in ethnic, cultural, and linguistic diversity that the US has witnessed presents a growing need for disseminating culturally competent, in-language health information and services. A startling Census statistic states that nearly 47 million US residents ages 5 years or older speak a language other than English at home.

A first in a series of many, the report that follows examines a small fragment of what is being done by the leading pharmaceutical companies to reach the multicultural and multilingual consumer online. Their efforts vary and include those who completely ignore the growing demographic as well as those who skillfully engage with it, potentially minimizing health disparities in the US.

I hope you find the report informative and helpful, but mostly I hope that it makes you realize the full potential of today's multicultural consumer as well as the importance of an appropriately crafted multicultural message.

Key Trends in the US

THE EVER-GROWING IMPACT OF THE ETHNIC MARKET ON HEALTH CARE

THE US MULTICULTURAL MARKET OVERVIEW

The results of the 2010 Census have brought multicultural reality into the limelight, revealing that the ethnic community has demonstrated stronger growth than that of the non-Hispanic white or Caucasian population. More than half of the growth in the total US population in the last decade has come from multicultural segments. As illustrated in Figure 1 below, three groups in particular dominate the US multicultural landscape: **Hispanic, African American, and Asian American.**

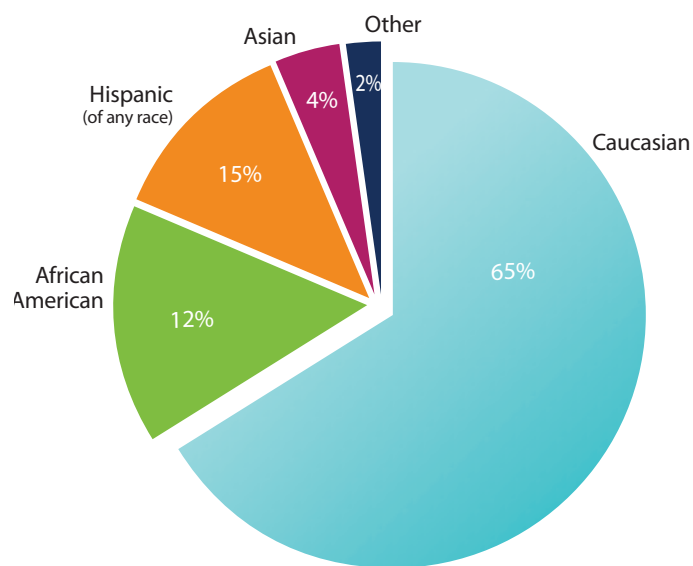


Figure 1. US population by major ethnic groups

HISPANICS

According to the 2010 Census results, the Hispanic population in the US grew by 43% to 50.5 million. Hispanics now make up 16% of the total US population. Not only are Hispanics one of the fastest growing ethnic groups in America, they also account for over half of the 27.3 million person-increases in the total population over the last decade.

In contrast, the dominant racial group of non-Hispanic whites grew by only 1%. Despite this growth, the proportion of total non-Hispanic whites decreased by 5% in the last decade to 64% of the total population.

In the last 10 years, Hispanics have been firmly established as America's largest minority group, which continues to expand yearly with high growth rates. With such sustained growth, Hispanics are forecasted to comprise well over 30% of the total US population by 2050.

AFRICAN AMERICANS

African Americans comprise the second largest racial minority group in the US, representing 12.6% of the total US population in 2010. While the proportion of African Americans in the total population has remained relatively constant since the 2000 Census, the group as a whole has grown by 12.3% over the last decade. They are, and will continue to be, strong cultural influencers and a large slice of multicultural America.

ASIAN AMERICANS

The Asian American population within the US is mainly comprised of Chinese, Indian, Filipino, Korean, Japanese, and Vietnamese populations, with Chinese, Indians, and Filipinos representing the largest communities.

Asians currently account for only 4.8% of the total population in the US; however, according to the 2010 Census, their population grew rapidly at a rate of 43.3% over the last decade—faster than any other major racial group. Census forecasts predict the proportion of the

Asian population will continue to increase. By 2050, Asians are expected to comprise over 8% of the total American population.

The Nation of Tomorrow

The Latino population is driving the shift to a majority-minority country.

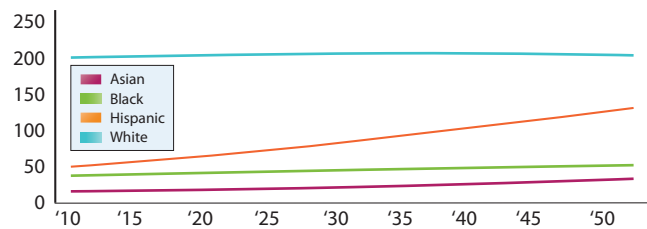


Figure 2. Projected population change, 2010-50

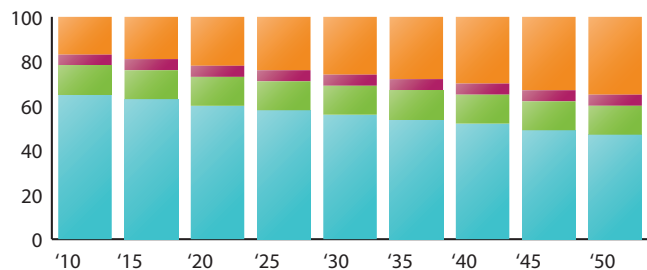


Figure 3. Projected shared of the population, 2010-50

Figures 2 and 3 above convey a single message—**multicultural consumers can no longer be ignored**. As reported by the Selig Center for Economic Growth, the total buying power of multicultural America in 2010, which includes Hispanics, African Americans, and Asian American markets, is \$2.7 trillion. This buying power has grown by a staggering 85.1% since 2000, versus the 43.6% growth in buying power of the non-Hispanic white population.

The Hispanic population alone has demonstrated an extraordinary rate of growth in buying power over the last decade – a 107.6% growth rate, reaching up to \$1 trillion in 2010. This significant growth is expected to continue, with forecasters predicting buying power for Hispanics to reach \$3.7 trillion by 2015.

*Please note that the Selig Center’s data for Asian Americans combines two race categories, including those who identified themselves as Asian or as Native Hawaiian and Other Pacific Islander.

INSURANCE COVERAGE AND PURCHASING POWER OF ETHNIC MARKET SEGMENTS

A common misconception in the health care industry is that ethnic minorities in the United States lack adequate insurance coverage. Based on Figure 4 below, all groups demonstrate high levels of coverage, many of which do not greatly differ from the non-Hispanic white population.

Over the next few years, with the implementation of the Affordable Care Act, the percentage of the population without coverage is expected to further diminish.

Ethnic Group	Percentage of Insurance Coverage
African American	81.90%
Hispanic	69.00%
Chinese American	86.90%
Korean American	75.10%
South Asian	88.40%

Figure 4. Insurance coverage by ethnic group
Source: Income, Poverty, and Health Insurance Coverage in the United States, 2010

ONLINE AND MOBILE (mHEALTH) HEALTH CARE SEARCH BEHAVIOR OF THE MULTICULTURAL MARKETS

In January 2011 alone, 143 million people, or 68% of Internet users in the US, visited a health-related Web site (comScore, 2010). Therefore, while health care professionals continue to be the primary source of health care information, Internet and mHealth sources are gaining significance.

Total Internet and Health Visitation by US Unique Visitors

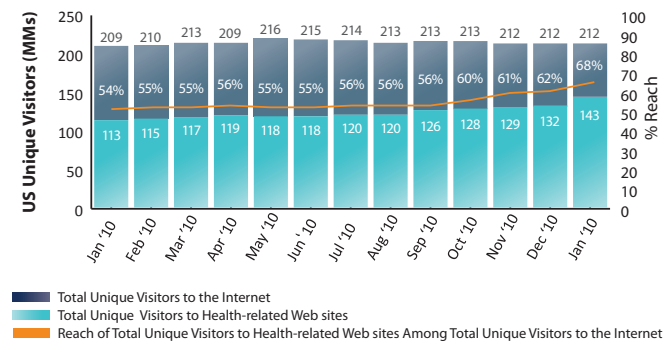


Figure 5. Internet visitors and health-related visits
Source: comScore Media metrix, Jan 2010 – Jan 2011

In addition to e-mail and search, a strong majority (83%) of Internet users have used the Internet to search for health information, making this activity the third most popular for all online adults.

Additionally, searching for health information, an activity that was once the primary domain of older adults, is now the third most popular online activity for all Internet users 18 years and older.

Furthermore, the mHealth trend continues to grow and provides many new health and technology growth opportunities for pharmaceutical companies. According to a report by research² guidance, 1 in 5 people around the world will have a smartphone by the year 2015 (Jahns et al, 2010). The goal of mHealth is to leverage

A strong majority (83%) of Internet users have used the Internet to search for health information, making this activity the third most popular for all online adults.

the ubiquity of mobile communication by optimizing access to health-related information and bringing greater efficiencies to health care delivery. mHealth also aims to incorporate mobile messaging (text and voice), mobile web, and native apps in customized formats to gain traction with several different populations and ethnic groups. As consumers continue to embrace mobile devices or platforms to find and share information and monitor bio-data, they will increasingly look to take charge of their personal health as well. This presents a significant opportunity for marketers to encourage healthier behaviors and personalize the delivery of health care information and services.

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With respect to racial and ethnic minority segments, mHealth can provide many patients with higher quality of health care education than ever before, due to greater smartphone penetration and mobile usage rates. According to Nielsen Company, nearly a third (31%) of all mobile consumers in the US owned smartphones as of December 2010; however, smartphone penetration was even higher among mobile users who were part of the ethnic community – namely Asian/Pacific Islanders (45%), Hispanics (45%) and African Americans (33%) (populations who also tend to be younger). Meanwhile, only 27% of non-Hispanic white mobile users reported owning a smartphone.

Ethnic Group	Smartphone Penetration
Asian/Pacific Islander	45%
Hispanic	45%
African American	33%
Non-Hispanic/White	33%

Figure 6. Smartphone ownership by ethnic group

Hispanics

INFORMATION SEARCH HABITS

Since AOL's first annual Hispanic cyberstudy in 2002, the number of Hispanics online has grown faster than the total US online population. By 2014, 39.2 million Hispanics are estimated to be online (Phillips, 2010).

Evidence from a subsequent AOL Hispanic cyberstudy in 2005 indicates that over 54% of the Hispanics surveyed use the Internet to research health care products. One in 5 also purchased pharmaceuticals online, which at the time of the study was almost twice the proportion of the general population surveyed (AOL, 2010).

Results from the 2010 Phillips study show that Hispanics are embracing new technologies across acculturation levels and breaking known stereotypes. In the Hispanic community, even the less acculturated are early adopters; they evaluate new formats and spread the word within their community.

Hispanics are very active users of mHealth both as a means of communication and as a resource for gathering health information. Eighty-seven percent of Hispanics own a mobile phone and Hispanics are more likely to own a smartphone (45% for Hispanics, versus 27% for non-Hispanic whites). One in four Hispanics that access the Internet do so via their mobile phone (Mintel, 2011). Hispanics are also more likely than any other ethnic group to look up health information on their mobile phone (25% for Hispanics, versus 19% for African Americans and 15% for non-Hispanic whites) (Pew Internet Data, September 2010).

Demographic profile of US mobile phone users who have used their phone for health-related activities, Sep 2010 (% of respondents in each group)

	Use phone to look up health/medical info	Use an app to track/manage their health
Gender		
Male	17%	10%
Female	16%	8%
Race		
Hispanic	25%	11%
Black	19%	15%
White	15%	7%
Age		
18-29	29%	15%
30-49	18%	8%
50-64	7%	6%
65+	8%	5%
Education		
Some high school	16%	9%
High school graduate	12%	6%
Some college	21%	13%
College graduate or more	20%	9%
Household income		
<\$30K	15%	7%
\$30K-\$50K	17%	8%
\$50K-\$75K	17%	12%
\$75K+	22%	11%
Language		
English	17%	9%
Spanish	14%	1%
Community type		
Urban	21%	12%
Suburban	16%	9%
Rural	11%	4%
Total	17%	9%

Note: n=2,485
Source: Pew Internet & American Life Project and California Healthcare Foundation, "Mobile Health 2010," Oct 19, 2010

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African Americans

INFORMATION SEARCH HABITS

According to a recent Pew Research study, at 29%, the percentage of African American adults who do not use the Internet at all is higher than that of Hispanic and non-Hispanic white adults. Among those African Americans who do use the Internet regularly, 47% look for health-related information, which is lower than the corresponding statistic for non-Hispanic whites (63%) (Pew Research, 2011).

However, when it comes to early adoption of newer technologies, African Americans are ahead of the curve. African Americans own smartphones at a rate higher than Americans overall, according to a report released in September 2011 by The Nielsen Company. Data from “The State of the African-American Consumer” report indicates 44% of African American adults owned smartphones in Q1 2011, 22% higher than the 36% among the overall population and up a staggering 11% from the previous year. In addition, African Americans ages 25-34 have the highest penetration rate of all (53%), followed by ages 18-24 (51%). African Americans are also more likely to use these newer technologies to search for health care information online. African Americans also have a high use of phones for emailing (43%), accessing the mobile Internet (41%), and visiting social networking sites (37%). Other common smartphone activities include app usage (33%), app alerts, playing pre-installed games, and text downloads (31% each).

African American Smartphone Penetration % Share Q1 2011

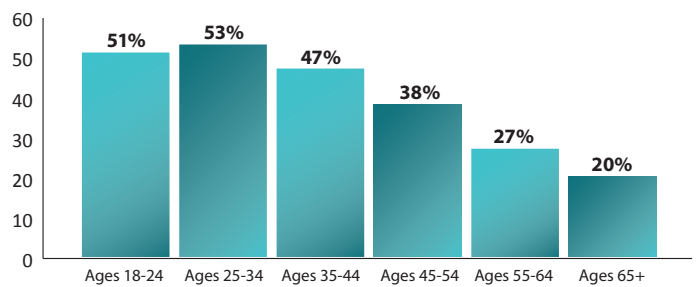


Figure 7. African Americans and smartphone ownership by age group

In line with this trend, we can expect continued penetration of newer technologies like smartphones and tablet PCs into this key racial group as tools for information on health care.

Asian Americans

INFORMATION SEARCH HABITS

Asian Americans have high incomes and high educational levels, offering a compelling argument that they are an undertargeted, yet quickly growing audience of interest. Among the various ethnic markets, Asian Americans seem to be very active online. Nielsen reports that Asian Americans have an enormous online presence, logging in over 80 hours per week more than that of Hispanics and African Americans. At 45%, the smartphone penetration of Asian Americans equals that of Hispanics (The Nielsen Company, 2011). In 2010, the cellphone browsing behavior of Asian Americans was equivalent to their African American and Hispanic counterparts (Rainie, 2011).

those participants with higher levels of education were more likely to look for health information online.

Types of health-related information customers search for online

A recent health care study, conducted by Bupa in collaboration with the London School of Economics, evaluated the online health-information activities of individuals across 12 different countries. The study found that 68% of people sought information on medicines. In comparison, the next most common health-related activity – self-diagnosis – was undertaken by 46% of the users (McDaid and Park, 2010).

Additionally, in a study specific to the US, online searches for “a specific disease or medical problem” and for “prescription or over-the-counter drugs” figured in the top five online health-related searches (Fox and Jones, 2009). In 2010, “a specific disease or medical problem” continued to be the top online search term in the US.

Smartphone Penetration by Ethnicity % of Populations Q4 2009 vs Q4 2010

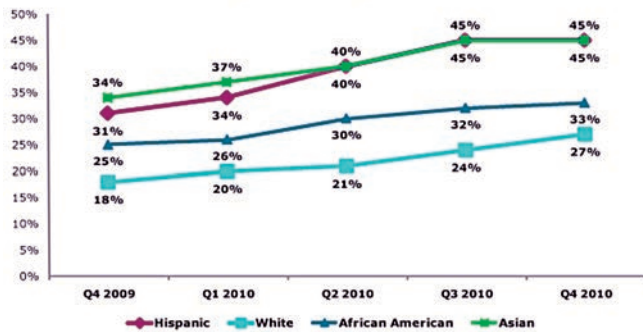
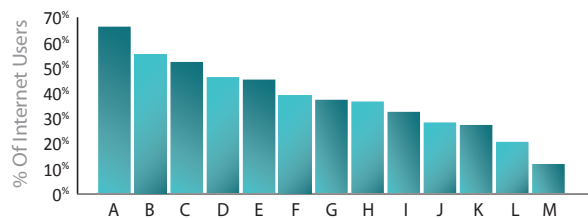


Figure 8. Smartphone ownership by ethnicity

Secondary research demonstrates that given the high median income and high educational levels of this group, a large portion of their time online would be spent seeking health care information. For example, when the Pew Research Center compared online health-seeking habits from a socioeconomic perspective, they observed that 87% of upper-income Internet users sought health-related information when online, while 72% of lower-income population users did so (Pew Research, 2011). The study also found that

Top Online Health-related Searches in US Study, 2009



- A Specific disease or medical problem
- B Certain medical treatment/procedure
- C Exercise/fitness
- D Doctors or other health professionals
- E Prescription or over-the-counter drugs
- F Hospitals/medical facilities
- G Alternative treatments/medicines
- H How to lose weight or how to control weight
- I Depression, anxiety, stress/mental health issues
- J Any other health issue
- K Prescription or over-the-counter drugs
- L Experimental treatments/medicines
- M How to stay healthy on a trip overseas

Figure 9. Health-related Internet searches by topic

The goal of a pharmaceutical manufacturer should be that when an Internet or mobile-web user conducts a disease or drug-related online search, whether in English or another language, that user is directed to a branded drug Web site. Branded drug Web sites are a powerful tool that educate patients about a disease state, increase

Branded drug Web sites are a powerful tool that educate patients about a disease state, increase awareness about the drug, and may lead to increases in patient compliance.

awareness about the drug, and may lead to increases in patient compliance. In fact, traffic to branded pharmaceutical Web sites increased by an overwhelming 82% in 2009 (Digital IQ Index, 2010).

comScore has clearly recognized that not all searches are conducted within the traditional “core” search landscape. Users in general, but ethnic consumers in particular, are now conducting searches on a variety of destinations online. For instance, in 2010,

comScore added a new component to its monthly search rankings report. The “Expanded Search Rankings” report looks beyond just the “core” search engines (Google, Bing, Yahoo, etc) to determine which sites on the Web were producing the most search queries. comScore’s Search Rankings report from December 2010 revealed some compelling findings. Google, not surprisingly, still tops the list of search engines, but what may be surprising to marketers is that YouTube had the second largest share of search queries in the US among ethnic users. Further down the list, Facebook and MySpace all made an appearance.

In fact, comScore reported that Facebook experienced over 620 million combined total searches. And given that now Facebook has teamed up with Bing to enhance its search functionality, marketers can expect the volume of queries on Facebook to increase. But, the trend here is clear. Ethnic users (and users in general) are increasingly searching on social networks. While search engines are unlikely to disappear anytime soon, as users spend more time in social environments (and ethnic users overindex in social media usage rates), they may proportionately spend less time with search engines.

Marketers should think beyond Google/Bing and the other “core” search engines in regard to their search marketing strategies. To begin, strategies must optimize in-language content within the various existing social networks, as they have the potential to be additional and unusually significant sources of traffic for ethnic segments.

Key Trends in the US

DEEPER UTILIZATION OF DIGITAL CAPACITIES

It is a well-known trend in marketing that at first new technologies are used in a fashion resembling the outdated technologies they came to substitute. It takes time for consumers to realize that a new technology is not simply another medium for implementing old tasks. Instead, the new technology provides new ways of doing business that were not possible based on the old platform.

For example, when internal combustion engines came to substitute a horse, the first cars were designed as an exact replica of the horse carriage. It took years to realize that a new technical system could be used for new purposes. While this automotive example may be mistakenly misread as naivety on behalf of past generations, online marketers of pharmaceutical companies are going along the same path today.

Three levels of Internet utilization

INTRODUCTORY – AVAILABILITY OF MATERIALS IN PDF FORMAT

For years, pharmaceutical companies have been presenting their “digital communication assets” to patients and health care providers (HCPs) in the form of PDF-converted brochures, booklets and other printed documents. That is similar to the beginning of the Internet age, where the most basic level of Internet content development centered on transferring printed materials to downloadable PDF files. Downloadable PDF documents provided many benefits for both the companies and the customers; however, it constituted the least interactive and minimally customized way to engage users. To a great extent, PDF documents alone can be considered an outdated format already.

INTERMEDIATE – DEVELOPING A DEDICATED MICROSITE(S) FOR AN ETHNIC CUSTOMER GROUP

A dedicated microsite(s) constitutes an Internet medium that is greatly preferred by the majority of users. Its benefits include, but are not limited to, the ability to insert hyperlinks to other sites, clickable phone numbers (especially for iPhone and post-PC device users), and more organic integration into an overall company Web site. Besides, a dedicated microsite can be better optimized from SEO, social search/media, and analytics perspectives.

ADVANCED – INTERACTIVE ONLINE TOOLS

The main difference between a dynamic Web site and static printed material is web interactivity and user engagement. A well-developed site can react to a particular request of a particular user and generate a specific, relevant response—in real time. The entire relatively short history of the Internet is a history of ever-increasing interactivity and finding new ways to engage the consumer.

ACTUAL UTILIZATION BY PHARMACEUTICAL COMPANIES

In Table 1 on the following page, we summarize usage of PDF documents and microsites, which pharmaceutical companies utilize to communicate with ethnic market segments.

The table clearly demonstrates that the pharmaceutical industry is transitioning from PDFs to dedicated microsites; however, the extent to which microsites have already substituted PDFs varies greatly among the companies. For example, Merck, Pfizer, and Roche present all their materials in microsite form, but 86% of Abbott materials are PDFs.

As part of its hyperlipidemia franchise, Abbott has 4 cholesterol drugs including NIASPAN, TRILIPIX, TRICOR, and SIMCOR. High cholesterol is quite prevalent within certain ethnic market segments (eg, Hispanics and African Americans), therefore, it would be essential for Abbott to communicate with ethnic market segments in order to drive Rx sales.

TABLE 1. PDF FILES AND MICROSITE USAGE ON THE OFFICIAL WEB SITES OF PHARMACEUTICAL COMPANIES

		ADHD	Anti-coagulant, given after heart attack	Birth Control	Bone cancer, Multiple Myeloma	Central Precocious Puberty among Children	Lower Triglycerides, Cholesterol	Chronic Hepatitis B virus (HBV)	Diabetes	DPNP, Fibromyalgia, Severe Depression, Anxiety Disorder, Chronic Musculoskeletal pain	HPV	Influenza (Flu)	IPD	mCRC, NSCLC, mRCC	Men Prostrate Cancer, Women's Endometriosis, Women's Fibroids	Men's health—erectile dysfunction	Non-small lung cancer	Rheumatoid Arthritis	Rheumatoid Arthritis, Plaque Psoriasis, Psoriatic Arthritis, Juvenile Idiopathic Arthritis and Ankylosing Spondylitis	Rheumatoid Arthritis, Psoriatic Arthritis, Ankylosing Spondylitis and Crohn's disease	
	Humira																			0	
	Lupron Depot														0						
	Lupron					0															
Abbott	Depot-Ped						0														
	Niaspan						0														
	TriCor						0														
	Trilipix						0														
Astra Zeneca	Simcor						x														
	Crestor						x														
Bayer	Mirena			0																	
	Coumadin		0																		
BMS	Baraclude							x													
	Orencia																	0			
	Byetta								x												
Eli Lilly	Cymbalta									x											
	Cialis															0					
Merck	Janumet								x												
	Januvia								x												
	Gardasil										x										
	Zometa				x																
Novartis	Focalin XR	0																			
	Lipitor						x														
Pfizer	Pevnar 13													x							
	Viagra															x					
	Enbrel																				
Roche	Avastin																				
	Tarceva																				
	Tamiflu																				

Nevertheless, content for NIASPAN, TRILIPIX, and TRICOR are currently being presented in the form of PDFs, and only SIMCOR utilizes a microsite. Conversely, and by comparison, AstraZeneca presents CRESTOR, while Pfizer positions LIPITOR, using dynamic microsites.

As an aside to Table 1, in our findings, we noted a great discrepancy between pharmaceutical companies and other ethnic-oriented web-based communications, such as unbranded or patient awareness campaigns. A separate report from Global Advertising Strategies will analyze specifically the percentage of information translated, and the depth of cultural adaptation of online materials. Still, it should be mentioned that the pharmaceutical industry as a whole – and each pharmaceutical company in particular – underutilizes the potential benefits of online marketing to the ethnic market segments.

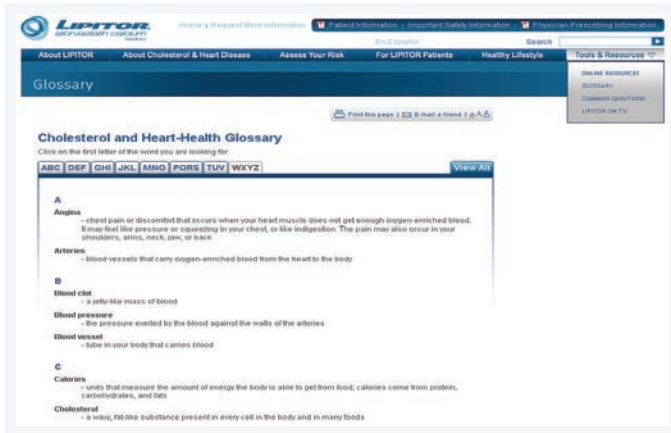
TABLE 2. UTILIZATION OF BILINGUAL TOOLS SCORE

Company	Branded Drug	Drug Indication	Bi-lingual Tools Score
Astra Zeneca	Crestor	Cholesterol, slowing plaque buildup/reduce risk of heart attack	9
Eli Lilly	Byetta	Diabetes	9
BMS	Coumadin	Anti-coagulant given after heart attack	7
Pfizer	Lipitor	Cholesterol	6
Novartis	Zometa	Bone cancer, Multiple Myeloma	5
Pfizer	Viagra	Erectile Dysfunction	3
Roche	Tarceva	Non-small cell lung cancer	2
Bayer	Mirena	Birth Control	2
Roche	Avastin	mCRC, NSCLC, mRCC	1
Merck	Gardasil	HPV	1
Pfizer	Prevnar 13	Invasive pneumococcal disease (IPD)	0
Roche	Tamiflu	Influenza (Flu)	0
Novartis	Focalin XR	ADHD	0
Abbott	Humira	Rheumatoid Arthritis, Psoriatic Arthritis, Ankylosing Spondylitis and Crohn's disease	0
Abbott	Lupron Depot	Men Prostate Cancer, Women Endometriosis, Women Fibroids	0
Abbott	Lupron Depot-Ped	Central Precocious Puberty among Children	0
Abbott	Niaspan	Cholesterol, lower risk of heart attack	0
Abbott	TriCor	Lower Triglycerides, Cholesterol	0
Abbott	Trilipix	Cholesterol	0
BMS	Baraclude	Chronic Hepatitis B Virus (HBV)	0
BMS	Orencia	Rheumatoid Arthritis	0
Eli Lilly	Cymbalta	DPNP, Fibromyalgia, Severe Depression, Anxiety Disorder, Chronic Musculoskeletal pain	0
Eli Lilly	Cialis	Mens' health—erectile dysfunction	0

Bilingual tools are the next step in leveraging the full capacity of the digital medium. “Bilingual tools” refer to site elements a patient might find useful such as, “Questions to ask your Doctor”, “Cholesterol Tracker”, “Meal Planner”, and “Dosing Card/Schedule.” Many Web sites have such tools on their English-language sites, but don’t have them on their corresponding in-language sites.

An in-house team comprised of market research managers and marketing executives from Global’s pharmaceutical division was formed to rank the official Web sites listed in Table 2. The team assignment was to score the Web sites of pharmaceutical companies on a scale of 1 to 10, based on utilization of interactive (at least downloadable) bilingual tools.

Table 2 reveals that over 50% of the sites with cultural content do not have any “bilingual tools.” For example, Pfizer’s LIPITOR has the entire “Tools & Resources” tab missing from its Spanish-language LIPITOR site. Contrary, COUMADIN has a large number of downloadable tools for patients, available in both in English and Spanish.



COMBINING THE TWO TRENDS TOGETHER

The two trends discussed above lead to the conclusion that the level of interactivity of a Web site is directly correlated to its level of cross-cultural adaptation when targeting ethnic users. To some degree, the pharmaceutical industry has already recognized this and has made some initial steps in this direction; however, as of yet, no company has demonstrated a leadership position, or a comprehensive, cost-effective strategy based on cross-cultural competence. Presented below are a few examples – some successful, others sub-optimal – of online cross-cultural marketing.

MARKETING TO THE AFRICAN AMERICAN MARKET SEGMENT VIA IMAGERY ON THE ETHNIC MICROSITES

Only about 20% of the branded Web sites (out of the over 240 analyzed) have incorporated some sort of African American imagery on their pages (whether one image or multiple). This could be considered lacking, considering that African Americans represent the second largest racial minority group in the US and account for 12% of the population. Some of the major diseases like diabetes, cancer, heart disease, HIV/ AIDS and Alzheimer's are highly prevalent in this community.



Figure 10. Lipitor English and Spanish language materials

FAST FACTS

- African Americans have the highest death rate and shortest survival rates than any other ethnic group in the US for most cancers, according to the American Cancer Society (ACS, 2011).
- African Americans accounted for 45% of new HIV infections in the US as of 2006 according to the Centers for Disease Control and Prevention (CDC, 2010).
- 1 in 4 African American women over 55 years of age has diabetes (ADA, 2011).
- African American adults are more likely to be diagnosed with coronary heart disease, and are also more likely to die from the disease (OMH, 2010).
- Older African Americans are about twice as likely to have Alzheimer's disease and other dementias as older non-Hispanic whites (Alzheimer's Association, 2011).

There are very few branded Web sites with specific content tailored to African Americans or with clear links to take such users to an external page with further information. Efforts that do exist are insufficient. For instance, Abbott's KALETRA does have statistics regarding HIV (see Figure 11 below) for African Americans, but the information is hidden under multiple layers. The effort to provide culturally competent content is weak given the statistics that out of the 1.1 million people affected with HIV in the US, nearly half are African Americans (CDC, 2010).



Figure 11. Kaletra Web site: African Americans

One of the most noteworthy and targeted digital efforts to cater to the African American community has been developed by Novartis. A clear, customized button on the main page of their hypertension drug, EXFORGE, takes the user to a page with customized content for African Americans.



Figure 12. Exforge Web site: African Americans

Novartis successfully executes their strategy of developing an emotional connection with the African American community impacted by hypertension, while simultaneously creating a tailored brand message for that specific ethnic market. In their campaign for “Believe in Healthy BP,” for example, Novartis has a Web site that links back to EXFORGE’s African American page, thereby ensuring that their initiatives are integrated for maximum brand impact. With this initiative, Novartis accomplishes the tough task of subtly connecting the disease state, the African American community, and the EXFORGE brand information for optimal message takeaway.

Not actual patients.

Believe in healthy BP

individual health matters

Believe in Healthy BP is a community outreach program designed to raise awareness of the benefits of a healthy blood pressure. If you have high blood pressure, there are steps you can take to help reach your blood pressure goal.

At the Believe in Healthy BP events, attendees may receive free blood pressure screenings, learn healthy tips, and participate in giveaways.

[Learn More](#)

You can download helpful resources here:

- ▶ Doctor Discussion Guide (PDF)
- ▶ Blood Pressure Log (PDF)

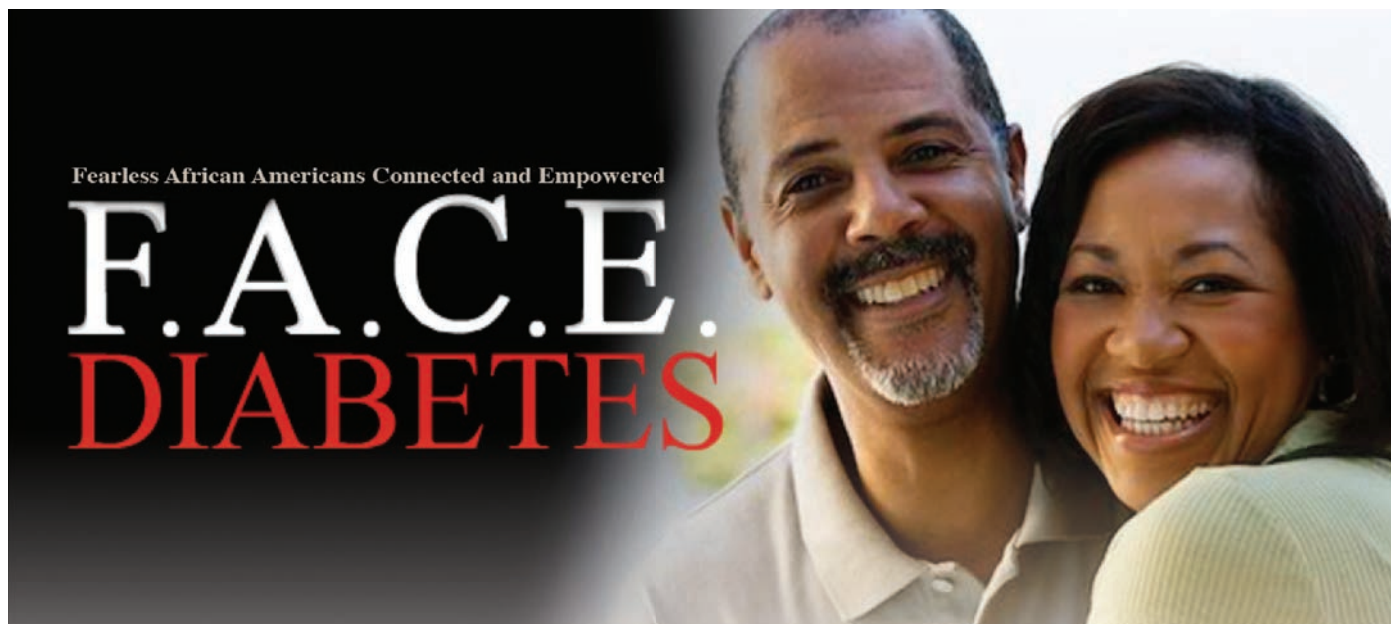
Event Schedule

Houston, TX	The Makeover Mile University of St. Thomas, 3000 Montrose Ave	March 5 12:00pm - 4:00pm
Dallas, TX	The Makeover Mile Kiest Park, 2179 West Kiest Blvd	March 12 12:00pm - 4:00pm
Richmond, VA	The Yolanda Adams Health & Lifestyle Tour	March 19 12:00pm - 5:00pm

Figure 13. Community outreach program: *Believe in Healthy BP*

CASE STUDY OF A SUCCESSFUL DIGITAL INITIATIVE TARGETING ETHNIC AUDIENCES:

ELI LILLY’S F.A.C.E. DIABETES INITIATIVE FOR AFRICAN AMERICANS



FEARLESS AFRICAN AMERICANS CONNECTED AND EMPOWERED (F.A.C.E.)

CAMPAIGN TIMELINE

April 15, 2008—Eli Lilly launches a national F.A.C.E. (Fearless African-Americans Connected and Empowered) diabetes campaign to help African Americans with diabetes successfully manage the disease. Grammy-nominated “neo-soul” singer-songwriter Angie Stone, diagnosed with Type-2 diabetes, invited to be the campaign’s spokesperson.

August 2009—Eli Lilly collaborates with the American Diabetes Association to host the annual Victory Over Diabetes event in Atlanta, GA. It has now been successfully hosted for three years.

June 2010—F.A.C.E. kicks off its webisodes series on the Web site with virtual diabetes-friendly cooking demonstrations, culturally relevant eating and lifestyle tips, and useful advice from an African American physical fitness expert and certified diabetes educator.

August 2011—3rd annual Victory Over Diabetes event. Angie Stone scheduled to appear.

The above description is a clear indication of Eli Lilly’s long-term investment and commitment to the African American community in the US. Eli Lilly has also taken the campaign digitally by launching a Web site, www.FACE-Diabetes.com. Their campaigns and nondigital initiatives are clearly integrated and reflected on their Web site.

TAKING THE CAMPAIGN DIGITAL

The content on the Web site clearly demonstrates the effort that Eli Lilly has made to understand the cultural mindset and attitudes of the African American community.

RELEVANT STATISTICS



Figure 14. Approximately 3.7 million (14.7%) African Americans age 20 or older have diabetes

CULTURALLY ADAPTED EXERCISE REGIMEN



Figure 15. Exercise tips including Gospel Aerobics and at-home exercise tips

CUSTOMIZED DIABETIC MEAL PLANS



Figure 18. Diabetes-friendly meal plans and cooking videos offering healthy take on traditional soul food and similar African American family meals

SPOKESPERSONS THAT CAN RESONATE WITH THE COMMUNITY



Figure 16. Inspirational stories from famous African American spokespeople

OTHER EXAMPLES ILLUSTRATING WHY THE EFFORT IS COMMENDABLE...



Figure 19. Site is constantly updated. All nondigital campaigns are still linked to the site

MANAGE YOUR TYPE 2 DIABETES — FEARLESSLY!

Use this brochure as a personal guide to managing your diabetes. Find basic info about diabetes and the people who will make up your diabetes healthcare team.

DOWNLOAD

Figure 17. Downloadable guide

Diabetic Cooking Videos



Figure 20. Cooking videos and inspirational talk video from Angie Stone: High degree of sophistication of site

THE RESULT

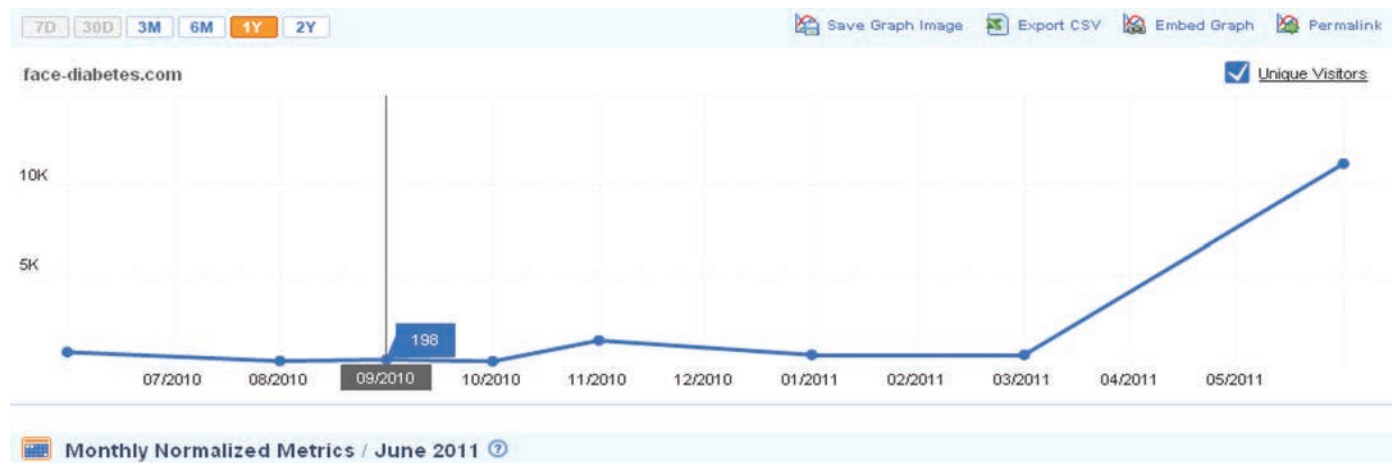


Figure 21. Number of visitors to F.A.C.E. Diabetes Web site

Since its launch, the F.A.C.E. Diabetes Web site has been reaching roughly 31,000 yearly visitors with 67,680 yearly page views (according to statshow.com). The Web site is growing its online presence, currently appearing on 54 third-party sites sending additional traffic to face-diabetes.com (according to siteanalytics.compete.com.)

ACHIEVING CULTURAL COMPETENCY: TRANSCREATION VERSUS TRANSLATION

Through Global's extensive experience working on multichannel marketing initiatives for cross-cultural segments, we understand that merely translating communication materials is often insufficient to fulfill the needs of an effective, in-language Web site. When the same selling strategy is applied across cultural markets or a direct translation is used to convey a message, the emotional and cultural elements that help bind the brand to the target audience may be missed, causing the brand to project the wrong image or the audience to misunderstand the message. To achieve cultural relevance while targeting various key ethnic groups, pharmaceutical companies need to move beyond perfunctory translation and make a stronger effort to target these growth markets in a more culturally and linguistically appropriate manner.

1. TRANSLATIONS CAN'T BE "OWNED"

The original content that was created with a particular audience in mind needs to be culturally and competently adapted for a different audience.

2. TRANSLATIONS DON'T PERSUADE

In the best of cases, a literal translation will only inform. If you want to persuade, the only possible call-to-action should be combining the original content with cultural cues that can modify a behavior.

3. THE LANGUAGE OF HEALTH NEEDS TO CONTEMPLATE EMOTIONS

A mere translation cannot transmit emotions or cultural sensitivity. A higher level of cultural relevance can be achieved via "transcreation," or as we define "an adaptation of a creative work into another language or culture." The key word here is "adaptation". Transcreation adapts the content while respecting cultural and linguistic nuances and keeping cultural relevancy in mind. This adaptation recreates the content while retaining the original concept or idea.

CRESTOR's Spanish branded site is nuanced to address the cultural differences of Hispanics, when compared to the mainstream general population. tuCrestor.com has a completely different layout and color scheme from the main English-language landing page. It essentially changes the entire user experience. CRESTOR goes beyond just cosmetic and aesthetic customization to adapt even the dietary recommendations to a diet most commonly adhered to by Hispanics. Similarly, the BYETTA (injectable prescription medicine for diabetes) site has also gone to an equally comparable effort and detail to culturally adapt dietary recommendations.

The tucrestor.com site provides a tangible example of the depth of research that CRESTOR has conducted to understand the cultural mindset differences of Hispanics.



Figure 22. Crestor's Spanish branded Web site

BRINGING TOGETHER A PATIENT AND A CAREGIVER

Only 25% of the branded Web sites analyzed have drug access information in-language; however, the provision of coupons and other kinds of assistance to help facilitate drug access is a common practice available on most of the main English sites. Although this standard practice has a obvious benefits from a brand-building perspective, it can send the wrong message to ethnic audiences when the site provides translation for only coupons and offers.

For instance, while the Web site for BARACLUDE — Bristol-Myers Squibb's prescription drug to treat chronic hepatitis B virus — primarily has its information in English, the drug access information on the site is provided in multiple languages, including Chinese, Korean and Vietnamese. No educational material or drug safety information is provided in-language to cater to the needs of these ethnic groups. The result of this may send the wrong message to an ethnic user visiting the site.



Figure 23. Baraclude's Web site

LOOKING ONLINE FOR HEALTH INFORMATION: HEALTH STATUS

THE RISE OF THE YOUNGER CAREGIVER: NEED FOR TOGGLE FUNCTIONALITY

The Pew Research Center defines a caregiver as “a person who, in the past 12 months, has provided unpaid care to a loved one.” The 3 groups of people with highest rates of online health information gathering include caregivers, people who went through a recent medical emergency, and people living with a chronic disease (Pew Research, 2011). Interestingly, almost half of the Internet users (48%) who go online for health information say their last search was on behalf of another person (Pew Research, 2011). Pew also concluded from the same survey that caregivers outstripped the other two categories, by double-digit margins, in researching every health topic that was included in the survey (Pew Research, 2011).

Sixty percent of adults with a chronic condition ask a friend or a family member for medical assistance and advice (Fox and Purcell, 2010). For those caregivers that constitute the younger age brackets, it is more likely for them to go online in search of medical information than their older relatives, who might not be as Internet savvy or might not be proficient in the English language.

Using Hispanics as an example, we know that 77% of younger Hispanics log on to the Web, more often than the older Hispanic population, 66% young family, 56% mature family, 60% prime of life, and 33% empty nesters (AOL, 2010). Most Hispanics consume online me-

dia in English, even Hispanics dominants (AOL, 2010). We also know they primarily use it as a tool to convey information and educate their loved ones in Spanish, based on cross-cultural expertise and research of Global Advertising Strategies.

Health care communications, by nature, are full of medical jargon and therefore can be difficult to understand. This problem is further exacerbated by the need for younger caregivers to translate such language. We have found that often the younger caregiver may not be equipped with the linguistic ability to relay the message in another language. As a result, younger family members may turn to the Internet for relevant information and use in-language branded drug Web sites as a tool to help them relay the information related to a particular medical condition.

A significant tool in this area is a technology we identified as the “toggle functionality.” The main purpose of toggle functionality is to allow a user who prefers English and a user who prefers a foreign language to simultaneously review the information together.

Consider, for example, the needs of a young bilingual Hispanic female, raised and educated in the US who cares for her elderly grandmother. Given that she may want to engage in conversation with her grandmother regarding cholesterol management in their language of choice, she will need a way to ensure that the information she understands in English will carry over into Span-

	Percentage who go online	Percentage who look only for health information
ALL ADULTS IN THE US	74	59
CAREGIVER STATUS		
Currently caring for a loved one (N=860)	79	70
Not a caregiver	71	54
RECENT MEDICAL CRISIS		
Experienced within past year — self or someone close (N=82)	76	65
No recent experience	72	55

Figure 24. Caregivers and their use of the Internet

Source: Pew Research Center’s Internet & American Life Project, August 9 – September 13, 2010 Survey. N=3001 adults and the margin of error is +/- 3 percentage points for the full sample. Margins of error for subpopulations were higher.

ish. In other words, content should be available interchangeably in the two languages. While the young woman may feel more comfortable reading and speaking English, her grandmother may be more comfortable reading and speaking Spanish. Therefore, she may conduct an online search to find information about cholesterol – hopefully in Spanish – but will need the ability to match back the information in English. To illustrate the problems associated with a standard pharmaceutical Web site (nontoggle functionality), let’s take a look at LIPITOR as an example. A search for “cholesterol medication” in English usually brings a user to LIPITOR’s branded Web sites (nontoggle) within the first results page.

The “En Espanol” link at the top will take the user to the LIPITOR Spanish site.

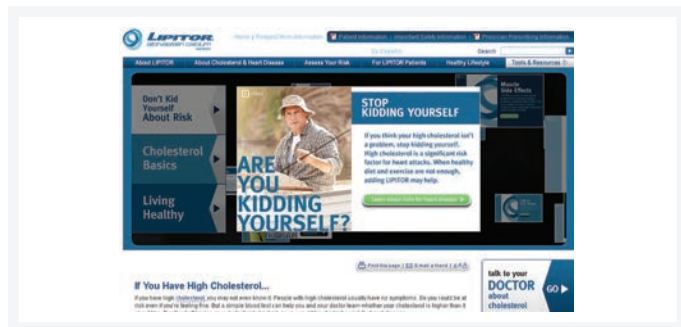


Figure 25. Lipitor tools and resources without Spanish toggle feature



Figure 26. Lipitor Spanish Web site

At first glance, it looks the same as the English version, but with more in-depth analysis, it lacks certain relevant information or data that is hard to locate in Spanish. For example, the “Questions about Cholesterol” section, which is very useful in the English site and something the young woman may want to share as a caregiver, is not available on the corresponding Spanish site. This is where the advantage of toggle functionality stands out. It allows users to navigate through the Spanish pages and directly reference the English translation at any point in the user experience.



Figure 27. Crestor Web site with Spanish toggle feature

In contrast, a further search for cholesterol medications would steer the user towards AstraZeneca’s CRESTOR’s webpage (with toggle functionality). Among the various prescription branded Web sites analyzed, CRESTOR was the only site with the toggle functionality feature. The CRESTOR branded Web site has a clearly delineated button to take you to the Spanish site.

Once there, the Spanish site is culturally adapted with tailored, in-language content to address issues relevant to the Hispanic population. As a comparison, both the environment and content have been tailored to the Hispanic population and are different from the English site.



Figure 28. Crestor’s English version of the culturally tailored Spanish page

CRESTOR’s toggle functionality allows the user to toggle directly between the Spanish and English pages (which are mirror images of each other), allowing a Hispanic user to easily communicate in their language of choice. Clicking the “English here” link does not lead to the main English site (Figure 28), but rather to a site that is an English version of the culturally tailored Spanish page, as seen above. Consequently, by providing an easy switch between the exact same page content in the two languages, toggle functionality will help this caregiver better understand various aspects of cholesterol management and then allow her to relay that information back to her grandmother

Amylin and Eli Lilly’s BYETTA also have Web sites for Hispanics. While they have similarly useful content and features for Hispanics that CRESTOR’s Spanish site has (including educational videos, and diet and exercise recommendations tailored for a Hispanic audience), they fall short in the ability to move from one language to another as the toggle functionality would feature.



Figure 29. Culturally tailored Crestor’s Spanish page



Figure 30. Byetta’s Spanish site

Findings and Recommendations

PROVEN ROADMAP FOR DEPLOYING AN ONLINE INITIATIVE FOR THE ETHNIC MARKET

At Global, we recognize that many pharmaceutical brand marketers may be intrigued by online strategies for other cultures, but may not be sure how to effectively develop and implement these initiatives. Effectively designing and launching an ethnic online initiative requires alignment between the organizational and brand messaging.

When developing a successful initiative, we ensure strategic and tactical alignment by applying a systematic, 5-step process to our campaign development and site architecture. However, before beginning to develop an in-language web strategy for a client, our approach carefully considers comparability – how similar the ethnic online program is to a client’s corresponding general-market program and then the required maintenance of the site. These two dimensions can mean the difference between success and failure, in both the short and long term. While it may seem that comparability and maintenance are quite disparate, they are in fact inextricably interconnected.

In order to develop an ethnic communications program online, it is often best to take do so in phases and evolve it over time, ensuring that each phase augments the consumer experience and provides value to its users.

For example, Hispanic online users, regardless of language preference, tend to access both the English and Spanish versions of a branded Web site. Hispanics exhibit this online behavior for a multitude of reasons, including:

- Wanting to compare whether the Spanish and English sites offer a similar experience
- Serve as a means to ensure understanding by checking both languages
- Family bilingualism: members of a Hispanic household may access the Web together, but each may have different language preferences

As Hispanics who are online move between a general-market and the corresponding Spanish-language site, they may systematically identify their relative worth to an organization based on the perceived value of the experience they receive in Spanish. As such, it is important to consider comparability between the Hispanic and general-market sites in terms of:

- Information architecture
- Visual design
- Features and functionality
- Depth and breadth of content

However, it is essential to note that executing on comparable communications does not necessarily mean a brand has to provide identical, one-to-one Hispanic and general-market online experiences. Rather, it is far more beneficial to offer experiences that are perceived to be of equal or even greater value to ethnic audiences.

Based on our experiences, we at Global have been able to dimensionalize what may be valuable to an ethnic user by leveraging our proprietary research, which defines user needs, and how they may differ from those of their general-market counterparts. We further enhance these findings with project specific user research, which we then validate through usability testing once we have launched an ethnic market online program.

Cross-cultural users generally feel loyalty to companies and organizations who demonstrate similar loyalty to their respective market. One manner in which a brand can demonstrate its commitment to these segments is by providing comparable in-language and general-market experiences. But, for comparability to remain effective, brands need to be able to consistently deliver over time. The best way to achieve this is by developing a maintenance plan prior to implementing an ethnic program online.

When developing a maintenance plan during the early stages of an online program, we recommend outlining the appropriate budget and resources necessary to properly support and evolve the market’s online presence. As part of our recommended maintenance plan, we would consider:

- Content updates
- Technology requirements
- Enhanced features and functionality
- Legal reviews and approval processes

It is also important to develop maintenance plans that address the interdependencies among the in-language site, the general-market site, and other ongoing marketing efforts. Consequently, it is also necessary to consider when, for example, the general-market site is updated, and how those updates will be reflected in the in-language site. From a marketing perspective, it is important that the in-language site be aligned with a brand's other online and offline marketing efforts.

Furthermore, the notion of comparability is fixed in time. A general-market site and an in-language site may be comparable one day, but as one site evolves, the other site will quickly lose its comparability without a proper maintenance plan in place. As such, our best-practice principles of comparability and maintenance are entwined, as it is difficult, if not impossible, to maintain a comparable in-language user experience without a proper maintenance plan in place.

Once comparability and maintenance are defined, we focus on information architecture. In our experience with in-language Web site development projects, marketers focus too much on the visual aspects of their Web site before they put any thought into the structure and information flow. By placing more emphasis on the information architecture at the beginning of the development process, we believe we can dramatically enhance the sites determined performance metrics. As part of our in-language, site-build protocol, we have classified five (5) critical steps to building successful site architecture:

1. Strategically identify in-language keywords

- a. We perform a thorough, in-language keyword research study from the outset with the goal of identifying keywords that a target audience may use to find relevant content.
- b. Specific or long-tail keywords: very specific search phrases will attract users who are toward the end of their buying cycle and who are ready to convert.
- c. Competition: We analyze how competitive the keywords are; highly competitive keywords will be harder to rank for and may cost more to use.
- d. Search volume: Keywords that have a high search volume represent a popular search term that many like-minded users are likely to use; we compare similar terms and see which is the most popular; as we go through an in-language, keyword research study, we learn more about potential visitors, what they may be looking for, and their specific wants and needs.

2. Map the keyword space

- a. Categories will emerge from the in-language, keyword research identifying different subsets of a brand's products or services, or information that potential customers would find useful; those keyword groupings or categories help us to identify relevant pages of content we will want to build into your structure.
- b. As we map the keywords we plan to use to relevant landing pages, we create a fluid connection to content that your visitors are likely to be looking for. This also helps us perform a kind of gap analysis to identify subpages we might have missed.

3. Develop your site architecture

- a. The next step is to build out the architecture of the site by building a site map, which provides a hierarchical representation of the site and all of its levels and pages.

4. Wireframe prototyping

- a. Once we have a solid structure that outlines the site's content and maps it to relevant keywords, we begin to develop the wireframe for each page representing the content, as well as the navigation tools for the different pages on the site.
- b. We take this a step further by converting the wireframe into a "clickable prototype," which is a Web site that incorporates the wireframe with clickable navigation and links to get a feel for how the Web site will behave and operate. This is a good practice, especially for in-language sites to work out the information flow and usability issues.

5. Content development

- a. The final step is to build into the wireframe the actual content for each page.
- b. To bring this full circle, we ensure the content uses the keywords that we have mapped for each page, including using the keywords in the body copy, text links, video and image tags, etc. This is not only a part of SEO best practices, but more importantly, it bridges the searcher's expectation to relevant content on the site. Therefore, when your visitors arrive on the site, they will feel they have landed at the right place.

Conclusions

1. The current online presence of the pharmaceutical industry must evolve from a simple PDF-based disbursement of printed materials to interactive multimedia tools. In order to stay competitive, pharmaceutical companies will have to upgrade their online marketing initiative providing a comprehensive set of online assistance tools for patients and health care providers (HCPs).
2. Ethnic market segments in the US constitute some of the fastest growing and most lucrative target audiences. For this reason, digital marketing of pharmaceutical products must become a part of communication efforts.
3. Successful tool-based online marketing to ethnic market segments will require a high degree of cross-cultural competency and nontrivial cultural adaptation of its pharmaceutical web presence.
4. Working with an agency partner that has proven experience with in-language Web site development projects facilitates the process and helps to ensure success.

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