



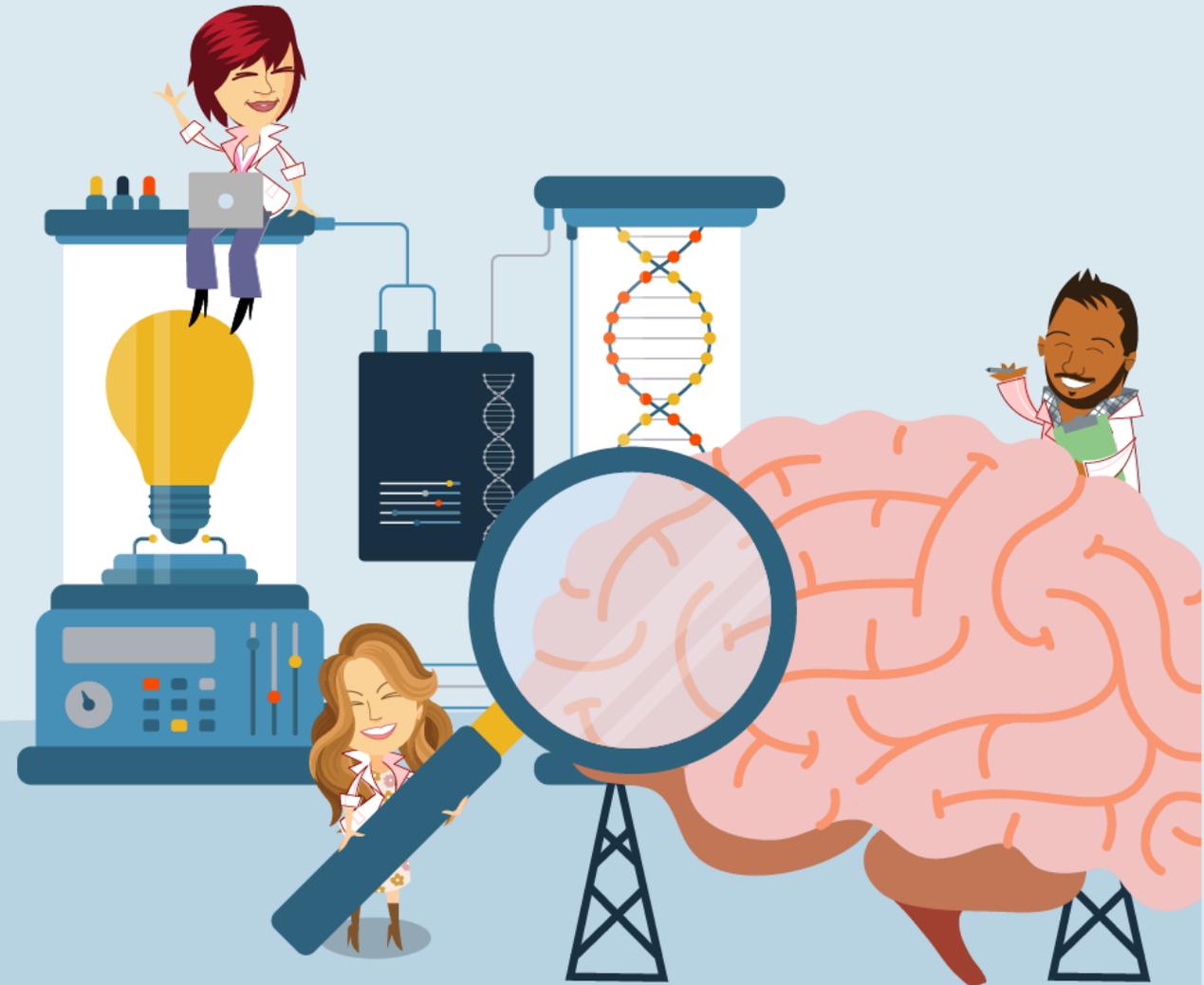
Branding Science
Group

Insight | Strategy | Action

Building Impactful, Insights-Driven Positioning

A Branding Science Approach

August, 2025



Key considerations for developing a successful brand positioning strategy

Your brand needs to stand for something clear and motivating in the hearts & minds of your target market. Your positioning should:

Clearly identify what your brand stands for - and how it stands out from the crowd

Insulate your brand(s) against competitive erosion

Help guide everything you do internally & externally



The Principles of Positioning

A successful positioning platform must be built on robust insights to ensure it is:

- ➔ Meaningful to your customers
- ➔ Emotionally and rationally engaging
- ➔ Well-differentiated
- ➔ Consistent/sustainable
- ➔ Clear
- ➔ Ambitious and aspirational

Our research is designed to elicit the depth of insight that is needed to truly assess, elevate, and optimize your brand positioning



Personification

To present information in way that naturally sparks **meaningful dialogue** about the **underlying ideas** and bypasses the “copy-editor” mindset



Role Playing

To put customers into a more holistic, marketing-oriented mindset while they describe points that resonate along with potential disconnects



Emotional Associations

To understand the strength and nature of the emotional connections created by each platform, and to identify feelings that are evoked by the most (*and least*) compelling platforms



Perceptual Mapping

To visualize the distance between a positioning platform and the customer’s ideal treatment while gauging differentiation from competitors



And a customized array of time-tested projective techniques

To evaluate each platform against key metrics and uncover non-rational drivers that can be hard for customers to directly articulate



Personification: bringing positioning platforms to life through the spoken word

The best way to get beyond promotional copy evaluation is to get the copy out of the way

- ▶ The value of brand positioning lies in the resonance of the **underlying ideas**, yet customers are inclined to treat market research stimuli as pieces of promotional copy – favoring those that provide the most factual and robust information
- ▶ The key is to engage in a way that yields **substantive feedback on underlying ideas**
- ▶ We use **spoken delivery** to tap people’s innate ability to understand the intended meaning a speaker conveys
- ▶ This approach uses a **simple digital avatar**, with minimal identifying features and a neutral voice, to create the **illusion of a live presenter**

Delivery by a live presenter **increases engagement** and elicits more substantive feedback on the **ideas themselves** (*and less fixation on minor details*)

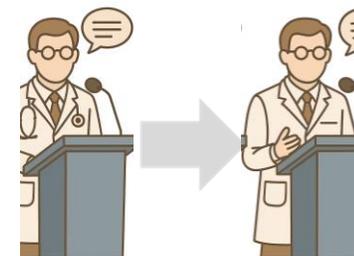
AI-Generated Positioning Avatar

To deliver the statement in a conversational style

We adapt the **PREMISE, PROMISE, PROOF** framework to be delivered verbally

- ◊ **Premise:** Identifies a resonant, meaningful unmet need
- ◊ **Promise:** Describes how your brand uniquely addresses the unmet need
- ◊ **Proof:** Compelling evidence that supports the Promise

1-2 lines of text at a time spoken in sync with animation



Next 1-2 lines of text spoken with change in posture

0 sec.

10 sec.

20 sec.

Our toolbox includes multiple ways to gauge the nature and strength of emotional resonance of each platform's "promise"

Feelings Wheel

Developed by psychologist Gloria Wilcox to help clients **identify and describe their feelings**

A valuable tool that helps customers more **quickly and accurately identify how a platform resonates** (or not)

This simple visual prompt has revealed important insights about how customers respond to **different ways of talking about therapy areas**

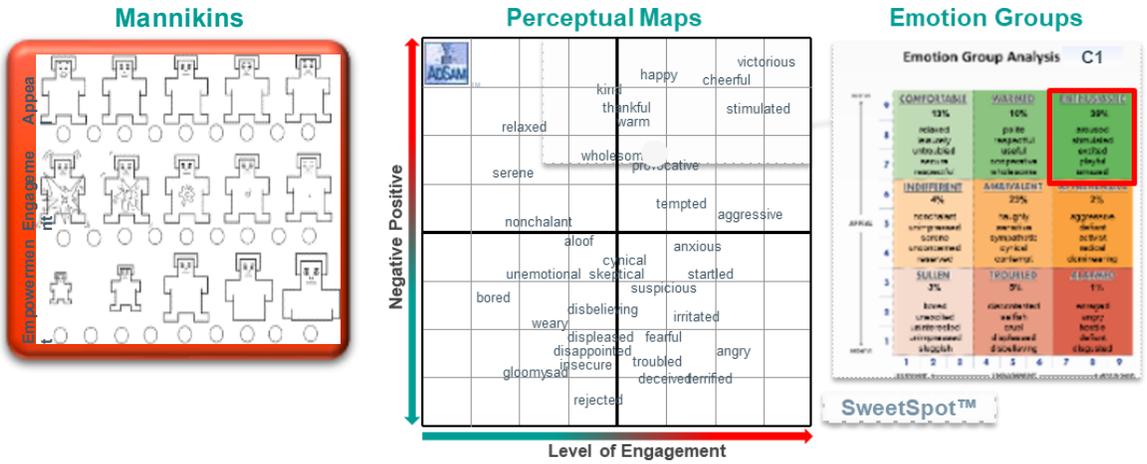


Willcox, G., 1982. The feeling wheel: A tool for expanding awareness of emotions and increasing spontaneity and intimacy. *Transactional Analysis Journal*, 12(4), pp.274-276.

AdSAM® Emotional Response Methodology

Customers select "Mannikins" to represent their emotional reaction to each positioning platform non-verbally.

Responses reveal the emotional tone evoked by each platform along three dimensions: valence (*happy/unhappy*), engagement (*highly engaged/disengaged*), and empowerment (*not in control/empowered*)



Outputs include perceptual maps, emotion groupings, and composite ESI scores that reflect the degree of positive, influential impact

The emotional tone of a positioning in this space should be carefully considered, deliberate, and audience-centric



Project optimism to support confidence in the future of treatment



- When asked how their ideal future treatment makes them feel about treating patients in the therapy area, HCPs and consumers overwhelmingly selected **optimism** and **confidence**
- Conveying an **optimistic tone** will tap into the ideal mindset of HCPs and consumers when considering what they most desire from a new treatment option
- ✓ **Promise A** strikes a confident tone, aligning well with the ideal future mindset



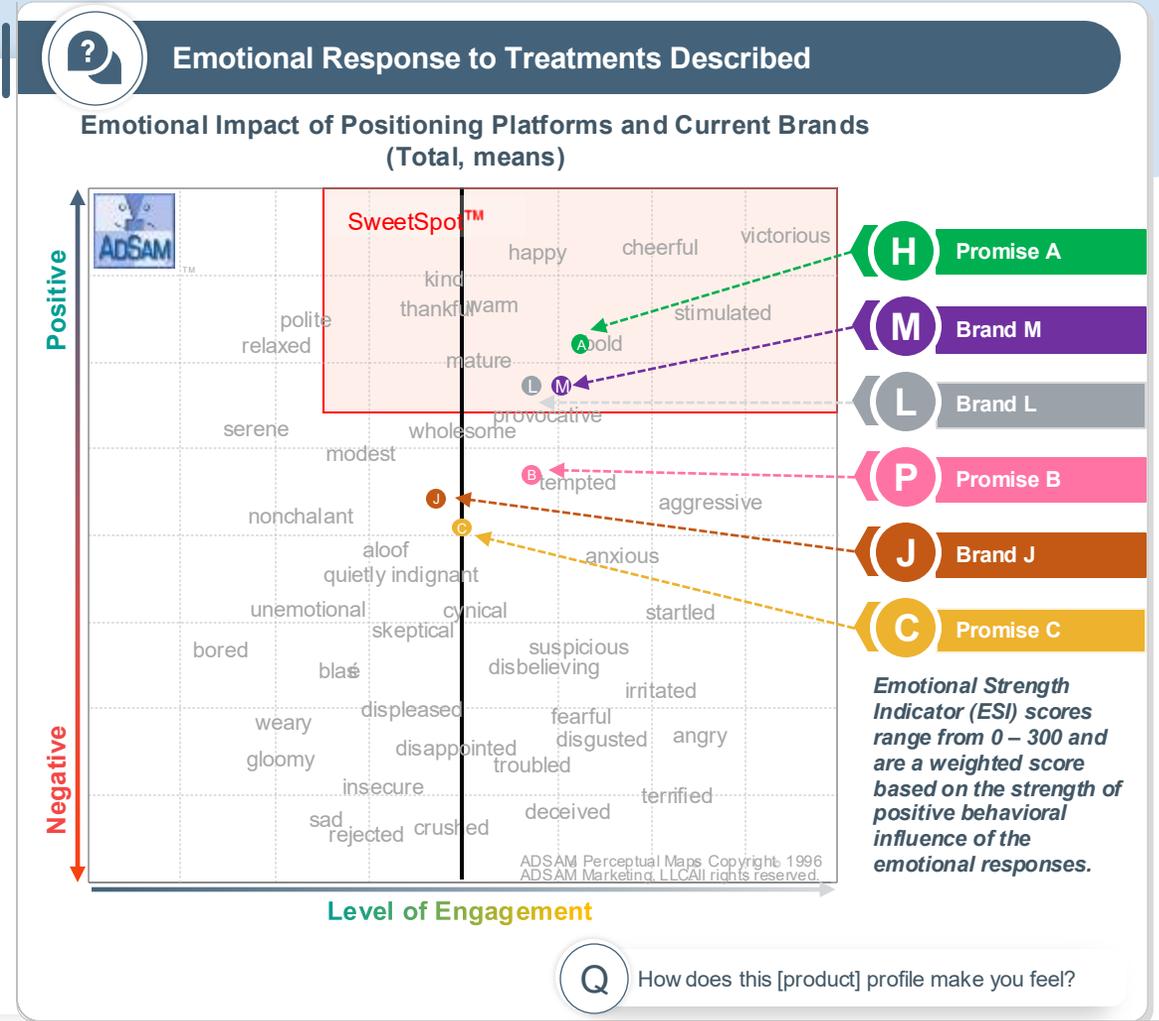
Get ahead of hesitancy by offering clear solutions to consumers' greatest concerns



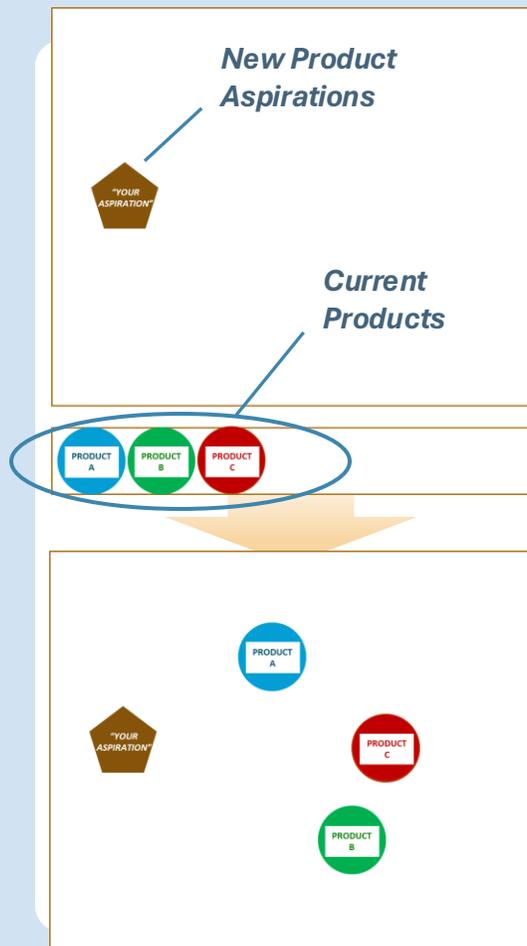
- Consumers express **fear** and **anxiety** over unknown treatments due to the possibility of adverse effects and the time commitment involved in a complex new regimen
- By offering solutions proactively, your brand team can **diminish consumers' anxieties**
- **Promises B and C elicit more** negative emotions due to their **problem-oriented focus**, as opposed to the more solution-focused angle of **Promise A**, which resonates by creating greater confidence in and enthusiasm for the brand

Promise A evokes the most positive emotional response, suggestive of strong motivating power to prescribe

- ✓ **Promise A's** position within the SweetSpot™ indicates a strong majority of Customers **feel the product offers meaningful benefit** for their patients that creates the greatest **sense of empowerment** and motivation to prescribe.
- ✓ **Brand M** also falls within the SweetSpot™, indicating a majority find the benefits of the existing product **motivating and empowering** as well, with a high likelihood to continue prescribing.
- ✓ **Brand L** elicits **mostly enthusiastic and warmed reactions**, though there is **some ambivalence or apprehension**, suggesting Customers are not completely satisfied with Z as a treatment across all patient types
- ↕ **Promises B and C** are more polarizing – the majority feel **neutral**-skewing toward the positive end of the spectrum, but the rest are divided between enthusiasm and strong negative emotions (e.g., fear, alarm)



Perceptual Mapping employs visual representation to simultaneously evaluate how personally meaningful and distinct a brand's positioning is



A well-positioned brand distances itself from competitors *and* does a better job of capturing your audience's hearts and minds

Our 360° Human Perceptual Mapping assesses positioning from *all* these angles

- Respondents place brands within a 2-dimensional space based upon perceived similarities and differences
- Unlike a traditional brand map, it includes a way for the respondent to project their own desires onto the map, using a token that represents what the respondent hopes for in a new brand
- It allows respondents to operate on gut-level intuition when positioning your brand and competitors on the map by allowing them to decide what differences are meaningful
 - *We do not define the axes or ask for specific attribute-by-attribute comparisons: deep probing is then conducted to explore the meaning behind the positions respondents assign to each brand*



- **More intuitive judgments to better approximate real-world evaluations**
- **Inclusion of all the right elements as defined by the respondent**
- **Opportunity to compare brands at multiple levels**

Perceptual Mapping reveals Positioning Platform A comes closest to Customers' ideal future treatment, edging out the current SoC



*Average coordinate mapping among respondents

Overview of key takeaways regarding where Positioning A, B, and C were placed in relation to the target patient / ideal treatment / anchor point.

- Further elaboration shedding light on which brand(s) fall closest to the ideal
- Explanation of how well each positioning differentiates from the other brands tested

“Y and Z are similar, right? Y may be a little bit better in terms of toxicity, but efficacy-wise not much different. Efficacy-wise, it’s better to go with S.”

– Hem Onc, Community

“According to the description, A is more targeted, and the response rate looks good for patients with this biomarker. So, they have to elaborate that in this population, you see a lot of patients with the mutation.”

–Med Onc, Academic

Additional projective techniques help to uncover the most salient rational and emotional associations with positioning territories

Respondents may struggle to directly identify or articulate reactions that are grounded in emotion; we dig deeper to uncover the underlying non-rational drivers



Three Buckets

- Creates a structure for respondents to discuss how they would prioritize the elements within positioning concepts
- Respondents categorize each element into one of three buckets:

1

Neither necessary nor relevant to the product/brand story

2

Nice to know but not essential

3

Motivating and compelling to drive interest in using the product/brand



Role Play

- Role play “flips the script,” having HCPs take on the role of a sales representative
- It forces HCPs to express the stance they believe a positioning platform is taking, revealing points of disconnect and conflict
- Role play encourages respondents to share their perceptions of each brand from a more holistic, marketing point of view



Family of Brands

- Allows HCPs to compare and contrast multiple brands/products in a more natural process than typical attribute rating exercises
- Can help explore and evaluate potential ways to co-position assets

All platforms would benefit from refinement to sharpen the focus on Product X's core, differentiating benefits and strengthen reasons to believe

Platform Alignment with Campaign Intent
(center = more aligned)



Across patient volume, practice setting, and degree of Brand Y use, platforms I and R have the greatest *stated* ability to drive Product X prescriptions; however, none are *fully* motivating as-is



Premise Metrics

- Premises touch on prioritized unmet needs (new, durable treatment for hard-to-treat patients), but also contain themes that are of lower/mixed priority (e.g., replacing treatments that have greater toxicity)

Promise Metrics

- Positioning I's promise of sustained efficacy is directionally the most differentiating
- Due to TPP exposure, promise believability is impacted by perceptions of whether Product X can deliver

Stated Alignment with Campaign Intent (to encourage Product X prescription; smaller number = more aligned)

UA	UB	I	RA	RB
3.5	3.1	2.2	2.5	2.0

Premises (1-7 scale; 1 = least, 7 = most)

	U	I	R
Relevance	5.5	5.4	6.0
Unmet Need	5.8	5.7	6.1
Prioritization	5.8	5.7	5.8

Promises (1-7 scale; 1 = least, 7 = most)

	UA	UB	I	RA	RB
Believability	4.8	5.5	5.8	5.3	5.5
Differentiation	5.0	5.4	6.5	5.6	5.8

Across markets, R and I consistently rise to the top for their promises of lasting improvement in both health and quality of life

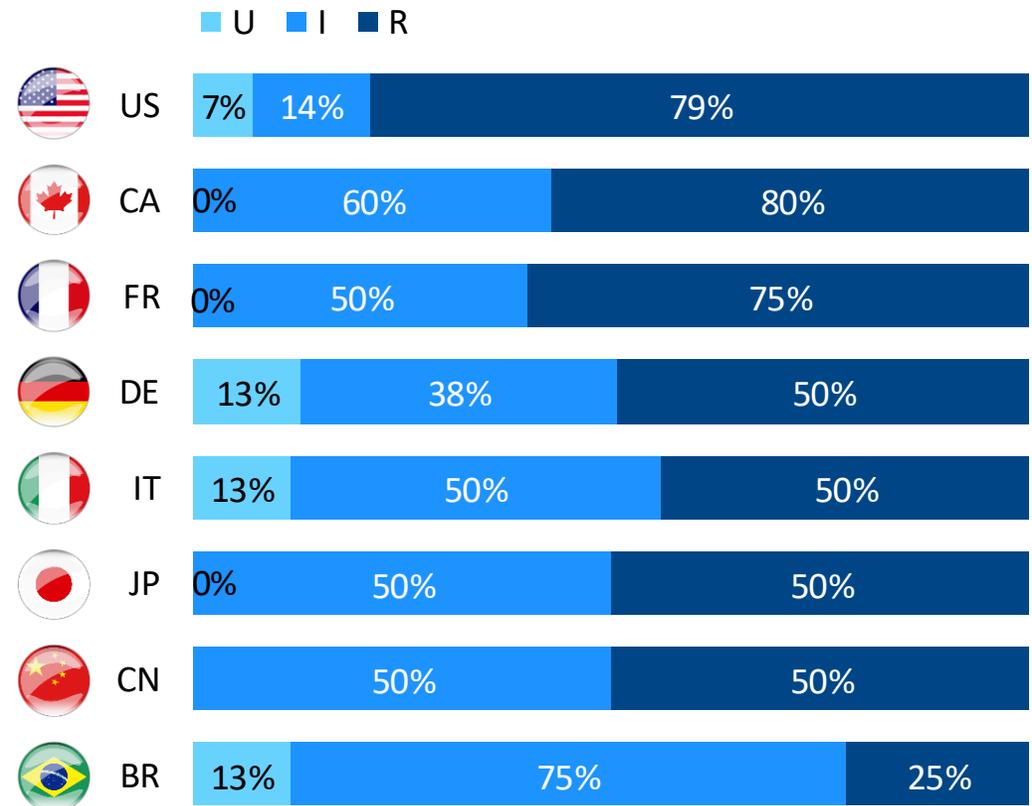
Final Territory Preferences by Market (selected by 50%+)



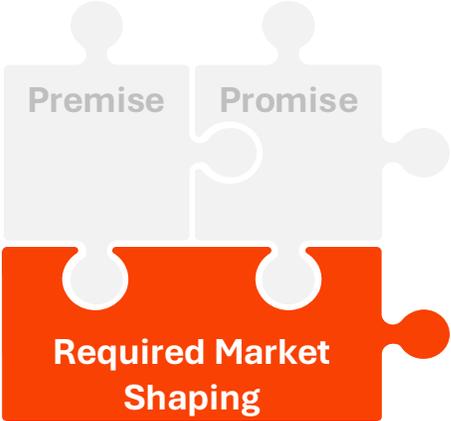
U	<ul style="list-style-type: none"> ✗ Least rational influence due to mixed recognition of the importance of avoiding the more toxic current treatments ✓ Version UB has stronger emotional resonance (see following slide)
I	<ul style="list-style-type: none"> ✓ Sustained efficacy and improved quality of life consistently appeal • US HCPs have more skepticism; the conscious reception is better ex-US
R	<ul style="list-style-type: none"> ✓ R is overwhelmingly preferred at a conscious level in the US and has the most consistent rational appeal globally due to strong alignment with treatment goals

Final Platform Preferences by Market*

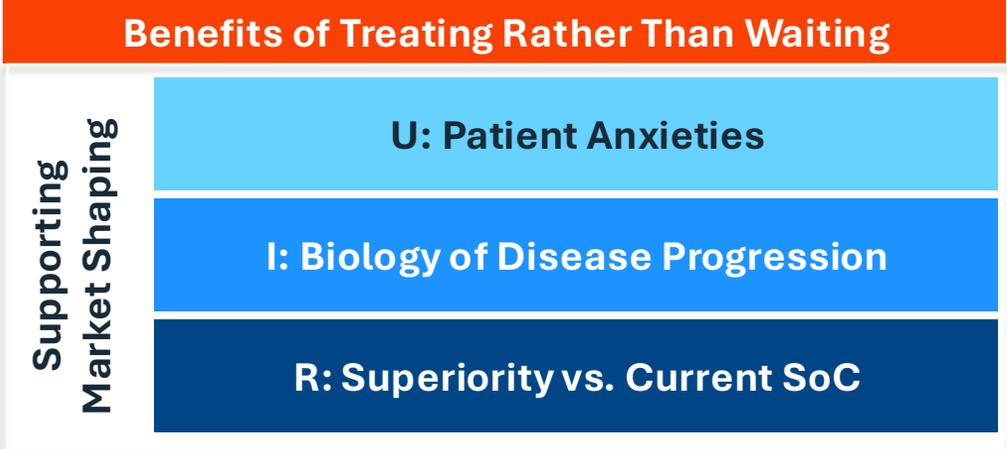
% selecting each territory as most preferred. Some markets exceed 100% due to mixed individual preferences



Overarching market shaping should address resistance to over-treatment, which will require adjustments to existing platforms



The most firmly held belief/assumption is that the **burden of treatment exceeds the burden of disease** for many patients, reinforced by treatment experience with the existing therapies in this space



U: Patient POV Needed

“*This idea patients are very scared is not true...most patients understand there’s a 50% cure rate and it’s a manageable disease...*”

– COMMUNITY MED ONC, IT

I: Recenter Focus on the Benefits of a New MOA

“*The current SoC is familiar to everyone– it may have drawbacks, but **Product X’s MOA** just isn’t as well understood.*”

– ACADEMIC MED ONC, DE

R: Avoid Overpromising

“*Here, **rapid response** is mentioned, but your data says the onset of response is **after 8 weeks**. A rapid response for me would be **within days, not months.**”*

– ACADEMIC HEM ONC, US



Key Strategic Recommendations



- **Include patient perspectives** on the downsides of the current treatment strategy
 - **Avoid** phrases that consumers or HCPs found off-putting, including statements that suggest they are making the wrong choice for their health
-
- Product X advantages can be **conveyed without over-emphasis of the known downsides of the current SoC**; soften language to avoid HCP defensiveness
 - **Focus on the benefit of the novel MOA** to help bolster the idea that Product X brings something new to the table for key patient types
-
- **Avoid** inviting comparisons to treatment options that excel in the areas where Product X lags
 - Illustrate Product X's ability to provide **lasting benefits**
-
- Conduct research with and provide **testimonials from patients**, to **show the positive impact of treating early** on preserving their quality of life
 - Emphasize **data points that better highlight the potential benefits** of Product X to **defend against HCP skepticism**
 - Focus messaging on patients who are considered most in need of better treatment options

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