



HOW TO BUILD
AND EXECUTE
A CHAMPION
**POM TO P
SWITCH**

FIRSTLY, NOTHING IS EVER BLACK AND WHITE.

Every switch is unique and every POM to P a little bit different.

That said, experience tells us that there are learnings that resonate across the many categories we've worked in (from migraine to weight from allergy to women's health, to name but a few).

Switches have long been hailed as the step change innovation opportunity for the consumer healthcare industry.

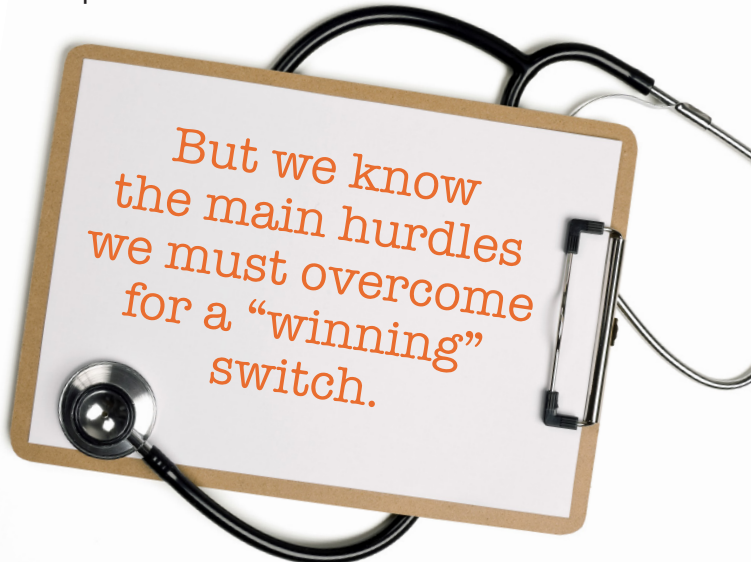
This is understandable when you consider the difficulties of delivering game-changing innovation in licenced consumer healthcare categories. The barriers are high; the science can limit the ability to create new or differentiated technical solutions (beyond format tweaks); there are regulatory constraints; creating meaningful clinical evidence is expensive; the market segments are often small; the list goes on.

So, the potential to access proven, successful Rx products is hailed as a gold standard. But, bar a few exceptions, switch has struggled to make a major P&L impact, even if it has created exciting projects for us as marketeers.

In other categories innovation is more straightforward. It follows the Rogers Adoption Cycle: launch a superior product, meet a real need, wait and then over time reach a tipping point that establishes a sustainable mass/market leading position. Consumer Healthcare companies have tried to replicate this model with limited success because the penetration barriers are so specific.

Barriers being, for example, the niche or complex nature of the need, the lack of emotional connection to the brand (beyond the sometime reluctant moment when you need to take the product) or the consumers' ability to just 'cope'. Even some of the more successful switches have had to over invest to sustain a moderate performance, making the Net Present Value (NPV) calculations look ugly.

Some switches which are deemed a success do not represent a replicable success model. These are normally atypical, where there are no alternatives and an imperative need, such as emergency contraception.



But we know the main hurdles we must overcome for a "winning" switch.

This is a short version
of the Brand Champions
POM TO P SWITCH guide.

**To get a full copy please email:
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