



**PROFILE** *Matt Giegerich has been at the heart of creating a global healthcare comms network – taking account of digital diagnosis by Dr Google along the way. He talks to Mercedes Cardona*

## Meet the medicine man

IN a corner of Matt Giegerich's office sits a very large sword. Massive, really.

It's a two-handed Claymore, the kind Mel Gibson swung in *Braveheart*, he explains.

It looks a bit out of place in a corner of a suburban office park, an hour's drive from New York City – especially since the chairman and CEO of Ogilvy CommonHealth Worldwide is into more sedate pursuits, like fly-fishing, golf and playing guitar.

But the last year – since WPP brought together CommonHealth and Ogilvy Healthworld to form a global healthcare communications network – has required the kind of heavy lifting on many fronts that would put a medieval warrior through his paces.

Not that it was so difficult going in; the two units had a near-perfect geographic fit, a good mesh of cultures and were already working together in many markets, Giegerich – hitherto president and CEO of CommonHealth – explains. While Ogilvy Healthworld had a strong global network, it was lacking a strong presence in the US market, something CommonHealth had covered. And for the last 15 years, CommonHealth had partnered with other WPP shops – mainly Ogilvy Healthworld – when it needed to service clients outside the US. The two agencies had built a lot of 'soft connections' over the years, and CommonHealth enjoyed especially good relationships with some of Ogilvy's top management, including Global CEO Miles Young, CFO Steve Goldstein, Gloria Gibbons, the head of the Ogilvy Healthworld practice outside the US, and Emma Sergeant, Ogilvy Healthworld's head of client services.

"One of the things that makes it easier is we have so much respect for the Ogilvy culture and the sense of trust and trustworthiness within the organization," says Giegerich. "They're an organization that really cares about its people; they know that's the foundation: if you have good people, you get good work and good work gets clients and keeps clients. The money is something that follows. They have that sense of priority and order and a lot of good, strong characters within the organization whom we like and trust a great deal."

But the scope of the integration work was massive. The first priority was to stabilize the New York office of Healthworld, which had been weakened by management turnover. Both staff and clients were defecting and "there was a lack of a true north within the organization," says Giegerich.

Michael Parisi, who was president of Altum, a CommonHealth agency, was made managing partner and charged with leading the office back to stability.

"It's a much more positive place than it was almost a year ago," says Giegerich. "New clients,

new activity, new pitches, new wins and a much stronger feeling within the organization."

While New York was the biggest short-term challenge, there were plenty of others while integrating and synchronizing two organizations, each with its own branding, infrastructure and processes. The two had to integrate operations including IT, client-facing strategic planning, knowledge-sharing platforms and financial systems. As the anniversary of the merger looms, Giegerich says they're still "far from done," but perhaps three-quarters of the way there.

But more importantly, he says the harder work of "making the global network real, more than just pins on a map on a PowerPoint slide," is progressing. The group held a meeting in London in May where the agency's leaders from around the world convened for the first time.

“A fully functioning global network is becoming more and more critical to more and more of our clients”

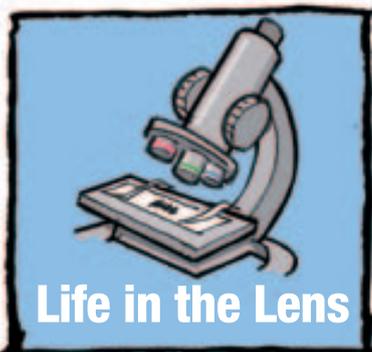
"It was from every angle a very, very good cementing of everything we wanted to do. It really made it real for a lot of people," says Giegerich.

WPP chose to bring the two units together to create a true global network for servicing an increasingly complex and global biopharmaceutical industry. It comprises 1,200 employees in 65 offices across 36 countries, ranked by *Advertising Age* as one of the largest healthcare agency networks in the world.

"In a purely logical sense, this-plus-this forms something that is more complete," says Giegerich. "The demands of our client base have been changing along the way and a fully functioning global network is becoming more and more critical to an increasing number of our clients. In the end, it made pure, strong business sense that we would be far more competitive as a combined entity."

Healthcare communications is facing massive change as the industry itself both grows and contracts. While pharmaceutical companies are expanding operations around the world, their ranks are consolidating, and blockbuster drugs are thinning off as their patents expire. As a case in point, Giegerich cites Pfizer's anti-cholesterol drug Lipitor, a \$14-billion-a-year brand which goes generic next year.

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### Thomas Crampton

Asia-Pacific director,  
Ogilvy 360 Digital Influence

#### How would you describe your job to a five-year-old?

I am paid to encourage people to watch videos, connect with friends and play online games.

#### If you weren't in social media what would you be doing?

Building dry stone walls, a much more intellectual pursuit than most people think. Tetris, with exercise.

#### A telling anecdote?

My expertise in social media is based in part on my own mistakes. In particular, my blog post 'How Facebook ended my marriage' still tops the list when you search on Google for 'Facebook and Marriage'.

#### Is there anywhere you haven't been you want to go to?

Patagonia, for the hiking.

#### Who do you regard as a genius?

Napoleon, for his ability to inspire people. He left the island of Elba with a few soldiers and by the time he reached Waterloo managed to field an army that challenged Europe. All of this, in the wake of his Russian defeat.

#### What's your favourite acquisition of the last 12 months?

Gibbon's *Decline and Fall of the Roman Empire*, along with other great works you can download for free on a Kindle. Now that you no longer need to lug around a heavy book, an unheralded effect of the Kindle has been the revival of reading classics.

#### One thing most people don't know about you?

I have a somewhat obsessive relationship with the Atlantic Ocean.

Having flown across frequently while growing up, I sailed a boat from East to West and later island-hopped back in a small propeller aircraft with limited flight range.

#### If you were an Olympic champion what would it be for?

Gold medallist in the departure gate dash.

#### What's the first thing you'd change if you ruled the world?

I'd switch left-hand drive nations to the right.

#### Has there been a pivotal moment in your life?

The moment I realized I'd never had a pivotal moment.

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**RESEARCH** WPP companies are responsible for many of the key brand comparisons relied upon by marketers. Here are three sets of recent findings



# Ranking brands across the world

## BRANDZ™

### Top 100 Most Valuable Global Brands 2011

The most eye-catching finding in this year's BrandZ Top 100 ranking was the ascendancy of Apple to number one spot, displacing Google, as the total value of the top 100 passed \$2 trillion for the first time. Fast food (22 per cent), luxury (19 per cent) and technology (18 per cent) were the fastest-growing categories after insurance, which spiked thanks to inclusion of three expanding Chinese players.

Facebook led the risers, coming in to the table for the first time at no 35, followed by Chinese search engine Baidu, with a 141 per cent growth in brand value. And the number of Chinese brands in the top 100 jumped from seven in 2010 to 12 in 2011, reflecting the country's growing economic might.

The full report can be downloaded at [www.brandz.com](http://www.brandz.com).

### BrandZ Top 10 Most Valuable Global Brands 2011

Brand	Brand value \$m	Brand vs 2010	% change
1 Apple	153,285		84%
2 Google	111,498		-2%
3 IBM	100,849		17%
4 McDonald's	81,016		23%
5 Microsoft	78,243		2%
6 Coca-Cola	73,752		8%
7 AT&T	69,916		N/A
8 Marlboro	67,522		18%
9 China Mobile	57,326		9%
10 GE	50,318		12%

### The Top Green Brands Around The World

	1	2	3
<b>Australia</b>	Subway	Toyota	Aldi
<b>Brazil</b>	Nature Cosméticos	O Boticário	Ipê
<b>China</b>	Haier	Gree Electrical Appliances	Mengniu
<b>France</b>	Yves Rocher	L'Occitane en Provence	Veolia Environment
<b>Germany</b>	Alnatura	LichtBlick	Frosch (Erdal Rex)
<b>India</b>	Amul	Dabur	Infosys
<b>UK</b>	The Body Shop	Innocent	The Co-operative
<b>US</b>	Seventh Generation	Whole Foods Market	Tom's of Maine

### ImagePower Global Green Brands Survey 2011

The sixth annual green brands survey by Cohn & Wolfe, Landor and Penn Schoen Berland, in conjunction with Esty Environmental Partners, found that consumer appetite for green products has increased significantly in the past year. The survey of more than 9,000 consumers in eight countries found that consumers worldwide intend to purchase more environmental products in the auto, energy and technology

sectors compared to last year. Now more savvy about how green choices in personal care, food and household products directly affect them and their families, global consumers are expanding their green purchase interest to higher-ticket items such as cars and technology.

Full findings at: <http://www.slideshare.net/WPPGreenBrandsSurvey/2011-green-brands-global-media-deck>.



### India: the PSB 50

Penn Schoen Berland has conducted the first ranking of India's MNCs based on how they are rated among some 600 Global Bizfluentials – members of the global business elite. Tata Group and its chairman Ratan Tata came out on top, but the poll also revealed that Indian companies have some way to go, with a quarter of those polled unable to spontaneously name a single Indian multinational company. "India is still searching for its GE, its HSBC, and its Microsoft," said Ashwani Singla, managing director and chief executive, Penn Schoen Berland, South Asia. "The moment is now. India's business leaders have built companies with topflight market performance. The next step is telling this story – the story of Indian entrepreneurialism – to global audiences."

The survey can be downloaded at: <http://www.psbresearch.in/>.

### India's Top Ten Most Highly Rated Multinational Corporations

1	Tata Group
2	Sun Pharmaceutical Industries
3	Air India
4	Jet Airways
5	TVS Company
6	State Bank of India
7	Oil and Natural Gas Corporation (ONGC)
8	Indian Oil Corporation
9	Axis Bank
10	Kingfisher Airlines

## Meet the medicine man

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"It's a very challenged time in our client base right now," says Giegerich. Many companies are losing billions of dollars in revenue as their bestselling products go generic, so they're retrenching, while trying to offset those declines with growth in developing markets outside Western Europe and North America. And they're also consolidating among themselves, in an effort to keep the bottom line propped up, he explains.

One plus is that clients are becoming more tolerant of conflicts, says Giegerich. Now they are more willing to share agencies, given good firewalls between account teams. Just in case, Ogilvy CommonHealth Worldwide houses and maintains both Ogilvy CommonHealth and Ogilvy Healthworld brand identities in certain markets, should conflict arise.

While the client base is changing, healthcare marketing is changing radically.

"The digital revolution is now full on and it's taking over every aspect of marketing health care brands," Giegerich says. "Most marketplaces have been revolutionized by digital technologies, but none more so than health."

Doctors used to get the bulk of their information from pharmaceutical sales representatives and journals, and now they get most of it online. Meanwhile, patients used to get their information from doctors and now "you consult Dr. Google, first thing you do," says Giegerich.

So healthcare communications is now largely digital and has to be more integrated across audiences – doctors, patients, managed care organizations, pharmacists, government,

advocacy organizations – because everyone has access to it now.

"It's an exciting time to be in the business, but it is hyper-competitive for sure," says Giegerich.

Overlay a maze of conflicting regulations and practices on a country-by-country basis and the healthcare environment is a challenging ecosystem of its own. It takes a specialist to navigate it; not just any agency off the street can do this job, says Giegerich.

Ogilvy CommonHealth Worldwide employs chemists, physicians, technical writers and designers with scientific and medical backgrounds, he explains. Additionally, dealing with regulations is also a specialized skill, especially as drug marketing goes global.

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Giegerich says he's been to many cocktail parties where people have recoiled when he said he works in pharmaceutical advertising, but he sees his work as a socially-responsible mission of getting reliable, vetted information to doctors and patients in need. That's especially crucial when so much of Dr. Google's information can be just plain wrong, he says.

"We can go back to every brand that we work on – ranging from life-saving to life-enhancing products – and we can connect something meaningful to that work," he says. "Outcomes. Human results, not only sales. We can say how many people's lives were improved in part because of the things we do

every day. We try not to take it for granted."

Giegerich has had a front-row seat to the industry's development, as his career has grown along with the organization. The 46-year-old has spent more than half his life in the business. He joined Thomas J. Ferguson Associates, a small agency WPP had just acquired, 21 years ago. That grew into CommonHealth and he moved up from senior account management to take the president and CEO spot 11 years ago.

Along the way, he's launched new divisions, acquired other units and earned honors, most recently a Person of the Year award from trade publication *Med Ad News*. He was also named to the Ogilvy Worldwide board last year, to recognize the importance of healthcare communications in the network's future.

"It's been a great evolution along the way, with a lot of different people and factors helping to pull it all together," he says.

When he began his career, he and wife Colleen had no children; this year, they're sending off the second of their three daughters to college. Emma, the eldest, will start her second year at Colgate University, while Sarah leaves for her first year at Lehigh University in nearby Pennsylvania. He jokes their younger teenage sister, Hannah, is "going to be a little freaked out with both of us fawning over her."

Dad will have some distractions as he plots future growth for Ogilvy CommonHealth Worldwide, though. Giegerich says there will be expansion through both acquisitions and organic growth as consumer populations grow in developing markets. With international hubs in the US, UK and France, the network is looking to develop an Asian hub and Giegerich sees the Mexico City office developing into a Latin hub to complement a thriving practice in Brazil.

Additionally, he's looking beyond pharmaceuticals to a more holistic view of health, to match what consumers are already doing in their lives. He anticipates the group breaking into other health and wellness spaces, such as

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devices and diagnostics, nutrition and supplements, over-the-counter products and exercise.

Ogilvy CommonHealth Worldwide has a recipe for its priorities Giegerich likes to call the Four Is: Insights, Ideas, Innovation and Integration. He says the network has to be smarter about getting insights into healthcare, creating galvanizing ideas, applying technological innovations such as electronic health records and medical education in virtual environments, and finally, making sure the work is integrated across audiences and channels.

"If we focus on those four Is," he says, "then that recipe will absolutely compel us towards being a much more competitive organization around the world."

And he's feeling pretty good about it, not stressed, he says. He's even planning to take some time off to go fly-fishing in England this summer.

"I feel great. The London meeting was really charging for us. Now we are very clear and focused about who we are. We have our flag waving out there, we know what our priorities are. Let's go do it, and better than our competition."

[www.ogilvyhww.com](http://www.ogilvyhww.com)

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